

## **USO Deployment Agreement 2026**

### **USO Reform**

USO reform is crucial to the future sustainability of the business and of the one price goes everywhere USO principle.

Ofcom in July 2025 agreed to the following USO and Access regulations:

- First class letters will continue to be delivered Monday to Saturday
- Second class, DSA and all other non-priority letters will be delivered every other day Monday to Friday
- New headline targets for First class and Second class USO mail with new 'tail of mail' targets from April 2026
- New DSA D+3 service to be regulated in the same way Ofcom regulates existing access services
- USO Parcels will continue to be required to be delivered Monday to Friday, noting Royal Mail delivers parcels Monday to Saturday
- Special Delivery will continue to be delivered Monday to Saturday
- Requirement for Collections on Second class USO letters to be Monday to Friday, noting Royal Mail intends to collect mail Monday to Saturday

### **USO Principles**

Detailed below are a number of agreed key principles underpinning the deployment of USO reform.

- As part of deployment c.3,500 walks have been or will be reintroduced as a result of the initial base data verification exercise completed in 2025
- Each Delivery Office (DO) is different, and we recognise the benefit of local knowledge. This USO agreement will allow local knowledge from Customer Operations Managers (COMs), CWU Reps and all employees in the DO to influence key decisions to ensure successful deployment, within the framework of principles laid out in this agreement, appendices and via the joint review and governance processes
- As part of the planning and deployment process, DOs can recommend localised solutions via the Regional Steering Groups (RSGs) [Appendix H]. All DOs will be assured via a standard process, the purpose of which is to identify non-standard solutions and refer back to the RSGs which will have the autonomy to agree or reject the planned changes
- As outlined within Section 5.7 of the 'Rebuilding Royal Mail Part One Agreement between EP Group and CWU' 'there will be no compulsory redundancies throughout the period of implementation and full deployment of any agreed USO reform.'
- Any unresolved surplus will be managed in accordance with MTSF including New Entrants for the purposes of USO reform deployment.
- Suitable release will be provided for Local Reps, or a nominated lead Rep where there is no Local Rep, to ensure the successful planning and launch of USO reform in their DO. Regional Operations Directors (RODs) and Divisional Reps will work with Operational Performance Leads (OPLs) and Area Delivery Reps (ADR) to scope what additional support or release may be necessary and the duration of this release to ensure the required planning process can be undertaken. This will be reviewed regularly
- Any surplus colleagues will remain on site or may be asked to support neighbouring DOs, in line with existing agreements, within their duty time as per current practices, until after the formal review has been completed
- Once all redeployment opportunities have been exhausted voluntary redundancy may be considered and will be offered in line with agreed terms
- Following full deployment, a national study to review and monitor the impact on health and wellbeing will be undertaken in an agreed number of DOs
- The vast majority of changes related to USO reform will be experienced in Delivery, however there will be upstream changes required in Mail Centres (MCs) Mail Processing Units (MPUs) and Local Distribution (LD) [Appendix I]

### **Delivery Model 2026 – Key Principles**

Following negotiations, joint evaluation of the pilots and review of feedback from employees, an updated deployment model which adopts key elements of the respective positions on USO reform has been agreed. An example of this is that c.10,500 rural, firms and HCT routes will be configured in a way that allows them to support the remaining c.44,000 routes in Town areas.

This model will be referred to as 'Delivery Model 2026' (DM26) and the fundamental elements of this agreed model are:

- Singleton Firms and Rural duties, Monday to Friday (M-F) will perform 50% of their route delivering 1c and parcels only, 50% of their route delivering all products and will support Town duties with additional indoor and/or outdoor workload. The respective 50% of each duty will rotate daily M-F
- Singleton, Shared Van and High Capacity Trolley (HCT) Town walks, M-F, will be organised in groups of 4 where 2 will be 1c and parcels only and 2 will be all products. These 4 walks will be covered by 3 duties, consisting of 2 duties in a van share and 1 singleton driving duty, utilising 2 vehicles. Each walk will rotate daily M-F
- Town walks which cannot be completed in current planned outdoor span, will be reviewed locally and addressed by either the reintroduction of Town walks (c3.5k) or the permanent donation of DPs to Rural / Firms walks which have additional capacity having been configured as 50/50.
- We anticipate the vast majority of Town walk outdoor span issues will be resolved utilising the above options. Where a Town walk remains unresolved it can be designated Pink and Delivery Points (DPs) split 50/50.
- Odd numbers of Town walks will be designated Pink and DPs split 50/50 as part of the deployment plan
- On Saturday all walks will be 1c and parcels only
- Current Inward Primary Sort (IPS) would remain unchanged and current preparation frames would remain unchanged other than colour coding and the implementation of the vertical preparation standard, in the initial phase of DM26 deployment.
- Singleton and Shared Van Town walk workload will be shared across the 3 duties to balance walk distances and help manage the effects of fatigue. This means colleagues do not need to learn new walks or rotate in different areas, beyond current van pairs. (Including the planned absorption areas)
- Non-Town duties will have available time as a result of the 50/50 approach and will be given additional indoor and/or outdoor workload supporting the Town walks to effectively fill this time daily
- The exact configuration of walk pairings and workload balance between the three duties will be subject to local knowledge and planning with best practice shared to the RSGs and National Delivery Joint Working Group (NDJW)
- DM26 allows for non-drivers to play an active part in all parts of the plan
- DOs will be able to select one-predominant attendance pattern contained with Appendix E, which in the vast majority of cases should cover 80% of the duties in a DO. However, in exceptional circumstances where options may not be fully compatible, as part of the planning and deployment process, DOs can recommend solutions that may reduce the target percentage for approval and sign off by the RSG.
- These attendance patterns are designed to enable choice for DOs to either improve the number of Saturdays off or reduce the length of Saturday attendance where one of the patterns is already adopted

### **Deployment Approach**

We have agreed an additional 240 pilot DOs for DM26 which is c.20 per ROD area, in addition to the 35 current pilot DOs.

