



Introducing Door to Door into workload Planning Guidelines

V1.0

Document Control Information

Version History

Version	Date	Change Details	RFC Number
1.0	29/5/10	Final version signed off with CWU	

Background

As a result of the "Business Transformation 2010 and Beyond" agreement Door to Door (D2D) will now be placed into measured workload both indoor and outdoor. This move into workload will require delivery duties to be adjusted and allowances to be made in order to provide sufficient time to 'prep' the items and deliver them. To support this the appropriate delivery planning and measurement systems have been adjusted to bring this about (i.e. Indoor Workload Tool and the call rate calculator). D2D will now be accounted for in the agreed delivery revision process. This move will enable the quality of service associated with Door to Door to be driven to 100% - which is crucial in building customer confidence.

The growth ambitions for Door to Door will be managed responsibly and will be supported in the medium term by the roll out of delivery methods across units nationwide.

In the interim to ensure that D2D workload is covered effectively in line with this agreement and in advance of units realigning duties through full revision activity to take account of D2D resourcing of hours associated with the workload linked to D2D will be dealt with through locally agreed interim arrangements and reviewed through the weekly resourcing meetings in all delivery units. To aid the transition offices that have not deployed delivery methods revisions will provide genuine and demonstrable solutions to any weight or volumetric issues.

This paper helps unit managers, revision planners and CWU reps to understand how to plan Door to Door into workload and how best to manage the interim period prior to a full revision.

Note*

The current throughputs associated with the delivery preparation of D2D are considered to be interim until the appropriate scenario modelling and data validation, which will include testing areas of concern against a live environment has been carried out to help clarify this specific issue, and to provide confidence in the door to door data/throughputs, in line with the national agreement.

Section One: Interim arrangements prior to revision

Managing Changeover

The following guidelines should be used to form the basis of discussions when managing the changeover of D2D into workload, including any interim arrangements which are agreed and put in place with effect from 7th June 2010 when the weekly delivery supplement will commence.

1. Unit payments to staff will cease on 7th June 2010 in line with implementation of the national agreement on D2D and D2D monies will be turned into a weekly supplement.
2. D2D sales are expected to ramp up as follows: 4 items from 7 June, 5 items from 12th July (to be confirmed) 6 items from 3rd January 2011 and thereafter greater volumes as delivery methods roll out continues and D2D automation comes on stream. The actual number of D2D contracts will vary by delivery unit depending on customer demand. To aid transition, offices that have not deployed delivery methods revisions will have to provide genuine and demonstrable solutions to any weight or volumetric issues.
3. In the interim period, prior to a structural revision you should establish from the guidelines beneath what interim arrangements need to be put into place to deal with D2D workload. These interim arrangements should be agreed locally with the CWU and be reviewed at the normal weekly resourcing meetings. Special attention will need to be paid to bank holiday weeks in the weekly resourcing meetings and contingency arrangements for late arrivals should also be agreed and put in place.
4. Clear briefings to all staff should emphasise the need to treat D2D as normal mail from the date of the implementation of the national agreement. Communication to staff should also explain the standard operating procedure (see attached flowchart) for Prep and delivery of D2D items.
5. In the interim period, prior to a formal revision, delivery colleagues must deliver at least 1/6th of all their door to door items each working day along with ordinary addressed mail. In line with the national agreement.
6. The unit manager should ensure that D2D items are presented to each delivery frame in a professional and reliable manner. D2D materials should be correctly presented to each delivery route in line with other mail items and products. Items should be neatly stored prior to sorting within their original boxes or in trays positioned to avoid obstruction

or tipping and tripping hazards. (Note: the task of distributing D2D to delivery frames is not included in IWT so sufficient allowance should be agreed locally for this activity).

