

Guest Speaker – Case Study

How to examine and incorporate work-life balance and operational requirements to design and implement the optimal shift pattern for your business – a UAE example.

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Personal Profile

- **Education:**
- Engineering Degree (CESI - France)
- Ed.M - EdD. Harvard University - (1979-1984)
- **Work Experience: (1967 - 2014)**
- Manager Training - Automotive Industry (7 years)
- Deputy Director General - Oil and Gas Institute (3 years)
- Ministry of Heavy Industry - Senior Consultant (4 years)
- Lecturer OB & Strategy - Paris IFAM-IPAG (2 years)
- Project Manager HR- FIAS - Aircraft Industry - Indonesia (5 years)
- Training Manager - Dubal (4 years)
- Director HR - TECOM (2 years)
- Senior Adviser HR - ADTA/TDIC Abu Dhabi (3 years)
- Senior Manager Training then Deputy VP Center of Excellence & Talent Management (7 years)

Agenda

- Business Overview
- Workingtime Journey
- Project Methodology
- Project Approach
- Change Management
- Review Case:
 - a. Current Patterns
 - b. Proposed Patterns
- Summary

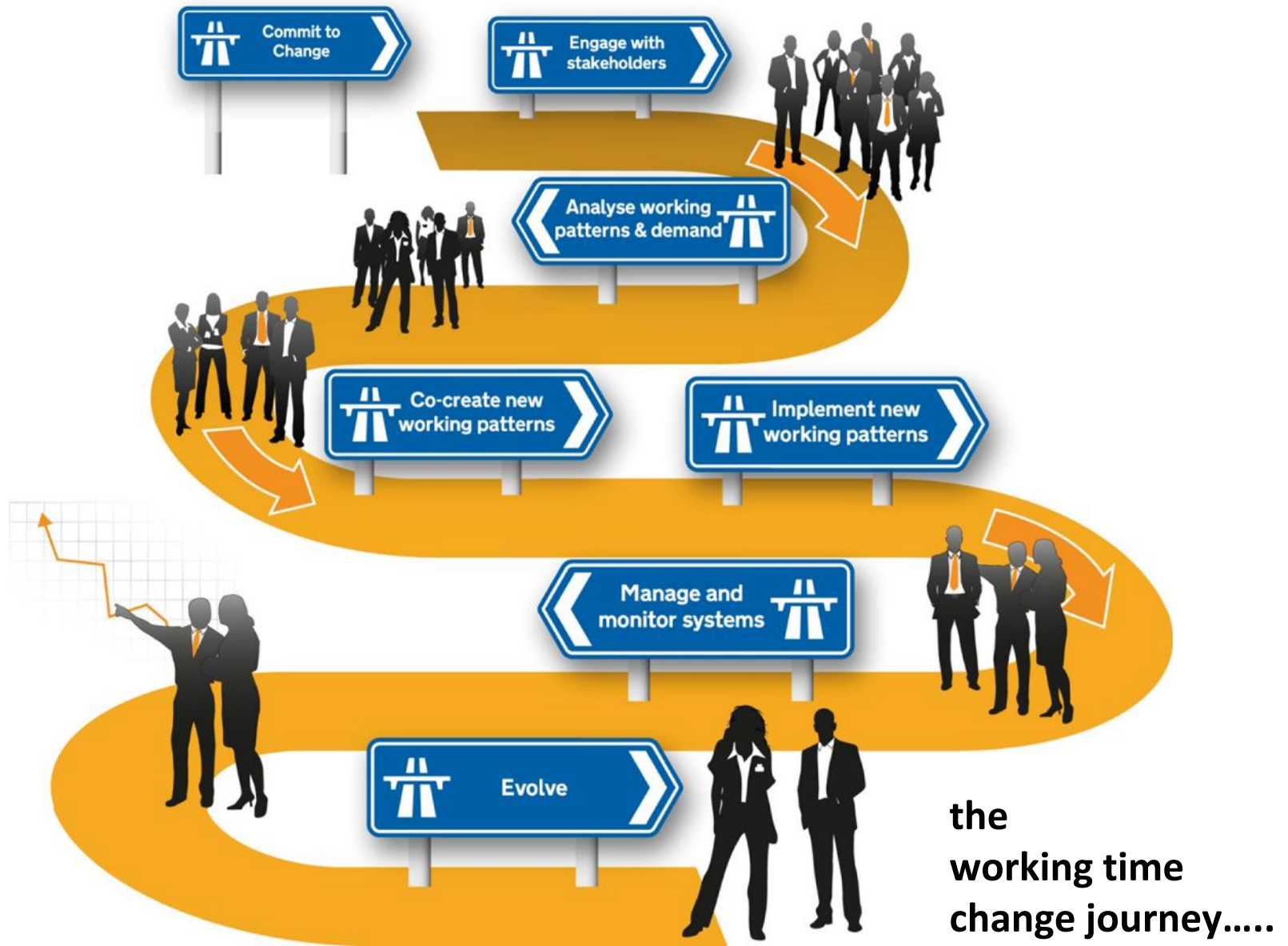
