

Business Transformation and World Class Mail

A National Agreement between Royal Mail and the Communication Workers Union

1. Introduction

The Business Transformation Agreement 2010 commits Royal Mail and CWU to work together to achieve industry leading standards of performance using a range of approaches including World Class Mail. Both parties have reviewed the way the World Class Mail initiative is developing and in particular the relationship of WCM with existing national agreements, industrial relations, safety procedures and employee engagement.

The purpose of this agreement is to provide a framework in which World Class Mail will now operate and continue to evolve with the positive engagement of employees and with Royal Mail and CWU working together in line with the spirit and intent of this agreement.

2. National Agreements and World Class Mail

It is reaffirmed that World Class Mail initiatives will be developed and implemented in a way that is consistent with current national agreements. This is particularly relevant in the following key areas:

2.1 Impact on employees of changes to the number of duties, duty times and attendances, earnings opportunities, terms and conditions of service:

Issues arising from a World Class Mail initiative which impact on any of the above will be addressed through the consultation and negotiation approach outlined in the Industrial Relations Framework,

2.2 Introduction of new equipment, automation and technology and alterations to existing equipment.

The development and deployment of significant new equipment and permanent alterations to automation and technology will continue to be in line with the National Generic Trial and Deployment Framework, other current nationally agreed procedures and the Change Request Process.

2.3 National Database of World Class Mail initiatives

The nature of World Class Mail is such that good practice identified in one office may be relevant elsewhere and a national database exists to assist this process

Royal Mail and CWU will regularly review the database and resolve any potential issues in line with this agreement

Local reps will be involved in discussion on the deployment of good

practice in their unit.

3. Industrial Relations and World Class Mail

Royal Mail and CWU recognise that the success of the company depends on a radical improvement in industrial and employee relations.

In order to develop industrial relations in the context of World Class Mail both parties agree the following measures:

- 3.1 Managers, representatives and World Class Mail Pillar Leads each have a key role in ensuring that current and future WCM initiatives are deployed in a way that is consistent with our overall approach to industrial relations and the terms and spirit of this agreement.
- 3.2 Under this agreement, elements of the CWU rep's role are enhanced and appropriate time will be made available for CWU reps to fulfil these responsibilities.
- 3.3 CWU Representatives will be encouraged to become directly involved in World Class Mail initiatives.
- 3.4 CWU Representatives will be invited to attend local World Class Mail audits and subsequent action planning sessions.

4. Employee Engagement and World Class Mail

Bringing about a radical improvement in employee relations is another crucial objective of the Business Transformation agreement and the development of a mutual interest culture is reaffirmed as the key enabler for achieving this.

Within the context of World Class Mail both parties recognise that there are opportunities to develop a mutual interest culture and recognise that WCM is one of a number of initiatives that can deliver effective and meaningful employee engagement in a fair and transparent way.

To ensure an integrated approach across the Business Transformation Agreement, employee engagement within World Class Mail will be underpinned by the following principles:

- 4.1. All employees will have the opportunity to be involved in WCM initiatives as they are rolled out.
- 4.2. World Class Mail will operate in line with the normal office approach for ensuring fair allocation of duties, overtime and workload.
- 4.3. As part of developing our mutual interest culture, WCM initiatives should be able to identify benefits for customers, employees and the company.
- 4.4. All employees will be jointly briefed about how WCM initiatives should be

deployed in line with the provisions of this agreement

- 4.5. Employees participating in WCM initiatives will receive appropriate training and undertake activities which are within their skill, competence and relevant grade.
- 4.6. Improvements in levels of employee satisfaction and engagement in World Class Mail and other initiatives will be tracked and measured through the Employee Opinion Survey. Additionally, Royal Mail and CWU will undertake a more detailed joint survey. The results of both will be considered by the national parties and where appropriate utilised in the further development of the WCM programme. In future years more detailed joint questions in the Employee Opinion Survey may replace the joint survey.

5. Safety and World Class Mail

Both parties are committed to working together to make safety a key priority for all employees and in the context of World Class Mail the following approach will apply:

- 5.1. The regular meetings between the CWU National Officer for Health and Safety and the Royal Mail Director of Safety are the national forum for discussing safety including any items raised under the Safety Pillar of WCM. The Director of Operational Excellence will be involved in this meeting as appropriate.
- 5.2. All managers, CWU Safety Representatives and World Class Mail pillar leads have a key role in ensuring the WCM programme operates in line with the overall Royal Mail Group safety policy and all agreed RM/CWU safety procedures.
- 5.3. A common objective is to continue to reduce the level of accidents at work and to achieve this all employees should report all accidents and safety hazards at all times. The approach for root cause analysis and the identification of unsafe acts will be based on a supportive and learning culture and the need to prevent reoccurrence.
- 5.4. Under this Agreement elements of the CWU Safety Representatives role are enhanced and appropriate time will be made available for CWU Safety Reps to fulfil these responsibilities. Safety representatives will be involved as appropriate in safety investigations, root cause analysis and re-enactments
- 5.5. CWU Safety Representatives will be encouraged to become directly involved in the safety pillar of World Class Mail and will be invited to attend relevant WCM audits.

6. Reward and World Class Mail

It is recognised that the company will derive benefits (information on which will be shared) from the successful deployment of World Class Mail alongside the overall modernisation of the business. This provides the opportunity to improve the reward package and this will be considered further as part of 2013 pay talks.

7. Future Roll out and Development of World Class Mail

In order to support fully informed debate and development of the overall World Class Mail programme, an overview of benefits and associated costs will be shared with the appropriate CWU National Officers responsible for each function, as part of regular progress reports.

It is recognised that the approach to World Class Mail in delivery is different and will take account of the major Business Transformation Agreement revision activity that is still outstanding.

The ongoing development and roll out of the World Class Mail programme for delivery will be the subject of further discussions between the Delivery Director, Head of WCM Collections and Delivery and the appropriate CWU National Officer. Similar discussions will take place in other functions where the approach to World Class Mail is still being developed, eg Network Drivers/ Call Centres/Admin.

8. Deployment

The full deployment of this agreement in all Royal Mail sites is integral to both the overall success of the Business Transformation Agreement and the future development of World Class Mail.

It is important that all managers, representatives and World Class Mail pillar leads familiarise themselves with the terms of this agreement.

To support successful deployment Royal Mail and CWU will implement the following:

- Articles on the agreement in The Voice and Courier with agreed key messages
- Joint employee briefing
- Communications to managers and representatives
- A series of workshops at each level, to explain the agreement and including action planning and good practice for local deployment
- The process for regular review, including the agreed Consultative Framework, at all levels.

9. Review

The terms of this agreement will be regularly reviewed by the national parties to ensure its spirit and content are delivered in practice. These reviews will also provide the opportunity to identify improvements and any appropriate changes to the overall programme.

Mike Newby
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July 2012