PDA Outdoor Actual user guide

PDA Outdoor Actuals is an exciting and much awaited step forward for delivery and collections. It helps us harness the technology available following the introduction of the new PDAs and forms part of Royal Mail's digital and customer strategy.

The system will help us to gain a better understanding of our outdoor delivery and collection operation which will enable us to meet the ever increasing customer demand for new and improved services.

The data available in your PDA outdoor actual dashboard will also help you to understand more about your outdoor operation.

It will support you to hold fact-based conversations with your team, to ensure workload is fair and balanced and to find solutions to outdoor challenges.

Please do take the time to read through this guide so that you are able to make the most of the new system.

Anton Harding
National Delivery Operations Director
Important Information

• GDPR rules apply to the data within PDA Outdoor Actuals
• The content contains user level data and named individual information
• This information cannot be displayed anywhere within the unit and should not be shared with anyone other than the individual
• Walk level data also cannot be displayed within the unit or shared with anyone other than the person performing the walk or duty
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What is PDA Outdoor Actuals?

PDA Outdoor Actuals is a new technological capability which provides Royal Mail with visibility of outdoor collection and delivery activity.

In 2017 a new application was downloaded onto every PDA device. The app records the position of the PDA as users move around their route using GPS (global positioning system).

The GPS data is sent back to the Royal Mail IT platform, where it is automatically collated and formatted. The data can be accessed and viewed by authorised users via a Qlikview reporting dashboard. Previously we only stored the location of a PDA when it was used to scan an item or collection point. This application enables us to collect PDA location data on a much more frequent basis.
Base data accuracy

PDA Outdoor Actuals uses actual data captured from PDAs and compares it to existing data systems for your unit. PDA data is compared to data from DDS (Delivery Duty System), APLUS, RCS (Resource Control System) and CMD (Collections Management Database).

The accuracy of the comparison reports is dependent on the accuracy of your data systems, so please ensure that your systems are up to date and are an accurate reflection of your planned operation.

If the reported data for your office looks incomplete on any given date check the cover sheet within the PDA OA dashboard to see if this coincides with a known date where there was a system outage. Please refer to the Delivery Systems Sharepoint for guidelines on how to keep these systems up to date.

If you have unpositioned delivery points in APLUS then these will be missing from the planned route on the map displays.
What does PDA Outdoor Actuals mean for your team?

In most cases your team should not need to do anything different to what they already do – they just need to log into their PDA before they go out of the office and then keep it with them and turned on while they are completing their delivery/collection route.

It is really important that they keep the PDA with them at all times – even if they don’t have an item to scan they must keep the PDA with them.

Top tip: Logging into PDAs

It’s really important that every colleague uses their own PDA login and password and that these aren’t shared. If two colleagues try to use the same login at the same time only the PDA where the login has been most recently input will operate.

If a colleague does not have a PDA login or has forgotten theirs this is easy to resolve - please contact the IT helpdesk or email systems.support@royalmail.com

You will need to provide the users’ pay number and the location they require access to.
What does PDA Outdoor Actuals mean for you?

It is really important that you look at your PDA dashboard regularly. Initially as you first become familiar with the dashboard and the data for your unit this should be most days.

As a minimum you should look at the dashboard weekly during planning time as part of preparing for your weekly resourcing meeting.

The dashboard has been designed to provide you with a daily snapshot of Outdoor Activity for the previous day. Use the summary page to understand overall performance and where you need to investigate issues you can drill down into the detailed screens to investigate further.

Please note that when using the dashboard, the user needs to take into consideration that the departure times assumes that half of the Meal Relief has been taken prior to departure. The remaining half of the meal relief is not included in the Planned Outdoor Time or RCS hours.

Your PDA Outdoor Actuals dashboard provides you with some very useful data however the key to making the most of this information is by working with your employees and CWU rep and having a conversation with them about the data.