7. The Unit manager should continue to confirm delivery through Contract Status. This process provides customers with Door to Door information on delivery quality of service. At a route level delivery colleagues should continue to complete a paper signature control sheet confirming delivery.
8. Notification of traffic and weight will continue to be made available through Contract Status. This will also continue to allow items to be checked off as they arrive and walk holders to be notified of any opt outs.
9. The Unit manager should check through Contract Status two weeks prior to changeover and on an ongoing basis to see if your unit is likely to be affected by increased D2D volumes. As an indicator the attached map (Appendix 2) and Excel file (Appendix 3) gives a quick view profile of the most popular D2D postcode areas.
10. Unit managers should review the workload for your unit with the CWU representative based on your notified D2D volumes and determine how best to allow for this workload in terms of both prep and delivery time. To calculate the impact on workload you should use the Delivery Productivity Tool (DPT) / Indoor Workload Tool (IWT). These tools will calculate the total hours required compared to scheduled hours from which decisions can be taken about how best to flex hours to match workload. This information should be discussed and reviewed with the CWU at the local weekly resourcing meeting.
*Please see note at foot of Background paragraph
11. As D2D volumes begin to ramp up in your unit you should ensure that weight on delivery issues are kept under review and all maximum weight limits are strictly adhered to. New delivery methods will not be widely available outside the scheduled deployment dates for any Delivery Methods revisions. However, the projected ramp up of D2D volumes is not expected to pose a weight on delivery issue for most offices. The table below based on average weights shows that 3 contracts represent 4.2 kg per day or approximately 1/3rd of a pouch. Particular attention will need to be made of any above average weight contracts.

Example of potential impact on weight for 500 delivery point walks

Current national average item weight (g) = 16.8g

Current average number of items per delivery point = 2.2

Items	Weight (kg) per wk @500 DP's	Weight per day @ 6 days	Pouch/ bundle equivalent
1	8.4	1.4	1 bundle
2	16.8	2.8	1 to 2 bundles
3	25.1	4.2	1/3 pouch
4	33.5	5.6	1/2 pouch
5	41.9	7	2/3 pouch
6	50.3	8.4	3/4 pouch
Today's Average	2.2	18.4	3.1 2 bundles

(Based on 11kg max pouch weight)

12. The returns process will cease one week after the national agreement comes into force, giving time to remove any undelivered items remaining from the pre-agreement period. Steps have been taken to stop surplus items being provided to delivery offices, so there should be no sizeable volumes remaining undelivered in the office. Any surpluses should be investigated as the system is not able to provide additional labels and therefore boxes of items. All delivery points (except opt outs) should be delivered so that any occasional surplus materials may be disposed of locally.

13. In preparing for changeover you should consider if any individuals are likely to be disproportionately affected. Typically this will be in units where D2D has previously been delivered by just a few staff rather than the majority. From the date of the changeover D2D should be delivered by all staff including reserve duties. Some staff may need individual counselling on the changes to ensure that they deliver D2D as part of normal mail. Staff briefings should emphasise that D2D payments have moved into a weekly allowance and the benefits to the business in terms of increased revenues of removing the three items a week cap. Where staff refuse to cooperate this should be discussed with the CWU and any ongoing issues brought to the early attention of DSMs/CWU Area reps.

Supporting Materials Available on Intranet

- Managing Change - A Managers Guide
- Managing D2D - WTLL
- Managing D2D - Display Material

Section 2 Revision Planning

Moving D2D into workload in a revision

- Door to Door will be planned on the basis of prepping and delivering 1/6th of the items each day of the week, Monday to Saturday.
- D2D should be the last items prepped to a frame after address mail unless there is available down time such as waiting for missorts or late arrivals.
- Whilst D2D workload will be planned on the basis of spreading it across six days a week delivery employees will have the ability to manage the delivery of the items themselves on the proviso that all items are delivered and the delivery specification is not compromised
- Whilst this may involve cold calling at some address points for which there are no other items it is the best approach overall as it is easy to understand, communicate and monitor
- D2D traffic volumes will now be entered into the Indoor Workload Tool (IWT) to calculate the workload associated with D2D.
- The standard procedure for collating and sorting D2D items varies as follows according to number of contracts:

1 or 2 Contracts

- Obtain D2D items for contract and place on bench
- Pick up handful and place one item in slot for each delivery point on that day's schedule
- Tidy away D2D
- Repeat for second contract
- Clear down D2D with ordinary mail from slots containing live mail

3 or more contracts

- Position one pile of D2D on bench for each contract
- Take item from top of each pile and place collated items in slot for each delivery point on that day's schedule
- Tidy away D2D
- Clear down D2D with ordinary mail from slots containing live mail

