

JOINT STATEMENT REGARDING RESOURCE REALIGNMENT IN MAIL CENTRES, REGIONAL DISTRIBUTION CENTRES AND WALK BUNDLING CENTRES TO SUPPORT DEPLOYMENT OF GUIDING PRINCIPLES OF EMPLOYMENT SECURITY AND MUTUAL INTEREST APPROACH TO FUTURE CHALLENGES AND OPPORTUNITIES AND THE SHORTER WORKING WEEK

Introduction

Royal Mail (RM) and the Communication Workers Union (CWU) are working together to deploy the Guiding Principles of Employment Security and Mutual Interest Approach to Future Challenges and Opportunities agreement.

Within this agreement, and in the spirit and principles of the Agenda for Growth, Stability and Long Term Success Agreement and its Legally Binding Contract, RM and the CWU recognise the need to ensure that we have the right resourcing structures and strategies in place to deliver for both customers and employees.

Background

Both parties accept that the agreed reduction in the current full-time hours provides the opportunity to review and address a number of issues the business and its employees face around automation, resourcing to workload, overtime, part time employees hours and our joint commitment to maximise a full time workforce consistent with existing agreements. Equally, it is agreed that shorter working hours can be used to create inventive, mutual interest duty structures, which provide fair and manageable workload that balances customer needs with employee aspirations in regard to earnings and work life balance. The Guiding Principles of Employment Security Agreement also jointly commits to a review of the contractual status of part-time workers who regularly work extra hours above their current contracted hours and recognises that where future workload warrants, contractual hours can be increased.

Royal Mail and the CWU have agreed that a review of resourcing alignment will therefore be required in Mail Centres and/or RDCs and WBC's. The reviews (using an agreed process and standard toolkit) will facilitate the introduction of the growth initiatives relating to the deployment of new LAT products and ensure that the 1st hour reduction in the full time working week can be deployed in the most effective manner in October 2018.

Both parties recognise the impact of change on individuals and reaffirm our joint commitment to minimise employee disruption as much as possible. In all change, due consideration will be given to current attendance patterns and earnings packages and movement between shifts will be avoided. To assist this aim, realignment of workload between shifts may be considered where it supports effective alignment to workload and avoids stranded costs.

If realignment within a work area, shift or Mail Centre/RDC/WBC is required, both parties will be required to conduct the joint activity outlined in Appendices 1 & 2 to this document.

Resourcing Meetings

There is also a joint recognition that while Weekly Resourcing Meetings have been part of the regular interaction with Managers and CWU Representatives, these may not have always been deployed thoroughly and robustly in all Units. A Joint Working Group (JWG)

was set up last year to look at this and a revised approach and format has now been agreed to standardise the process to be adopted. Documentation has been developed (attached as Appendices 1 & 2) and training on this approach and content will be communicated in due course.

The Weekly Resourcing Meetings will be the local forum for jointly reviewing past and current resourcing along with clearance to workplan, and identifying what the resourcing needs are for the week/s to come. This will include the review of part time contracted hours actually planned and worked and will embed the activity set out in the Guiding Principles of Employment Security and Mutual Interest Approach to Future Challenges and Opportunities, which ensures that a review is carried out in March and September each year. This will include sign off by the Functional Director and the CWU Divisional Representative.

Resource Realignment

Locally the CWU and Royal Mail will jointly review their resourcing structure including the deployment of a shorter working week. Following the review activity both parties may agree that realignment activity is required in their Mail Centre/RDC/WBC. To facilitate any agreed realignment activity a joint approach utilising existing agreed tools and agreements, has been developed to deliver the above aims, along with supporting materials and a training plan. This joint approach will operate with a number of key guiding principles as follows:

- Establish the baseline period (Model Week in Mail Centres) within agreed parameters.
- Review processing resourcing requirements to ensure maximum connectivity of LAT traffic with Wave 2 Despatch plans and/or ensure the earliest presentation of LAT mails for despatch where this is not possible.
- Review of Sequencing levels and mail presentation across all work streams to ensure quality standard on a consistent basis.
- Review the Resourcing Mix: 1) Duty/Core Attendance, 2) Agreed Scheduled Attendances, 3) Variable Over Time & Agency, in order to ensure that resourcing against workload is robust.
- Reduce the utilisation of agency/casual staff and ensure that the agency/casual usage is in line with the Agenda for Growth principles.
- Review Part Time contracts in line with the principles contained in the 'Resourcing in line with Current agreements' section of the 'Guiding Principles agreement'.
- To ensure robust resourcing against workload review SA agreements and ensure that appropriate SA contracts are in place in line with National agreements.
- Ensure seasonal flexibility in workload is resourced robustly, this may include alignment of overtime, SA and annual leave where applicable.
- Review workplan to protect quality and consider what workload can be realigned to different shifts, in compliance with the National agreements and USO commitments and the principles established in the 2017 agreement: Realignment of Workload in Relation to Traffic Smoothing in the Processing Function and Mail Centre Workplan.
- Equality Act, Flexible Working and adjusted duties to be reviewed in light of realignment activity.
- Review Fixed Term Contracts (FTC) and convert to substantive positions if supported by future workload.
- Review regular loans/borrows requirements and look for permanent solutions.
- Annual leave agreements to be reviewed in order to maximise choice and build in more flexibility for OPGs to take ad hoc leave.
- Fully adhere to the standard process to carry out the realignment activity included in the attached appendices:

1. Appendix 1: 'A Guide for Mail Centre Resourcing Realignment'.
2. Appendix 2: 'A Guide for Regional Distribution Centre and Walk Bundling Centre Resourcing Realignment'.

- Review White Book Staffing levels and ensure that contingency arrangements are in line with the National agreements.
- 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.

The above information now provides the required clarification to enable local discussions to take place in relation to resource realignment in Mail Centres and the deployment of the shorter working week. All discussions will be progressed in line with the IR Framework and the MTSF agreement.

Weekly updates on progress at each site will be forwarded to the appropriate Process and Collections Director and the CWU Divisional Representative, who will coordinate activity within their respective areas.

Any questions of interpretation, implementation or application of this Joint Statement shall be referred to the respective Headquarters for resolution.



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