

# **APPENDIX 1**

## **A Guide for Mail Centre Resourcing Realignment**

## **A GUIDE FOR MAIL CENTRE RESOURCING REALIGNMENT**

In line with the National Joint Statement on Resource Realignment, when conducting joint realignment activity in Mail Centres, using Nationally agreed tools, both parties must comply with the following guidelines:

1. Agree joint communication to employees regarding the realignment activity and joint aims and objectives.
2. Agree baseline period (Model Week) i.e. an average week to resource (process attached).
3. Agree levels of additional earning opportunities i.e. the level of Scheduled Attendance that meets employee aspirations and achieves workplan clearance.
4. Agree leave reserve ratios. These may be varied by agreement where this supports a reduction in the use of external resource.
5. Verify all work area cut-off and dispatch times.
6. Using the baseline period, jointly project traffic to be resourced in each work area on all shifts across the full week. If needed, verify traffic with shift managers and CWU representatives as, depending on the agreed baseline period, there may have been changes in the traffic profile since then.
7. Establish total hours required in all work areas of all shifts; by using baseline traffic and actual throughputs. You may seek to improve actual throughputs via agreed process changes; any such change will have to be tested before using the improved throughputs. Ensure all hours are captured including portering etc.
8. Jointly establish traffic arrival profile and review the confirmed network plan, including those associated to changes required for the deployment of the LAT product.
9. Consider traffic arrival profile, convert hours into AWDs and SAs, in each work area of all shifts.
10. Deploy White Book Staffing levels and ensure that contingency arrangements support workplan clearance and are in line with the National agreements.
11. Agree the outputs of the realignment activity, ensuring that any resulting changes accommodate the SWW across all shifts and duties and are deployed in the most effective manner, while maintaining full operational coverage.
12. Align duties to employees on minimum disruption basis and in line with the National agreements, while at the same time ensuring effective alignment to workload that avoids stranded costs.
13. Once current Staff in Post (SIP) (full time and part time) have been realigned to the duties, any gaps in resourcing to be filled using the following resourcing principles:

- I. Part Time to Full Time or part time extended contractual hours, ensuring flexibility is in place to support correct alignment of hours against the workload.
- II. Any subsequent shortfall will be addressed by recruitment.

## **Agreed Process to Jointly Establish the Model Week for the Purpose of Conducting Resource Alignment Activity**

When conducting Resource Alignment Activity, in order to project the model week, using Nationally agreed tools the following steps will be taken in the given order.

1. Jointly analyse the previous financial year's actual weekly traffic by work stream for all 52 weeks – e.g. 2017-18.
2. Remove known extremely high and low traffic weeks, i.e. Christmas weeks, Bank Holiday weeks. Based on the local traffic profile, locally the CWU and RM will agree which weeks to be classed as 'Christmas weeks'.
3. Agree and remove any additional weeks where the traffic was significantly higher/lower for unforeseen reasons when compared to normal forecast, e.g. severe weather, election material and census etc. However, if any such situation has altered the traffic profile of the unit for a longer period than one week, it may have a greater impact on the average/model week.

Therefore for the purpose of this calculation local parties will apply a common sense approach and considering previous years' trends will, generate a jointly agreed forecast traffic figure for these particular weeks.

4. Once the above has been undertaken the total of the remaining week's actual traffic will be divided by the number of remaining weeks. This will provide a projection of the average week's actual traffic for the previous year.
5. Once the historical average weeks actual traffic has been established in line with the Bullet Points 1 to 4, both parties will agree and add/delete any known traffic which the unit may have gained or lost since the end of previous financial year, i.e. gained or lost contracts, long term diversions etc.

If any such gain or loss occurred during the previous financial year (i.e. from 1<sup>st</sup> October) then apply the same traffic gain/loss to the remaining weeks (i.e. from April to 30th September) in order to ensure that the average/model week includes full credit for the increase/decrease of the traffic.

