

C-DESK TECHNOLOGY CREATING EXCITING NEW SHIFT OPERATIONS



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Overview

Shift working is ubiquitous in every sphere of life.

Starting from students working in bars and restaurants, Saturday jobs, there can't be many people that haven't worked shifts at some point in their lives. Shift working continually makes everyone's life safer and more interesting.

The amenities expected by the society in which we live include the ability to live and work 24-hours a day. This is in such fields as transport, power, shopping, health care, manufacturing, telecoms, security, entertainment, Care, TV. It is a shorter list of those areas of society which do not offer a 24 hour service, such as Taxation, education, the 'high street', legal, corporate offices, construction, museums, local stock markets.

A 24hr service can only be provided by shift workers, who by definition work shifts and would like to know what shifts they will be working for the next year, as a minimum.

Some shift working is being made redundant by using the Internet to run a 24hr operation by having workers distributed around the globe. From automated power stations, to satellite control rooms, surgery and everything in-between, they can all work in daylight hours but provide a night service. Maybe we will have robots serving drinks, repairing roads, driving taxis and lorries, preparing food, but until then we are stuck with shifts. So this booklet covers the main inputs to setting up an efficient shift operation with a very good work/life balance. Regular monthly holidays, lots more days off, higher earnings, are all features we build into our shift patterns.

If we look into the future when we have space travel and a moon base, what will be the ideal shifts for the travellers and the moon colonists?

Products

Consultancy Service

The most efficient shift operations have to be created by experts in the field as they will always be unique to the organisation. Production, Call Centre, Control Room, Services, Utilities, Security, Emergency Services, all have their own specific requirements. No two are alike, and they are sufficiently different so they can't use a copy.

Shift Allowance

All shift workers expect a Shift Allowance and there are 5 common methods of calculating the right shift allowance for any shift operation. You choose whichever you feel is the best one for your particular set of shifts.

Operations Research

We create models of your operation that can be used to test out different solutions for both the current operation and future operations. We overlay the workload onto the shift pattern and test for failures.

Holiday Management

Holidays are the bane of all Managers, there are so many and too little time to fit them in. If you can't introduce HISP then there are 11 other methods of coping with holidays.

Creating Shift Patterns

Every shift operation needs its own shift pattern. We create the right set of shifts for the job and then put them into a repeating pattern that matches the workload. In practice, few loads are flat needing the same number of people 24hrs a day and 365 days of the year. Most 24/365 flat shift patterns are inefficient and do not match the actual

Help & Advice

Having set up many shift operations in every sphere of human activity, we are ideally placed to offer advice on how you can set a new operation.

Absence Management

Short notice, or no notice, absences need special procedures to mitigate their effects. We set up the appropriate procedures from a selection of 12 different solutions. Usually a multi-layered set of solutions to deal with all types of absence

Workload Analysis

We take your workload data and set up an analysis for the last year, or 10 years. This is to determine how many people with the right skills do you need at all times. This tells us how many people you need to employ, with what skills. It tells us if your operation is currently working well, or is inefficient and providing a poor service, then how to fix it.

VisualrotaX Software

Unique software designed to create efficient shift operations. It is used to test out solutions for current and future workloads. It is used to determine if the most appropriate shift pattern meets the employment contract and any employment laws, and if it doesn't, why not and what is needed to ensure it is compliant.

Products

Videos on shift Operations

With a thousand videos on 100 important topics we have the largest library of work related videos in the world. Our library covers everything from the European Working Time Directive to Golden Days to the pros and cons of using Continental Shifts.

Shift Patterns *'Off the shelf'*

We have 300 standard shift patterns, ranging from 'office hours' to full 24/365. These are available in Excel for immediate use. They include Holiday Excluded and Holiday Included shift patterns using 8hr, 12hr and mixed 8hr & 12hr shift patterns.

'What if' Scenarios

Have you ever thought of an idea and wanted to try it out? We can take that idea, model it and test it to see if it is viable with the current parameters. Or test it for future parameters. Typical projects are to see if tasks are better inhouse or outsourced, full-time or part-time, spread out in time or concentrated, in series or in parallel

Books on Shift Operations

We have produced the only range of books specifically dealing with shift operations. They cover, in detail, topics ranging from Fatigue to How To Manage Your Shift Pattern: Holidays and Absences. Available on Kindle.

HISP

The most efficient shift operations use Holiday Included Shift Patterns. Once they are in place everyone loves them. Managers because there is no more work for them. Employees because they get a holiday every month. Families because they can plan a year ahead with certainty

Modelling The Operation

We can mathematically model the operation to produce outputs such as: max profit, min cost, max output, min staffing, max efficiency, min lost time, max response, min waiting time, deadlines, time to delivery, capacity, spare time, new operations, if you can think of an objective we can model it.