Your team will be able to provide further insight to help understand and interpret the data. This is a really important step, it is essential that you discuss the data before taking any action.
Getting started with the dashboard

It is really important that you take some time to get used to your dashboard before you act on the data.

1. The first step is for you to familiarise yourself with your dashboard and the data for your unit. Use this guide to understand the dashboard. Check that the data makes sense for your unit.

2. Next, gain an insight into what the data is telling you about your unit. What patterns can you see in the data? What can you learn? What does the dashboard tell you about what is happening during the outdoor element of your operation?

3. Review the dashboard and the data with your CWU rep. What are their views on the data you have identified?

Please get into a routine of reviewing the data on a regular basis.

Only when you have gained this insight are you ready to start thinking about sharing the data with your team.

You should always aim to use the data in a positive way – can you fix a long standing issue that one of your employees has? Can you improve the service to a customer? Can you improve the performance of your operation? Could you recognise a member of your team for their performance?
Introducing the dashboard

The dashboard will open at the summary view – this has a selection panel on the left hand side and then three data panels:

1. Outdoor Activity
2. Departures and Returns
3. Outdoor Times

Access the PDA Outdoor dashboard via the delivery hub.

Top tip:

Hover over parts of the screen with your cursor to see a pop up message which explains the function of the button. The dashboard will open showing the last full day of data.

The data within the dashboard is not real time – the most recent data will be from the previous operational day which is uploaded by 0600 each morning.
Navigating the summary view

To make the most of the dashboard it's important that you can navigate around the screens. The following two pages explain how to do this.

1. This panel enables you to select the data to view.
2. Moves back one selection.
3. Clears all filters.
4. To select the data to view, click hierarchy/user/date.
5. View data for Delivery or Collections.
6. The bottom section shows the current selections. Click the symbol to the left hand side of the green box to clear the selections.
7. Select tab to move between dashboard screens.
8. Change the time period for the data.
9. Right facing arrows open detailed data screens.
10. Select “more” to make detailed date selections, a specific date range/selected days of the week.
11. Toggles the data between the two options. The option selected is shown in red.

- Opens an email to the GBI team
- Opens the help page
- Shows information on the app
- Takes you to the mapping screen
Selecting the data to view

The left hand panel of the dashboard enables you to select the data you wish to view.

1 Start typing into the search text box (by the magnifying glass) and word matches will be displayed. Alternatively, do a manual search by scrolling down

2 Click the hierarchy tab to select the Delivery Leader area, Ops Manager sector or unit to view (your access level will determine the data you have the authority to view)

3 Click the user tab to view by PDA user - you can select either the PDA asset number or user name

4 Select date to choose the date. To select multiple dates hold “CTRL” key down on your keyboard. You can also select the date via the “more” button

5 Select either Delivery or Collection to view Outdoor Activity data for your area of interest

6 Clear selections by clicking on the symbol to the left of the green box in the “current selections” section. The bottom section of this window shows your current selections. This is also displayed across the top of the screen.

Top tip: Access to the PDA dashboard
If you are a DOM/DLM you will be able to view the dashboard for your unit only. Provision will be on the basis of the unit you are tagged to in PSP.

If you are covering a different unit, you need to request access to the unit where you are working by completing a request form on the Servicenow site on the intranet.
Understanding the data in the summary view

The summary view shows the three main sections for PDA Outdoor Actual data. Take some time to make sure you understand this screen:

1. Outdoor Activity
2. Departures & Returns
3. Outdoor Times

The charts show the departure and return trends. Toggle between “actual” & “variance” to see different views of the data.

The charts show the trend across multiple days. Toggle between “RCS hours” and “planned hours.”
Understanding the data in the summary view

1 Outdoor Activity
- The number of planned routes
- The number of instances out of the office with activity
- The number of users where the first GPS was detected away from the office
- The number of users where the last GPS was detected away from the office.