6. \* Calculate year on year growth or decline in actual traffic between the previous financial year (e.g. 2017-18) and the financial year before (e.g. 2016-17):
  - a) To do this, the weeks taken out from previous year will also be taken out from the year before, i.e. Christmas weeks, bank holiday weeks and any other affected weeks. Then weekly traffic variance (+ or -) will be calculated between all remaining weeks of both years (e.g. 2016-17 and 2017-18).
  - b) This variance will be projected in the form of numbers and percentages. The total of variance (numbers and percentage) will then be divided by the number of weeks to project the average weekly traffic variance (growth or decline).
  - c) Finally, the average weekly variance percentage (+ or -) will be applied to the model week, which has already been calculated in Bullet Point 5.

**The resulting figure will provide the model week actual traffic.**

Example: The table below shows variance in actual traffic, between 2016-17 and 2017-18, in all Mail Centres, to be applied if realignment activity is to take place in the financial year 2018-19. However, please note this variance is calculated based on

an average of 52 weeks, including Christmas & Bank Holiday weeks. Therefore once locally agreed weeks are taken out from both years, the variance may be slightly different.

Mail Centre	52 Wk Cum (Wk8 1617 - Wk7 1718)	52 Wk Cum (Wk8 1718 - Wk7 1819)	YoY Growth / Decline	YoY % Growth / Decline
Aberdeen	33,293,499	33,012,373	-281,126	-0.8%
Belfast	74,906,923	83,534,848	8,627,925	11.5%
Birmingham	132,271,042	138,884,546	6,613,504	5.0%
Bournemouth	52,763,113	53,000,943	237,830	0.5%
Bristol	171,643,861	163,916,338	-7,727,523	-4.5%
Cardiff	86,049,144	89,855,317	3,806,173	4.4%
Carlisle	26,956,183	26,067,045	-889,138	-3.3%
Chelmsford (incl. Ipswich)	130,377,933	123,919,989	-6,457,944	-5.0%
Chester	83,116,440	77,826,524	-5,289,916	-6.4%
Croydon	81,469,760	82,586,985	1,117,225	1.4%
Edinburgh	105,146,353	104,348,076	-798,277	-0.8%
Exeter	69,905,907	73,277,975	3,372,068	4.8%
Gatwick	98,366,362	101,757,562	3,391,200	3.4%
Glasgow	132,157,571	138,874,288	6,716,717	5.1%
Greenford	159,248,690	163,247,405	3,998,715	2.5%
Home Counties North	140,894,797	156,989,475	16,094,678	11.4%
Inverness	20,813,748	21,218,549	404,801	1.9%
Jubilee	156,569,876	158,730,944	2,161,068	1.4%
Leeds	157,286,747	168,721,239	11,434,492	7.3%
London Central	123,440,789	123,675,147	234,358	0.2%
Manchester	168,154,188	172,201,813	4,047,625	2.4%
Medway	111,802,741	118,088,521	6,285,780	5.6%
Newcastle	123,209,280	127,177,984	3,968,704	3.2%
North West Midlands	114,640,744	121,597,942	6,957,198	6.1%
Norwich	44,770,434	44,270,276	-500,158	-1.1%
Nottingham	102,630,193	110,450,098	7,819,905	7.6%
Peterborough	90,758,773	99,585,585	8,826,812	9.7%
Plymouth	40,395,837	40,860,499	464,662	1.2%
Preston	87,284,101	92,944,736	5,660,635	6.5%
Romford	90,926,670	102,508,797	11,582,127	12.7%
Sheffield	127,393,074	131,743,340	4,350,266	3.4%
South Midlands	181,696,835	196,353,563	14,656,728	8.1%
Southampton	97,879,586	101,270,176	3,390,590	3.5%
Swansea	50,019,331	47,804,520	-2,214,811	-4.4%
Swindon	113,395,293	116,407,700	3,012,407	2.7%
Truro	21,738,862	19,937,533	-1,801,329	-8.3%
Warrington	113,463,044	117,944,601	4,481,557	3.9%
<b>National</b>	<b>3,716,837,724</b>	<b>3,844,593,252</b>	<b>127,755,528</b>	<b>3.4%</b>

For resourcing purpose, the model week traffic will be converted to 'sort streams' and allocated to appropriate work areas on different days and different shifts. Resourcing to this traffic will be conducted in line with the Nationally agreed principles contained in Annexe A, 'A Guide for Mail Centre Resourcing Realignment'.