Training Days

We produce Training Days specific to the needs of an organisation. These range from Workload analysis to Creating a Shift Pattern to the Migration Plan once you are ready to introduce a new operation

Compare & Contrast

We can take any operation and compare it to any other operation to test which is better for your operation. Are EU, UK and US operations similar or completely different? Can you copy your operation in India or France or Mexico? Is a production operation for canned food the same as for frozen food or even tins of paint. All can be stored long term, maybe.

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Products

Fatigue Management

Fatigue and shift working are inextricably linked due to the nature of the hours of work. We have created a unique Fatigue Map that shows how the different elements interact. This enables us to reduce fatigue and mitigate the results of fatigue on the operation.

Green Field Operations

There is nothing so daunting as a blank sheet of paper. Where do we start?

Having set up numerous new facilities, we guide you through the process explaining all the steps and how it all fits together.

Skills Matrix

A rigid hierarchy of skills imposes inefficiencies and poor service levels. Having too many skills can mean master of none. The Skills Matrix sets out the minimum and maximum number and level of skills needed by an organisation for it to be at maximum efficiency.

Questionnaires

Once we set up the shift operation, it is time to consult the workers. We can do this in the form of a questionnaire to see what is important to them so that we can get their buy-in from the start. They often show where and how the current operation can be improved so that they are not repeated.

Terms & Conditions of Employment

"Change before you have to." — Jack Welch

A change in the shift operation will usually mean that something needs changing in the T&C's. We explain all the changes and why they are needed to create a new efficient operation. Most of the T&C's are unchanged, a few will need minor changes and

Cost Benefit Calculation

Once the new operation has been designed, it is time to cost it out and to assess the benefits it will provide. Running the future workload with abstractions gives the cost and the improvements in output and service levels for comparison.

Negotiations

Unions and Staff Representatives are the voice of the employees. They need to know why the change is happening, who it affects and whether it is detrimental to the staff. We can guide the Management Team in their discussions and negotiations as to the important changes that they will experience and their likely reactions.

Banked Hours

Banked Hours are the most cost effective way to manage an operation. They are used to mitigate the effects of: holidays; absence; disasters; daily/weekly/monthly/seasonal/annual fluctuations in workload. They prevent employees being over-worked and being bored. They can be used to give people days off in addition to their holidays. They can be used to reduce sickness absence to ZERO.

Disaster Service Level

Burst mains and grid failures will always happen. We can learn by replaying the disasters and trying out different solutions. If a storm is coming in, is it better to move in anticipation or after the event?

Our Primary Role Is As Consultants In Shift Operations

We provide specialist expert knowledge about every aspect of having an efficient operation. Setting up a new effective, self-contained shift operation is a complex problem that few organisations have experience of. Internal teams are often constrained by a false sense of loyalty to established but inefficient processes. We bring fresh eyes and the very best practices from around the world.

We hit the ground running with our specialist skills so you don't need to train your existing staff in new areas. We set the benchmarks so that you are ahead of your competitors.

We gained our specialist skills by working across multiple industrial and Government organisations for over 30 years on a thousand projects.

We are cost-effective as we are a very short-term cost with no overheads. We can be hired for specific projects with no long-term commitments. We facilitate change, sometimes sensitive sometimes critical, by liaising with all stakeholders to produce outcomes that can be difficult for insiders to handle.

Our data-driven, all encompassing solutions come from diagnosing the problem, creating a treatment plan, negotiating its implementation, whilst allowing managers to continue operating without disruption.

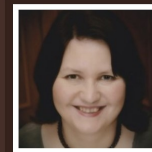
[Alec Jezewski](#)



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[Dr Angela Moore](#)



[Angela is a mathematician with degrees in Maths, Statistics and Operations Management. Angela's passion for creating mathematical models underpins everything we do. Angela likes upholstery, crochet and creating beautiful gardens for Jasper to destroy.](#)

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VisualrotaX Software and Modelling Operations

VisualrotaX is a unique piece of proprietary software and there is nothing else like it. It's designed to:

