



# **Employee Work Allocation and Management Guide**

**BC Ambulance Service**  
(up-date) **September 06, 2001**

# Summary of Revisions

## September 06, 2001

- References to seniority clarified, based on part-time and full-time status
- Clarification of three-consecutive-months clock rule, in situation of approved leave
- Clarification of limitations related to availability during scheduled annual leave
- Maximum four categories of On-Call shifts
- Two separate Short-notice Bookoff Rotation Lists introduced.
  1. Short-notice Spareboard coverage, and
  2. On-Call Shift coverage.Accompanying procedures explained in detail:
- No-notice Bookoffs: assigned regardless of which unit category the designated employee is staffing

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## How to Use This Guide

### Overview

This guide has been designed to help you understand how recent changes to our Collective Agreement will affect you in the field. The primary focus is on the way we manage our workforce and allocate work. You'll find ten different sections in this guide that correspond with Articles that have been changed as a result of negotiations.

Within each section, we've highlighted 'What's New', and provided information specific to both Paramedics and Unit Chiefs in 'Heads Up: Paramedics', and 'Heads Up: Unit Chiefs'.




### Question the Expert

Need extra clarification or have a question about something in this guide? You can access expert advice anytime by clicking on the following email link to on-line support.



### Tools

You'll notice a few icons, which will draw your attention to important information and link you to additional web-based resources.

	<b>Article in 12<sup>th</sup> Collective Agreement:</b> Click on link to access corresponding section in Agreement
	<b>Form/Report:</b> click on link to access web-based documents for completion
	<b>Important Note:</b> Highlights critical information that's important to remember

### Glossary of Terms

The following new terms used in this guide are introduced in [Article F3.13](#):

- a) **Date of Hire** for part-time employees, establishes the means of accruing part-time service seniority.
- b) **Primary Operator** for full-time employees means that operator to whom the employee is attached for On-call shift coverage purposes; for part-time employees means that Operator to which the employee is attached.

- c) **On-call shift coverage** means where an employee has been scheduled and carries a pager for a scheduled period of time.
- d) **Unit** means a specified car covered by call-out.
- e) **Spareboard shift** – in full time stations where an employee works a vacant scheduled shift.
- f) **Shift** – where the term ‘shift’ is used, means On-call shifts (two shifts per 24 hours) and Spareboard shifts.

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## Background

Historically, the number one labour relations issue in our organization has revolved around the allocation of available work. With the signing and ratification of the 12<sup>th</sup> Collective Agreement, we will see major changes in the way we manage our workforce.

Prior to the new Agreement, work allocation procedures varied from Post to Post. With the random introduction of regionally specific changes, we came to expect that ‘every ambulance Post is so distinctively different, provincial consistency is simply impossible’.

The inconsistency in procedures and practices has created discrepancies in the way employees progress through our organization and are paid for work. New language in the 12<sup>th</sup> Collective Agreement addresses these issues by introducing standardization throughout the province. Consistency in our organization will provide more equity for our employees and help the BC Ambulance Service (BCAS) reach organizational goals and objectives.

The organization recognizes the need to supply line managers with clear direction on change management, including: user-friendly systems, training, and on-going support. Line managers need to be willing to accept change, actively introduce the new system, seek clarification, problem-solve, and monitor compliance.

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## Goals and Objectives

**Prime Goals**    The new language has been designed to promote:

1. Recognition of individuals providing the ambulance coverage in their Primary Operator.

2. Encouragement of individuals to be more involved and stay current in BCAS practices at a local level.
3. Consistency between Unit Chiefs when managing the workforce.
4. Standardization of methods and procedures used by all Unit Chiefs / Schedulers to allocate work for our Paramedics.
5. Minimization of the number of employees used to perform the available work within a particular Post.

**Long-term  
Objectives**

<b>Phase I: Immediately (following signing)</b>	<b>Phase II August 1/01</b>	<b>Phase III April 1/02</b>
<p>To have each Unit Chief throughout the province consistently introduce new policies and procedures that govern the allocation of work.</p> <p>To have Unit Chiefs consistently apply new language that manages our workforce when allocating work.</p>	<p>To have each Unit Chief consistently apply new policies and procedures that manage the On-call pay process.</p>	<p>To implement a central computerized scheduling system that provides full scheduling service to Stations with four or more full-time employees. Technical support will be provided to the remaining Stations</p> <p>This system will use the Paramedic Training Network computer equipment and system.</p>

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## Part-time Hiring and Availability

### What's New

Date of Hire determines employment rights for part-time employees. Employees hired after the signing of the 12<sup>th</sup> Collective Agreement will have new minimum requirements for shift availability to maintain their employment status. Date of Hire will be adjusted if these minimum monthly requirements aren't met.

Employees hired prior to the signing of the 12<sup>th</sup> Collective Agreement won't be affected by this change.

Unit Chiefs will keep up-to-date shift availability listings each calendar month for both existing employees and new employees. This information will be sent to Human Resources every month.

