Annual Leave Planning Workshop
NSW Health

Facilitator Guide

Contents

What is the Rostering Capability Framework?

The Rostering Capability Framework (RCF) is a range of initiatives that will help build NSW Health's ongoing capability in rostering and ensure sustainability in practice, in order to achieve the outcomes outlined in the *NSW Health Rostering Strategy 2017-2022*.

A key component of the RCF is the development of high quality rostering capability which will be embedded as a fundamental skill for all managers across NSW Health.

Active participation in the RCF will contribute towards achievement of the strategy.

What is your role in the Rostering Capability Framework?

The Rostering Capability Framework has been designed to be a sustainable solution to continually improve the quality of rosters across the state. To achieve this, it is important experienced rosterers share their knowledge and skills with those who are developing these.

Your role is to guide participants to gain knowledge and apply this knowledge in practical ways that replicate what they will be required to do in their roles.

It is important you continually gauge participant's capability to ensure you are targeting learning activities at the appropriate level.

What resources will you require?

Participant Workbooks

Annual Leave Planners (one for every four participants and a few spares)

Draft Annual Leave Planners (one for every four participants and a few spares)

Annual Leave Planning Cards (one pack for every four participants)

Write on wipe off pens

Pencils

Erasers

Who will your participants be?

This workshop will be undertaken by staff across the organisation. Typically, they will be new to rostering or will have plans to roster in the future. The majority of participants will have experience in being rostered.

Confidentiality

Throughout the workshop, participants will be asked to share their own experiences and it is important the content of these discussions remains confidential.

At the beginning of the workshop, please remind participants of the importance of confidentiality. It would also be worthwhile reinforcing this each time you commence an activity where participants will be sharing stories.

Pre-work

The RCF has a range of online learning modules available through that should be completed prior to attending the Rostering Capability Framework workshop.

For this workshop, it is strongly recommended that staff complete:

Key Rostering Principles and Concepts

Gathering Resources to Plan Annual Leave

Annual Leave Planning

Managing Excessive Leave

Action Leave Requests

Action Unplanned Leave Requests

Overview of Awards

Myth Busting

Check a Roster

Approve and Publish a Roster

It is important you as the Facilitator have also completed these modules to ensure you are familiar with the content. We also recommend you review the modules prior to facilitating the workshop to refresh your knowledge of the content.

Participants should also have completed their measures of success workbook and should bring along their short and long-term goals for discussion.

Agenda

The below agenda states the duration of each session.

You may like to record the start and finish time for each session to assist you to keep to time.

Start	Finish	Session Title	
		Housekeeping and introductions	20 mins
		Key Rostering Initiatives	10 mins
		Staff Feedback Regarding Rostering	10 mins
		Check a Roster Activity	30 mins
		Reporting to Plan Annual Leave Demonstration	10 mins
		The Annual Leave Cascade	20 mins
		Annual Leave Planning Activity	60 mins
		Scripting	20 mins
		Role Play	30 mins
		Personal Action Plan for Annual Leave Planning Activity	20 mins
		Close	10 mins

Housekeeping and introductions

Session	Instructions	Resources
Housekeeping	Facilities When all participants are in the room, advise them of the location of: • Emergency exits • Amenities • Any kitchen facilities.	Map of facilities (if available)
Session Times	Remind participants that sessions will commence promptly at the times advised in the agenda so it is important they are seated and ready to commence at the stated time. There may be situations where adjustments to times are required. In this instance, it is important you advise participants of this and ensure they are aware of the times they need to return.	
Mobile Phones and Pagers	Ask participants to, where possible, turn mobile devices and pagers to silent to minimise the disruption to other participants. Where these devices need to remain on, request that staff leave the room if there is a need to respond.	
Introductions	Explain your role as Facilitator and your experience as a rosterer. Ask each participant to introduce themselves by stating: • Their name • Their role • Their rostering experience • Their experience in annual leave planning. Conduct a discussion as a group.	

Session	Instructions	Resources
Agenda	Today's workshop will be roughly 3 ½ - 4 hours in duration. To get the most from the experience, it is strongly recommended that you participate in all activities and discussions.	
Learning Outcomes	On completion of today's workshop, participants should be able to:	

