

Letter to Branches

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General Secretary: Billy Hayes (www.billyhayes.co.uk)

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Date: 24th January 2008

TO: ALL BRANCHES WITH POSTAL MEMBERS

For immediate circulation to all appropriate Area/Unit Representatives
Postal Divisional Representatives

Dear Colleague

Deployment of Pay and Modernisation Agreement

The purpose of this LTB is to provide branches with a comprehensive update on how we are moving forward the deployment of the Pay and Modernisation Agreement. The document covers the following key areas: -

- A Report on the meetings that have taken place with Royal Mail including a joint Area General Managers/Divisional Representatives meeting held on the 11th January 2008.
- A Report on Phases 1 – 4 of the agreement.
- Associated attachments for Phase 2 - General advice for Representatives to reach agreement, Model Local Agreement documents, Joint Guidance and Monitoring Process.

Meetings with Royal Mail

The National officers have met Royal Mail on a number of occasions to talk about the best way to jointly deploy the agreement and also to overcome some initial problems that have been flagged up. Arising from these meetings is some jointly agreed documentation, which is attached.

The union has also met our divisional representatives and we have discussed and agreed their role in supporting all representatives in their relevant divisions. This was followed by a joint AGM/Divisional Reps meeting on the 11th January 2008. This proved to be a very successful meeting in launching a fresh start in our relationship with Royal Mail. In addition to commitments given by the national parties – the Divisional Reps and AGM's agreed to draw up joint working plans that would assist in the successful deployment of the deal. These action plans will focus on how the working relationship must improve at area and local level, and how everybody needs to take a pragmatic and fair approach to deployment. It is crucial that branches recognise the key role that our Divisional Reps will now play in both deployment and resolving problems flagged from area and local level.

All Divisional Reps should have by now cascaded the work that is jointly being undertaken and the structures that will be put in place to support our representatives. It is the intention of the national parties to reconvene the joint meeting of Divisional Reps and AGM's in a few weeks time to ensure that genuine progress is being made.

COMMUNICATION WORKERS UNION
URGENT INFORMATION FOR 1 MEMBERS

A Report on Phases 1 – 4

Phase 1 – Immediate Operational Changes

Issues included under Phase 1 were the Early Starts in Delivery (with the acceptance that Saturday attendances could be reverted to their previous start times and overall length of attendance), a reduction of Night Working in DO's, the revised Transport Network, removal of Sunday Collections and review of Weekend Working.

The changes proposed under this initial Phase have in the majority of cases been implemented; any difficulties are being dealt with either through the I.R. Framework and/or by the appropriate National Officers.

Phase 2 – Local Flexibility Plans

Clearly the recent focus for our discussion has been on the deployment of the Phase 2 - Local Flexibility Plans and both parties accepted that there should be a local Model Agreement (which included an agreed brief interpretation of each of the enablers for consideration) issued to units to assist them and provide a standard approach to deployment. These have been attached and you will see there is a different model for each of the functions i.e. Delivery, Mail Centres and Network due to the different operations and a further separate model will be sent to MDEC's for their specific use.

All of the interpretations contained within these Model Agreements have been jointly cleared at National Level with the exception of the last one in the Delivery Model. The Unions position on this one is that the flexibility for consideration should be restricted to Indoor work i.e. within the office (Outdoor elements are due to be dealt with under the Phase 3 trials). The Business position is that this should also be extended to Outdoor duties i.e. Deliveries etc. **(PLEASE NOTE REPRESENTATIVES SHOULD ADHERE TO THE UNIONS INTERPRETATION OF THIS ENABLER).**

In addition to the Model Agreements we have agreed a document providing some Joint Guidance and a Monitoring Process for the Phase 2 deployment which is also attached to this LTB. We are however aware that in addition to the joint guidance the Business will also be sending out separate information for their Managers (How To Do guides) that has not been cleared by the Union. We have therefore advised them that it will be our intention to do the same for our Representatives. A brief for this purpose will be sent out by the Indoor and Outdoor Department and a joint meeting has been arranged for Network Representatives next week.

