



Kokua Services
SUPPORT • ENCOURAGE • EMPOWER

TITLE: STAFF SCHEDULING

POLICY 3.15
Rev. February 2022

PURPOSE AND SCOPE:

The purpose of this policy is to outline Kokua's process for protecting client safety by ensuring that adequate staffing levels are maintained at all times.

A. HEALTH AND SAFETY

Kokua is required by WAC and contract to maintain staffing levels which are adequate to implement the goals of the clients' service plans and which assure basic health and safety needs are met.

B. STAFFING FLEXIBILITY

All new employees will be given a hiring letter designating their part-time or full-time status and a description of their official schedule. Because the needs of our clients change, staff schedules may need to be adjusted from time to time. Kokua cannot guarantee that employees will always retain the same team membership or the same schedules that they were assigned on the date of hire. Working a temporary schedule does not signify a change to the employee's official schedule. Employees will revert to their official schedule when staffing is stabilized. Employee benefit eligibility is determined by the number of hours on an employee's official staff schedule.

C. MANDATORY FILL-IN

While it is Kokua's practice to try to fill staff shortages through voluntary means, when critical staffing shortages occur, Kokua employees may be required to work additional hours, including overtime hours, in order to assure the health and safety of our clients. The following individuals have the authority to require an employee to work over and above their regular schedule: Team Leaders, Client Service Coordinators, the Intensive Support Program Coordinator, Client Programs Manager and the Executive Director.

If possible, mandatory fill-in should be limited to 12-hour shifts. In cases of extreme staff shortages employees may be required to work longer shifts.

D. OVERTIME APPROVAL

All overtime hours need pre-approval by the Intensive Support Program Coordinator or designee. On-Call Team Leaders or Service Coordinators may authorize short-term, emergency overtime to cover staff shortages occurring after business hours or on weekends. Severe situations may require across-the-board Overtime Approval, this will be approved until this disaster, crisis, pandemic or other situation subsides.

E. STAFFING SCHEDULES

Each team is assigned a set number of direct service hours. This is the team's scheduling budget. The team has the responsibility to create staffing schedules which reflect actual client needs and preferences. (Full-time employee schedules should consist of 38-40 hours per week wherever possible.) Regularly scheduled shifts should not exceed 10 hours in length. All working schedules must be approved by the Intensive Support Program Coordinator.

If the Intensive Support Program Coordinator feels that the number of hours assigned to one of their teams is not adequate to meet client needs, a written request should be submitted to the Client Programs Manager. The request should outline the client needs involved and should recommend the number of hours required to correct the understaffing.

The Client Programs Manager may initiate a request to DDA for temporary staff add-on hours or for to review the client's assessment. In order to assure that the agency remains within budget, final approval of official staff schedules will be given in writing by the Client Programs Manager.

E. STAFFING SHORTAGES

When an individual is unable to work their scheduled shift due to illness or injury, a staff shortage may occur. All employees with planned time off are expected to find fill-in staff when they need to take time off from work. Employees are expected to complete a Schedule Change Request form to document that a fill-in person is assuming the scheduled shift.

An employee may face disciplinary action, even termination from employment, if the employee deliberately "no shows" a scheduled shift without arranging for a replacement to work the shift.

Routine staffing shortages are the responsibility of Scheduling Coordinator. The Scheduling Coordinator is expected to proactively recruit and train fill-in staff so that they have resources available to deal with staffing shortages. All team members are expected to share the responsibility of covering unexpected staff shortages.

Teams are also expected to keep overtime usage to a minimum where possible. Team members can use a variety of short-term strategies to assure that basic health and safety needs are covered: i.e., split open shifts into 3 or 4 hour blocks to share the burden, shift secondary staff to cover openings.

Single-client homes should have priority over cross-trained and cross-delegation of staff to cover in staffing shortages.

If a team has exhausted its available resources and is not able to provide adequate coverage, they should ask the Scheduling Coordinator for assistance.

F. EMPLOYEE ILLNESS OR EMERGENCIES

If an employee is ill or has a bona fide emergency (i.e., family illness, death of a family member, life threatening situation, is admitted to the hospital, etc.) it may not be possible for that individual to find coverage for their regularly scheduled shift. In these cases, employees should use the On-Call system to notify the Administrative On-Call phone, 360-790-5916, that there is an open shift. It is not acceptable to leave a message on the agency voice mail. You must pass off responsibility for your shift directly to on-call personnel.

G. REQUEST FOR A CHANGE OF SCHEDULE

When an employee desires to change their official schedule or to work in a different location, the employee must fill out a Position Change Request form. A supply of these forms is kept in the office. The completed form should be turned in to the Scheduling Coordinator, Position Change Requests are reviewed weekly in the Scheduling Meeting.

H. JOB OPENINGS

Open job positions will be posted on the Kokua website and updated regularly by the Executive Director. While emails, Scomms or other forms of communication may be circulated regarding some openings, it is the responsibility of the individual employee to check the open job

positions page of the website. Any employee who meets the minimum qualifications for an open position may apply.