

Individual Performance Standards – Delivery Offices

This brief is designed to give guidance to representatives concerning the way Royal Mail managers are applying performance standards in delivery units.

It is clear that Royal Mail is using the IPS (reproduced in the box below) to calculate throughputs and workloads for delivery offices, and expand on the terms of the national IPS agreement to assess performance.

This is not part of the IPS agreement. No member's performance on inward sorting or preparation should be assessed outside the one-minute tests contained in the IPS national agreement. This is the only process to be used. **If managers are trying to introduce processes to assess performance outside of the national agreement, disagreement should be registered.**

Royal Mail will only apply the conduct code in circumstances where employees refuse to participate in the one-minute tests or where their behaviour falls below expected levels (Para 5 IPS agreement Four Step Process).

	Frame Type	Letters	Flats	Packets
IPS	48 BOX	34	28	N/A
	56 BOX	31	27	N/A
	64 BOX	31	26	N/A
	DBF	N/A	N/A	18
Prep	48	34	28	N/A
	Vertical Slot	25 (All Mail)	25 (All Mail)	N/A

It should be made clear to management that a performance standard is not a planning value to be used to calculate throughputs and workloads. The difference is simple. A performance standard is a basic minute value, whilst a planning value is a standard minute value that includes contingency, relaxation and other elements of work.

Below is an example of the process management are using to calculate office throughputs, sorting hours, sorting rates and preparation times for performance and planning purposes, using the values in the box above.

$$\frac{\text{Mail Vol.} / \text{IP Standard}}{60} = \text{Estimated Sorting Hours}$$

$$\text{Work Area Hrs} * 60 * \text{IP Standard} = \text{Estimated Sorting Throughput}$$

$$\frac{\text{Mail Vol.} / \text{Work Hrs}}{60} = \text{Sort Rate}$$

$$\frac{\text{Prep Vol.} / \text{No. Walks}}{\text{IP Std (For Frame)}} = \text{Estimated Prep Time}$$

We wish to make it clear to representatives that the above process is not agreed with the CWU, and disagreement should be registered immediately and your Divisional rep informed if management adopt this approach to performance and planning.

The Next Steps and Reasons for our Approach

Since the cessation of PBS we do not have a nationally agreed measurement system to determine workloads or a process / formula to deal with traffic and delivery point growth. We do recognise however, that in the absence of a national agreement, hours have been added for growth that have been agreed locally between managers and representatives.

The business is committed within the Pay and Major change agreement (Section 4. App B, para 4c), and 4g), to jointly review and develop new systems that are fit for purpose. Since SDD was agreed the business has not entered into serious discussions on these issues, and we are just beginning to get the ball rolling at National level. However, they have been happy to develop their own ideas independent of the union and promote them to their managers in the field.

This position is not acceptable and we intend to address this matter with Royal Mail.

Also the data bank values that were part of the PBS agreement and are still in use need to be reviewed and if necessary updated in the light of current post SDD operating arrangements.

Although in this brief we have covered the process and standards, you need to remember that these are being applied by management to the volume of traffic entering your office.

As a union we are no longer convinced that the current method of traffic measurement is accurate enough to determine the volume of mail to which any process for establishing throughputs can be applied. For this reason alone local managers are in no position to even estimate workloads and throughputs with any degree of accuracy.

Points to remember if approached by your DOM regarding IPS

- **The only test of capability of performance is the one-minute test in IPS.**
- **There is no nationally agreed process for establishing throughputs using IPS standards or any other method.**
- **There is no nationally agreed measurement system to determine total office workload, delivery point or traffic growth.**
- **Until national agreement is reached representatives will agree locally on the level of growth. Any disagreements should be processed through the IR Framework.**
- **The CWU believe that the current method of traffic recording is not reliable enough to make reasonable planning assumptions.**