Full training 'how to project model week' will be jointly designed and provided to the CWU representatives conducting the above activity.

\* It is acknowledged that activity is currently taking place in relation to a Traffic Transformation trial, which when concluded will provide a jointly agreed method of measuring traffic. Therefore if a new agreed process is introduced which concludes a method of traffic measurement that adjusts the actual traffic figure up or down when compared to current process (MIST system) the percentage will be adjusted in line with the change to both years mentioned in Bullet Point 6.

## GUIDANCE DOCUMENT MAIL CENTRES RESOURCING MEETINGS

### Meeting Guidelines

A Joint Working Group of representatives from Royal Mail and the CWU met to develop and review best practice and materials for weekly resourcing meetings and to establish and reinvigorate the process for holding these meetings. The following guidelines summarise the outputs from this discussion and are to be used to form the basis of the weekly resourcing meetings held in Mail Centres. This document should be used alongside the standard format for capturing and displaying meeting outputs for all employees to see.

### Aim and Purpose of the Weekly Resourcing Meeting

The aim and purpose of the meeting was agreed as a forum where both Royal Mail and the CWU have a shared goal and are speaking a common language and also to have an honest approach even when there may be difficult messages to get across. The focus should be to review past and current resourcing along with clearance to workplan, and to identify what the resourcing needs are for the week/s to come. It was highlighted that there were a number of pre-requisites for this:

- Correct and simple information that is easy to understand for both parties.
- Honest approach even when there are difficult messages.
- Structured agenda – know what to discuss.
- Appropriate attendees:
  - Everyone involved
  - All reps and all shift managers
  - Each shift to have separate meetings
- Clear outputs and owners.
- Tie in to weekly SI meeting with area reps.
- Clear understanding of the tools used in the plant.
- Level of knowledge for attendees to be equal.
- Ownership and governance down to WAM level.
- Way forward even when there's a conflict of views.
- Clear understanding of demand and performance levels.

### Meeting Process

Resourcing meetings are mandatory meetings and should take place every week as a minimum and supplemented by daily and quarterly interaction. The recommendation for the attendees and structure of these meetings follows a tiered approach:

- Quarterly meetings to include Plant Manager/Area Rep/PCM/Engineering Representative. An open invitation will also be extended to the Regional Manager and Divisional Representative to attend. The meeting will be minuted.
- Weekly SI/Plant manager level – Plant Manager/Area Rep/PCM/Engineering Representative.

- Weekly at shift level - PCM/Shift Manager/Shift Rep/WAMs/PDM/Staff resourcing manager.
- Daily touchdown at the start of every shift – PCM/Shift Manager/Shift Rep/WAMs.

### **Content to be reviewed during the Quarterly Resourcing Meeting**

The quarterly meetings should take place at key points in the year: March, June, September and December. The following should be discussed and reviewed during these meetings:

- Any known future plant changes.
- Previous quarter's performance.
- Throughput changes required due to changes.
- Machine moves.
- Staff changes – known leavers/retirements.
- Resourcing mix – 12 week review.
- Work plan.
- Agreed Projects.
- Special events planning/seasonal requirements.
- Resource alignment.
- Training plans/skills needed.
- Review of weekly resourcing meetings and resourcing in line with job security agreement.
- Benchmark other plants.
- Engineering Requirements/plans.

### **Content to be reviewed during the Weekly Resourcing Meeting**

There are three specific areas: base data, previous week's performance and the coming week's plan. Within these areas there are a number of topics that should be discussed.

#### ***Base data needs to be accurate and known:***

- Arrival profile (to be jointly reviewed on a quarterly basis).
- Local workplan.
- Production scheduler detail.
- Skills register (to be jointly reviewed on a quarterly basis).
- Annual leave agreement.
- Scheduled attendances.
- Seasonal adjustment requirements.
- Engineering requirements/plans.

