



Employee Work Allocation and Management Guide



BC Ambulance Service

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Summary of Revisions

May 22, 2008

- Long Term Objectives deleted page iv
- On time availability Date specified page 1
- LOA F3.01 added page 1
- Community designation qualifications page 5
- Submitting for desirable/non desirable shifts page 5
- Shift commitment page 6
- Work Allocation definition page 7
- FAQ's added page 10 to 11
- Short notice rotation lists page 12
- Shift refusal affecting availability page 13
- Short notice book Off order of resources page 14 to 15
- FAQ's added page 17
- Work Allocation by Employee Category updated page 20 to 22
- Staffing Levels updated page 23 to 24
- Deemed Resigned updated page 25 to 26
- Part time employee Movements updated page 27
- On-call Shift Coverage Pay updated page 29
- How to Apply for your Pay added page 30
- Preamble on Standby shifts added *page 4*
- Standby Shift Coverage procedures added *pages 7 to 8*
- Changes throughout the Short Notice Book Off procedure to include Standby shifts *pages 10 to 12*
- Changes to No-notice Book Off procedures for Spareboards *pages 13 to 14*
- Addition of No-notice Book Off procedures for Standbys *pages 14 to 15*
- Changes to Work Allocation by Employee Category *pages 15 to 17*

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- References to seniority clarified, based on part time and fulltime 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 Book Off Rotation Lists introduced.
 1. Short Notice Spareboard coverage, and
 2. On-Call Shift coverage.
 Accompanying procedures explained in detail:
- No-notice Book Offs: 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 the changes since the last revision of the guide and how they will affect you in the field. The primary focus is on the way we manage our workforce and allocate work.

We have also added for each section General Information, Paramedic/EMD Information and Frontline Supervisor Information headings. These are to help identify which group the information mostly pertains.

Glossary of Terms

The following new terms used in this guide are introduced in Article F3.13 and in other relevant documents:

- a) **Date of Hire** for part time employees establishes the means of accruing part time service seniority.
- b) **Primary Operator** for fulltime employees means that operator to whom the employee is attached for On-call shift coverage purposes, for part time employee's 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 spareboard, standby, or call-out shift.
- e) **Spareboard shift** – in full time stations where an employee works a vacant scheduled shift.
- f) **Standby shift** - means a shift for which a primary operator employee is to be scheduled to report to, and be at a station for the duration of the shift, to stand by and respond to calls or work requests.
- g) **Shift** – where the term 'shift' is used, means On-call; standby and spareboard shifts (two shifts per twenty-four hours - day/night or day/afternoon).
- h) **Short Notice Book Off** – is a shift that becomes vacant **after** the 15th midnight of any given month up to that start of the vacant shift.
- i) **No Notice Book Off** – is a shift that becomes vacant after the start of any shift.
- j) **Cold Call** - Cold calling is when all employees are contacted, regardless of their availability status. This is when you have exhausted all efforts to fill a shift using the rules of the WAG and are trying to prevent a car from being shut down. There is no order in which the employees are contacted to fill the shift. **“Safe Scheduling Parameters” still apply when cold calling.**
- k) **Work** - In BCAS work is "shift work," therefore work is defined by shifts.

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 12th Collective Agreement and additional agreements such as the Memorandum of Agreement (MOA), and various Letters of Understanding (LOU), there are 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 12th 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.

Goals and Objectives

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 to remain current in BCAS practices at a local level.
3. Consistency between Frontline Supervisors when managing the workforce.
4. Standardization of methods and procedures used by all Frontline Supervisors / Schedulers to allocate work for our Paramedics.
5. Minimization of the number of employees used to perform the available work within a particular Post.

Availability

General Information

Scheduling is based on the two basic principles, the allocation of shifts being “fair and equitable” and “maximum amount of work for the minimal amount of employees” within a post. Those employees that make a greater commitment, availability, are rewarded with a greater percentage of shifts based on all availability submitted within a post. Each post needs sufficient numbers of employees to staff ambulances; this is based on historical need. Maintaining enough employees to cover shift requirements while not over burdening staffing levels requires monitoring and communication with all employees within the post.