Key Rostering Initiatives

Session	Instructions	Resources
Introduction	In this session, we are going to outline how the key rostering initiatives support rosterers to create and maintain effective rosters.	
Rostering Strategy	The Ministry of Health and eHealth are working together to develop the capabilities of rosterers across the state through: • Process improvement • Technological enhancement • Training and Development.	
Current Initiatives	There are currently three key initiatives working to support rostering across the state. Two you would already be familiar with. These are: • Rostering Best Practice • Statewide Rostering Program (HealthRoster). 	
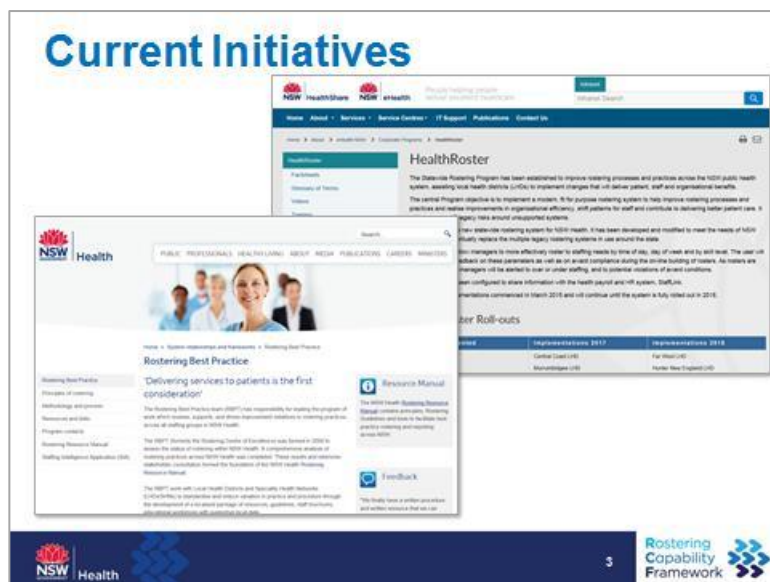
Session	Instructions	Resources
Rostering Best Practice	The Rostering Best Practice Team facilitates best practice rostering across Health Agencies. Key outcomes of the RBP program include: - greater adherence to industrial awards - reduction in existing rostering process variations and inconsistencies - improvement in workforce resource allocation - improvement in visibility of safe working hours and fatigue management.	
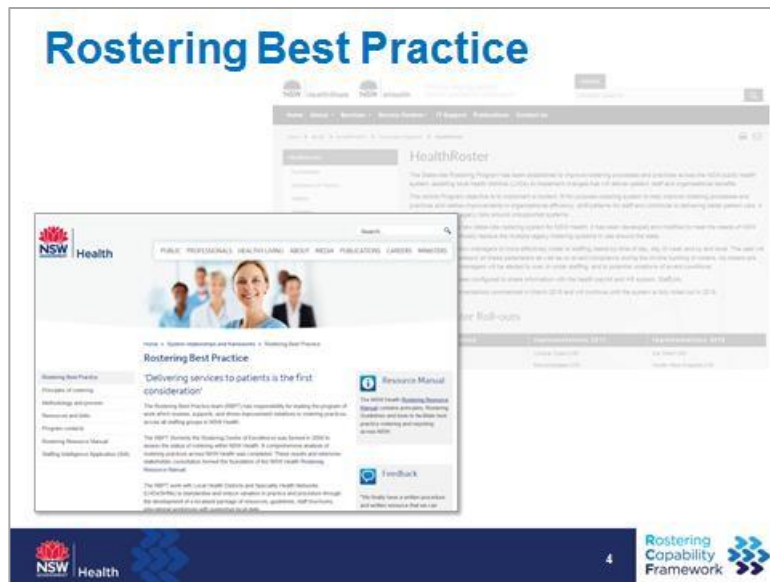
Session	Instructions	Resources

The Statewide Rostering Program has addressed the technical need through development of the HealthRoster system which supports real time roster management and will support short and medium term operational decision making in regards to staffing.

The Rostering Capability Framework will bridge the gap between these initiatives and will support the continued development of rostering capability in years to come.

Participants in this workshop should have completed the ten online learning modules relating to Leave Management available through MyHealth Learning.

Ask participants

Who has completed the online learning modules?

Session	Instructions	Resources
Activity	✍ *What three behavioral changes do you intend implementing following completion of the online learning modules?* _____ _____ _____ _____ _____ _____ Explain that the purpose of today's workshop is to build on the knowledge gained from completion of these modules develop rosterers' capability to transfer this knowledge to the workplace.	
Facilitator note	Make a mental note of any staff who have not completed the online learning modules as there may be gaps in their knowledge that impact on their ability to participate in this workshop.	

Staff Feedback Regarding Rostering

Session	Instructions	Resources
Introduction	In this session, we are going to examine some of the feedback from the Your Say cultural surveys in 2015 and 2013. We will examine the quotes and think about how we would respond to a staff member who made these statements.	
Your Say responses	The Your Say survey is a cultural survey of staff across NSW Health that aims to identify areas where actions can be taken to improve workplace culture. These were responses to the free text field where staff were asked what they would like to improve about their work. **Ask participants** *For each of the quotes displayed, consider how you would respond if the staff member had stated this to you in person.*	

Session	Instructions	Resources
Comments	**Your say** For each of the quotes displayed, consider how you would respond if the staff member had stated this to you in person. NSW Health — Rostering Capability Framework — 6	
	Your say *Rostering. It is openly acknowledged that family and friends get preferential treatment with their shifts. Rostering is used as a form discipline.* NSW Health — Rostering Capability Framework — 8	

Session	Instructions	Resources
Comments		

Your say

Poor rostering is common with nil regard for social lives or family commitments.

NSW Health — 9 — Rostering Capability Framework

Your say

Some of our rostering is exhausting, for example working two night shifts and then returning the next day on a day shift.
Quick shifts are also a problem with fatigue.

NSW Health — 10 — Rostering Capability Framework

Your say

We now have a work place where people cancel their shifts despite being permanent, or demand to turn up at a different time to everyone else or refuse night shift, and take sick leave or have annual leave when the rosters arent what they want. The managers seem to have no control over this behaviour

NSW Health — 11 — Rostering Capability Framework

Session	Instructions	Resources
Comments	**Your say** *More organised and evenly spread out shift work/rotating roster so that my lifestyle and sleeping patterns are more balanced. E.g. Three morning shifts then a two evening shifts.* NSW Health — 12 — Rostering Capability Framework **Your say** *The roster has a huge influence on our lives. It is not just a piece of paper. The skill mix & hours staff can work needs to be taken into consideration when the roster is done. The lateness of the roster also needs to be addressed.* NSW Health — 13 — Rostering Capability Framework **Your say** *The biggest issue within our workforce is the lack of standards with rostering. Rostering for such short periods of time prior to it been released to staff is unfair.* NSW Health — 14 — Rostering Capability Framework	

Session	Instructions	Resources
Comments		

Rostering Best Practice Website

The Rostering Best Practice website contains a range of information and resources to support rosterers to follow best practice principles when rostering.

