



## **Terms of Reference between Royal Mail and the Communication Workers Union for Joint Working around Work Measurement and Planning Value Development Within Deliveries**

### **Introduction**

Royal Mail and the CWU are committed to working together to deliver growth, stability and long-term success. As part of this joint commitment set out in our agreements, in particular the Agenda for Growth and Guiding Principles agreements, both parties are to develop transparent, fair and jointly understood approaches to performance measurement tools in support of planning and performance improvement activity, in order to enhance our joint objectives. By working together, we will develop transparency, understanding and consensus on planning values.

To facilitate much greater joint understanding and ownership of productivity and workload measurement it was agreed that Royal Mail provide training for three Delivery CWU representatives in industrial engineering techniques. The CWU representatives that are trained in industrial engineering techniques will support these joint objectives and provide advice to the CWU Outdoor Department National Officer with responsibility for Delivery, in order to inform policy making and add value to the growth and efficiency agenda.

An integral part of this agreement is a commitment by Royal Mail to provide the necessary training to ensure performance rating for the CWU representatives is maintained on an annual basis to ensure their accreditation remains valid.

### **Background**

In 2012 Royal Mail commissioned Scott Grant Ltd a firm of specialist industrial engineers, to verify national planning values used in the business for planning, productivity and cost measurement. The work entailed industrial engineers visiting a number of Delivery Offices, Mail Centres and RDCs to review the planning values for each product stream. Royal Mail used the industrial engineering values to inform product costing and confirm that its pricing is competitive and profitable.

### **Industrial Engineering Activities**

As part of their normal duties towards developing and maintaining the planning values, industrial engineers will regularly carry out work study tasks to collect data on the operation, including measuring frequency data including distances, percentages, fills and times for tasks, and other flows of work to ensure the Royal Mail values used for traffic weighting and product costing are reliable. This activity will be supported by industrial engineering trained CWU representatives, to enable Royal Mail and the CWU to confirm that the work measurement is inclusive and up to date.

Planning values that have been validated or developed for standard or new under the roof operating procedures will include industry standard, recognised contingency and rest allowances where applicable. Outdoor time values will be based on and reflective of the observed times to carry out various processes whilst on the delivery route, in line with the approach agreed in 2016 with CWU, Royal Mail and our ACAS Mediator.

## **Methodology**

All relevant equipment, such as study tablets and measuring wheels, required to undertake measurement activity will be provided to the industrial engineering trained CWU representatives by Royal Mail on an as required basis depending on the nature of the task and the level of involvement. Full familiarisation training will be delivered to ensure that they are fully conversant with all functionality.

Key measurement activity will be jointly undertaken where practically possible. However, it is recognised that it may not be feasible for the CWU representatives to take part in all studies, particularly during the annual maintenance cycle. The proposed programme of IE activity will outline the key measurement activity that is to be jointly undertaken. Allocation or alignment of resource from the CWU trained representatives will be the subject of agreement at national level in advance of the activity taking place. This process will afford the CWU IE's the opportunity to be made aware of study work and provide the ability for them to express a preference in relation to activity that they would like to participate in. Equally and in line with the agreed joined up approach, where the CWU IE's are made aware of sites/issues that may benefit from studies taking place they will have the opportunity to propose relevant activity and all such requests will be fully considered by Royal Mail.

The CWU will have access to all data gathered as part of the studies that take place. Prior to industrial engineers visiting a site, employees based there will be briefed to make them aware of the visit/s and the purpose.

When the industrial engineer(s) arrive, they will be met by the unit manager who will introduce them to the local CWU representative(s) and staff involved as well as other managers where applicable. They will then be shown around the office to familiarise them with the layout and processes at the unit concerned.

Observations will be made on processes compliant with agreed standard operating procedures, safe systems of work and local/national agreements. Standard operating procedures, safe system of work and local/national agreements should be adhered to at all times.

The IEs will not report on individual performance and are employed to assess how long tasks take and whether these may be improved. Data gathered by IEs during their visit/s will not be used for the purposes of either conduct or individual performance management. Individual performance management remains the role of line managers working with their teams.

Work study activity may also involve photography or filming, and employees will be asked in advance if they have any objection in participating, if they prefer not to be included they will not be filmed in line with GDPR guidelines around personal information. The information and data is primarily designed for national use. Local feedback on the methods, layout, equipment etc. and overall unit performance (but not individuals' performance) may be discussed with the managers and the CWU representative(s) where there are opportunities for improvement. Where this is the case then the full terms of existing national agreements, joint statements and guidelines will apply including the IR Framework.

Local CWU representatives will be advised in advance of a planned visit to their site and a CWU liaison representative will be nominated and afforded reasonable release to discuss and participate in the activity to reassure CWU members of the commitments and protocols contained in this document. Employees will be jointly briefed by local managers and CWU representatives before the visit commences to advise them of the purpose of the IE activity.

## **Data Gathered**

Following work study activity data gathered will be analysed by the industrial engineering team. All data will be shared and discussed with the trained CWU representatives for their feedback into agreed outputs.

Information resulting from the study work will be discussed and shared with the CWU nationally either at pre-arranged meetings or via joint working groups.

## **Concluding Principles**

The whole approach is underpinned by a commitment to deliver cultural change, which is designed to align the interests of customers, the workforce and the company.

This joint approach will be supported by regular (quarterly) formal update and planning meetings between the Royal Mail Industrial Engineering department and the CWU Outdoor department, including the IE trained representatives.

The role of the trained CWU representatives within these processes is fully recognised, as is the requirement for appropriate release in order for them to meaningfully prepare, participate and obtain the views of CWU Representatives and members during site visits.

Once the requirement for release has been agreed between the national parties it is anticipated that local managers will facilitate this release and that all reasonable requests will be granted. When preparing for, participating in or assessing work study or measurement activities pay protection will apply in line with normal IR Framework arrangements.

## **Review**

A review of the way of working in relation to this agreement will take place 12 months from the date of this agreement, to ensure it is working productively in the interests of improved industrial relations and efficiency.

Any questions of interpretation, implementation or application of this document shall be referred to the respective headquarters for resolution.



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CWU

Date: December 2018

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