

**National Agreement  
Pay and Modernisation Phase 3  
Transforming the Way we Work**

The Pay and Modernisation Agreement committed both parties to introduce new ways of working throughout the business. The two attached Annexes detail the arrangements that have been agreed for deployment Nationally in accordance with the Phase 3 terms/objectives below:

Objectives

- New arrangements to cover for one another.
- Sensible options to absorb absences and increase workload where time exists within normal hours.
- To create a working environment where employees, CWU reps and managers feel valued and motivated.
- To ensure all paid work hours are utilised.
- To facilitate employees making their own arrangements to cover and swap duties (subject to approval from their manager) within contracted hours, providing quality of service is not adversely affected and there is no additional cost to the business.

This Agreement triggers the 1.5% pay increase (backdated to the 7<sup>th</sup> April 2008) for all grades included in the Pay and Modernisation Agreement with the exception of those listed below who have already agreed separate arrangements:

Employees working in Regional Distribution Centres, Walk Bundling Centres, Heathrow Worldwide Distribution Centre, London Airport Mail Unit, Swindon Warehouse, Branch Direct and Engineers & Secretaries.

Weekly paid staff will receive the 1.5% increase on the 8<sup>th</sup> August 2008 and monthly paid staff will receive it in August salaries.

All Units must implement the new arrangements as appropriate in their Unit as soon as practicable with application of this Agreement being carried out in line with the IR Framework.

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Royal Mail

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CWU

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Date

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Date

## Mail Centres and Collection Hubs

### Aims

- To introduce cross functional working within all Units.
- Provide a greater ability for the business to take advantage of opportunities to increase efficiency when workload fluctuates or where there are staffing difficulties.
- To put in place robust consultation between managers and representatives in respect of the resourcing arrangements.
- To absorb workload, where time exists, providing quality of service is not adversely affected.
- To reduce the reliance on casual and agency staff wherever possible.
- Give people the opportunity to cover for one another or swap duties providing there is no additional cost to the business, to reduce absence and assist with domestic situations etc.
- To provide the appropriate training so that employees are multi-skilled and able to work more flexibly across all of the functions in their Unit/office.

### Guiding Principles/Key Criteria

- Managers and the CWU working together to ensure a successful introduction and operation.
- Identification of workload requirements and opportunities.
- Maintenance of quality of service.
- Removal of unnecessary functional barriers.
- All staff involved on an equal basis.
- Clearly displayed plans so that every individual is fully aware in advance of the details of their duty for the coming week.
- Safe systems of work and personal protective equipment provided.
- Adherence to the Mail Centre Workplan.
- Individuals' personal circumstances taken into account with a process to arbitrate where issues are raised regarding their ability to work flexibly.
- Staff trained as required to ensure they are safe to cover work.
- To continue to offer reasonable Local earnings levels.
- Scheduled duty attendance times to be maintained unless employees volunteer to change.

## Methods/Process

1. Review workload and the duty structure across all of the functions within the Unit as part of business as usual activity to maximise the most effective full-time duties and equally efficient part-time duties.
2. Leave Reserves to also be allocated in the most effective way within the Unit across the functions.
3. Weekly Resourcing Meetings between the managers and CWU to be a pre-scheduled mandatory requirement for all Units/Offices. The meeting should:
  - Discuss traffic/workload, staffing, annual leave, sickness forecasts and identify and agree robust arrangements as far in advance as possible.
  - Refine the most effective foreseen staffing requirement for the following week e.g. absorbing work where capacity is available regardless of function.
  - If it is identified that there is a requirement for staff to work in another Unit the process agreed Locally under P&M Phase 2 will be used.
  - Ensure all planned changes are displayed to employees following the meeting.
4. Joint consultation on daily fluctuations of traffic/workload should wherever possible also take place to discuss where opportunities can be identified to improve efficiency or protect quality of service.
5. The Units' Skills Register should be reviewed/updated to enable the necessary training to be planned/provided so that employees are multi-skilled and able to be used more flexibly throughout the office.
6. Employees to be allowed to swap duties on a weekly or daily basis across functions on occasions providing they give 24 hours notice, have the skills and there is no cost to the business.
7. A Personal Cover Register will be established to facilitate individuals making their own arrangements if they wish to cover for each other. This cover could be for part of or the complete shift/daily attendance. Individuals will again be required to provide 24 hours notice in advance, confirm they have the skills necessary and that there will be no additional cost to the business (a template for the Personal Cover Register for use is attached at Annex C).
8. A chart will be displayed and updated weekly to illustrate forecast savings/bonus achieved against budget to date under the 50/50 Efficiency Scheme, for the life of the scheme.