The website can be viewed by entering the URL below:

http://www.health.nsw.gov.au/Performance/rostering/Pages/default.aspx

You may also locate this by typing "rostering best practice nsw health" into your search engine.

Session	Instructions	Resources
The Principles		

The following overarching rostering principles have been designed to guide the development of appropriate and efficient rosters.

1. Rosters must ensure that there are sufficient and appropriately skilled staff rostered to work, in order to provide appropriate patient care and to meet anticipated service demands.

2. Rosters must conform to relevant regulatory frameworks, including anti-discrimination, work health and safety legislation, industrial awards, and NSW Health and local health district's and specialty health network's policies.

3. Rostering processes should ensure staff are rostered fairly, while still providing appropriate flexibility to facilitate meeting unit staffing needs.

4. Rosters must make appropriate provision for adequate staff supervision, training and clinical handover.

5. The organisation must have appropriate governance structures in place to oversee roster planning, creation, approval, monitoring and reporting.

6. Rostering practices in NSW Health are based on co-operation between rostering managers and staff, in order to promote fairness in rostering and to deliver appropriate care to patients.

| Session	Instructions	Resources
Discussion	**Ask participants**	
	In a perfect world, if the principles were applied consistently at all times, what impact do you think this would have on staff responses?	
	What impact would you expect this to have on patients?	

Checking a Roster

Session	Instructions	Resources
Introduction	In this session, we will review a draft roster to identify if there are any potential issues and to devise a plan to address any identified issues.	**Draft roster**
Activity	1. Divide the large group into teams of approximately 3-4 participants. 2. Issue each team with a draft roster. 3. Ask participants to identify and record any potential issues with the roster. 4. Ask participants to devise a plan to address any identified issues. 5. Reform the large group and discuss, providing feedback as required.	

Reporting to Plan Annual Leave

Session	Instructions	Resources
Introduction	In this session, we will demonstrate how to obtain instructions to generate an excessive leave balance report to determine the outstanding leave balance of staff within a unit.	
Accessing supporting information	StaffLink is the source of truth for payroll related matters and is the point of reference for determining outstanding annual leave balances.	
	A Manager Self Service User Guide is available through StaffLink and can be referred to for instructions on how to generate an outstanding annual leave report for a unit.	

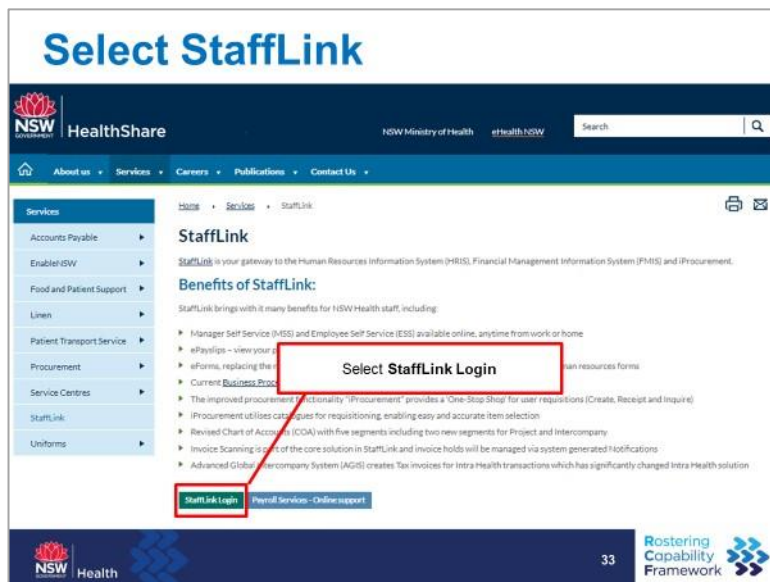| Session	Instructions	Resources

1. Select Excessive Annual Leave Report.
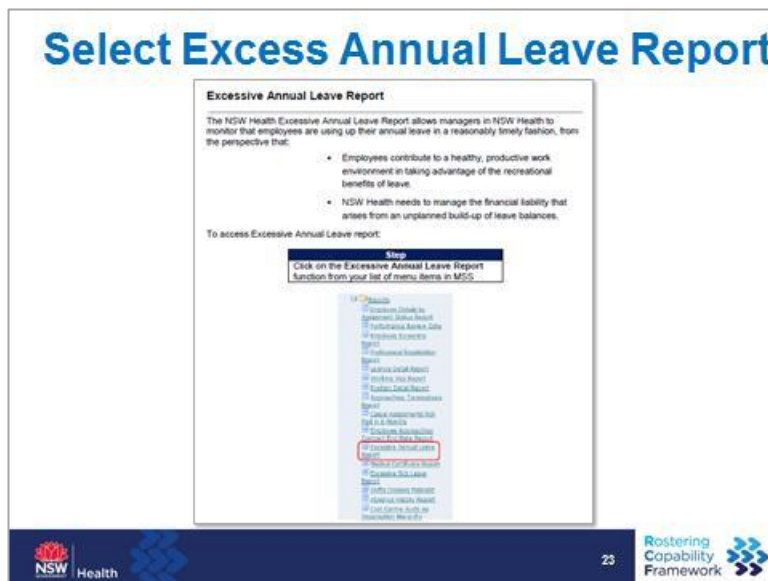
Configuring the excessive leave report

The Excess Annual Leave Report can be configured to meet your needs. The Annual Leave hours limit will default to 304 and can be changed.

