

Introduction

The Work-Life Balance campaign is a UK Government and National Assembly for Wales initiative aimed at promoting flexible working practices and was launched in Wales in March 2000.

The Trust is committed to this campaign and recognises that everyone has a life and responsibilities outside work. We may have children or other caring responsibilities, or want time to pursue other interests. The Trust is trying to accommodate this by finding ways to balance both work and home life. This is something that we all have to do; and there is no doubt that the way our working lives are organised makes a difference to how we manage our lives and how we feel about work.

Work life balance is not just about families and childcare, it is about striking the right balance between what we can achieve at work and at home; and being fresh enough to give our best to all the areas of our lives. It is necessary for us all, at whatever stage in our lives.

Work-life balance recognises the opportunity to create a balance between the continuing productivity service demands of the employer and the needs of the employee striving to juggle outside responsibilities and interests. This booklet provides information on achieving work-life balance.

In addition to the options available in this booklet, the Trust also considers work life balance when implementing policies and procedures. It is important that all initiatives are balanced with the need to maintain a high standard of service within the Trust.

The Trust is working towards achieving the Investors In People and Health at Work Standards, for which improved communication, education, training and development, along with health and fitness, are all crucial not only for the achievement of these standards but also to encourage an improved work life balance within the Trust. The Trust hopes that by building people's values we can continue to attract and retain good staff.

The Trust encourages applications for employment from candidates who may need to have flexible working arrangements. These may be discussed at interview.

This booklet has been produced by the Trust Recruitment and Retention Group, made up of management and staffside representatives.

For further information about any of these initiatives please contact the Human Resources Department on ☎ 01248 384216/5320. For existing staff wishing to pursue any work life balance initiatives you should discuss this with your line manager in the first instance.

DIRECTOR OF HUMAN RESOURCES



THE HUMAN RESOURCES DEPARTMENTS OF THE NORTH WEST WALES NHS TRUST IS ONE OF THE DEPARTMENTS THAT ARE IIP ACCREDITED

Part-Time Working

What is it?

Where staff are contracted to work less than the full-time hours for the post on a permanent or temporary basis.

Establishing Part Time Working

Before an agreement with an employee can be finalised, the following points need to be considered and agreed:-

- How many working hours a week are required for the post?
- If part-time working is agreed how will the remainder of the hours/work be covered?
- How should the hours be worked? (Each day and week).
- What happens if additional hours are required? Is payment made or is time off in lieu given?
- Does the agreement require flexibility in terms of hours/days worked?
- Are there any special overlaps required between the part-time postholder and others?

How does this affect your Pay and Benefits?

Salary and all pay related benefits are reduced pro-rata to the full-time entitlement, e.g.:-

- Salary increases
- Life Assurance
- Pension
- Holidays and Special Leave/Pay
- Sick Pay and Maternity Pay
- Redundancy Pay

Additional Information

Varying hours

It may be possible to vary your weekly hours providing you work your contracted hours within the period of one month. This would be with the agreement of your manager and according to the needs of the service

Working additional hours over and above contracted hours

Payment for agreed additional hours is at the standard hourly rate until you have worked the full-time hours for the post within the month. Hours worked in excess of this will be at overtime rates. If you are in a post which qualifies for overtime payment, then all additional hours must be agreed in advance with your manager.

Working fixed days of the week

Fixed days can be worked if there is no compromise to service standards or any adverse impact on the rest of the team.

Working outside normal working hours

Consideration would need to be given to the same issues as someone opting for Flexi-time.

RELEVANT HR POLICIES, PROTOCOLS/STATEMENTS

Please refer to

NWWHRP50 (Dated February 01)

"Agreed statement and protocol on Flexible working opportunities within the Trust"

V-T'me

What is it?

An arrangement which enables employees to work reduced hours for a specified period of time to deal with "special circumstances". This could include a family or personal emergency, or to undertake a particular course of training or development.

An employee would be able to reduce his/her working hours for up to a period of one year. Salary would be reduced pro-rata to the whole time salary.

An employee could thus reduce their hours by a daily amount of time or by a weekly amount i.e. could work short days or a short week.

