



RM & CWU NATIONAL AGREEMENT COVERING THE USE OF PDA OUTDOOR ACTUALS



Introduction

Royal Mail operates in a highly competitive market place where customers have a significant choice of Mail Delivery services, particularly in the parcels market. Over recent years competitors have introduced a number of new product offerings and it is essential that Royal Mail continues to innovate in order to retain and grow its share of the market. This joint commitment was at the heart of the 2013 National Agenda for Growth Agreement and is also contained within the 2018 Guiding Principles Agreement.

Both parties have been reviewing the activity of PDA Outdoor Actuals to understand the current position following the go live in May 2017. Since the app was launched, PDA's have been collecting various data which has enabled the IT infrastructure to test the system's ability to produce data flows, platform hosting, system availability and system performance.

In addition, the systems have also been producing reports, which have been subject to a validation exercise, in 8 Delivery Offices, in which the project team have shared the reports with the local manager and CWU Rep (Area Rep where the unit does not have a Unit Rep), to verify the information generated.

A further validation exercise has now taken place in the Cheshire and Merseyside Delivery Leader Catchment Area with the involvement of Area and Unit reps to test scalability and system performance ahead of wider rollout. In addition this has allowed reporting outputs to be shared with their intended users, data validation and feedback on report design and employee engagement. It has helped assure the deployment methodology and refine the materials to be used.

National Deployment

Royal Mail and CWU have now agreed to the roll out of Outdoor Actuals data reporting to all units in Collection and Delivery. This will provide a valuable insight into operational route certainty and the consistency of service provision to customers. From an Employee perspective, outdoor data capture will also help to jointly understand actual workloads and provide a platform to ensure that all outdoor activity can be planned more efficiently and balanced to provide a fair, manageable, achievable and sustainable workload for all employees. This can also include understanding whether any instances of lapsing and absorption are fair, proportionate and appropriate.

The use of PDA data has also been agreed as one of the methods that can be used to assess options for the planning and achievement of the first hour reduction to the current working week by October 2018 in line with 16.1.1 of the 2018 Guiding Principles Agreement, and how this is achieved in all units. In addition, both parties will continue to review and jointly monitor the usage of the data going forward, along with any efficiency improvements derived in relation to assessing how this can also assist the joint commitment for further reductions and flight path to achieve the 35 hour working week by 2022, as per the national agreement or before that date in connection with technological and operational change. Having successfully completed 11 months of testing the application and the dashboards, it has been agreed that these are now ready to progressively roll out to all offices.

Following a National CWU/RM Launch event, the project team will now deliver a launch session in each of the Delivery Leader catchment areas (and a parallel process for Collections). The audience will include Delivery Leader direct reports (OM, Performance Coach, Business Partners), CWU Divisional Reps and Area Reps, as detailed in Annex A.

Cascade workshops to all Units (Managers and Reps) will then be jointly delivered by the Delivery Leader Team and a nominated CWU Divisional or Area Rep following the initial launch events. Units will only receive access to their dashboard once they have received their training intervention.

Operation Managers and Performance Coaches will continue to provide support to units and further upskilling of unit teams will be developed to drive up dashboard utilisation in core areas and when additions and enhancements are made to future versions of the dashboard applications.

Commercial Opportunities / New Products & Services

One area of significant innovation over recent years has been in the level of information, and data that is provided to customers about where their items are whilst in transit, what their delivery preference is, and the predicted time of delivery. Royal Mail's investment in, and use of, technology is focused on improving customer service to gain competitive advantage and thereby grow market share.

Both parties have agreed that PDA data will help support growth that positions Royal Mail not only in front of competitors but more importantly at the leading edge of innovations and outputs from the Innovation Forum will be regularly reviewed at National Delivery Meetings.

Current areas that are being considered as part of enhancements to customer products as a result of increased PDA data are:

- Compatibility of the planned delivery time through Final Mile Optimisation technology and the integration of actual delivery time from PDA data to assist with the below.
- Estimated Delivery Window (4hrs) / Predicted Time of Delivery (what is possible)
- Inflight options for customer delivery preferences
- Enhanced collection services

The above list is not exhaustive and as new products and services are developed/progressed further they will be subject to ongoing discussions relating to Future Job Design and Ways of Working.

Outdoor Actuals Data

PDA data is captured automatically on a daily basis across all outdoor routes and will only be made available to view the day after the event on a dashboard report. Reporting will not be in real time. The data will be presented in summary view first, highlighting key information for the unit and with the ability to drill down into route detail by exception using tabular displays.