### Heads Up: Paramedics

- If you were hired *after* the signing of the 12<sup>th</sup> Collective Agreement, you're required to be available for a minimum of eight shifts—in your Primary Operator—every calendar month.
- Your Date of Hire will determine your part-time seniority status in being allocated available shifts, and being offered future hiring and training opportunities.
- If you're unable to meet the minimum eight-shift availability, as above, your official Date of Hire will be moved forward by one month—thereby impacting your part-time seniority status.
- A monthly cut-off date will be determined in your Post. It's your responsibility to submit your shift availability to your Unit Chief prior to this date (use the *Employee Availability Form*). Availability submitted after the cut-off date will not count towards the minimum eight-shift requirement.
- If you aren't assigned shifts on the dates for which you've submitted your availability, your availability will be used for Short-notice Bookoff procedures. It is your responsibility to ensure that your availability for Short-notice Bookoffs is accurate and current throughout the month. Any changes must be submitted in writing to your Unit Chief / Scheduler with out delay.
- The Human Resources Manager will notify you, in writing, if you haven't met the minimum monthly availability requirements. This notice will inform you of the adjustment to



[Employee  
Availability Form](#)



[Date of Hire  
Adjustment Letter](#)

your Date of Hire. Any discrepancies with your records and this notice should be discussed with your Unit Chief.

- If you're a part-time employee who was hired prior to the signing of the 12th Collective Agreement, you're required to be available for at least one shift every three months. It remains your responsibility to sign up for these shifts before the cut-off date, as above. Your Date of Hire won't be adjusted if you don't meet the requirement for minimum shift availability.
- Full-time employees **will not** be able to submit availability during the period of time that they are scheduled on annual leave. This includes both regularly scheduled workdays and regularly scheduled days off attached to that shift.



**Note:** *If you do not submit availability for three consecutive months, you will be deemed to have resigned as referenced in [Article F4.01](#).*

*If you've been granted leave under [Article F2.03](#) the 'three-consecutive-months' clock stops. Following the leave, the clock will re-start from where it was stopped.*



[Article F4.01](#)  
[Article F2.03](#)

**Example:**

You have not submitted availability for June. In June you appropriately apply, and are approved for a two-month leave starting in July. Your leave extends through July and August, and you choose not to submit availability for September or October. To avoid deemed resignation, you must be sure to submit availability for November prior to your Station's cut-off date in October. ([F4.01](#))

**Heads Up:  
Unit Chiefs**

As Unit Chief, you'll be responsible for monitoring and tracking all employee shift availability. You'll need to send this information to Human Resources every month, so they can maintain accurate part-time seniority listings and in the case of new employees make any necessary Date of Hire adjustments.



[Exit Interview  
Form](#)

As in the past, you're responsible for filling out and submitting an **Exit Interview Form** for all part-time employees who have not made themselves available for three consecutive months and who are not on a leave of absence.



[Deemed  
Resignation Letter](#)



[Master Availability  
Tracking Form](#)

Along with this, you're now expected to prepare the *Deemed Resignation Letters* to employees advising them of their termination for the Regional Superintendent's signature.

### Determining Availability

The *Master Availability Tracking Form* has been designed to assist you. You'll find detailed instructions on the website to help you complete the form.

### Submitting the Master Availability Tracking Form

1. Attach a covering memo listing those employees hired after the signing of the agreement who didn't submit the minimum eight-shift requirement for that month.
2. Email the form, as an attachment, to the Regional Human Resources Office on the first payroll day of each month.
3. Be sure to keep records of this form, as well as all *Employee Availability* forms, at the Station for possible Labour Relation issues and Station audits.

### Follow-up

When the Regional Human Resources Office adjusts an employee's Date of Hire, they'll notify that employee in writing. Copies of this letter will be sent to:

- you,
- the Superintendent, and
- CUPE Local 873.

You'll also receive quarterly reports from Human Resources, which will list adjustments. It's important that you check these lists for accuracy and ensure that all necessary adjustments have been made.

The Regional Human Resources Office will be responsible for maintaining an accurate seniority list(s). You'll be able to access this list through the Regional Human Resources Office.



[Date of Hire  
Adjustment Letter](#)

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## Work Allocation: Spareboard and On-call Shift Coverage

### What's New

Employees must have the minimum qualifications for the Post in order to be included in the scheduling process. Both full-time and part-time employees are required to submit their availability for

shift coverage every month, prior to the cut-off date as established by the Unit Chief for their Post.

Spareboard assignments will be distributed fairly and equitably to part-time staff, based on the availability for shift coverage as submitted by the part-time employees. There will be no carry-over from month to month for unassigned shift availability.

Similarly, On-call shift coverage vacancies will be distributed fairly and equitably, having an equal ratio of On-call shift coverage per Unit. Distribution will be based on the shift availability submitted by full-time and part-time employees. Any remaining On-call shift vacancies will be allocated based on seniority: one shift per employee until the schedule has been filled.

There will be only two shifts in a 24-hour period. Each region's management team will determine shift patterns and scheduled resources for every Post. Any changes to these resources will need the team's approval prior to implementation.

