

**Human Resources Command**

# **Standard Operating Procedures for Rostering**

**August 2015 – Version 1.10**



**NSW Police Force**

## Table of Contents

---

1	Purpose of this document.....	5
2	Background .....	5
3	Statement of Principle of Rostering .....	6
4	Introduction.....	6
4.1	The Rostering Workflow Process.....	6
4.1.1	Scheduling and Forward Planning.....	6
4.1.2	Daily Scheduling Duties .....	7
4.1.3	Time & Attendance .....	8
4.1.3.1	Entering Proposed Roster Data.....	8
4.1.3.2	Higher Duties (HDA).....	8
4.1.3.3	On-Call Allowances .....	9
4.1.3.4	Shift Alterations .....	9
4.1.3.5	Duties / Taskings .....	9
4.1.3.6	Broken Shifts .....	10
4.1.3.7	Planned Leave.....	10
4.1.3.8	Unplanned Leave .....	11
4.1.3.9	Late notification of Unplanned Leave .....	12
4.1.3.10	User Charges .....	12
4.1.3.11	Part-Time Agreements.....	13
4.1.3.12	Entering Overtime.....	13
4.1.3.13	Late Overtime Claims .....	14
4.1.3.14	Amending Completed Rosters into Kronos.....	14
5	Rostering Best Practice Principles .....	16
5.1	The Communication Process .....	16
5.2	Industrial Award and Work Health and Safety Issues.....	17
5.3	Position of the Roster Officer .....	17
6	Management involvement of the Roster Officer .....	18
6.1	Human Resource Management Team .....	18
6.2	Training for Roster Officers .....	19
6.3	WH&S issues affecting Roster Officers.....	20
7	Standard Operating Procedures.....	20
7.1	Establishing/Maintaining the Command Structure.....	21
7.1.1	Schedule Groups .....	22
7.1.2	Team Rostering .....	22
7.1.3	Workload Planning.....	22
7.1.4	Award Conditions and Flexible Rostering Guidelines .....	23
7.2	Known Commitments.....	23
7.3	First Response Policing Agreements .....	24
7.3.1	Team / Rank Structure.....	25
7.3.2	Team Roster Templates / Patterns.....	25
7.3.3	Planned Leave.....	25
7.3.4	Court Commitments .....	28
7.3.5	Training Commitments.....	28
7.3.6	Transfers (Temporary / Permanent) and Secondments .....	29
7.3.7	Restricted Duties / Hurt on Duty / Workers Compensation .....	30

7.3.8	Prisoner Escorts and External Events .....	30
7.3.9	Operations / Proactive Policing / High Visibility Policing .....	31
7.3.10	Relieving, Higher Duty Allowances (HDA) .....	31
7.3.11	On-Call / Garaging Allowances .....	31
7.3.12	Part-Time workers and personnel issues – Command working agreements .....	31
7.3.13	Operational Support Group requirements – OSG .....	31
7.3.14	Field Training Officer requirements – FTO .....	32
7.3.15	User Charges Events .....	32
7.3.16	Shift / Rest Requests .....	32
7.4	Making Adjustments and Posting the Roster .....	33
7.4.1	Changing the Roster .....	33
7.4.2	Balancing Roster Hours .....	34
7.4.3	Local Business Rules and Posting the Roster .....	34
7.4.4	Daily Scheduling Duties .....	34
7.4.4.1	Common changes to DDR performed by Duty Officer/Supervisor .....	34
7.4.5	Terminated Shifts .....	35
7.4.6	Other Unplanned Leave .....	35
7.5	Recording Time & Attendance .....	35
7.5.1	Recording Overtime .....	35
7.5.2	Additional Hours .....	35
7.5.3	Historical edits .....	35
7.5.4	Signing off timecard .....	36
7.5.5	Annual Leave .....	36
7.5.5.1	Roster Officer Responsibilities .....	36
7.5.5.2	Commander/Manager Responsibilities .....	37
7.5.5.3	Reducing Planned Leave Balances .....	37
7.5.5.4	Postponement of Planned Leave .....	37
7.5.5.5	Changes to Planned Leave .....	38
7.5.5.6	Additional Annual Leave .....	38
7.5.5.7	Sick Leave .....	39
7.5.5.8	FACS Leave .....	39
7.5.5.9	TOIL .....	39
7.5.5.10	Part-time Leave Without Pay .....	40
7.5.5.11	Permanent Part Time Work .....	40
7.5.5.12	Leave without Pay .....	40
7.5.5.13	Extended Leave .....	40
7.5.5.14	Maternity Leave .....	40
7.5.5.15	Study Leave/Study Time .....	41
7.5.5.16	Military Leave .....	41
7.5.6	Entering leave in Kronos .....	41
7.5.7	Uploading Leave in SAP .....	41
7.5.8	Responsibilities .....	42
7.5.8.1	Rest Days .....	42
7.5.8.2	Recurrent Leave Days .....	42
7.5.8.3	Recurrent Leave Days for Default rosters (Constant 8 hour Shifts) .....	42
7.5.8.4	Special Leave .....	43
7.5.8.5	Special Leave on Transfer .....	43
7.5.9	External Secondments .....	44
7.5.10	On Loan/Secondments (for periods less than one month) .....	45
7.5.11	Transfers (Temporary & Long Term) .....	45
7.5.12	Escorts .....	46
7.5.13	Relieving/ HDA .....	46
7.5.14	Restricted Duties .....	46
7.5.15	Operations/Proactive Policing/ HVP .....	46
7.5.16	Community and User Pays events .....	47

7.5.17	Rank Structure .....	47
7.5.18	On-Call and Garaging Allowances .....	47
7.5.19	Hurt on Duty (HOD) and Workers Compensation (W/Comp). Return to work programs .....	47
7.5.20	Part time workers and personnel issues – local agreements .....	48
7.5.21	Operational Support Group requirements – OSG .....	48
7.5.22	Field Training Officer requirements - FTO .....	48
7.6	Audit and Reporting .....	48
7.6.1	Daily .....	48
7.6.2	Fortnightly .....	48
7.6.3	Minimum Standards for Reconciliation of Payments .....	48
7.6.4	Monthly .....	50
7.6.5	6 Weekly/ 4 Weekly/ Fortnightly .....	50
7.6.6	Yearly .....	50
8	Responsibilities Checklist .....	51
8.1	Daily Checklist .....	51
8.2	Fortnightly Checklist .....	51
8.3	Monthly .....	52
8.4	Annual Checklist .....	52
9	Roster Support .....	52
10	Resources and Links to Other Information .....	52
10.1	Awards and Guidelines .....	52
10.2	Policies .....	53
10.3	Common Forms .....	53
Appendix 1	.....	54
Statement of Agreed Position - Parameters for Flexible Rostering	.....	54
Appendix 2	.....	55
Statement of Agreed Position - Parameters for Flexible Rostering Administrative Officers and Ministerial Employees	.....	55
Appendix 3	.....	55
Command Management Framework (CMF)	.....	55
Appendix 4 - Fatigue	.....	57
Legislative Responsibility	.....	58
Employers	.....	58
Fatigue Management Strategies	.....	59
Strategy 1	.....	59
Roster Scheduling and Planning	.....	59

## 1 Purpose of this document

The intention of this document is to provide comprehensive Standard Operating Procedures (SOPs) to Roster Officers and members of a Command Management Team to undertake the function of rostering across the NSW Police Force. This document is managed by Position Management and Workforce Support, Workforce Relations and Strategy, Human Resources and is aligned to the functionality provided by the Kronos resource deployment system.

This document provides a summary of the protocols and procedures for roster preparation and maintenance by Roster Officers and delineation of responsibilities within the Command Management structure. Each stage of the resource deployment process, including the transfer of data for the payment of wages & salaries, is identified in addition to the recognised lines of responsibility and tasks involved.

## 2 Background

The function of rostering is undertaken by designated Roster Officers (and/or their backups) at all Local Area Commands and specialist Commands. These Roster Officers are responsible for the rostering of all sworn Police and will often include unsworn or administrative employees on the roster for scheduling and/or payment of shifts, overtime, penalties and allowances and the management and recording of leave.

Rosterings are undertaken using a variety of in-house developed tools and processes including, Microsoft Excel and manual paper-based documents to determine appropriate deployment for each individual business unit. Each of these deployment methods are used **prior** to recording of time and attendances in any corporate system.

Time and attendance recording is managed by the corporate browser-based Kronos Workforce Central Suite of products. The system is accessed via the NSW Police Intranet under **Systems > Finance HR > Kronos**. This product is supported by the Roster Support Unit.

There are **two** distinct levels of responsibility for a Roster Officer within the NSWPF, depending upon the Command:

1. A Roster Officer with **full delegation for human resource deployment** management, including the drafting of the “proposed” roster and some or all task allocation.
2. A Roster Officer who **receives the proposed roster** and task allocation from other groups within their Command, and then inputs this into the rostering system.

**The procedures in this document relate to both levels. However, the “Roster Officer” must be viewed as a role within a Command rather than a particular grade or position.**

NOTE: Throughout this document numerous references are made to Duty Officer, Supervisor and GAO. Depending upon disparate locations and requirements at each LAC or specialist unit, such reference should be viewed in context to refer to the Officer in Charge at the time or an officer with the equivalent role the relevant delegated HR and/or financial authority to approve or endorse such decisions.

It is also acknowledged that within New South Wales Police, there are unique locations and groups of employees with unique conditions of employment which may not be covered in this document. When situations arise which are either not covered or there is no clear advice, the Human Resources Command in collaboration with the Roster Support Team (when appropriate) is available to assist.

Roster Officers and all stakeholders involved in the rostering process must familiarise themselves with the relevant awards, guidelines, policies and parameters that affect all facets of the rostering function. Links to this information are contained in the [Links to Awards and Other Information](#) section of this document.

### 3 Statement of Principle of Rostering

The statement of principle for rosters within the NSWPF for Roster Officers is as follows:

*“The principle of rosters for NSW Police is to plan, create and maintain the deployment of resources and work to achieve the objective of providing services to the NSW community as required.”*

This statement aligns with the NSWPF Mission Statement, Corporate Plan, Business Planning practices and Command management accountability in ensuring safe, efficient and effective use of resources.

### 4 Introduction

The function of rosters can be separated into **three** distinct areas of operations:

<b>1 Scheduling &amp; Forward Planning</b>	The planning and allocation of resources in advance to meet the requirements of the Command, i.e. roster preparation, publication, data-entry into Kronos and system maintenance. This will include the use of a predetermined roster template which has been approved by the Senior Management Team at the relevant Command which complies with relevant WHS requirements and Fatigue Management guidelines.
<b>2 Daily Scheduling Duties</b>	Updates and changes to the Daily Duty Roster (DDR) that happen during the actual 24 hours work period
<b>3 Time &amp; Attendance</b>	The allocation & collection of time worked for the payment of shift, overtime, penalties and allowances, and recording of planned and unplanned leave

Employees are designated within SAP, the corporate HR and payroll system, to be either “**paid from IBR**” or “paid from SAP”. The NSWPF rosters function primarily concerns itself with those employees nominated as “paid from IBR”, where their shifts, overtime, penalties, allowances and leave records are processed through Kronos and transmitted to SAP for payment.

**NOTE:** Kronos does NOT process NSWPF employee wages and salaries. Salaries are managed through SAP. Kronos processes shifts, overtime, penalties, allowances and leave, for those employees nominated “paid from IBR” in SAP.

#### 4.1 The Rostering Workflow Process

The rosters workflow for the NSWPF follows the basic principles as shown below:

##### 4.1.1 Scheduling and Forward Planning

The Roster Officer has the responsibility to make decisions around how to deploy employees on future shifts; however this is limited to implementing the local policy of the particular business unit based on decisions made by that Senior Management Team. The Commander and delegated management representatives have final approval for all deployment and subsequent financial expenditure.

Scheduling involves the following processes.

1. Preparation of a 6-week proposed roster at least 4-6 weeks in advance of the period commencement using the operating procedures as stated in [Standard Operating Procedures](#) section of this document.

**NOTE:** Most Commands employ a 6-week proposed roster, which should be based around the agreed parameters for flexible rosters and compliance with relevant WHS requirements, although 4-week and 2-week roster periods are also feasible but are dependent upon mathematical limitations imposed by the shifts assigned within the Planning Horizon.

2. The proposed roster should be available to the Commander and Management Team for review and approval **at least 2 weeks before the start of the period.**
3. Make changes to the proposed roster as directed by management.
4. **Publish** the operational version of the proposed roster for employees, **2 weeks before the period commencement date.**

**NOTE:** *Scheduling is an evolutionary process that does not cease upon publication of the roster. Due to the nature of policing, constant maintenance is required to the proposed roster, often on a daily basis, to adapt coverage to meet variable demands. In most instances, the proposed roster will need to undergo numerous revisions and versions throughout the life of the planning horizon.*

*Throughout the revision process, the roster changes must adhere to the flexible rostering consolidated guidelines and Roster Fatigue Rules (See Appendix 1).*

*If the Commander or Management Team determines that each version of the roster must be verified and approved before subsequent re-publication, then the Roster Officer must adhere to Command directions, even if this delays the publication process.*

#### 4.1.2 Daily Scheduling Duties

- 1 It is the responsibility of the Roster Officer to manage future resourcing for shifts in advance of the current day, within the local approval framework outlined in the Scheduling and Forward Planning section above. In most circumstances, with the exception of weekends or times when the Roster Officer is not scheduled to be on-duty, the Roster Officer will assume responsibility for roster variations outside a 36-hour window from time of notice. *For example, on Monday a staffing shortage becomes apparent for Wednesday, outside the 36-hour window. In this instance, it is incumbent upon the Roster Officer to make the necessary negotiations or modifications to cover the shortfall. Assistance to be provided by a Duty Officer or senior officer on duty if requested by the Roster Officer. The Roster Officer would during this process explore all avenues available to him/her to fill this void, including utilising staff from ancillary areas of the Command. When circumstances arise, where no staff member is identified to fill the shortage, the Roster Officer would report to the appropriate member of the Senior Management team with that advice, so that decisions would be made on whether overtime is appropriate. Roster Officers do not have any delegated authority to authorise overtime but play a vital role in providing advice to assist in making these determinations*
- 2 During the current day however, the Supervisor or Duty Officer assumes responsibility for managing resourcing within the 36-hour window. Any current daily management of resources should be done with consideration of the flexible rostering parameters and Roster Fatigue Rules. Where adherence is not possible, a risk management approach must be utilised. *For example, the responsibility for sourcing a replacement falls upon the Supervisor or Duty Officer for an officer calling in sick today for a shift commencing tomorrow morning.* This does not preclude the Roster Officer from assisting in determining the most appropriate replacement but ultimate responsibility for the replacement, and any potential overtime incurred is the domain of the Supervisor or Duty Officer, principally because Commissioned Officers have the requisite financial delegation to authorise overtime.
- 3 At the conclusion of each day, it is the responsibility of the Supervisor or Duty Officer to ensure the Daily Duty Roster is endorsed and certified, and that all relevant alterations to shift duties/taskings, shift start/end times, on-calls, overtime and leave are accurately recorded on the Daily Roster document. Overtime and other allowance claims should be certified, authorised and approved, with all necessary signatures and attached to the Daily Roster and forwarded to the Roster Office. When altering shifts, duties or leave on the Daily Duty Roster, the Supervisor or Duty Officer should not completely obscure the shift hours to make the times unreadable. The Supervisor or Duty Officer should also make sufficient notation to allow the Roster Officer to determine what actually occurred on the day. All P956 forms (leave checklist) that are required or copies thereof must be forwarded to the Roster Officer in a sealed envelope in accordance with current sick leave policy. Completed P956 forms are to be treated as confidential and made available only to those officers who need access to the information.
- 4 The Roster Officer is responsible for verifying the accuracy of the Daily Duty Roster, at time of publication. Any move from the proposed template needs to where possible adhere to: a) flexible rostering parameters and award conditions and b) Roster Fatigue Rules. Where



adherence to the previous is not possible, a risk management approach must be utilised and approved by the Commander or their representative. The Roster Officer is required to check that shifts, leave and duties nominated on the proposed roster match those recorded in Kronos and on the Daily Duty Roster. Changes that occur after publication are the responsibility of the Supervisor or Duty Officer.

- 5 The Roster Officer is responsible for the production of Daily Duty Rosters in advance of the day to be worked. These documents may be printed, e-mailed or transmitted electronically to appropriate employees in sufficient time to enable the rosters to be printed or posted for each day's duty. Ideally, Daily Duty Rosters should be published 2-3 days in advance, where possible. Changes that occur after publication are the responsibility of the Supervisor or Duty Officer, and may be subject to the 36-hour window (see point 2) or may require revision and re-publication as necessary.
- 6 The Roster Officer is responsible for the recording into Kronos any amendments to duties, taskings, shifts and leave recorded on the past Daily Duty Roster. Initialling by the Roster Officer adjacent to the amendments indicating that the necessary actions have been taken is required. The appropriately delegated officer must endorse amendments to the Daily Duty Roster, and overtime or allowance claims suitably authorised, certified and approved before entering into Kronos. If necessary, incomplete rosters or claim forms may need to be returned to the Supervisor or Duty Officer for completion, taking into consideration any payroll processing timeframes.

#### 4.1.3 Time & Attendance

The primary focus of the Time and Attendance function is to enter data into Kronos for the purpose of producing Daily Duty Rosters and reporting. Post publication; amendment of shifts, taskings, overtime, penalties, allowances, leave and other payments from completed Daily Duty Rosters need to also be re-entered into Kronos for processing and upload of data from Kronos to SAP for payroll.

Irrespective of the method used for Scheduling and Planning, i.e. Excel, or manual forms, the proposed rostered duties and leave must be transferred into Kronos in advance, so that Daily Duty Rosters can be published.

**NOTE:** The whole roster period does NOT need to be entered into Kronos in advance, as the subsequent changes to the planned roster will then require duplicate changes to the data already recorded in Kronos, effectively doubling the work effort.

From a time management perspective, consideration should be given to only entering sufficient data into Kronos to cover the absence of the Roster Officer and to produce Daily Duty Rosters for a number of days.

However, it should also be noted that to take advantage of the 'Totals' capability within Kronos, all shifts need be entered. A common practice is to populate the balance of the roster cycle (at the commencement of the last fortnight) so as to identify any staff who may have been 'over' or 'under' rostered.

##### 4.1.3.1 Entering Proposed Roster Data

Rostered shifts and leave data need to be transposed from the Proposed Roster into the Schedule Planner component of Kronos, primarily for the purpose of Producing Daily Duty Rosters.

The Roster Officer needs to verify that all shifts, leave and proposed On-calls entered into Kronos at this time are correct and should produce preliminary Daily Duty Roster reports, checked against the proposed roster for accuracy before final publication.

##### 4.1.3.2 Higher Duties (HDA)

Any known Higher Duties (HDA) should be verified against the "Acting Rank" stored in the people Editor in Kronos (for long-term relief) or the "Acting Rank" confirmed on a shift-by-shift basis for each individual working on the shifts being entered (for short-term relief).