- A new updated call rate calculator has been issued which adjusts the call rate to take account of delivering 1/6th of D2D items each day.
- The frame should be clearly marked into 6^{ths} (approx) so that both the regular OPG and any reserve duty can quickly identify the daily D2D requirement by road(s)
- Where delivery is performed in pairs (shared van delivery) the delivery loop or burst will constitute the most appropriate volume of delivery points to cover daily but the principle of 1/6th should be maintained.
- Dual prep roles should ensure that they prep D2D for both routes

- Clear down is as per normal process

Outdoor Operation

- Where delivery is performed in pairs (shared van delivery) both OPGs must adopt the same way of working at all times
- Whilst D2D volumes are likely to increase this could be offset by declining volumes of addressed mail. When planning a revision it is essential to ensure that the most appropriate delivery method is selected and that weight limits are adhered to at all times.
- Note: D2D items should not be merged with other mails at the doorstep.

Supporting Principles

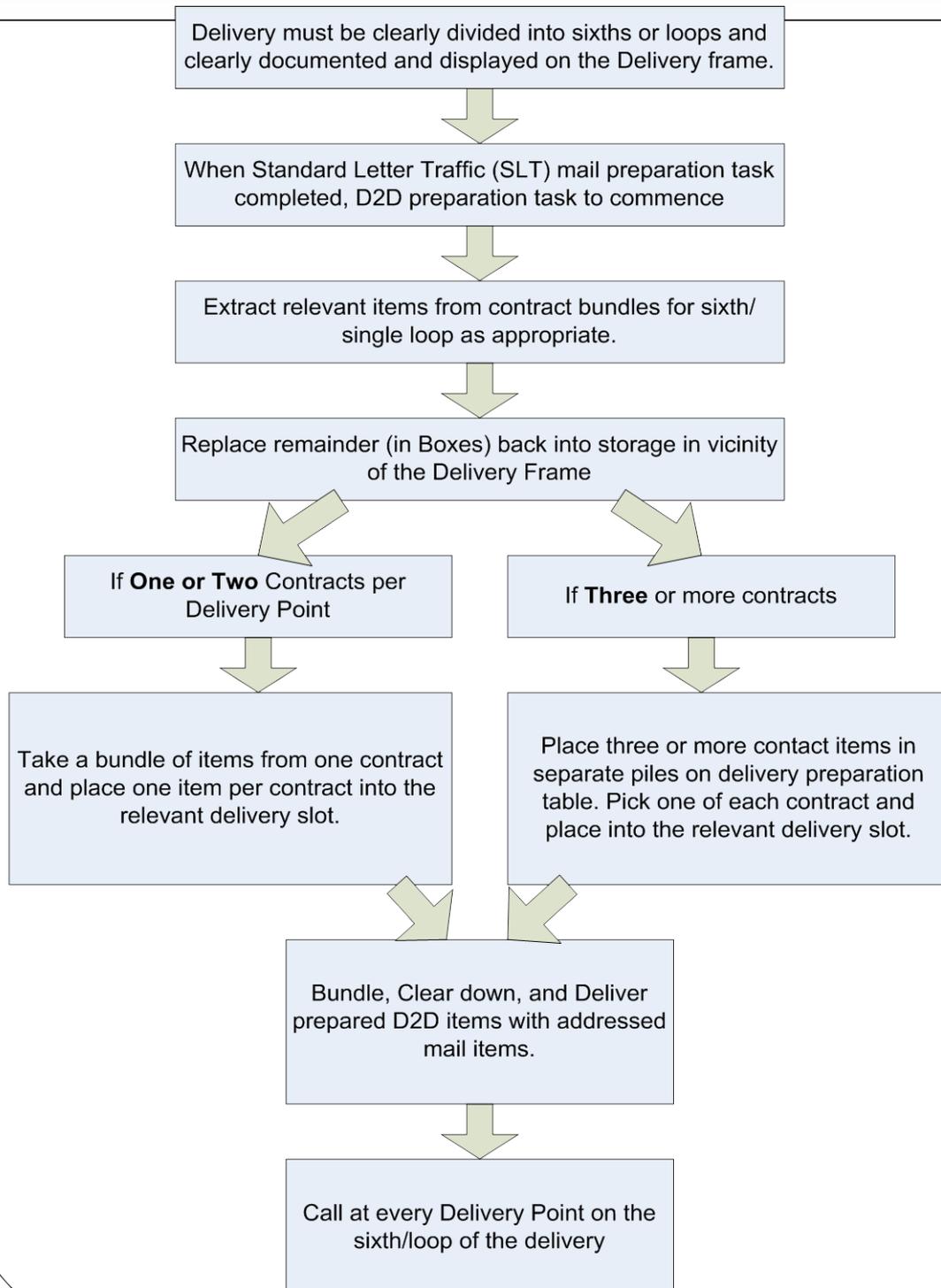
- When a revision is planned the task of professionally presenting D2D items to each delivery frame should be allocated to an individual, or individuals, with the objective of ensuring that all items are available at the delivery prep frames on Monday prior to all delivery OPGs starting work. Time for this should be agreed locally as it is not part of the measured workload in IWT.
- Good house-keeping should be in place including the storage of D2D items in boxes or trays at the frame
- Delivery colleagues should continue to complete a paper signature control sheet as a quality control measure confirming delivery
- Contract Status will continue to be used as a forecasting and management system advising DOMs of D2D mailings one week ahead

