

National Joint Statement Between Royal Mail & CWU Covering Resourcing & Recruitment and Professional Manpower Planning in our Operations

Introduction

This Joint Statement has been produced to encourage immediate joint, proactive mutual interest activity to resolve the current resourcing demands at pace and to refocus on our key objective of professionalising manpower planning and resourcing in all units.

It is evident that the resourcing strategy needs to restore focus in order to meet the high standards of professionalism we aspire to. This improvement must be made in the context of meeting our agreed commitments to delivering high levels of customer service and quality, in conjunction with ensuring a fair and manageable daily workload for employees.

Objectives

To retain our position as the pre-eminent delivery company in the UK, to provide a reliable high quality service to our customers, to honour our heritage and to maintain the trust of the people of the UK to deliver the six day a week Universal Service Obligation (USO).

We recognise that our customers trust in our ability to deliver our product range and this can only be maintained if we ensure effective resourcing to workload under our locally agreed arrangements.

This commitment is of the utmost importance as it reflects our on-going common objective and sense of purpose and reaffirms our clear recognition that the relationship between management, the Union and all employees is an essential factor in the future success of Royal Mail.

Against that backdrop both parties agree that robust resourcing is imperative and the following bullet points have been agreed to immediately improve and regain stability whilst ensuring our on-going approach is consistent with the spirit and intent of our agreements.

- Both parties fully commit to our current job security and resourcing agreements and to their spirit and intent.
- In order to improve our current approach to resourcing, it is agreed that a refresher training package will be developed and jointly delivered as soon as is practical to ensure that local Managers and CWU Representatives understand our agreed resourcing principles and that effective manpower planning is essential. This will be developed by national functions, with the respective CWU National Officers and RMG Functional Directors and deployed via the Line and Representatives locally.
- Each unit will immediately and jointly review the available supply against workload demand including any part-time, temporary and agency resource in their unit and ensure that our agreed principles, as detailed in the 'Job Security, Resourcing and

Managing Change Agreement', are being applied in the current recruitment drive, resourcing meetings and decisions going forward.

- Where regular patterns of agency resource can be identified, this should be added to the work/duty plan and resourced too, in line with the spirit and intent of our agreements.
- With immediate effect local Managers and CWU Representatives will hold mandatory weekly resourcing meetings. These meetings should consider the one to two week, twelve week and annual resourcing arrangements for the unit and ensure that our agreed resourcing principles, appropriate reviews and agreements are being applied. Sufficient release time will be facilitated to allow CWU Representatives to prepare and attend these meetings and undertake any required on-going activity.
- We confirm that in respect of both immediate and on-going local resourcing each case will be based on its merit and carried out in line with existing National Agreements, Joint Statements and guidelines. It is agreed that this Joint Statement concerns itself with resourcing principles and not major structural change or in depth revision activity and should not be considered in that context. Where agreed duty structures are jointly considered to require some adjustment in the context of meeting a robust resourcing plan then current agreed processes, within each function will be applied to agree a new local resourcing plan which embraces all our agreed resourcing principles and informs the recruitment needs. All resourcing requirements will be determined locally based on the efficient alignment of resource to workload with any disagreements being dealt with through the IR Framework. Both parties confirm the IR Framework principle of agreement at the lowest level and that it is the individual responsibility of the local Manager to agree resourcing levels with the local Representative consistent with our national agreements, or otherwise use the IR Framework to reach agreement/resolve.
- To address the immediate recruitment needs the management team in HRS has been increased and a number of local recruitment days have been held across the country to support areas where the labour market has tightened.
- Interventions to speed up the actual recruitment process have been developed and a revised recruitment process map will be produced outlining the activity required commencing at the point at which a vacancy is identified, through to the point of completion when a new recruit starts employment. This will assist local units in understanding both the process and timeline for the recruitment so that this can be factored into their joint resourcing planning, capturing learning opportunities from our recent experiences.
- It is recognised that where there are retention issues that local resourcing plans should take account of this in respect of the type of contract offered and the manner in which new entrants are trained and introduced into the operation, consistent with our agreements.
- It is jointly recognised that induction and training is an important and effective tool in the retention of new employees and needs to be fully and properly utilised.

- Regional Directors and CWU Divisional Representatives will meet immediately to ensure that progress is being made in relation to the recruitment and resourcing activities within their respective areas of responsibility, giving particular attention to those resourcing issues that have been put into the IR Framework.
- It is agreed and acknowledged that neither party wants Managers undertaking work proper to the OPG Grade and once the resourcing plan for the unit has been agreed and deployed it will no longer be necessary for Managers to perform any OPG work. Where it is identified that exceptionally Managers undertake OPG work, this will be recorded locally and information provided at weekly resourcing meetings, together with a national overview of the same information provided at the Parallel Operations Leadership Forum.
- All local negotiations will be conducted in line with our agreed 'Industrial Stability' principles and the full terms of the IR Framework.

Any issues on deployment or interpretation of this Joint Statement should be referred to the signatories below.



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ER/IR Director
Royal Mail Group



Terry Pullinger
Deputy General Secretary (Postal)
Communication Workers Union

Date: 9th November 2015