The report will display as an excel spreadsheet and will include all staff exceeding the annual leave hours limit set. If you would like to view all staff annual leave balances, you may set the limit to 1 hour.

The Annual Leave Cascade

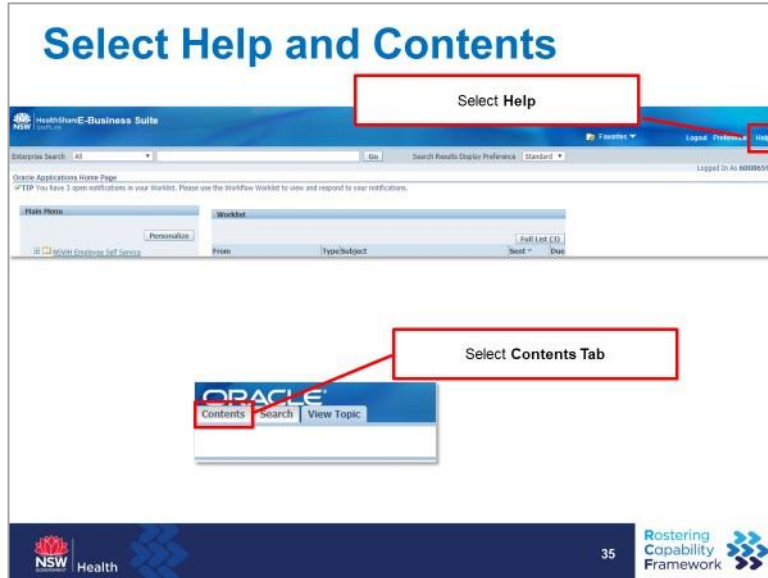| Session	Instructions	Resources
Introduction	In this session, we will consider the potential impact of the annual leave cascade on staff decision when annual leave planning.	
Accessing factsheets	When planning annual leave, it is important staff are aware of how taking leave will impact the pay they receive. 1. To access factsheets explaining the annual leave cascade, log onto StaffLink.	Annual Leave Cascade Factsheets

2. Enter your StaffLink Number and password.
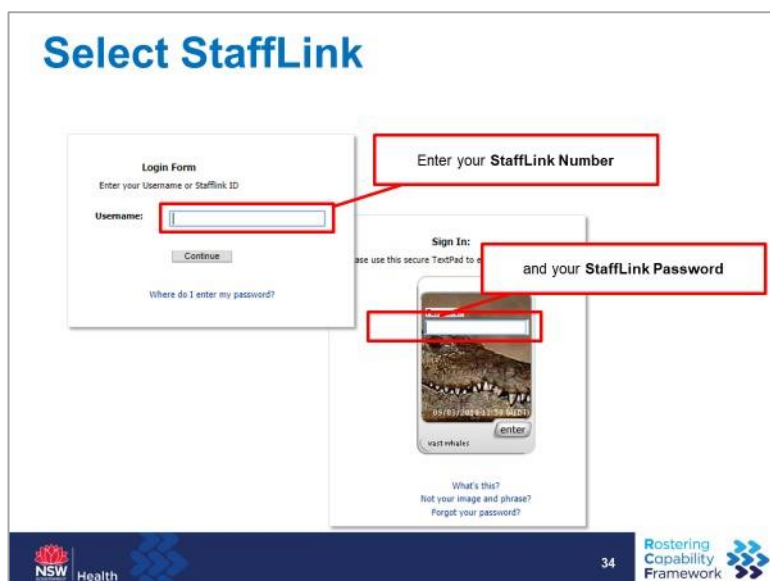
Session	Instructions	Resources

3. Select the Help button in the top right corner.

4. Select the Contents Tab in the top right corner.

5. Scroll down to the Topics menu and select NSW Health Desk Manual Index.
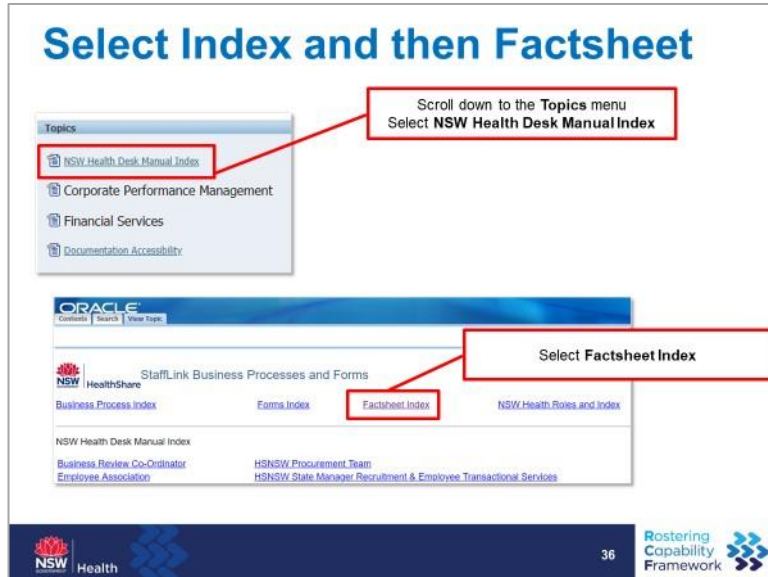
Session	Instructions	Resources

There are two Factsheets relating to the Annual Leave Cascade that
will be of assistance to rosterers and their staff.

