



## NEW ROSTER IMPROVES WORKPLACE CULTURE

A case study by Shiftwork Solutions

### BALANCING BUSINESS PERFORMANCE AND EMPLOYEE SATISFACTION

This roster project demonstrates how Shiftwork Solutions works closely with organisations and their employees, providing not only innovative and balanced roster solutions but also supporting a successful implementation. Following this roster change, employee roster satisfaction increased from 53 per cent to 90 per cent, while leaving a strong, positive attitude amongst employees. Shiftwork Solutions has successfully rolled out a roster change that has improved employee satisfaction and business performance.

#### PROJECT OVERVIEW

A 24/7 operation was using a traditional shiftwork arrangement based on eight-hour shifts and they strongly valued the level of employee contact and commitment which this brought. But as other continuous operations moved to 12-hour shifts, the company found itself under pressure from employees to go the same way.

#### OUR APPROACH

Shiftwork Solutions undertook a detailed business analysis to establish the “before” performance around business factors—productivity, leave-taking, absenteeism, and fatigue risk—while also instigating a change management process to bring in worker interests.

Shiftwork Solutions acknowledged the level of employee roster dissatisfaction, confirmed the strength of employee interest in 12-hour shifts, and lead an engagement strategy to consider the partial use of 12-hour shifts.

#### IMPLEMENTING CHANGE

Shiftwork Solutions innovative roster design, delivered a balanced solution through a hybrid of eight-hour shifts on weekdays (to meet business needs) and 12-hour shifts around weekends (to increase days and weekends off). The balance included lower fatigue by reducing the number of night shifts worked in a row.

Changing rosters then began by implementing the solution with a smaller group of employees, and based on positive feedback, this led the way for wider acceptance and a full site implementation of the new roster.

#### ROSTER CHANGE RESULTS

The results were positive. Overall business performance showed improvements from the roster change and management were pleased. And a key benefit was obtained, with employee roster satisfaction increasing from 53 per cent to 90 per cent, while leaving a strong, positive attitude amongst employees.