2 Departures & Returns
- The top left quadrant shows the actual departure time on the day/s selected vs the planned departure time from DDS/CMD
- The top right quadrant shows the actual return time on the day/s selected vs the planned return time from DDS/CMD
- The bottom half of this section shows the average outdoor duration vs the plan
- The charts show the departure and return trends
- Toggle between actual and variance to plan data.

3 Outdoor Times
- This section compares the actual outdoor time (from PDAs) to the planned outdoor time (from DDS/CMD) and the paid for outdoor time (from RCS)
- The top section shows the variance of actual hours to planned hours and booked hours
- The lower section summarises the three measures
- The charts show the trend across multiple days
- Toggle between RCS hours and planned hours.
Outdoor Activity

Now that you are familiar with the summary view it is time to look at each section of data in more detail, starting with Outdoor Activity. Clicking on each section of the Outdoor Activity panel takes you through to detailed screens – on planned routes and on Outdoor Activity.

**Planned routes**
This screen shows information on all the planned routes in DDS/CMD – the number of the route, the planned departure time, planned return time and planned duration.
Outdoor Activity

The Outdoor Activity detail helps you understand about where GPS signals were first and last recorded for each user, and the number of times users departed the unit during the day.

The following information is shown in the Outdoor Activity screen for each PDA user:

- The number of instances from the office. Where this is greater than one, this highlights that a user returned to the unit part way through their Outdoor Activity.

- First outdoor GPS fix detected at the office

- First outdoor GPS fix detected away from office – where there is data in this column it identifies occasions where there was no GPS signal detected whilst leaving the office.

This may be due to a GPS blackspot at the unit, faulty PDA device or the device not being turned on until away from the unit.

- Last outdoor GPS fix detected at office

- Last outdoor GPS fix detected away from the office – where there is data in this column it identifies occasions where the last GPS signal was detected before the PDA returned to the unit.

This may be due to a GPS blackspot at the unit, faulty PDA device or the device being turned off before it returned to the office.
### Outdoor Activity

- By clicking on the + symbol next to a user name, an additional column can be viewed which shows the PDA/s used by the selected user.

- Click on “sort table” to sort the data by a selected column.

- Click on “desc” to change between showing descending and ascending.

- If you click on a user name the table is updated to show the selected user only. Click on the user name again to show the list of all users.

#### Table:

<table>
<thead>
<tr>
<th>User Name</th>
<th>PDA Asset No.</th>
<th>Number of Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>Total</td>
<td>36</td>
</tr>
<tr>
<td>User_001</td>
<td>PDA_044</td>
<td>1</td>
</tr>
<tr>
<td>User_002</td>
<td>PDA_065</td>
<td>1</td>
</tr>
<tr>
<td>User_003</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

#### PDA Usage:

- Click on the PDA icon on the right hand side of the screen to view the Outdoor Activity by PDA device.
Departures & Returns

The Departure and Return detailed data enables you to analyse Outdoor Activity in more detail.

The opening screen shows two tables. The table on the left-hand side shows the PDA asset number, departure time, return time and total actual outdoor duration for each user.

The table on the right-hand side lists all the routes in the unit, together with the planned departure time, return time and planned duration (from DDS/CMD).

Use your local knowledge of which user completed each route to compare the actual Outdoor Times and duration to the planned timings for the route.

**Top tip: Departure & Return chart views**

All planned Departure times assume that half of the meal relief is taken prior to departure. Dashboard users will need to consider this when reviewing any variances.
Departures & Returns

Within Departure & Returns if you select “show user activity” the activity transition data will be revealed.

