

# **THE WAY FORWARD - DEPLOYMENT**

## **Introduction**

The purpose of this agreement is to set out the approach to deployment of all of the Way Forward agreements on the following:

Pay and Grading  
Shorter Working Week  
Annual Leave  
Meal Breaks  
Way of Working  
Performance Bonus Scheme  
Delivery Issues  
Working Time

It is founded on the basis that change is inevitable and for this to be successfully achieved there needs to be a new approach which reflects the joint commitment of Royal Mail and CWU at all levels to making these agreements work. This can only be possible through the full involvement of all parties at all levels.

This agreement explains why change is necessary. It sets out the key principles underpinning the new approach to change, and details how the Way Forward agreements are to be deployed.

## **The Need for Change**

Royal Mail faces an increasingly challenging future. A combination of a regulator for the industry, future changes to the monopoly and the more widespread use of alternative forms of communication mean that Royal Mail will be operating in a much more competitive environment. Royal Mail and CWU agree that the way to meet these challenges and to provide secure employment with improved competitive pay and conditions, reasonable working hours and a share in the success of the Business is through excellent customer service and high levels of efficiency. Royal Mail and CWU also agree that Industrial Relations can only operate on the basis of supporting the speedy and effective deployment of change with minimum disruption to customers and employees as we introduce changes to the way we work in parallel with improved terms and conditions.

## **Objectives**

The Way Forward Agreements provide a first step for introducing the changes needed to meet the challenges facing the Business. Together, they provide the ongoing means for:

- improving customer service
- improving efficiency
- creating a better working environment
- improved pay and conditions
- the capability for quick and successful introduction of change through timely consultation and negotiation at all levels.

## **The objectives of this agreement are:**

- the deployment of the Way Forward Agreements in full, everywhere and to the agreed timescales and specifications
- the achievement of the agreed performance improvements in all operational units in line with the PBS Agreement
- the implementation of the agreed improvements to terms and conditions for all employees covered by the Way Forward Agreements (including an increase in the number of 5-day week attendances in line with the associated agreements on

Delivery, PBS and the Way Forward.

- maintaining the balance through deployment between implementation of improved terms and conditions and performance improvement.

### **Deployment Principles**

In order to successfully deploy the Way Forward Agreements, Royal Mail and CWU agree that there must be full co-operation at all levels between Royal Mail and CWU and that the following principles apply:

- there is open, honest and early communication
- there is full involvement of union representatives in the planning and deployment process
- there is full and positive commitment to using the agreed revisions processes as the means of introducing the required changes without delay
- status quo is not a reason for not implementing change - all changes will be considered on their merits and in line with National Agreements
- where there are any differences there is full commitment to using the agreed procedures in a positive way to resolve the issue quickly.
- no executive action will be taken by Royal Mail and no industrial action will be balloted for or taken by members of CWU until the procedure has been exhausted.

### **Roles and Responsibilities**

All managers and union officers and representatives have a responsibility to secure successful deployment of the Way Forward Agreements in line with the above principles. More specifically the roles and responsibilities are as follows:

<b>Royal Mail</b>	<b>CWU</b>	<b>Roles/ Responsibilities</b>	<b>Personal Requirement</b>
· SDEC and other senior managers	· National Officers EC Members	· Sponsorship of deployment activity. Resolution of national issues, Sponsorship of maintenance activity.	· Full understanding and ownership of agreement
· Field IR Managers · Area Managers, Area Manager teams, Territorial support managers	· Divisional Reps; Area Reps	· Monitoring of progress, Support for unit managers and unit reps in planning, implementation, and resolution of problems and in maintaining agreements.	· Full understanding and ownership of agreement
· Unit Managers, Shift Managers and Work Area Managers	· Unit Reps	· Implementation and maintenance of agreements in their unit (including all planning and communication activity required by the change)	· Understanding of agreements and commitment to introducing the provisions of them into their units.

Royal Mail and CWU agree that there is a joint responsibility on all managers and union reps to all employees to:

- continue to work together to provide the leadership required to achieve successful deployment.
- lead by example with a problem solving, "can-do" approach, in line with all national agreements, including the IR Framework.
- actively involve employees in the deployment of change
- communicate jointly as much as possible with employees with clear, simple messages that explain what is happening, why and when.

It is agreed that there will be joint development activity for managers and union reps to ensure that roles and responsibilities are understood and that personal commitment is given by both parties.

### **Deployment Aids**

To support deployment there will be a number of aids in the form of:

- Guidelines
- Tool kits
- Processes
- Workshops and other training and development activity

Royal Mail and CWU recognise that further work will be required in producing, updating and maintaining these aids. Royal Mail commits to providing the resource needed for these activities and to involving the CWU fully in them. CWU commits to providing the resource needed to clear and confirm that these aids are compliant with the Way Forward Agreements, and doing this in a way that ensures that they are available without delay. Both parties agree that once agreed, these products will be fully used and supported by all managers and union reps. Royal Mail will provide support to CWU to enable the union nationally to carry out its role, including involvement of substitute Divisional Representatives. This provision is the subject of separate national discussions.

### **Way Forward Deployment Plan**

Deployment of the Way Forward agreements is a major task since it requires making changes in all Royal Mail's operational units. It will not be possible to implement the changes simultaneously in all units, and there will therefore need to be a programme of activity based on nationally agreed principles and with nationally agreed milestones.

#### **The nationally agreed principles are:**

- there is a need to focus on Mail Centres and RDCs early in the programme because of their impact on Delivery Units
- there is a need to focus early in the programme on units which have a significant impact on customers and performance
- most delivery units (given the commitment from both sides described above in this agreement) should be able to implement the changes quickly and with some specialist planning support
- there will therefore be a mix of offices at each stage of the programme
- the investment in improved terms and conditions for employees is funded and supported by improving performance and customer service - therefore it is essential that the implementation of the improved terms and conditions remains in balance with the deployment of the changes which deliver improved performance.

#### **The nationally agreed milestones are:**

- sign up of local PBS agreements for all units by 31 January 2000
- full implementation of the workplan changes, Shorter Working Week, Meal Breaks and PBS Agreements in 3 lead Mail Centres by 31 March 2000

- full implementation of the Delivery, Shorter Working Week, Meal Breaks and PBS Agreements in one large Delivery Office per Area (over fifty duties) by 31 March 2000
- full implementation of the Delivery, Shorter Working Week, Meal Breaks and PBS Agreements in all RDCs by 31 March 2000

It is the expectation that the revisions to introduce Shorter Working Week, the new meal break entitlements, the performance improvements as set out in the PBS Agreement and the changes required by the Delivery Agreement will be completed during 2000. This expectation is founded on full co-operation between Royal Mail and CWU in implementing the revisions.

### **Review**

Both parties agree that progress will be regularly monitored at all levels. The details of this are set out in the agreed Guide to Managing Change with the Communication Workers Union and the Industrial Relations Framework. In addition there will be a formal review of progress at National level. This will happen monthly. At the review in April 2000 progress will be checked against the key national milestones due to be achieved by 31 March 2000. If these milestones are met then the enhancements to Scheduled Attendance and overtime rates contained in the Agreement on Pay and Grading will be introduced on 29 May 2000, and the increased average pay rate for Part Timers will be introduced on 3 July 2000. If implementation is not met for any particular reason, further negotiations will take place to deal with the associated funding issues.