These are:

1. Annual Leave Cascade Detailed Fact Sheet

2. Annual Leave Cascade Simplified Fact Sheet

6. Select the relevant Factsheet.

Session	Instructions	Resources

The detailed factsheet is a two page document and provides an overview, explanation and example.

The simplified version details the sequence and provides an example.

Staff can be referred to these factsheets to better understand the annual leave cascade.

Further clarification can also be sought from HR and payroll.

Conduct a brief discussion regarding the different types of leave.

Session	Instructions	Resources
	Ask participants	
	Why is it important staff understand the annual leave cascade?	
	Suggested responses	
	The annual leave cascade has the potential to impact the amount a staff member receives in their pay for the period annual leave is taken. Staff may need to be aware of this prior to taking annual leave as this may affect their decision on when to take leave. Having this understanding in advance will avoid any disappointment or surprise when the payment is made.	
	Ask participants	
	How do you currently discuss the annual leave cascade with your staff?	
	Suggested responses	
	Discuss as a large group and provide feedback as required.	

Annual Leave Planning Activity

Session	Instructions	Resources
Introduction	In this session we are going to participate in an activity to plan annual leave for a fictional unit. If you have brought the resources listed in the invitation, you may complete the activity for your own unit.	
What is annual leave planning?	**Ask participants** *What do we mean when we say annual leave planning?* **Suggested responses** This is the process to: - ensure staff are aware of their responsibility for managing their annual leave - determine the outstanding annual leave balance for all staff by the end of the year being planned - find a mutually agreeable time for staff to take annual leave - liaise with staff who require support to plan annual leave - establish a plan for all staff to take annual leave over a 12 month period while meeting demand for services.	

Session	Instructions	Resources
Why plan?	**Ask participants**	
	Why do we plan annual leave?	
	Suggested responses	
	• To manage fatigue	
	• To provide staff with a period of rest and recreation to return to work feeling refreshed and reinvigorated	
	• To create roster efficiencies	
	• To check skill mix	
	• Allows early oversight of required backfill	
	• Reduce excessive annual leave for fatigue	
	• Assists with budget management for leave	
	• Allows us to see the 'big picture'	
	• Increases the opportunity for equity and fairness	
	• Forces us to think about the future	
	• Provides visibility to all staff & roster managers	
	• Enables us to look toward and end goal and identifies steps to achieving that goal	
	• Identifies issues that may need to be addressed	
	• Enables us to be prepared	
	• Outline what is likely to occur so we can be prepared and adjust if necessary	
	• Planning in advance provides greater options than when left to the 'last minute', allowing us to approach a task in an organised manner which reduces time wastage.	

Session	Instructions	Resources
Discussion	Conduct a brief discussion by asking participants:	

Session	Instructions	Resources
Staff Communication	When commencing the annual leave planning process, it is important to meet with all staff to advise them of their responsibilities for annual leave planning and outline the process and relevant dates to plan annual leave.	

Staff need to be informed of their responsibilities for leave management throughout their employment, from orientation to termination.

Ask participants

How far in advance would you hold the meeting to communicate responsibilities for planning annual leave with staff?

Suggested response

Ideally, eight weeks before leave needs to be planned, to allow staff on leave or absent the same opportunity as others.

This should turn into an embedded culture so that it is almost intuitive to all staff that eight weeks out of every roster year they need to provide the manager with requests.

Session	Instructions	Resources
	Ask participants	
	How do you advise staff of the meeting?	
	Suggested response	
	The response to this may vary. Use this as an opportunity to discuss with the group.	
	It is important staff are made aware of the leave management process from orientation onwards. This responsibility needs become embedded into the culture to reduce the need to meeting with staff each year when this process becomes business as usual.	
Activity set up	1. Divide the large group into smaller mixed ability teams and ask them to sit together.	Draft Annual Leave Planner
	2. Issue staff with a draft annual leave planner and ask them to refer to it as the activity is explained.	Blank Annual Leave Planner
	3. Explain that the activity is detailed in the Participant Workbook.	Non-permanent markers
	4. Advise participants they will be working together to follow a step-by-step process to plan annual leave for a unit.	
	5. Explain each step to so participants understand the resources they have in front of them.	
	6. Read the questions they will be required to complete so they are aware of what they are required to do	
	7. Check all participants understand what they are required to.	
	8. Monitor each team to ensure they are on track and offer support as required.	
	9. Monitor teams and offer support as required.	

Annual Leave Planning Activity

Your task:

In this activity, you will be developing an annual leave planner for a unit.

The instructions here will take you through a suggested process, however; you should check the correct process for your Health Agency.

You will complete this activity as a team and it is important all members contribute to the discussion.

At the conclusion of the activity, you will be asked to state any assumptions you made and detail your decisions, including reasons for the decision – so keep a note of these as you progress!