Reducing Working Hours

- Could service needs be covered without unreasonable additional cost?
- What is the impact on the rest of the team?
- Arrangements must be agreed in writing between employee and manager before changes to working hours are implemented.
- Flexibility should be shown in the event of a crisis over which the employee has little or no control.

How does this affect your Pay and Benefits?

Salary and all pay related benefits are reduced pro-rata to the full-time entitlement, e.g.:-

- Unsocial Hours/Premium Payments
- Sick Pay and Maternity Pay
- Holidays and Special Leave/Pay

The following benefits are not necessarily subject to direct proportionate adjustment because they are calculated over a timescale which may include a period of normal working:

- Pension (calculated on best of last 3 years)
- Redundancy Pay
- Life Assurance Benefits

Additional Information

Extending the maximum period

An extension is possible by agreement with your line manager. This would normally be in exceptional circumstances (e.g. a long term illness of a family member).

Calculating annual leave

Leave is calculated as pro-rata to the whole time allowance. For example, if full year entitlement is 22 days (162.8 hours) for a 37 hour 5 day week and you reduce to 18.5 hours, your leave entitlement would be 11 days if you continued working a 5 day week, i.e. (18 hrs = 50% of 36 hrs) (50% of 22 days = 11 days) or 81.4 hours annual leave per annum if you worked variable hours each day, i.e. (50% of 162.8 hours).

Working Fixed days of the week

Fixed days can be worked if there is no compromise to service standards or any adverse impact on the rest of the team.

Working outside normal working hours

Consideration would need to be given to the same issues as someone opting for Flexi time.

Affect on Pension

It would have an effect on how your length of service in the scheme is calculated, e.g. if you reduced your hours to half time for one year, then it would only count as six months 'reckonable service'.

Job Share

What is it?

This is where two (or more) people undertake one role on a shared basis. This arrangement has the constraint that if one party to the job share leaves, the employment of the second party may be affected. It is a particular form of part-time working in which the individuals agree to work together to cover a full-time post in a seamless manner. It is useful in opening up posts for part-time employment where this would otherwise be impractical, such as where a post is unique or at a senior level, or where full time cover is required.

Establishing Job Share

The following points should be considered to establish whether a role is suitable for job share consideration:-

- Can the duties and responsibilities be clearly defined and measured for each person?
- If the role requires a broad range of skills, would two (or more) people provide those skills between them?
- Would the role benefit from longer than the normal full-time working hours per week?
- Accountabilities for each "job-sharer" will need to be clearly defined.
- What happens if one partner leaves the shared role:-
 - Seek a replacement.
 - If unable to find a replacement the role should be offered on a full-time or increased hours to remaining "job-sharer(s)".
 - Decide whether or not the service can be maintained with part time hours.
 - If this is not acceptable to the employer then replace post with full time employee or alternative job sharing or flexible arrangement and consider re-deployment of remaining "job-sharer".

How does this affect your Pay and Benefits?

Salary and all pay related benefits are reduced pro-rata to the full-time entitlement, e.g.:-

- Salary increases
- Life Assurance
- Pension
- Holidays and Special Leave/Pay
- Sick Pay and Maternity Pay
- Redundancy Pay

Additional Information

Finding a job-share partner

It is primarily an individual's responsibility to find a job share partner. Where posts are advertised offering flexible working arrangements we will try and match the hours and skills of applicants. We would encourage you to find out if anyone else in your team or department might be interested. We can also help by reviewing any other person who has expressed a wish to share a job or to work part time, and by placing an advert in the internal Vacancy Bulletin.

Sharing hours and responsibilities

It will depend very much on the requirements of the job to be shared and the skills brought to it by the job sharers. The hours may overlap in certain circumstances as long as the post remains full time.

Job share contracts

In a Job Share both parties are contracted as inter-dependent partners. This means that if one wishes to leave a partner will be sought. The hours may be renegotiated in order to accommodate the needs of the new partner. If a partner cannot be found then an alternative job share or part time post would be agreed, and the post would be re-advertised full time.

Flex Time

What is it?

This allows normal working hours to be varied to suit an individual's needs, whilst working the full time or part time contracted hours for the post over the week. For example, working from 10am – 6pm rather than from 9am – 5pm. Working Hours may be staggered on a permanent or temporary basis, throughout the week or just on one or two days of the week. Flexi time is not part-time working, and the contracted hours for the post must be worked over the month.