Reports will be available showing:

- Start and end time of outdoor activity and total duration
- Comparison with planned routes, planned time, RCS booked time
- Distance covered and the time taken to complete the route
- Activity breakdown and movement classification where available
- Path taken on a map
- Planned Routes from DDS systems
- OPG's Matched to Planned route – will be subject to future release
- Transactions when available i.e. collection and delivery event scans – will be subject to future release

From the above, users may be able to infer the following:

- Compliance to route sequence
- Correct use of delivery equipment
- First time delivery success rate and variability

- Number of Attendance Calls for each delivery
- Consistency of service
- Compliance with meal reliefs if taken during outdoor activity

Both parties understand that there will be additions to the dashboard as PDA technology and data evolves following the launch and all enhancements to the dashboard will be discussed and any which impact on the operation will be agreed with the CWU Nationally before they are progressed.

Delivery Office Managers will only be able to see the data for their respective units. Only overall unit level PDA OA Information may be used for display purposes for example how many walks were over or under the planned time versus the actual time, no information relating to individual OPGs or individual delivery routes, from the PDA OA system, should be displayed.

PDA Data Use / Weekly Resourcing Meetings

In relation to Weekly Resourcing Meetings, the outputs and use of PDA data has also been agreed as one of the methods that can be used to assess options for the planning and achievement of the first hour reduction to the current working week by October 2018 in line with 16.1.1 of the 2018 Guiding Principles Agreement.

Therefore both parties have agreed that the data being produced and visibility of the Outdoor Workload is a significant development for all concerned within Royal Mail and that there will naturally be a number of sensitivities as a result of its deployment. It is therefore jointly understood and recognised by both parties that the agreed introduction and evolution of the dashboard along with the data produced is a learning process for all. As a result the system must be used in an appropriate way and in a supportive manner in order to build confidence of its usage and to support fairness with fair, manageable and balanced workloads for individuals, whilst also ensuring that all National agreements are applied.

As such both parties have agreed that in respect of revision planning and resourcing meetings, it is agreed that all existing National Agreements, Joint Statements and Guidelines will be applied and adhered to for resourcing and revision purposes including the IR Framework where necessary. It is jointly recognised that discussions relating to the data will be based around a common sense and pragmatic approach in order to ensure any individual/unit concerns and the associated impact as a result of the use of technology have been considered and fully taken account of.

However in relation to the above statement, it is acknowledged that the information from PDA OA may generate data which can be used to assist Weekly Resourcing Meetings to enable the assessment of opportunities to more closely align hours to workload taking into account other elements of workload across the working day within existing national agreements and agreed criteria.

In addition given that the system works with retrospective data generated from the previous day's information, both parties have agreed that when decisions have been made regarding resourcing practices, they cannot retrospectively be removed or changed based on the outputs from the PDA data.

Any proposed changes as a result of PDA data usage to any current agreed local practices and ways of working, such as local arrangements relating to Scheduled Attendance or current levels of overtime will be dealt with in line with the spirit and intent of the above paragraphs.

Employee Engagement

Both parties want to promote openness and transparency about the fact that this App has been deployed to all PDA devices and that data is being generated, so all employees will receive a standard WTLL briefing on this subject from their manager, stating this is purely a Technical/Software application change and they will see nothing change.

This new technology is not being introduced to track individuals or to be used for individual performance management and therefore it is confirmed that the data generated will not be used for this.

In line with section 17 of the 2018 Guiding Principles Agreement on data usage both parties recognise that new technology will improve Royal Mail's performance and the service provided to customers. It is agreed that all individuals have a right to privacy at work and it is accepted that there is a mutual obligation of confidence and trust applied to every contract of employment and that all parties should act in a way so as not to break that relationship.

It is recognised that the use of technology may increase levels of individual visibility and it is agreed that this new technology is not being deployed for, or will be used as, a disciplinary tool. As such it will not enhance the ability of managers, or the evidence available, to take disciplinary action.

CWU Representatives Access

Both parties have agreed that for PDA data to be reviewed within Units, that CWU Reps will be able to access the information for their respective units and be given the adequate release time both through weekly resource meetings and through the appropriate ad-hoc time to engage with their managers to review the outputs from the data.

In addition for the CWU, the CWU National Lead and nominated Divisional Reps will be given the appropriate access via registered accounts to review the data outputs for their areas and to act as a support mechanism within their areas of responsibility. This will ensure that they can engage with their nominated Delivery Leader as part of establishing where the one hour reduction outlined in the National agreement off the working week from October 2018 can be identified.

