



Menu of Duty Options

Version 1.0

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Purpose

This document is intended to provide some examples of new and innovative attendance patterns to achieve at least 1 in 4 Saturday's off work for the majority of employees in line with the 2010 Business Transformation agreement. These examples are not exhaustive and others may be developed locally that meet the objectives contained within the agreement. Full details can be found on pages 24 and 25 of the Business Transformation Agreement 2010 and beyond.

Some Examples to achieve at least 1 in 4 Saturdays off

Here are a number of examples of how at least one Saturday off in four can be achieved. The suitability of each of these options will vary from one unit to another.

- 9 day fortnights, 1 in 4 Saturdays off several variations of this
- 9 day fortnight, 2 in 4 Saturdays off, with weekend part time colleagues
- 2 in 6 rotating day off supported by Saturday part time colleagues
- 4 day weeks on 3 week rotation
- 2 week rotate, 1 in 2 Saturdays off, weekend part time colleagues
- Collapsing bulk routes on a Saturday

The availability of each of these options shown in this menu will depend on local circumstances. There will no doubt be a mixture of options to achieve the objectives of the agreement and this will vary from unit to unit. No one size fits all. Also within the process of the duty revision negotiations spans must be looked at in the context of an enabler rather than as a fixed amount of time to be aimed at. Generally as the working day increases then the delivery span will increase consistent with the units mail arrival pattern and delivery specification.

Units are also encouraged to develop more innovative and imaginative attendance patterns fully utilising the available workload, and any options that deliver the requirements of the 2010 Business Transformation Agreement.

Example 1: 9 Day Fortnights (6 + 3)

The first example below illustrates how one Saturday off in every four weeks worked can be achieved. This involves working 9 days then taking the next 6 days off (7 including Sundays). For this solution to work it requires 4 people for every 3 routes working 8 hours 40 minutes each day (equivalent to a 39 hour week).

A normal 5 day attendance pattern would provide 8 days off over 4 weeks (20 days worked). This pattern gives 10 days off over same period (18 days worked). Taking 4 weeks leave into consideration the normal attendance pattern equates to 240 days worked per year = 125 days off. Of this 12 days are Saturdays.

Duty 1

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.40	8.40	8.40	8.40	8.40	8.40	52:00
2	8.40	8.40	8.40				26:00
3				8.40	8.40	8.40	26:00
4	8.40	8.40	8.40	8.40	8.40	8.40	52:00
							156

Duty 2

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1				8.40	8.40	8.40	26:00
2	8.40	8.40	8.40	8.40	8.40	8.40	52:00
3	8.40	8.40	8.40	8.40	8.40	8.40	52:00
4	8.40	8.40	8.40				26:00
							156

Duty 3

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.40	8.40	8.40				26:00
2				8.40	8.40	8.40	26:00
3	8.40	8.40	8.40	8.40	8.40	8.40	52:00
4	8.40	8.40	8.40	8.40	8.40	8.40	52:00
							156

Floater

Week	Mon	Tues	Wed	Thurs	Fri.	Sat	Total
1	8.40	8.40	8.40	8.40	8.40	8.40	52.00
2	8.40	8.40	8.40	8.40	8.40	8.40	52.00
3	8.40	8.40	8.40				26.00
4				8.40	8.40	8.40	26.00
							156

Float Walk Cover

Week	Mon	Tues	Wed	Thurs	Fri	Sat
1	Duty 2	Duty 2	Duty 2	Duty 3	Duty 3	Duty 3
2	Duty 3	Duty 3	Duty 3	Duty 1	Duty 1	Duty 1
3	Duty 1	Duty 1	Duty 1			
4				Duty 2	Duty 2	Duty 2

Example 2: 9 Day Fortnights (Shorter Tuesday Attendance)

The next example is similar to the first in that it achieves one Saturday off in every four weeks worked based on working 9 days followed by 6 days off. However the length of day may be adjusted to match workload. For instance, a shorter attendance is shown on Tuesday to reflect lower traffic volume on this day.