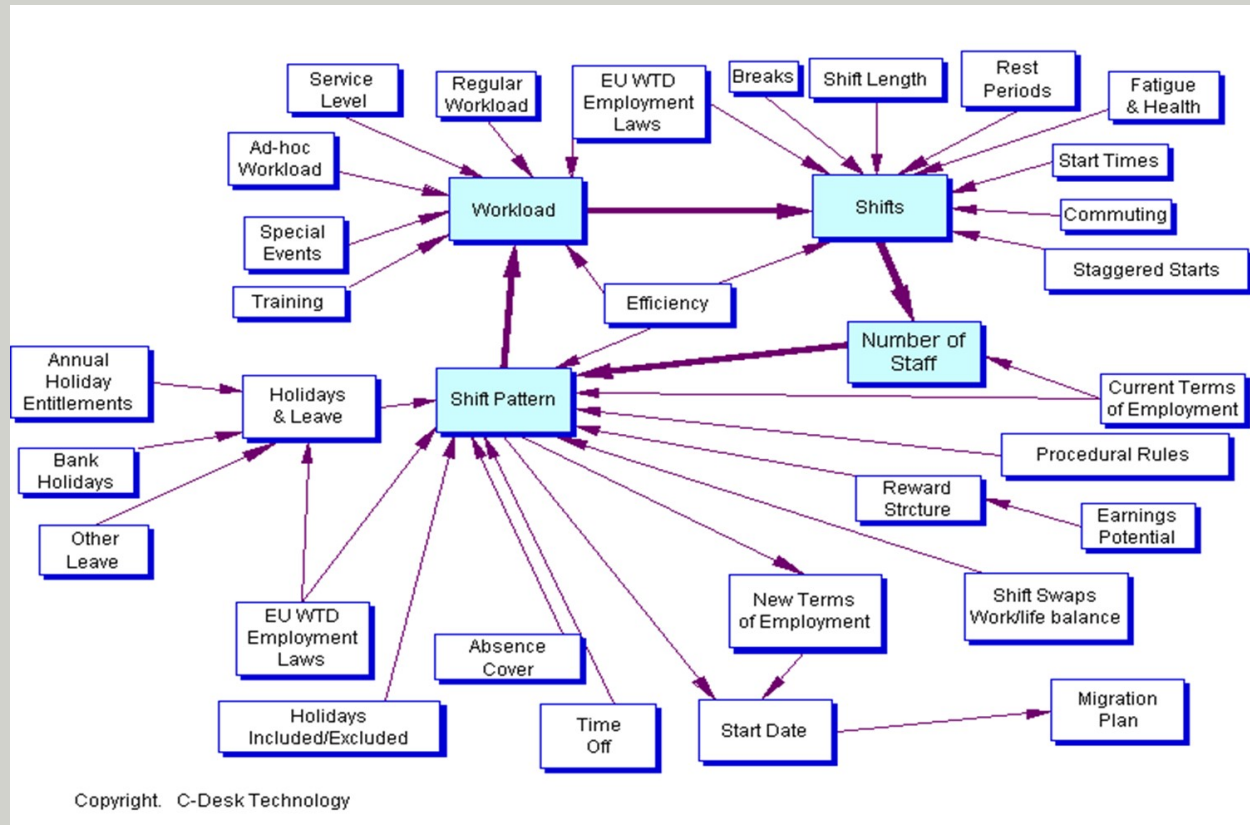
- Create shift patterns
- Create efficient shift operations when they don't have a pattern.
- Create the shift operation for a Calendar Year on one sheet for all your shift employees.
- Test the operation by overlaying the workload, deadlines and one-off events.
- Include all their holidays and mitigate the effects.
- Test for absences and design solutions
- Look at 10 years of shift operations
- Run the operations on a day-by-day basis
- Keep a count of used and unused holidays
- Keep a count of all parameters: working hours, Banked Hours, overtime hours, sick days, and lots more.

We set up models to test the operation for failure modes so that we can set up solutions. These are statistical models based on past data as well as future data when it exists. We look at why and when you were overwhelmed, or underwhelmed, to test the current operation and see if it would work or collapse under the future workloads.

We examine if it failed, or not, under pressures from holidays, absences, skill shortages, numbers on duty, too much work, workload concentrations, internal policies, external policies, timetables and deadlines, mechanical or computer failures, suppliers, seasonal or hourly/daily/weekly/monthly factors, location of employees, fatigue,

We will break the project down in finite elements of manageable size, set up best practice solutions, and rebuild the elements into a whole, flexible, operation. This methodology enables the work to be iterative so that feedback and testing can make swift adjustments. It enables faster delivery times, adaptability to changing circumstances, improved satisfaction and higher efficiencies.