The current pilots have the option to deploy DM26 or keep their current solution for Town areas. If not selecting DM26 they must reconfigure non-town walks to align with DM26 principles. They may also select any Duty Pattern from within the list of 9 contained at Appendix E or may choose to keep the one currently selected.

The additional DOs will deploy as soon as possible from the date of this agreement, once the Rapid Base Data Validation, DO Health Checks and Go/No Go steps are complete. Once the formal review is completed for all pilots (35+240) they become BAU in the same way as all other DOs.

Alongside the above activity, there is an agreed pre-deployment approach which must be urgently completed in all DOs as follows:

- Rapid Base Data Validation utilising the base data captured in 2025 as the start point [Appendix A]
- DO Health Check [Appendix C]
- Scoping Exercise [Appendix D]
- Resourcing flow charts [Appendix F]

Royal Mail and the CWU are jointly committed to completing the deployment of DM26 in readiness for Peak 2026. A deployment plan will be shared with the NDJWG who will then cascade to the RSGs, to review as part of the overall Governance Process below, and will be reviewed on a regular basis.

### **Governance**

Both parties agree that for deployment to be successful joint working between all Managers and CWU Reps is paramount. To support USO reform and the deployment of DM26, both parties have agreed to the creation of RSGs with core attendees being CWU ADR, OPL, CWU Divisional Rep, ROD, Regional Programme Manager (RPM) and Transformation Change Lead (TCL).

The RSG will hold mandatory weekly meetings to monitor and ensure the plan is operating as agreed, in line with the Review Process at Appendix H. If necessary, plans will be amended to support each DOs progress using identified best practice to support others. These groups will jointly send reports into the NDJWG.

The governance structure will ensure all activity is deployed in line with this agreement and the formal review process which must be completed in all DOs as follows:

- Joint Go/No Go process [Appendix G]
- Selection of Attendance Pattern [Appendix E]
- Formal Review Process [Appendix H]

Any points of clarification regarding the principles and appendices to this agreement should be escalated to the RSGs for resolution.

### **Benefits from this agreement**

Beyond delivering future business and job security for all, deploying DM26 enables the following benefits for colleagues:

- Either an increase in the number of Saturdays off for Full Time (FT) and Part Time (PT) colleagues or the option to have earlier finishes on a Saturday subject to local factors (e.g. Number of drivers).
- Opportunity for earlier start times against a set criterion [Appendix J]
- Opportunity for c.6,000 PT colleagues to increase their contracted hours up to FT where required
- Ability for colleagues to remain in the same delivery areas and on the same delivery walks
- Post deployment and review duty holders will deliver to the same areas M-F
- Fairer balance of workload across all walk types by a revised model week baseline
- Greater inclusion of non-driving colleagues
- DO choice of agreed improved duty patterns [Appendix E]
- Improved and structured DO resourcing via weekly resourcing meetings (WRM) including leave cover, day off cover and workload
- Giving employees the opportunity to feedback into the review process
- Improved onboarding experience for new entrants aiding overall retention
- During deployment and before the formal review has been completed both parties will ensure that SISO, My Performance and CameraMatics applications will be managed in a supportive way which reflects the scale of change being deployed

USO deployment is a national programme any questions or further guidance should be referred to the NDJWG via the RSGs which will support a fast-track approach for escalation/resolution process.

## **Appendix A - Rapid Data Validation**

Joint review of the following for each DO:

### **DO Demand**

- Total number of Delivery Routes
  - Delivery span length
  - Delivery Method (Shared van pair, Singleton (CDV or MEV), HCT)
  - Delivery Route Classification (Town, Rural, Firms) using agreed criteria [Appendix B]
- Routes that are unable to complete in planned Delivery span length identify root cause i.e. call rates, attendance calls or other
- Number / type of vehicles and HCT / Trolleys required
- Number of COLLOD boxes per route
- Pressure OT / SA being used to complete Delivery Routes (Min 6 weeks average data)
- Planned indoor hours (IPS, Prep) (IWT - model week WK20 FY25/26 plus/minus planned growth rates for FY 26/27)
- Pressure OT / SA being used to support indoor workplan (Min 6 weeks average data)
- "Out on Delivery" plan vs actual performance
- Yard to yard/Delivery span plan
- Saturday Firm's retention list

**Required output = How many routes, by classification and method, are required at deployment**

- The following tools/data should be used to support the above exercise:
  - DODR
  - TM1
  - RCS
  - SISO
  - PDAOA
  - Agency Use

### **DO Supply**

- TM1/ Duties (include DPRs/LATs/Sunday)
- Staff in Post – PT and FT- Duty holders – day off covers and reserves
- Employees that do not have a driving licence
- Regular OT / SA being performed indoor / outdoor
- Number / type of vehicles and HCT / Trollies available
- Count of all indoor equipment e.g. IPS frames and RM2000
- Up to date skills matrix

## **Appendix B - Route Classification**

### **Rural Classification**

- Rural duties are normally singleton Van routes/deliveries where there is a level of DP which require OMV travel between DPs and or pockets of DPs
- Rural duties can include elements of 'park and loop' deliveries within the route but will also require OMV travel between DPs
- Routes which have historically been classed as rural locally, but which now exclusively operate a Shared Van pairing based on loop deliveries, would not be classed as rural for the purpose of USO Reform
- Where there remains a difference of opinion locally on rural definition, Royal Mail will review this against the following criteria: 'Any Van duties that have a density of greater than 100m between DP (simple calculation of total walk length, from Pegasus, divided by number of DPs).'
- In the case of routes which are Shared Van pairings, but where the driver is required to deviate to cover a rural area (s), and where the number of DPs (and or pockets of DPs) require OMV travel greater than 50% of the driver's overall DPs total; the driver's duty will remain rural for the purpose of USO Reform
- Minor route adjustments can be undertaken locally, as part of any overall USO compliance activity/walks being added or realigned, to group rural DPs together and separate them from other non-rural routes, (and equally group together non-rural routes) where it makes sense to do so

### **Firms Classification**

- Business DPs should account for minimum 50% of total DPs on route
- Primarily should be single van duty or City Centre HCT only
- If current Firms delivery works out of a Shared Van, then both duties should be Firms duties (if not needs to be separated from Town partner or linked to another firms duty)
- Minor route adjustments can be undertaken locally, as part of any overall USO compliance activity/walks being added or realigned, to group Firms DPs together and separate them from other non-firm DPs, (and equally group together non-firms DPs) where it makes sense to do so, i.e. 4 x duties with 20% Firm DPs each may be combined in to 1 dedicated Firms duty and 3 town routes through local consultation and agreement

The above lists are not exhaustive and are outlined to facilitate the discussions locally as part of any validation exercise which should ensure all parties confirm routes classified as either Rural or Firms duties under DM26 principles. Any DOs unable to agree the route classification locally should raise through to the RSGs for resolution.