Date of Hire determines employment rights for part time employees. Employees hired after the signing of the 12th 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 12th Collective Agreement won't be affected by this change.

Frontline Supervisors 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.

Paramedic/EMD Information

If you were hired **after** the signing of the 12th 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.

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 affecting your part time seniority status.

When an employee is *participating and attending a Primary Care Paramedic (PCP) or and Advance Care Paramedic (ACP) course* from an approved training agency the following principles will apply (article

F3.01) *Each day of class attendance will count as equal availability submission for the minimum eight-shift requirement. This means that the date of hire will not be affected however, it will not count for availability for work. LOU F3.01*

*The monthly cut-off date is the 15th midnight of any given month. It's your responsibility to submit your shift availability to your Frontline Supervisor 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.*

When submitting availability for work, you as the employee have the ability to choose when and what days you want to make yourself available to the employer. With this right comes the responsibility to work those days you have committed too. It is your responsibility to submit "true availability," honest and accurate so that a fair schedule can be created for your post by your Frontline Supervisor / Scheduler.

If you are not assigned shifts on the dates for which you have submitted your availability, your availability will be used for Short Notice Book Off procedures. It is your responsibility to ensure that your availability for Short Notice Book Offs is accurate and current throughout the month. Any changes must be submitted in writing to your Frontline Supervisor / Scheduler immediately.

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 your Date of Hire. Any discrepancies with your records and this notice should be discussed with your Frontline Supervisor.

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.

Fulltime employees **will not** be able to submit availability during the period of time that they are scheduled on annual leave. This includes both the regularly scheduled workdays plus the days off following the scheduled leave.

<u>Frontline Supervisor Information</u>

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.

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.

Work Allocation: Spareboard, Standby and On-call Shift Coverage

<u>General Information</u>

Employees must have the minimum qualifications for the Post in order to be included in the scheduling process. Both fulltime and part time employees are required to submit their availability for shift coverage every month, prior to the cut-off date of the 15th midnight of any given month.

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.

Standby shifts are a new stand-alone category of shift for the purpose of scheduling. Standby shifts are to be scheduled on a monthly basis just as spareboard and on-call shifts.

Standby shifts are to be allocated and distributed fairly and equitably to qualified, primary operator employees after spareboard and before on-call shift vacancies when generating a monthly schedule.

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 fulltime 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 twenty-four 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 **On Call Unit** on every **On Call 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. **Whether you're a part time or fulltime employee, you'll need to be qualified at the appropriate level for the Post in order to be included in the shift scheduling process.** *Specifically to work in a Rural or Remote post, the minimum qualification to be considered qualified is EMR, the preferred level is PCP, and for Urban and Metropolitan posts the minimum qualification to be considered qualified is PCP. PCP "DEEMED QUALIFIED" - ARTICLE F4.02(b)*

Paramedic/EMD Information

It's your responsibility to submit your **Employee Availability Form** prior to the 15th midnight of any given month for it to be considered on-time availability. Late availability submissions will be utilized after all other Primary Operator employees have been utilized to the maximum availability.

It's important that you make yourself available evenly throughout the month and for every category of On-call shifts (earning potentials) otherwise, the Frontline Supervisor cannot attempt to ensure you'll be allocated your full shift entitlement.

You will not be able to submit for desirable shifts and get your full allotment because it does not meet the principle of fair and equitable scheduling.

You will not be able to submit for non-desirable shifts and get your full allotment because it does not meet the principle of fair and equitable scheduling.

Two different situations could occur that might influence your ability to work the assigned shift. You may book off with your Frontline Supervisor/Scheduler if the following applies to your situation:

1. an emergency, or
2. an unavoidable personal issue that may, from "time to time," arise.