Link to New Delivery Agreement

Both parties acknowledge that in moving to National Deployment for all Delivery & Collection units will mean that in negotiating the New Delivery Agreement contained at section 19.3.1 of the 2018 Guiding Principles Agreement, outputs of PDA data will need to be considered as part of those discussions.

As such both parties recognise that there are a number of issues that we need to discuss to reach a new National Delivery Agreement in early 2019. This includes a commitment to explore the coming changes to the planning tools available relating to Automated Hours Data Capture, Final Mile Optimisation, PDA Outdoor Actuals and how this data is used and configured alongside the current planning values which are derived at through Industrial Engineer measurements. We need to agree how these will be used, who has access and what will the information produced by any system(s) be used for, frequency of when revisions and/or structural change takes place. Recognising this commitment we have agreed that from the date of National Deployment, until March 2019, that we will only use PDA OA data to support any formal revisions of current establishment (AWD/SA) where both RM and CWU have confidence in the data that is available from the system.

In addition, as both parties develop and consider enhancements to the commercial product offering that PDA data will enable and as further new software applications are developed, (such as Predicted Time of Delivery, Deliver to Neighbour event code, SafePlace capture, Hazard information etc), we will jointly review how the data from these overlay against the PDA dashboards reports to provide a more commercially powerful profile of the outdoor operation. How these customer offerings will be carried out and applied along with any operational impact will also be part of ongoing joint discussion.

Other areas of development will include moving the walk log to an electronic equivalent to help colleagues identify and potentially record hazards on delivery. Similarly we will also jointly examine how we might build an electronic manifest for the PDA in order to assist delivery colleagues to complete parcel delivery.

Review / Next Steps

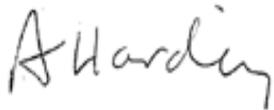
Royal Mail and CWU will continue to closely monitor the deployment of PDA Outdoor Actuals through the implementation process and monthly review meetings will take place between both parties in regards to both its application and how the data is being used in order to ensure that both the spirit and intent of this Agreement are being applied.

In addition both parties will take feedback from frontline employees in order to understand whether the increased use of technology and visibility of the outdoor workload has had any impact on the wellbeing of individuals.

Any issues with the application and deployment of this agreement will be raised with the signatories for resolution.

Signed

Signed



Anton Harding
UK Delivery Operations Director

Mark Baulch
CWU Assistant Secretary

April 2018

Annex A:

Delivery Leader Area Launch Schedule

Confirmed TBC

	Monday 7th May	Tuesday 8th May			Wednesday 9th May			Thursday 10th May			Friday 11th May		
DL Area	Bank Holiday	Home Counties South	West Midlands		Home Counties East	South East	Yorkshire	North Mid & South York	South Wales & W England				
Venue		Guildford DO 0900 am	NW Mid MC - WV11AA Admin 1 Rm 1100		Ramford MC OAB Room 2 0900 am	Gatwick MC Visitor Centre 1000	Yark Central DO 1000	Ratherham DO 0930	Bristol MC TFG Room 0900				
Nominated liaison person		Jan Snelling	Samuel Mather		Maira Milne	Liz Bradshaw	Emma Kealey	David Leivers	Angella Griffiths				

	Monday 14th May	Tuesday 15th May			Wednesday 16th May			Thursday 17th May			Friday 18th May					
DL Area	Home Counties North	NI	South Coast	London	CWU Conference			CWU Conference			NW England	North East England & Carlisle				
Venue	Bedford DO 1000	Daneqal Quay Board Rm 7 1000 am	Southampton MC Conf Room 0930 am	Penzance Place SW3 4FA WTL Rm 1st Flr 1000										Manchester NWDO Conf Rm 1000	Tyneside MC TFG Room	
Nominated liaison person	Ian Searle	Gary Watran	Valerie Emm	Emma Bamford										Tim Bulmer	Gary Oliver/Elis & Huse	

	Monday 21st May	Tuesday 22nd May			Wednesday 23rd May			Thursday 24th May			Friday 25th May		
DL Area		Collective South	Collective North		East Scotland	South West		Thames Valley	West & North Scotland	Collective West		SE Mid & Anglia	
Venue		Greenfar JMC	Edinburgh MC		Edinburgh MC Training Room Gnd Floor 1000	Exeter MC 1st Floor 1000 am		South Mid MC - Large Conf Room 0930 am	Glasgow MC - Room TBC	Bristol		Orton Southgate 1000 am	
Nominated liaison person					Gary Watran	Katrina Peck		Roger Bracey	Richie MacDonald			Dorote Hiner	