

General Principles by which we program activities in the pool:

- Programs are offered according to the natural ebb and flow of public demand (generally, working people swim in the mornings and evenings, seniors and parent/tots swim during the day, school age children take lessons late afternoon, families swim in evenings and weekends)
- Demands for other programs such as Aquafit, Masters, lifesaving, synchronized swimming are fit in around other activities to satisfy specific needs and to augment the shifts of work for auxiliary staff
- Maximize use and maximize drop-in swimming time
- Meet annual budget projections

Principles by which we offer lessons

- do not cancel classes advertised in brochure
- allow families to bring multiple children at the same time
- offer as many choices as possible
- do not over supply (offering too many hours per week of lessons leads to cancellation - this is a delicate balance)

Principles by which we schedule staff

- On any day that an auxiliary employee commences work; the employee is paid a minimum of two hours at the regular rate
- We don't take someones regular shift away unless there is a reason to do so, eg. change in public demand, poor performance, Collective Agreement requirements (taking part of someones shift away due to the 2hr requirement is not a popular decision and we try to avoid doing it)
- We schedule aquafit instructor to guard during an aquafit class (in case of illness etc.)
- We create shifts where guarding and instructing are linked
- avoid split shifts
- staff must work to be paid (sometimes auxiliary staff, knowing about the "2hr minimum call out" will think that after finishing a 1.5hr lesson shift they can leave before working 2hrs). This indicates a basic misunderstanding of the spirit of the collective agreement. The collective agreement does not state that "staff must be paid 2hrs but not necessarily work for 2hrs".

Factors that lead to split shifts:

1. fluctuating demand from public
2. school groups take lessons during the day (ie. they usually start after the beginning of a season and finish before the end of the season)
3. fluctuating demand for lessons from one set to another
4. times that programs are offered ie. swim club practice during the afternoon or early evening (program times depend greatly on convenience to the customer)
5. staff's qualifications and abilities (aquafit?, Swim Coach?, performance?)
6. staff availability
7. We hire new staff when we find it difficult to find staff to take on shifts.

NOTE: There is no question that some of these principles work against our ability to produce a "perfect" staff schedule. We must balance staff needs with those of the public. We try our best to please staff by giving special consideration to those who take on difficult shifts.