If for any other reason, you cannot make your shift commitment, than outlined above, you'll have to arrange a switch-shift(s) with other employee(s). This is possible only if the switch-shift receives prior approval from your Frontline Supervisor and the two being exchanged are both in the same scheduling period. There is no number limit as to how many switch shifts can be done. If a switch shift is done near the

end of the month and the end of the month, in addition, the next month's schedule is posted; it can be completed within the new month. Any other personal situations that influence your work commitment should be discussed with your Frontline Supervisor and Superintendent.

The following articles are examples of "leaves" where you might give back a shift to the Frontline Supervisor/Scheduler Articles 21.03, 21.16, 21.19, and 21.22.

Frontline Supervisor Information

As Frontline Supervisors 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.

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.

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: The Cut-off date of any post is the 15th midnight of any given month.

Spareboard Allocation: Procedure

Spareboard shift coverage will be allocated only to those part time employees who have submitted their availability on time for the scheduling period.

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.

Note: The **Work Allocation Calculation Form** performs ONLY a **mathematical calculation**. What it does is adds the total number of available shifts submitted by all part time employees and divides by the total number of shifts to be covered for the scheduling period. Divides each employee's availability by this number that obtains the total number of shifts for which each employee should be scheduled within "Safe Scheduling" guidelines F3.08 (b).

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.
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. Refer to the last published part time seniority list, which is issued quarterly by Regional Human Resources Office.*

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.

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

- *Contact the fulltime employee who is closest to the top on the **Overtime Rotation List** first. Fulltime employees must inform the Frontline Supervisor 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 fulltime employee 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.

Standby Shift Coverage: Procedure

In those posts that have designated Standby Shifts the following procedure should be used. If there are, no Standby Shifts in your post skip this section and go directly to the **On-Call Shift Coverage: Procedure**.

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 fulltime employee shift availability totals
2. Print the adjusted form and file with your monthly records.

The calculation will tell you the total number of standby shifts each employee is entitled. The formula is designed to help distribute shifts in a fair and equitable manner. Distribute the shifts in the same manner as the Spareboard shifts. Attempt to allot employees their total entitlement by assigning one Standby Shift at a time; first shift goes to the individual who has the highest entitlement.

3. Repeat procedure until all Standby Shifts are assigned.

Note: If two employees have the same number of shifts allotted, then the Standby shift goes to the employee with the earliest Date of Hire.

4. After you've assigned all Standby shifts, you'll need to adjust each 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, but not the shifts adjacent to them.

On-call Shift Coverage: Procedure

1. After you've adjusted the availability of the part time employees who were assigned Spareboard and/or Standby shifts, you'll need to return to the **Work Allocation Calculation Form** and enter all the adjusted part time shift availability totals all the fulltime 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 fulltime 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 is important to remember that back-to-back shifts are to be avoided and cannot violate the Safe Work Scheduling Policy.

Frequently Asked Questions - Work Allocation

- Q.** If I submit minimal or limited availability in any month, why do I not receive my full allotment or any shifts at all?
- A.** The allocation of shifts is based on the principle of being “fair and equitable.” Those paramedics who commit a greater amount of time will receive more shifts than those who commit a lesser amount of time. As an example, the paramedic who makes a greater commitment than another paramedic will receive a larger percentage of shifts as compared to the paramedic with a lesser commitment. Depending on when and where the available shifts are in a month, and how many other paramedics are available for the same shifts, the paramedic with the lesser commitment may be allocated partial or none of the shifts that were submitted.
- Q.** If I am called for a shift and choose to refuse that shift, at the same time remove my availability (turn off my availability) for that shift, can I come back later that shift and make my self-available (turn on my availability) once more?
- A.** No. Once you have removed yourself from the availability, by either removing your availability for that shift or declining to work a shift that is offered, you are no longer available for that shift. Further, there is a requirement and ongoing practice that employees submit what is considered accurate or “true” Availability.
- 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 fulltime seniority then part time seniority until the schedule is full or all availability is used up.