Establishing Flexi Time

- Agreement with the line manager must be sought in advance and actual timings need to be defined to ensure that service needs are met in full.
- Allows for greater coverage of the working day by the department, and provides flexibility for the individual.
- Minimum break times must be taken during the working day according to Trust policy.
- Flexi time cannot apply to staff who are rostered, but only to those who work a "standard" week, and who are not required to handover to an oncoming shift.
- Are there any particular health & safety or security issues which need to be considered when working outside of the 'normal hours'?

How does this affect your Pay and Benefits?

Pay and benefits are not affected on the basis that the contracted hours for the job are worked for each week over a period of a month.

Additional Information

Record of flexi time

All hours worked have to be recorded on a daily basis using a flexi form (can be obtained from HR).

Carry over of hours

It may be possible to carry over hours as long as they are used within the next four week period.

Weekend work

If your existing work pattern includes weekend work, otherwise this may only be with the agreement of your manager on an occasional basis.

Longer hours

May be worked if there is no compromise to service standards or any adverse impact on the rest of the team.

Meal/rest breaks

Compensatory rest must be given during your working hours (unpaid) and should not be worked through without the agreement of your manager on an occasional basis.

Part-time flexi hours

It is possible to arrange for your hours to be worked flexibly in the same way as full time staff.

Please refer to

NWWHRP50 (Dated February 01)

"Agreed statement and protocol on Flexible working opportunities within the Trust"

RS16 (Dated February 01) "Guidance to Working Time Regulations"

Annualised Hours

What is it?

This is where a contract is made by which the hours of work are spread unevenly through the year, with fewer hours worked at certain times. Agreement is therefore reached on the minimum number of hours an individual is committed to working in a 12 month period.

Establishing annualised hours

Before an agreement with an employee can be finalised, the following points need to be considered and agreed:-

- Does the role show a peak and trough pattern which would lend itself to annual hours working without an adverse affect on service needs?
- Can the service accommodate or adapt to lengthy periods of absence, e.g. during school holidays? What maximum period of absence could the service/department tolerate?
- How would the working pattern be arranged – e.g. number of hours per week/month, days to be worked etc.
- How will pay be administered? Options might include:-
 - Employ through the Bank and pay salary weekly.
 - Salary is paid over 12 equal monthly instalments with a recovery clause for any overpayment if individual leaves before completing the contracted hours for the period.
- Will I need to recruit another person to cover the job during the remainder of the year? If so, could cover be provided by temporary or trainee staff?
- Will I incur any additional costs by covering absent periods with premium attracting staff?

How does this affect your Pay and Benefits?

Salary and all pay related benefits are reduced pro-rata to the full-time entitlement, e.g.:-

- Salary increases
- Life Assurance
- Pension
- Holidays and Special Leave/Pay
- Sick Pay and Maternity Pay
- Redundancy Pay

Additional Information

Record of hours

A record of hours worked on a daily basis must be made.

Part-time and Full-time Annual Hours Contract

It may be possible to work part or full-time hours over a period of 12 months, but great care must be taken that your working pattern does not contravene the meal/rest breaks or the rules of the Working Time Directive. Should you work part-time, entitlements will be pro-rata.

Varying weekly hours

It may be possible to vary your weekly hours. This would be with the agreement of your manager and according to the needs of the service. (Also see Part-Time Working and Flexi Time). You may also work more than the agreed annual hours provided they do not exceed the average of 48 hours per week.

Payment for additional hours

Hours worked are reconciled on a monthly basis to ensure that at year end you have worked the annual contracted hours. These will be paid at the standard hourly rate until you have worked the full-time hours for the post. Additional hours over the 12 month period, will then qualify for overtime rates.

Annual Leave

Will be calculated on the basis of an annual entitlement, calculated in hours.

RELEVANT HR POLICIES, PROTOCOLS/STATEMENTS

Please refer to

NWWHRP50 (Dated February 01)

"Agreed statement and protocol on Flexible working opportunities within the Trust"

RS16 (Dated February 02) Employee Guidelines to Working Time Regulations"

Home Working

What is it?