#### 4.1.3.3 On-Call Allowances

If the Roster Officer is advised in advance, On-Call assignments should be entered into the Kronos Schedule Planner. If the Roster Officer is not advised, it is the responsibility of the Supervisor or Duty Officer to record on-calls and on-call/garage allowances onto the Daily Duty Roster.

On-call allowances should be recorded with zero hours initially, to enable them to print on the Daily Duty Roster.

It is the responsibility of the Supervisor or Duty Officer to endorse or if necessary amend all on-calls and on-call/garage notations on the Daily Duty Roster as correct.

It is the responsibility of the Roster Officer to make the necessary alterations to on-call and garage allowances into the Kronos Timecard after the roster has been completed. The Roster Officer should amend zero amounts to reflect "1" for sworn members and hours for unsworn members in the Timecard. It is recommended that this task be performed at the end of the fortnight, as changes to Timecard records can affect the link between Schedule Planner and Timecard, affecting shifts and other payments.

**NOTE:** On-call and garage allowances are two separate Kronos entries. If an officer claims both allowances, two entries must be made for each type. On-calls "on-shift" and "off duty" are also different payment types and must be entered correctly.

#### 4.1.3.4 Shift Alterations

It is the responsibility of the Supervisor or Duty Officer to endorse any alterations to shift start and end times for each individual on the Daily Duty Roster.

A rostered shift may be shortened or lengthened **with appropriate notice** (without the use of overtime or leave), **provided such alterations accord with the Flexible Rostering Guidelines and/or any local flexible rostering agreement**. An additional notation should be included by the officer delegated to approve the change, i.e. Supervisor or Duty Officer.

**NOTE:** Consideration must also be given to the ensuing effect upon rostered hours for the remainder of the roster period.

Shift hours substituted by leave, sick leave or TOIL, must also be endorsed on the Daily Duty Roster by the Supervisor or Duty Officer, with an appropriate notation of the "type" of leave taken to substitute the specific hours of the shift. (P956 should be completed where necessary and forwarded for the information of the Roster Officer in accordance with current sick leave policy, i.e. sealed envelope).

It is the responsibility of the Roster Officer to make the necessary alterations to shift start and end times into the Schedule Planner after the roster has been completed

#### 4.1.3.5 Duties / Taskings

Duties, otherwise known as "Job Transfers" in Kronos, upload to SAP as defined activity types and are used in Activity Based Costing and the Business Planning programs.

Jobs and taskings within Kronos are constrained within the Kronos organisational map and creation of new jobs or taskings is at the direction of Performance Improvement and Planning and discretion of the Roster Support Unit.

Examples are:

- Response
- Station Duties
- HVP
- Court Duties
- Prisoner Escort
- CI Duties

Tasks are sub-level information used to record taskings or related information on the Daily Duty Roster. Tasks are NOT uploaded to SAP.

Examples are:

- Driver 15
- Foot Patrol
- Traffic Duties

It is the responsibility of the Supervisor or Duty Officer to correctly record individual duties and split-shift taskings on the Daily Duty Roster. Various duties within a single shift should be recorded with start and finish times for each type of duty and suitably endorsed. Sufficient space is provided on the Daily Duty Roster document to record several taskings.

Examples are:

- 07:00 to 09:00 – Response Duty – Observer 17
- 09:00 to 14:00 – Downing Centre Local Court
- 14:00 to 19:30 – HVP

**NOTE:** Although Kronos can record multiple “split taskings” within a single shift, consideration should be given to the time and effort required by the Roster Officer in re-entering every split segment into Kronos for every shift, as each entry takes several minutes to enter. It is strongly recommended that split taskings be restricted to no more than 3 duties within any single shift.

It is the responsibility of the Roster Officer to accurately record any shift Duties and Taskings from the completed Daily Duty Roster into the Kronos Schedule Planner.

#### **4.1.3.6 Broken Shifts**

To quote the Crown Employees (Police Officers - 2014) Award - Clause 48.9 - Hours of Duty, *“Non-Commissioned Officers shall not be directed to work broken shifts”*.

As such, rosters should not incorporate broken shifts

Kronos does not support the use of broken shifts; therefore, they cannot be entered or processed into SAP payroll.

Where officer specifically request broken shifts to assist them with family responsibilities or for any other personal reason, contact should be made with the Employee Relations Unit.

#### **4.1.3.7 Planned Leave**

It is the responsibility of the Roster Officer to record leave from the Proposed Roster accurately in the Kronos Schedule Planner. Care should be taken to ensure the correct leave types are used and that suitable Comments are used for each specific leave type.

Roster Officers should familiarise themselves with the NSWPF leave policies and ensure appropriate Workers Compensation (WCOMP) is applied correctly against ‘Post-88’ Police and unsworn employees, and that Hurt on Duty (HOD) is used only for ‘Pre-88’ police. (Those attested prior to 1 April 1988 and those after 1 April 1988).

It is the responsibility of the Commander and Command Management Team to manage Planned Leave throughout the coming year, although Roster Officers or other Leave Practitioners may be required to assist in the coordination and management of the process, depending upon local Command requirements. However, the overall responsibility for managing the Planned Leave process rests with the HR Duty Officer at Local Area Commands and senior officers at specialist Commands.

**NOTE:** Leave replaces the shifts and/or hours the officer “would have worked” during the roster period or day, therefore the Roster Officer must determine what the individual’s shifts/hours would have been, had they not taken the leave. They then substitute those shifts and hours with the leave.

The Roster Officer must liaise closely with the local Leave Practitioner to remedy any quota deficiencies or issues that may arise with leave entitlements.

It is the responsibility of the Supervisor or Duty Officer to endorse any alterations to planned leave on the Daily Duty Roster.

It is the responsibility of the Roster Officer to accurately record any endorsed amendments from the Daily Duty Roster into the Kronos Schedule Planner after completion of that day.

**NOTE:** Any form of planned leave that has an effect upon base salary, **MUST** be sent to Shared Services for processing directly into SAP.

For example:

Maternity Leave

Leave without Pay

Maternity Leave (including half-pay)

Extended Leave (half or double-pay).

The Roster Officer **MUST** then mimic the leave in Kronos, to ensure the working hours of the individual balance and to ensure any variations in SAP are covered in the Kronos upload to SAP. During upload, these records will reject but the error can be ignored.

Kronos sources leave quotas from SAP on each Saturday following the payroll run. These quota balances are constrained by internal rules within Kronos to prevent quota overruns. In some cases SAP delivers an insufficient balance to Kronos due to changes made within the period. In these instances, the Roster Officer should request the Roster Support Unit to manually adjust the leave quota in Kronos to allow the leave to be entered.

#### **4.1.3.8 Unplanned Leave**

The Sick Leave Policy and policies for other unplanned leave is contained in the [Resources and Links to Additional Information](#) section of this document

It is the responsibility of the Supervisor or Duty Officer to record any unplanned absences onto the Daily Duty Roster. These entries must be endorsed with the correct leave type to be taken and should be supported by sufficient documentation to enable the absence to be recorded in Kronos or sent to Shared Services for processing into SAP.

The Leave Checklist (P956) should be completed by the Supervisor or Duty Officer and forwarded to the Roster Officer (in accordance with current Sick Leave Policy), for verification of the endorsed amendment on the roster document.

It is the responsibility of the Roster Officer to accurately record any endorsed leave amendments from the Daily Duty Roster into the Kronos Schedule Planner after completion of that day. For part-day absences, the Roster Officer must verify that any applicable shift allowance is not paid, by using the appropriate "work rule" in Kronos, as per award conditions.

For **Time off in Lieu (TOIL) taken** as a whole shift or part of a shift, it is the responsibility of the individual requesting the leave to complete the [P28 - Claim for Time off in Lieu form](#). This form must be authorised and certified by the Supervisor or Duty Officer and attached to the Daily Duty Roster to acquit the amendment and endorsement on the roster document.

It is the responsibility of the Roster Officer to enter the TOIL taken claim into the Kronos Schedule Planner after completion of that day. For part-day absences, the Roster Officer must verify that any applicable shift allowance is not paid, by using the appropriate "work rule" in Kronos, as per award conditions.

For **FACS / Carer's Leave** as a whole shift or part of a shift, it is the responsibility of the individual requesting the leave to complete a manuscript report supporting the claim for leave. In many instances, it is not possible for this form to be submitted in advance of the

event that initiated the need for the leave. This form must be submitted as soon as practicable by the claimant, through the chain of Command to the Commander for final approval.

It is the responsibility of the Supervisor or Duty Officer to record and endorse the absence on the Daily Duty Roster.

It is the responsibility of the HR Duty Officer, or any officer they locally delegate to ensure that the FACS manuscript report has been submitted, to acquit the original absence.

The Roster Officer must liaise closely with the GAO or leave practitioner to determine whether the claimant has sufficient balance available. If the claimant has an insufficient balance, the claimant must be offered the opportunity to select an alternate leave type, and in exigent circumstances, the Commander may approve other types of leave.

It is the responsibility of the Roster Officer to enter the FACS claim into the Kronos Schedule Planner after completion of that day. For part-day absences, the Roster Officer must verify that any applicable shift allowance is not paid, by using the appropriate "work rule" in Kronos, as per award conditions.

For **Study / Exam Leave**, it is the responsibility of the officer undertaking such study to submit a manuscript report to the EDO, providing details of the studies as per [Commissioner's Circular 96/57](#). The EDO, in conjunction with the GAO will determine the applicable allowance and the GAO is responsible for advising Shared Services of such balances to be entered into SAP. Once the allotment is in SAP, the available balance will flow from SAP to Kronos each fortnight.

Study / Exam Leave FAQs can be found on the [Education Services Intranet Site](#). This site includes links to NSW Government Personnel Handbook.

It is the responsibility of the Roster Officer to accurately record instances of Study / Exam Leave in Kronos.

**NOTE:** When recording Leave in Kronos, particularly leave taken as a part-shift absence, where the shift crosses midnight, the Roster Officer should be aware of the impact midnight has on this leave, for example, midnight signifies the following day, therefore any part-shift leave commencing AFTER midnight should be recorded on the following day.

#### **4.1.3.9 Late notification of Unplanned Leave**

In rare circumstances, the Roster Officer may not be advised of previously taken unplanned leave before signing-off the roster fortnight for upload to SAP.

In these cases, the Roster Officer must liaise closely with the GAO to ensure the correct leave record is forwarded to Shared Services for processing in SAP.

**NOTE:** Once the roster fortnight is signed-off, the Roster Officer is unable to make any amendments to Kronos as the period becomes "locked". Amendments may be reflected in Kronos as "historical (non-retroactive)" entries, but the amendments will not upload to SAP.

#### **4.1.3.10 User Charges**

User Charges are managed through a number of ways depending upon the structure defined within the area of operation. In some areas, User Charges are managed centrally by a region-based unit, and in other areas User Charges are managed by the local LAC.

Irrespective of where the management of User Charges lies, the Roster Officer is responsible for endorsing all User Charges applications and confirming the duties do not impinge upon the normal operation of the LAC or business unit, breach Award conditions, WH&S requirements or Fatigue Management guidelines. The Roster Officer will review each application to ensure that the applicant has sufficient breaks between rostered shifts and that the User Charges duty complies with the User Charges Standard Operating

Procedures (SOPs). Once confirmed by the Roster Officer, the User Charges application must be given to the Commander for approval.

If approved and the officer is subsequently selected, the Roster Officer has the ability to apply the "User Pays Duties paycode" in Kronos for publication on the Daily Duty Roster (this process is not mandatory and is dependent on LAC/Business Units local policy).

**This paycode if used, must always have 'zero' hours and must always be in addition to what would ordinarily have appeared in Kronos for that officer had he not been selected for a User Pays duty. (i.e. Rest Day, RLD etc)**

The officer working User Pays Duties is responsible for reporting to the Shift/Station Supervisor at their home LAC/Business Unit at the time they collect their appointments and also at the completion of those duties when returning their appointments. (In circumstances where the officer does not attend their home LAC/Business Unit prior to commencement of such duties, it is their responsibility to contact their supervisor for the daily roster to be appropriately amended.

The Supervisor or Duty Officer is responsible for endorsing the User Charges duties worked on the Daily Duty Roster.

#### **4.1.3.11 Part-Time Agreements**

The Roster Officer should liaise closely with the GAO or Leave Practitioner so all parties are aware of the full details of any officer working on Part-Time work arrangements.

It is the responsibility of the Roster Officer to accurately record hours worked by the individual in Kronos, within the constraints of the Part-Time agreement. It is the responsibility of the GAO to ensure that part-time agreements are forwarded to Shared Services, for recording in SAP.

Kronos stores standard weekly and fortnightly working hours for part-time workers within the People Editor > Timekeeper for each individual. The Roster Officer will ensure that the standard hours stored in this area are accurate, to allow Kronos to correctly calculate working hours, shifts, overtime and penalties.

Links to the Part-Time Work Policy for Police and Guidelines can be found under the [Resources and Links to Other Information](#) section of this document.

#### **4.1.3.12 Entering Overtime**

It is acknowledged that in Business Units other than Local Area Commands, various staffing positions have the financial delegation to approve overtime. It is also acknowledged that the Senior Management of NSW Business Units has the autonomy to implement local policy and delegations.

It is the responsibility of the Supervisor or Duty Officer to ensure that any overtime worked adheres to the Overtime Fatigue Rules (see Appendix 2), where the operational risk outweighs the fatigue risk, then the operational requirements will prevail and the decision documented.

In the normal course of events, it is the responsibility of the claimant to first obtain approval to work overtime from the appropriate delegated officer before commencing overtime. It is also the responsibility of the claimant to complete the Claim for Overtime form with sufficient information to support the claim.

It is the responsibility of the Supervisor or Duty Officer to certify the overtime claimed was actually worked.

It is the responsibility of the Duty Officer (or other officer with financial delegation) to authorise overtime claimed as Payment.

It is the responsibility of the Supervisor or Duty Officer to authorise overtime claimed as Time Off in Lieu.

It is the responsibility of the Duty Officer, or in some circumstances the Commander, to approve the overtime claim.

Except for extraordinary circumstances, it is expected there be at least two signatories on overtime claim forms.

The completed, authorised, certified and approved Claim for Overtime form should be attached to the Daily Duty Roster and provided to the Roster Officer in a timely manner for entry into Kronos. The Roster Officer should NOT enter any Claim for Overtime form that does not have all signatures verifying full authorisation, certification and approval. Instead, the form should be returned to the relevant officer for completion.

The Roster Officer is responsible for entering the overtime into the Kronos Timecard and ensuring that it has calculated correctly in the Totals & Schedule section of the Timecard.

Instances will arise where the Daily Duty Roster has been endorsed to reflect overtime worked for an individual, but no Claim for Overtime is attached. In some cases, the overtime may still be following the approval process or may have been misplaced. In these cases, the Roster Officer should take steps to note the absence of the claim form, but is not required to chase-up the form. Nor should any information be entered into Kronos, as the claim has not been fully approved.

**NOTE:** Good practice is to attach a Post-it Note or some other flag to the roster, indicating that the claim was not received.

#### 4.1.3.13 Late Overtime Claims

Due to operational circumstances, situations arise where claims for Overtime are not received before the roster fortnight has been signed-off and uploaded to SAP.

In these instances, the overtime needs to be entered into Kronos as a “Historical entry with Retroactive Pay Calculation”.

The Roster Officer should NOT enter any Claim for Overtime form that does not have all signatures verifying full authorisation, certification and approval. Instead, the form should be returned to the relevant officer for completion.

Upon receiving a completed late overtime claim, the Roster Officer must check the Daily Duty Roster for the date of the claim to determine whether the overtime was actually endorsed on the roster itself. If no endorsement exists, the Roster Officer should return the overtime claim and roster to the relevant Supervisor or Duty Officer to confirm validity of the claim.

If the overtime claim is valid and is endorsed on the roster, the Roster Officer will enter the claim into Kronos as a “Historical entry with Retroactive Pay Calculation”. The claim should be processed with an Effective Date within the current fortnight. See the Kronos user guides for more instructions on processing overtime.

Before processing in Kronos, the Roster Officer must check the timecard of the claimant for the date of the claim to ensure the overtime has not been previously processed. If a previous claim for the same incident already exists, the Roster Officer should return the duplicate form to the claimant.

**NOTE:** Once the roster fortnight is signed-off, the Roster Officer is unable to make any amendments to Kronos as the period becomes “locked”. Amendments to overtime entered as historical entries, will upload to SAP in the following fortnight.

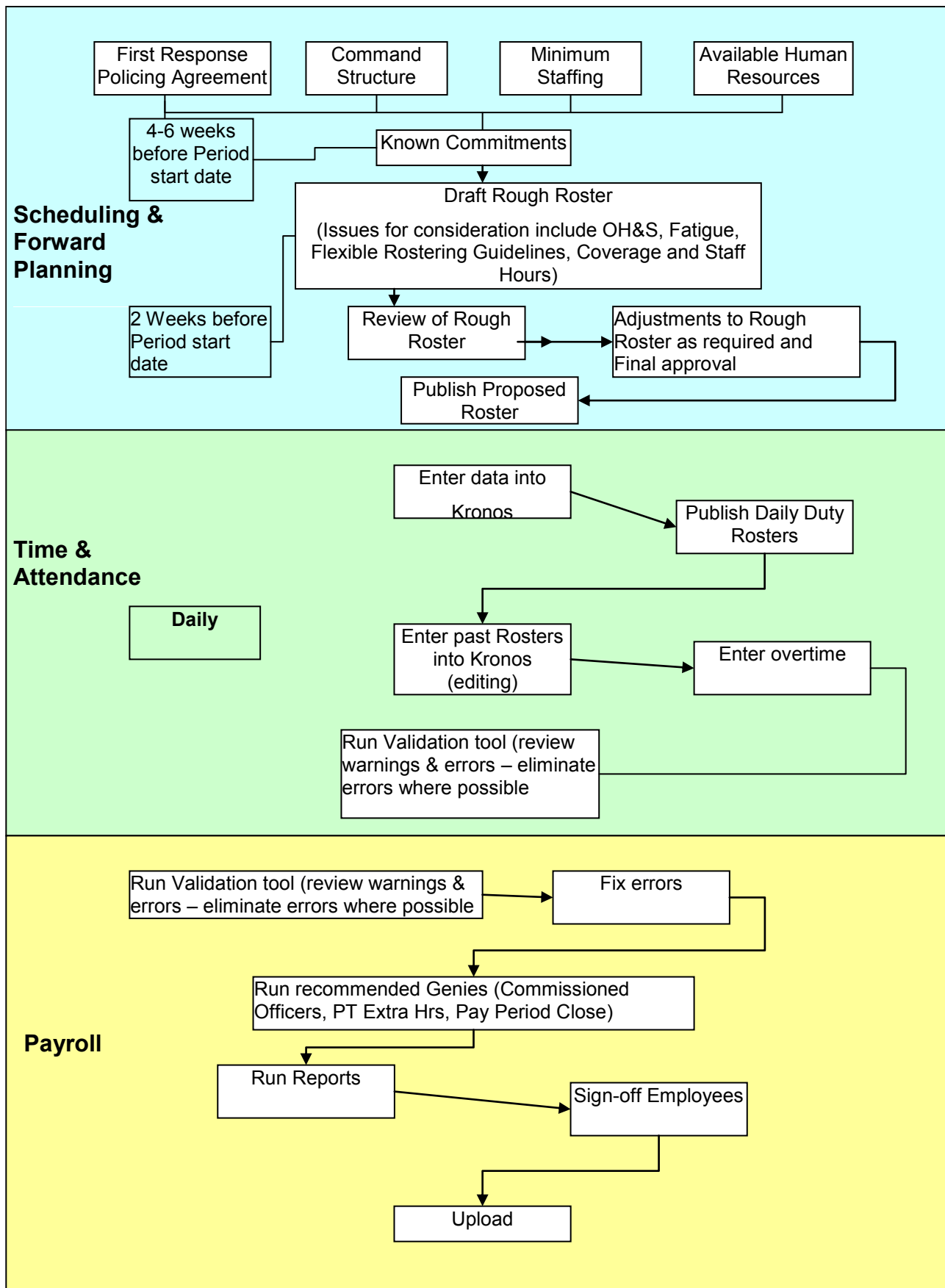
#### 4.1.3.14 Amending Completed Rosters into Kronos

The Daily Duty Roster is generated from data already entered into Kronos, therefore, when the Roster Officer is re-entering completed rostering into Kronos, they need only look for exceptions or changes to shifts, leave or notations on the roster, as all other information in Kronos should be unchanged.

