

# STEPS TO BUILDING A NEW SHIFT SCHEDULE

## *Step 1: Communicate Effectively*

- Tell employees why organization is considering a change.
- Determine whether it is a Type 1, 2, 3 or 4 program.
- Is there a shift committee and who will be on it?
- Outline steps and the timeline for the change process.
- Summarize the involvement employees will have.
- Outline the role management will play.

## *Step 2: Analyze Your Business Needs*

- How is the current schedule working?
- Is keeping the current schedule an alternative for the stated business objective?
- What is the core and discretionary workload?
- Can idle time and overtime be improved?
- Is the workload balanced or unbalanced?
- Are work and safety meetings being scheduled regularly?

## *Step 3: Develop Schedule Models That Meet the Business Needs*

- Develop several schedule models that would be acceptable from the business viewpoint.
  - 2-3-2 Every Other Weekend Off
  - 3-4 Dupont
  - 3-3 Three On, Three Off
  - 4-4 Four On, Four Off
  - 2/2-4 Continental or Canadian
- Try to anticipate basic employee desires.
- Build in parameters that provide health and safety.
- Are there more effective ways to coordinate maintenance, operation schedules?
- Examine overtime policies, scheduling, and issues on communications.

#### ***Step 4: Have Shift Committee and Employees Review and Evaluate Models That Best Fit Their Needs***

- Explain how the models work to the different shift groups.
- Evaluations should be compiled by department or natural work groups because frequently different models will be implemented in different work areas.
- Find out which models employees like.

#### ***Step 5: Design the Schedule(s) and Implementation Policies***

- Shift committee develops specific schedules based on the preferred models.
- Develop work, pay and coverage policies.
- Put together an implementation manual that shows the new schedule(s) with every pay, coverage and benefit policy clearly spelled out.

#### ***Step 6: Build Consensus With Employees***

- Meet with employees to go through the schedules and the implementation manuals.
- Employees vote for preferred option.

#### ***Step 7: Implement***

- Select an implementation date.
- Ongoing individuals or team to solve problems as they arise.

#### ***Step 8: Educate Shiftworkers and Their Families, Management on Adapting to New Schedule***

- Develop three hour training sessions emphasizing the health and safety circle.
- Shiftworker learns ways to build stamina and manage fatigue.
- Build family and social support for the shiftworker.

#### ***Step 9: Evaluation of New Shift Schedule***

- Develop follow up procedures at the 6 or 12 month point.
- Find out how employees like the new schedule.
- Follow up your business and health and safety statistics.