

Royal Mail & CWU Nationally Agreed Guidelines Covering Annual Leave/Resourcing

Introduction

Royal Mail and CWU recognise that the postal market is changing rapidly and has become more competitive and hostile; as a consequence delivery workload has become more variable, over the week, over the seasons and in some cases - unexpectedly and suddenly - because of competition.

The Integrated Delivery Programme provided a platform for Royal Mail and CWU to work together to deal with workload variations in an efficient but fair and manageable way to protect the Universal Service Obligation, fend off increasing competition and most importantly to protect jobs and terms and conditions.

Fair and efficient resourcing is not just about the summer period. We want to encourage our managers and representatives to take a more formal approach to planning on a longer term basis. To enable this during September weekly resourcing meetings should be fully utilised and adapted with the intention of discussing and agreeing resourcing for the coming year based on your current AWD to create an annual plan. This exercise does not replace the mandatory weekly resourcing meetings which will continue to underpin resourcing throughout the year and at which the annual plan should be reviewed on an on-going basis.

We want local managers and CWU representatives to work together in a constructive manner, in line with this agreement and nationally agreed resourcing guidelines. DOMs and CWU Representatives will use a nationally produced traffic forecast to assist them in identifying weeks above and below the agreed model week that will be a key, but not sole, factor in agreeing the number of annual leave blocks available for selection each week. These plans will then be shared with frontline colleagues so they can choose their holiday weeks by the 31st October each year in line with section 4 of the Way Forward Agreement.

We want everyone to take a positive approach to this initiative and whilst it is primarily about the accurate alignment of resource to workload in an efficient and fair way, it is also about taking the opportunity to provide greater fairness in the allocation of annual leave, whether that is weeks, days or the chance to use up outstanding leave everyone should strive to make this a reality.

This is an important course of action for both parties and it will require some give and take and flexibility. The resourcing plans we build for the year ahead need to be genuinely manageable, fair and beneficial for everyone.

Key Requirements

- To jointly produce an annual leave plan utilising all paid for hours, including overtime, that accurately aligns the leave opportunities in an efficient and fair and manageable way, based on local factors and knowledge and in line with the principles as set out in the Pay and Modernisation Agreement, Phase 3
- To provide people with advanced notice of what work they will be expected to do on a daily and weekly basis allowing people to better plan their work/life balance.
- To provide additional annual leave opportunities in periods when workload is below model week, including opportunities to 'burn off' any outstanding or carried over leave. Units will plan on the full year's allocation of leave including BH credits and purchased leave.
- To provide a way for people to take odd days of leave taking into account special and religious events.
- To ensure a safe working environment and the correct use of delivery methods and equipment at all times.
- To jointly identify genuine opportunities where it will be possible to absorb workload including any travelling time within the scheduled duty time and not take people past their scheduled finish time.

- To ensure that the USO quality standards are maintained. Plans should maintain compliance with the 09:00 & 13:00 Special Delivery specification
- SA contracts will be honoured in line with national agreements
- All agreed plans must factor in D2D contracts.
- Units involved in the Sunday trials to factor in any time credits accrued by those involved in the trial.
- Delivery Sector Managers and Area CWU Representatives will provide evidence of local agreements on their unit plans to their respective Delivery Director and Divisional representative via a standard return process.

Agreed Enablers

- Mandatory weekly resourcing meetings will take place and monitor the agreed resourcing plan making any necessary adjustments to reflect changes in the traffic forecast and resource availability.
- Additionally, CWU reps and DOMs will also hold daily meetings in order to address any unforeseen variations against the agreed plan. Such meetings will be planned in as part of the plan to ensure adequate time is afforded for the CWU rep to actively participate.
- Vacancies and leave reserve vacancies should remain under constant review to ensure adequate resource is available to meet customer and operational requirements.
- Annual resourcing plans will not be based on any predetermined lapsing/absorption plans or budget targets
- Both parties will use nationally agreed tools to assist with forecasting for more than 2 weeks ahead, also using historical data, local knowledge and the agreed model week.
- Both parties need to be confident that traffic data and call rates are accurate and a local resolution found if there is a concern.
- Take account of the fact that different walks have different outdoor workloads e.g., D2D, attendance calls when determining the overall office outdoor time available. This time needs to be calculated by walk.
- The Fairness, Dignity and Respect guidance should be referred to and put in place where necessary.
- Customer service including First time delivery (delivery to neighbour) will need to be factored in to the annual resourcing plans and the potential increase in attendance call rates on delivery.
- Planned revision activity must be factored in when agreeing local plans; this should extend to the PIR and particularly periods where hours that may have been saved are likely to be used as part of the learning curve.