- Q.** Can you explain the difference with my shift allocation when I submit for desirable (Standby) vs. non-desirable (On Call) shifts?
- A.** When an employee, makes themselves available for only desirable shifts they will not receive their full allotment. However, when an employee makes themselves available for only non-desirable shifts, work that exist in a shift without any other earning potential or category of work, they may receive their full allotment as non-desirable shifts. As availability is submitted by shift, either day or night, and not by earning potential or to a specific unit. Availability is not accepted for non-desirable work unless this is the only category of work during a specific shift.
- An example is a one unit station where the day on-call shift is the higher earning potential the night shift is the lower earning potential – an employee could submit for the lesser earning potential as it exists in a shift without any other category of work or earning potential.
- Q.** Can an employee submit for non-desirable shifts only and get his/her full allotment?
- A.** Possibly – allotments are affected by a number of factors. Schedule this employee to their total allotment, or the maximum of their availability if this is less, 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. An employee can switch any number of desirable shifts for non-desirable shifts (Switch Shifts), as long as no new back-to-back shifts are created and “Safe Scheduling” guidelines are followed.
- Q.** Under what conditions can I back-to-back schedule?
- A.** After all other employee’s availability is used up and there are still vacancies that need to be filled. Frontline Supervisors must adhere to safe work parameters, as outlined in Policy & Procedure Volume II Chapter 4 Section 4.1.4. Please also refer to [Back-to-back Scheduling Protocol](#).
- Q.** I am employed outside BCAS. If I work a shift at my other job, can I go straight to work at a spareboard shift with BCAS with no time off in between?

- A.** No. Any work with either BCAS or other employers prior to a spareboard shift (paid shift) is not permitted. Refer to Back-to-back Scheduling Protocol.
- Q.** I am a fulltime employee who is on annual leave. Can I submit availability to work, as I am not leaving town?
- A.** Yes. You may submit availability to your Scheduler/Frontline Supervisor to advise that while you are on annual leave that you are available for work. You will be called for work when the Scheduler/Frontline Supervisor is at the scheduling protocol that this is done. See Page 24 of this Guide.
- Q.** The schedule is published based on the availability that I submitted. I am not able to fill some of the shifts that I have submitted. Can I give them back to my Frontline Supervisor/Scheduler to be re-scheduled?
- A.** As previously stated, if these shifts fall under the “leave” provisions, then yes. Otherwise, you are responsible to cover the shifts or arrange switch shifts. It is expected that all employees submit “true availability,” that means honest and accurate availability.
- Q.** I am scheduled to attend a Clinical Education training session; does this affect my ability to work?
- A.** Yes. As you are being paid at your full paramedic rate, it is considered the same as a Spareboard shift. Partime employees are not able to work prior to a spareboard shift. Full time employees require eight hours clear, and all employees must adhere to the “Safe Scheduling Parameters.”
- Q.** There are Standby and Callout shifts at my station; can I just work Callout shifts?
- A.** No. For the purposes of scheduling Spareboard, Standby, and Callout shifts, employees make themselves available for "all work." With BCAS work is "shift work" therefore, work is shifts. Article F3.08 describes work/shifts by the submission of availability for shifts:

F3.08 Work Allocation - Spareboard and On-Call Shift Coverage

(a) Full-time and part-time employees shall submit their availability for shift coverage by an established date each calendar month.

Callout includes Standby shifts as introduced in the MOA. In Article F3.13 (f), the definition of what a "shift" means:

F3.13 Glossary of Terms

(f) 'Shift' - means on-call shifts (2 shifts per 24 hours) and spareboard shifts.

Q. In filling a Short Notice Book Off, why do you call an Out of Post who has submitted availability before an In Post with no availability for that particular shift?