Good Practice

- On Mondays in addition to sorting to 1/6th of delivery points OPGs may also wish to sort D2D items to any delivery points which are known to receive mail infrequently. This will reduce the need for cold calling during the week.

Appendix 1

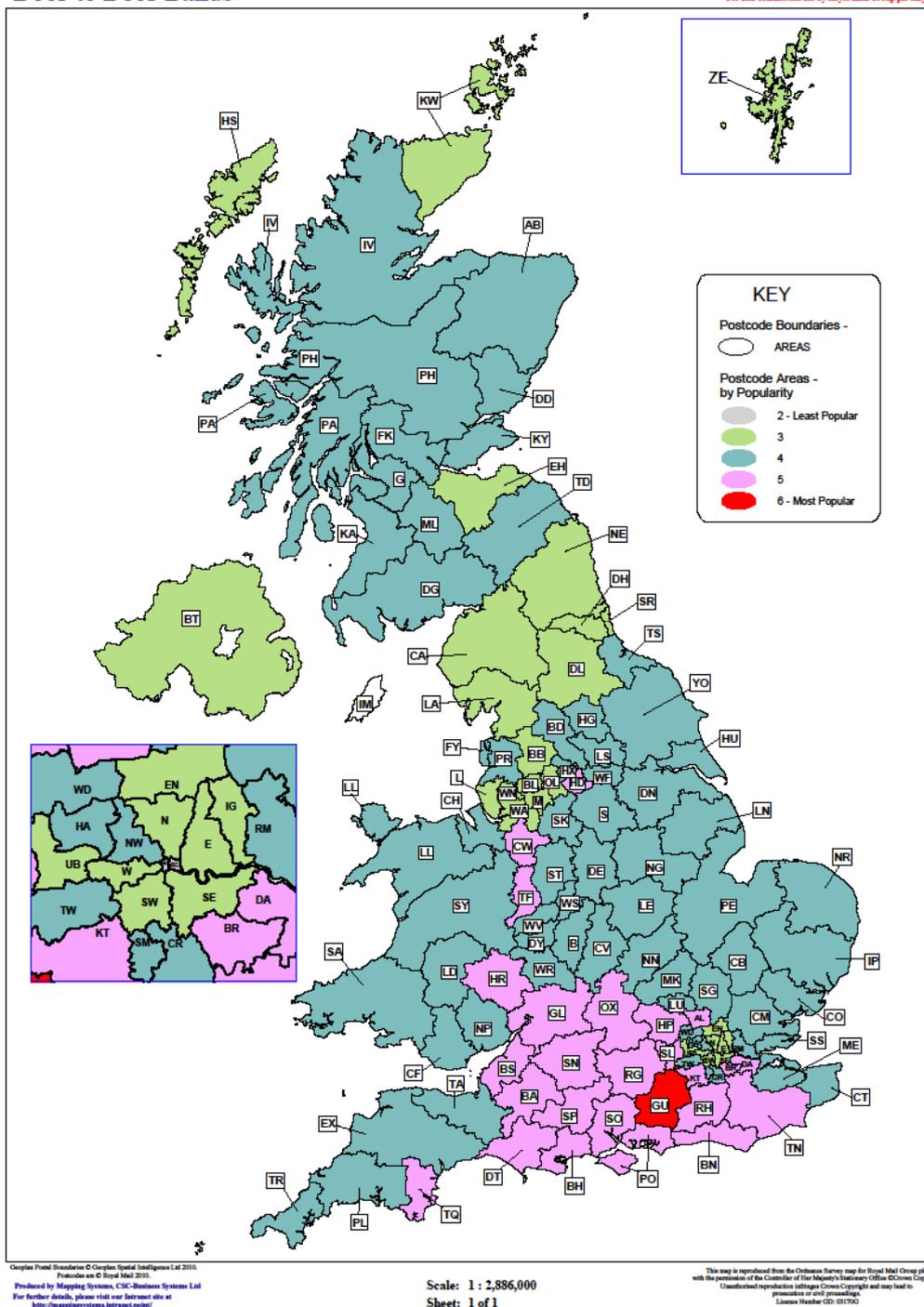
Revised Door to Door Process Flow: Delivery Office (Daily Task: Monday to Saturday)