Phase 3 – Transforming the way we work (covering for one another)

The Phase 3 trial offices have already been subject to discussions between the AGM's and Divisional Representatives to ensure the offices that have been selected and agreed are appropriate and that employees/members wish to be involved. An Implementation Process/Joint Monitoring Programme for Phase 3 to ensure any problems are identified and resolved as soon as possible is still currently subject to joint discussions because of the need to set a realistic timetable and completion date for the achievement of the 1.5% pay increase. Further guidance to Branches/Representatives in respect of the Phase 3 deployment of the trials will be issued in due course.

Phase 4 – Joint Working Groups

Initial consultation regarding the arrangements and format for the Joint Working Groups contained in Phase 4 of the agreement has taken place. It has been agreed that there

COMMUNICATION WORKERS UNION
URGENT INFORMATION FOR 1 MEMBERS

should be 8 members from Royal Mail and the CWU on each group to ensure sufficient resource is always available. Both parties have also accepted that where necessary the joint working groups can be supplemented by separate negotiating forums on specific subjects and that a realistic view must be taken of what can be achieved by April 2008.

Any enquiries regarding this LTB should be directed to the appropriate National Officers responsible for Delivery, Processing and Network.

Yours sincerely

Dave Ward
DGS(P)

Martin Collins
Assistant Secretary

Bob Gibson
Assistant Secretary

Terry Pullinger
Assistant Secretary

General advice for Representatives to reach agreement on Phase 2 and secure the £400 payment

This is a Representatives Brief with some practical advice to the agreement and deployment of their Phase 2 local Flexibility Plans.

There have been some problems with the reversion of Saturday earlier starts and overall length of attendances (agreed under Phase 1). Royal Mail have however committed to abide by the terms of the agreement, although, in some areas, we are aware that managers have been trying to circumvent the deal or use Saturdays as a negotiating tool to move other issues forward which is not part of the National Agreement. It is essential that all branches ensure local offices reach a satisfactory conclusion to any outstanding Saturday issues. No Phase 2 Agreements should be signed off until Saturday issues have been satisfactorily resolved.

The Pay & Modernisation Agreement gives local representatives the right to negotiate and shape how flexibility is introduced by agreement at local level. There is no need for any local representatives to feel isolated if problems arise. The union has a structure of support through its Area Reps, Branches and Divisional Representatives. This can be utilised at any stage to seek advice or, if necessary, register formal disagreement. The Union fought hard to secure the opportunity to influence change through local negotiations and it is important that we do not allow Royal Mail to revert to previous behaviours. We want our representatives to take a proactive approach and put forward their own proposals and ideas rather than just react to Royal Mail's position.

The National Agreement states that all local flexibility plans should be agreed by the 31st January 2008. Royal Mail and CWU both recognise this is a very tight timescale – particularly because of the Christmas/New Year break and the delay in concluding the membership ballot. It has been accepted that whilst both sides are committed to deploying Phase 2 as quickly as possible we will also be pragmatic about the timescale.

COMMUNICATION WORKERS UNION
URGENT INFORMATION FOR 1 MEMBERS

It is essential all branches establish the ground rules for securing agreements at local level so before any detailed discussions, insist that all local managers recognise the requirement for a local agreement. Local Representatives will require release time for preparing, meeting managers and communicating with our members at membership meetings or Work Time Learning sessions. All Representatives must reinforce the fact that Royal Mail have committed to reaching local agreement on these issues.

Keep firmly in mind that the enablers have to meet the Agreed National Objectives – not the other way around. The objectives are also not designed for Royal Mail to pick and choose what they like – they are of equal status. This is particularly important in relation to earnings opportunities, reducing agency staff and taking practical steps to improve the relationship between Royal Mail and the union at local level.

COMMUNICATION WORKERS UNION
URGENT INFORMATION FOR 1 MEMBERS

The Local Flexibility Plan to be agreed between the Local Manager and CWU Representative as stated in the Pay and Modernisation Agreement must meet the following objectives

Provide the best possible customer service, continue to offer reasonable local earnings levels, improve efficiency and company profitability, create a more flexible working environment where the aspirations of employees and the company can be more easily met, improve the local relationship between Royal Mail and CWU, actively encourage the participation of employees in supporting change, effective workload alignment, and reduce the use of agency and casual staff.

A number of Enablers have been agreed nationally to assist each Unit to meet the above objectives:

Enabler - Longs and shorts - a structural change where the normal work pattern may be rebalanced across the week to reflect the traffic profile. For example individuals could be scheduled to work 7 hours on a Tuesday and 9 hours on a Friday. Total weekly contractual hours would not change.