<table>
<thead>
<tr>
<th>Office</th>
<th>PDA Asset No.</th>
<th>User Name</th>
<th>Activity Start</th>
<th>Activity End</th>
<th>Activity Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>09:33</td>
<td>11:13</td>
<td>Start in Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>11:13</td>
<td>12:24</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>12:24</td>
<td>12:29</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>12:29</td>
<td>13:02</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>13:02</td>
<td>13:33</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>13:33</td>
<td>13:57</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>13:57</td>
<td>14:12</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_001</td>
<td>User_024</td>
<td>14:12</td>
<td>14:26</td>
<td>Start/End in Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>14:26</td>
<td>14:46</td>
<td>Start in Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>14:42</td>
<td>12:39</td>
<td>Start in Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>12:39</td>
<td>13:01</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>13:01</td>
<td>13:31</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>13:31</td>
<td>14:22</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>14:22</td>
<td>14:33</td>
<td>Outside Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_004</td>
<td>User_039</td>
<td>14:33</td>
<td>15:05</td>
<td>End in Office</td>
</tr>
<tr>
<td>Example Delivery</td>
<td>PDA_022</td>
<td>User_076</td>
<td>09:18</td>
<td>11:55</td>
<td>Start in Office</td>
</tr>
</tbody>
</table>

Start in office
- Activity where the “activity start” is recorded in the unit and is followed by further Outdoor Activity

Outside Office
- Activity where the “activity start” and “activity end” is recorded outside of the unit – this is recorded when a user moves from one route to another route without returning to the unit

End in office
- Activity where the “activity end” is recorded in the unit after a transition of “outside office”

Start/End in office
- Activity where the “activity start” and “activity end” are at the unit, with the user spending all outdoor time on one route.
By clicking on "bucket", data on Departures and Returns is summarised into 30 minute time groupings. This shows the number of active users/devices which departed the unit, and returned to the unit in each 30-minute time slot. Average times are also shown.

By clicking on the chart symbol the bucket data is displayed as a chart. This displays the number of users who departed and returned during each 30-minute time slot.

**Top tip: Departure & Return Chart views**
- **By selecting the chart icon** it is possible to view the Departure and Return data in a number of different chart formats.
- **By date**: You can view a chart which shows the average departure and return time each day and the average for that weekday. You can view a chart which shows the first departure time and last return time each day.
- **By user**: You can view a chart which shows the departure time and return time for each user and the average for that day.
Delivery Outdoor Times

The Outdoor Time detailed sheet enables you to access more detail on Outdoor Activity. The default view is “Duration by Devices and Users.”

The table on the left-hand side on this screen shows actual duration, activity gap duration and total elapsed time for each user. The table on the right hand side shows each route in the office, together with its planned departure time, planned return time and planned duration. Use your local knowledge of which user completed each route to compare the actual duration to the planned duration for the route.

Activity gap duration is any time spent between periods of outdoor activity.

Total elapsed time is duration actual + activity gap duration.
Delivery Outdoor Times

- By selecting “DDS & Booked hours by unit” the dashboard displays a summary of hours data. The actual outdoor hours (from PDAs) are compared to both plan (DDS) hours and booked (RCS) hours, with variances shown.

- Maximum refers to the highest actual duration vs the highest planned duration.

- Minimum refers to the shortest actual duration vs the shortest planned duration.

- By selecting “Show user activity” the activity transition table (as described in Departures and Returns) is displayed.

Outdoor Activity Chart views

- By selecting the chart icon it is possible to view the Outdoor data in a number of different chart formats.
- Chart showing the outdoor duration by user
- Chart showing the outdoor duration by date, with comparison lines for DDS and RCS planned times.

Top tip: Meal Reliefs

- DDS and RCS hours exclude Meal Reliefs although it is assumed that half of the Meal Relief is taken prior to departure. Dashboard users need to consider how the second half of the Meal Relief is taken when reviewing any variances between PDA actual data and DDS/RCS data.
The mapping facility within the dashboard enables you to view the route taken by a PDA user and also to compare this to a planned route in the unit.
By selecting the UK map icon, a new window will open the mapping screen. Please note that you must have selected a unit in the summary view to be able to open the mapping screen.

Navigating around the mapping screen
Use the zoom in and zoom buttons to view the map at different scales.

The map is made up of a number of different layers. Layers are activated by selecting and then adding ticks against the layers you wish to view.