Every Unit on every shift in each Station will be categorized based on their earning potential for staff. (i.e., most earning potential = most desirable).

All employees will have equal access to the monthly scheduling process until they do not hold the minimum qualification for the Post. During the introduction of the new Paramedic 1, 2 training program (new training levels in this contract), individuals will be offered training opportunities. Employees who have the earliest Date of Hire will be offered the training first.

## Heads Up: Paramedics



### Article 23.01

- Whether you're a part-time or full-time employee, you'll need to be qualified at the appropriate level for the Post in order to be included in the shift scheduling process. A Regional Management Team, who will classify each Post as Paramedic, 1, 2, or 3, will determine minimum qualifications (see [Article 23.01](#)).
- Your scheduling rights will be reduced if you're offered a training opportunity and refuse to enroll, withdraw from the program, or are unsuccessful in completing the training program. You'll only be offered vacant shifts *after* all other Primary Operator employees have been utilized to the maximum availability.



[Employee  
Availability Form](#)

- It's your responsibility to submit your ***Employee Availability Form*** prior to the monthly cut-off date, as established in your Post.
- It's important that you make yourself available evenly throughout the month and for every category of On-call shifts (Category 1, 2, 3, or 4) otherwise the Unit Chief cannot ensure you'll be allocated your full shift entitlement.
- You ***will not*** be able to submit for desirable shifts only and get your full allotment. However, you ***will*** be able to submit for non-desirable shifts only and get your full allotment. Refer to scheduling processes that will affect your assignments, as outlined below in the notes to Unit Chiefs.
- Once a shift has been assigned, two different situations could occur that might influence your ability to work the assigned shift:
  1. an emergency, or
  2. an unavoidable personal issue that may, from "time to time", arise.



[Article 21.03](#)  
[Article 21.16](#)  
[Article 21.19](#)  
[Article 21.22](#)

In an emergency leave, your Unit Chief will reassign the shift, using the following articles as a guideline: Articles [21.03](#), [21.16](#), [21.19](#), and [21.22](#). In the event of a personal issue arising, you'll have to arrange a switch-shift with another employee. This is possible only if the switch-shift receives prior approval from your Unit Chief and the two being exchanged are both in the same scheduling period.

## Heads Up: Unit Chiefs

As Unit Chiefs you'll be responsible for ensuring that all available part-time employees are allocated shifts in a fair and equitable manner. It's also your responsibility to attempt to assign employees their total entitlement.



[Scheduling  
Checklist](#)

Use the ***Scheduling Checklist*** every time you do up your monthly schedule. This will ensure that you do not miss any important steps and remind you how, and in what order, to do your schedule.

Be sure to consider employees who are able to provide complete shift coverage first, before offering the shift to an employee who is only able to provide partial shift coverage.



[Master Availability Tracking Form](#)



### Determining Availability

To schedule shifts, use the *Master Availability Tracking Form*, and accompanying instructions provided on the website. This form will help you define:

- total number of shifts that need to be filled in the scheduling period
- total number of employees available per shift
- number of shifts that need to be filled per day

*Note: You'll be responsible for establishing your Station's cut-off date for employee availability. The Superintendent will need to approve this date, and will keep it on file for reference purposes. **This date will be posted in the Station.** If you need to change the cut-off date, be sure to have the new date approved prior to implementation.*

### Spareboard Allocation: Procedure

Spareboard shift coverage will be allocated only to those part-time employees who have submitted their availability for the scheduling period. (See the *Note*, above, for guidance on establishing the Employee Availability cut-off date.)



[Work Allocation Calculation Form](#)

1. Enter all the part-time employees' total shift availability on the *Work Allocation Calculation Form*. Detailed instructions are included on the website to help you complete the form.

Your calculations will tell you the total number of shifts each employee is entitled to and which shifts you'll attempt to assign to each employee. The formula is designed to help distribute assignments in a fair and equitable manner.

2. Attempt to allot employees their total entitlement by assigning one Spareboard shift at a time; first Spareboard shift goes to the individual who has the highest entitlement.

**Example**

One employee is entitled to 2.35 shifts, and the next employee is entitled to 1.10 shifts. The employee with 2.35 shift entitlement will get two Spareboard shifts before the employee with 1.10 shift entitlement gets one.

3. Repeat procedure until all Spareboard shifts are assigned.
4. Keep a copy of this form in your Station file envelope together with each employee's *Employee Availability Form*, the *Master Availability Tracking Form*, and the final shift schedule.



**Note:** If two employees have the same number of shifts allotted, then the Spareboard shift goes to the employee with the earliest Date of Hire. The senior employee may decline to fill the shift vacancy. You'll need to refer to the last published part-time seniority list, which is issued quarterly by Regional Human Resources Office.



