

# Shift Working Proposals

In my last newsletter to members I reported on the continuous improvement programme taking place within Telephony, Card Operations called RISE and how the Bank, at least initially, intended to concentrate on two main areas: Sickness Absence and Shift Patterns.

I have already provided members with advice on their rights and entitlements with regard to Sickness Absence and the Bank has briefed Managers and Team Leaders on the agreed procedures. However, sickness remains an issue. The 2004 Balanced Scorecard Card Operations introduced last month includes measures on staffs sickness record under the heading 'Reliability'. This is contrary to the agreed tenant of Balanced Scorecard and is currently being addressed.

As far as Shift Patterns are concerned the Bank will today begin cascading details of the changes it wants to make. According to the Bank change is required because:

- **many reduced hours staff rarely see their Team Leaders and this has made management and coaching difficult and made it harder to engender a team approach and spirit**
- **it now has 200 different working patterns in operation**
- **there is very little team alignment**

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- **most staff recruited originally on flexible contracts now cannot have their hours 'flexed' because their hours have become fixed, because they have not been flexed for over 6 months. The Bank has told LTU that of 300 such staff only 20 can still be regarded as being on flexible contracts**
- **the current level of mis-match between staff and work volumes has led to massive discrepancies between the work pressures teams are subjected too.**

Over recent months we have worked with the Bank on finding a way forward that provides the sort of flexibility the Bank wants whilst protecting staff who can't or won't change their working hours. I can now advise members that agreement on a way forward, which will be entirely voluntary, has been reached and details are inside this newsletter.

# Shift Patterns Explained

The Bank has told LTU that its aim throughout this review has been to achieve a range of shift patterns, or rather parameters, that best meets business need and the current working arrangements of staff.

**Importantly the Bank realises that for there to be any meaningful change or improvement it must have patterns that staff are willing and able to work. According to the Bank its proposals will have no impact on over 60% of staff.**

Work volumes have been analysed in 15 minute segments in order to assess actual staff numbers required at various times of the day. As a result a range of patterns (parameters) have been proposed. These will not be published until the New Year.

A number of the parameters will also have split shifts which will be worked in weekly rotation.

The '16 week rolling pattern' in Southend and the 'dawn shift' will not be affected.

**Where a member of staff's existing working hours are within a particular shift's parameters they will simply be allotted and managed within that shift and there will be**

**no impact on hours worked. For example, reduced hours staff who currently work between 7am and 1pm could be managed within a shift range of 6am and 2pm, but would continue to work their existing hours.**

Those staff that do not fit automatically into one of the proposed categories will be asked to state a preference for which shift pattern, if any, they would be willing to work.

**Participation is voluntary and staff will be under no obligation to discuss their reasons for not wanting or not being able to change their hours.**

The changes will not come into effect until March at the earliest.

**LTU has again raised the security issue of staff leaving work late in the evening and have made a number of proposals to the Bank. Security arrangements will be explained to staff at each site before staff have to make any decisions.**

Staff who do not get their first 'Preference' will get first refusal as opportunities occur.

**Staff moving onto a new parameter will not move onto a flexible contract. Whatever new hours are agreed will become new fixed contractual hours.**

Any leave booked for 2005 will be honoured regardless of pattern worked.

All new entrants will in future be recruited onto one of the new shift patterns and the Bank will also ensure that all new staff regularly have the flexibility of their working arrangements renewed. This will be done either by regularly changing the hours worked or reminding staff in writing that working hours are subject to change.

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## LTU Advice

**LTU will be fully involved in assessing the new arrangements and whether, and on what basis, any changes or further action is required.**

**However, members requiring advice or assistance at any stage should contact the Union's Advice Team on 01234 262868 and speak with a full time official for independent, professional advice.**

**NICK HOLT**  
Assistant General Secretary

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