**Delivery Offices  
Absorbing Hours & Covering for One Another**

Aims

- To jointly identify/implement genuine opportunities to absorb outdoor and/or indoor workload where time exists within approved attendance times/normal paid work hours.
- To provide sensible options for the business to take advantage of opportunities to increase efficiency when workload declines, or there are absences.
- To put in place regular and robust consultation/dialogue between managers and CWU representatives in respect of the resourcing arrangements.
- To ensure quality of service is not adversely affected by any new arrangements.
- To reduce the reliance on casual and agency staff wherever possible on an ongoing basis
- To give people the opportunity to cover for one another or swap duties providing there is no additional cost to the business, to reduce absence and assist with domestic situations etc.
- To provide the appropriate training so that employees are multi-skilled and able to work more flexibly.
- To create a working environment where employees, CWU reps and managers feel valued and motivated.
- To provide a better work life balance for employees.

## Guiding Principles/Key Criteria

- Managers and CWU reps working together to ensure a successful introduction and operation of jointly identified opportunities/arrangements.
- Provision of suitable release for CWU reps to fully participate in the process including weekly resourcing meetings.
- Advance Identification of traffic levels, absence/leave and workload requirements.
- Provision of the best possible customer service.
- Adherence to all Health & Safety Standards/requirements including walk safe, legal requirements and national/local agreements.
- All staff involved on an equal and fair basis.
- Clearly displayed plans/comms so that all individuals are fully aware 2 weeks in advance of their duty details.
- Walk logs up to date and all appropriate equipment necessary to do the job provided, including personal protective equipment, and transport arrangements.
- Adherence to the Delivery Office Workplan.
- Individuals' personal circumstances taken into account with a process to arbitrate where issues are raised regarding their ability to work flexibly.
- Staff fully trained, as required, in advance to ensure they are safe and competent to cover work.
- The continuing provision of reasonable local earnings levels.
- No changes to duty attendance times unless agreed locally.
- All leave commitments and family friendly arrangements to remain in place.

## Methods/Process

1. Jointly review workload and duty structures within the Unit to maximise effective full-time duties and provide equally efficient part-time duties.
2. Leave Reserves to be utilised in the most effective way within the Unit.
3. A+ up to date and regularly maintained.
4. Weekly Resourcing Meetings between the DOM and CWU to be a pre-scheduled mandatory requirement for all Offices. All forecast information regarding traffic volumes, parcels where applicable, D2D, levels of walksorted mail, vacancies, all known leave and workplan performance should be shared with the CWU in advance. The meeting should then:
  - Discuss and agree staffing arrangements for at least 2 weeks in advance.
  - Take the opportunity to effectively refine workload requirements and staffing arrangements for the following week where any previously unforeseen fluctuation in traffic or leave/absence has or is due to take place.
  - Ensure robust contingency plans are in place to deal with any emergency or unexpected traffic fluctuation.
  - Ensure all planned changes are communicated/displayed to all employees ASAP following the meeting.

Note: \*If it is identified that there is a requirement for staff to work in another Unit the process agreed locally under P&M Phase 2 will be used.

5. Joint consultation on daily fluctuations of traffic/workload will also take place ASAP to discuss where opportunities can be identified to maintain or improve efficiency and/or protect quality of service.
6. The Units' Skills Register will be reviewed/updated to enable the necessary training to be planned/provided so that employees are multi-skilled and able to be used more flexibly throughout the office.
7. Employees will be allowed to swap duties on a weekly or daily basis providing they give at least 24 hours notice, have the necessary skills and there is no cost to the business.
8. A Personal Cover Register will be established to facilitate individuals making their own arrangements if they wish to cover for each other. This cover could be for part of or the complete shift/daily attendance. Individuals will again be required to provide at least 24 hours notice in advance, confirm they have the skills necessary and that there will be no additional cost to the business (a template for the Personal Cover Register for use is attached at Annex C).
9. A chart will be displayed and updated weekly to illustrate forecast savings/bonus achieved against budget to date under the 50/50 Efficiency Scheme, for the life of the scheme.

## Personal Cover Register

This Personal Cover Register has been established to facilitate individuals making their own arrangements if they wish to cover for each other. This cover can be for part of or the complete shift/daily attendance. Applicants however must all conform to the following requirements:

- **Provide 24 hours advance notice of the details of the cover to be provided**
- **Ensure that the individual providing the cover has the skills necessary**
- **There will be no additional cost to the business**

The Manager due to authorise the application will be the Line Manager for the duty being covered. Note: - Providing it has been confirmed that the applicant and cover meets the above agreed requirements, authorisation should not unreasonably be withheld.

This Register should not be used for duty swaps, this should be recorded in the normal way in line with local arrangements.