It is good practice to enter completed rosters back into Kronos daily or as often as possible after the event. Stockpiling of Daily Rosters for entry into Kronos at the conclusion of a fortnight is not recommended.

The Roster Officer should initial each change on the Daily Duty Roster, as the entry is being made into Kronos. This ensures that if distracted, the Roster Officer does not lose their place, and as a method of ensuring all amendments are verified.







## 5 Rostering Best Practice Principles

### 5.1 The Communication Process

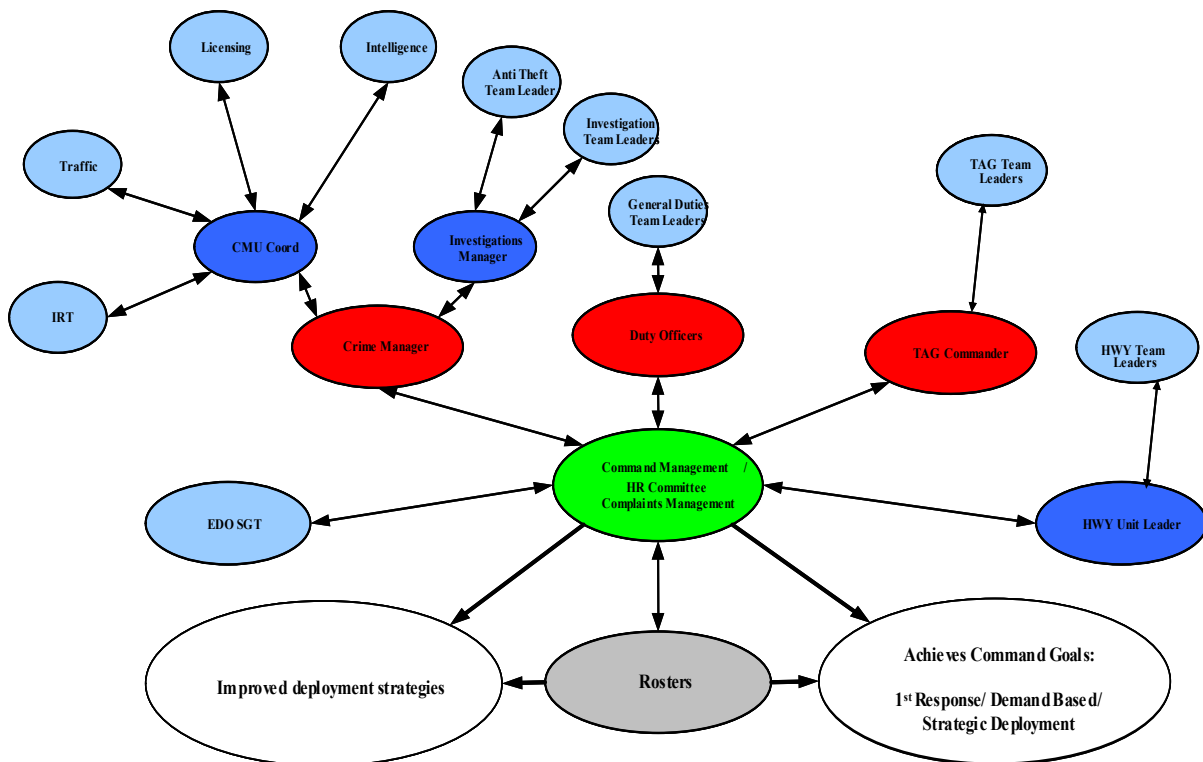
The Roster Officer must have a close working relationship with key stakeholders within the Command and communicate regularly with these key personnel to expedite issues and decisions relating to employee availability and deployment, to simplify the rostering process.

These stakeholders in strategic resource deployment within the communication process are:

- Commander
- Crime Manager (where exists)
- CMU Coordinator (where exists)
- Investigations Manager
- Local Area Manager (or equivalent Manager/Supervisor for Specialist Command)
- Intelligence Cell
- Education Officer
- General Administration Officer
- Leave Practitioner (where exists)
- Duty Officer / Supervisor

In addition, for Specialist Command, there are following key stakeholders:

- Unit Manager
- Investigations Coordinator (where exists)
- Unit/ Team coordinator



The Communication Workflow

## 5.2 Industrial Award and Work Health and Safety Issues

The Roster must support the Commander in complying with [Industrial Award](#) and Work Health & Safety issues at all times when developing a roster, e.g. minimum break between shifts, excessive 12 hour shifts to avoid cost and other issues to the Command at a later point in time.

The Roster Officer must also roster within fatigue management protocols and ensure the roster is prepared in accordance with [Flexible Rostering Guidelines](#).

In regard to the roster the following WHS requirements will apply:

### 1. Roster Officer

- a) Use of an existing fatigue compliant roster template or an alternative roster pattern that has been approved as being fatigue compliant
- b) When creating roster from template, any move from the proposed template needs to where possible adhere to: a) flexible rosters parameters and award conditions and b) roster fatigue rules. Where adherence to the previous is not possible, a risk management approach must be utilised and approved by the Commander or their representative.
- c) During any revision process, any move from the proposed template needs to where possible adhere to: a) flexible rosters parameters and award conditions and b) roster fatigue rules. Where adherence to the previous is not possible, a risk management approach must be utilised and approved by the Commander.

### 2. Supervisor or Duty Officer

During the current day, any changes to the roster should be precipitated due to the fact that operational requirements have meant a change is required. Where the operational risk outweighs the fatigue risk, this decision should be documented.

## 5.3 Position of the Roster Officer

A Roster Officer is in a position to add considerable value to a Command by:

- Maximising resource utilisation
- Reducing extraneous costs
- Intelligence targeted deployment
- Maintaining employee morale through equitable rostering.

In order for the Roster Officer to provide this service, they must be in a position to acquire and relate information pertinent to employee availability and deployment.

It is recommended that the Roster Officer have a dual line of reporting –

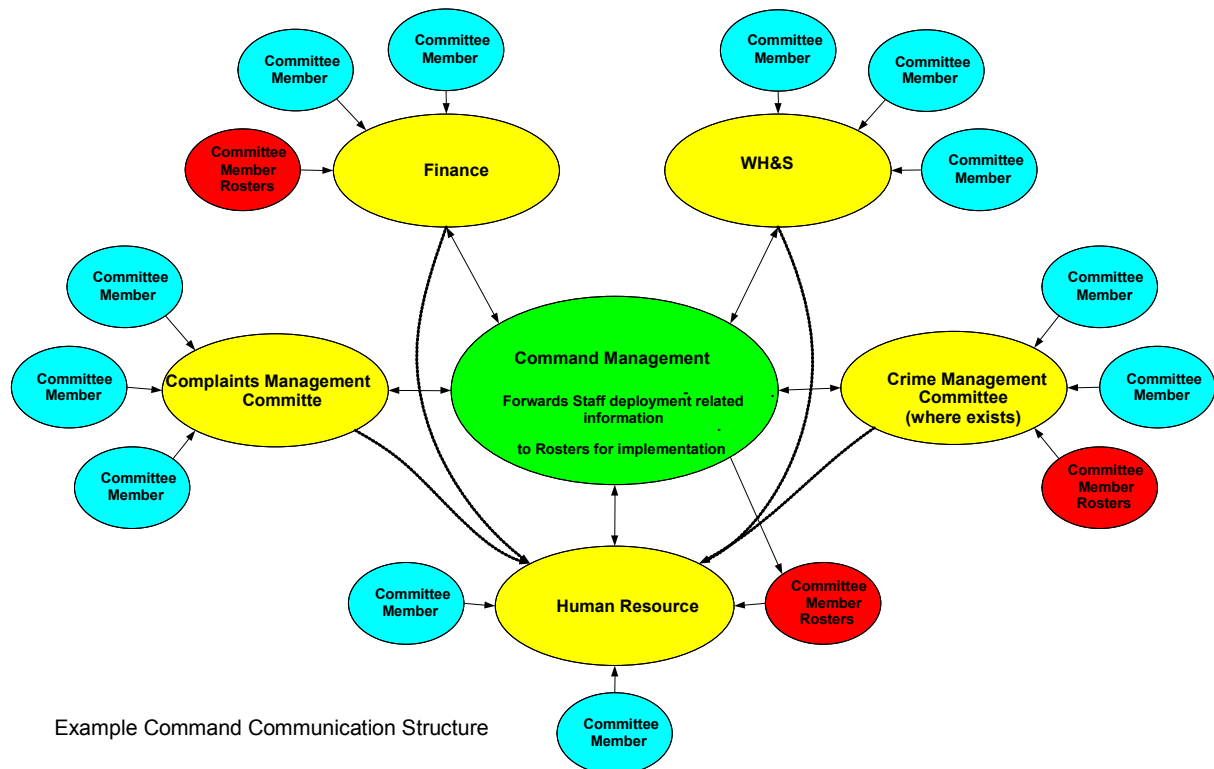
- Directly to the Local Area Manager (or equivalent) as part of their admin work
- Duty Officer (or equivalent) as part of their operational duties.

It is highly recommended that the Roster Officer be a member of the Human Resource (HR) Committee. It is also suggested that the Roster Officer should be a member of the Management Committee, Finance Committee and Injury Management Committee. In addition, the Roster Officer should have some involvement in Tasking and Deployment meetings based on operational needs.

If the roster Officer is not involved in these committees, then they must be advised by direct report on outcomes and/or activities resulting from the meetings.

**Note:** Although the Roster Officer's position is largely administrative, there are areas where an in-depth understanding of the operational nature of policing is required to perform the role. The position is pivotal for the successful deployment of resources in the first instances, and the payment of wages & salaries directly affecting the performance and morale of frontline operatives. Therefore, the Roster Officer's role is a vital leadership role within a Command when performed to its full extent (from "planning" to "maintenance"). It is not recommended to divide this role into two positions ("operational"-planning vs. "admin"-data maintenance) as it reduces the potential effectiveness of what this role can deliver to a Command.

*Important: Succession planning is critical and each Command must have a designated backup for the Roster Officer.*



## 6 Management involvement of the Roster Officer

### 6.1 Human Resource Management Team

The role of the Human Resource Management team is to act as an advisory body in making recommendations to the Commander in respect of key human resource issues relevant to the effective management of the Command and may include:

- Selection processes for relieving
- EEO issues
- Industrial issues
- Work Health and Safety
- Welfare issues
- Professional Standards
- Management of sick report issues
- Resource availability
- First Response agreements
- Selection processes for transfers

- Training courses

The Human Resources Management Team must be able to:

- Provide advice to the Command Management Team relating to any requests for, in or outgoing On Loan or secondment of employees.
- Call for information from the Command Management Team relating to location and any financial agreements, cost centres, payment of shift allowances and overtime.
- Call for information from the Command Management Team to provide information relating to time parameters for the On Loan or secondment period.
- Call for an up-to-date rank structure document from the Roster Officer for the purpose of analysing impact on Command.
- Ensure the Roster Officer complies with On Loan or secondment directives from the Command Management Team.

The Roster Officer, as a member of the HR committee will recommend and advise upon various matters. They will also provide to the HR Committee:

- Up-to-date information on team equity and planned employee movement (internal & external) in relation to a roster.

In addition, they will also:

- Call for information from the HR Committee relating to location and any financial agreements, cost centres, payment of shift allowances and overtime.
- Call for information from the HR Committee to provide information relating to time parameters for the On Loan or secondment period.
- Comply with On Loan or Secondment directives from the Command Management Team and HR Committee.
- Action all directives into the proposed roster.

While the autonomy of Commands/Business units is recognised, the NSWPF now requires regular roster meetings occur. These meetings are to comprise all key stakeholders to the rostering/deployment function. The evaluation of past, and planning for future roster periods, are to be considered in terms of HR, Crime and Finance. (See HR Review tool for advice/guidance)

Additionally, Roster Officers are required to provide regular updates regarding compliance with rostering related issues and it is expected the Command/Business Unit hierarchy deal with localised issues of non-compliance. These requirements are to take the form of standing agenda items in the meeting.

## 6.2 Training for Roster Officers

For Roster Officers to effectively perform their role, they must be trained to a minimum level as follows:

- General Rostering principles (e.g. How to build a roster/schedule)
- Industrial Awards and Flexible Rostering Agreements for sworn and unsworn officers
- Full training in the use of rostering tools, e.g. Kronos
- Training in SAP (having good quick reference guides is recommended)
- Microsoft Excel – to intermediate level
- Negotiation and Conflict Resolution
- Priority / Time management
- Financial management

- Fatigue Management Training

### 6.3 WH&S issues affecting Roster Officers

Commanders and Managers must be cognisant of Work Health & Safety requirements for all personnel within their Command and in regard to Roster Officers the following is considered essential for the rostering duties to be performed effectively:

- Suitable workspace with adequate work & storage space
- Appropriate computer hardware
- Succession planning, and relief management
- Proper use of flex time requirements in accordance with Industrial award
- Sufficient rostering operatives to complete the necessary tasks

## 7 Standard Operating Procedures

There are six major processes involved in rostering, these core processes are detailed in the sections below:

### 1 Establishing/Maintaining the Command Structure

- Teams or Groups
- Predictive Patterns or agreed templates (if applicable)
- Workload Planning (First Response Agreements / Minimum Staffing)
- NSWPF Award Conditions and Flexible Rostering Guidelines
- Roster Fatigue Rules

### 2 Entering “Known” Commitments

- Planned Leave
- Court and External Commitments
- Training, Buddies, Courses
- Operations, Events, Intelligence Based Deployment
- Budgetary Constraints

### 3 Making Adjustments and Posting the Roster

- Balancing roster hours
- Adapting to unplanned events, absences or staff shortages
- Filling other coverage needs
- Shift requests
- Submitting the Proposed Roster for review by Management
- Posting the Proposed Roster
- Adherence to Flexible Rostering Consolidated Guidelines and fatigue rules unless authorised by the Commander or their representative.

### 4 Daily Scheduling Duties

- Entering Data into Kronos
- Producing Daily Duty Rosters
- Daily Duty Roster Updates & Maintenance (outside the 36-hour window)
- Planning short notice operational needs (e.g. courts, etc.)

## 5 Recording Time & Attendance

- Amending past Daily Roster Duties, Tasks, Shift Changes and Leave into Kronos
- Recording Overtime, Penalties, On-Calls and Allowances in Kronos
- Historical Edits in Kronos
- End of Fortnight Processes
- Payroll Uploads

## 6 Auditing, Reporting & Analysis

- Producing End of Fortnight Reports
- Producing other reports as required
- Analysing absence trends and deployment as required

### 7.1 Establishing/Maintaining the Command Structure

The Roster Officer should begin the process of rostering by ensuring that the basis of the Command structure is accurately reflected on the roster, i.e. the details of the resources (ranks and job assignments) within the Command are correct.

Employee details are uploaded nightly to Kronos from SAP; however, employee details such as Higher Duties (HDA) may need to be modified in Kronos to reflect relieving periods. Employee's Time Status may also change due to relieving duties or by part-time agreements that have not flowed into Kronos from SAP.

The Roster Officer should view all employees in the People Editor of Kronos and should verify:

- **Primary Job** (*Job Assignment > Primary Account*)
- **Cost Centre** (*Job Assignment > Primary Labour Account*)
- **Pay Rule** (*Job Assignment > Timekeeper*)
- **NOTE:** Setting Commissioned Officer in the Pay Rule field will stop shifts, overtime and penalties from processing
- **Part-Time Pay Rules** (PT and PPT) calculate overtime as additional hours
- **Standard Hours** (*Job Assignment > Timekeeper*)
- **Rank** (*Job Assignment > Primary Labour Account*)
- *Using the SAP Positions and Occupants Report*
- **Payroll Status** (*Person > Additional Information*)
- **NOTE:** "**NO**" must be in the "Ignore for Payroll" field to enable output to SAP
- "**YES**" in the "Ignore for Payroll" field will **NOT** output to SAP

New employees to a Command are transferred by the Roster Support Unit and will appear under the “All Home and Transferred-in” Hyperfind. The Roster Officer needs to then assign the employee to the correct Schedule Group, if used.

Kronos stores all employees in an internal Organisational Map for each LAC and Business Unit. Changes to areas within the organisational map due to restructures or formation of units MUST be relayed to the Roster Support Unit to allow the map to be reconfigured to suit local needs.

### 7.1.1 Schedule Groups

Employees may be sorted and grouped within and around the Organisational Map by use of Schedule Groups. The Roster Officer may create, edit or remove Schedule Groups under their access profile.

Schedule Groups are often used to group employees into teams or units within a larger organisational unit to display or sort employees into a sequence desired by the LAC, for example, General Duties employees may be assigned to Teams.

To speed-up data entry, standard patterns may be applied to groups of employees, rather than individually, by using Schedule Patterns.

The Roster Officer access profile in Kronos allows employees to be moved into and out of Scheduled Groups from any specified date.

### 7.1.2 Team Rostering

Team Rostering should be complimented by the use of a pre approved template and viewed merely as a **guideline** to establish predictability of shifts to be worked and days off across a large range of dates. Team Rostering is commonly a series of predictable patterns that can be applied to each team, thereby enabling the Roster Officer to determine baseline coverage across all areas of the Command as an initial starting point for the formulation of the roster.

Most patterned Team Rosters already account for Award conditions and meet Flexible Rostering Guidelines and are commonly useful for baseline 24-hour coverage, however, strict adherence to the pattern can severely limit flexibility of deployment.

**Note:** Team Rostering is a good commencement point for the early stages of roster design, but deviation from the pattern is generally essential to meet operational needs of the Command.

