

**A GUIDE FOR SHORT TERM MAIL CENTRE RESOURCING REALIGNMENT**

In line with the National Joint Statement on Resource Realignment, when conducting short term 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 Short Term Resource Alignment Activity in Mail Centres**

When conducting Short Term 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 full 52 week's actual weekly traffic by work stream..
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'.

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 first couple of weeks of lockdown etc.

3. Once the above has been undertaken the total of the remaining weeks 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 past 52 weeks year.
4. Once the historical average weeks actual traffic has been established in line with the Bullet Points 1 to 3, 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 52 weeks, then apply the same traffic gain/loss to all 52 weeks in order to ensure that the average/model week includes full credit for the increase/decrease of the traffic.

5. Where applicable all traffic that has been diverted out shall be included in the actual traffic and be planned to be performed and resourced at the parent unit where this does not present H&S risk.
6. Breakdown weekly model traffic to all work areas, across all shifts, for each day including diverted traffic where applicable.