Considerations and Suggested Activities		
Jointly assess traffic volumes and workload by stream to assist in identifying hours required daily. Jointly assess if longs and shorts will provide improved alignment to workload. Identify if there are any process change requirements		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Create and jointly agree new duty sets where appropriate.		
Deploy process changes and new duty arrangements.		
Review quarterly the success of the changes/benefits.		

Enabler - Variation of hours - Where necessary, for example when traffic volumes are unexpectedly high or resourcing issues arise, individuals may be asked and may themselves request to vary their duty times by up to 30 minutes on a swings and roundabouts basis. Again, individual circumstances will be taken into account and total weekly contractual hours would not change.

Considerations and Suggested Activities		
Traffic forecasts and any anticipated variations will be shared and reviewed at weekly resourcing meetings. A process should be agreed to deal with unforeseen fluctuations in traffic and/or resourcing issues. This process should also include how a Manager or an employee should request a variation of hours should this be necessary and how reciprocal recovery of the time will take place within the individuals working week. Any variations should be logged and reviewed at the weekly resourcing meeting		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Variation of hours process established and agreed.		
Regular monitoring should take place at the weekly resourcing meeting to ensure arrangements are fair, robust and no individual is asked/requested to flex too frequently.		

Enabler - Use of new technology - full cooperation and support for trials and subsequent deployment of new technology will take place, for example: iLSMs, Walk Sequencing, RDC Automation, D2D Automation, Telemetry in area fleets, Handhelds, Collection Handshake and Materials Handling. There will also be early deployment of Flats Automation, Semi-Automation Packet Sorting and Delivery Method improvements.

Considerations and Suggested Activities		
Jointly develop a communication programme, which may include the use of joint WTLL sessions to ensure all employees are aware of the commitment contained in the national agreement. This will also include how any trials and/or deployment will be managed in line with the nationally agreed generic processes		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Communication Programme developed/agreed.		
Communication Programme delivered.		

Enabler - Efficient Summer staffing - each Unit will utilise the opportunity offered by reduced traffic volumes to re-arrange responsibilities during the summer period. This will offer employees additional opportunities for leave during the same period.

Considerations and Suggested Activities		
Jointly review seasonal traffic variations and assess forecast traffic volumes for the summer ahead. Jointly identify any employees wishing to take more leave in this period and maximise their opportunity to take leave by reviewing summer leave arrangements and realigning workload. Formally review the arrangements for the entire period at the end of the summer to influence the following year's arrangements.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Revised Annual Leave arrangements agreed.		
Communicate the new Annual Leave Plan.		

Enabler - Working in nearby offices - Areas will identify and agree with the CWU locally an approach (which could include the use of Volunteers and Reserves) to working in nearby offices within employees' contracted hours which will include travel times and appropriate travel and subsistence arrangements.

Considerations and Suggested Activities		
Design and agree a fair approach for people to work in nearby offices. This approach should then be shared at area level so that an area plan can be agreed and put in place that deals with foreseen and unforeseen requirements. Weekly resourcing meetings should be used to identify any foreseen requirements. All training and travel requirements should be included in the agreed plan.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Establish and agree an approach/process for working in nearby offices (including training).		
Jointly review to ensure arrangements are robust and fair		

Enabler - Innovative Duty Structures: Units will take the opportunity to review existing duty structures and identify innovative approaches to meet the above objectives.

Considerations and Suggested Activities		
Jointly review existing duty structures to identify any opportunities to introduce innovative duty structures/ patterns that may be of benefit to both the business and employees that still meets the joint objectives contained within the Pay and Modernisation Agreement. Examples could include, 9 day fortnights, 4 day weeks, term time working, etc.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/ Green)
If identified agree and deploy new duty structures.		
Jointly review the success of the changes/benefits.		

Enabler - Doing other work within your office: On occasions staff may be asked to undertake other work outside their normal duties. Employees would be appropriately trained; properly equipped and safe ways of working will always be in place.