### 7.1.3 Workload Planning

The locally negotiated First Response Policing Agreement forms the basis for initial deployment. The First Response Policing Agreement is a negotiated contract between the Commander and local police (or their representative) to provide certain sufficient resources at defined times of the day. It may vary for each day of the week or seasonally.

First Response Policing Agreements may include duties such as Shift Supervisor, Custody etc. in addition to those officers performing response duties. These resources are generally required to allow the Command to function, and provide adequate levels of support and management of day-to-day operations.

The First Response Police Agreement generally defines the staffing base for each hour of the day, across the entire roster period.

Part 1 of the Agreement nominates positions that must be maintained at all times.

Part 2 of the Agreement nominates positions that must be rostered but, through negotiation between the Duty Officer and Shift Supervisor may or may not be filled when a short notice absence occurs.

The Commander is responsible for ensuring the First Response Policing Agreement is provided to the Roster Officer.

**NOTE:** It is recommended that negotiated changes to First Response Policing Agreements should only be implemented at the commencement of a planned roster period, as modifications



part-way through a period add significant complexities to already established work patterns and resources.

*When negotiating First Response Policing Agreements the Commander and Management Team should be careful to avoid locking-in fixed-length shifts in the arrangement and should instead focus upon numbers of resources required to cover specific times of the day. This allows variability of shift-length and shift start-times to meet variations in demand.*

#### **7.1.4 Award Conditions and Flexible Rostering Guidelines**

Roster Officers must be mindful of the requirements of relevant Award conditions and First Response Policing Agreements when formulating the roster.

Links to these Awards and Agreements are contained in the [Resources and Links to Other Information](#) section of this document. The Roster Officer MUST be fully conversant with all aspects of the Awards and Agreements.

## **7.2 Known Commitments**

Known commitments are planned requirements that must be met throughout the roster period, in and around the constraints imposed by all other factors.

The Roster Officer must liaise closely with all stakeholders and ensure they are aware of any planned and proposed requirements as early as possible, so that these requirements can be factored into the Proposed Roster development.

Below is a list of known commitments in “best practice” sequence, although in certain cases, items in the list can vary in sequence due to priority needs of the LAC. Commitments include but are not limited to the following list.

- 1 [First Response Policing Agreement](#)
- 2 [Team / Rank Structure](#)
- 3 [Team Roster Templates / Patterns](#)
- 4 [Planned Leave](#)
- 5 [Court commitments](#)
- 6 [Training Commitments](#)
- 7 [Transfers \(Temporary / Permanent\) and Secondments](#)
- 8 [Restricted Duties / Hurt on Duty / Workers Compensation](#)
- 9 [Prisoner Escorts and External Events](#)
- 10 [Operations/Proactive policing/High Visibility Policing](#)
- 11 [Relieving, Higher Duty Allowances \(HDA\)](#)
- 12 [On-Call / Garaging Allowances](#)
- 13 [Part-time workers and personnel issues – Command working agreements](#)
- 14 [Operational Support Group requirements - OSG](#)
- 15 [Field Training Officer requirements – FTO](#)
- 16 [User Charges Events](#)
- 17 [Shift / Rest Requests](#)

Each of these commitments is discussed in detail below including the information flows, responsibilities and tasks.

When developing the Proposed Roster, the Roster Officer must not only look at overall coverage, but must also consider fairness and the equitable distribution of shifts to avoid disputation and employee morale issues.

The Roster Officer must also observe Industrial Award, WH&S requirements and Command directives to meet operational needs.

### 7.3 First Response Policing Agreements

First Response Policing Agreement is an agreement reached locally to provide a minimum number of employees required to operate a Command at a 'base' level.

It is the responsibility of the Commander to negotiate First Response Policing Agreements however it is appropriate that consultation be made with the Roster Officer to assist in determining the appropriate levels due to their in-depth knowledge of resource requirements for the Command staffing levels. The Roster Officer will be able to advise details for annual average hours for:

- annual leave
- sick leave
- training
- court.

**Note:** Regular reviews of the First Response Policing Agreement must be made by the Command. They must be reviewed at least annually, but may be reviewed at any time if requested by the Commander or employees (or their representative).

To assist in determining First Response Policing Agreements the following stakeholders should be called upon to provide information and analysis that supports the case:

#### The Intelligence Office

- Extract data from CAD and COPS as per instructions
- Create workload analysis against car crew as per instruction
- Forward raw data and analysis to CMU Coordinator

#### Crime Management Unit Coordinator

- Coordinate creation of Workload analysis against car crew
- Analysis to be conducted at the commencement of the creation of any new roster period (liaise with Roster Officer)
- Forward analysis to the HR Committee for discussion

#### Human Resource Committee

- Group / Team Structures
- Training
- Relief / HDA Arrangements
- Specialist areas needs
- Employee Transfers / Secondments / Rotations

#### Command Management Team

- Review Workload analysis against car crew
- If there are indicators that require a change in First Response Policing Agreement, create a report with recommendations
- Review a report, recommendations and workload over car crew analysis
- If a change in a First Response Policing Agreement is recommended, forward such recommendations to the Commander for negotiations with LAC Police Association representatives

#### Roster Officer

- Liaise with Intelligence Office and CMU Coordinator. Advise date of commencement of the creation of a new roster

- Be a member of HR committee, provide advice to HR Committee and be a member of Command Management Team
- Action authorised changes to the First Response Policing Agreement into the Proposed Roster

### 7.3.1 Team / Rank Structure

Team and rank disposition is the responsibility of the HR Committee. The committee should review each team to ensure an appropriate mix of ranks, skills, gender and training needs are supportable. For example, each team should have an equitable number of ranks to achieve required staffing coverage, accounting for planned leave, Higher Duties relief and for training (FTO) purposes. Personal and workload issues should also be considered, to address any potential conflicts that could affect working relationships within and across teams.

The HR Committee should document any proposed team alterations and liaise with all relevant stakeholders before forwarding recommendations to the Roster Officer for formulation of the Proposed Roster.

When team changes are recommended, shifts worked at the end of a previous team pattern template should be considered, to ensure Award conditions and Flexible Rostering Guidelines and WHS issues are not adversely affected. Adjustment may need to be made to shifts worked at the end of a roster period, or start of a new roster period to ensure a smooth transition.

### 7.3.2 Team Roster Templates / Patterns

As discussed previously, Roster Templates or Patterns are commonly used to provide predictability for working shifts and days off and as an indicator of the shifts the person would normally be required to work, should the individual remain on a certain team. **However, the patterns should only ever be viewed as a guideline only and are subject to change, to meet the demands of the Command.** Strict adherence to template rosters can inhibit the capacity of the Roster Officer to meet demands. It is not the responsibility of the roster officer to deal with conflicts that arise from changes to templates or patterns. This is the responsibility of the Commander or Duty Officer. Officer's who are upset by changes should be referred to the Commander or Duty Officer.

### 7.3.3 Planned Leave

Planned Leave should be managed for the Command through an Annual Leave Planning Calendar.

The Roster Officer is responsible for transposing planned leave from the planning calendar onto the patterns within the Proposed Roster. Leave substitutes for the hours the individual "would have worked", therefore, if the individual was due to be rostered for 3 x 12-hour shifts, the leave records will replace those shifts.

For the purpose of leave accruals and the effect of public holidays, three distinct groups are defined:

<b>7-Day Shift Workers (Both Flexible and Default Roster)</b>	<ul style="list-style-type: none"> <li>• Police who commonly work flexible shifts 24/7</li> <li>• Accrue 6 weeks leave per year</li> <li>• Public Holidays must be taken as leave, Rest Days or RLDs</li> </ul>
<b>5-Day Workers (Default Roster)</b>	<ul style="list-style-type: none"> <li>• Police who commonly work weekday shifts with weekends generally taken as rest days</li> <li>• Accrue 6 weeks annual leave per year</li> <li>• Total of 13 RLDs rostered during a calendar year. RLDs normally aligned to Public Holidays occurring Monday to Friday. The balance of RLDs may be rostered elsewhere throughout the calendar year.</li> </ul>
<b>5-Day Shift Workers</b>	<ul style="list-style-type: none"> <li>• Police who commonly work weekday shifts with weekends</li> </ul>

**(Flexible Roster)**

generally taken as Rest Days.

- Accrue 4 weeks annual leave per year
- Public Holidays are granted as FOW – not debited against leave accruals

**Example 1: Flexible 7-Day Shift Worker – Annual Leave**

In this example, the officer still maintains 4 x Rest Days within the fortnight, as per Award conditions. Recurrent Leave Days (RLDs) also remain, as the hours substituted by the leave are sufficient to qualify for the remaining days off as RLDs.

In this example, the officer would have worked 72 hours within this fortnight. As is shown in the replacement example, the leave also totals 72 hours for the same fortnightly period and the leave substitutes for the shift hours exactly.

**Proposed Template Shifts**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	RLD	6x12	18x12	18x12	RLD	Rest	Rest	6x12	18x12	RLD	RLD	Rest	6x12

\* This pattern is part of a wider 6 week cycle.

**Proposed Template Shifts replaced with Planned Leave**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	RLD	ALx12	ALx12	ALx12	RLD	Rest	Rest	ALx12	ALx12	RLD	RLD	Rest	ALx12

**NOTE:** When applying leave hours it is NOT essential to mimic the proposed shift start-time exactly, for example if the proposed shift WAS due to commence at 19:00 to 07:30, you DO NOT have to assign the leave to start at 19:00 for 12 hours. It is sufficient to commence the leave earlier in the day, for example: 07:00 for 12 hours. The only consideration needed is that the leave start-time must not conflict with a shift or leave crossing midnight from a previous day.

**Example 2: 5 Day Shift Worker (Flexible Roster) – Annual Leave**

In this example, the officer is not normally required to work Public Holidays. As the officer only receives 4 weeks annual leave Public Holidays occurring Monday to Friday are rostered as Free of Work (FOW). Whilst the day counts towards the accumulation of hours for the purpose of balancing the roster, the day is not debited against the officer's annual leave balance. Recurrent Leave Days (RLDs) also remain, as the hours substituted by the leave are sufficient to qualify for the remaining days off as RLDs.

**Proposed Template Shifts**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon PH	Tue	Wed	Thu	Fri	Sat
Rest	7x8.5	7x8.5	7x8.5	7x8.5	7x8.5	Rest	Rest	FOW (7x8.5)	7x8.5	7x8.5	RLD	7x8	Rest

**Proposed Template Shifts replaced with Planned Leave**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	ALx8.5	ALx8.5	ALx8.5	ALx8.5	ALx8.5	Rest	Rest	FOW	ALx8.5	ALx8.5	RLD	ALx8	Rest

In this example the officer is only debited 67.5 hours annual leave because of the occurrence of the Public Holiday on the second Monday. If no Public Holiday had occurred during the fortnight then the officer would be debited 76 hours annual leave as per the hours they would have been required to work under the roster.

**Example 3: Example 3: Extended and Long-Term Leave Conversion to Standard Hours****Proposed Template Shifts**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	RLD	6x12	18x12	18x12	RLD	Rest	Rest	6x12	18x12	RLD	RLD	Rest	6x12

**Proposed Template Shifts replaced with Extended Leave**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	ELx7.6	ELx7.6	ELx7.6	ELx7.6	ELx7.6	Rest	Rest	ELx7.6	ELx7.6	ELx7.6	ELx7.6	ELx7.6	Rest

For Extended Leave occurring over a rostered week or multiples thereof, leave is debited on the basis of 38 hours (5x7.6 hours) per week.

In the above example the officer would be debited 76 hours (2 weeks) Extended Leave at ordinary pay.

Note: If Extended Leave was granted at half pay then only 38 hours would be debited. Conversely if Extended Leave is taken at Double pay then 152 hours would be debited. However, the RO is to record the FULL HOURS with the appropriate paycode (i.e. Ext Leave Full, Ext Leave ½ or Ext Leave Double) SAP will make the necessary adjustments to pay.

If the officer is on leave for an entire roster period, the rostered hours displayed above can be converted to standard hours.

If however, the officer commences or returns from a period of Extended Leave part-way through a roster period, provision would have to be made to adjust the remaining shifts to be worked to enable the average 38 hour week to be maintained.

Similar arrangements would apply to shift working administrative officers. However in most cases average weekly hours would be maintained at 35 (7 hours per day) as opposed to 38 hours per week.

The above arrangements may also be applied during long term periods of Sick or Maternity Leave, e.g. where such periods extend for more than 6 weeks.

**NOTE:** In all cases, the employee MUST retain 4 x Rest Days per fortnight and the total hours worked (or substituted) must balance to the specified total hours at the end of the roster horizon. Neither the officer nor the Command should be adversely affected by these arrangements.

**Example 4: Extended Leave Affected by a Public Holiday**

In this example, a Public Holiday occurs during a period of Extended Leave.

**Proposed Template Shifts**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon P/H	Tue	Wed	Thu	Fri	Sat
Rest	RLD	6x12	18x12	18x12	RLD	Rest	Rest	6x12	18x12	RLD	RLD	Rest	6x12

**Proposed Template Shifts replaced with Extended Leave**

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	ELx7.6	ELx7.6	ELx7.6	ELx7.6	ELx7.6	Rest	Rest	FOW	ELx7.6	ELx7.6	ELx7.6	ELx7.6	Rest

Under the Police Award Public Holidays occurring during a period of Extended Leave are paid but not debited. This applies irrespective whether an officer is classified as a 5 day or 7 day shift worker. In the above example an officer takes two week's Extended Leave. A Public Holiday occurs on the second Monday. In this situation only 68.4 hours (76 - 7.6) is debited from the officer's Extended Leave Balance. However for the purpose of balancing the roster the period is still regarded as being equivalent to 76 hours being worked. Again shift working

administrative officers would be subject to similar arrangements however in most cases calculations would be based on a 35 hour week.

**NOTE:** If Extended Leave is taken at half pay then only 34.2 hours (38 – 3.8) is debited from the officer's Extended Leave balance. If Extended Leave is taken at double pay then 144.4 hours (152 – 7.6) is debited from the officer's Extended Leave balance, ie. the officer only receives a credit of 7.6 hours for the Public Holiday.

**NOTE:** Where Extended Leave is taken over periods of less than a rostered week the period of leave deducted is on the same basis as that applying to annual leave ie. the hours the officer would have worked in accordance with their roster had they not been on leave.

**NOTE:** For those officers who qualify for 4hrs Recurrent Leave Time per year, it is expected these hours are taken as soon as possible and within the calendar year. It is the responsibility of the GAO (or equivalent staff member) to ensure Time Management status is correct. Particular care should be taken when staff are 'transferred in' to a Command or Business Unit.

#### 7.3.4 Court Commitments

It is the responsibility of the Officer in Charge of the court matter *and the officer who is required to attend court* to inform the Roster Officer of their court attendance requirement as well as any other Police witnesses required. This communication may be in the form of:

- Email from the Officer in Charge of the matter
- Direct notification from the Officer in Charge to the Roster Officer
- Entry in the Command Court / Planning Diary
- Emailed "Notification of Local Court Defended hearing Matter" from the court or Director of Public Prosecutions directly to the Roster Officer
- Email from a Prosecutor on number of substantiated officers required
- "Electronic Referral of Indictable Charges" (ERIC) system will be used by the Court Processor to inform the Roster Officer of court dates of the informant.
- Notification direct from the officer required to attend

It is the responsibility of the Supervisor or Duty Officer to endorse the Court attendance on the Daily Duty Roster.

All officers attending court are required to submit a Court Attendance Slip to verify their attendance or a copy of the officer's notebook, signed by the Prosecutor will also substitute for a Court Slip. All Court Attendance Slips (P. 120A) must be attached to the Daily Duty Roster or supplied to the Roster Officer.

The Roster Officer is responsible for:

- Rostering of all officers required to attend court, including the court location
- Adjusting the shift length of the court attendance as per local directives
- Ensuring that the employee's hours for the roster period have been adjusted to compensate for the adjusted shift length
- Verifying all Court Attendance Slips are attached to the Daily Duty Roster

Any changes to court dates and time should be immediately reported to the Roster Officer.

#### 7.3.5 Training Commitments

Mandatory Weapons and Defensive Tactics training are coordinated by the EDO with close liaison with Roster Officer.

All operational Police must complete both mandatory weapons and defensive tactics training each 12 months unless granted an exemption.

The coordination of all mandatory lectures and other training is the responsibility of the Education and Development Officer (EDO).

The EDO will provide information of all proposed training to the Roster Officer and negotiate employee availability with the Roster Officer four weeks prior to the commencement of the next roster period. The information will include:

- Names of employees scheduled
- Names of the training course
- Dates and times of the training including length of shift
- Location of the course

The presentation of this information should be included as an agenda item on the HR Meetings to ensure that it is provided in a consistent and timely manner.

The EDO will liaise with the Roster Officer regarding the impact of proposed training on the roster and will endeavour to schedule training in consultation with the Roster Officer, to ensure that allocation of training does not affect normal Award requirements or flexible rostering parameters.

The EDO will make the appropriate data entries into SAP.

The EDO will advise the Roster Officer if an officer is unable to, or does not, attend a designated training course.

Roster Officer will liaise with the EDO providing advice relating to:

- Dates of roster periods
- Availability of staff
- Schedule the training commitments.
- Advise the EDO and the HR Committee of compliance to training requirements.

The EDO should make representation to Education Services and the Region Training Coordinator to ensure training requirements are provided in a timely manner.

Throughout the training year, the EDO and Roster Officer will liaise closely to ensure all employees attached to the LAC or unit have completed all mandatory training.

### 7.3.6 Transfers (Temporary / Permanent) and Secondments

It is the responsibility of the HR Committee and Command Management team to determine any Transfers or Secondments due at least 4 weeks before the commencement of the roster period. As a member of these committees, the Roster Officer should provide advice on the impact these Transfers or Secondments will have upon staffing levels and rostering impacts.

Ideally, transfers should be scheduled to commence at the start of the roster period, however, the roster period start dates vary across different areas, consequently it may be necessary to transfer an individual part-way through a roster period. In this instance, Roster Officers from the home and target units should liaise closely to determine any hours worked at the home unit prior to the transfer. It is the responsibility of the Roster Officer at the target unit to balance any remaining hours across their roster period.

**NOTE:** When transferring an employee part-way through a roster period, consideration should be given to the impact of excessive or insufficient hours being worked when moving from one roster period to a non-matching period.

It is the responsibility of the Roster Officer from the home LAC/Unit to advise the Roster Support Unit of the transfer date, and sufficient information to allow the transfer to be completed in Kronos by members of the Roster Support Unit. The process required is to send an e-mail to [BTSCONNECT@POLICE.NSW.GOV.AU](mailto:BTSCONNECT@POLICE.NSW.GOV.AU). The Subject line **MUST** have the word KRONOS as the **first word**. In the body of the email is the description of the request. [Click here](#) to go to the Roster Support Unit's home page for reference.

It is the responsibility of the Roster Support Unit to transfer officers within Kronos as per the request from the Roster Officer at the home LAC/Unit.



### 7.3.7 Restricted Duties / Hurt on Duty / Workers Compensation

The HR Committee or Injury Management Committee is responsible for advising the Roster Officer of any restrictions to duties to be performed as early as possible before the roster is constructed.