Summary

Both Royal Mail and CWU are jointly committed to the on-going review of this activity via the IDP; this agreement strives to provide people with opportunity to improve the work/life balance in a fair and consistent way. As such in the unlikely event that units fail to agree an annual plan or in instances where either party is not adhering to the agreed plan then the flashpoint procedure should be invoked.

Signed.....
Gary Burgess - Royal Mail

Signed.....
Bob Gibson – CWU

Date: 3 November 2014

Guidelines for Weekly Resourcing Meetings

The following guidelines for Weekly Resourcing meetings will ensure that Royal Mail and the CWU work together to deal with workload variations in a fair and manageable way using agreed procedures and processes to maintain efficiency on an annual basis, with the underlying principle that all paid for hours are fully utilised. These guidelines should be read in conjunction with the commitments set out in the Pay and Modernisation (2007), Business Transformation (2010) and the Agenda for Growth (2013) national agreements, including the Royal Mail & CWU Nationally Agreed Guidelines Covering Annual Resourcing and the national joint statement setting the Indoor Performance for Delivery Offices Version 2 June 2012

Objectives of Weekly Resourcing Meetings

To produce effective resource plans to ensure that:

- There is an agreed annual leave plan aligned to the full year workload forecast by the end of September that provides a reliable forecast that enables leave selection to take place by the end of October(This annual leave plan is not designed to undermine the role of the weekly resourcing meetings but to complement them)
- available resource, forecasted workload for 12 weeks ahead is reviewed and agreed and actions are implemented
- resource plans are in place, 2 weeks and 1 week ahead
- product, service and USO targets are achievable
- the planned resource is accurately aligned to the forecasted workload
- the units current indoor performance is understood by the DOM and Unit Rep and all outdoor workload is covered
- all known/predicted special events, religious events and staff absences including WPC and CWU release time has been accounted for
- all paid work hours are fully utilised
- the maintenance of reasonable earnings.
- everyone has the necessary training to do the job that is asked of them
- the outputs/resourcing plans from the weekly resourcing meetings are communicated to everyone working in the unit 2 weeks and then 1 week ahead via the Comms Board

Weekly Resourcing Meeting Principles

Frequency – Weekly Resourcing Meetings are mandatory and will take place every week between the DOM and CWU Rep. The recommended day for holding the meeting is Tuesday and should be scheduled for both the DOM and CWU Rep with appropriate release provided to the CWU representative to enable full participation. This release should be built into the resourcing plan.

Data - To support the effectiveness of the meeting all relevant office data needs to be kept up to date i.e. office establishment, staff in post, vacancies, leave allocation, DTFT, IWT set up. The Auto IWT Performance summary report should be shared with the CWU representative in advance of the meeting, to allow you to compare current performance with historical data and the actual agreed target performance

Annual plan - In the second week of September the Weekly Resourcing meeting(s) should include sufficient prescheduled time to discuss and agree the annual plan for the forthcoming financial year which will agree and set out the annual leave allocation for the office over the forthcoming year

12 week plan – every month the meeting should include a review of the forecasted workload and resource available for the next 12 weeks and any required actions should be agreed e.g. recruitment decisions, Resourcing plans, Christmas plans, special events, religious events, special postings, WPC release, CWU release etc.

Last week - Review last week's Resource Plan and Traffic forecast against actual. Record any issues/improvements to flow through to the following week

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2 week plan - Review available resource and forecasted workload and build Detailed Resource Plan for 2 weeks ahead.


1 week plan - Refine the Resource Plan for the following week where any previously unforeseen events or fluctuations in traffic or leave/absence are due to take place.

Communicate – ensure all agreed resource decisions are communicated and displayed for the next 2 weeks as a minimum

Contingencies - Units should understand what options they have in place to deal with unexpected traffic or resource fluctuations. If all identified workload is absorbed in the weeks below your model week to create extra annual leave slots any subsequent sickness or vacancies during this period will be covered by overtime or supplementary staffing. The exception to this will be that if the DOM and Rep agree at the weekly resourcing meeting that traffic is lower than forecast an element of absorption can be applied to the coverage of sickness or vacancies to be resourced.