[Article F3.11\(a\)\(ii\)](#)

If no part-time employees are available to work a known Spareboard shift, assign shifts in accordance to [Article F3.11\(a\)\(ii\)](#):



[Overtime Rotation List](#)

- Contact the full-time employee who is closest to the top on the **Overtime Rotation List** first. Full-time employees must inform the Unit Chief of their willingness to work overtime hours each month. In the event this isn't successful, contact the most senior part-time employee in the Post who doesn't have availability submitted for the particular shift then full-time employees who doesn't have availability submitted for the particular shift.

- Finally, contact a part-time employee out of the Post who has submitted their availability in their Primary Operator.

5. After you've assigned all Spareboard shifts, you'll need to adjust each part-time employee's availability submission on the **Employee Availability Form**, the **Master Availability Tracking Form** and the **Work Allocation Calculation Form**. Eliminate their availability for the assigned shifts, as well as their availability for the shifts immediately prior to their scheduled shift.

### On-call Shift Coverage: Procedure



[Work Allocation Calculation Form](#)

1. After you've adjusted the availability of the part-time employees who were assigned Spareboard shifts, you'll need to return to the **Work Allocation Calculation Form** and enter:
  - all the adjusted part-time shift availability totals
  - all the full-time employee shift availability totals
2. Print the adjusted form and file with your monthly records.
3. Distribute the shifts evenly for each category of On-call shifts, to the total of each employee's allocation. Every effort should be made to schedule the employee's allotment evenly throughout the month.



*Note: On-call shifts will be categorized based on their earning potential. The least amount of categories is preferred, but four categories should be the maximum. For example:*

- *Category 1 – Echo call-out*
- *Category 2 – Kilo 1 days*
- *Category 3 – Kilo 1 nights*
- *Category 4 – Kilo 2*

*An employee may be assigned a disproportionate number of the least financially beneficial shifts in order to get the entitlement. However, if employees are not available for vacancies on the least financially beneficial shifts, then they won't be assigned any more shifts until everyone else has received their maximum shift assignments for that scheduling period.*

4. If there are any remaining shifts after everyone has received their entitlement for the scheduling period, then the remaining shifts should be allocated in order of full-time seniority then part-time seniority—assigning one shift at a time until all shifts are filled, or all availability is used up.
5. Keep all monthly records of Employee Availability and Schedules at the Station as support for any possible Labour Relations issues and/or Station audits.

It's important to remember that back-to-back shifts are to be avoided and cannot violate the Safe Work Scheduling Policy.

### **Frequently Asked Questions**

- Q. Can an employee submit for desirable shifts only and get his/her full allotment?
- A. No. Schedule this employee to a point where they are no longer available for all categories, then remove from the process until:
- all non-desirable shifts have been filled, **and**
  - those who were available for all categories have received their allotment.
- At this point, schedule one shift at a time in order of full-time seniority then part-time seniority until the schedule is full or all availability is used up.
- Q. Can an employee submit for non-desirable shifts only and get his/her full allotment?
- A. Yes. Schedule this employee to their total allotment first. Avoid back-to-back scheduling. Generally these are the most difficult shifts to cover, so if an employee wants to work only these

shifts, it does not put him/her at an advantage over other employees in the Station.

- Q. Under what conditions can I back-to-back schedule?
- A. After all other employees' availability is used up and there are still vacancies that need to be filled. Unit Chiefs must adhere to safe work parameters, as outlined in Policy & Procedure Volume II Chapter 4 Section 4.1.4 Item 3. The Unit Chief must submit an Occurrence Report if back-to-back scheduling creates unsafe working conditions that result in a Unit going out-of-service.

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## Short-notice Bookoff

### What's New

Commencing with the October 2001 scheduling period, each Station will establish two *Short-notice Bookoff Rotation Lists* for:

1. Short-notice Spareboard coverage, and
2. On-Call Shift coverage.

Every Primary Operator employee in the Post will be appear on these lists in order of full-time seniority, followed by the part-time seniority, earliest Date of Hire.

The *Short-notice Bookoff Rotation Lists* will be used to fill any shift (Spareboard or On-call) that becomes vacant *after* the monthly employee availability cut-off date has passed. These lists will roll over continuously from month to month, with employees' names moving to the bottom of the lists when they accept shifts.

In order to staff vacancies at the earliest date possible, employees will be expected to provide an immediate response to a shift offer. If an employee continuously declines offered shifts, Unit Chiefs are expected to initiate the corrective process.

### Heads Up: Paramedics



#### [Article 23.01](#)

- Whether you're a part-time or full-time employee, you'll need to be qualified at the appropriate level for the Station in order to be included on the *Short-notice Bookoff Rotation Lists*. A Regional Management Team—who will classify each Post as Paramedic, 1, 2, or 3—will determine minimum qualifications ([Article 23.01](#)).
- You'll need to inform the Unit Chief of any changes to your availability. It's your responsibility to ensure your availability

remains current and accurate. Failure to do so will result in corrective action.