It is the responsibility of the GAO (or equivalent staff member in specialist areas e.g. HRA's) to advise the Roster Officer of any restrictions to duties performed for all officers, once the proposed roster has been published.

The Roster Officer and GAO must liaise closely throughout the life of the roster cycle to ensure all parties are aware of any restrictions to duties including; which officers are subject to Hurt on Duty (HOD) or Workers Compensation (WCOMP) restrictions or subject to a Return to Work (RTW) program. The Roster Officer needs to be aware of any restrictions to working hours, days, duties or leave that may affect the rostering needs of the LAC or unit.

It is the responsibility of the Roster Officer to ensure that any shifts rostered comply with any restrictions imposed and that rostering of these officers does not contravene Award conditions or Flexible Rostering Guidelines.

### 7.3.8 Prisoner Escorts and External Events

In most operational areas, provision must be made in the roster to supply police for prisoner escorts. It is the responsibility of the Transport Unit or similar, depending upon the area involved, to inform the Roster Officer of the requirements for their LAC or unit.

The Roster Officer is responsible for rostering appropriate police to meet the prisoner escort requirements. In most cases, Probationary Constables cannot be used for prisoner escorts, however, exceptions may be granted in some situations.

It is important that the Roster Officer receive sufficient notice of the required prisoner escorts in time to include such requirements into the design of the proposed roster.

Efforts should be made to share escort duties fairly and equitably amongst police attached to the LAC or unit.

Notice of external events, i.e. large scale state wide or region-based events should be advised to the Roster Officer as early as possible, to allow for the requirements to be incorporated into the planning phase of the proposed roster.

In some areas, a region-based planning or events unit manages large events. It is the responsibility of this unit to advise the Roster Officer of the requirements for each event, including:

- Numbers required
- Ranks required
- Skills required
- Duties to be performed (e.g. OSG, Traffic Duties, Crowd Control, etc.)
- Shift start times
- Proposed shift lengths
- Parade times and locations
- Logistics, meals, overtime
- Cost Centre or Internal Order assignments (financial)

When formulating numbers required from a number of LAC or units, consideration should be given to the actual strength of each LAC/unit, to ensure equitable distribution across all areas required to provide resources. The coordinating Unit should keep a yearly calendar of events, which should be distributed to Roster Officers, detailing upcoming events.

It is the responsibility of the Roster Officer to roster employees to meet these requirements and to advise affected officers. The Roster Officer is also responsible for advising the coordinating group of the names and details of those police rostered for the event.

### 7.3.9 Operations / Proactive Policing / High Visibility Policing

At most LACs and some specialist areas, local operations will be planned that require police resources.

It is the responsibility of the Crime Manager, Crime Coordinator or Intelligence Unit to liaise closely with the Roster Officer to determine resources required to fulfil these operations. Advice should be provided to the Roster Officer in sufficient time to allow the requirements to be incorporated into the planning stages of the proposed roster.

It is the responsibility of the Roster Officer to adjust the rosters to meet the needs of the operations, where possible. The LAC/Unit should appoint a coordinator for the operation who will liaise with the Roster Officer should and all internal stakeholders to ensure coverage is achieved.

### 7.3.10 Relieving, Higher Duty Allowances (HDA)

It is the responsibility of the HR Committee, Management Team or designated Relieving Committee to determine long-term relieving arrangements. Relieving should be managed in close consultation with the Roster Officer and distributed fairly and equitably as per numerous guidelines, which may be sourced from the NSWPF Intranet.

It is the responsibility of the Roster Officer to ensure HDA is appropriately recorded in Kronos and that all subsequent records and/or payments are generated by Kronos during the payroll upload process to SAP. [For the latest advice on Best Practice](#), click [here](#) to go to the Roster Support Unit's home page and seek out Quick Reference Guides

In many operational areas, it may be necessary to provide short-term or intermittent relief, covering staff shortages. The Roster Officer should seek guidance from management in fulfilling these needs and ensuring that fairness and equity is observed, when providing the necessary coverage.

When entering the HDA records into Kronos, the Roster Officer must ensure that the appropriate "Acting" Rank is selected. For long-term relief, the rank may be altered in the People Editor of Kronos, under **Job Assignment > Primary Account > Primary Labour Account**.

For short-term relief, the Rank may be altered on a day-by-day basis as a shift transfer applied to each shift in the Schedule Planner.

During Upload, it is the responsibility of the Roster Officer to verify the processing of HDA payments in the SAP validation report. [For the latest advice on Best Practice](#), click [here](#) to go to the Roster Support Unit's home page and seek out Quick Reference Guides

**NOTE:** SAP determines whether the HDA payment will be generated and how many hours will be paid based upon its own internal business rules. These business rules are administered by Shared Services and iBiz and any discrepancies should be forwarded to Shared Services for resolution.

### 7.3.11 On-Call / Garaging Allowances

The Roster Officer should be advised of all proposed On-Call and Garaging allowances in advance, to allow the recording of the allowances in Kronos and subsequent printing on the Daily Duty Roster. Ideally, On-Calls should be noted on the proposed roster or similar.

### 7.3.12 Part-Time workers and personnel issues – Command working agreements

The Roster Officer should liaise closely with the GAO to be aware of any Part-time workers and local agreements for working hours. The Roster Officer is responsible for ensuring the working hours planned for these employees is consistent with the working agreement, when planning the proposed roster.

### 7.3.13 Operational Support Group requirements – OSG

The Roster Officer and the EDO should liaise closely to ensure the Roster Officer is aware of officer's current OSG status. The Roster Officer needs to be aware of any regularly scheduled OSG training days, and ensure that OSG qualified personnel are rostered for sufficient training days within the calendar year.

The Roster Officer should work closely with the HR or Management Committee to ensure OSG police are spread evenly across teams or units within the LAC to provide necessary coverage for planned and unplanned events.

This also applies to other specialists and support roles such as SPSU, Negotiators, UC and Surveillance operatives.

#### **7.3.14 Field Training Officer requirements – FTO**

The EDO and Roster Officer should liaise closely to ensure sufficient sworn personnel are identified and provided FTO Training.

It is the responsibility of the EDO to align newly attested Probationary Constables or Probationary Constables still undergoing training are aligned with the most appropriate Field Training Officer.

The Roster Officer is responsible for ensuring Probationary Constables and Field Training Officers are rostered together as frequently as possible to complete all training requirements.

**NOTE:** Newly attested Probationary Constables are normally required to operate with an FTO and another officer during their first 4-8 weeks after attestation. This is commonly referred to as "working 3-up". Newly attested Probationary Constables are not permitted to work with another probationer or without sufficient supervision during this initial period. The EDO and Command Management Team will determine when each Probationary Constable is to be released from working 3-up, but the period should not be less than 4 weeks from attestation.

#### **7.3.15 User Charges Events**

Application by an officer to work a User Charges event is subject to the discretion of the Commander and should not impinge upon the normal day-to-day operation of the LAC or Unit. The Roster Officer should review all User Charges applications and ensure that the request does not conflict with existing shifts, award conditions or WH&S requirements.

For local events, the Roster Officer should record the User Charges event in Kronos using the correct paycode. For external User Charges events, the Roster Officer should make a notation of the officer working in the proposed roster, but there is no need to record the event in Kronos as the event is managed by a centralised User Charges Unit.

#### **7.3.16 Shift / Rest Requests**

In many locations, the Roster Officer or Duty Officer maintains a Planning or Request Diary, where dates for court attendances or courses are recorded. In some cases, it is permissible to allow officers to make written requests into this diary to request days off.

Management of this Planning Diary is a local issue, but in all cases, requests for days off should not impinge upon the day-to-day operation of the LAC of Unit.

If using a Planning Diary, a firm date should be set in advance to allow the Roster Officer sufficient time to review and if necessary incorporate requests into the planning phase of the roster. Once incorporated into the proposed roster, the Roster Officer or person in charge of the Diary should rule-off each date, signifying that no further requests may be made after that time.

In many areas, management of individual requests lies with the Duty Officer. Consideration should therefore be given to approval of any requests, consistent with the resource requirements. Priority may be given to individuals with compelling reasons; however, all requests should be subject to scrutiny and equity.

In permitting requests, the Roster Officer should record all instances of requested days off in the proposed roster, so that all stakeholders are aware of the request and that the process is as open and transparent as possible.

If a request cannot be met, it is permissible for officers of similar rank to swap shifts, however, Industrial Award, Flexible Rostering Guidelines and WH&S requirements must be considered before approving the swap.

Some Commands and business units adopt a more formal process whereby Duty Officers or Supervisors oversight request planning. This is recommended.

Shift requests must be submitted before 2 weeks of the roster start date.

Roster requests are the responsibility of the employee and must be approved by the Roster Officer. (However, as stated above, it is recommended that requests be approved by a Duty Officer). It is the responsibility of the Roster Officer to ensure that the request does not compromise any organisational requirement. The employee will provide an e-mail to the Roster Officer requesting a change in the roster, (as per delegation of the leave approval); if there is an issue with the request and conflict arises, the Roster Officer should refer the matter to a Duty Officer.

Once a request is approved, the Roster Officer will make the necessary amendments to Kronos.

Shift swaps must be within the same six-week period.

The Roster Officer will ensure the following for shift swaps:

- The request falls within the same six-week period.
- The request doesn't conflict with the officers other rostered shifts.
- The request doesn't create an excessive number of consecutive shifts as per WHS requirements.
- If the request satisfies the criteria, endorse the request and make the necessary amendments to the proposed roster (if available at the time).

Note: Shift swaps between staff are the responsibility of the officer concerned and not the Roster Officer. Shift swaps still must be consulted with and approved by the officer's supervisor before forwarding to the Roster Officer.

## 7.4 Making Adjustments and Posting the Roster

Once the Roster Officer has undertaken the roster preparation to input the known factors into a proposed roster, they make the necessary adjustments to schedule the remainder of the roster. These tasks include:

- Balance roster hours
- Make sure First Response Police Agreements and the Agreed Parameters for Flexible Rostering are still being met. This is often referred to as a 'sanity check' and it is recommended Roster Officer's receive the assistance of the HR Duty Officer to carry out this check. **Throughout the revision process, the roster changes must adhere to the parameters for flexible rostering and Roster Fatigue Rules.**

### 7.4.1 Changing the Roster

Under the Award, "A Non-Commissioned Officer shall, if practicable, be given at least 24hrs notice of a change or rostered shift or proposed deferment or cancellation of any rest day. A Non-Commissioned Officer required to perform a shift on a rostered rest day who is not notified of such change of rostered duty at least 24 hours before the commencement of the altered shift shall be paid at the overtime rate specified in Clause 51." It is therefore a priority to ensure that any changes are passed to the officers concerned in a timely manner. If affected officers are on duty in the intervening period, the officer should be notified by email, however a telephone call must be made where the change is to be made within the next 48 hours or if the officer will not be on duty within the period of the shift change. Where changes to rosters are short notice and the affected officer is not likely to see these changes, it is the responsibility of the roster officer to ensure notification of changes is delivered. **Equally important, rostered staff have the responsibility of checking their roster at the end of shift to confirm their next duty.**

Roster officers should maintain a record of the reasons/causes for significant changes to a proposed roster once that roster has been published. Significant change would be measured by a substantial increase in salaries or overtime for the subject roster period. This could take

the form of a running sheet of significant changes or email to rostering portfolio holder or direct supervisor. These type of issues might then be reviewed at scheduled meetings of rostering and or deployment key stakeholders within the Business Unit.

#### 7.4.2 Balancing Roster Hours

The following guidelines are applicable for checking coverage:

##### **Sworn Officers:**

- Shifts and/or leave totalling \*228hrs over the six week period. (\*152 hrs for the 4 week period and \*76 for the 2 week period)
- Staff working under Part-Time and Job-Share agreements rostered in accordance with their individual agreements.

Please note that for “part-timers”, when they are not scheduled for work, the schedule/ roster must show “Non Working Day” with zero hours.

##### **Un-Sworn Officers: (35 hours per week)**

- Shifts and/or leave totalling 70 hours per fortnight and \*210hrs over the six week period.

##### **5 Day Shift Worker (Default Roster)**

- \*40 hours per week with an entitlement of 13 RLDs per calendar year. RLDs generally aligned to Public Holidays occurring Monday to Friday the balance of RLDs may be rostered elsewhere throughout the year. (\*Full-time staff)

Once the Roster Officer has undertaken the adjustments to complete the roster, it will be posted.

#### 7.4.3 Local Business Rules and Posting the Roster

It is an organisational expectation that open and transparent rules governing rostering practices within a LAC/Business Unit are available for all staff. Consideration should be given to making these rules available in locations such as the LAC/Business Unit’s homepage and/or Induction packages.

The roster can be communicated by way of a network drive for easy visibility to all resources or individuals may within Kronos, log in to view their own personal roster.

The Roster Officer will post the roster a minimum of 2 weeks prior to the roster’s start date.

The Roster Officer will then verify the roster before the roster’s start day and will distribute the DDR to Duty Officer/ Supervisor for the forward working day(s).

#### 7.4.4 Daily Scheduling Duties

Once the DDR has been posted/ distributed before the roster’s start day, it is ready to be used by Duty Officer/ Supervisor. The daily process will be as follows:

- Supervisor/ Duty Officer will use DDR for updates with actual tasks performed and time spent (changes effected on the day), including overtime hours and attendance amendments.
  - Supervisor/Duty Officer will verify everyone on duty, perform any changes required in DDR (short notice leave, overtime, etc.) and verify on-call & garaging allowances. They will approve/ sign off all changes effected on the day.
  - The following day, the Roster Officer will verify changes and implement them into Kronos.
- Below is a guide of common changes that impact a DDR and require edits.

##### **7.4.4.1 Common changes to DDR performed by Duty Officer/Supervisor**

The list of common changes to DDR is as follows:

- Task changes
- Shift changes (with a particular reason)

- Unplanned Leave
- Overtime
- On-call & garaging
- Courses

#### 7.4.5 Terminated Shifts

If an officer fails to complete a rostered shift due to illness, they will be recorded as having terminated a shift. The Supervisor will make a record that the officer has terminated the shift, endorse the Daily Duty Roster, complete a P956 form with the period not worked and to be recorded as 'sick'. Where the period of absence is going to include any shifts that follow, the Supervisor will inform the Roster Officer. The Roster Officer will ensure that a part time shift is recorded in Kronos and any shift leave entitlement is withdrawn (sworn officers only).

#### 7.4.6 Other Unplanned Leave

Any unplanned leave (e.g. sick leave, special leave, sick as carers, FACS) should be entered into the roster system as per the entry on the Daily Duty Roster and the P956 where required, and must be approved. If the leave taken requires a document to be sighted, an officer must submit an appropriate paper document to confirm the leave.

### 7.5 Recording Time & Attendance

Once the roster has been "worked" i.e. the roster period (daily, weekly, pay period etc) is in the past, any changes to the scheduled roster must be recorded. This is known as recording "Time and Attendance" or, in Kronos, editing the Timecard. Kronos assumes that everything that was scheduled was worked. Thus, the timecard for an employee will show the scheduled shifts. Overtime must be added to the timecard as well as any other changes that effect their payments, such as TOIL.

Activity Based Costing requirements mean that the overtime must be allocated against a job/task. The Roster Officer may also be required to allocate overtime to a different cost centre. All overtime **must** have an internal order number relating directly to the overtime.

Once the timecards have been updated, the pay period can be approved by the Roster Officer and signed off for processing to payroll according to a fortnightly routine schedule (see below).

#### 7.5.1 Recording Overtime

The Duty Officer / Supervisor will allocate and endorse overtime on the DDR.

The Roster Officer will allocate overtime in Kronos/ Timecard, check dates and times correspond with the daily roster.

Rostered staff who work overtime before or after their normal shift hours are required to submit a claim for overtime using the [P28C Claim for Overtime Form](#).

#### 7.5.2 Additional Hours

The Duty Officer/ Supervisor will allocate and endorse any additional hours worked.

#### 7.5.3 Historical edits

Prior to the beginning of the pay upload process the Roster Officer ensures that any claims which missed the upload will be paid in the next pay period. These entries are therefore entered as a Historical edit.

NOTE: When entering a Historical Edit in Kronos, it is important to recognise that **ONLY** Overtime and Penalties can be processed for payment to SAP. Shift or leave adjustments **MUST** be sent to Shared Services for entry into SAP directly.



When entering Historical Overtime or Penalties, the Roster Officer must tick BOTH “Include in Totals” and “Impacts Accruals” checkboxes and an “Effective Date” in the Current payroll period.

The Roster Officer must also ensure the appropriate “Historical” pay-rule is applied to any Historical entries. The overtime calculations must then be verified by viewing the Historical Entries in the Current payroll period. Any negative values generated by this process must be deleted, as they may cause errors in the SAP upload.

#### 7.5.4 Signing off timecard

The Kronos payroll period operates on the fortnightly cycle for the period Sunday through to the Saturday – 13 days later. Once a fortnight is complete, the Roster Officer must ensure all changes to the previous payroll fortnight are completed with DDR’s & Kronos reconciled.

**For the latest advice on Best Practice**, click [here](#) to go to the Roster Support Unit’s home page and seek out Quick Reference Guides. It is the responsibility of the roster officer to review the validation reports, correct any errors in Kronos & update HDA records.

**Note:** The roster officer is able to correct errors in Kronos as part of their Daily work practices resulting in errors eliminated before the ‘Sign off process’. Once all payments and leave to be uploaded have been reconciled and all errors eliminated, the roster officer will sign-off all personnel attached to their LAC or Unit.

Once signed off, the roster officer will follow processes outlined in Quick Reference Guides (mentioned above) and run a test upload in SAP. A review of the test upload confirms (or otherwise) no errors and the roster officer will now proceed to upload the Kronos file ‘live’ into SAP. If errors are reported, the roster officer will need to remove sign-off for the affected staff, remedy error/s, reapply sign-off and ‘re-run’ the test upload. After confirming nil errors, proceed to upload the Kronos file ‘live’ into SAP.

**End of Fortnight Procedures** are located on the [Roster Support Unit Website](#), under **Quick Reference Guides**. These procedures contain instructions for correcting common SAP validation errors.

Typically, a sign off deadline of 3pm Wednesday is imposed..

**Note:** The Wednesday 3pm deadline can vary depending upon public holidays or other events that occur within particular pay periods.

#### 7.5.5 Annual Leave

The HR Duty Officer (assisted by the Roster Officer) is responsible for creating and managing a ‘Planned Leave Calendar’ based on rank, succession planning and HDA requirements. The purpose of this planner is to act as a tool only, as the actual leave taken can be impacted upon for a variety of reasons.

The calendar will cover the calendar year and several Excel-based annual leave planning tools have been developed and circulated throughout various areas of the NSWPF. These planners display approximate leave balances throughout the year, allowing for the monitoring of leave balances.

When the planned leave calendar is finalised, the Commander or his/her delegate must sign-off the final version for distribution and display.

The Roster Officer has the delegation to make amendments to the leave on the pre-approved leave roster.