## **Appendix C - DO Health Check**

- Are weekly WTL&L / effectively deployed?
- Are Daily Huddles effectively deployed?
- Are WPCs in your DO in place and fully utilised and attending the OPL CC sector networks?
- Can you demonstrate the DOs Route Manager is accurate and maintained on a weekly basis?
- Are you aware of any future delivery point growth in the next 6 months?
- Does the DO have an indoor plan?
  - Is there a Prep plan and IPS plan in place?
  - Do all Duty Holders and Delivery Routes know the planned Go Out on Delivery times and planned Yard to Yard times to ensure they are achieved?
- Is a plan to ensure D2D products are prepped and delivered each week in place?
- Are IPS, Prep and Portering plans created to match Resource to Workload?
- Are variations to the Resourcing to Workload plans effectively managed?
- Are the planned outdoor designs and methods being executed correctly?
- Does the DO have and effectively manage its Manpower Plan?
- Does the managerial plan align to the DO structure?
- Does the DO have resource plans in place to manage annual leave (Manpower plans) applied within the DO, including the calendarisation of leave for 26/27?
- Can you demonstrate that all failures are correctly and accurately recorded in DODR?
- Are USO failures consecutively rotated to comply with the regulatory standards?
- Does the DO have a plan in place to manage on the day absence?
- Does the DO have a skills matrix in place including a list of overtime volunteers?
- Are WRMs taking place and the agreed actions being communicated to employees?

## **Appendix D– Scoping Exercise**

### **USO Delivery Scoping Exercise 'Draft'**

As we progress our joint discussions through the Achieving National Agreement procedure to deploy USO reform, we are keen to have data to factually support our discussions. We are keen to test interest with delivery colleagues about opportunities for PT colleagues to increase their hours and/or to become FT. We are also keen to understand the appetite of colleagues to move DOs – we are aware many of our colleagues live nearer to other DOs and would welcome an opportunity to minimise their commute and this may support some of our resourcing requirements created by USO. To help us jointly understand the level of interest, all frontline delivery colleagues are invited to take part in a national scoping exercise. As part of this process, you can indicate whether you would be interested in any of the available options.

**By submitting this form, I confirm that I am expressing an interest in one of the available options. I understand that indicating a preference is not binding for either myself or Royal Mail, and that any opportunity to increase my contracted hours or voluntarily move DOs would be discussed with me as part of the USO deployment planning process. Any final decision will be at Royal Mails discretion.**

USO Delivery Scoping Exercise 'Draft' (Preview)

## Appendix E - Duty Patterns

### 2 in 5 (1)

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	<b>08:12</b>	<b>08:12</b>	<b>08:12</b>	<b>08:12</b>	<b>08:12</b>	<b>07:00</b>
<b>Core</b>	<b>8:20</b>	<b>8:20</b>	<b>8:00</b>	<b>7:55</b>	<b>7:55</b>	<b>7:40</b>
<b>Combined</b>	<b>7:30</b>	<b>7:30</b>	<b>8:50</b>	<b>8:20</b>	<b>8:20</b>	<b>7:40</b>
<b>Rural</b>	<b>7:30</b>	<b>7:30</b>	<b>8:50</b>	<b>8:20</b>	<b>8:20</b>	<b>7:40</b>

<b>DM26</b>	<b>8:00</b>	<b>8:00</b>	<b>8:30</b>	<b>8:00</b>	<b>8:00</b>	<b>7:40</b>
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**Notes** 2 Saturdays off every 5 weeks  
 Saturday & Monday every 5 weeks  
 Friday & Saturday every 5 weeks

<b>75%</b>	<b>4:3</b>	Saturday Ratio	
<b>FT</b>	DOC		
<b>23</b>	Days worked over a	<b>5</b>	Week Cycle
<b>4.60</b>	Days worked per week over a		

OK

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	32:30	40:10	39:40	40:10	32:30		<b>185:00</b>	37:00
Duty 2	40:10	39:40	40:10	32:30	32:30		<b>185:00</b>	37:00
Duty 3	39:40	40:10	32:30	32:30	40:10		<b>185:00</b>	37:00
Duty 4	40:10	32:30	32:30	40:10	39:40		<b>185:00</b>	37:00
DOC	32:30	32:30	40:10	39:40	40:10		<b>185:00</b>	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	5	5	5	4		<b>23</b>
Duty 2	5	5	5	4	4		<b>23</b>
Duty 3	5	5	4	4	5		<b>23</b>
Duty 4	5	4	4	5	5		<b>23</b>
DOC	4	4	5	5	5		<b>23</b>

#### Week 1

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	D/O	1	1	1	D/O	32:30	4
Duty 2	D/O	2	2	2	2	A	40:10	5
Duty 3	3	3	D/O	3	3	B	39:40	5
Duty 4	4	4	4	D/O	4	C	40:10	5
DOC	2	1	3	4	D/O	D/O	32:30	4
							<b>185:00</b>	<b>23</b>

#### Week 2

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	1	1	1	1	A	40:10	5
Duty 2	2	2	D/O	2	2	B	39:40	5
Duty 3	3	3	3	D/O	3	C	40:10	5
Duty 4	4	4	4	4	D/O	D/O	32:30	4
DOC	1	D/O	2	3	4	D/O	32:30	4
							<b>185:00</b>	<b>23</b>