Home Working is a practical consideration where an individual's work is self-regulated and is discrete to the extent that it can be undertaken outside the office.

Occasional/Temporary Home Working

Where an employee meets their contractual obligations working from home on an occasional or temporary basis.

Contracted Home Working

Where an employee who would normally be office based has a contractual arrangement whereby a proportion of the working week or month is from home.

Establishing Home Working

Before an agreement with the employee can be finalised the following points need to be considered and agreed upon:-

- **Risk Assessments** should be carried out for contracted home working.
- **Occasional/Temporary Home Working** may be considered where a specific job can be undertaken at home and where there is clarity around what will be accomplished.
- **Contracted Home Working** should not be considered if the job involves constant personal interaction with colleagues/patients.
- **Contracted Home Working** can be considered if an employee is able to complete tasks on a regular basis either at home or in the office. These must be agreed in advance.
- An employee on **Contracted Home Working** must be flexible to attend the Trust's offices for essential interaction with colleagues, and any training or development courses required.
- **Contracted Home Working** employees will be subject to the same performance measures, processes and objectives that apply to office based employees.
- Additional costs must not be incurred by the Trust as a consequence of either Occasional/Temporary or Contracted Home Working arrangements.
- The Trust reserves the right to terminate a Contracted Home Working agreement if service is adversely affected or the needs of the Trust/service changes, subject to four weeks notice in writing.

How does this affect your Pay and Benefits?

Pay and benefits are not affected on the basis that the contracted hours for the post are worked. Staff working part-time will be entitled to salary and other benefits on a pro-rata basis.

Additional Information

Normal working hours

Normal hours for accessibility are agreed between the manager and the employee.

Facilities

You must have a telephone and preferably a fax machine. Staff with Contracted Home Working arrangements will probably also need a PC, printer and where possible access to IT networks.

It is your responsibility to provide and maintain your equipment and to ensure that the home-working environment is 'fit for purpose'. You must also comply with the IT security and data protection requirements.

When would occasional/temporary home working be most appropriate?

There are a number of circumstances where it would be particularly so, such as where an employee:-

- is fit to work but contagious
- has a backlog of administrative tasks
- needs a quiet time to write reports/papers

- has a sick relative at home that they must care for
- has difficulty in getting to work because of a long commute

Phased Return to Work

What is it?

Returning to 'normal working' after a prolonged absence for any reason can be difficult. This scheme is designed to facilitate a return to work and an early resumption of normal duties and is by agreement only. Normal hours of work are reduced initially on a temporary basis before returning to work full-time or returning to normal hours of work. A Phased Return to Work is for a period of up to 3 months by agreement with the manager.

Establishing phased return to work

After Maternity Leave

- A Phased Return to Work could commence **before** the end of the maternity leave period after the birth of a baby.
- Alternatively, a Phased Return to Work could commence **after** the end of the maternity leave period after the birth of a baby.

After Extended Leave

- A Phased Return to Work following an extended Career Break might be appropriate to allow someone to adjust to their work regime and duties.

After Serious or Prolonged Illness

- Doctors often recommend a gradual return to work after a serious illness and a long absence from work. Any recommendation must be accompanied by a medical statement indicating "fit to return to work" and clearance from our OH department.
- In conjunction with the line manager, Human Resources and the Occupational Health Department a rehabilitation programme should be developed for the employee. This would involve prescribed working hours over an agreed period of time with the aim of bringing the employee back to full-time work normally within a 3 month period.

How does this affect your Pay and Benefits?

- **After Maternity Leave** staff returning from maternity leave will receive pay and benefits pro-rata to the hours being worked. Annual leave may be used to make hours up to normal/contracted.
- **After Extended Leave** for staff returning after a period of unpaid leave pay and benefits will be paid pro-rata to the hours being worked. Annual leave may be used to make hours up to normal/contracted.
- **After Sickness Absence**, return to work part-time may be offset by any outstanding sick pay entitlement, or where this has been exhausted, by annual leave to maintain full-time salary. If a Phased Return programme is formally agreed, remuneration will be discussed and agreed on a case by case basis.