Considerations and Suggested Activities		
Jointly review the skills matrix and identify any gaps. Where gaps are identified, ensure that people are trained in sufficient numbers to enable greater flexibility within the unit. Ensure there is a process that is fair to everyone and avoids any individuals being unnecessarily or unreasonably asked to undertake other work too often. Account should always be taken of individuals circumstances on any given day.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/ Green)
Skills matrix updated, training and local process in place.		
Jointly review to ensure arrangements are robust and fair		

Note: Weekly resourcing meetings should deal with the resourcing issues 2 weeks in advance.

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Royal Mail
Delivery Office Manager

Date.....

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CWU
Local Delivery Rep

Date.....

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Royal Mail
Delivery Sector Manager

Date.....

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CWU
Area Delivery Rep

Date.....

.....
Royal Mail
Area General Manager

Date.....

.....
CWU
Divisional Representative

Date.....



LOCAL MAIL CENTRE - FLEXIBILITY PLAN



The Local Flexibility Plan to be agreed between the Local Manager and CWU Representative as stated in the Pay and Modernisation Agreement must meet the following objectives:

Provide the best possible customer service, continue to offer reasonable local earnings levels, improve efficiency and company profitability, create a more flexible working environment where the aspirations of employees and the company can be more easily met, improve the local relationship between Royal Mail and CWU, actively encourage the participation of employees in supporting change, effective workload alignment and reduce the use of agency and casual staff.

A number of Enablers have been agreed Nationally to assist each Unit to meet the above objectives:

Enabler - Longs and shorts - a structural change where the normal work pattern may be rebalanced across the week to reflect the traffic profile. For example individuals could be scheduled to work 7 hours on a Tuesday and 9 hours on a Friday. Total weekly contractual hours would not change.

Considerations and Suggested Activities		
Assess the workload and traffic volumes by stream to identify the hours required daily. Assess whether Longs and Shorts duties would better align work hours to traffic/workload. Identify if there are any process change requirements.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Create and jointly agree new duty sets where appropriate.		
Deploy process changes and new duty arrangements.		
Review quarterly the success of the changes/benefits.		

Enabler - Variation of hours - Where necessary, for example when traffic volumes are unexpectedly high or resourcing issues arise, individuals may be asked and may themselves request to vary their duty times by up to 30 minutes on a swings and roundabouts basis. Again, individual circumstances will be taken into account and total weekly contractual hours would not change.

Considerations and Suggested Activities		
Establish a fair and robust process to consider how unforeseen increases in the normal workload are going to be covered. This process should also include how a manager or an employee should request a variation of hours should this be necessary and how reciprocal recovery of the time will take place within the individuals working week.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Variation of hours process established and agreed.		
CWU Rep and Shift Manager to establish a regular review process to ensure arrangements are fair, robust and no individual is asked/requested to flex too frequently.		

Enabler - Use of new technology - full cooperation and support for trials and subsequent deployment of new technology will take place, for example: iLSMs, Walk Sequencing, RDC Automation, D2D Automation, Telemetry in area fleets, Handhelds, Collection Handshake and Materials Handling. There will also be early deployment of Flats Automation, Semi-Automation Packet Sorting and Delivery Method improvements.

Considerations and Suggested Activities		
Develop a Joint Communication Programme to ensure everyone is aware of the joint commitment regarding New Technology and how future trials and deployment will be managed in line with Nationally Agreed Generic Processes.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Communication Programme developed/agreed.		
Communication Programme delivered.		

Enabler - Efficient Summer staffing - each Unit will utilise the opportunity offered by reduced traffic volumes to re-arrange responsibilities during the summer period. This will offer employees additional opportunities for leave during the same period.

Considerations and Suggested Activities		
Analyse traffic flows and seasonal variations to assess the workload in the defined Summer period. Review the currently agreed Annual Leave Arrangements (e.g. current ceiling, reserve levels and/or Annual Leave groupings to explore how Leave arrangements can be maximised during the Summer period).		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Revised Annual Leave arrangements agreed.		
Communicate the new Annual Leave Plan.		

Enabler - Working in nearby offices - Areas will identify and agree with the CWU locally an approach (which could include the use of Volunteers and Reserves) to working in nearby offices within employees' contracted hours which will include travel times and appropriate travel and subsistence arrangements.