#### Week 3

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	39:40	5
Duty 2	2	2	2	D/O	2	B	40:10	5
Duty 3	3	3	3	3	D/O	D/O	32:30	4
Duty 4	4	D/O	4	4	4	D/O	32:30	4
DOC	D/O	4	1	2	3	C	40:10	5
							<b>185:00</b>	<b>23</b>

#### Week 4

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	40:10	5
Duty 2	2	2	2	2	D/O	D/O	32:30	4
Duty 3	3	D/O	3	3	3	D/O	32:30	4
Duty 4	D/O	4	4	4	4	B	40:10	5
DOC	4	3	D/O	1	2	C	39:40	5
							<b>185:00</b>	<b>23</b>

#### Week 5

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	32:30	4
Duty 2	2	D/O	2	2	2	D/O	32:30	4
Duty 3	D/O	3	3	3	3	A	40:10	5
Duty 4	4	4	D/O	4	4	B	39:40	5
DOC	3	2	4	D/O	1	C	40:10	5
							<b>185:00</b>	<b>23</b>

**2 in 5 (2) [ Existing Banked Units Only ]**

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	<b>08:12</b>	<b>08:12</b>	<b>08:12</b>	<b>08:12</b>	<b>08:12</b>	<b>07:00</b>
<b>Core</b>	<b>8:20</b>	<b>8:20</b>	<b>8:00</b>	<b>7:55</b>	<b>7:55</b>	<b>7:40</b>
<b>Combined</b>	<b>7:30</b>	<b>7:30</b>	<b>8:50</b>	<b>8:20</b>	<b>8:20</b>	<b>7:40</b>
<b>Rural</b>	<b>7:30</b>	<b>7:30</b>	<b>8:50</b>	<b>8:20</b>	<b>8:20</b>	<b>7:40</b>

<b>DM26</b>	<b>8:00</b>	<b>8:00</b>	<b>8:30</b>	<b>8:00</b>	<b>8:00</b>	<b>7:40</b>
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**Notes**      2 Saturdays off every 5 weeks  
 Saturday to Saturday off every 5 weeks

<b>75%</b>	<b>4:3</b>	Saturday Ratio			
<b>FT</b>	DOC				
<b>23</b>	Days worked over a		<b>5</b>	Week	OK
<b>4.60</b>	Days worked per week over a			Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	0:00	48:10	48:10	48:10	40:30		<b>185:00</b>	37:00
Duty 2	40:30	0:00	48:10	48:10	48:10		<b>185:00</b>	37:00
Duty 3	48:10	40:30	0:00	48:10	48:10		<b>185:00</b>	37:00
Duty 4	48:10	48:10	40:30	0:00	48:10		<b>185:00</b>	37:00
DOC	48:10	48:10	48:10	40:30	0:00		<b>185:00</b>	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	0	6	6	6	5		<b>23</b>
Duty 2	5	0	6	6	6		<b>23</b>
Duty 3	6	5	0	6	6		<b>23</b>
Duty 4	6	6	5	0	6		<b>23</b>
DOC	6	6	6	5	0		<b>23</b>

**Week 1**

<b>2 in 5 (2)</b>	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
Duty 2	2	2	2	2	2	D/O	40:30	5
Duty 3	3	3	3	3	3	A	48:10	6
Duty 4	4	4	4	4	4	B	48:10	6
DOC	1	1	1	1	1	C	48:10	6
							<b>185:00</b>	<b>23</b>

**Week 2**

<b>2 in 5 (2)</b>	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	A	48:10	6
Duty 2	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
Duty 3	3	3	3	3	3	D/O	40:30	5
Duty 4	4	4	4	4	4	B	48:10	6
DOC	2	2	2	2	2	C	48:10	6
							<b>185:00</b>	<b>23</b>

**Week 3**

<b>2 in 5 (2)</b>	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	A	48:10	6
Duty 2	2	2	2	2	2	B	48:10	6
Duty 3	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
Duty 4	4	4	4	4	4	D/O	40:30	5
DOC	3	3	3	3	3	C	48:10	6
							<b>185:00</b>	<b>23</b>

**Week 4**

<b>2 in 5 (2)</b>	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	A	48:10	6
Duty 2	2	2	2	2	2	B	48:10	6
Duty 3	3	3	3	3	3	C	48:10	6
Duty 4	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
DOC	4	4	4	4	4	D/O	40:30	5
							<b>185:00</b>	<b>23</b>

**Week 5**

<b>2 in 5 (2)</b>	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	D/O	40:30	5
Duty 2	2	2	2	2	2	A	48:10	6
Duty 3	3	3	3	3	3	B	48:10	6
Duty 4	4	4	4	4	4	C	48:10	6
DOC	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
							<b>185:00</b>	<b>23</b>

**9 DF (1)**

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	<b>08:28</b>	<b>08:28</b>	<b>08:28</b>	<b>08:28</b>	<b>08:28</b>	<b>07:00</b>
<b>Core</b>	<b>8:40</b>	<b>8:40</b>	<b>8:20</b>	<b>8:00</b>	<b>8:00</b>	<b>7:40</b>
<b>Combined</b>	<b>8:00</b>	<b>8:00</b>	<b>8:40</b>	<b>8:30</b>	<b>8:30</b>	<b>7:40</b>
<b>Rural</b>	<b>8:00</b>	<b>8:00</b>	<b>8:40</b>	<b>8:30</b>	<b>8:30</b>	<b>7:40</b>

<b>DM26</b>	<b>8:15</b>	<b>8:15</b>	<b>8:40</b>	<b>8:15</b>	<b>8:15</b>	<b>7:40</b>
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**Notes** 1 Saturday off every 4 weeks  
 Friday, Saturday, Monday & Tuesday every 4 weeks  
**Advanced Prep of ALL D2D and non 1c required on a Saturday**

<b>100%</b>	<b>3:3</b>	Saturday Ratio			
<b>FT</b>	DOC				
<b>18</b>	Days worked over a		<b>4</b>	Week	OK
<b>4.50</b>	Days worked per week over a			Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	33:25	32:50	40:40	41:05			<b>148:00</b>	37:00
Duty 2	41:05	33:25	32:50	40:40			<b>148:00</b>	37:00
Duty 3	40:40	41:05	33:25	32:50			<b>148:00</b>	37:00
DOC	32:50	40:40	41:05	33:25			<b>148:00</b>	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5	5			<b>18</b>
Duty 2	5	4	4	5			<b>18</b>
Duty 3	5	5	4	4			<b>18</b>
DOC	4	5	5	4			<b>18</b>