- If you refuse to accept a shift for which you have indicated your availability, then your availability for that shift will be removed altogether.
- The Unit Chiefs will try to contact you either by telephone or pager when scheduling these shifts. There will be two attempts made by telephone, at least five minutes apart, before the Unit Chief proceeds down the list. There will be one attempt made by pager with a response time of five minutes before the Unit Chief proceeds down the list.
- Short-notice Bookoff shifts are not differentiated by desirability or work type. If you accept a Spareboard shift, regardless of the length of hours, your name will be rotated to the bottom of the ***Spareboard Short-notice Bookoff Rotation List***. If you accept an On-call shift, regardless of the category, your name will be rotated to the bottom of the ***On-call Short-notice Bookoff Rotation List***.
- If the Unit Chief cannot contact you, you'll remain on the respective ***Short-notice Bookoff Rotation List*** in the same position.
- If you're already scheduled for a shift at the same time as the Short-notice shift becomes vacant (Spareboard or On-call) you'll be considered unavailable for the Short-notice shift.
- Full-time employees who wish to work overtime on their days off must submit an ***Overtime Availability Form*** for each scheduling period.



[Overtime  
Availability Form](#)

## Heads Up: Unit Chiefs



[Short-notice Bookoff  
Rotation List](#)

As Unit Chief you'll be responsible for assigning employees to Short-notice Bookoff shifts at the earliest possible date by using the ***Short-notice Bookoff Rotation Lists***.

You'll need to create the ***Short-notice Bookoff Rotation Lists*** by listing every Primary Operator employee in your Post in order of full-time seniority, followed by part-time, the earliest Date of Hire. Add new employees to the bottom of the list as they are hired.

In accordance with Articles [F3.09](#) (b) and [F3.11](#)(a), **Spareboard shifts** must be offered in the following order:



[Master Availability Tracking Form](#)



[Overtime Availability Form](#)

1. First: available Primary Operator part-time employees who have submitted availability indicated on the **Master Availability Tracking Form**. Avoid back-to-back scheduling if at all possible. If scheduling causes a back-to-back shift, move on to the next available person who will not be back-to-back scheduled.
2. Second: full-time employees in the Post, who indicated willingness to work an overtime shift during the affected shift. This availability must be submitted on an **Overtime Availability Form** for a given month.
3. Third: part-time employees in the Post who did not submit their availability for the shift.
4. Fourth: full-time employees in the Post who did not submit their availability for the shift.
5. Fifth: part-time and full-time employees outside the Post.



[Article F3.09](#)  
[Article F3.11](#)

Short-notice **On-call shifts** must be offered to the first individual on the **Short-notice Bookoff On-call Rotation List** who has submitted availability as indicated on the **Master Availability Tracking Form**. Again, avoid back-to-back shifting whenever possible. Refer to Articles [F3.09](#) (c) and [F3.11](#)(b).

Employees who are already scheduled for an On-call shift at the same time there is a Short-notice Spareboard Bookoff shift are considered not available for the Short-notice Spareboard shift (or vice versa).

### Short-notice Contact: Procedures

Once a shift becomes vacant it's important to attempt to staff the vacancies at the earliest date that is operationally possible.

1. Contact employees by telephone or pager when scheduling these shifts:
  - Telephone: Make two attempts, at least five minutes apart, before proceeding down the list
  - Pager: Make one attempt, allowing a response time of five minutes before proceeding down the list
2. **When contact is made, the employee must immediately accept or decline the shift.** If an employee is unable to accept immediately, move to the next available employee on the **Short-notice Bookoff Rotation List**.



[Short-notice Bookoff Rotation List](#)

If you have multiple shifts to fill, offer all available shifts to the first individual you are able to contact, allowing him/her to select one of the vacancies.

3. Record contact effort on the *Short-notice Bookoff Rotation List*. Be sure to file this form in the Station in order to manage potential Labour Relation issues and Station audits.

### Frequently Asked Questions

- Q. A part-time employee has submitted availability, and is the only person available for a date that a Short-notice Bookoff Spareboard becomes vacant. However, the employee is scheduled for a Kilo shift prior to the vacancy. Can the employee be scheduled into the open Spareboard shift?
- A. No. Employees cannot work a Kilo shift prior to a Spareboard. The Unit Chief would use Article F3.11 to fill the vacancy.
- Q. A part-time employee has submitted availability, and is the only person available for a date that a Short-notice Bookoff Spareboard becomes vacant. However, the employee is scheduled for a Kilo shift following the vacancy. Can the employee be scheduled into the open Spareboard shift?
- A. Yes. Unit Chiefs must adhere to safe work parameters, as outlined in Policy & Procedure Volume II Chapter 4 Section 4.1.4 Item 3. The Unit Chief must submit an Occurrence Report if a back-to-back scheduling situation created.

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## No-notice Bookoff

### What's New

When a Spareboard vacancy occurs after the shift has started, the senior part-time employee providing On-call shift coverage at the time of the vacancy will be offered the shift—regardless of which Unit category he/she is staffing.

If the senior part-time employee cannot fill the offered shift coverage immediately because he/she is on a call or has other commitments, the shift will be offered to the next senior employee who is scheduled on any On-call Units at the time of the vacancy.