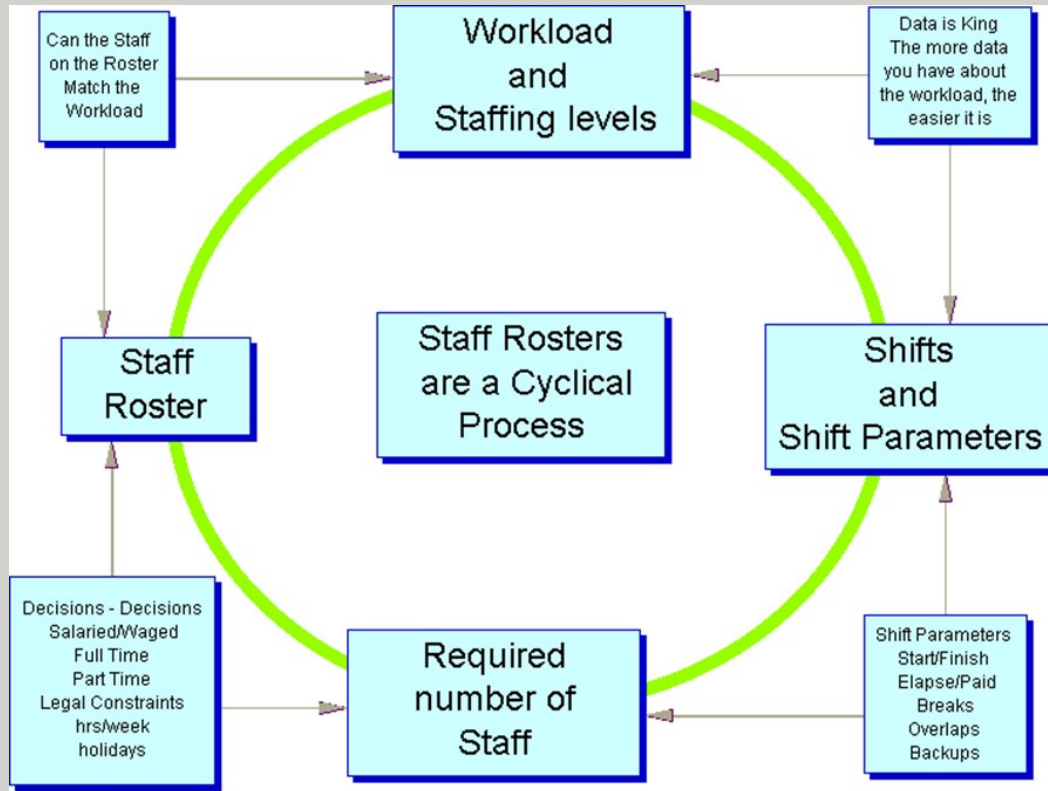
Creating A New Shift Operation: Parameters We Need To Include



We start with the workload, then we create the most appropriate shifts. This tells us how many staff to employ with what skills. We can then set up the shift pattern and finally test if it can match the workload requirement.

If we start with the shift pattern, it often leads to problems with the other three main parameters and with holiday and absence management

Creating A New Shift Operation: The process is cyclical and we go round the cycle several times.



Designing a shift operation typically has 3 starting points: the workload is the easiest starting point; the number of staff is much harder as a starting point; the hardest starting point is from a budget.

Creating New Shift Operations: Managing Holidays



12 Ways of managing holidays.

Holidays Included Shift Patterns give the best holidays

Why You Need To Manage Holidays

Holidays are a legal requirement

There are a lot of holidays to fit in, and a year is a very short time

Holidays need to be included in the budget and sufficient resources need to be available

We need to ensure that holidays do not disrupt the operation

Management has more productive things to do than organise the operation around the staff's personal lives

Creating New Shift Operations: Annualised Hours

Annualised Hours: A Smarter Approach to Workforce Planning

For an effective annualised hours system, calculations must be based on a consistent timeframe—one year—and measured in a single unit: hours. Using an annual framework accounts for seasonal variations, scheduled shutdowns, and legally mandated holidays. Hours provide the clearest measurement, ensuring compatibility across all shift patterns, unlike days or shifts, which can be interpreted differently, especially with varying shift lengths.

At the heart of any shift operation is workload—it dictates staffing needs and drives efficiency.

Matching workload accurately not only optimises operations but also leads to cost savings. Since contract hours are typically defined in weekly terms, converting them into an annual total ensures consistency in planning.

Absences occur unpredictably, but tracking them over a year helps smooth out seasonal fluctuations caused by illnesses or events. Holidays must also be considered annually, as employees may save their time off for extended trips, honeymoons, or significant personal events.

Training, too, is best organized over a yearly cycle. Some courses require updates and follow-ups, making an annual framework ideal for budgeting and professional development. By incorporating all these factors, businesses can create a well-structured annualised hours system, improving efficiency and ensuring smooth workforce management.

For Annualised Hours everything must be calculated over the same timeframe (one year) and in the same units (hours). The reason for using an annual timeframe is that it takes into account seasonal variations, shutdowns and holidays are legally done over a year. Hours are the simplest unit to use and can be applied to all shift patterns and operations. Other units like shifts or days are more subject to interpretation. This is especially true when working different length shifts.

The workload is the most important part of any shift pattern or operation. It is the reason for employing people. If you can match the workload then you can save money and make a more efficient operation.

The contract hours are normally given in weeks so these need to be converted into hours per year.

Absences, are random and having them over the year helps even out seasonal variations caused by flu and events.

Holidays have to be done over the year, some people will save up their holidays for one big holiday if they are traveling a long way, have a honeymoon or that trip of a lifetime they have been planning.

Training is best organised over a year, some training requires updates and follow up sessions.

Planning and incorporating the training over the year will help with budgeting the ensuring that people are given every opportunity to advance.

All of these things go into creating a good annualised hours operation. Good business practices and help manage your budget.