**Week 1**

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	33:25	4
Duty 2	2	2	2	D/O	2	A	41:05	5
Duty 3	3	3	D/O	3	3	B	40:40	5
DOC	D/O	D/O	3	2	1	B	32:50	4
							<b>148:00</b>	<b>18</b>

**Week 2**

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	32:50	4
Duty 2	2	2	2	2	D/O	D/O	33:25	4
Duty 3	3	3	3	D/O	3	B	41:05	5
DOC	1	1	D/O	3	2	C	40:40	5
							<b>148:00</b>	<b>18</b>

**Week 3**

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	40:40	5
Duty 2	D/O	D/O	2	2	2	B	32:50	4
Duty 3	3	3	3	3	D/O	D/O	33:25	4
DOC	3	3	1	D/O	3	C	41:05	5
							<b>148:00</b>	<b>18</b>

**Week 4**

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	41:05	5
Duty 2	2	2	D/O	2	2	B	40:40	5
Duty 3	D/O	D/O	3	3	3	C	32:50	4
DOC	3	3	2	1	D/O	D/O	33:25	4
							<b>148:00</b>	<b>18</b>

**9 DF (2)**

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	<b>08:28</b>	<b>08:28</b>	<b>08:28</b>	<b>08:28</b>	<b>08:28</b>	<b>07:00</b>
<b>Core</b>	<b>8:40</b>	<b>8:40</b>	<b>8:20</b>	<b>8:00</b>	<b>8:00</b>	<b>7:40</b>
<b>Combined</b>	<b>8:00</b>	<b>8:00</b>	<b>8:40</b>	<b>8:30</b>	<b>8:30</b>	<b>7:40</b>
<b>Rural</b>	<b>8:00</b>	<b>8:00</b>	<b>8:40</b>	<b>8:30</b>	<b>8:30</b>	<b>7:40</b>

<b>DM26</b>	<b>8:31</b>	<b>8:31</b>	<b>9:16</b>	<b>8:31</b>	<b>8:31</b>	<b>6:00</b>
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**Notes** 1 Saturday off every 4 weeks  
Friday, Saturday, Monday & Tuesday every 4 weeks

<b>100%</b>	<b>3:3</b>	Saturday Ratio			
<b>FT</b>	DOC				
<b>18</b>	Days worked over a		<b>4</b>	Week	OK
<b>4.50</b>	Days worked per week over a			Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	34:49	32:18	40:04	40:49			<b>148:00</b>	37:00
Duty 2	40:49	34:49	32:18	40:04			<b>148:00</b>	37:00
Duty 3	40:04	40:49	34:49	32:18			<b>148:00</b>	37:00
DOC	32:18	40:04	40:49	34:49			<b>148:00</b>	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5	5			<b>18</b>
Duty 2	5	4	4	5			<b>18</b>
Duty 3	5	5	4	4			<b>18</b>
DOC	4	5	5	4			<b>18</b>

**Week 1**

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:49	4
Duty 2	2	2	2	D/O	2	A	40:49	5
Duty 3	3	3	D/O	3	3	B	40:04	5
DOC	D/O	D/O	3	2	1	B	32:18	4
							<b>148:00</b>	<b>18</b>

**Week 2**

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	32:18	4
Duty 2	2	2	2	2	D/O	D/O	34:49	4
Duty 3	3	3	3	D/O	3	B	40:49	5
DOC	1	1	D/O	3	2	C	40:04	5
							<b>148:00</b>	<b>18</b>

**Week 3**

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	40:04	5
Duty 2	D/O	D/O	2	2	2	B	32:18	4
Duty 3	3	3	3	3	D/O	D/O	34:49	4
DOC	3	3	1	D/O	3	C	40:49	5
							<b>148:00</b>	<b>18</b>

**Week 4**

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	40:49	5
Duty 2	2	2	D/O	2	2	B	40:04	5
Duty 3	D/O	D/O	3	3	3	C	32:18	4
DOC	3	3	2	1	D/O	D/O	34:49	4
							<b>148:00</b>	<b>18</b>

**9 DF (3) [100% Drivers Only]**

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:28	08:28	08:28	08:28	08:28	07:00
Core	8:40	8:40	8:20	8:00	8:00	7:40
Combined	8:00	8:00	8:40	8:30	8:30	7:40
Rural	8:00	8:00	8:40	8:30	8:30	7:40

DM26	8:30	8:30	8:55	8:30	8:30	7:42
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**Notes** 3 Saturdays off every 8 weeks  
 Friday, Saturday, Monday & Tuesday twice every 8 weeks  
**Advanced Prep of D2D and non 1c required on a Saturday**  
**Must be deployed across a total of 6 x duties and 2 x DOCs**

100%	83%	6:5	Saturday Ratio
Group 1	FT	35	Days worked over a
	4.38	8	Week Cycle

OK

OK

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL	AVE
Duty 1	34:25	33:37	34:00	42:07	34:25	33:37	41:42	42:07	296:00	37:00
Duty 2	42:07	34:25	33:37	34:00	42:07	34:25	33:37	41:42	296:00	37:00
Duty 3	34:00	42:07	34:25	33:37	41:42	42:07	34:25	33:37	296:00	37:00
DOC	33:37	34:00	42:07	34:25	33:37	41:42	42:07	34:25	296:00	37:00

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL	AVE
Duty 4	34:25	33:37	41:42	42:07	34:25	33:37	34:00	42:07	296:00	37:00
Duty 5	42:07	34:25	33:37	41:42	42:07	34:25	33:37	34:00	296:00	37:00
Duty 6	41:42	42:07	34:25	33:37	34:00	42:07	34:25	33:37	296:00	37:00
DOC	33:37	41:42	42:07	34:25	33:37	34:00	42:07	34:25	296:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL
Duty 1	4	4	4	5	4	4	5	5	35
Duty 2	5	4	4	4	5	4	4	5	35
Duty 3	4	5	4	4	5	5	4	4	35
DOC	4	4	5	4	4	5	5	4	35