Important Point:

StaffLink is the source of truth for determining leave balances.

You should refer to the Western NSW LHD Roster Standards, your Manager or your Workforce representative for clarification on your LHD's recommended processes.

The resources displayed here are examples only. You may have access to different resources, or resources that appear in a different format. However; it is how these resources are utilized that is important.

1. Below is a Staff Profile for a fictional nursing unit. It was provided by the Business Manager and the yellow highlighted cell indicates the unit requires an average 1.48 staff to be on leave at once.

2. Convert the total 'FTE on annual leave at once' from weeks to hours by multiplying this by 38 and record this figure in the 'Total FTE on annual leave' row of blank Annual Leave Planner.

1.48 x 38 =

Note: This row has been added to the Rostering Best Practice Annual Leave Planner. Doing this will allow you to use "excel" to perform calculations for you.

3. Access the Blank Annual Leave Planner from the Rostering Best Practice webpage

    http://www.health.nsw.gov.au/Performance/rostering/Pages/resources.aspx

4. Transfer relevant details from the Staff Profile to the Blank Annual Leave Planner, including:

- Staff Names

- Annual Leave Hours p.a.

- Substantive hours

Note: You will need to identify on your resources, the relevant information and ensure it correlates with this tool. This has already been transferred onto the draft annual leave planner.

5. Note the school holidays for NSW. These are noted by pink highlighting in the 'Week commencing' row.

NSW School Holiday Dates 2018

Term 4 2017 School holidays	Saturday, 16 December 2017	Monday, 29 January 2018
Term 1 2018 School holidays	Saturday, 14 April 2018	Monday, 30 April 2018
Term 2 2018 School holidays	Saturday, 7 July 2018	Sunday, 22 July 2018
Term 3 2018 School holidays	Saturday, 29 September 2018	Sunday, 14 October 2018
Term 4 2018 School holidays - Eastern	Saturday, 22 December 2018	Tuesday, 29 January 2019
Term 4 2018 School holidays - Western	Saturday, 22 December 2018	Tuesday, 5 February 2019

6. Mark any fluctuations in demand due to seasonal changes on the Annual Leave Planner. For example, you may require your full complement of staff in winter, but may be able to exceed the FTE on leave at once over Christmas.

    Note: For this activity, we will leave this to you to decide, as this typically varies across units. Please record this in your assumptions.

7. Generate an Excessive Leave Balance report as at the end of the period being planned through StaffLink and record this information in **Leave Balance at end of 2018 (incl accrued, p'hol, extra).**

   Note: For this activity, we have recorded this information for you.

Month	Contracted hours	September				October					November				December					Current annual leave balance including extra leave and public holiday leave	Estimate of Annual Leave Hours p.a.	Planned Annual Leave 2018 (hours)	Annual leave balance at end of 2018 (hours)	Balance at end 2018 (days)	Equiv number of weeks required to exhaust leave
Week Commencing		10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31						
Total FTE on annual leave																								
Jenny SUNSBURY	24				24	24											24		23.46	36.00	120	5.46	0.72	0.23
Jacinta TYMOC	30																		46.53	210.00	120	136.53	17.36	4.55
Melanie BAILEY	10				10	10								10	10				65.77	70.00	100	35.77	4.71	3.58
Amanda McLAREN	30															30	30	30	15.48	210.00	180	45.48	5.38	1.52
Robert ANDERSON																			34.52	140.00	0	174.52	22.36	8.73
Samantha HEMMINGS																			36.43	126.00	162	60.43	7.35	3.36
Joshua EDWARDS																	30	30	237.30	140.00	270	167.30	22.01	5.58

> Obtain this information from StaffLink as it is the source of truth.

8. Note the total planned annual leave hours for each staff member derived by adding all recorded hours across each horizontal row.

   Note: The image below is an extract only. Some months are not visible. Please refer to the partially completed Annual Leave Planner.

> Add all requested leave hours horizontally (ie for each staff member) and record in the **Planned Annual Leave 2018 (hours) column.**

9. Note the staff members' outstanding leave balance at the **end** of the year being planned, was calculated using the following calculation:

Current annual leave balance (incl extra leave and public holiday leave)	+	Estimate of Annual Leave Hours p.a.	-	Planned Annual Leave between now and end 2018 (incl anything that has not yet been processed)	=	Annual leave balance at end of 2018

Note: This will identify those staff members who are likely to have an excessive leave balance by the end of the year being planned. This is one method to support you to predict the amount of annual leave a staff member will have available by the end of the year being planned. You should speak to your Manager or Workforce representative to determine the accepted process in your LHD. However; with any leave balance figures, it is important to understand what is included in the calculation and the date the figure relates to as this will inform how you manage the leave.
You will need to follow up with these staff members to ensure they plan adequate leave.
We have used formulas in excel to perform calculations and conditional formatting to highlight staff who are likely to have an excessive leave balance by the end of the year being planned.

10. You then convert a number in hours to days, divide the number of hours by 7.6.

11. Once all requests have been added, calculate the total number of staff on leave each week, by adding all hours vertically and compare to the 'Total FTE on annual leave' figure calculated in question 2 to identify those weeks where there are too many staff requesting leave, and look at having some staff take their leave at alternate times. Remember to consider the seasonal variations.

Note: We have used excel to perform these calculations automatically and applied conditional formatting to highlight weeks where the 'FTE on leave at once' have been exceeded.