The reason it is easiest to use a year in creating a new shift operation is because:

- Budgets are set for a year
- Holidays are based on a year
- It covers seasonal variations
- Rectification of hours worked and paid at end of year
- Christmas—1 per year
- Summer 1 per year
- Annual bonuses
- Pay rises

Annualised Hours is simply how many contracted hours a person will work in a year



Creating New Shift Operations: Holiday Management

Typical rules to managing holidays

The Importance of a Holiday Management Plan

A well-structured holiday management plan is essential for both management and employees. For managers, it significantly reduces the burden of overseeing holiday requests, helping to balance workloads and deadlines more efficiently. By planning ahead, they can ensure that operations continue smoothly without last-minute disruptions.

For employees, a holiday management plan simplifies the booking process, making it easier for them to secure their preferred holiday dates. It promotes fairness by ensuring that holiday requests are handled transparently and equitably, increasing job satisfaction and work-life balance. The core purpose of this plan is to set clear guidelines and timeframes, outlining what managers and employees need to do. By establishing a structured approach, organizations can ensure that holidays are planned fairly, preventing conflicts and making the process stress-free for everyone involved.

The holidays can be booked on a first come, first served principle

Holiday Year is the calendar year 1st January to 31st December

All holidays must be booked in hours

Holidays must be in complete shifts

All of the holiday must be requested including rest days

Shift swaps are allowed

Carry over of holiday is not allowed, all staff responsible for ensuring that it is possible to take all their holidays

Staff must ensure that they do not exceed their holiday entitlement



Date	What is expected from the staff	What the Manager will do
1 st Monday October	First-come first-served applications for 2 week holidays in the Summer period	Insert holidays into the rota and confirm
2 nd Friday October	Initial Closing date of Summer Holiday applications	Insert holidays into rota
3 rd Monday October	Check your Summer Schedule	Initial Summer Shift Pattern issued
31 st October	Official Closing date for 2 week holidays in Summer	All holidays will be confirmed and clashes resolved
1 st November	Additional summer holidays (min 1 week) may be booked and holiday slots extended, resources permitting. Official Closing date for Summer Holidays	
3 rd Monday November	All staff may book a further 16 day break (2nd Choice holiday) at another time of the year (outside the summer period)	
31 st November	Only single days can now be booked in the Summer period with one weeks' notice	Official Summer Shift Pattern Issued.
1 st December	Closing Date for 2 nd long break	Insert holidays into the rota and confirm
2 nd Monday December	Holidays outside of the Summer can now be booked in accordance with the holiday booking rules Shift Swaps can now be requested for next year	Official Shift Pattern for next year Issued.
1 st June	Start of Summer Period	
1 st July		Announce next year's Bank Holiday dates and qualifying weeks.
14 th September	End of Summer Period	
All year	Holidays can only be booked if there are sufficient hours in the pot or by special permission by the Manager.	

This tells everyone what is expected of them and when including the manager. This also vastly reduces the workload on the manager and allows them to do the holiday organisation well in advance

Creating New Shift Operations: Fatigue in Shift Work

The Hidden Price of Workplace Fatigue

Fatigue isn't just about feeling tired—it's a **major productivity killer** that costs businesses **billions** every year. Here's why managing fatigue is **critical** for both employees and employers:

Financial Impact

Fatigue-related productivity losses cost employers **\$136 billion annually** in the U.S. (www.nsc.org)

Workplace fatigue costs businesses up to **\$3,100 per employee** due to lost efficiency. (bodytrak.co)

Safety & Accident Risks

Fatigued workers are **3 times more likely** to be involved in a car crash. (ergonomictrends.com)

Fatigue contributes to **20% of major road accidents** and costs the UK **£115–£240 million per year** in workplace accidents. (www.hse.gov.uk)

Productivity & Health Decline

69% of workers report feeling fatigued at work, leading to **reduced focus and efficiency**. (ergonomictrends.com)

Chronic sleep deprivation increases risks of **depression, obesity, and cardiovascular disease**. (www.nsc.org)

97% of workers face at least one fatigue-related risk factor, affecting overall performance. (bodytrak.co)

Solutions for Managing Fatigue

Optimised shift schedules to reduce sleep disruption.

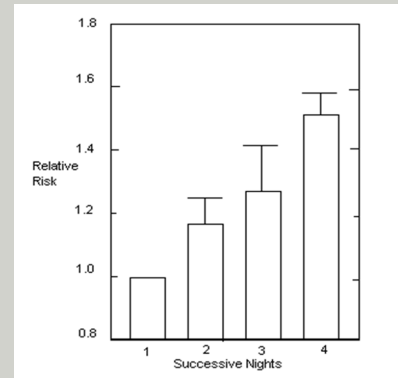
Fatigue awareness training for employees and managers.

Workplace wellness programs to improve sleep, nutrition, and recovery.