Business overview

Company one of the world's largest single-site smelter plant

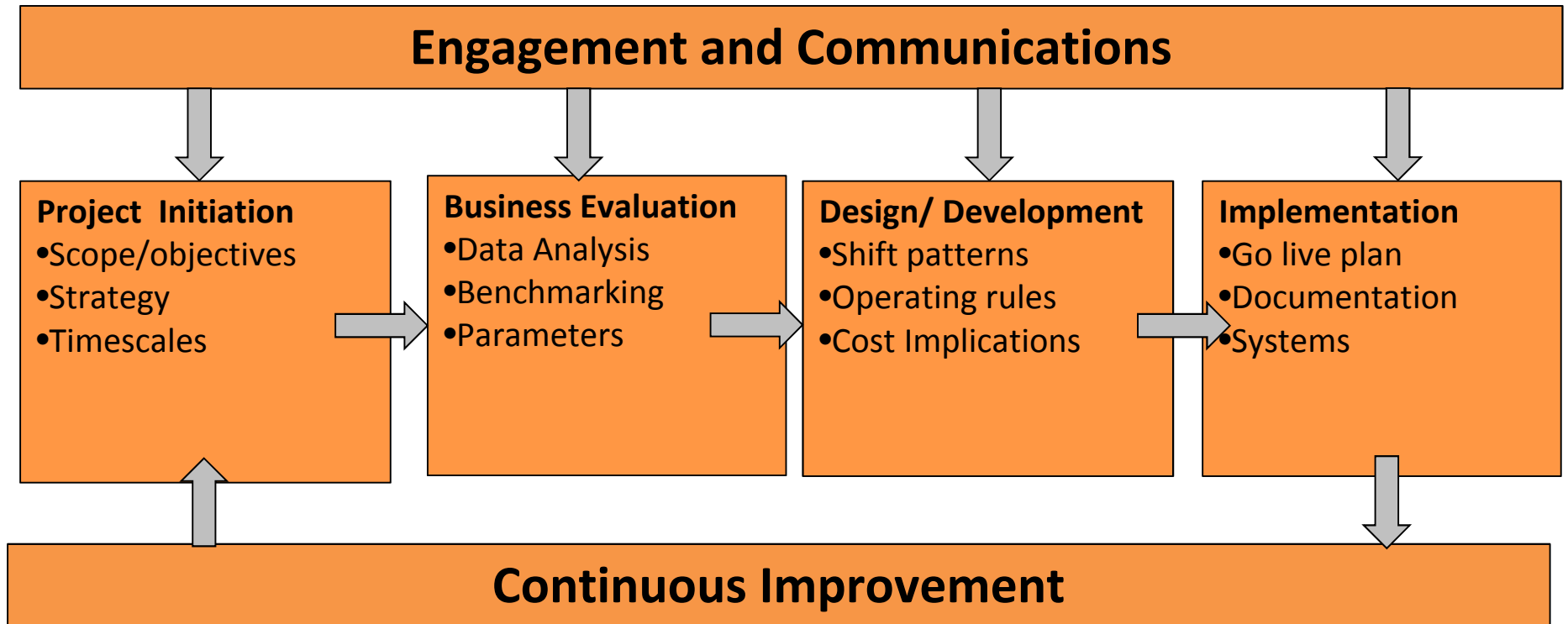
- 750,000t metal production per annum
- Physically demanding work (shift work)
- Retention of National employees (critical)
- High investment in training but risk of employees turn-over
- Achieved 20% Emiratisation by 2014
- Differing employee work preferences (Nationals and Expats)
- 8 hour and 12 hour patterns to suit departments

Study of new shift patterns made necessary to:

- Improve retention, employee moral and rest-time
- Improve work productivity, reduce fatigue
- Improve working conditions to attract and retain employees



Project Methodology



Project Approach

- The above approach will best ensure:
 - There is common understanding of “As is now”, e.g.: -
 - processes
 - costs
 - issues
 - current likes & dislikes
 - the need for change
 - Establish a baseline against which to measure the “To Be” solution
 - Solutions generated are viable and specific to requirements
 - Employees are fully engaged
 - The project is appropriately managed and resourced.