The Roster Officer is not responsible for managing excessive leave. This is the responsibility of the Commander to resolve (usually through the HR Duty Officer).

##### 7.5.5.1 Roster Officer Responsibilities

Listed below, are the responsibilities placed upon the Commander/Duty Officer, with the assistance of the Roster Officer in compiling the Planned Leave Roster.

- Have planned leave roster compiled by 1 September each year.



- Pursuant to Commissioners Delegation (HR39) – Roster Officers may approve planned leave for non commissioned officers where the leave applied for accords with the published planned leave roster.
- Compare available leave balances with those officers who are indicated as availing themselves of planned leave during the period.
- If there is insufficient leave, the officer is to be advised.

#### 7.5.5.2 Commander/Manager Responsibilities

Listed below, are the responsibilities placed upon the Commander/Manager in compiling the Planned Leave Roster.

- Ensure the planned leave roster is completed by 1 September each year.
- Sign off on the planned leave roster once it has been prepared, ensuring that leave targets are set and maintained within operational contingencies.
- Ensure that the actual rosters reflect the planned leave as per the Annual Leave roster.
- Where appropriate, ensure employees who are carrying excess annual leave are targeted to reduce annual leave banks.
- Ensure that the Planned Leave Roster reflects the Crown Employees (Police Officers - 2014) Award and the **Crown Employees (NSW Police Force Administrative Officers and Temporary Employees) Award 2009** in relation to taking accrued leave. (At least two *consecutive* weeks will be taken each year and sworn officers must maintain their leave at an acceptable level, defined in the Award as between 6 and 9 weeks and that legislation relating to 'accrual' are followed etc).

#### 7.5.5.3 Reducing Planned Leave Balances

Many officers carry in excess of one year's leave accrual at any given time; Commanders are reminded of their responsibility pursuant to the Crown Employees (Police Officers 2014) Award and the *Police Regulation 2000*.

Clause 17.8 Each officer shall manage their leave to ensure there is no accrual of leave above 9 weeks (342 working hours), except as provided for at subclause 17.12 – Conservation of Leave.

Clause 17.9 The Commissioner shall notify an officer in writing when the projected accrual of leave within any 12 month period will exceed 342 working hours and the officer shall (except as provided for at subclause 17.12), roster sufficient annual leave in order that their projected accrual of leave will not exceed 342 working hours.

Clause 17.10 Where insufficient annual leave has been nominated by an officer to reduce their projected leave accrual below 342 working hours, the Commissioner may direct an officer to take annual leave at any time of the year, subject to a reasonable period of notice being not less than four weeks.

Commanders must in accordance with the Award, ensure that anyone carrying large leave banks, reduce their leave holdings. This also applies to administrative officers who may only carry 210 hours leave (staff working 35 hours per week) and 228 hours (staff working 38 hours per week). Clause 78 of the Crown Employees (NSW Police Force Administrative Officers and Temporary Employees) Award 2009 refers. Any leave bank in excess of this amount requires managerial approval.

#### 7.5.5.4 Postponement of Planned Leave

In order to meet operational needs, a Commander/Manager may consider postponing an officer/s planned leave. Prior to the possible postponement, the Commander/Manager must provide a written report to the officer/s concerned, addressing the reason/s for the

cancellation. If the planned leave is postponed, consultation must occur with the officer/s and a clear indication as to when leave will be approved must be given. Any decision in relation to the reallocation of annual leave must have due regard to the wishes and personal circumstances of the officer/s concerned. The Roster Officer must then amend the Planned Leave Roster, to reflect the changes required by the Commander/Manager.

#### **7.5.5.5 Changes to Planned Leave**

Where an officer wishes to alter the original planned leave dates or makes an additional leave request, an electronic request (email), should be submitted through a supervisor/team leader for a recommendation and then forwarded to the Roster Officer for appropriate comments as to the impact on rosters before being forwarded to the Commander for consideration and decision. (Local Policy may differ in the various Business Units with this responsibility delegated to a Duty Officer or other staff member and the process may be via manuscript report)

The email or report should address:

- Dates of original planned leave (if any) and new proposed dates.
- Type of leave of both original leave and new proposed leave dates.

The supervisor/team leader, before recommending the change in leave dates, must take into account the Command strategic operational requirements (operations, other planned leave commitments and team staffing levels).

Where a swap of leave is requested, an email should be submitted by the applicant, through the chain of Command and passed to the Roster Officer.

When an officer returns from leave and has:

- Worked during their leave for court or a recall to duty.
- Taken more leave than planned.
- Taken a different form of leave to the one approved.

The following steps must be taken:

- Initial contact should be made with the Roster Officer as soon as possible.
- A request must be submitted by the applicant through the chain of Command detailing the type of leave to be re-credited/changes required (or alternatively claim a payment for a recall from leave) and forwarded to the Roster Officer.

If approved, the Roster Officer would adjust the rosters accordingly

- If the roster data has not been loaded to SAP then amend the roster only
- If the roster data has been uploaded, amend Kronos for record purposes only.

The Roster Officer would then

- Endorse the report to have the appropriate leave changes recorded on SAP by Shared Services for the officer. (Any changed required in SAP must be made by Shared Services) OR
- If a payment is claimed, apply an appropriate payment via Kronos

#### **7.5.5.6 Additional Annual Leave**

Additional annual leave is the same as annual/recreation leave and the same terms and conditions apply as for the granting of annual/recreation leave.

Additional annual leave entitlements will be calculated on the number of ordinary shifts worked on a Sunday or Public Holiday each year between 1 December to 30 November and is calculated as per the table below

No. of ordinary shifts worked	Days accrued
4 – 10	1 Additional Day
11 – 17	2 Additional Days

18 – 24	3 Additional Days
25 – 31	4 Additional Days
32 or more	5 Additional Days

The leave is able to be accessed following the up-load of the pay period that includes 30th November. Additional leave can only be taken as a full regular working day.

During the “Scheduling and Forward Planning” process, the Roster Officer will check and ensure that the requested leave is consistent with the Planned Leave Roster and verify that the day(s) applied for are correct. The Roster Officer will ensure that the officer has sufficient leave to cover the requested period of leave and approve the application.

“Additional Leave” must be used before “Annual Leave”.

In cases when short notice was given for the leave, an employee will submit a report. It’s a responsibility of the Duty Officer/Supervisor to approve the leave and notify the Roster Officer.

#### **7.5.5.7 Sick Leave**

Sick Leave information must be recorded on the daily duty roster by the appropriate Duty Officer/Supervisor. The Duty Officer/Supervisor must complete the [P956 – Leave Report Checklist](#) and forward same to the Roster Officer (in accordance with current sick leave policy, i.e. sealed envelope).

It is the responsibility of the officer concerned to provide details of sickness either to the duty officer or supervisor.

#### **7.5.5.8 FACS Leave**

If FACS has been planned ahead, all applications must be submitted via manuscript report and approved by the Commander/LAM. They will then notify the Roster Officer for the roster updates.

If FACS leave has been taken on a short notice, the Roster Officer must be advised via amendments on the Daily Duty Roster and the submission of the P956 -Leave Report Checklist. The Roster Officer will enter the leave into the roster system accordingly. Manuscript reports will be submitted by the claimant to be approved by the Commander/Manager. It is the responsibility of the GAO to ensure the required manuscript application is submitted and this responsibility extends to any follow up that is required.

FACS cannot be changed to another leave type (by the roster officer), e.g. annual or sick leave. If insufficient FACS leave is available, or the claim for FACS leave is rejected, it is the responsibility of the Commander/Manager to advise the Roster Officer of the applicable leave type to be utilised.

In circumstances where there is insufficient FACS leave, or the application has been rejected, it is the responsibility of the Roster Officer to ensure Daily Duty Rosters & Kronos are amended to reflect accuracy. It is the responsibility of the GAO (when details of the leave have been uploaded to SAP) to ensure Shared Services is advised of the circumstances and that SAP is amended accordingly.

#### **7.5.5.9 TOIL**

All rostered staff have the option to accrue TOIL rather than payment for hours worked as overtime. Claiming accrued TOIL will be dependent on the needs of the Command and at the discretion of the Commander or Shift Coordinator on duty. The accruing and taking of TOIL will be recorded and maintained on Kronos. Staff who wish to take TOIL from their accrued TOIL balance will complete the [P28E – Claim for Time Off-in-Lieu \(TOIL\)](#) form in advance through the chain of Command to the Roster Officer for entry into Kronos.

The Duty Officer/Supervisor will record any period of TOIL taken at short notice on the Daily Duty Roster for further actions by the Roster Officer.

**Note.** The Roster Officer will ensure all approved TOIL accruals are recorded in Kronos. Where a portion of a rostered shift is taken as TOIL, the period of absence will be recorded on the schedule planner as the pay code 'Toil Taken' with the appropriate amount deducted. Command TOIL report will be produced at the end of each pay upload and made available to Supervisors/Team Leaders.

#### **7.5.5.10 Part-time Leave Without Pay**

The Commander/LAM will negotiate an agreement with the employee; the Roster Officer should be consulted to offer advice in relation to shifts/days to be negotiated in order to best meet the roster requirements. The Roster Officer will be advised of the expiry date for the agreement. It is the responsibility of the Roster Officer to roster according to the agreement and manage the hours worked.

#### **7.5.5.11 Permanent Part Time Work**

The Commander/LAM will negotiate an agreement with the employee; the Roster Officer should be consulted to offer advice in relation to shifts/days to be negotiated in order to best meet the roster requirements. The Roster Officer will be advised of the expiry date for the agreement. It is the responsibility of the Roster Officer to roster according to the agreement and manage the hours worked.

#### **7.5.5.12 Leave without Pay**

The Commander/LAM/Delegated approving officer should seek advice from the Roster Officer on any impacts to the roster were approval to be granted, prior to a decision being made. Officers (sworn and unsworn) are not to be rostered on 'Free of Work' or RLD's on public holidays when they fall in a period of LWOP or Sick LWOP

#### **7.5.5.13 Extended Leave**

All applications for Extended Leave must be submitted by manuscript report through a supervisor/team leader for comment/recommendation then being forwarded to the Commander for consideration and decision. It is expected that advice will be sought from the Roster Officer on the impact to the roster the application would make prior to a decision being reached.

The successful application will be forwarded to the Roster Officer for notation and Extended Leave will only be entered into the Kronos system after the application has been approved. The report must then be forwarded to the 'relevant' with responsibility for filing on the applicants 'P' file

#### **7.5.5.14 Maternity Leave**

The officer concerned will obtain an advice from Shared Services on leave entitlements.

The Commander/Manager will advise the Roster Officer of the relevant dates for the commencement of Maternity leave as well as any other details required for rostering. The Roster Officer will update Kronos.

Shared Services will be advised and input directly into SAP.

If the R.O. is unable to input leave into Kronos due to 'insufficient balances', they will firstly confirm the leave is in SAP then advise RSU of situation requesting a balance reset, then proceed to input data into Kronos **in the exact detail as that leave has been input into SAP. These leave entries must MIMIC one another.**

Officers (sworn and unsworn) on Maternity Leave (full pay, ½ pay & without pay) are **NOT** entitled to Free of Work on Public Holidays.

#### **7.5.5.15 Study Leave/Study Time**

There will be further information on this issue forthcoming.

#### **7.5.5.16 Military Leave**

All applications for Military Leave must be submitted by way of manuscript report. A training notice must be provided by the applicant.

The Roster Officer will update the roster accordingly.

### **7.5.6 Entering leave in Kronos**

For sick leave

- Enter the sick leave plus the reason code that best fits, and whether the officer is to supply a certificate
- If sick leave is more than 2 consecutive days, a certificate is to be provided. The roster officer will not apply the “with Certificate” comment in Kronos until they have confirmed the medical certificate is in the possession of the Command/Business Unit for whom they work.
- A Medical certificate may also be required for any other sick leave absence in accordance with the relevant Award provision and the Sick Leave Policy. The Commander or Manager should advise the Roster Officer of any officer who is required to supply a medical certificate for any sick leave absence

Other leave types requiring a certificate or some authentication are: Military, FACS

- If error message indicates there is insufficient balance:
- Check if leave is already in SAP
- If not already in SAP, apply the default rule and enter the next leave type
- If error message indicates conflict, i.e. when a leave date is already in SAP, enter leave anyway. This will be rejected at upload with the validation report indicating that ‘a collision with existing leave’ already in SAP

Note: The HR Duty Officer or equivalent (with advice from the GAO or equivalent) is responsible to follow-up on medical certificates and advises the roster officer accordingly.

### **7.5.7 Uploading Leave in SAP**

ALL LEAVE will be uploaded from Kronos, therefore all leave must be entered in Kronos to the best of available knowledge of the roster officer.

At test upload, further validations will be done:

- Conflicts with existing leave
- Available leave for the leave dates
- FACS leave entitlements (SAP automatically calculates the entitlement)
- The correct compensation type is used, i.e. (HOD or Workers Comp)
- Leave does not exceed maximum limits

Leave ‘rejects’ will show as error messages in the test upload. For any conflicts:

- check SAP and determine if SAP is correct.
- Arrange for correction (with the GAO) if required.
- Where there is insufficient leave, check SAP for overlaps or future leave

- If leave is already in SAP, arrange correction if necessary
- If FACS leave entitlement is not available, re-enter leave in the roster system as the next appropriate leave type.
- If limits are reached, discuss with Shared Services or local manager to determine what leave type or other action is required

After correction, the roster data is again uploaded and further errors fixed.

Once all errors are eliminated, the full upload is done. Further errors may result during this phase. Correction of these will require amendments directly in SAP. For the most up to date advice, refer to Roster Support Unit's Quick Reference Guides click [here](#).

The Roster Officer and Commander are required to sign the Roster Upload Certification.

### 7.5.8 Responsibilities

The roster system will be seen as the definitive record of all absence dates and hours.

SAP will be the definitive record of leave types. (This is because Kronos will not update SAP for changes made to previous fortnights; these changes must be made directly into SAP).

Entry of leave in Kronos will be seen as approved leave for the situation known at that time. Local management is responsible for approving leave and sighting certificates where required.

SAP and Kronos will validate the amount of leave available. Shared Services will perform further checking to ensure leave is within defined limits for non-accruable leave, e.g. FACS leave.

#### 7.5.8.1 Rest Days

Under the Award, officers must have 4 rest days in every 14 day period. These days can be applied at any time within that timeframe. There is no explicit rule around where these rest days are placed within the fortnight (apart from the requirements set out in the Agreed Parameters for Flexible Rostering). For most "5 day shift workers" it is recommended that these rest days should ideally be placed on weekends or weekdays adjacent to the weekend, if the officer is working on the weekend itself. The important issue is to ensure that industrial conditions are not violated and that 4 rest days are used for all officers, both sworn & unsworn.

Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
D	D	N	N	Rest	Rest	RLD	RLD	D	D	N	N	Rest	Rest
N	N	Rest	Rest	Rest	Rest	D	D	N	N	RLD	RLD	RLD	RLD
Rest	Rest	N	N	Rest	Rest	D	D	N	N	RLD	RLD	RLD	RLD

#### 7.5.8.2 Recurrent Leave Days

Recurrent Leave Days shall be the days on which an officer is not required for duty in accordance with the flexible nature of the roster, and which is neither a rest day nor a day on which an officer is on another form of leave. The Roster Officer will ensure recurrent leave days are rostered in accordance with the guidelines. In order to monitor the number of recurrent leave days for staff, a notation should be made in Kronos.

#### 7.5.8.3 Recurrent Leave Days for Default rosters (Constant 8 hour Shifts)

- 7 Day Shift Worker – Recurrent Leave Day is rostered in each 4 week cycle



- 5 Day Shift Worker – Recurrent Leave Days are generally rostered on Public Holidays occurring Monday to Friday throughout a calendar year. The balance of Recurrent Leave Days making the total up to 13 may be rostered elsewhere throughout the calendar year.

Recurrent Leave days for default rosters accrue at the rate of 1 day for every 4 weeks worked. RLDs can be applied for every public holiday and the remainder can be taken within the next 12 months. The Roster Officer will ensure the days are rostered in accordance with the guidelines and keep a record of the days taken.

#### 7.5.8.4 Special Leave

Special Leave is given at Commander's discretion or allowed in special circumstances (e.g. 'volunteer emergency service'). Information must be recorded on the Daily Duty Roster by the appropriate Duty Officer/Supervisor.

It is the responsibility of the officer concerned to provide details of special leave either to the duty officer or supervisor. The Roster Officer will update the roster accordingly.

If special leave requires support documentation, these documents must be provided by the officer concerned.

*For example, an application for Special Leave to attend a union function must be accompanied by a notification letter from the Union or Association.*

#### 7.5.8.5 Special Leave on Transfer

Clause 81 of the [Crown Employees \(Police Officers – 2014\) Award](#) (sworn), Clause 6 of the [Crown Employees \(Transferred Employees Compensation\) Award 2009](#) (unsworn) and the Flexible Rostering Guidelines (both Police and Administrative Officers) are the references for definitions, entitlements and compensation for employees transferred to a new location.

##### Sworn

If the circumstances of a transfer meet qualifying criteria, an officer is entitled to:

1. Two days **Special Leave** on full pay (based on normal rostered shifts) for the purpose visiting the new location with a view to obtaining suitable permanent accommodation (Kronos paycode **Spec Lve-Seek** )
2. Two days **Special Leave** on full pay (8 hour absences) for the purpose of prepare and packing personal and household effects prior to removal **or** for the purpose of arranging storage (Kronos paycode **Spec Lve-Pack** )
3. One day **Special Leave** on full pay (8 hour absence) for the combined purpose of cleaning the premises being vacated **and/or** occupying and settling into the new premises (Kronos paycode **Spec Lve-Unpack** )
4. Such **Special Leave** as is necessary, on full pay, (8 hour absence) to travel to the new location to commence duty and/or for the purposes of obtaining suitable permanent accommodation (Kronos paycode **Spec Lve-Travel** ) (**Employee Relations Branch advise that when the distance is such that the journey cannot reasonably be completed in one day, then a second 8hr absence will apply**)

##### Unsworn

Employees who meet the qualifying criteria are entitled to up to five working days to carry out any of the following activities:

1. Visit the new location to obtain accommodation (Kronos paycode **Spec Lve-Seek** )
2. Prepare and pack personal and household effects prior to removal (Kronos paycode **Spec Lve-Pack** )
3. Arrange storage (Kronos paycode **Spec Lve-Pack** )



4. Travel to the new location for the purpose of commencing duty (Kronos paycode **Spec Lve-Travel** )
5. Clean the premises being vacated (Kronos paycode **Spec Lve-Unpack** )
6. Occupy and settle into the new premises (Kronos paycode **Spec Lve-Unpack** )

**Note:** There are no circumstances where an officer transferred to a Police Residence, would legitimately be entitled to special leave for the purpose of seeking suitable accommodation.

Clause 77.1.7 of the Crown Employees (Police Officers – 2014) Award in part speaks towards entitlements to Special Leave when spousal transfers arise. It legitimises an entitlement to Special Leave for both partners when the circumstances of the transfer meet the qualifying criteria outlined in Clause 81. This extends to circumstances where the spouse is unsworn.