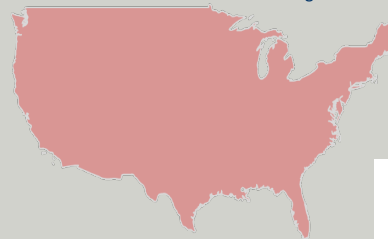
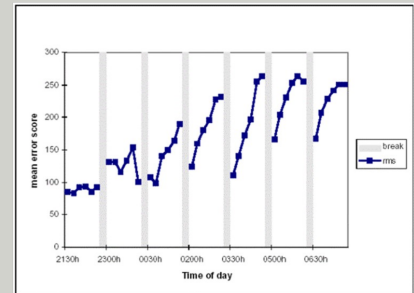
Fatigue isn't just an individual problem—it's a **business-wide issue** that affects **safety, efficiency, and profitability**. Investing in **better shift management and fatigue prevention** can lead to **healthier employees and stronger business performance**.

Fatigue isn't just about feeling sleepy—it's a **serious issue** that can impact **work performance, safety, and overall health**.

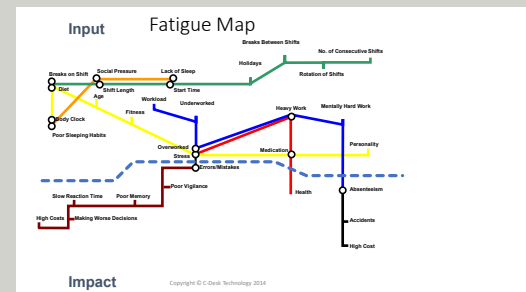
The effects of working consecutive Nights.
The higher the bar the greater the fatigue.



The effects of 15min breaks on the Night shift at 90-120min intervals. The dots are the fatigue level.



The inputs to fatigue and the outputs of fatigue



Creating New Shift Operations: Absence Management

Absence management refers to the structured approach that organisations use to **track, manage, and minimise workplace absences** while ensuring business continuity. It covers everything from **Sick Leave, Authorised Leave, unexpected absences, and contingency planning** to maintain productivity and employee well-being.

You need to anticipate absence, not react to it. Every company will have sickness and other absences, and they are very disruptive as most will be at short notice. Therefore, you need to actively plan for all eventualities. This means that you need to redefine your absence reporting policies to benefit the cover arrangements and allow time to bring in cover with minimal disruption.

Absence rules need to be **consistent and clearly communicated**. Absence management supports **business continuity** so you need to have a way of bringing in extra people when needed. Banked Hours, cover shifts or on-call are all excellent ways to bringing people in at short notice.

Sometimes, you will have an imbalance between staffing levels and workload, in these instances it's important to have a secondary job available if you are over staffed. If you are understaffed then you may need to move the work.

Types of Leave

- Sickness
 - Planned
 - Minor ailment
 - Major illness
 - Mental illness
 - Recurring chronic disease
 - Accident
 - Isolation
 - Medical appointment
 - Sent home
 - Sickness converted to holidays
 - Holiday/vacation
 - Goose Fair Leave
 - Chairman's Day
 - Statutory Holidays
 - Buying extra Leave Days
 - Privilege holidays
 - Rollover
 - Domestic crisis
 - Internal Hearings
 - Interviews
 - Jury Duty
 - Magistrate/public office duties
 - Maternity/adoptive Leave
 - Parental Leave
 - Paternity
 - Secondment to another area/department
 - Study Leave
 - Time Off In Lieu
 - Trade Union duties
 - Voluntary Work
 - Military duties
 - Witness in court
 - Weather & Transport – Rail/bus/tube strike/flooding/snow
 - Carer's Leave
 - Compassionate/bereavement
 - Retirement
 - Down-sizing/redundancy
 - Dismissal/disciplinary
 - Promotion
 - Training
 - Standing for public office
 - Garden Leave
 - Flexible working
 - Working Time Directive instructions
 - WTD Excessive hours
 - Driving constraints
 - Fire Officer/First Aid/ H&S Officer duties
 - Job sharing
 - Sent home – no work
- Ad-hoc work
- Compensating rest
- Personal Days
- Company presentation, promotional event, or marketing event
- Furlough
- Self-isolation
- Contaminate of products
- Power cut or unsafe working environment
- Unauthorised absence
 - tardiness
 - AWOL (Absent Without Leave)
 - Unapproved Extended Leave
- Unpaid Leave
 - Sabbatical
 - Leavers
- Unusual
 - Home moving day
 - Pawternity leave
 - Menstruation Leave
 - Marriage Leave
 - Christmas shopping
 - Maundy Thursday



Creating New Shift Operations: Migration Plan

Once a shift pattern has been selected the next stage is to create a migration plan.

The key parameter of a Migration Plan is the start date and time of the new shift pattern. Thereafter, there are a number of detailed calculations that are required and personal details of the working history of the staff.