The Unit Chief will move to the Short-notice Bookoff procedure if he/she is unable to fill the vacancy using the procedure above.

Short-notice Bookoff procedures apply to vacancies created by the reassignment.

## Heads Up: Paramedics



[Article F3.09](#)

You'll be offered unexpected Spareboard shift coverage if you're the senior part-time employee providing On-call shift coverage—providing you're not already on a call at the time. The category of Unit you are staffing does not impact this reassignment.

You'll be called to cover any new vacancy in the On-call shift coverage and in accordance with Short-notice Bookoff procedures (see [Article F3.09](#)).

## Heads Up: Unit Chiefs



Contact the senior part-time employee providing On-call shift coverage at the time—providing he/she is not already on a call—to fill a Spareboard vacancy that occurs after the shift has already started. If the senior employee cannot fill the vacancy then proceed to the next senior employee.

*Note: this shift will be offered regardless of which category of Unit the employee is staffing at the time (e.g., Echo On-call, or Kilo 1, or Kilo 2).*

Follow Short-notice Bookoff procedures ([Article F3.09](#)) to fill the On-call vacancy created by the reassignment.

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## Work Allocation by Employee Category

### What's New

When allocating work, the focus is now on using employees assigned to the Primary Operator and eliminating the scheduling of employees from outside the Primary Operator.

If no part-time employees are available, full-time employees will have the option of taking vacant shifts within the Post. Pay for this work will be at the recall rates of pay according to [Article 16.04\(a\)\(ii\)](#). Full-time employees must have submitted availability on an *Overtime Availability Form* to be eligible.



[Article F3.08](#)  
[Article F3.09](#)  
[Article F3.10](#)

Assignments will be distributed fairly and equitably, based on the availability for shift coverage as submitted by employees, in conjunction with the various provisions found in Articles [F3.08](#), [F3.09](#), [F3.10](#).

## Heads Up: Paramedics

- Whether you're a part-time or full-time employee, you'll need to be qualified at the appropriate level for the Station in order to be included in the shift scheduling process. Each region's

management will classify each community as Paramedic, 1, 2, or 3, which in turn will determine what the minimum qualifications are in each community (see [Article 23.01](#)).



[Article 23.01](#)

- If you're a part-time employee, you'll be given equal access as full-time employees in the Primary Operator for On-call shift coverage and priority for Spareboard shift vacancies. Work at Secondary Operators will only be available to you if no other employees in that Post are able to accept the shift.
- If you're a full-time employee, you will be offered available On-call shift coverage equally with part-time employees working in your Primary Operator before any other employees from a different Post are considered for the work. Full-time employees are assigned Spareboard or overtime shifts after the Primary Operator part-time employees, but before other employees from outside the Post. This is providing you've submitted an **Overtime Availability Form** to the Scheduler indicating that you're available to work overtime on the affected shift.
- If a Unit Chief from an outside Post contacts you to staff a vacancy, you must receive prior approval from your Primary Operator Unit Chief before accepting the assignment—unless you don't have a Primary Operator for On-call purposes. If you do, your obligation is to your Primary Operator first. Any work outside of your Primary Operator must match availability submitted to your Primary prior to the availability cut-off date.



[Overtime  
Availability Form](#)

## Heads Up: Unit Chiefs

As a Unit Chief you'll be responsible for ensuring that all employees in your Station are allocated shifts in a fair and equitable manner. It is also your responsibility to attempt to assign employees their total entitlement.

When assigning Spareboard shifts you must first contact part-time employees in your Post who have submitted their shift availability for the affected shift that calendar month.

If you're unable to assign the shift to an available part-time employee in your Post, then you'll need to proceed as follows:



[Article 16.04](#)

1. First, contact the full-time employee who is closest to the top of the **Overtime Rotation List** and has availability submitted for the shift on an **Overtime Availability Form**; rotate his/her name to the bottom of the **Overtime Rotation List** (see [Article 16.04](#)).



[Overtime  
Availability Form](#)

2. Second, contact the most senior part-time employee in the Post who has not submitted availability for the particular shift.
3. Third, contact a part-time employee out of the Post who has prior approval from their Primary Operator Unit Chief.
4. Finally, contact Out-of-Post full-time employees.



[Overtime Rotation  
List](#)

When assigning On-call shifts, it's important to remember that On-call shift coverage assignments should have an equal ratio of the different categories of Unit that exist in the Station. Use the following order for assignments:



[Article F3.11](#)

1. First, to:
  - Full-time employees assigned to the Primary Operator available for the purpose of On-call shift coverage, and
  - part-time employees with the earliest Date of Hire assigned to the Primary Operator.
2. Next, to full-time and part-time employees in the Post (in order of seniority), who didn't submit availability for the shift.
3. Finally, to full-time and part-time employees out of the Post, who have prior approval from their Primary Operator Unit Chief.

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## Staffing Levels

### What's New

Each Primary Operator is required to employ the minimum number of employees to cover the maximum work requirements.