Change Management

“Change imposed” is often “Change opposed”

“Change is inevitable, except from a vending machine!”

- Method and timing of communication are critical
- Treat people how you would like to be treated
- ‘Inspire’ action – people need to understand that change is crucial, but also to feel inspired to do something about it
- Domino effect
- Encourage creativity so as to maximise your ‘change’.

Existing patterns

- 8 hour pattern

Week/Team	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Totals
1	0700-1500	0700-1500	1500-2300	1500-2300	2300-0700	2300-0700	Grey	48
2		0700-1500	0700-1500	1500-2300	1500-2300	2300-0700	2300-0700	48
3	Grey		0700-1500	0700-1500	1500-2300	1500-2300	2300-0700	40
4	2300-0700	Grey		0700-1500	0700-1500	1500-2300	1500-2300	40
5	2300-0700	2300-0700	Grey		0700-1500	0700-1500	1500-2300	40
6	1500-2300	2300-0700	2300-0700	Grey		0700-1500	0700-1500	40
7	1500-2300	1500-2300	2300-0700	2300-0700	Grey		0700-1500	40
8	0700-1500	1500-2300	1500-2300	2300-0700	2300-0700	Grey		40
Totals	48	48	48	48	48	48	48	336

- 12 hour pattern

Week/Team	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Totals
1	0700-1900	0700-1900			1900-0700	1900-0700	Grey	48
2		0700-1900	0700-1900			1900-0700	1900-0700	48
3	Grey		0700-1900	0700-1900			1900-0700	36
4	1900-0700	Grey		0700-1900	0700-1900			36
5	1900-0700	1900-0700	Grey		0700-1900	0700-1900		48
6		1900-0700	1900-0700	Grey		0700-1900	0700-1900	48
7			1900-0700	1900-0700	Grey		0700-1900	36
8	0700-1900			1900-0700	1900-0700	Grey		36
Totals	48	48	48	48	48	48	48	336

Current Patterns - Review

Positives	Negatives
Predictable and regular	Risk of cumulative fatigue <ul style="list-style-type: none"> • Lack of effective rest days in 8hrs • Lack of daily rest for 12 hrs. • Travel time – impact time awake on 12 hr. • Early start incl. travel
Forward rotating with <ul style="list-style-type: none"> • Good daily rest for 8 hrs. • More white space for 12 hrs. 	Social time with family <ul style="list-style-type: none"> • Weekends and time of shifts impacts • Useable white space • Requirements vary across workgroups
Short runs of nights and early shifts / fast rotation	Cover implications <ul style="list-style-type: none"> • Rest impacted further • Long hours • Finishing on a night • Cost and administration
Minimum days off ensures heat acclimatisation is maintained	More visits to site for 8 hr. Less daily rest for 12 hr.
Shorter shift (work type / conditions)	Employee feedback
Job rotation within shift	Recruitment and retention

Employee Communication

- Regular and variety of methods
 - Management meetings
 - Group meetings
 - Areas meetings
 - One to One evaluations
 - Employee Survey

Employee Feedback & Comments

“...it would be really good if weekends could be protected”

“rest rooms have been provided, but why would we want to sleep at work... we just want to get home!”

“we have to change uniforms up to 6 times a shift in summer”

“I can't sleep when on night shift”

“we're always called in on our days off”

“travelling on the busses is good – we get to sleep to/from work”

“...changing the shift times will have an effect on prayer times...”

“the morning shift is my favourite – I can go out in the evenings with my family...”

“shift allowance doesn't deliver much in terms of benefits: we'd rather have the time off to spend with our families”

“the night shift is great for getting your job done, but it runs into your day off”

“its important to get Fridays and Saturdays off for social calendar, sports, family events...”