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL
Duty 4	4	4	5	5	4	4	4	5	35
Duty 5	5	4	4	5	5	4	4	4	35
Duty 6	5	5	4	4	4	5	4	4	35
DOC	4	5	5	4	4	4	5	4	35

**Week 1**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:25	4
Duty 2	2	2	2	D/O	2	A	42:07	5
Duty 3	3	3	D/O	3	3	D/O	34:00	4
DOC	D/O	D/O	3	2	1	B	33:37	4
							<b>144:09</b>	<b>17</b>

**Week 1**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	4	D/O	D/O	34:25	4
Duty 5	5	5	5	D/O	5	C	42:07	5
Duty 6	6	6	D/O	6	6	D	41:42	5
DOC	D/O	D/O	6	5	4	E	33:37	4
							<b>151:51</b>	<b>18</b>

**Week 2**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	33:37	4
Duty 2	2	2	2	2	D/O	D/O	34:25	4
Duty 3	3	3	3	D/O	3	B	42:07	5
DOC	1	1	D/O	3	2	D/O	34:00	4
							<b>144:09</b>	<b>17</b>

**Week 2**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	D/O	D/O	4	4	4	C	33:37	4
Duty 5	5	5	5	5	D/O	D/O	34:25	4
Duty 6	6	6	6	D/O	6	D	42:07	5
DOC	4	4	D/O	6	5	E	41:42	5
							<b>151:51</b>	<b>18</b>

**Week 3**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	D/O	34:00	4
Duty 2	D/O	D/O	2	2	2	A	33:37	4
Duty 3	3	3	3	3	D/O	D/O	34:25	4
DOC	3	3	1	D/O	3	B	42:07	5
							<b>144:09</b>	<b>17</b>

**Week 3**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	D/O	4	4	C	41:42	5
Duty 5	D/O	D/O	5	5	5	D	33:37	4
Duty 6	6	6	6	6	D/O	D/O	34:25	4
DOC	5	5	4	D/O	6	E	42:07	5
							<b>151:51</b>	<b>18</b>

**Week 4**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	42:07	5
Duty 2	2	2	D/O	2	2	D/O	34:00	4
Duty 3	D/O	D/O	3	3	3	B	33:37	4
DOC	3	3	2	1	D/O	D/O	34:25	4
							<b>144:09</b>	<b>17</b>

**Week 4**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	D/O	4	C	42:07	5
Duty 5	5	5	D/O	5	5	D	41:42	5
Duty 6	D/O	D/O	6	6	6	E	33:37	4
DOC	6	6	5	4	D/O	D/O	34:25	4
							<b>151:51</b>	<b>18</b>

**Week 5**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:25	4
Duty 2	2	2	2	D/O	2	A	42:07	5
Duty 3	3	3	D/O	3	3	B	41:42	5
DOC	D/O	D/O	3	2	1	C	33:37	4
							<b>151:51</b>	<b>18</b>

**Week 5**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	4	D/O	D/O	34:25	4
Duty 5	5	5	5	D/O	5	D	42:07	5
Duty 6	6	6	D/O	6	6	D/O	34:00	4
DOC	D/O	D/O	6	5	4	E	33:37	4
							<b>144:09</b>	<b>17</b>

**Week 6**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	33:37	4
Duty 2	2	2	2	2	D/O	D/O	34:25	4
Duty 3	3	3	3	D/O	3	B	42:07	5
DOC	1	1	D/O	3	2	C	41:42	5
							<b>151:51</b>	<b>18</b>

**Week 6**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	D/O	D/O	4	4	4	C	33:37	4
Duty 5	5	5	5	5	D/O	D/O	34:25	4
Duty 6	6	6	6	D/O	6	E	42:07	5
DOC	4	4	D/O	6	5	D/O	34:00	4
							<b>144:09</b>	<b>17</b>

**Week 7**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	41:42	5
Duty 2	D/O	D/O	2	2	2	B	33:37	4
Duty 3	3	3	3	3	D/O	D/O	34:25	4
DOC	3	3	1	D/O	3	C	42:07	5
							<b>151:51</b>	<b>18</b>

**Week 7**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	D/O	4	4	D/O	34:00	4
Duty 5	D/O	D/O	5	5	5	D	33:37	4
Duty 6	6	6	6	6	D/O	D/O	34:25	4
DOC	5	5	4	D/O	6	E	42:07	5
							<b>144:09</b>	<b>17</b>

**Week 8**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	42:07	5
Duty 2	2	2	D/O	2	2	B	41:42	5
Duty 3	D/O	D/O	3	3	3	C	33:37	4
DOC	3	3	2	1	D/O	D/O	34:25	4
							<b>151:51</b>	<b>18</b>

**Week 8**

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	D/O	4	D	42:07	5
Duty 5	5	5	D/O	5	5	D/O	34:00	4
Duty 6	D/O	D/O	6	6	6	E	33:37	4
DOC	6	6	5	4	D/O	D/O	34:25	4
							<b>144:09</b>	<b>17</b>

**4 DW (1)**

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	<b>09:42</b>	<b>09:42</b>	<b>09:42</b>	<b>09:42</b>	<b>09:42</b>	<b>07:00</b>
<b>Core</b>	<b>9:30</b>	<b>9:30</b>	<b>9:20</b>	<b>9:05</b>	<b>9:05</b>	<b>8:30</b>
<b>Combined</b>	<b>8:56</b>	<b>8:56</b>	<b>9:45</b>	<b>9:35</b>	<b>9:35</b>	<b>8:30</b>
<b>Rural</b>	<b>8:56</b>	<b>8:56</b>	<b>9:45</b>	<b>9:35</b>	<b>9:35</b>	<b>8:30</b>

<b>DM26</b>	<b>9:20</b>	<b>9:20</b>	<b>9:45</b>	<b>9:20</b>	<b>9:20</b>	<b>8:25</b>
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**Notes**     1 Saturday off every 3 weeks  
 Friday, Saturday, Monday & Tuesday every 3 weeks  
**Advanced Prep of ALL D2D and non 1c required on a Saturday**