#### ***Previous week's data:***

- Movement of staff.
- Hours spend against the plan.
- Traffic actuals v forecast.
- Clearances to workplan.
- Use of Whitebook staffing – RCA for internal workplan slippage causing usage.
- Seasonal trends/requirements.

***Next week's plan with an overview of the following:***

- Traffic forecasting trends and patterns and know bulk postings (eg end of month spike).
- Absence and annual leave.
- Red dot days.
- Hours plan for the week.
- Throughputs/efficiency adjustments by shift – if required.
- Pre-list overtime (where known) for hours needed.
- List of reserve overtime.
- Short notice demand solution (local process).
- Any workplan changes.
- Rehab integration back on to shifts.
- Loans and borrows planned.
- Mech plans.
- Seasonal trends/requirements.
- Engineering requirements/plans.

**Outputs for Sharing with All Staff**

Following the meeting, the outputs should be captured in the Weekly Resourcing Meeting template and displayed for staff. Any overtime requirements should also be communicated as early as possible to staff.

## Agenda

Topic	Discussion Points	Inputs
Previous week's resourcing	<ul style="list-style-type: none"> <li>• Did we experience any specific staffing / resourcing issues?</li> <li>• What was the actual traffic v the plan?</li> <li>• Did we clear to workplan in all areas? If not actions need to be taken this week to ensure clearance?</li> <li>• Did we use Whitebook staffing? RCA to be discussed for the internal workplan slippage that caused usage.</li> <li>• Do we need to communicate anything to staff / put on notice board as a result?</li> </ul>	<ul style="list-style-type: none"> <li>• Production scheduler</li> <li>• Actual traffic and hours</li> <li>• Whitebook staffing hours</li> </ul>
Next week's resourcing	<ul style="list-style-type: none"> <li>• What are the traffic forecasting trends and patterns and know bulk postings (eg last week of month spike)? Red dot days?</li> <li>• What does the mech plan require?</li> <li>• What is the absence and annual leave cover required and are any loans and borrows planned?</li> <li>• What is the hours plan for the week? Throughputs/efficiency adjustments by shift - if required?</li> <li>• Is there a requirement for pre-list overtime?</li> <li>• Is there a list of reserve overtime available?</li> <li>• Do we have a short notice demand solution (local process) in place?</li> <li>• Are any workplan changes required?</li> <li>• Do we have any rehabs that need integrated back on to shifts?</li> <li>• Loans and borrows planned</li> <li>• What is the early view of the resourcing plan for two weeks' time?</li> <li>• Do we need to communicate anything to staff / put on notice board as a result?</li> </ul>	<ul style="list-style-type: none"> <li>• Production scheduler</li> <li>• Traffic forecast</li> <li>• Annual leave and absence plan</li> <li>• Contingency plan</li> <li>• Skills register</li> </ul>

# Mail Centre Weekly Resourcing Meeting

# Annex B1

<p>Quarterly resourcing meeting</p>	<ul style="list-style-type: none"> <li>• What was the previous quarter's performance and are any throughput changes required?</li> <li>• Are there any future plant changes or machine moves planned?</li> <li>• Staff changes - are there any known leavers/retirements and what is the resourcing solution?</li> <li>• Do we have the correct resource alignment with all the right hours in the right place? What has the labour model mix been during the last 12 weeks?</li> <li>• Review of weekly resourcing meetings and resourcing in line with the job security agreement</li> <li>• Have we got any skills gaps and do we need to put a training plan in place?</li> <li>• How are we progressing against the work plan and deployment of agreed projects?</li> <li>• Are there any special events coming up that we need to plan for?</li> <li>• Review of areas for improvement and possible benchmarking other plants' practices and methods to seek improvements</li> </ul>	<ul style="list-style-type: none"> <li>• 13 week plan</li> <li>• Skills register</li> <li>• Annual leave and absence plan</li> <li>• Work plan</li> <li>• Special events calendar</li> </ul>
<p>Any Other Business (discuss when required)</p>	<p>Use the opportunity to discuss any other issues in the plant and to talk about what went well in the last quarter.</p>	