Duty 1

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.45	8.15	8.45	8.45	8.45	8.45	52.00
2	8.45	8.15	8.45				25.45
3				8.45	8.45	8.45	26.15
4	8.45	8.15	8.45	8.45	8.45	8.45	52.00
							156

Duty 2

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1				8.45	8.45	8.45	26.15
2	8.45	8.15	8.45	8.45	8.45	8.45	52.00
3	8.45	8.15	8.45	8.45	8.45	8.45	52.00
4	8.45	8.15	8.45				25.45
							156

Duty 3

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.45	8.15	8.45				25.45
2				8.45	8.45	8.45	26.15
3	8.45	8.15	8.45	8.45	8.45	8.45	52.00
4	8.45	8.15	8.45	8.45	8.45	8.45	52.00
							156

Floater

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.45	8.15	8.45	8.45	8.45	8.45	52.00
2	8.45	8.15	8.45	8.45	8.45	8.45	52.00
3	8.45	8.15	8.45				25.45
4				8.45	8.45	8.45	26.15
							156

Float Walk Cover

Week	Mon	Tues	Wed	Thurs	Fri	Sat
1	Duty 2	Duty 2	Duty 2	Duty 3	Duty 3	Duty 3
2	Duty 3	Duty 3	Duty 3	Duty 1	Duty 1	Duty 1
3	Duty 1	Duty 1	Duty 1			
4				Duty 2	Duty 2	Duty 2

Example 3: 9 Day Fortnights (5 + 4)

The third example delivers one Saturday off in every four weeks worked based on a 9 day fortnight with between 4 and 5 days attendance per week. It also delivers a long weekend (Fri/Sat/Sun/Mon) every 4 weeks). This gives 12 Saturdays off per year, add to this 4 weeks leave = 16 Saturdays off and 18 Saturdays off with 6 weeks leave. Hours can be arranged to suit local circumstances.

Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8.45	8.15			8.45	8.45	34.30
2	8.45		8.45	8.45	8.45	8.45	43.45
3	8.45	8.15	8.45	8.45			34.30
4		8.15	8.45	8.45	8.45	8.45	43.15
							156

Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8.45		8.45	8.45	8.45	8.45	43.45
2	8.45	8.15	8.45	8.45			34.30
3		8.15	8.45	8.45	8.45	8.45	43.15
4	8.45	8.15			8.45	8.45	34.30
							156

Duty 3

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8.45	8.15	8.45	8.45			34.30
2		8.15	8.45	8.45	8.45	8.45	43.15
3	8.45	8.15			8.45	8.45	34.30
4	8.45		8.45	8.45	8.45	8.45	43.45
							156

Floater

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1		8.15	8.45	8.45	8.45	8.45	43.15
2	8.45	8.15			8.45	8.45	34.30
3	8.45		8.45	8.45	8.45	8.45	43.45
4	8.45	8.15	8.45	8.45			34.30
							156

Floater Walk Cover

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1		Walk 2	Walk 1	Walk 1	Walk 3	Walk 3
2	Walk 3	Walk 1			Walk 2	Walk 2
3	Walk 2		Walk 3	Walk 3	Walk 1	Walk 1
4	Walk 1	Walk 3	Walk 2	Walk 2		

Example 4: 9 Day Fortnights (with weekend part time 3 day attendance)

The final example combines a 9 day fortnight with weekend part time working and delivers one Saturday off in two. It requires one part timer person to work every Friday, Saturday and Monday to cover for 2 deliveries. This is likely to be attractive where there is a high vacancy level or existing part time people are prepared to convert to weekend attendances.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat	Total
1	8:45	8:22	8:45	8:45			34.37
2		8:23	8:45	8:45	8:45	8:45	43.23
3		8:23	8:45	8:45	8:45	8:45	43.23
4	8:45	8:22	8:45	8:45			34.37
							156

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat	Total
1		8:23	8:45	8:45	8:45	8:45	43.23
2	8:45	8:22	8:45	8:45			34.37
3	8:45	8:22	8:45	8:45			34.37
4		8:23	8:45	8:45	8:45	8:45	43.23
							156

Weekend Duty

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2				Walk 1	Walk 1
2	Walk 1				Walk 2	Walk 2
3	Walk 1				Walk 2	Walk 2
4	Walk 2				Walk 1	Walk 1

The weekend duty works 8:45 per day giving a weekly total of 26:15 hours per week.