Considerations and Suggested Activities		
Assess whether there is a foreseen requirement for employees to be available to work in nearby offices on occasions. Where the need is identified, establish an approach to ensure employees are available for this purpose. Appropriate training should be provided. The process should include travel and subsistence arrangements as necessary and ensure advance planning takes place at the Joint Resourcing Meeting to give people the maximum notification/warning.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Establish and agree an approach/process for working in nearby offices (including training).		
Jointly review to ensure arrangements are robust and fair.		

Enabler - Innovative Duty Structures: Units will take the opportunity to review existing duty structures and identify innovative approaches to meet the above objectives.

Considerations and Suggested Activities		
Review the current duty structures to assess whether there are any alternative innovative arrangements that may be of benefit to both the business and employees that still meets the joint objectives contained within the Pay and Modernisation Agreement.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/ Green)
If identified agree and deploy new duty structures.		
Jointly review the success of the changes/benefits.		

Enabler - Doing other work within your office: On occasions staff may be asked to undertake other work outside their normal duties. Employees would be appropriately trained, properly equipped and safe ways of working will always be in place.

Considerations and Suggested Activities		
Review skills matrix and identify any gaps. Develop a Training Plan that supports the coverage of any gaps and ensure that people are appropriately trained to provide greater flexibility for coverage of workload. Ensure there is a Local process established to prevent any or the same individual being unnecessarily or unreasonably moved too often.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/ Green)
Skills matrix updated, Training Programme and Local process in place.		
Jointly review to ensure arrangements are robust and fair.		

.....
 Royal Mail
 Mail Centre Manager/Transport Manager
 (Delete as appropriate)

Date.....

.....
 CWU
 Area Processing Rep/Distribution Rep
 (Delete as appropriate)

Date.....

.....
 Royal Mail
 Area General Manager

Date.....

.....
 CWU
 Divisional Representative

Date.....



LOCAL RDC - FLEXIBILITY PLAN



The Local Flexibility Plan to be agreed between the Local Manager and CWU Representative as stated in the Pay and Modernisation Agreement must meet the following objectives:

Provide the best possible customer service, continue to offer reasonable local earnings levels, improve efficiency and company profitability, create a more flexible working environment where the aspirations of employees and the company can be more easily met, improve the local relationship between Royal Mail and CWU, actively encourage the participation of employees in supporting change, effective workload alignment and reduce the use of agency and casual staff.

A number of Enablers have been agreed Nationally to assist each Unit to meet the above objectives:

Enabler - Longs and shorts - a structural change where the normal work pattern may be rebalanced across the week to reflect the traffic profile. For example individuals could be scheduled to work 7 hours on a Tuesday and 9 hours on a Friday. Total weekly contractual hours would not change.

Considerations and Suggested Activities		
To assess the workload and traffic volumes by stream to identify the indoor hours required daily. Assessment of whether Longs and Shorts duties would assist better alignment of work hours to traffic/workload. Identify if there are any process change requirements.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Create and jointly agree new duty sets where appropriate.		
Deploy process changes and new duty arrangements.		
Review quarterly the success of the changes/benefits.		

Enabler - Variation of hours - Where necessary, for example when traffic volumes are unexpectedly high or resourcing issues arise, individuals may be asked and may themselves request to vary their duty times by up to 30 minutes on a swings and roundabouts basis. Again, individual circumstances will be taken into account and total weekly contractual hours would not change.

Considerations and Suggested Activities		
Establish a process, to ensure an assessment is made on a daily basis to consider how unforeseen increases in the normal workload are going to be covered. This process should also include which are the appropriate employees, a manager should ask (or how an employee may request) should a variation of hours be considered necessary and how reciprocal recovery of the time will take place within the individuals working week.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Variation of hours process established and agreed.		
CWU Rep and Shift Manager to review process to ensure variation of hours is not taking place too frequently.		

Enabler - Use of new technology - full cooperation and support for trials and subsequent deployment of new technology will take place, for example: iLSMs, Walk Sequencing, RDC Automation, D2D Automation, Telemetry in area fleets, Handhelds, Collection Handshake and Materials Handling. There will also be early deployment of Flats Automation, Semi-Automation Packet Sorting and Delivery Method improvements.

Considerations and Suggested Activities		
Develop a Joint Communication Programme to ensure all employees/members are aware of the joint commitment regarding New Technology and how future trials and deployment will be managed in line with Nationally Agreed Generic Processes.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Communication Programme agreed.		
Communication Programme delivered.		