Next week's resourcing		
	Planned	Changes / Resourcing Issues / Actions to note:
Traffic Volume	[Excerpt from production scheduler]	
Hours	[Excerpt from production scheduler]	
Pre-list overtime requirement		
<b>Resourcing changes or improvement opportunities to note:</b>		

Planning for two weeks ahead		
	Planned	Comments
Traffic Volume	[Excerpt from production scheduler]	
Hours	[Excerpt from production scheduler]	
Resourcing Issues to consider (including A/L, sick, ad hoc requests, training etc.):		

Any Other Business
Notes...

**RESOURCING CHECKLIST - PROCESSING**

1. Are weekly Mail Centre resourcing meetings held every week and on all shifts by the relevant managers and CWU reps?
2. Are the agreed standard resourcing meeting agendas followed for the weekly, monthly and quarterly resourcing meetings?
3. Have you reviewed the previous quarter's performance and are any throughput changes required?
4. Have you reviewed any plant changes, machine moves or are there any agreed projects scheduled that will impact on resource required?
5. Do you have the correct resource alignment with hours in the right place to achieve full clearance and deliver QoS?
6. Have you reviewed the resourcing model for the last 12 weeks and does this need to change? Have you reviewed if Part Time staff are consistently working increased hours and if so do these need to be addressed by offering additional contractual hours to P/T staff?
7. What has the agency usage been over the last week/month/12 weeks – do you need to change the resourcing structure to reduce/eliminate reliance on agency hours?
8. Have you discussed any FTCs and have these been reviewed?
9. Do you discuss staff changes weekly to understand if there are any known leavers/retirements and if so the appropriate resourcing solution?
10. Have you reviewed skills gaps and if any training is required?
11. Do you review regular 'loans and borrows' and look for permanent solutions?
12. Is there a robust annual leave planning process in place that aligns annual leave to workload, meets employees' aspirations and also provides flexibility for ad hoc days for employees?
13. Are extra leave slots available in the summer as a result of the reduced workload?
14. Are the Working Time Regulations fully complied with?

**JOINT STATEMENT REGARDING RESOURCE REALIGNMENT IN MAIL CENTRES  
QUALITY CHECKLIST FOR PROCESSING**

Royal Mail and the CWU recognise that there will be a joint local review and discussion at the weekly resourcing meetings using an agreed quality checklist, at which units will assess current compliance with all Resourcing Agreements and Quality of Service commitments. Where it is agreed there is non-compliance, an agreed action plan will be worked up locally as a priority.

Both parties will ensure there are resources available and processes in place to support the compliance with the following:

1. Work Area Workplan Completion times are reviewed daily and there is evidence of correct reporting of clearance/failure, Route Cause Analysis conducted (if required) and action points to remedy where there is a slippage against completion times.
2. Operational planning and resource alignment is in line with the National and locally agreed workplan.
3. All Machineable DSA and Economy letters are prepped by 1800 and processed to batch level by 22:00.
4. All agreed engineering and operator pre-flight checks are completed on a daily basis across all machines.
5. 100% checks are performed daily on Automation Hazard Boxes.
6. 2c letter selections are flick checked for 1c stamped mail (CFC, IMP, Handstamp).
7. 2c has been tipped to agreed local workplan and prepped to extract any 1c prior to final despatch.
8. 2c Meter and PPI letters are processed through the automation by 22:00 extracting any 1c to achieve final despatch.
9. Collection Hub checks (for 1c in 2c parcels) are carried out on arrival in to your Plant and these items are extracted to achieve 1c final despatch at 2200.
10. Cancel all stamps and extract all underpaid stamp and meter mail, other operators' mail and Access International items for Revenue Protection.
11. Checks are in place that review mail presentation of mail in the pipeline (Collections, Mail Centre, MPU and Delivery Units).