Example 5: 2 in 6 Saturdays off in 5 day rotating day off system

This system also provides 1 four day week. = 8 four day's week per year.
 17 Saturdays off compared to 8 or 9 under current rotating system.
 Hours can be adjusted locally to suit local circumstances.

Instead of 30 attendances each duty works 29 attendances totalling 234 hours over the 6 week period to get the additional Saturday off. This requires a Saturday part time person to provide cover.

Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1		7:36	8:10	8:10	8:10		32.06
2	8:10		8:10	8:10	8:10	8:10	40.50
3	8:10	7:36		8:10	8:10	8:10	40.16
4	8:10	7:36	8:10		8:10	8:10	40.16
5	8:10	7:36	8:10	8:10		8:10	40.16
6	8:10	7:36	8:10	8:10	8:10		40.16
							234

Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10		8:10	8:10	8:10	8:10	40.50
2	8:10	7:36		8:10	8:10		32.06
3	8:10	7:36	8:10		8:20	8:20	40.16
4	8:10	7:36	8:10	8:10		8:20	40.16
5	8:10	7:36	8:10	8:10	8:10		40.16
6		7:36	8:10	8:10	8:10	8:10	40.16
							234

Duty 3

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36		8:10	8:10	8:10	40.16
2	8:10	7:36	8:10		8:10	8:10	40.16
3	8:10	7:36	8:10	8:10			32.06
4	8:10	7:36	8:10	8:10	8:10		40.16
5		7:36	8:10	8:10	8:10	8:10	40.16
6	8:10		8:10	8:10	8:10	8:10	40.50
							234

Duty 4

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36	8:10		8:10	8:10	40.16
2	8:10	7:36	8:10	8:10		8:10	40.16
3	8:10	7:36	8:10	8:10	8:10		40.16
4		7:36	8:10	8:10	8:10		32.06
5	8:10		8:10	8:10	8:10	8:10	40.50
6	8:10	7:36		8:10	8:10	8:10	40.16
							234

Duty 5

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36	8:10	8:10		8:10	40.16
2	8:10	7:36	8:10	8:10	8:10		40.16
3		7:36	8:10	8:10	8:10	8:10	40.16
4	8:10		8:10	8:10	8:10	8:10	40.50
5	8:10	7:36		8:20	8:10		32.06
6	8:10	7:36	8:10		8:10	8:10	40.16
							234

Floater

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36	8:10	8:10	8:10		40.16
2		7:36	8:10	8:10	8:10	8:10	40.16
3	8:10		8:10	8:10	8:10	8:10	40.50
4	8:10	7:36		8:10	8:10	8:10	40.16
5	8:10	7:36	8:10		8:10	8:10	40.16
6	8:10	7:36	8:10	8:10			32.06
							234

Floater Walk Cover

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	Walk 1	Walk 2	Walk 3	Walk 4	Walk 5		40.16
2		Walk1	Walk 2	Walk 3	Walk 4	Walk 5	40.16
3	Walk 5		Walk1	Walk 2	Walk 3	Walk 4	40.50
4	Walk 4	Walk 5		Walk1	Walk 2	Walk 3	40.16
5	Walk 3	Walk 4	Walk 5		Walk1	Walk 2	40.16
6	Walk 2	Walk 3	Walk 4	Walk 5			32.06
							234

Saturday Person

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1						Walk 1	8:10
2						Walk 2	8:10
3						Walk 3	8:10
4						Walk 4	8:10
5						Walk 5	8:10
6						Walk 1	8:10
							49

Example 6: 4 Day weeks on 3 week rotation

The next example demonstrates how working a 4 day week can achieve 1 in 3 Saturdays off. This provides 17 Saturdays off per year rising to 21 Saturdays off with 4 weeks leave and 23 Saturdays off with 6 weeks leave. The longer span reduces the number of deliveries – hence 3 covering 2. The part time floater could also cover days off.