Additional Information

Duration

Normally up to 3 months. However, the exact period will be decided after discussion with your line manager, the Occupational Health Department and the Human Resources Department where staff are returning after illness.

Career Break

What is it?

An arrangement which enables employees to take a break in their careers for further education, travel or family care. The period of leave from work is unpaid, but the Contract of Employment is not terminated.

RECOMMENDED PERIODS

Minimum period is 2 months and the maximum is 2 years. For breaks of less than 2 years there will be an option to review the arrangement and agree an extension to the maximum period of time.

(Periods of less than 2 months should be dealt with as temporary unpaid leave of absence).

Deciding on Having a Career Break

Before an agreement can be finalised the following points should be fully considered and explained:-

- An employee who takes a Career Break of up to 12 months will return to the job held before the break.
- Staff who take a Career Break of more than one year are guaranteed an equivalent job with the Trust but not necessarily the same job as was held previously.
- If it is not practicable for the employee to resume her/his original job, a suitable alternative job is offered on terms not substantially less advantageous than the substantive job held before the period of absence. The releasing department will be responsible for taking the relevant action in such circumstances.
- A Career Break may be taken after maternity leave, adoption/foster leave or paternity leave.
- An employee may not work during a Career Break unless this is specifically agreed with the Trust.
- Both the Trust and the employee are encouraged to maintain contact during a Career Break and staff may, if appropriate, be required to attend for training or to update skills etc.
- Staff must have a minimum of 2 years service with the Trust before they are eligible for consideration for a Career Break.
- No more than two Career Breaks will be given during a continuous period of employment with the Trust, unless in exceptional circumstances.
- A Career Break must not be agreed if the return to work date is close to, or will overlap, an individual's 50th birthday, because of the redundancy/pension liabilities after this age. The Human Resources department should be consulted in these circumstances.
- The Contract of Employment remains in force and the employee is deemed to be on authorised unpaid leave.

How does this affect your Pay and Benefits?

Service Accrual:

Career Breaks of 12 months or less will count as continuous service. For breaks of over 12 months service accrual will be suspended for the period of the Career Break, but continuity of service prior to the break will be protected.

Pay and Benefits:

All pay and benefits will be suspended from the start of the Career Break and will be reactivated again on return to work e.g.:

- Salary increases
- Life Assurance
- Holidays and Special Leave/Pay
- Sick Pay and Maternity Leave/ Pay
- Redundancy Pay
- Pension (contributions may be made up retrospectively – see below)

Where a Career Break is agreed to accommodate a secondment opportunity, the arrangements for continuity of benefits and service accrual will be agreed individually.

Additional Information

Return to work

This is comparable to existing Trust guidelines which specify that you would return to a job which is generally at the same level as the one you left. We would consider:

- Yours skills and experience
- Your physical capabilities
- Remuneration in the 'old' post
- Requirements of the new job

What qualifies for a Career Break?

This decision rests with your line manager who may wish to discuss your request with the Human Resources Department.

Restructuring or Reorganisation

The Trust's Organisational Change Procedure would apply. You would be kept fully informed and invited to meetings etc. in the same way as staff who are at work.

Affect on Pension

Payment of pension contributions is shared between the employer and employee. Staff who take an unpaid break of one year or less will be able to make a retrospective payment and the Trust will also pay its contribution to ensure continuity.

Staff who take unpaid absence of more than one year will have a corresponding break in their pension contributions.

"Agreed statement and protocol on Flexible working opportunities within the Trust"

Special Leave

What is it?

Enables staff to take time off for specific family, personal or domestic needs, subject to their meeting any specified criteria.

Full details of these entitlements are detailed in the Special and Parental Leave Policy which is available on the intranet or from Human Resources.

Requesting Special Leave

Before time off can be granted, the following points need to be considered:-

- Does the individual meet the criteria specified in the Special Leave Policy for the particular circumstances?
- Has the individual already taken time off under the Special Leave Policy and, if so, have they 'used up' the allocation of special leave within the defined period?
- You will need to properly record the Special Leave absence.
- The paid entitlements referred to in the Special Leave Policy will be applied pro-rata for part-time working.

How does this affect your Pay and Benefits?