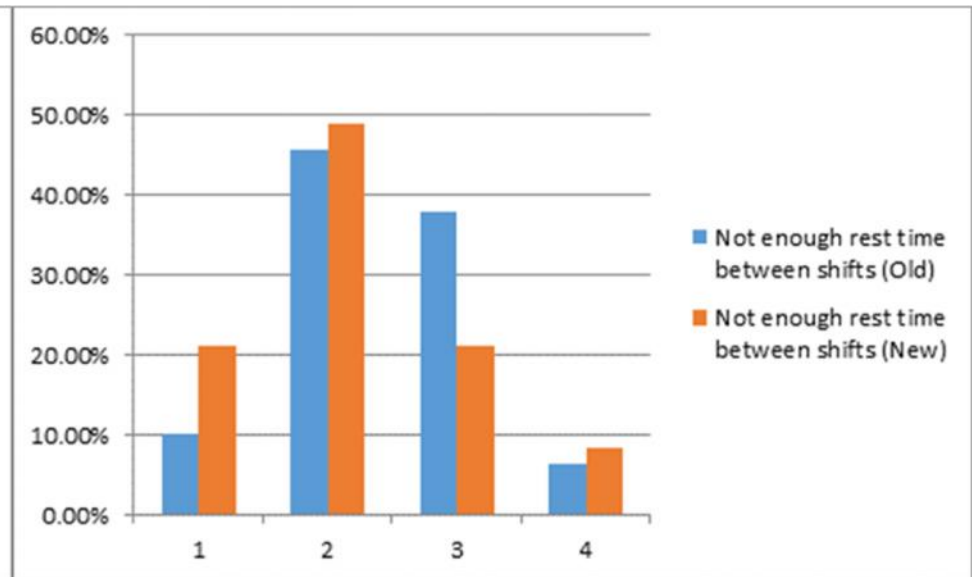
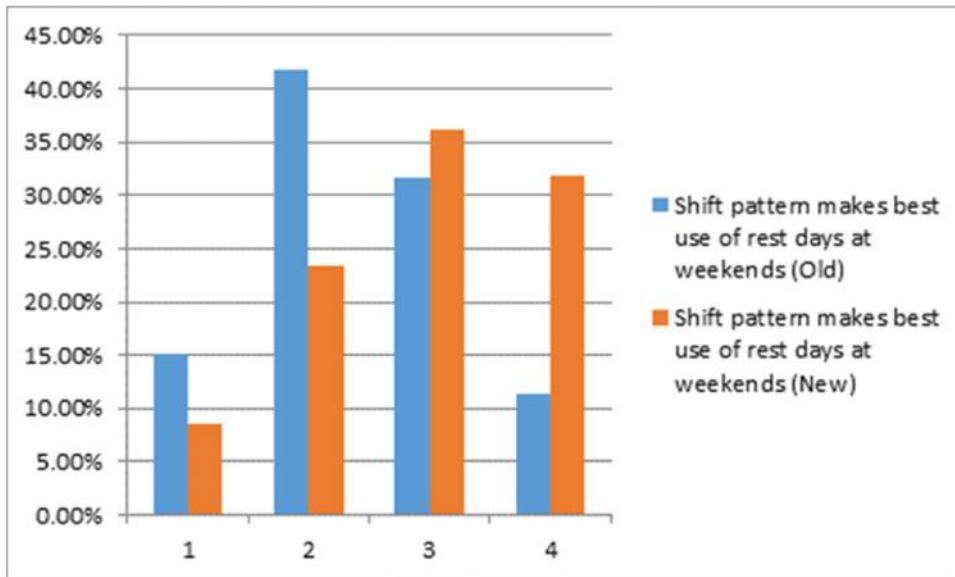
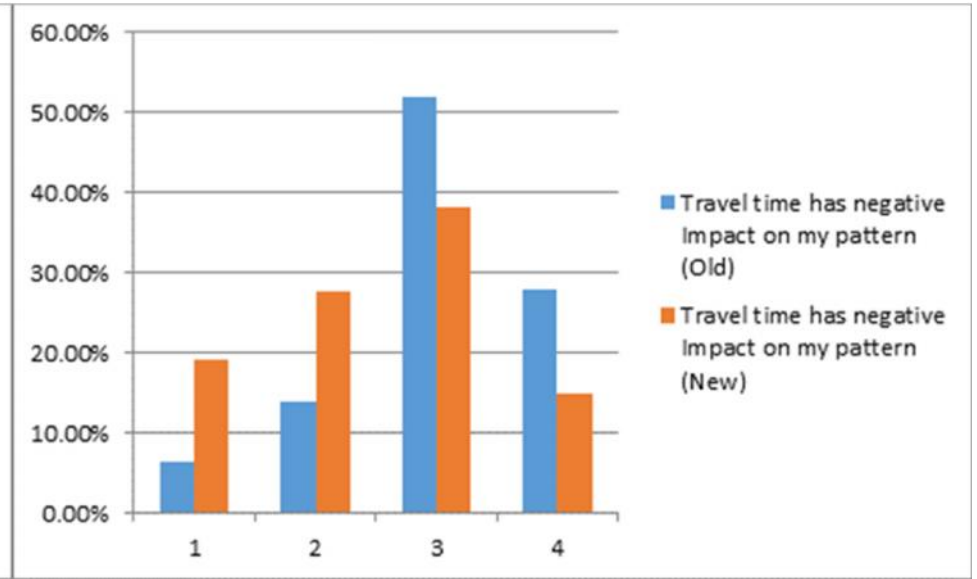
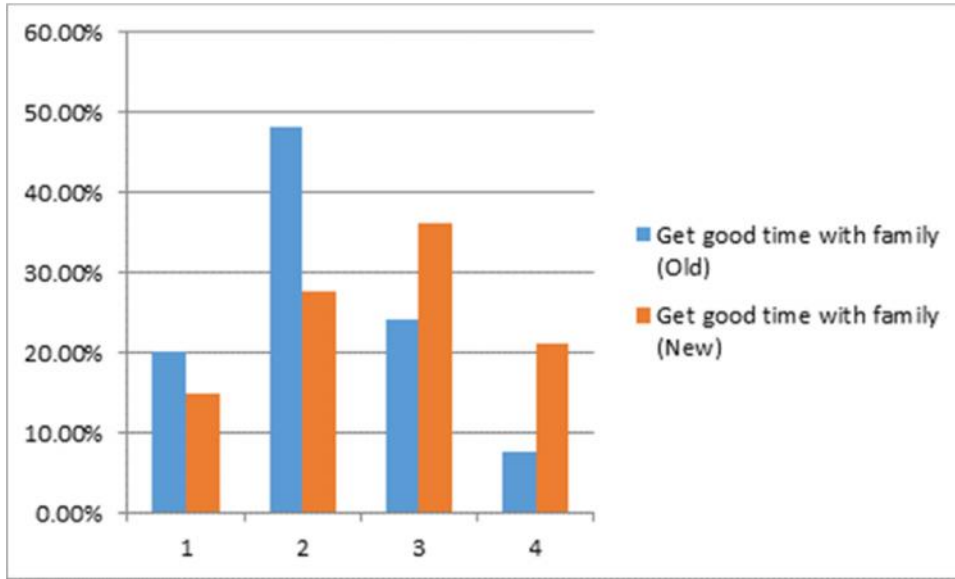
Results