Appendix 2

The map shown here illustrates potential customer demand based on average number of items per walk across each postcode area. Individual units within each postcode may still experience lower or higher demand. Customer demand in certain postcodes marked in pink will mean that some units could in practice have 6 items but not before January 2011. Similarly, if we achieve improvements to delivery quality in some inner London areas this could result in increasing demand in these areas.

Door to Door Bands



Appendix 3

The attached file contains current average D2D items per week for each postcode area in the UK. It also contains the Door to Door Unit's projected future demand and the difference between current and future.

D2D into workload Resourcing guide

The following is a guide based on the agreed D2D guidelines sent out to representatives.

As stated in the Guidelines the values/throughputs are interim and are based on 500 delivery points which equates to 83 DP'S per day (1/6th).

Times required for different sized deliveries will need to be adjusted according to number of delivery points.

The values/throughputs are based on using an RM2000 frame. Where old type frames are still being used then local discussions need to take place to establish the extra indoor time needed using the figures below as a guide.

The total time required will have an adverse impact on opportunities to absorb mail.

Interim Values; Indoor

Number of Contracts	Items per Minute	Method
1	22	Sort to Frame
2	11	Sort to Frame
3	8	Collate & Sort to Frame
4	8	Collate & Sort to Frame
5	7	Collate & Sort to Frame
6	6	Collate & Sort to Frame

Number of Contracts	Throughput per min per contract	Total extra indoor time daily minutes
1	22	4
2	11	8
3	8	10
4	8	11
5	7	12
6	6	14

These throughputs could be used to determine the time for each walk or the office as a whole which would mean you would then need to agree how to distribute it. This could be evenly across the office or allocated where you believe it to be most appropriate. For example if you had 40 deliveries with 500 DP's.

1 Contract – 40x4mins = 160mins (2hr 40mins) a day extra indoor time.

3 Contracts – 40x10mins = 400mins (6hr 40mins) a day extra indoor time.

Time also needs to be allocated to distribute the items to the delivery benches. If you do not have a duty that currently does this then extra time should be allocated for this task.

Outdoor

The impact on outdoor is more marginal.

A 500 DP walk with an 80% call rate delivering a 1/6th of the items per day would increase the call rate to 83%. And generate an extra 17 calls a day.

A 1% increase in call rate = 1.8mins, so a 3% increase in call rate would be $3 \times 1.8 \text{ mins} = 5.4 \text{ mins}$ a day. These are based on current values in Pegasus which are still subject to review.

In summary this means that a walk with 500 DP's and a current 80% call rate should be credited daily with the following; 1 contract – 9.4mins, 2 contracts 13.4min, 3 contracts – 15.4min, 4 contracts – 16.4min, 5 contracts – 17.4min and 6 contracts 19.4mins.

Factoring in the above will mean that absorption opportunities on normal mail will have to be reviewed and management forecasts adjusted to allow