There is no impact on pay and benefits other than where the individual takes an unpaid period of Special or Parental Leave, then salary and salary related benefits will be temporarily suspended.

Additional Information

What does special leave cover?

- Carers Leave
- Leave to accompany a dependant to hospital
- Bereavement
- Other serious domestic/personal crisis
- Parental Leave

Where can I get additional information from?

Available on the intranet or personal advice from the Human Resources Department.

RELEVANT HR POLICIES, PROTOCOLS/STATEMENTS

Please refer to

NWWHRP1 (Dated May 00)

Special Leave Policy: "Family Friendly" & Civic Duties

Personalised Annual Leave

What is it?

An arrangement which enables employees to 'buy' or 'sell' annual leave subject to minimum and maximum ceilings, with a commensurate adjustment to their salary. Buying or selling basically means that staff may reduce their entitlement by 5 days (i.e. normal working hours for one week) or may increase their entitlement by a maximum of 5 days, subject to the consideration detailed below. Adjustments must be agreed before the beginning of each leave year, and arrangements are reviewed on an annual basis.

Buying or Selling Annual Leave

- Could the service accommodate the postholder being absent for a longer period?
- Would the employee have a realistic prospect of taking more time off than their current entitlement, within the course of a financial year?
- Will the additional time off need to be covered, and if so, how?
- Will there be an increased cost to the department?
- Is the post and/or the working conditions particularly stressful?

How does this affect your Pay and Benefits?

All salary related benefits would be consequently affected, i.e. if you reduce your annual leave entitlement your salary will be increased, if you increase your annual leave entitlement your salary will be reduced. Any salary payment will be made as a non-pensionable payment.

Additional Information

Salary adjustment

If you 'buy' annual leave your salary is reduced by the additional number of days purchased over a twelve month period. If you 'sell' annual leave your salary is increased by the number of days sold immediately.

Booking personalised annual leave

As with all annual leave, booking will depend on the service provision. A salary adjustment for a reduced or increased leave entitlement must be agreed in advance of the leave year commencing by completing a Staff Change Form clearly stated as Personalised Annual Leave. The form should be authorised by the Directorate General Manager of the Directorate or equivalent manager and submitted to Payroll Services for the necessary salary adjustment to be made.

Carry over of annual leave

In exceptional circumstances a carry over of up to 5 days may be permitted, with the approval of the manager. Such approval must be sought in writing as soon as possible, prior to the end of the leave year – please note this cannot be paid.

NB *As this scheme has not been operated before, it will be implemented 1 April 2003 for a trial period of 12 months. Following a review the scheme may be extended for a further period.*

Term Time Working

What is it?

Where people work during the school term and/or school hours but not during school holidays.

Establishing Term Time Working

The following points should be considered to establish term time working:

- Does the post have quieter period during the school holidays or out of school hours?
- If term-time working is agreed how will the remainder of the hours/work be covered?
- How should the hours be worked? (Each day and week)
- What happens if additional hours are required? Is payment made or is time off in lieu given?
- Does the agreement require flexibility in terms of hours/days worked?
- Are there any special overlaps required between the term-time postholder and others?

How does this affect your Pay and Benefits?

Salary and all pay related benefits are reduced pro-rata to the full-time entitlement, e.g.:-

- Redundancy Pay
- Life Assurance
- Holidays and Special Leave/Pay
- Salary increases
- Pension
- Sick Pay and Maternity Pay

Additional Information

Calculating pay

Pay shall be calculated for each week by $7/365$ of the annual salary and for each day worked within a week $1/7$ of the weekly sum payable for the number of weeks contracted to work.

Calculating annual leave

This shall be calculated by multiplying the number of weeks for which the officer is contracted to work by the appropriate annual leave allowance and dividing the result by 52.

Taking paid leave during term-time

The annual leave allowance would be $40/52$ of the full-time annual leave allowance and the salary will be $40/52$ of the full-time annual salary (pro-rata if part-time).

Taking paid leave during school holidays or out of school hours

The leave allowance will be the number of weeks worked divided by the number of weeks a full-time employee would have worked in a year and the salary would be number of weeks worked plus the annual leave allowance (calculated above) multiplied by your salary and divided by 52.