Month	Contracted hours	January				
Week Commencing		1	8	15	22	29
Total FTE on annual leave						
Jenny SUNSBURY	24					
Jacinta TYMOC	30			30	30	
Melanie BAILEY	10					
Amanda McLAREN	30	30				
Robert ANDERSON	20					
Samantha HEMMINGS	18	18	18	18	18	18
Joshua EDWARDS	30					
Hamish ATTWOOD	20	20	20			
Sandra McLEMENTS	38					
Sonya SIMONS	16					
Fatima TYSON	24					
Chelsea FITZSIMONS	16		16			
Angela MORAN	16					
Matilda ROBERTS	19					
Andrew HARRISON	38					
Emma JONES	38		38			
Cynthia WATSON	38					
Helen ASKEW	38					
Marilyn SAMUELS	38					
...aff requesting leave per week (hours)		68	54	86	48	18
Legend:						
Total hours planned for 2018						
Total hours to be planned for 2018		2924				

> Add columns vertically to determine the number of requested annual leave hours per week.

Determine how to address weeks where staff have either requested either a lower or greater FTE number than is budgeted.

12. Refer to the partially completed Annual Leave Planner you have been provided and the "Important Points" below to complete this activity.

Important points:

Joshua Edwards has made a non-refundable booking for a holiday.

Matilda Roberts will be taking maternity leave.

Emma Jones wants to accrue ADOs to put toward Annual Leave request.

Jenny Sunsbury is a single parent and needs to care for children during school holidays.

The unit generally has a higher demand for services over June and July.

Chelsea Fitzsimons has requested to increase her hours 24 per week.

December and early January are quieter months and staff may be encouraged to take leave.

Amanda McLaren recently transferred from full time to part time.

Marilyn Samuels has indicated she may be retiring throughout 2018.

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13. Mark on your Annual Leave Planner, the weeks where you have more staff requesting leave than can be accommodated.

    Suggested response:

    If staff identify all weeks where the Total FTE on annual leave is not met, ask them to consider if there

    are weeks over the winter months where they would prefer staff not to take leave.

14. Which staff will you be asking to consider alternate dates? Provide a reason for each.

    Suggested response:

    Need to share school holiday periods equitably.

Staff Member	Requested Dates	Alternate Dates	Reason
Hamish Atwood	w/c 26 Mach, 2, 9, 16 April	Bring forward one week w/c 19, 26 Mach, 2, 9 April	Final week is in school holidays Ask him if his leave needs to be in school holidays or if it could be moved forward one week.
Fatima Tyson	w/c 16, 23 April	w/c 2. 9 April	Has only requested school holidays and Total FTE on annual leave has been exceeded for all school holiday.
Chelsea Fitzsimons	w/c 23, 30 April, 7, 14 May	w/c 30 April, 7, 14, 21 May	Ask Chelsea if the leave needs to be in school holidays and if not, ask to move back one week.
Angela Moran	w/c 16, 23 April w/c 9, 16 July	No need to rebook w/c 23, 30 July	Will exceed her annual leave entitlement. Has only requested school holidays and Total FTE on annual leave has been exceeded for all school holiday.

15. Which weeks would be suitable alternatives for staff to take leave? Provide a reason for each.

    Suggested response

    Any week where the Total FTE on annual leave has not been met, taking seasonal fluctuations into account.

16. Which staff members would you arrange meetings with to discuss their leave plans?

Staff Member	Reason for discussion	Suggested resolution
Andrew Harrison	Has not scheduled any annual leave for the year.	Request to return with dates within a week.
Robert Anderson	Will have the equivalent of 8.73 weeks holiday by the end of the year being planned, allowing for him being part time.	Follow process to reduce excessive leave balance.
Angela Moran	Will have exceeded outstanding annual leave balance by end of the year.	Needs to cancel some requests for leave and cannot take all school holidays to allow for equity and fairness. Cancel request for w/c 16 and 23 April.
Cynthia Watson	Will have an excessive leave balance by the end of the year being planned.	Follow process to reduce excessive leave balance.
Marilyn Samuels	Will have an excessive leave balance by the end of the year being planned, but has indicated she would like to retire.	Follow process to reduce excessive leave balance as her retirement is not formalised.

17. In small groups, discuss the next steps you would take to finalise the annual leave plan for this unit.

    Please be prepared to discuss your thoughts with the larger group.

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

Activity Debrief – Discussion of Important Points

Issue	Discussion Point
Joshua Edwards has made a non-refundable booking for a holiday.	This leave is green on the planner, indicating it has been approved. Staff are reminded not to book leave prior to it being approved as there is no guarantee a leave request can be approved.
Matilda Roberts will be taking maternity leave.	Maternity leave should be recruited to and not included in annual leave calculations
Helen Askew wants to accrue ADOs to put toward Annual Leave request.	Based on the current plan, Helen will still have excessive leave at the end of the year being planned and should be encouraged to take leave to reduce her outstanding annual leave balance. Accruing ADOs to put toward an annual leave request will not assist with reducing the outstanding annual leave balance.
Jenny Sunsbury is a single parent and needs to care for children during school holidays.	While this is a consideration, this should not mean that Jenny recieves all the school holidays as this would be a very biased practice. Other parents may still need to pay for child care in school holidays or want to have/go on holidays with their children, grandchildren, partners etc at this time. It is important all requests are treated equitably and fairly.
The unit generally has a higher demand for services over June and July.	The annual leave plan may have some weeks where the Total FTE on annual leave is not met due to seasonal demand fluctuations. This is acceptable as long as there are other times over the year where the Total FTE on annual leave is exceeded so on average, the target is achieved.
Chelsea Fitzsimons has requested to increase her hours 24 per week.	The Total FTE on annual leave each week will be adjusted regularly to allow for staffing changes. Staff who change working arrangements over the year being planned will need to review their annual leave plans to ensure they will not accrue an excessive leave balance.
December and early January are quieter months and staff may be encouraged to take leave.	The annual leave plan may have some weeks where the Total FTE on annual leave is exceeded due to seasonal demand fluctuations.