Annual Planning Meeting Agenda

	Annual Plan Resource to Workload Meeting	Record Actions arising			
Step 1	Agenda Item	Purpose/Output	Source	Action	
	Review the full annual traffic forecast and amend with any known local variations, keeping a record of changes for audit purposes.	Agreed full year traffic forecast	Full year Delivery Traffic Forecast Link: https://portal.royalmailgroup.com/sites/A522/DTFTdata/Forecast2015/Report.htm	<ul style="list-style-type: none"> Open the Traffic Forecast for next year. Review each week against the previous year's actuals and amend for any known anomalies using local knowledge. Make a note of these amendments for future reference. 	
2	Establish the annual leave demand in weeks and days for the forthcoming financial year.	Annual leave demand	Manpower Plan Annual Leave Calendarisation work-aid <i>NB. This work-aid has been newly developed and will be reviewed jointly by the Royal Mail/ CWU tools group. It has been developed by Royal Mail to help DOMs and Reps jointly make the decisions on how best to fairly share out the total AL blocks for their office against a national workload profile. It is a guide only and should therefore be</i>	<ul style="list-style-type: none"> Using your up to date Manpower Plan, calculate how many weeks and days of Annual Leave are to be scheduled. Calculate how many weeks of Annual Leave have been purchased or have yet to be purchased (based on previous years) Ensure purchased annual leave and any carried over leave to be scheduled is taken into account. Determine and agree the number of reserves you are planning to use. Open the Annual Leave Calendarisation file and follow the guidelines within that file. 	

			<i>used accordingly.</i>		
3	Refresh knowledge by looking at summer resourcing video 2013 and Annex A of these guidelines	Joint understanding of Resourcing principles	<p>Summer Resourcing video</p>  <p>Annex A Annual Resourcing Guidelines</p>	<ul style="list-style-type: none"> • Watch the Summer Resourcing Video • Read through the Annual Resourcing Guidelines Annex A • Review the summer resource activity for this year, what went well? What didn't go so well? How can we improve? 	
4	Determine the indoor and outdoor absorption opportunity	<p>Indoor and Outdoor opportunity in hours</p> <p>No of additional leave blocks</p>	resourcing guidelines	<ul style="list-style-type: none"> • Now review the Annual Leave Calendarisation file consider the opportunity to offer more Annual leave slots throughout the year • Follow annex A within the resourcing guidelines to help you do this • The number of reserves available should be taken into account when determining the absorption opportunity • Remember if you increase Annual Leave in any weeks, then you will have to reduce the same number of weeks elsewhere, so you maintain the total number of weeks to be allocated. • Remember absorption should not be used to cover sick absence unless the office is over resourced against workload and a genuine opportunity exists 	

5	Determine the periods when you will require extra resource.	Flexing up Methods for High workload periods	2007,2010,2013 national agreements	<ul style="list-style-type: none"> • Look at the Annual Leave Calendarisation Planning aid and the indicators on there. Consider any periods where you may need extra resource. • Remember if you decrease the number of Annual Leave blocks allocated in any weeks, then you will have to increase the same number of weeks elsewhere. • Agree other methods of how you will resource your Unit during High workload periods. 	
6	Determine the final number of annual leave blocks per week by matching annual leave demand against traffic forecast and absorption opportunity, where workload is below the model week.	A calendar showing the total number of annual leave blocks by week.		<ul style="list-style-type: none"> • You now have all the information needed to agree exactly how all the weeks of Annual Leave should be spread across each week of the year. • Go back to the Annual Leave Calendarisation File and open the "Finalised Leave Plan" tab • Input the number of FT annual leave blocks • The number of FT annual leave hours will calculate automatically • Input the number of PT annual leave blocks • Input the number of Total PT annual leave hrs. 	

7	Agree messages for communicating annual plan and gaining frontline involvement in how workload will be shared.	Annual plan WTL	resourcing guidelines annex A	<ul style="list-style-type: none"> • Now consider how you are going to communicate the Annual Plan. • Write a WTLL session explaining how you have reached agreement on your decisions. • Remember to explain to your people that the detailed summer resourcing activity will take place in the New Year and they will have the opportunity to get involved with how the work will be absorbed in an efficient and fair way. 	
8	Annual Leave Pick	Allocate Staff to the agreed levels of Annual Leave.	Way Forward agreement	<ul style="list-style-type: none"> • Start your Annual Leave Pick. • Complete your Annual Leave pick by 31st October • To provide a way for people to take odd days of leave agree the number of slots per week that remain un-picked 	
9	Annual leave policy	Ensure the Annual Leave process complies with HR policy and Way Forward agreement	HR Annual Leave Policy Way Forward Agreement PSP guide	<ul style="list-style-type: none"> • Ensure all Annual Leave records are correct in PSP 	