Starting Date

A key question always asked is; 'is there a best time to start a new shift pattern?' The answer is that whichever day is selected, the process is very similar. You can start a new shift pattern whenever you want. All you have to do is some calculations and a migration plan, to move people, from one shift pattern to another.

When starting a new shift pattern, we always recommend that the best time to start it is during the week and start it on a Day shift. That way if anything goes wrong then there is someone in authority to deal with the problem. The most common being that people forget and turn up to the wrong shift. This is counterintuitive, most people like to start a shift pattern in line with something else e.g. start of a week or year. At the week-ends and particularly at the start of the year, management is not around. This means that no one in authority is around to remind people, "tomorrow we change shifts" etc. It is also not uncommon to start with the Early shift at 6am. Again if management doesn't turn up till 9am then someone needs to be there to deal with any problems.

Training Days & Workshops

CDT01- How to Create The Perfect Shift Pattern

Introduction to Shift Pattern Design
Workload Analysis
Converting Workload into a Shift Pattern
Basic Shift Patterns
Design Checklist

CDT02- How To Manage Your Shift Pattern

Introduction to Running a Shift Pattern
Holiday Management
Absence Management
Bank (Reserved) Hours Management
Fatigue and Shift Working
How to Include Training
Terms and Conditions of Employment

CDT03- How To Implement Your New Shift Pattern

Negotiations with Staff
Timetables
Reward Structure
Migration Planning
Task List

CDT04- Workload Analysis

Hourly staffing levels
Shift start and finish times
Break times and durations
Number of staff to employ in each skills group
Seasonal variations
Convert workloads into shifts

CDT05- Operational Research

Queuing Theory
Forecasting
Workload Management
Sequences & Schedules
Modelling



Managing Shift Patterns Workshop

Training is essential for a business to improve employee performance, boost productivity by up to , and increase profit margins, with trained teams often operating more profitably. It reduces turnover by by fostering employee engagement and career growth. Furthermore, it ensures compliance with regulations, fosters innovation, and keeps the company competitive.

Improved Job Performance and Productivity: Training ensures employees understand their responsibilities, reducing errors and enhancing efficiency. It bridges skill gaps, allowing staff to use new technology and techniques.

Increased Retention and Motivation: Investing in training demonstrates a commitment to employee growth, which boosts morale and loyalty. 76% of employees are more likely to stay with a company that offers continuous training.

Higher Profitability and Competitive Advantage: A well-trained workforce is more innovative and capable of adapting to market changes. Companies with effective training have higher profitability.

Better Customer Service: Well-trained employees are more confident and equipped to handle customer needs, leading to increased customer loyalty and satisfaction.

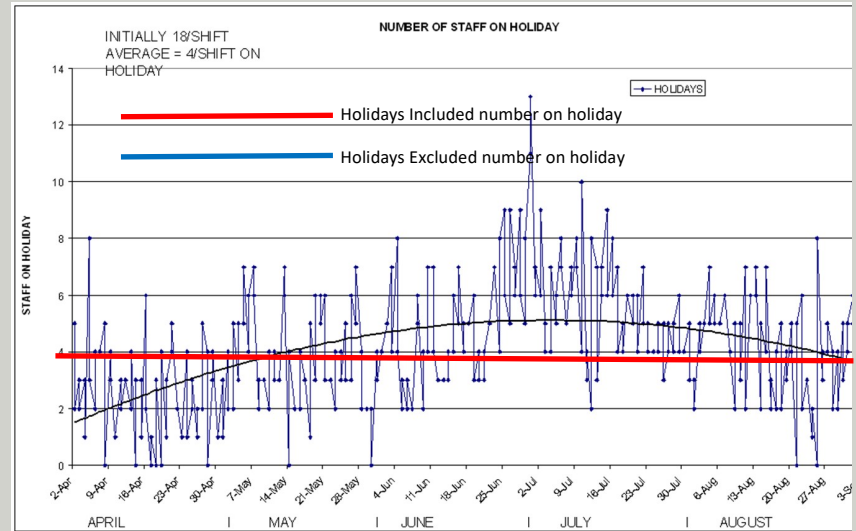
Compliance and Safety: Training ensures that employees are aware of legal requirements, safety procedures, and industry standards, reducing liability.

In summary, training transforms the workforce into a more skilled, engaged, and efficient team, which directly translates to improved business growth and success.