- Pilot project implemented in hottest part of year
- 3 departments subsequently went live with new patterns
- Some areas decided to stay “as is”
- This was positive as we ensured the optimum pattern was in place
- Implemented transition to shifts through training period to ensure staff for whom “shift working is not for them” were identified earlier

Pattern Analysis

Pattern	Description	%age full W'ends off	Avg Rest Days pw	Avg Grey Days pw	Avg Risk	Avg Fatigue
Current	8 weeks, 2 on 2 off DD RR NN	12.5%	2.63	0.88	1.01	25.6
Opt A	4 weeks, 2 or 3 on / off DD RRR NN etc.	50%	2.75	0.75	0.887	26.4
Opt B	12 weeks, 3 on 3 off DDD RRR NNN	25%	2.92	0.58	0.87	26.1
Opt C	8 weeks, 4 on 4 off DDNN RRRR	25%	2.63	0.88	0.87	24.9

Employee Surveys



Summary

- Top Management Commitment
- Involvement of Operational Managers and concerned employees
- Working time change involves people
- There is no one answer
- Fail to plan...
- Recognition that change is inevitable. We can't keep driving down the same road – inspire a 'T' junction, and be sure to take the 'good' path!
- 'Win-win' – plan for it, measure, feedback, celebrate success
- Be committed – some change is easy (and will probably already be done), whilst other change is difficult
- Maintain change and make it the 'norm'.