A. Out of Post employees with availability would be contacted prior to in post without availability, if an In Post employee was interested in working than they should have already made themselves available. In a larger post, the Frontline Supervisor/Scheduler would have to phone through the whole list of employees in the post (several hundred in the Vancouver Post) before being able to contact someone who was actually available and willing to work.

Short Notice Book Off

General Information

Implementation of Standby shifts within a station or post requires a **Standby Short Notice Book Off Rotation List** to be established in the same manners as the initial creation of other **Short Notice Book Off Rotation Lists**.

Commencing with the October 2001 scheduling period, each Station will establish three **Short Notice Book Off Rotation Lists** for (if applicable):

1. Short Notice Spareboard coverage,
2. Standby Shift coverage, and
3. On-Call Shift coverage.

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

The **Short Notice Book Off Rotation Lists** will be used to fill any shift (Spareboard, Standby 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, Frontline Supervisors are expected to initiate the corrective process.

The first employee to accept the Offer of an available shift shall be assigned the vacant shift F3.09 (e). When several contact attempts to several employees for any one particular shift has been made, the first employee to return the call receives the shift F3.09 (d) (i) (ii).

Paramedic/EMD Information

Whether you're a part time or fulltime employee, you'll need to be qualified at the appropriate level for the Station in order to be included on the **Short Notice Book Off Rotation Lists**.

You'll need to inform the Frontline Supervisor 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 regardless of shift type. I.e. if you decline a day standby shift, your availability will be turned off for that shift and you will not be called if a day spareboard shift becomes available.

The Frontline Supervisors will try to contact you by either telephone or pager when scheduling these shifts. There will be two attempts made by telephone, at least five minutes apart, before the Frontline Supervisor proceeds down the list. There will be one attempt made by pager with a response time of five minutes before the Frontline Supervisor proceeds down the list. The first employee to accept the Offer of an available shift shall be assigned the vacant shift F3.09 (e). When several contact attempts to several employees for any one particular shift has been made, the first employee to return the call receives the shift F3.09 (d) (i) (ii).

Short Notice Book Off 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 Book Off Rotation List***. If you accept a Standby shift, **regardless of the length**, your name will be rotated to the bottom of the ***Standby Short Notice Book Off Rotation List***. If you accept an On-call shift, **regardless of the length or earning potential**, your name will be rotated to the bottom of the ***On-call Short Notice Book Off Rotation List***.

If the Frontline Supervisor cannot contact you, you'll remain on the respective ***Short Notice Book Off 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, Standby or On-call) you'll be considered unavailable for the Short Notice shift.

Fulltime employees who wish to work overtime on their days off must submit an ***Overtime Availability Form*** for each scheduling period.

Frontline Supervisor Information

As Frontline Supervisor, you'll be responsible for assigning employees to Short Notice Book Off shifts at the earliest possible date by using the ***Short Notice Book Off Rotation Lists***.

You'll need to create the ***Short Notice Book Off Rotation Lists*** by listing every Primary Operator employee in your Post in order of fulltime seniority, followed by part time, the earliest Date of Hire. **Add new employees or lateral transfers to the bottom of the list as they are hired/transferred.**

Short Notice **Standby shifts** must be offered to the first individual on the ***Standby Short Notice Book Off Rotation List*** who has submitted availability as indicated on the ***Master Availability Tracking Form***.

Short Notice **On-call shifts** must be offered to the first individual on the ***On-call Short Notice Book Off 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 Book Off shift are considered not available for the Short Notice Spareboard shift (or vice versa).

Short Notice Book Off Rotation Lists are kept and maintained where the schedule is maintained during the month; this is usually at the station. However, in large multi car multi station posts this maybe off site i.e. Provincial Scheduling Office.

Short Notice Contact: Procedures

<u>Frontline Supervisor Information</u>

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

Note: Short Notice Book Off is a shift that becomes vacant after the 15th midnight of any given month up to that start of the vacant shift.