Creating New Shift Operations: Holiday Included Shift Pattern

Pros

- Very private
- Very low administration required
- Little or no maintenance of holiday planning
- Staff like the regularity of the holiday times
- Staff like the frequency of the holiday times
- Efficient staffing – minimum cost solution
- 'Best practice' policies across the whole company
- Staff look after the shift pattern.
- Staff come with 'solutions' not problems
- Many more whole weeks off compared with holiday entitlements.
- Easy arrangement of giving all staff 2 weeks break every Summer
- All holidays are contained within each year with no rollover
- Minimises unpopular shifts at Night and Weekends
- Correct calculations of Shift Allowances
- Easy to follow rules about exchanging holidays and shifts
- New staff treated equally
- 'Guaranteed' holiday dates
- 'Guaranteed' good quality time off
- Less administration time spent by managers
- More focussed on business requirements
- Easy to transfer staff across departments
- Easy to see whether the department is under or over staffed
- Easy to predict the amount of multi-skilled staff on each shift
- Easy to have Team Training days



When it comes to designing shift patterns, holidays are a major issue. All of the shift workers will want a holiday, every year and what is worse they will all want them at the same time. There are two ways to deal with holidays; you can either use a Holidays Included Pattern or a Holidays Excluded Pattern.

A Holidays Included Pattern is one where all of the staff have their holidays incorporated into the shift pattern at the start of the year. Now, to a lot of people this does not seem to be a good idea when they first hear it. To have no say in when they can have their holiday is like taking away their freedom. But this is not the case. The holidays are spread evenly throughout the year and ensure that everybody gets good quality time off with no favouritism. Once you have experienced a Holidays Included Shift Pattern you will never want anything else.

Working Time Regulations: How to Follow Them

'An employer is required to take all reasonable steps to ensure that workers do not work more than an average of 48 hours a week over a 17-week period. This averaging period may be extended in certain circumstances.'

'A worker is entitled to a rest period of 11 consecutive hours between each working day.'

'A worker is entitled to an uninterrupted break of 20 minutes when daily working time is more than six hours. It should be a break in working time and should not be taken either at the start, or at the end, of a working day. It should not overlap with worker's daily rest period.'

'An employer is required to take all reasonable steps to ensure that the 'normal' hours of the night workers do not exceed an average of eight hours for each 24 hours over a 17-week period. The averaging period may be extended in certain circumstances.'

'A worker is entitled to an uninterrupted rest period of not less than 24 hours in each 7-day period. This may be averaged over a two-week period, i.e. a worker is entitled to two days' rest over a fortnight. (This is a separate entitlement to the daily rest and should be taken consecutively. This rest is also to be additional to any paid annual leave to which a worker may be entitled to under Regulations.)'

'A worker is entitled to at least 5.6 weeks' paid leave each year.'

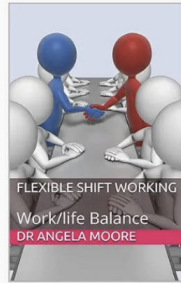
These are the UK Working Time Regulations that are primary inputs into creating a shift operation. There is a lot more in the regulations that come into play during the creation, just as free health checks for Night workers, but these are the main ones.

Every country has their own equivalent of the law on employing people to work shifts which results in the shift operation being unique to the country and are not easily transferable.

Books About Making Shift Operations Efficient. Available on Kindle



All about finding out how many people to employ.



Flexible working that gives employees a great work/life balance.



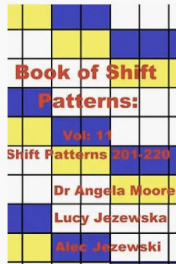
No more holiday problems and all employees love it.



Banked Hours, a powerful tool for managing unexpected events



How To Manage Your Shift Pattern: CDT02 Seminar



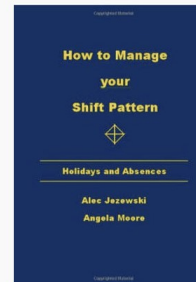
300 shift patterns in 15 volumes



Explains about Fatigue and shift work and how to mitigate it.



All about removing problems caused by absence.



An essential management reference book that no manager should be without.

A series of books covering the most common problems encountered in shift operations.

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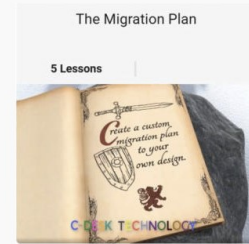
7 Lessons Emergency Cover Rota
What to do if everyone is off sick.



9 Lessons Welcome to Staff Scheduling
Staff scheduling made easy



4 Lessons Most Popular Shift Patterns
A few of the most popular shift patterns.



5 Lessons
The Migration Plan
We all need to set up a Migration Plan to move workers to a new operation.



How to swing the move to Holidays Included Shift Patterns



How to use Erlang C for your call centre



Explaining how to use VisualrotaX



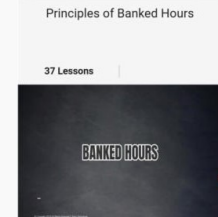
CDT Private Course
114 Lessons
We set up private courses for our clients from over 1,000 videos



How to give everyone the holidays they want.



Managing Shift Operations
The basics of how to run a shift operation.



Principles of Banked Hours
37 Lessons
Banked Hours, sometimes known as 'Reserved Hours' is a powerful tool for managing unexpected events