[Article F3.12](#)

A strict hiring process will be implemented, which will be monitored by a Superintendent.

While Stations should not hire for unusual short-term situations (e.g., extra high WCB, STIIP), they may consider hiring if there's a shortage of available part-time employees within their Post to accommodate shift requirements.

### Heads Up: Paramedics

If Primary Operators do not submit sufficient availability to fill the operational staffing requirements, this may result in new hires to fill the operational shifting requirement for the Station.



[Article F3.12](#)

Because Unit Chiefs are tasked with the responsibility of keeping staff levels to a minimum, it's important for you to provide enough shift availability to meet the operational needs within the Station otherwise the Unit Chief will need to hire new staff.

## Heads Up: Unit Chiefs

You may be in a position to consider hiring if any of the following five instances occur:

1. You have to allocate work to full-time employees in the Post for Spareboard shifts, or to full-time and part-time employees in or out of the Post for On-call shift coverage.
2. There is no part-time staff available to cover Short-notice Bookoffs on a given day.
3. A major change occurs in one of the Station's employee's availability (e.g., if an employee's normal availability is 50 shifts per month and that drops to 10 shifts per month then you may need to hire).
4. You're unable to find employees available to work and a scheduled operational Unit is shut down as a result of the shortage.
5. When part-time employees receive 84 hours of Spareboard work in a pay period. This should be investigated to determine the need to hire more regularly scheduled employees.



### [Request to Hire Form](#)

If any of the five points above occur, you'll need to complete and process the ***Request to Hire Form*** recommending a course of action. Complete instructions accompany the form on the website.

Your Superintendent will review your recommendations, supporting data, and reasoning for your request to hire.

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## Deemed Resignation

### What's New

Part-time employees who don't make themselves available for work for ***three*** consecutive months will be deemed to have resigned from employment.

If a part-time employee has been granted three months leave under [Article F2.03](#) the 'three-consecutive-months' clock stops; the availability requirement will be deferred and re-started again upon completion of the leave of absence.



### [Article 16.04](#)

A full-time employee who has a Primary Operator for On-call shifts and does not make him/herself available for three consecutive months will be removed from the Primary Operator for On-call shifts. This employee will not be eligible to be scheduled at the Primary Operator for On-call shift coverage for one year.

A full-time employee may also apply for a leave from On-call shifts of up to three months. The same 'three consecutive months' policy applies as with part-time employees.

**Example**

An employee doesn't submit availability for two months, and then applies for leave. After the leave is finished, this employee has only one month remaining to submit availability in order to avoid being removed from the Primary Operator for On-Call shifts.

**Heads Up:  
Paramedics**

It's your responsibility to keep accurate Employee Availability records. There's no obligation on the part of the employer to provide a warning regarding your status.

If you haven't been available for work for three consecutive months, you'll receive a letter from the Unit Chief advising you of your date of termination.



[Article F2.03](#)  
[Article F4.01](#)

The 'three-more-consecutive-months' clock may be temporarily interrupted (but not re-set at "0") by an approved leave, as described in [Article F2.03](#). Refer to [Article F4.01](#) for information regarding Deemed Resignation.

**Heads Up:  
Unit Chiefs**



[Exit Interview  
Form](#)

As Unit Chief you will be responsible for monitoring employees' minimum monthly shift availability requirements, as they pertain to the new three consecutive month availability clause.

You are not obligated to provide an employee with a warning of the possibility that the impending three-month rule may apply to him/her.



[Deemed  
Resignation  
Letter](#)

In the event termination is necessary you will be required to complete:

- an *Exit Interview Form*
- preparing *Deemed Resignation Letter* advising the employee of the termination date for the Regional Superintendent's signature



[Extra Shift  
Letter](#)

When removing a full-time employee from your Operator for On-call shifts, you'll need to complete an *Extra Shift* Letter to advise the employee of their removal. You must send a copy of this letter to both Human Resources and your Superintendent.

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## Part-time Employee Movements

### What's New



[Article F4.02](#)

Part-time employees are attached to one Primary Operator.

Employees may apply to move to another Operator. Acceptance will be based qualifications and earliest Date of Hire.

### Heads Up: Paramedics

- If you're a part-time employee, you can apply to move to another Primary Operator. The employee who has the required qualifications and with the earliest Date of Hire will be accepted first.
- If you're accepted to another Operator, you must be physically able to perform the duties on the required reporting date. However, if you can't report, you'll be entitled to the first subsequent part-time appointment with that Operator.
- If you were hired *after* the date of the signing of the 12th Collective Agreement, you're required to meet the Operator's staffing requirements at the time of accepting the position. Additionally, if you accept a position based on the stated availability needs of the station, you must accept those terms and commit to abide by them. Failure to fulfill this availability commitment may result in you being removed from the new Primary Operator and returned to your former Operator or placed in an appropriate alternative position.

### Heads Up: Unit Chiefs

You may accept the next qualified applicant(s), if the part-time employee you hired is not physically able to perform the duties required on the specified reporting date.

