



MEMORANDUM

Date February 22, 2022

File: 195-20

CLIFF: 1063598

To: All BCEHS staff / CUPE 873 employees

Re: Improving employee scheduling, deployment, and payroll

We've been listening to your concerns, ideas for improvement, and feedback on employee scheduling and payroll challenges. As you know, these are intricately connected with receiving the correct pay. We know these are three fundamental factors, so it is critical we take the necessary steps to get these things right.

In the summer, a joint review between BCEHS, PHSA, and CUPE 873 was initiated to assess the current state of scheduling with a lens to reducing payroll issues. This work was led by an external group, Workforce Edge, who worked with staff and leaders from across the organization. After hearing the challenges and opportunities, it was clear there are improvements that can be made to our processes.

We are pleased to share there is now collaborative work underway to improve our staff scheduling practices and by association, improve our deployment and pay processes. This work is being led by Workforce Edge with PHSA, BCEHS and CUPE 873, and is being designed with a strong focus on employee well-being. Some guiding principles include incorporating more flexibility, transparency, and fairness into our scheduling. See the complete list of these guiding principles below.

Recently BCEHS, PHSA, and CUPE 873 formed a process design team to make recommendations to our scheduling practices where needed, and design improved organizational efficiencies and staff scheduling processes. The improved processes will be consistent with the Collective Agreement and established practices, and based on a thorough understanding of BCEHS operations, scheduling expertise, best practice, and include front-line staff input.

The goal of this work is to provide consistency, predictability, fairness, and transparency into future scheduling practices and develop standard operating procedures. The team is expected to conclude its work by summer 2022.

The complete list of guiding principles for this collective work includes:

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1. Scheduling processes are simple, consistent, streamlined, and enable accuracy in their application to meet operational, contractual, and organizational needs.
2. Processes consider the impacts to and involvement required by all stakeholders.
3. An intuitive operational voice shows up within the process.
4. Clear roles, responsibilities, and accountabilities are essential for optimizing collaboration to ensure appropriate task distribution and sustainability.
5. Processes incorporate flexibility and reflect a work-life balance approach.
6. Staff scheduling processes are integrated with appropriate supports and services from related areas and systems.
7. Innovate to maximize automation and limit manual intervention.
8. Systems and scheduling data are optimized to provide timely decision support and enable the best decision making / best practice.
9. Scheduling metrics/KPIs and other controls exist to hold leaders accountable for operational and fiscally sound decisions.

We appreciate your patience while this work is underway. We are committed to enhanced transparency and accountability as this project proceeds and will provide regular updates on the progress being made.

Sincerely,

Original signed by

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