1 Detail level
- Shows a greater level of details on the Outdoor Activity (note that this is only visible when zoomed in). Set the detail level to 10 for normal viewing.

By hovering on the actual PDA route an info bubble is displayed showing information about the trip.

By zooming in on the actual PDA route time stamps are displayed on the map showing the time the PDA was at these locations.

2 Miles
- Switch between metre miles and kilometres

3 Legend
- Switch this on and off

4 Info bubbles
- Switch these on and off

5 Timestamps
- Switch these on and off

Further changes to the screen can be made by adjusting the options in the menu along the bottom of the screen.
Using the mapping screen

Follow the steps below to display actual data and route details on the map:

1. Select a PDA user in the panel on the left hand side – the route taken by the user will be displayed on the map.

2. Use your local unit knowledge to select the route that the user completed on the date selected.

3. Now select the layers icon and select plan – route.

By zooming in it is possible to see more detail. In the extract below the info bubble is showing details of the trip. A trip is the duration on a specific route. Two timestamps show the times the PDA was at these points. The blue dots are the service points – hover over these for more information.

You should now be able to view a map showing the actual route of the PDA and the outline of the planned route.
Using the mapping screen

Follow the steps below to view stops on the map:

1. When in the mapping screen, click on the layers and select STOPS.

You should now be able to view a map showing the actual route of the PDA and the stops that were taken on the route. The stops are shown as a yellow circle on the map. Stops are defined as staying on one place for more than one minute.

Each Stop is defined by a different sized yellow circle. The longer the stop, the bigger the circle will be.

The stops will show as bigger and smaller in comparison to the other stops on the route. So any route with a stop significantly longer than the other stops will show this in proportion.

Hover over a stop to see the length of stop, user and other details.

Hover over the route to see a summary of stops on the trip.
The PDA Outdoor Actual dashboard contains information on outdoor collection activity in addition to delivery activity. Select “Collections” on the summary screen to view data for dedicated collection routes (collection routes assigned to a “COLL” collection unit in CMD).

- For dedicated collection routes the PDA OA dashboard is able to link PDA users/devices to collection routes. Information is also available on actual PDA scans taken at collection points. For Collections on delivery (COLOD) matching to delivery route is not currently available.

- When you select collections you will see the following tabs:

- There are two Collection specific pages in the dashboard – “Collection Outdoor Times” and “Route Details”. All other screens in the dashboard are the same design for collection data as for delivery data.

- We recommend that as for delivery, you initially view the summary page to understand the data trends before looking at the detailed pages. For collections the planned data comes from CMD. Please refer to the earlier sections of this guide for more information on Planned Routes, Outdoor Activity and Departures and Returns.
The Outdoor Time page shows detail on collections outdoor activity and enables you to compare the planned and actual times for collection activity.

1 Duration by Devices and Users
   - The default view is “Duration by Devices and Users”. The table shows the number of PDA users, duration plan, actual duration, duration variance and duration variance %.

2 Expand Selection
   - Click “+” to expand the selection and show details of the PDA User/PDA device.

3 Sort Table
   - Click “sort table” to sort the data by any of the selected columns.

4 Show Times
   - Select “+ Show Times” to display additional details about the collection route.

5 Show Collection Info
   - Select “+Show Collection info” to display the scan data for each route – the number of collection points due, number of successful and failed scans as reported in the Collection Performance Reporting system (CPR).

On the right-hand side the menu panel enables you to toggle between user, route and PDA device. We recommend you start by looking at route data.
Collections on Delivery

The Dashboard contains information relating to Collections on Delivery. Where users perform Collections on Delivery, the scans at the collection point can now be viewed by user.

Select the departures and returns tab. The table view now shows CoD as a separate column.

It is possible to view where a CoD scan has been performed by user.

A summary can be viewed by selecting the Outdoor Activity tab.
By selecting “CMD & Booked hours by unit” the dashboard displays a summary of hour’s data. The actual outdoor hours (from PDAs) are compared to both planned (CMD) hours and booked (RCS) hours, with variances shown.