1. Contact employees by telephone or pager when scheduling these shifts. All contact numbers may be called; however, these are the minimum requirements:
 - 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 Book Off Rotation List***. (You do not rotate employee that did not accept the shift to the bottom of this 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.

1. Record contact effort on the ***Short Notice Book Off 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 – Short Notice Procedures

- Q.** A part time employee has submitted availability, and is the only person available for a date that a Short Notice Book Off 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 Frontline Supervisor would use Article F3.11 to fill the vacancy.
- Q.** What is cold calling?
- A.** Cold calling is when all employees are contacted, regardless of their availability status. This is when you have exhausted all efforts to fill a shift using the rules of the WAG and are trying to prevent a car from being shut down. There is **no order** in which the employees are contacted to fill the shift. Safe Scheduling Parameters still apply when cold calling.
- Q.** A part time employee has submitted availability, and is the only person available for a date that a Short Notice Book Off 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. Frontline Supervisors must adhere to safe work parameters, as outlined in Policy & Procedure Volume II Chapter 4 Section 4.1.4. The Frontline Supervisor must submit an Occurrence Report if a back-to-back scheduling situation created.
- Q.** I am an In Post employee that has been cold called for a shift. Is my name rotated down on the rotation list?
- A.** Yes. By agreeing to work the shift and then working the shift, you have made yourself available.

No-notice Book Off

Spareboard Shift

<u>General Information</u>

NOTE: No Notice Book Off – is a shift that becomes vacant after the start of any shift.

When a Spareboard vacancy occurs after the shift has started, the senior part time employee providing Standby shift coverage at the time of the vacancy will be offered the shift. 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 Standby Unit at the time of the vacancy. If there is no Call-out Unit, then this employee will cover the vacant Spareboard shift, as they have already made themselves available for work for this day and are already covering a Unit.

If there is a Call-out Unit, the same process used above will be followed if the vacancy is declined by both employees of the Standby Unit.

Short Notice Book Off procedures applies to vacancies created by the reassignment.

<u>Paramedic/EMD Information</u>

You'll be offered unexpected Spareboard or Standby shift coverage if you're the senior part time employee providing Standby or On-call shift coverage — providing you are not already on a call at the time.

You'll be called to cover any new vacancy in the Standby or On-call shift coverage and in accordance with Short Notice Book Off procedures (see Article F3.09).

Frontline Supervisor Information

Contact the senior part time employee providing Standby 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. If there is no Call-out Unit, then this employee will cover the vacant Standby shift, as they have already made themselves available for work for this day and are already covering a Unit.

If there is a Call-out Unit, the same process used above will be followed if the vacancy is declined by both employees of the Standby Unit.

Follow Short Notice Book Off procedures (Article F3.09) to fill the vacancy created by the reassignment.

Standby Shift

General Information

When a Standby vacancy occurs after the shift has started, the senior employee providing On-call shift coverage at the time of the vacancy will be offered the shift. If the senior 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 Unit at the time of the vacancy.

This employee will cover the vacant Standby shift, as they have already made themselves available for work for this day and are already covering a Unit.

Short Notice Book Off procedures apply to vacancies created by the reassignment

Paramedic/EMD Information

You'll be Offered unexpected Standby shift coverage if you're the senior employee providing On-call shift coverage — providing you're not already on a call at the time. You'll be called to cover any new vacancy in the On-call shift coverage and in accordance with Short Notice Book Off procedures (see Article F3.09).

<u>Frontline Supervisor Information</u>

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

This employee will cover the vacant Standby shift, as they have already made themselves available for work for this day and are already covering a Unit.

Follow Short Notice Book Off procedures (Article F3.09) to fill the On-call vacancy created by the reassignment.

Work Allocation by Employee Category

General Information

When allocating work, the focus is on using qualified employees that have submitted availability assigned to the Primary Operator and then the scheduling of qualified employees from outside the Primary Operator. Employees with availability submitted shall be scheduled before employees that have no availability submitted (cold call).