<b>100%</b>	<b>2:2</b>	Saturday Ratio			
<b>FT</b>		DOC			
<b>12</b>		Days worked over a	<b>3</b>	Week	OK
<b>4.00</b>		Days worked per week over a		Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	37:45	36:50	36:25				<b>111:00</b>	37:00
Duty 2	36:50	36:25	37:45				<b>111:00</b>	37:00
DOC	36:25	37:45	36:50				<b>111:00</b>	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	4				<b>12</b>
Duty 2	4	4	4				<b>12</b>
DOC	4	4	4				<b>12</b>

Week 1

4 DW (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	D/O	2	2	2	A	36:50	4
DOC	2	2	D/O	D/O	2	B	36:25	4
							<b>111:00</b>	<b>12</b>

Week 2

4 DW (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	36:50	4
Duty 2	2	2	D/O	D/O	2	B	36:25	4
DOC	1	1	2	2	D/O	D/O	37:45	4
							<b>111:00</b>	<b>12</b>

Week 3

4 DW (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	D/O	1	A	36:25	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	D/O	2	2	2	B	36:50	4
							<b>111:00</b>	<b>12</b>

**4 DW (2) (100% Drivers Only)**

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	09:42	09:42	09:42	09:42	09:42	07:00
<b>Core</b>	9:30	9:30	9:20	9:05	9:05	8:30
<b>Combined</b>	8:56	8:56	9:45	9:35	9:35	8:30
<b>Rural</b>	8:56	8:56	9:45	9:35	9:35	8:30
<b>DM26</b>	9:20	9:20	9:45	9:20	9:20	8:14

**Notes**  
 4 Saturday off every 8 weeks  
 Friday, Saturday, Monday & Tuesday twice every 9 weeks  
 Friday, Saturday & Monday off every 9 weeks  
**Advanced Prep of D2D and non 1c required on a Saturday**  
**Must be deployed across a total of 6 x duties and 3 x DOCs**

83%	6.5	Saturday Ratio
FT	36	Week Cycle
36	Days worked over a	9
4.00	Days worked per week over a	Week Cycle

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL	AVE
Duty 1	37:45	37:45	36:14	37:45	36:39	36:14	37:45	36:39	36:14	333:00	37:00
Duty 2	37:45	36:14	37:45	36:39	36:14	37:45	36:39	36:14	37:45	333:00	37:00
DOC	36:14	37:45	37:45	36:14	37:45	36:39	36:14	37:45	36:39	333:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL
Duty 1	4	4	4	4	4	4	4	4	4	36
Duty 2	4	4	4	4	4	4	4	4	4	36
DOC	4	4	4	4	4	4	4	4	4	36

Week 1

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	2	2	2	2	D/O	37:45	4
DOC	2	SPARE	D/O	D/O	1	A	36:14	4
							111:44	12

Week 2

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	1	1	1	1	D/O	37:45	4
Duty 2	2	SPARE	D/O	D/O	2	A	36:14	4
DOC	1	2	2	2	D/O	D/O	37:45	4
							111:44	12

Week 3

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	2	SPARE	D/O	D/O	1	A	36:14	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	1	1	1	2	D/O	37:45	4
							111:44	12

Week 4

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	D/O	2	2	2	A	36:39	4
DOC	2	2	D/O	D/O	1	B	36:14	4
							110:38	12

Week 5

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	36:39	4
Duty 2	2	2	D/O	D/O	2	B	36:14	4
DOC	1	1	2	2	D/O	D/O	37:45	4
							110:38	12

Week 6

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	D/O	1	A	36:14	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	D/O	1	1	2	B	36:39	4
							110:38	12

Week 7

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	D/O	2	2	2	A	36:39	4
DOC	2	2	D/O	D/O	1	B	36:14	4
							110:38	12

Week 8

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	36:39	4
Duty 2	2	2	D/O	D/O	2	B	36:14	4
DOC	1	1	2	2	D/O	D/O	37:45	4
							110:38	12

Week 9

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	D/O	1	A	36:14	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	D/O	1	1	2	B	36:39	4
							110:38	12

**Group 2**

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL	AVE
Duty 3	37:45	36:39	36:14	37:45	37:45	36:14	37:45	36:39	36:14	333:00	37:00
Duty 4	36:39	36:14	37:45	37:45	36:14	37:45	36:39	36:14	37:45	333:00	37:00
DOC	36:14	37:45	36:39	36:14	37:45	37:45	36:14	37:45	36:39	333:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL
Duty 3	4	4	4	4	4	4	4	4	4	36
Duty 4	4	4	4	4	4	4	4	4	4	36
DOC	4	4	4	4	4	4	4	4	4	36

Week 1

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	3	3	D/O	D/O	37:45	4
Duty 4	D/O	D/O	4	4	2	B	36:39	4
DOC	4	4	D/O	D/O	3	C	36:14	4
							110:38	12

Week 2

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	D/O	D/O	3	3	3	B	36:39	4
Duty 4	4	4	D/O	D/O	4	C	36:14	4
DOC	3	3	4	4	D/O	D/O	37:45	4
							110:38	12

Week 3

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	4	4	4	4	D/O	D/O	37:45	4
Duty 4	4	4	4	4	D/O	D/O	37:45	4
DOC	D/O	D/O	3	3	4	C	36:39	4
							110:38	12

Week 4

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	3	3	D/O	D/O	37:45	4
Duty 4	D/O	4	4	4	4	D/O	37:45	4
DOC	4	SPARE	D/O	D/O	3	C	36:14	4
							111:44	12

Week 5

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	D/O	3	3	3	3	D/O	37:45	4
Duty 4	4	SPARE	D/O	D/O	4	C	36:14	4
DOC	3	4	4	4	D/O	D/O	37:45	4
							111:44	12

Week 6

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	4	SPARE	D/O	D/O	3	B	36:14	4
Duty 4	4	4	4	4	D/O	D/O	37:45	4
DOC	D/O	3	3	3	4	D/O	37:45	4
							111:44	12