- Toggle between “Total, Average, Max and Min” to see the header row change. Maximum refers to the highest actual duration vs the highest planned duration. Minimum refers to the shortest actual duration vs the shortest planned duration.

- By selecting “Show user activity” the activity transition table (as described in Departures and Returns – page 18) is displayed.

**Collection Outdoor Times chart views**
- By selecting the chart icon it is possible to view the Outdoor data in a number of different chart formats:
  - Chart showing the outdoor duration by user
  - Chart showing the outdoor duration by date, with comparison lines for CMD and RCS planned times.
Definitions of Collection data in the Outdoor Times reports

1. **Route** – Route number/name - taken from CMD
2. **Planned Departure** – The time the route is planned to leave the parent unit
3. **Actual Start** – The time the route/PDA/user left the parent unit
4. **Departure Variance** – The difference between the planned departure & actual departure times
5. **Stem Out** – The time taken from the parent unit to the first collection point on route
6. **First Service Point Time** – The PDA scan time at the first collection point on route
7. **Last Service Point Time** – The PDA scan time at the last collection point on route
8. **Stem In** – The time taken from the last point on route to the parent unit
9. **Plan Return** – The time the route is planned to return to the parent unit
10. **Actual Return** – The time the route/PDA/user returned to the parent unit
11. **Return Variance** – The difference in time between the planned return & return
12. **Duration Plan** – The Planned time scheduled for the route to be performed (from the parent unit, returning to the parent unit)
13. **Duration Actual** – The actual outdoor time recorded by the PDA/user
14. **Duration Variance** – The difference between the planned duration and actual time taken/duration
Collection Route details

The Route details sheet enables you to view the detail on actual activity linked to collection routes.

<table>
<thead>
<tr>
<th>Route</th>
<th>Trip#</th>
<th>Start Time</th>
<th>Out</th>
<th>First Service Point Time</th>
<th>Span</th>
<th>Last Service Point Time</th>
<th>In</th>
<th>Finish Time</th>
<th>Total Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route_002</td>
<td></td>
<td>05:00</td>
<td>00:00</td>
<td>12:51</td>
<td></td>
<td>19:59</td>
<td>00:00</td>
<td>19:59</td>
<td>30:17</td>
</tr>
<tr>
<td>Route_043</td>
<td></td>
<td>12:31</td>
<td>00:05</td>
<td>12:36</td>
<td></td>
<td>13:02</td>
<td>00:07</td>
<td>13:09</td>
<td>00:37</td>
</tr>
<tr>
<td>Route_044</td>
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</table>

A. Route - route name/number taken from CMD
B. Start Time – the time the PDA/user left the parent unit
C. Out – the time taken from the parent unit to drive/walk to the 1st point on route (stem out)
D. First Service Point Time – the PDA scan time at the 1st collection point on route
E. Span – the time taken from the 1st service point to the last service point
F. Last Service Point Time – the PDA scan time at the last collection point on route
G. In - the time taken from the last point on route to the parent unit (stem In)
H. Finish Time - The time the PDA/user returned to the parent unit
I. Total Duration – the actual outdoor time recorded by the PDA/user

Click “+” to expand the selection to show PDA Asset or PDA User.
Contacts for support & further help

For technical issues linked to PDAs or the dashboard
Please ring the IT helpdesk
01246 282 555

For advice on how to use the dashboard and understand the data
Please speak to your Operations Manager or Performance Coach

To see the answer to Frequently asked questions and launch material
Refer to the Delivery Excellence SharePoint

To ask a question/raise a query with the PDA QA Project Team
Please email
PDA.Outdoor.Actuals@royalmail.com

For further information and support on delivery systems
Please refer to the Delivery Systems SharePoint

For help if you think there is an issue with the data in your dashboard
Email the GBI team via the icon in the dashboard