It is a corporate expectation that these entitlements are rostered on the day/s on which they occur. It is the responsibility of both Roster Officers (relinquishing & receiving) to communicate with one another on the specific details of a transfer (see also 7.3.6)

### 7.5.9 External Secondments

External Secondments relate to the secondment of NSW Police Officers to Federal and State Government agencies.

#### Secondment Unit Responsibilities

- Coordination of police officers seconded to external organisations.
- Liaison between NSWPF business units and external organisations
- Arrange for the creation of a seconded overstrength position within the secondee's home business unit
  - Officers are transferred in SAP into one of the following overstrength positions for the duration of the secondment:
    - Overstrength seconded - externally funded
    - Overstrength seconded – internally funded
    - Overstrength seconded – Leave without Pay
- Liaison with the Roster Support Unit for creation of correct cost centres
- Removal of SAP overstrength positions from the home business unit at the completion of the officer's secondment

#### Roster Support Unit-Responsibilities

- Amendments to secondee's cost centre details
- Amendments to home business units Roster Officer profile at commencement and conclusion of secondment

#### Secondees Responsibilities

Seconded officers will provide:

- a proposed roster
- details of any subsequent amendments

on a fortnightly basis (timeframe to be negotiated with Roster Officer), confirming:

- duties performed
- leave taken (e.g. sick, annual & FACS)
- overtime worked

This confirmation will be validated by the appropriate delegate from the host organisation (this process is sanctioned by Employee Relations Branch, H.R.)

### Roster Officer Responsibilities

Seconded Police Officers will appear on your local Position and Occupants report (in an overstrength seconded position).

Consequently Roster Officers are to apply the same rostering practices to seconded officers as they would to other staff within their own business unit. It is critical that SAP is a true and accurate reflection of the officer's duties and absences.

To that end:

- Ensure accuracy of cost centres in People Editor settings for secondees
- Input to Kronos details of leave taken, overtime, penalties and/or allowances to be paid
  - Attach the confirmation correspondence (mentioned in Secondees Responsibilities) to Daily Duty Roster as justification for those deductions and payments. (This process has been sanctioned by the Internal Audit and Review Section)
- Except for the normal interaction with a secondee on matters such as proposed duty rosters, there is no need to make contact with the host organisation.

Any matters arising from the officer's secondment or anything relating to the host organisation is to be referred to the Secondments Unit, Eaglenet 28199 or 28189. Under no circumstances are Roster Officers to make direct contact with employees of the host organisation.

#### **7.5.10 On Loan/Secondments (for periods less than one month)**

A secondment (on loan) is an agreement between two agencies/Commands for the use of an employee of the providing agency/Command to undertake a defined task. It usually involves a physical relocation and may involve relieving as a higher duty. The change is not usually recorded in SAP as they are often of a dynamic nature.

To manage secondments, the Management Team should ensure a commitment to organising and maintaining a close liaison with the HR Committee must include the involvement of the Roster Officer. The HR committee should be involved with all secondments where possible.

Roster Officer will:

- Provide advice to the HR Committee on the impact of the secondment on the roster, specifically on staffing numbers and the rank structure.
- Call for information from the HR Committee relating to the job, location, dates, period and financial arrangements (cost centre, internal order number, payment of shift allowances and overtime) of the secondment.
- Comply with On Loan or Secondment directives from the Management Team and HR Committee.
- For secondments into a Command, contact the originating Command's Roster Officer to transfer the seconded employee in Kronos. Provide details relating to the job, location, dates, period and financial arrangements (cost centre, internal order number, payment of shift allowances and overtime) of the secondment.

#### **7.5.11 Transfers (Temporary & Long Term)**

A list of pending transfers will be provided in advance by the Transfer Unit to the Roster Officer for each Command and to the Roster Support Unit.

The Roster Officer will contact RSU for temporary transfers (more than 1 month and NO changes are made in SAP) and long-term transfers (more than 1 month and SAP is changed).

The Roster Officer must maintain documentation regarding temporary staff movements.

The Roster Support Unit will initiate the transfer of the staff members within Kronos, to take place on the designated date.

#### **7.5.12 Escorts**

The requirements for Prisoner/Juvenile Escorts will be forwarded to the Roster Officer in a timely manner from the Region Planning Unit and /or the Transport Unit (as per local arrangements) for scheduling. The Roster Officer will supply staff available and make roster changes accordingly.

#### **7.5.13 Relieving/ HDA**

For rostering purposes, the following procedures apply:

- The Roster Officer is advised HDA duties in advance by the Commander/Supervisor.
- The Roster Officer must confirm if this is payable or not payable. (For example, HDA is not payable when the officer's position is paid more than higher duty's position, or a request for higher duty is made for the purpose of work experience).
- The Roster Officer will then make the necessary entry (Acting rank paid/unpaid) into the roster system.

**For the latest advice on Best Practice**, click [here](#) to go to the Roster Support Unit's home page and seek out Quick Reference Guides

#### **7.5.14 Restricted Duties**

The Roster Officer must be advised of "Return to Work" programs for officers on restricted duties. They will oversight and coordinate the roster for the following requirements for a restricted duties officer:

- Rehabilitation requirements.
- DEFTAC and Shoot requirements.
- Resumption to normal duties.

It is the responsibility of the Roster Officer to be mindful of the pertinent restrictions applied to each individual officer when rostering restricted personnel, applying the appropriate activity code to the functions of that resource.

#### **7.5.15 Operations/Proactive Policing/ HVP**

The Roster Officer will be involved in the discussions for the requirements of resources for planned operations and proactive policing. This will ensure that resources can be adequately balanced to minimise overtime and shift penalties.

##### **1) Local Operations**

The Operational Commander will:

- Liaise directly with the Roster Officer to ensure all planned operation resource requirements are discussed with the Roster Officer.
- Liaise with the Roster Officer regarding the planned operation, confirming details such as:
  - staff availability for operations/ alternative resources
  - the ranks/skills of the resources required
  - specific employee requests
  - the dates and location of the operation
  - the event number of the operation (in order for the Roster Officer to record in the roster for resource reporting purposes)
  - any cost centre/internal order number for the operation
  - any other relevant data, i.e. Operations/PP/HVP

The Roster Officer will negotiate the ability to meet a request for resources by:

- Discussing the impact of the planned operation on the roster with the Operational Commander with a view to providing resources that are cost effective and equitable.
- Proactively advising the Operational Commander when the roster provides spare resources that can be rostered for proactive policing duties.
- Rostering operations, proactive policing duties and HVP as required in Kronos.

## **2) Regional Operations**

Requests for Regional Operations take priority except for First Response Policing Agreements. The Roster officer will re-plan the roster and re-value the roster periods accordingly.

### **7.5.16 Community and User Pays events**

The Event Coordinator and Regional Planning Unit must keep the Roster Officer informed as to any scheduled community events where policing is required. Appropriate information e.g. priorities, ranks, number of officers, dates and shift times must be given to the Roster Officer.

The same procedures for operations apply.

In case of "User Pays" events, the information must be noted in Kronos for information purposes only. Payments are processed via the user pay coordinator and not Kronos.

### **7.5.17 Rank Structure**

The Roster Officer is responsible to determine any anomalies in team structure and consult team leaders and Duty Officer/Supervisor's or the HR committee. A decision of who is going to move will be made by this group. The Roster Officer is to manage and ensure that even and fair distribution of rank, shift, skills, gender and Command needs are met.

### **7.5.18 On-Call and Garaging Allowances**

The Team Leaders will ensure the proposed roster indicates on-call officers and will inform the Roster Officer or Supervisor of any changes or amendments to the on-call officers proposed roster. The Roster Officer will ensure that an on-call officer has been nominated for each day. The nominated on-call officers will be recorded in the Kronos Schedule Planner as a Pay code (in conjunction with on-call & garaging allowances), so that it appears on the Daily Duty Roster. Garaging allowances are recorded only in cases where a car was taken out.

### **7.5.19 Hurt on Duty (HOD) and Workers Compensation (W/Comp). Return to work programs**

'Hurt on Duty' (HOD) is a term that covers claims under the Police Superannuation Act, and was closed to new staff in April 1988. All other police, including rejoined staff, who started or restarted after April 1988, and all other non-police staff, are covered by workers compensation, and are usually referred to as 'post-88' staff. Both HOD and WCOMP claims are work-related injuries only.

If an incident occurs, the Duty Officer/Supervisor will record the staff member's absence on the Daily Duty Roster.

From May 2007, all HOD and WCOMP claims are processed in exactly the same way in Kronos. They are always processed as though the claim is fully assessed. This process does not assume liability for the injury, but does allow for an improvement in data collection in SAP.

In Kronos, the Roster Officer must designate this leave as either HOD or WCOMP. The incident and claim forms must be completed locally within the Command. The incident report is now automated (P902 form). Notifications are now done electronically.

The GAO is responsible for the distribution of notification and claim forms and medical certificates.

### **7.5.20 Part time workers and personnel issues – local agreements**

When considering Part time work applications, the Command is encouraged to consult with the Roster Officer for an opinion on the most effective mix of days, shifts and hours for the part time officer from the Command's first response agreement and other peak rostering needs perspective. The Roster officer must adhere to Command agreements or directives in relation to the arrangements/agreements with part time officers.

On occasions the Roster Officer may be directed by the Commander regarding an officer's rostering or placement. This may be due to a confidential or a strategic matter; in such cases the rostering of the officer regardless of any other circumstances is to strictly follow the Command directive.

### **7.5.21 Operational Support Group requirements – OSG**

The roster officer must, when developing the roster, take into consideration any requirements for training (including reaccréditation training) for special planned operations. This information is supplied to the roster officer by either the regional Operations Coordinator or the Commander in charge of the operation.

This also applies to other specialists and support roles such as SPSU, Negotiators, UC and Surveillance operatives

### **7.5.22 Field Training Officer requirements - FTO**

The roster officer must, when developing the roster, take into consideration any requirements to provide support for new recruits using the FTO system. This information is provided to the roster officer by the EDO.

## **7.6 Audit and Reporting**

The reports to support audit processes are as follows:

### **7.6.1 Daily**

- NSWPF Daily Duty Roster.

The Daily Duty Roster report is created in advance and provided to the Duty Officer/Supervisor. The Duty Officer/Supervisor maintains and updates the Daily Duty roster with any changes ensuring any changes are endorsed, all staff during their shift are signed on and/or off, all taskings are and any overtime is recorded on the roster.

The Roster Officer will ensure the daily roster has been completed correctly and endorsed by the Supervisor and Kronos is updated and reconciled to the completed daily duty rosters. All 'actionable' notations on DDR have Roster Officers' initials indicating actions completed. Any 'non-actionable' notations on the DDR should be noted by the Roster Officer with the last page signed and dated. By following this practice, the Roster Officer corroborates markings/notations were on the DDR at the time of editing, when that editing was completed and by whom. An example of a 'non-actionable' edit would be "Overtime not claimed".

### **7.6.2 Fortnightly**

- NSWPF Command TOIL Report (for Audit of TOIL).
- NSWPF User Defined Costing Search (this will be also used for audit of 'Overtime and Shifts/Penalties')
- NSWPF Leave Report (for Leave Audit).
- SAP Upload Report

### **7.6.3 Minimum Standards for Reconciliation of Payments**

At the end of every fortnight it is the responsibility of the Roster Office staff to:

- Ensure the accuracy of all payments and debits of leave types prior to uploading to SAP
- Provide certified advice of accuracy to Commander/Manager. This advice to be in the form of the End of Fortnight Upload report and will be **co-signed by the staff member assisting in the reconciliation process. (See below)**

----- Roster Officer Certification -----	
I have carried out all checks with respect to payments generated and leave deducted according to the standards set by the New South Wales Police Force. This return is certified correct in terms of Section 13 of the Public Finance and Audit Act 1983 and related Treasurers directions. ( X ) All overtime claims have been checked against Daily Rosters and Kronos, and are signed, certified and approved ( X ) All shift allowances and penalties are supported by the certified Daily Duty Roster ( X ) All leave types to be deducted are supported by the certified Daily Duty Roster ( X ) All leave related errors and warnings have been processed as far as is possible	
-----	
Certified By :	.....
-----	
Print Name :	.....
-----	
Rank :	.....
-----	
Date :	.....
-----	
----- Commander Certification -----	
I am advised that all payments and leave contained in this report have been checked as correct. In accordance with HR delegations 32, 34, 49 & 68, the leave, overtime, allowances and penalties are approved.	
-----	
Signature :	.....
-----	
Print Name :	.....
-----	
Commander/Manager:	.....
-----	
Date :	.....

It is the responsibility of the Roster Officer to ensure the accuracy of all payments generated by the Kronos system and debits of all leave types through Kronos are supported by the Daily Duty Roster.

Audit NSW and NSWP Internal Audit and Review Unit require that **not only** are payments generated through roster processes checked for accuracy, but that **evidence of those checks is kept with fortnightly records.**

The minimum standards expected by the New South Wales Police Force with respect to quality assurance of payments generated in the rostering process (either automatically by system or actions of roster staff) are as follows:

#### Shift Allowance payments, Public Holiday penalties and On Call payments

A comparison of the 'signed and certified' Daily Duty Roster with details of payments being generated by the system is required to ensure that all payments are supported; that there are no overpayments or underpayments. The Shifts, Penalties and Overtime genies or Current Fortnight Data report can be utilised for this function.

By completing this requirement at the time of editing each DDR, **and keeping signed and dated evidence of the checks having been completed**, the expectations of the organisation are satisfied. The data will not change unless further edits are performed. When circumstances arise where a subsequent edit will have an impact on a payment, it will be the roster operative's responsibility to check that the system and the DDR are reconciled and record on the abovementioned 'evidence' what changes were made.

#### Overtime (See also [4.1.3.11](#) & [4.1.3.12](#))

At the end of each fortnightly period:

- Complete the 'Previous Fortnight Test Upload' and correct errors.
- Collate and sort all overtime claim forms which have been processed during that fortnight into a preferred order (i.e. Date, Cost Centre, Surname etc).

- Using the 'Previous Fortnight Data' report (from the Roster Officer's SAP report suite), filter and sort overtime into preferred order (i.e. Date, Cost Centre, Surname etc) and print.
- Reconcile each and every overtime claim with the corresponding entries on the report ensuring accuracy with 'cash' claim being processed with cash payment, toil for toil and the hours claimed correlates with hours processed
- Ensure there are no overtime claims without a corresponding entry in the report
- Ensure there are no entries on the report without a corresponding overtime claim form
- Any discrepancies are to be investigated and remedied before upload to SAP
- Sign and date the printed report (**co-signed by the staff member assisting in the reconciliation process**)

#### Leave

All leave taken must be supported by a corroborating entry on the Daily Duty Roster. At the end of each fortnightly period it is the responsibility of the Roster Office staff to:

- Complete the 'Previous Fortnight Test Upload' and correct errors (when possible).
- One day after having 'signed off' the roster fortnight in Kronos, run the SAP "List of Unprocessed Errors" report, check "Leave Error List" to identify any reported errors and rectify (when possible). By running the report at this time enables early identification and potential to rectify before the SAP payroll process is run
- After the SAP payroll process has completed, re-run the "List of Unprocessed Errors" report to ensure no records have failed.
- Provide the GAO (or GAO equivalent) with a copy of the Leave component from the Live Upload report. It is the responsibility of the GAO (or equivalent) to reconcile these leave records with the SAP "List of Leave History" report.

#### **7.6.4 Monthly**

- SAP Positions & Occupancy report
- Command Management Framework (CMF) Return

#### **7.6.5 6 Weekly/ 4 Weekly/ Fortnightly**

- 6-week/4-week/ 2-week Proposed Roster, depending on the roster period used.

#### **7.6.6 Yearly**

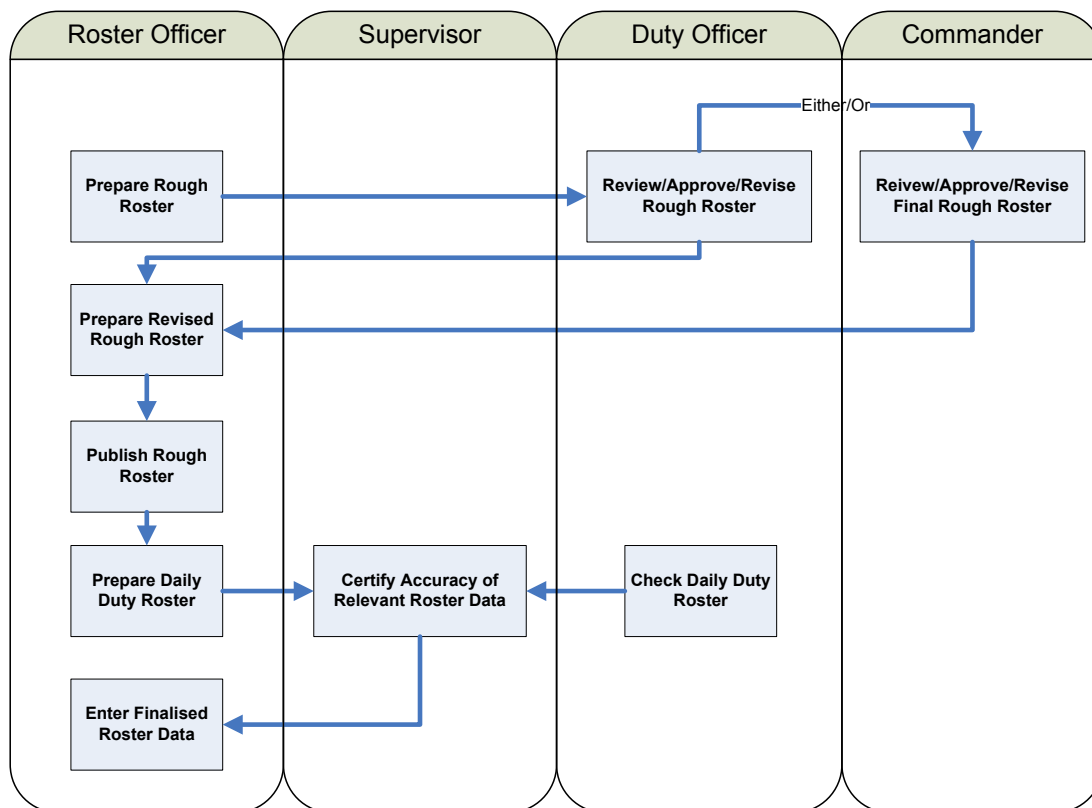
- Planned Leave Roster



## 8 Responsibilities Checklist

The listed documents are used as a guide for the audit officer for the Roster Officer's Audit process:

### Rostering Responsibilities & Accountabilities



#### 8.1 Daily Checklist

- Verify signed off changes of Daily Duty Roster for the previous day
- Update all changes in Kronos
  - attendance amendments
  - overtime and shifts/penalties amendments
  - process on-call allowances
- Run Daily Validation Report
- Filing and Record Keeping
- Verify and prepare rosters for the next day(s)
- Posting and printing of Daily Duty Roster (it may be just saved to 'P' drive)
- Daily check of Roster Support Unit's Intranet Site

#### 8.2 Fortnightly Checklist

- Daily Responsibilities
- Process future roster
- Payroll output costing
- Financial Reports. User Defined Costing search
- Payroll Output (SAP)

- Check Payment Transactions (SAP)
- Audit Reports Leave-other
- Audit Reports Time off in lieu – Command
- Audit Reports Time off in lieu – Personal

### 8.3 Monthly

- Command Management Framework (CMF) Return

The Roster Officer will address any outstanding CMF issues from past returns. The Roster Officer will complete CMF rosters return and forward them to the Commander through a chain of Command.