Enabler - Efficient Summer staffing - each Unit will utilise the opportunity offered by reduced traffic volumes to re-arrange responsibilities during the summer period. This will offer employees additional opportunities for leave during the same period.

Considerations and Suggested Activities		
Analyse traffic flows and seasonal variations to assess the workload in the defined Summer period. Review the currently agreed Annual Leave Arrangements (e.g. current ceiling, reserve levels and/or Annual Leave groupings to explore how Leave arrangements can be maximised during the Summer period).		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Revised Annual Leave arrangements agreed.		
Communicate the new Annual Leave Plan.		

Enabler - Working in nearby offices - Areas will identify and agree with the CWU locally an approach (which could include the use of Volunteers and Reserves) to working in nearby offices within employees' contracted hours which will include travel times and appropriate travel and subsistence arrangements.

Considerations and Suggested Activities		
To assess whether there is a foreseen requirement for employees to be available to work in nearby offices on occasions. Where the need is identified establish a Locally agreed approach that establishes which employees would be available for this purpose (Volunteers or specific Reserves). Once individuals have been selected provide the appropriate training and agree the notification process (which should give the maximum advance warning), travel and subsistence arrangements. The process should also ensure advance planning takes place at the Joint Resourcing Meeting in this regard.		
	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Establish and agree an approach/process for working in nearby offices where required.		
Jointly review to ensure arrangements are robust.		

Enabler - Innovative Duty Structures: Units will take the opportunity to review existing duty structures and identify innovative approaches to meet the above objectives.

Considerations and Suggested Activities

Review the current duty structures to assess whether there are any alternative innovative arrangements that may be of benefit to both the business and employees that still meets the joint objectives.

	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
If identified agree and deploy new duty structures.		
Jointly review the success of the changes/benefits.		

Enabler - Doing other work within your office: On occasions staff may be asked to undertake other work outside their normal duties. Employees would be appropriately trained, properly equipped and safe ways of working will always be in place.

Considerations and Suggested Activities

Review skills matrix and identify any gaps. Develop a Training Plan to ensure that the maximum number of employees are multi skilled to provide greater flexibility for coverage of workload. Ensure there is a Local process established to prevent any or the same individual being unnecessarily or unreasonably moved too often.

	Agreement and/or Deployment Date (if applicable)	Review Date and/or Status (Red/Amber/Green)
Skills matrix updated, Training Programme and Local process in place.		
Jointly review to ensure arrangements are robust.		

.....
RDC Manager

Date.....

.....
RDC Local Rep

Date.....

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Royal Mail
Area General Manager

Date.....

.....
CWU
Divisional Representative

Date.....



Pay and Modernisation Agreement 2007 -2009

Phase 2: Local Flexibility Plans: Advice for Operational Managers

The Pay and Modernisation Agreement states that: *'All offices will jointly draw up an agreed plan to be implemented by the end of January 2008 to enable local flexibility'*. The plan must achieve the objectives contained within the agreement. It must include where appropriate consideration of all of the nationally agreed Enablers and provide for regular review. In the words of the agreement: *'It is all about managers, reps and employees working together sensibly with a bit of give and take, applying equally to all'*.

According to the Pay and Modernisation Agreement, each unit's local flexibility plan must meet the following objectives:

1. Provide the best possible customer service
2. Continue to offer reasonable local earnings levels
3. Improve efficiency and company profitability
4. Create a more flexible working environment where the aspirations of employees and the company can be more easily met
5. Improve the local relationship between Royal Mail and CWU
6. Actively encourage the participation of employees in supporting change
7. Effective workload alignment
8. Reduce the use of agency and casual staff.

RML has produced a number of 'How to' guides to help Operational Managers think through what they may need to do locally to implement the flexibility described in the enablers successfully. You need to start PLANNING as soon as possible - including talking to your local CWU rep and people.

How to Complete the Attached Model Local Flexibility Plan/Agreement

- The 'Considerations and Suggested Activities' shown on the template that have been jointly agreed are intended for guidance only. They are neither prescriptive nor exhaustive. It is the wording of the enablers (shown in bold) that are contained in the National Agreement.
- This plan should demonstrate both RML's and the CWU's commitment to implement all of the enablers where appropriate in the Pay and Modernisation Agreement as soon as possible.
- The plan should summarise the minimum key activities which it is assumed you will have to complete locally to implement the enablers.