12 Week Resourcing Meeting Agenda – Held Monthly

Discussion items	Purpose/Output	Source	Record Actions arising
Review the annual plan and the traffic forecast for the next 12 weeks and amend with any known local variations, keep a record of changes for audit purposes.	Agreed traffic forecast	Traffic Forecast	
Review resource forecast taking into account known leavers, long term sick absence, staff turnover rate, temporary contracts and earnings potential.	Agreed resource forecast	Unit Manpower Plan	
Map workload against resource for the 12 weeks ahead and determine actions to address any variances. Ensure WPC and Rep workload/release is included.	12 week high level plan and agreed resourcing decisions	Delivery Forecast Tool	
Forecast skills gaps and agree actions to address	Required Training interventions	Unit skills matrix	

Weekly Resourcing Meeting Agenda

Subject	Discussion items	Purpose/Output	Source	Actions
Last week	Compare actual traffic with traffic forecast, what was the variance?	Appropriate traffic challenge made	DTFT and DiRT	
	Compare actual resource with the planned resource	Understand reasons for any variance Review all types of hours used. ie ordinary, pressure OT and special duties	RCS report and manpower plan	
	Did we balance workload with resource? If not why not? What do we need to do differently?	Joint understanding of the reasons if not balanced. Agreed actions to resolve.	IWT report, RCS report	
	Did we meet Resource to Workload principles. What issues were there and what lessons were learnt	Fair resourcing decisions made	Colleague feedback, RTW success measures	
	Review Weekly indoor performance and whether it was maintained throughout the week. Agree actions to resolve as required	Maintenance of efficiency against different workloads Agreed actions to resolve	IWT report	
	Review any competitor, DP growth and DP reduction intelligence	Intelligence gathered and upward fed	Colleague feedback	

2 weeks ahead	Review the performance summary report from Auto IWT	Understand performance trend for IPS, Prep and total Indoor	DFT	
	Agree a performance target that reflects the actual performance (taking into account the agreed performance at which the revision was planned) *** see note below	Target EP for RTW plan is agreed	DFT	
	Input the traffic forecast and review. Are there any changes required based on local knowledge? If so why?	Traffic forecast agreed and & reasons for variance from DTFT noted.	DFT	
	Review actual resource available against AWD includes rehabs, stranded hours and any vacancies you have	Determine actual indoor hours available before any flexing intervention	DFT	
	Ad hoc annual leave and flexible working requests	Consider any colleague requests made		
	No, size and weight of D2D contracts and redirections by walk,	Workload correct, Exceptions taken into account. Note Magazines, awkward items such as D2D with pens in will need more time to prep, this needs taking into account.	DFT	
	Variance between Should take hours and resource available	Hours reduction required, additional hours required	DFT	
	What decisions are required to balance workload with resource	Agreed method of flexing up or down		
	Build plans by work area	Agreed IPS, Prep, Porter & Outdoor plans and ensure how plans will be adhered to on the day		

	Agree messages to communicate using Comms Board	Colleagues understand the plan and the agreement behind the plan	RTW meeting outputs	
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*** Note – This is not about agreeing a new performance target, it is about agreeing a sensible performance target for 2 weeks ahead that reflects the actual performance of the unit at the time.

1 week ahead	Review plan for next week against any known/predicted fluctuations in workload or resource	Plan checked	Plans prepared last week	
	Check variance between Should take hours and resource available	Hours reduction & additional hours required still balanced	IWT	
	What decisions are required to balance workload with resource	Agreed method of flexing up or down	Opti Sim Learning	
	Review plans by work area	Agreed IPS, Prep and outdoor plans	Plans prepared last week	
	Agree messages re any changes using Comms Board	Colleagues understand the plan and the decisions behind the plan	RTW meeting outputs	

ANNEX A

IN LINE WITH THE ABOVE STATEMENT WHERE ABSORPTION OPPORTUNITIES HAVE BEEN IDENTIFIED AND AGREED THE FOLLOWING POINTS SHOULD BE TAKEN INTO CONSIDERATION TO ASSIST IN SUCCESSFUL DEPLOYMENT