### 8.4 Annual Checklist

- May: Employee leave roster for the next year
- August – by First of September: Planned Leave Roster

## 9 Roster Support

Kronos Support is provided by the Roster Support Unit, situated at PHQ 1 Charles Street, Parramatta. All contact with the Roster Support Unit is via BTS Connect (email or the BTS Connect portal) including services such as:

- Staff movements
- Org Map changes
- Creation of new activities
- Creation of new job classifications

## 10 Resources and Links to Other Information

Roster Officers and all stakeholders involved in the rostering process must familiarise themselves with the relevant awards, guidelines, policies and parameters that affect all facets of the rostering function.

Below are links to information relevant to the rostering role.

### 10.1 Awards and Guidelines

[Police Awards and Agreements](#)

[Crown Employees \(Police Officers – 2014\) Award](#)

[Administrative Officer Awards and Agreements](#)

[Ministerial Employees Awards and Agreements](#)

[Industrial Circulars](#)

[Flexible Rostering Guidelines \(police\)](#)

[Flexible Rostering Guidelines \(administrative staff\)](#)

[Fatigue Guidelines](#)

## **10.2 Policies**

[HR Policies and Procedures](#)

[Sick Leave Policy](#)

[Study Leave Policy](#)

[Parental Leave Policy](#)

[Secondary Employment Policy](#)

[Higher Duties Policy \(police\)](#)

[Part-time Policy](#)

[Part-Time Work Agreement Forms](#)

## **10.3 Common Forms**

[Part-Time Work Agreement Forms](#)

[Shifts Overtime and Penalties Claim Forms](#)

## Appendix 1

### Statement of Agreed Position - Parameters for Flexible Rostering

- 1 Shifts to be of not less than six (6) hours and not more than twelve (12) hours ordinary working time. Shifts which incorporate a part of an hour shall only provide for 1/4, 1/2, 3/4 hours as parts of an hour.
- 2 Flexible shift rosters should be designed so as to provide officers with at least one (1) recurrent leave day per fortnight (average) in each roster cycle in excess of rest days currently provided for the same time period.
- 3 Rosters shall be constructed to provide for an aggregate 38 hours per week over the roster cycle. Roster cycles shall not be of such duration as to create administrative or other difficulties.
- 4 Rosters shall provide officers with an average of one (1) Sunday per fortnight off duty and one (1) weekend per month off duty, as a minimum.
- 5 Overtime shall be paid for periods worked in excess of rostered shift hours.
- 6 The parties recognise the undesirability of overtime being worked at the conclusion of 12 hour shifts and hence such overtime will only be worked where it is otherwise unavoidable.
- 7 All Flexible Shift Rosters shall have regard to the Occupational Health and Safety of officers.
- 8 Payment of shift allowances shall, as far as possible, be cost neutral. The applicable shift penalty based on the commencing time of the shift shall be converted to an hourly rate, equivalent to one-eighth (1/8) of the current shift allowance and be paid for the length of the shift.
- 9 If constant 12 hour shifts are proposed, then such shifts shall be worked on the basis of not more than two (2) consecutive night shifts, and not more than three (3) shifts per week in any five (5) of a six (6) week cycle, with four (4) shifts only being worked in the remaining one (1) week.
- 10 Any proposal, prior to adoption and implementation, must have the support of a simple majority of the officers affected by the proposed roster at the Patrol/Branch, the support of the relevant Commander/Manager and the approval of the District (or equivalent) Commander.
- 11 Where shifts in excess of 10 hours are worked, the parties recognise the need for an additional meal break. Such break shall be a paid crib break of no more than 20 minutes duration.
- 12 In the event that agreement cannot be reached on any proposed roster in accordance with the requirements of Clause 10 above, then the "default roster" described within the Guidelines shall apply from the first roster period to commence on or after 1 January, 1995.
- 13 Consistent with normal practice the days and commencement times of shifts may be varied with appropriate notice, however, any proposal to significantly alter the approved roster (e.g. increasing/decreasing the normal shift lengths or roster periods) must be the subject of proper consultation and approval in accordance with the provisions of Clause 10 above.
- 14 Where an existing approved flexible roster is proposed to be significantly amended (see Clause 13 above) and agreement cannot be achieved as to the revised roster, the "default roster" shall be applied until such time that the necessary consensus is reached.
- 15 In patrols, units or sections where the majority of Police are 7 Day Shift Workers and only a small number are 5 Day Shift Workers, the 5 Day Shift Workers shall be given an option to either participate in the flexible roster to be implemented in the Patrol/Branch or Section, to work under the provisions of the "Default Roster" or to work under a Flexible Roster designed and approved in accordance with these parameters. Participation in a flexible roster by 5 Day Shift Workers shall require the concurrence of the Commander/Manager and the approval of the District (or equivalent) Commander.
- 16 Whilst the above parameters are provided as a guide to the construction of flexible rosters, Commanders, Managers and officers should be prepared to examine and discuss other roster variations and proposals, on the basis that it can be demonstrated that such proposals do not jeopardise the Occupational Health and Safety of officers, are suitable and convenient to the operational needs of the Patrol/Branch and are considered to be in the best interests of the Police Service. In such instances contact should be made with the Industrial Relations Directorate for the purpose of discussing any such proposal.

## Appendix 2

### Statement of Agreed Position - Parameters for Flexible Rostering Administrative Officers and Ministerial Employees.

- 1 Shifts to be of not less than five (5) or six (6) working hours depending on whether officers normally work 35 or 38 hours per week, and not more than 12 hours ordinary working time.
- 2 Flexible shift rosters should be designed so as to provide officers with at least one (1) recurrent leave day\*\* per fortnight (average) in each roster cycle in excess of rest days currently provided for the same time period.
- 3 Rosters shall be constructed to provide for an aggregate 35 or 38 working hours per week (as the case may be) over the roster cycle. Roster cycles shall not be of such duration as to create administrative or other difficulties.
- 4 Overtime shall be applicable for periods worked in excess of rostered shift hours.
- 5 The parties recognise the undesirability of overtime being worked at the conclusion of 12 hour shifts and hence such overtime will only be worked where it is otherwise unavoidable.
- 6 An Implementation Committee consisting of officers of the Public Service Association of New South Wales and representatives of the management of the Police Service shall be formed for the purpose of implementing and overseeing flexible rostering.
- 7 No flexible rostering proposal shall be implemented without the approval of the Implementation Committee.
- 8 All proposed Flexible Shift Rosters shall be examined by the Implementation Committee with regard to the Occupational Health and Safety of officers.
- 9 Payment of shift allowances shall as far as possible be cost neutral. Shift allowances at the appropriate penalty rates as provided for in the appropriate instruments of employment shall be applied.
- 10 If constant 12 hour shifts are proposed, then such shifts shall be worked on the basis of no more than two (2) consecutive rostered night shifts, and no more than three (3) rostered shifts per week in any five (5) of a six (6) week cycle, with four (4) rostered shifts only being worked in the remaining one (1) week. It is accepted from time to time that officers may wish to swap shifts to suit personal requirements. If such an arrangement does not comply with these parameters then the Commander/Manager shall consider the potential impact on the health and safety of the officers concerned before approving such an arrangement.
- 11 Whilst the above parameters are provided as a guide to the construction of flexible rosters, the Implementation Committee is willing to examine and discuss with proponents other roster variations and proposals, on the basis that it can be demonstrated that such proposals have the support of at least two thirds of the officers affected and the Commander, or Manager, and do not jeopardise the Occupational Health and Safety of officers, and are in the best interests of the Police Service.
- 12 Where shifts in excess of 10 hours are worked, the parties recognise the need for an additional meal break. Such break shall until otherwise regulated and without prejudice to the positions of the parties be a paid crib break of no more than 20 minutes duration. No entitlement to a meal allowance shall accrue as a consequence of an entitlement to a second meal period.

## Appendix 3

### Command Management Framework (CMF)

The template for CMF is shown below:

		Report Period = Month/Year		
		Responsible Officer: (name)		
<b>ACTION:</b> <b>WHAT IS REQUIRED</b>		<b>IMPLEMENTATION:</b> <b>LOCAL PROCEDURES</b>	<b>RESULTS:</b> <b>COMMENT ON LOCAL PERFORMANCE:</b>	<b>RECOMMENDATIONS:</b> <b>COMMENTS &amp; HOW CAN YOU IMPROVE (IF REQUIRED):</b>
1	<b>Outstanding actions and recommendations addressed</b>	Follow up actions from previous reporting period/s CMF return/s addressed and actioned by responsible officer.	<b>Record results here</b>	<b>Record recommendations</b>
2	<b>Daily Rosters comprehensively prepared and maintained.</b>	Roster Officer maintains a proposed roster and produces Daily rosters based on needs of the Command.		
		Roster Officer checks that Daily Rosters are completed correctly by supervisors (on/off times controlled, overtime endorsed, sick leave amendments, changes endorsed etc)		
3	<b>Roster system accurately maintained and reconciled to completed daily rosters.</b>	Roster Officer processes end of fortnight period by Wednesday of each pay week.		
		Roster Officer creates Financial Report and verifies that all overtime, shifts and penalties are correct. Detected errors in payment of overtime are corrected. Detected errors in shifts and penalties are adjusted.		
4	<b>Kronos-SAP check report.</b>	Roster Officer checks Kronos-SAP errors and amends all transactions required.		
		Roster Officer uploads SAP.text file and prints receipt for record and auditing purposes.		

		Report Period = Month/Year		
		Responsible Officer: (name)		
5	<b>Annual Leave roster maintained.</b>	Roster Officer ensures that a projected annual leave roster is completed by all staff within the Command/unit by August/September for the forthcoming year.		

<b>Supervisor</b>		Date Reviewed:
Do you as the supervisor agree with the results provided in this report?		
Do you as the supervisor agree with the comments/recommendations provided in this report?		
<b>Comment</b>		

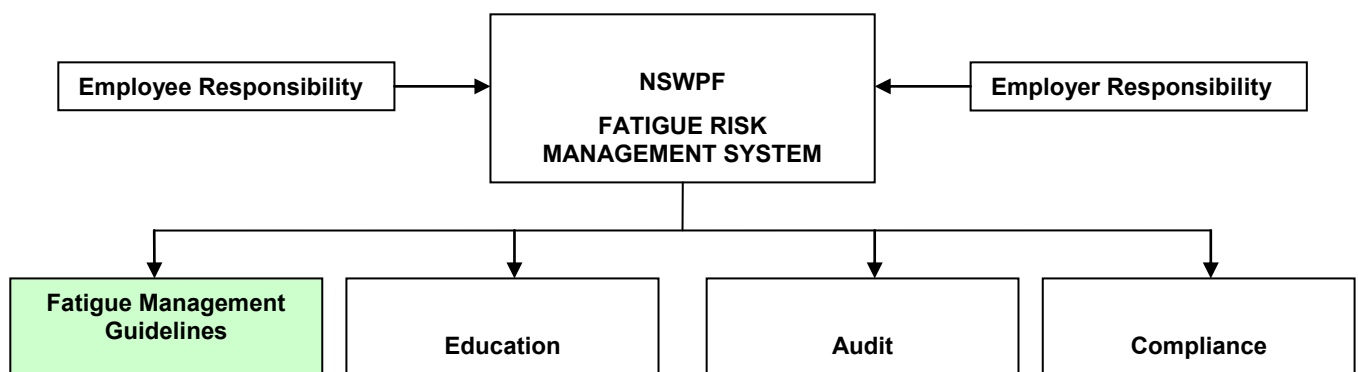
<b>Second Level Supervisor if applicable (ie.Senior Assessor/Team Leader)</b>		Date Reviewed:
Do you as the supervisor agree with the results provided in this report?		
Do you as the supervisor agree with the comments/recommendations provided in this report?		
<b>Comment</b>		

## Appendix 4 - Fatigue

### Fatigue Risk Management System (FRMS)

The New South Wales Police Force (NSWPF) Fatigue Management Guidelines describe the requirements of the organisation's Fatigue Risk Management System (FRMS). Subsequently, the FRMS forms part of the overall NSWPF Safety Management System. These guidelines are aligned to the NSWPF Safety Policy Statement that advocates the principle of fit for duty without excessive fatigue.





These guidelines apply to NSW Police Force employees who work to rosters, however, the intent and principles of these guidelines should be applied to all employees. These guidelines apply to work arrangements including flexible rostering, default rostering, on call requirements, recall to duty, overtime and user pays arrangements. Persons developing and managing rosters must apply these. The responsibilities and procedures referred to in this document must be adhered to as a condition of employment within the NSW Police Force.

## Legislative Responsibility

### Employers

Section 8 of the Work Health Safety Act 2011, states that employers have a duty to ensure the health safety and welfare of all employees and other people in the workplace. This involves the provision of safe systems of work such as rosters and task schedules; and to provide adequate information, training and supervision to employees and welfare facilities. In addition, employers must identify hazards in the workplace that could cause fatigue, assess the risk and respond by eliminating the risk or reducing the risk as low as reasonable practicable, via controls.

### Employees

Section 20 of the OHS Act 2000 No 40, states that employees have a duty to take reasonable care for the health and safety of those in the workplace. An employee must also comply with their employer or other person as far as necessary to enable compliance with any requirement under the act that is imposed in the interests of health safety and welfare. This involves:

- i. Presenting for work fit for duty to undertake the entire shift;
- ii. Participation in education and training;
- iii. Correct utilisation of rest breaks and rest days between shifts to decrease fatigue levels;
- iv. Reporting all hazards relating to shiftwork and extended hours such as reporting to supervisors and managers the extent fatigue is impacting upon their health and wellbeing;

- v. Recognising the symptoms of fatigue in both themselves and in their work colleagues;
- vi. Understanding the impact of fatigue on themselves;
- vii. Understanding the implications of undertaking additional hours such as overtime and user pay duties, and be prudent in the acceptance of additional hours.

## Fatigue Management Strategies

### Strategy 1

#### Roster Scheduling and Planning

##### Rough Roster

The role of the roster officer involves the planning and allocation of resources in advance to meet the requirements of the Command, i.e. roster preparation, publication, data-entry into Kronos and system maintenance. This will include the use of a predetermined roster template which has been approved by the Senior Management Team at the relevant Command which complies with relevant OHS requirements.

During initial development and revision process of the rough roster, in addition to being based upon an approved template as shown below, the roster must adhere to the flexible rostering consolidated guidelines. Any significant move from the approved roster template due to extraordinary operational circumstances must be approved by the Commander or their representative.

##### **Sample Approved Roster Template**

These patterns are part of a wider 6 week cycle.

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
18x12	18x12	RLD	RLD	Rest	Rest	6x12	6x12	RLD	RLD	18x12	18x12	Rest	Rest

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	RLD	6x12	6x12	18x12	RLD	Rest	Rest	RLD	6x12	18x12	18x12	RLD	Rest

Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Rest	RLD	RLD	6x12	14x12	22x8	Rest	Rest	RLD	6x12	18x12	18x12	RLD	Rest

##### Daily Roster

During the current day, any changes to the daily roster may be precipitated due to the fact that operational requirements and/or staffing level changes have meant an alteration is required. Where the operational risk outweighs the fatigue risk, staffing changes should occur and be noted.

In summary, any current daily management of resources should be done with consideration of the flexible rostering parameters and a risk management approach must be utilised.

## Strategy 2

### Flexible Rostering Consolidated Guidelines

The Centre for Sleep Research, University of South Australia, has reviewed the 1995 NSW Police Force Flexible Rostering Parameters/ Guidelines and reported that it was unlikely any rosters consistent with the flexible rostering parameters/ guidelines will produce unreasonable levels of work related fatigue, provided that:

1. Officers are given a reasonable opportunity to obtain a sufficient amount of sleep between work periods; and
2. Actual hours of work are consistent with rostered hours of work.

Rosters should be constructed with consideration of the Flexible Rostering Parameters/ Guidelines.

## Strategy 3

### Roster Fatigue Templates

The following table provides guidance to those constructing rosters regarding roster patterns with generally accepted fatigue levels. The right column indicates the rest days required before further shifts can be undertaken.

CONSECUTIVE DAY							Minimum Days Off Required	Peak FAID Score	Duration at Upper Range
1	2	3	4	5	6	7			
8.5D	8.5D	8.5D	8.5D	8.5D			2	65	
9.5D	9.5D	9.5D	9.5D				2	63	
8.5D	8.5D	8.5D	12.5N				3	78	156m
12.5D	12.5D	12.5D					2	61	
12.5D	12.5D	12.5D		8.5D			2	61	
12.5D	12.5D	12.5D		8.5N			2	71	

12.5D	12.5D	12.5N					3	79	162m
9.5D	9.5D	9.5D	8.5N	8.5N			3	87	103m
12.5D	12.5D	8.5N	8.5N				3	84	92m
12.5D	12.5D			12.5N	12.5N		2	86	142m
12.5D	12.5N	12.5N					4	89	161m
8.5N	8.5N	8.5N	8.5N	8.5N			4	99	152m
12.5D	12.5D	12.5N	8.5N				4	94	132m
12.5D	12.5D	12.5D	12.5N				3	94	181m
12.5D	12.5D	12.5D	8.5N	8.5N			3	95	136m
12.5D	12.5D	12.5N	9.5N				4	96	222m
12.5D	12.5D	12.5N	12.5N				4	104	262m
12.5N	12.5N	12.5N					4	98	196m
12.5D	12.5N	12.5N	12.5N				4	112	301m
12.5N	12.5N	12.5N	12.5N				5	120	325m
12.5D	12.5D	12.5D	12.5N	12.5N			4	114	307m
8.5N	8.5N	8.5N	8.5N	8.5N	8.5N	8.5N	4	113	310m
12.5N	12.5N	12.5N	12.5N	12.5N			5	136	573m
8hr Morning = 7am start 8hr Afternoon = 2pm start 8hr Night= 10pm start			9.5hr Morning = 7am start 9.5hr Afternoon=2pm start 9.5hr Night=10pm start			12hr Morning= 7am start 12hr Night= 7pm start			

Note: Any current daily management of resources should be done with consideration of the flexible rostering parameters. Where adherence to minimum rest days is not possible, a risk management approach must be utilised.

All rosters should be developed with fatigue in mind. Open communication between all parties to identify non-standard hours and to put strategies in place to minimise the red level and increase the green and yellow level. If possible avoid rostering entire teams into a red roster. If it is unavoidable to roster an individual into a red roster then ensure risk management strategies are implemented.