Provision on Public Holiday

The provision, under either option will be as for other part-time staff. Thus time off in lieu would only be given where such holidays fall on a day the officer would normally have worked.

Example 1 THE OFFICER TAKES PAID LEAVE DURING TERM TIME

- a) The **annual leave** allowance would be $40/50$ of the full time annual leave allowance, so if working 40 weeks, with a full time entitlement of 5 weeks:-
Thus $40/52 \times 5 = 3.8$ weeks = 19 days
- b) The **salary** would be based on $40/52$ of annual salary. So if working 40 weeks, with a full time salary of £10,000:-
Thus $40/52 \times £10,000 = £192.30$ per week for 40 weeks.

Example 2 THE OFFICER WORKS THROUGHOUT THE TERM AND IS ENTITLED TO A PERIOD OF PAID LEAVE DURING THE BREAK

- a) Since 40 weeks will have been worked, compared to 47 weeks for the full-time employee, the leave allowance would be 40/47 of the full time **annual leave** allowance, so if the full time annual leave allowance is 5 weeks:-
Thus $40/47 \times 5 = 4.2$ weeks = 21 days
- b) The **salary** would be based on 40 weeks work and the annual 4 weeks leave allowance calculated in example 2a). So if full time salary is £10,000:-
Thus $40 + 4.2/52 \times £10,000 = £192.30$ per week for 44.2 weeks pay

Self/Team Rostering

What is it?

This is where individuals either self or on a team basis, roster their own shift patterns, this can be varied to suit the individuals/team needs, whilst working full or part time hours.

Establishing Self/Team Rostering

The following points should be considered to establish self/team rostering:

- Agreement with the line manager must be sought in advance and actual timings need to be defined to ensure that service needs are met in full.
- Agree minimum and maximum staff levels for each hour of the day, including skill and grade mix.
- Agree the preferences for hours to be worked by each member of the team, along with the protected time periods for each member of the team when they do not want to work.
- Agree limits as to how much time owed or time owing can accrue to each team member.
- Ensure measures are in place to compare agreed staffing levels with actual establishment on each shift.
- Will there be an effect on the delivery/continuity of patient care and how can a gain in quality of care be ensured.

How does this affect your Pay and Benefits?

Pay and benefits are not affected on the basis that the full-time hours for the job are worked for each week over a period of a month.

- Salary increases
- Holidays and Special Leave/Pay
- Life Assurance
- Sick Pay and Maternity Pay
- Pension
- Redundancy Pay

Additional Information

Select an operating system

This can be done by a computer system or manually. Computer systems are very expensive and may be difficult to programme where complex skill mixes have to be achieved, it also requires basic keyboard skills from staff. In light of this the manual approach is a cheap and effective option, it can be pencilled with preferences input to a shift chart and then confirmed in ink.

Meal/Rest break

Compensatory rest must be given during your working hours (unpaid) and would not be worked through without the agreement of your manager on an occasional basis.

Part-time

It is possible to arrange for your hours to be worked flexibly in the same way as a full time member.

Working outside normal working hours

Consideration would need to be given to the same issues as someone opting for Flexi-time.

Child Care Facilities

What is it?

This initiative is about providing information on child care facilities for staff. It is one of the most useful ways of supporting staff to meet their childcare needs. In recognition of its importance, the Trust has appointed a Childcare Co-ordinator based in the Human Resources Department.

Facilities

The Childcare Co-ordinator can provide an accurate up to date list of registered childcare facilities in the areas covered by the Trust:-

- Childminders
- Day Nurseries
- Playgroups
- Holiday Play Schemes
- Out of School Clubs

Childcare Vouchers/Childcare Allowances

The Trust operates a childcare voucher system allowing staff to offset some of the costs of any childcare provision that they choose to use. Vouchers are available direct from BusyBees by telephoning their FREEPHONE 08000430860

Facts about Tax

Information on the tax implications for staff who are parents can be found in "Tax and Childcare, Inland Revenue Personal Tax Payer leaflet IR115". The costs of childcare are uppermost in a parents mind when they consider their return to work options. It is useful to note that the Childcare Tax Credit element of the Working Families Tax Credit (WFTC) can provide up to 70% of childcare costs (depending on the level of income) for working parents.