- For outdoor absorption use a large scale map to help you share out the work efficiently and fairly
- On the map use local knowledge to accurately map out your current walks marking the position of the Delivery Office
- It will help if you clearly mark out the start and finish of each of the loops within those walks
- Take into account the routes people travel to and from their walks
- Jointly determine the indoor time available for sharing outdoor work
- The time available should be determined locally between the DOM and the Rep
- Indoor time available for sharing work can be determined using the agreed tools i.e. DTFT and IWT
- There is no current tool available within the business that accurately determines the outdoor time available resulting from reduced call rates therefore you need to be discussing together how walks can be shared.
- Local information sources such as signing out sheets, van key return times and by simply asking the people who are doing the walks will help you to determine the outdoor time available
- Plan how many walks can be shared using the available time determined above
- You may need separate plans for different days of the week or different weeks within the summer period. For example you may segment into 2 (Monday, Tuesday Saturday / Wednesday, Thursday, Friday) or 3 (Monday, Saturday / Tuesday / Wednesday, Thursday, Friday) and have different plans for different weeks, see examples below

Summer Resourcing - Plan 1 (Higher traffic / Call rate vol.)					
Weeks 10,12,16 - 20					
Mon	Tue	Wed	Thu	Fri	Sat
High		Plan A (Wed, Thu, Fri)			1A
Low		Plan B (Mon, Tue, Sat)			1B

Summer Resourcing - Plan 2 (Lower traffic / Call rate vol.)					
Weeks 11,13, 14, 21 - 28					
Mon	Tue	Wed	Thu	Fri	Sat
High		Plan A (Wed, Thu, Fri)			1A
Low		Plan B (Mon, Tue, Sat)			1B

Week Number	Weekday					
	Mon	Tue	Wed	Thu	Fri	Sat
10	1B	1B	1A	1A	1A	1B
11	2B	2B	2A	2A	2A	2B
12	1B	1B	1A	1A	1A	1B
13	2B	2B	2A	2A	2A	2B

- The best way to share out the indoor and outdoor work to fill the time available is to get a representative cross section of your people to work together with CWU reps and DOMs to create the plan.
- When staff take shared outdoor work (a loop or part of a loop from another walk), it's easier if they take it with them when they depart on their own walk.
- The best duties to share can be those closest to the DO. This allows mail to be delivered by staff en route to their own first delivery point. However as shown in the video there are other options.
- Don't automatically share out vacant duties as this may lead to inefficient travelling times
- The plan needs to maintain balance between shared van routes

- Wherever additional outdoor workload is added to a duty, the delivery person should deliver the D2D for the part of the walk they are delivering
- The more detailed the plan, the better. As on the example below it must clearly show by walk which duty is covering which delivery points
- When displaying daily plans the duty holder name should be displayed

Sharing Duty 25	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	DUTY	DUTY	DUTY	DUTY	DUTY	DUTY
Prepped By	duty 2 & 7	duty 2 & 7	duty 2 & 7	duty 2 & 7	duty 2 & 7	duty 2 & 7
D2D Prepped By	duties 14,15,16,	duties 14,15,16,	duties 14,15,16,	duties 14,15,16,	duties 14,15,16,	duties 14,15,16,
Redirections Done By	PHG	PHG	PHG	PHG	PHG	PHG
Watts Cottage to Ambulance Station	duty 3	duty 3	duty 3	duty 3	duty 3	duty 3
Pound Lane	duty 9	duty 9	duty 9	duty 9	duty 9	duty 9
5 Trinity Close to 5a West Street	duty 5	duty 5	duty 5	duty 5	duty 5	duty 5
1 Trinity Lane to 33 West Street	duty 17	duty 17	duty 17	duty 17	duty 17	duty 17
35 West st to Frome House	duty 18	duty 18	duty 18	duty 18	duty 18	duty 18
Purbeck School, Sports Centre,	duty 5	duty 5	duty 5	duty 5	duty 5	duty 5
Encombe Road	duty 31	duty 31	duty 31	duty 31	duty 31	duty 31
Stowell Crescent 1 - 15	duty 100	duty 100	duty 100	duty 100	duty 100	duty 100
Stowell Crescent 14 - 37	duty 1	duty 1	duty 1	duty 1	duty 1	duty 1
Hardy Road to 32 Stowell Crescent	duty 8	duty 8	duty 8	duty 8	duty 8	duty 8
Sirley Road	duty 10	duty 10	duty 10	duty 10	duty 10	duty 10

- Where walks have been identified and agreed for absorption on an ongoing basis the frame of each walk to be shared should be clearly marked to reflect the plan
- Before the walk is taken out the walk log for the shared walk should be checked, so people know about any safety risks, special instructions etc
- When creating additional annual leave slots they should be allocated in line with the Way forward and any locally agreed arrangements.
- Finally make sure you take into account any "on the day" circumstances that may have an effect on your plan e.g mail above forecast, unplanned sick absence/other absence and/or individual walks affected by traffic variances. Consider how you would deal with those variances.