- AGM and Div Reps will expect to see a realistic Model Local Agreement with deployment dates etc for the enablers that are applicable which will also need to be jointly reviewed locally to ensure progress and the plan is on track using the red/amber/green column.
- When the plan is agreed it must be signed-off by the Unit Manager and CWU Unit Rep by the end of January and counter signed by your AGM and Div Rep.
- Agreed plans must be retained for future reference and audit purposes. In addition, you should create a local 'audit trail' of written material for each activity shown in the plan to show what progress has been made locally to implement the enabler. For example, written evidence of what processes/agreements/new duties/review arrangements etc have been locally agreed. This will be important to help your AGM and Div Rep to review progress in March and to resolve any disputes should there be any disagreement over whether the unit has achieved enough to qualify in April for the £400 local ColleagueShare payment.
- The attached Phase 2 Monitoring Process (Appendix 1) has also been agreed with the CWU.

Things to Remember

- ❖ Flexibility is about managers, postmen and women and local reps working together sensibly, to make sure the job gets done in the best and most efficient way - with a bit of give and take on all sides.
- ❖ Flexibility is about being able to respond to changing circumstances - peaks and troughs in the flow of mail, unexpectedly high volumes and unplanned events e.g. floods and flu epidemic.
- ❖ By its very nature, flexibility can't be a set of rigid rules and restrictions. A flexible person can adapt without difficulty - and flexibility when they are at work should be just the same.
- ❖ Flexibility is NOT about people not knowing where they are working, what they are doing or what their wages will be from one week to the next.
- ❖ Every unit needs its own local flexibility plan with specific actions against each of the agreed enablers that are applicable. The local plan that is developed needs to be supported by the people who work in the office - not just by the manager and the CWU rep. It is therefore important that they are consulted to have the opportunity to provide their input.

- ❖ Change can be unsettling and people are often fearful of change - even if their fears are unjustified. Managers need to listen to concerns that are raised and take into account individual's personal circumstances.
- ❖ The joint aim is to agree the plan by the end of January but they should be checked with the AGM/Divisional Rep before being formally agreed with CWU to ensure the plan meets the first requirement to trigger the £400 ColleagueShare payment.
- ❖ In March, AGMs/Divisional Reps will then determine whether they are satisfied the plan has achieved the stated objectives in respect of the enablers that were due to be deployed by the agreed timetable.
- ❖ Flexibility isn't a one-off activity. This local plan is just the start of a journey. New technology and equipment will continue to change the way we work and offer new ways of working.



RML and CWU Responsibilities and Process for Implementing
Phase 2

Local Flexibility Plans

The Pay and Modernisation Agreement states that: *'All offices will jointly draw up an agreed plan to be implemented by the end of January 2008 to enable local flexibility'*. The plan must achieve the objectives contained within the agreement. It must include all the nationally agreed enablers and provide for regular review. In the words of the agreement: *'It is all about managers, reps and employees working together sensibly with a bit of give and take, applying equally to all'*.

As deployment of the agreed unit plan will trigger the local £400 ColleagueShare payment in April 2008, the onus is on all parties to ensure that progress is made as soon as possible. To facilitate the development, agreement and deployment of plans RML and the CWU have put the following process in place with immediate effect.

- a) CWU local representatives will be fully involved in developing their unit's plan - i.e. making the objectives and enablers come to life - and will be given appropriate release to allow them to fulfil this role.
- b) CWU Divisional reps will have weekly contact with AGMs to monitor and facilitate progress. Their role is to identify any 'hot spots' and use their influence to ensure agreement is reached at local level within the timescales dictated by the national level agreement.
- c) Any unit's identified as 'hot spots' should be alerted as soon as possible to the appropriate CWU national officer. Weekly meetings with RML will be held at the national level to oversee progress.

In March, Area General Managers following input from their Divisional Rep will determine whether units have achieved the following and therefore should receive the £400 payment in April:

- There was an agreed local flexibility plan in place by the end of January
- The plan achieves the stated objectives and deploys all the appropriate enablers for that unit.
- The plan has been deployed.

January 2008 (FV)