Further Information/Advice

Is available from the Childcare Co-ordinator, Human Resources Directorate, Ysbyty Gwynedd 01248 384384 (ext 5233)

Case Studies

The following are personalised accounts by staff working flexible schemes in the Trust.

Job Share

"This is the first job share I know of in North Wales at a senior management level. It enables one partner to work three days a week to look after her two young children at the end of the week and the other to balance working at an operational level in the Trust with being the chair of a primary care group in St Helen's. The job share brings together two people from different perspectives with twice the enthusiasm and energy. Communication is vital as is having a sense of humour and being flexible and easy going."

SHARON THOMAS/ELIZABETH POWELL - HEAD OF NURSING & MIDWIFERY, WOMEN & FAMILIES

Flexi Time

"I work four days a week. The days that I work vary from week to week, which means that my day off also does, this is mainly due to my husband working shifts so I take my day off when he works on days to save on my childcare. This arrangement works great for me - its great to have the flexibility."

SHARON TORR - HEAD OF CREDITOR PAYMENTS

Home Working

"Having a purpose-built office at home is essential and enables me to shut the door at 5pm as I normally would in the hospital. Working at home does require self-discipline, but once used to my routine, I thoroughly enjoy my time working and give 100%. After all, my employer has trusted me to do it, and I feel fulfilled that this kind of flexible working is a possibility for me. Because working from home is an arrangement on certain days of the week only for me, I feel that I get the best of both worlds, and I enjoy the social side of working life as well."

EIRLYS HUGHES - TRANSLATOR

Term-time working

"For me the two main factors that attracted me to this post, firstly I wanted to work with children and secondly the "term time" arrangement. Working term time and being a mother of two means I'm able to concentrate fully on my work during the day and be able to there when my daughters come home from school or are on holiday. This is very important to me and I consider myself very fortunate as I never have to worry about who is going to look after my children during the school holidays!! Because of all these factors, I am very happy in my work."

WENDY HUGHES - SCHOOL SCREENING AUDIOMETRICIAN - MÔN/ARFON

"I originally worked 20 hours a week (4 hours a day) when my oldest child was under school age. When he started school I increased my hours to five a day, working from 9am until 2.30pm (1/2 hour for lunch). I still get paid for 20 hours a week even though I work 25. The extra hours I work allow me to have time off work for all the school holidays except the Easter break.

This contract has allowed me to spend time at home with my children for 11 weeks of the year while they are off school, which is a great advantage. If I was still working 20 hours a week throughout the year I would have to find a holiday club to look after my children which would have been a considerable expense for me and I would have missed out on spending time with them at home."

EMILY HUGHES - FINANCE OFFICER

Phased Return to Work

"I returned to work from maternity leave in September 1998 to a permanent part time post (30 hours per week). I negotiated a temporary change to my shift start and end times.

My twins had only just stopped being dependant on oxygen when I returned to work. I had been advised that a chest infection might result in a further period of oxygen dependency, this would have caused problems if I had been rostered to work night duty. I was therefore excused from night duty until Summer 1999.

When I had been back at work for 6 weeks, I was having difficulty continuing breastfeeding. Although the twins were a year old, continued breastfeeding was important for their health and well being (protection from infection, allergy to cows milk). I asked to change my duty hours on the early shift to 08.00 - 16.00 instead of 07.00 - 15.00. This was granted for an initial period of 3 months and later extended to a total of 6 months. During this period I continued to work late shifts.

The main advantage to me was that I was able to breastfeed my twins before coming to work - the change in shifts helped me fulfil my family commitments."

ANONYMOUS - MIDWIFE

Self Rostering

"This method of covering shifts currently employed by the DIIS ensures that the service needs are met and that there is a flexibility which allows staff the opportunity to attend to their family needs.

The way it works for DIIS is that they all sit down as a team the previous month and negotiate shifts so that service is covered and personal needs accounted for as far as possible. Should things change in the month concerned there is an arrangement that:

- a) The staff will respond flexibly to cover the service
- b) The manager will in the last resort change the shifts to cover if necessary and as fairly as possible in consultation with staff."

ANONYMOUS - UNISON MEMBER