To achieve this requires working a 9 hour 45 minute working day (equivalent to a 39 hour week). Given the length of the working day, combined with the need to cost effectively align hours to workload, meet the delivery specification, and USO, this type of attendance would be ideally suited to CSS machine operators and combined delivery and collection jobs. There may be other situations where these duties are also feasible where they cost effectively align hours to workload, meet the delivery specification and USO and provide a real incentive for change.

Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	9.45	9.45	9.45	9.45			39.00
2			9.45	9.45	9.45	9.45	39.00
3	9.45	9.45			9.45	9.45	39.00
							117.00

Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1			9.45	9.45	9.45	9.45	39.00
2	9.45	9.45			9.45	9.45	39.00
3	9.45	9.45	9.45	9.45			39.00
							117.00

Floater

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	9.45	9.45			9.45	9.45	39.00
2	9.45	9.45	9.45	9.45			39.00
3			9.45	9.45	9.45	9.45	39.00
							117.00

Float Cover

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	Duty 2	Duty 2			Duty 1	Duty1	39.00
2	Duty 1	Duty 1	Duty 2	Duty 2			39.00
3			Duty 1	Duty1	Duty 2	Duty 2	39.00
							117.00

Example 7: One in Two Saturdays off

Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:00	7:00	8:00	8:00	8:00		39.00
2		7:00	8:00	8:00	8:00	8:00	39.00
							78.00

Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1		7:00	8:00	8:00	8:00	8:00	39.00
2	8:00	7:00	8:00	8:00	8:00		39.00
							78.00

Weekend Part Time Duty

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1 + 2	8:00					8:00	16:00
Week1	Duty 2					Duty 1	
Week 2	Duty 1					Duty 2	
							32.00

Every other weekend off for FT Duties providing 26 Saturdays off per year

Can be used for (Van Sharing) CDV duties.

Requires two day weekend part time Saturday Monday attendance

When completing an office revision full consideration has to be given to the impact this option will have on generating additional surplus staff and the associated costs of dealing with this surplus.

Example 9: Collapsing routes on a Saturday

The final example is an existing practice. This will generally apply to Bulk (Firms) routes where, because of the high number of business closures on a Saturday, there is the opportunity to collapse such routes, thereby creating some Monday to Friday only jobs. This reduces the number of required Saturday attendances within the office and where this can be achieved then, where practicable the Saturday off, can be rotated with other attendances to facilitate more individuals achieving fewer Saturdays at work.

Sustainability

The options outlined above demonstrate that there are a range of solutions available for achieving more flexible patterns of attendance. Units should arrive at the option which best meets the aspirations of staff and which is sustainable given the constraints within which the unit operates. It is quite likely that what is right for one unit may not be right for another.

As with any new approach units should aim to review the changes following implementation and learn from their experiences taking feedback from all stakeholders as appropriate. Best practice in this area will be jointly discussed and shared at regional and national level and will be used as a source of information to assist others.

Current duty structures may continue where they efficiently and cost effectively align hours to workload, meet the delivery specification and USO, and provide real incentive for change.

Absence Management

Given the move to a consistent work-plan across 6 days of the week it is important we achieve and sustain reliable Saturday coverage and this should be reviewed at the weekly resourcing meeting. Unit managers will need to make effective use of manpower tools to enable them to schedule resource effectively and deal with the complexity of differing attendance patterns of staff across the unit. In particular it will be necessary to manage absence in a fair and equitable manner.

Part Time Colleagues

It should be noted that there maybe opportunities for existing part time employees to work fewer days, whilst maintaining their existing contracted hours, to support the new innovative attendance patterns. For example in option four, within this pack, it may be possible for some existing part time employees to convert their attendance to a regular Friday, Saturday, Monday attendance, working fewer days albeit for longer hours.