For a part time employee who would like to submit availability to a secondary operator for any shift spareboard standby or call out, they must have the availability signed off by their Frontline Supervisor/Scheduler.

Fulltime employees who would like to submit availability to a secondary operator for standby or call out also must have the availability signed off by their Frontline Supervisor/Scheduler. Fulltime employees who would like to submit overtime availability for spareboard shifts to a secondary operator do not need to have the availability signed off.

All employees are responsible to their primary operator before secondary operator shifts can be worked.

The order qualified versus unqualified employees:

Qualified employees in post that have submitted availability
Qualified out of post employees that have submitted availability
Unqualified in post employees that have submitted availability
Unqualified out of post employees that have submitted availability

If no part time employees are available, fulltime 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). Fulltime employees must have submitted availability on an **Overtime Availability Form** to be eligible.

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.

Paramedic/EMD Information

Whether you're a part time or fulltime employee, you'll need to be qualified at the appropriate level for the Station in order to be included in the shift scheduling process. *Specifically, to work in a Rural or Remote post, the minimum qualification to be considered qualified is EMR, the preferred level is PCP, and for Urban and Metropolitan posts the minimum qualification to be considered qualified is PCP.*

If you're a part time employee, you'll be given equal access as fulltime employees in the Primary Operator for Standby and 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 fulltime employee, you will be offered available Standby and 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. Fulltime 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 Frontline Supervisor from an outside Post contacts you to staff a vacancy, you must receive prior approval from your Primary Operator Frontline Supervisor 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.

Frontline Supervisor Information

As a Frontline Supervisor, 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.

Assigning Short Notice Spareboard shifts:

When assigning Spareboard shifts, it's important to remember that shift coverage assignments should be assigned as follows:

1. **Irregularly Scheduled Employees:** Irregs that are short hours for their 336 hours in a 56 day cycle (336 hours in a 70-day cycle for Dispatch).
2. **PTIP (Part time In Post) with Availability:** available Primary Operator part time employees who have submitted availability indicated on the ***Master Availability Tracking Form***. Avoid back-to-back scheduling if possible. If scheduling causes a back-to-back shift, move on to the next available person who will not be back-to-back scheduled.
3. **FTOTIP (Fulltime Overtime In Post) with Availability:** fulltime employees in the Post, who indicated willingness to work overtime shift during the affected shift. This availability must be submitted on an ***Overtime Availability Form*** for a given month.
4. **PTIPOT (Part time In Post) Overtime with Availability:** available Primary Operator part time employees who have submitted availability indicated on the ***Master Availability Tracking Form*** that have reached their 84 ***factored*** spareboard hours.
5. **PTOP (Part time Out of Post) with Availability:** part time employees out of Post who have left over availability from their Primary Operator that has been signed off by their Frontline Supervisor.
6. **FTOTOP (Fulltime Overtime Out of Post with Availability:** fulltime out of post employees that have made themselves available to the post.
7. **PTOPOT (Part time Out of Post Overtime) with Availability:** part time employees out of Post who have left over Unit Chief signed off availability from their Primary Operator that have reached their 84 ***factored*** spareboard hours.

The next steps are dependent on direction from your ***Regional Office and or Superintendent***. The following steps are not in any order:

- **FTIP Recall from Annual Leave:** fulltime in post employees that are on annual leave
- **Cold Call PTIP (Part time In Post) with No Availability:** part time employees in post that have not submitted availability.
- **Cold Call FTOTIP (Fulltime Overtime In Post) with No Availability:** full time employees in post that have not submitted availability.
- Work with Frontline Supervisors in your area to see if they have any employees available.