Additionally, if an employee is on sick leave or WCB, and cannot provide you with a doctor's note that confirms he/she will be fit to work on the specified date, you may offer the position to the next qualified applicant(s).

Specific rules apply to employees hired after the signing of the 12<sup>th</sup> Collective Agreement:

**Example:**

Your Station needs someone to fill Day Shifts, Monday to Friday. The qualified employee with the earliest Date of Hire cannot commit to this coverage. You may offer this shift to the next qualified candidate who is able to provide the necessary coverage.



[Operational  
Needs Report](#)

You may reject a senior applicant who is unable to fulfill the required operation shift coverage needs. However, you'll need to submit an **Operational Needs Report** to the Regional Superintendent that clearly describes the required operational need. The Regional Superintendent must approve the request and file the report prior to the rejection of the applicant.

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## Extra Shifts

### What's New

Guidelines around duty recall will remain unchanged under this new agreement.



[Article 16.04](#)

However, a full-time employee no longer receives a minimum of three hours pay at "recall" rates if they respond to a page for cross coverage or standby.

Full-time employees who are available to provide On-call shift coverage will now be compensated for a minimum of four hours at straight time.

### Heads Up: Paramedics

If you're a full-time employee who will be providing On-call shift coverage—either standby, or cross coverage—there are new guidelines that provide compensation:

- If a call-out runs four hours or less you'll be compensated for a minimum of four hours at the regular two-platoon rate of pay.
- If a call-out runs longer than four hours, and is eight hours or less, you'll be compensated at regular pay for the hours you actually worked.
- If the call-out runs longer than eight hours, you'll be compensated at the regular two-platoon rate of pay for the first eight hours, plus overtime rates ([Article 16.01](#)).



[Article 16.01](#)

You'll need to be available for On-call shift coverage at least once every three months in order to maintain full-time seniority rights for further On-call shift coverage for a year.



**Note:** You may be granted up to three months leave from providing this availability. The 'three-more-consecutive-months' clock will begin at the same point after the leave is finished.

## Heads Up: Unit Chiefs

As a Unit Chief, it's your responsibility to inform employees of modifications to the pay report, and help educate them in the changes of this new agreement.

You'll be expected to make necessary adjustments to full-time employee pay forms that have been submitted incorrectly by an employee affected by this change.

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## On-call Shift Coverage Pay

### What's New

Effective August 1, 2001, part-time employees will begin receiving hourly compensation for being on call. Full-time employees are not entitled to this pay.

Employees who are called out while providing on call shift coverage will not be compensated for On-call shift coverage and call-out pay at the same time. Any Unit and shift that receives a call-out is not entitled to receive On-call shift coverage pay, regardless of how many employees cover portions of the shift. The employees who actually do the call-out(s) will receive call-out pay for the response(s).



[Article F16.01](#)  
[Article F7.01](#)

On-call Shift Coverage Pay is not considered 'earnings' as described in [F16.01](#)(a) nor considered 'work' pursuant to [F7.01](#).

## Heads Up: Paramedics

On-call shift coverage rates are effective as follows:

- August 1, 2001: \$1.00/hr.
- April 1, 2002: \$1.50/hr.
- April 1, 2003: \$2.00/hr.

Partial On-call Shift Coverage will only be paid if the Unit Chief / Scheduler is forced to schedule an employee for a partial shift to keep a particular Unit operational.



**Note:** *Partial shifts should only be scheduled if there is no one else willing to provide the shift coverage.*

If a partial shift must be scheduled in order to staff a Unit, then you'll receive the appropriate percentage of On-call Shift Coverage Pay—provided no call-out pay was received during the shift. You'll need to provide On-call Shift Coverage for a minimum of one hour to qualify for the portion of your entitlement.



[Article F8.03](#)

You won't receive On-call Shift Coverage Pay if you're providing partial shift coverage for a scheduled employee as a favour. The scheduled employee will be awarded the pager pay if applicable (see [Article F8.03](#)).

If your call-out shift overlaps with a new On-call shift for which you've been scheduled, compensation for being on call will begin at the time the call-out ends. Employees will not be compensated for On-call shift coverage and call-out pay at the same time.



[Shift Coverage Tracking Form](#)

### How to apply for your pay

1. For each shift covered, where a call-out did not occur, claim your On-call Shift Coverage Pay on a ***Part-time Pay Report*** (this report is currently not available online).
2. Record the number of hours covered on your shift on the ***Shift Coverage Tracking Form***.

### Heads Up: Unit Chiefs



[Shift Coverage Tracking Form](#)

As Unit Chief, you'll track and audit pager pay submissions each pay period, using:

- ***Shift Coverage Tracking Form***
- ***Part-time Pay Report***
- ***Response Summary***

Send Regional Office a copy of the

- ***Shift Coverage Tracking Form***, and
- all ***Part-time Pay Reports***.



[Response Summary](#)

Keep the original ***Shift Coverage Tracking Form*** in the Station with the original ***Part-time Pay Reports***.

The ***Response Summary*** is kept in the Station with the payroll records.