Amanda McLaren recently transferred from full time to part time.	Staff transitioning from full time to part time should be encouraged to take leave prior to commencing part time and all leave should be taken within 12 months at a full-time rate.
	Part time staff may also have hours up to FTE rostered and paid if they have an excessive leave balance.
Marilyn Samuels has indicated she may be retiring throughout 2018.	It is still important to plan annual leave for staff members, despite an indication they may retire as there is a possibility they change their mind and, in this situation, they would still have an excessive leave balance.

Record below any assumptions you have made.

Scripting Activity - One

As an individual, prepare an email to send to the staff member to request a meeting to discuss the need to plan their leave.

_____

_____

_____

_____

_____

Find a partner, share your scripts and provide each other with feedback.

In the large group, we will share ideas.

Record your final script below.

_____

_____

_____

_____

_____

Scripting Activity - One

Scripting Activity - Two

As an individual, prepare a script to notify a staff member their leave request cannot be approved.

_____

_____

_____

_____

Hint:

Explain the reasons why leave cannot be approved.

Provide alternate solutions.

Inform when they need to return with their preference.

Explain the consequences if the staff member does not return.

Find a partner, share your scripts and provide each other with feedback.

In the large group, we will share ideas.

Record your final script below.

_____

_____

_____

_____

Scripting Activity - Three

As an individual, prepare a script to advise a staff member they need develop a plan to reduce their excessive leave balance.

_____

_____

_____

_____

Hint:

Remind the staff member of their responsibility for planning leave.

Provide dates when leave could be taken.

Inform when they need to return with their preference.

Explain the consequences if the staff member does not return.

Find a partner, share your scripts and provide each other with feedback.

In the large group, we will share ideas.

Record your final script below.

_____

_____

_____

_____

Role Plays

Session	Instructions	Resources

1. Ask for two volunteers to participate in a role play demonstration to the large group.

2. Debrief these participants explaining, one participant is to adopt the role of the Roster Manager and the other participant is to adopt the role of a staff member.

3. The staff member has an excessive leave balance and has not submitted any annual leave requests for the next 12 months. The Roster Manager has sent the staff member an email requesting a meeting to plan annual leave which had the draft annual leave planner and the staff member's outstanding leave balance report attached.

4. Ask participants to role play the meeting to the large group.

5. Ask participants to observe the role play, taking notes of:

   - What the Roster Manager does well; and

   - What they would do differently if they were the Roster Manager.

Role Play Observation

1. What does the Roster Manager do well?
2. What would you do differently if you were the Roster Manager?

6. On conclusion, ask the volunteers to return to their seats.

7. Debrief the activity by asking participants for their thoughts on the points they were asked to observe.

8. Provide feedback as required.

Action Planning Activity

Session	Instructions	Resources
Planning Annual Leave for Your Team	**Facilitator note:** Divide the large group into smaller mixed ability teams and ask them to sit together.	
Activity	**Explain** In this activity, we will briefly look at the steps to be completed to plan annual leave and then set some dates around when these will be completed.	Annual leave planning cards
	Hand out Issue each team with a set of annual leave planning cards. Ask teams to work together to place the cards in the order they believe they should be completed. Allow 5 minutes.	
	Remind The process to plan annual leave outlined in the online learning modules is a guide only and it is important to check the processes in your Health Agency to ensure you are following the correct process. In your workbook, record the action items that need to be completed to plan your unit's annual leave for the next 12 months. Make a note of who it responsible for each action item and the date to be completed. Regularly monitor these items and record the date completed to ensure each item is addressed.	

Personal Action Plan for Annual Leave Planning

Complete the table to develop an Action Plan for Annual Leave Planning for your team.

Action Item	Completed by (name)	Date to be completed	Date this was completed?
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

Personal Action Plan for Annual Leave Planning

Compare your steps to others in your team and have a brief discussion around the order the steps would be completed.

Suggested response

1. Prepare the outstanding leave balance report
2. Meet with the team to outline their responsibilities for planning leave, including a date when requests must be submitted
3. Action leave requests
4. Inform staff of outcome of leave requests
5. Enter leave requests into HealthRoster
6. Update the Annual Leave Planner
7. Negotiate leave dates with staff who are nearing or have an excessive leave balance
8. Document discussions with staff requesting they plan their leave
9. Address requests to make changes to approved leave
10. Address unplanned leave requests.

Debrief

Reform the large group and conduct a brief discussion with the large group by asking:

What tasks will you implement to plan annual leave for your team?

Was there any deviation in the order tasks were performed and if so, what was the reason for this?

Do some tasks vary between participants and if so, what is the reason for this?

Conclusion

Ask participants if anyone has any questions about the content discussed in today's workshop.

Thank participants for their participation and conclude the workshop.