Assigning Short Notice Standby/Call-out shifts:

When assigning Standby and Call-out, it's important to remember that shift coverage assignments should be assigned as follows:

1. **Primary Operators with Availability:** available Primary Operator part time and fulltime employees who have submitted availability indicated on the ***Master Availability Tracking Form***. Avoid back-to-back scheduling if 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. **PTFTOP (Part time and Fulltime Out of Post) with Availability:** part time and fulltime employees out of Post who have left over availability from their Primary Operator that has been signed Off by their Frontline Supervisor.
3. **Cold Call Primary Operators with No Availability:** part time and fulltime employees in post that have not submitted availability.
4. **MUST BE APPROVED BY LOCAL SUPERINTENDENT:** Fulltime employee that is on holidays that is available.
5. Work with Frontline Supervisors in your area to see if they have any employees available.

Frequently Asked Questions: Short Notice Standby/Call-out shifts Procedures

- Q. I have accepted a standby/call-out shift out of post, my primary operator has called me and advised that a shift for the same time has come up and I need to go work at my primary station. Do I have to give back my out of post shift and work at my primary station?
- A. Yes, your commitment is to your primary operator even if you have accepted a shift out of post that has a higher earning potential your first priority is to your primary operator.

Deemed Resignation

General Information

Since the deemed resignation clause was negotiated the labour market has changed and retention is more challenging. Clause F2.03 - Leave of Absence can be interpreted to allow more than one request and that this clause can be used by employees pursuing other careers or pursuits outside their communities, but who return sporadically and are able to work. A reasonable attempt will be made to contact the employee by their Frontline Supervisor, by sending out a letter of notification to employees who are in jeopardy of being deemed resigned to engage them in discussion about their employment status and plans. This benefits both the employee and BCAS, at the same time does not preclude the option of deem resigning the employee.

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.

A fulltime 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 fulltime 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.

The 'three 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.

Example 1:

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.

Example 2:

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 the 15th midnight of any given month. (F4.01)

Paramedic/EMD Information

As a fulltime paramedic, after your year removal from call out (Article 16.04) you must advise your Frontline Supervisor that you want to re activate your primary operator status. Otherwise, you will have to re apply for primary operator status.

It's your responsibility to keep accurate Employee Availability records.

Frontline Supervisor Information

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

You can contact the employee to advise of three-month pending rule but you ***are not obligated*** to provide the employee with the warning.

When removing a fulltime 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.

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

As Frontline Supervisor, 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.

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.

Frequently Asked Questions: Fulltime Primary Operator

- Q I am a fulltime employee and I have not submitted any availability to my primary operator for callout for the last three months. What happens?
- A. As stated in article 16.04 (d), employees who do not make themselves for available for three consecutive months, shall not be entitled to exercise seniority rights for further on call coverage for 1 year.
- Q I am the same employee in the above question. What do I have to do to activate myself in my primary operator?
- A. At the end of the one-year period, you must make your intentions known to your Frontline Supervisor that you wish to do callout within the post. If you do not advise your Frontline Supervisor of your intentions, you will be taken off the list, you will have to reapply for primary operator status, and it could be at any station.

Partime Employee Movements

General Information

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.

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.

Frontline Supervisor Information

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).

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.

Probationary Employees

<u>General Information</u>

Probationary employees are restricted to their original hire post for the length of the probationary period and are unable to exercise their “lateral transfer” rights as described in Article F4.02. When a new employee has completed the “Code 3” driving course and signed off by a driving preceptor, at that time they are able to work out of post. They must have made their availability commitment to their primary operator first, and have any “unused” availability signed off by their primary operator Front Line Supervisor. To ensure no operational considerations are missed, it is advisable to check with your Regional Superintendent prior to work at another post.

On-call Shift Coverage Pay

<u>General Information</u>

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).

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

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.

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.

How to apply for your pay:

<u>General Information</u>

Refer to BCAS Expenditure & Payroll Processing Manual Volume 1 Chapter 3.2. <https://admin.moh.hnet.bc.ca/bcasinfo/finance/eppm/>

As Frontline Supervisor, you'll track and audit pager pay and standby pay submissions. Refer to:
<https://admin.moh.hnet.bc.ca/bcasinfo/finance/eppm/>