Week 7

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	3	3	D/O	D/O	37:45	4
Duty 4	D/O	D/O	4	4	4	C	36:39	4
DOC	4	4	D/O	D/O	3	D	36:14	4
							110:38	12

Week 8

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	D/O	D/O	3	3	3	C	36:39	4
Duty 4	4	4	D/O	D/O	4	D	36:14	4
DOC	3	3	4	4	D/O	D/O	37:45	4
							110:38	12

Week 9

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	D/O	D/O	3	C	36:14	4
Duty 4	4	4	4	4	D/O	D/O	37:45	4
DOC	D/O	D/O	3	3	4	D	36:39	4
							110:38	12

**Group 3**

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL	AVE
Duty 5	37:45	36:39	36:14	37:45	36:39	36:14	37:45	36:39	36:14	333:00	37:00
Duty 6	36:39	36:14	37:45	36:39	36:14	37:45	37:45	36:14	37:45	333:00	37:00
DOC	36:14	37:45	36:39	36:14	37:45	36:39	36:14	37:45	37:45	333:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL
Duty 5	4	4	4	4	4	4	4	4	4	36
Duty 6	4	4	4	4	4	4	4	4	4	36
DOC	4	4	4	4	4	4	4	4	4	36

Week 1

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 5	5	5	5	5	D/O	D/O	37:45	4
Duty 6	D/O	D/O	6	6	6	D	36:39	4
DOC	6	6	D/O	D/O	5	E	36:14	4
							110:38	12

Week 2

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 5	D/O	D/O	5	5	5	D	36:39	4
Duty 6	6	6	D/O	D/O	6	E	36:14	4
DOC	5	5	6	6	D/O	D/O	37:45	4
							110:38	12

**13 in 18 [100% Drivers Only]**

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:48	08:48	08:48	08:48	08:48	07:00
Core	8:55	8:55	8:40	8:25	8:20	7:55
Combined	8:10	8:10	8:56	8:56	8:55	7:55
Rural	8:10	8:10	8:56	8:56	8:55	7:55

DM26	8:35	8:35	8:56	8:35	8:35	7:46
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**Notes** 1 Saturday off every 3 weeks  
 Friday & Saturday every 3 weeks  
 Monday & Tuesday every 3 weeks  
**Advanced Prep of ALL D2D and non 1c required on a Saturday**

<b>100%</b>	<b>2:2</b>	Saturday Ratio			
<b>PT</b>	DOC				
<b>13</b>	Days worked over a	<b>3</b>	Week	OK	
<b>4.33</b>	Days worked per week over a		Cycle		

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	34:41	33:52	42:27				<b>111:00</b>	37:00
Duty 2	33:52	42:27	34:41				<b>111:00</b>	37:00
DOC	33:31	25:45	24:56				<b>84:12</b>	28:04

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5				<b>13</b>
Duty 2	4	5	4				<b>13</b>
DOC	4	3	3				<b>10</b>

Week 1

13 in 18	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:41	4
Duty 2	D/O	D/O	2	2	2	A	33:52	4
DOC	2	2	D/O	D/O	2	B	33:31	4
							<b>102:04</b>	<b>12</b>

Week 2

13 in 18	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	33:52	4
Duty 2	2	2	2	D/O	2	B	42:27	5
DOC	1	1	D/O	2	D/O	D/O	25:45	3
							<b>102:04</b>	<b>12</b>

Week 3

13 in 18	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	42:27	5
Duty 2	2	2	2	2	D/O	D/O	34:41	4
DOC	D/O	D/O	D/O	2	2	B	24:56	3
							<b>102:04</b>	<b>12</b>

**17 in 24 [100% Drivers Only]**

	Mon	Tues	Wed	Thurs	Fri	Sat
<b>FT Duty</b>	<b>08:56</b>	<b>08:56</b>	<b>08:56</b>	<b>08:56</b>	<b>08:56</b>	<b>07:00</b>
<b>Core</b>	<b>8:56</b>	<b>8:56</b>	<b>8:45</b>	<b>8:40</b>	<b>8:40</b>	<b>8:05</b>
<b>Combined</b>	<b>8:20</b>	<b>8:20</b>	<b>9:20</b>	<b>8:58</b>	<b>8:58</b>	<b>8:05</b>
<b>Rural</b>	<b>8:20</b>	<b>8:20</b>	<b>9:20</b>	<b>8:58</b>	<b>8:58</b>	<b>8:05</b>

<b>DM26</b>	<b>8:40</b>	<b>8:40</b>	<b>9:16</b>	<b>8:40</b>	<b>8:40</b>	<b>8:06</b>
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**Notes** 2 Saturdays off every 4 weeks  
 Friday & Saturday every 4 weeks  
 Saturday & Monday every 4 weeks

<b>67%</b>	<b>3:2</b>	Saturday Ratio			
<b>FT</b>	DOC				
<b>17</b>	Days worked over a		<b>4</b>	Week	OK
<b>4.25</b>	Days worked per week over a			Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	35:16	34:06	43:22	35:16			<b>148:00</b>	37:00
Duty 2	35:16	35:16	34:06	43:22			<b>148:00</b>	37:00
Duty 3	43:22	35:16	35:16	34:06			<b>148:00</b>	37:00
DOC	34:06	43:22	35:16	35:16			<b>148:00</b>	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5	4			<b>17</b>
Duty 2	4	4	4	5			<b>17</b>
Duty 3	5	4	4	4			<b>17</b>
DOC	4	5	4	4			<b>17</b>

**Week 1**

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	D/O	1	1	1	D/O	35:16	4
Duty 2	2	2	2	2	D/O	D/O	35:16	4
Duty 3	3	3	3	D/O	3	A	43:22	5
DOC	D/O	1	D/O	3	2	B	34:06	4
							<b>148:00</b>	<b>17</b>

**Week 2**

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	1	D/O	1	1	A	34:06	4
Duty 2	2	D/O	2	2	2	D/O	35:16	4
Duty 3	3	3	3	3	D/O	D/O	35:16	4
DOC	1	2	1	D/O	2	B	43:22	5
							<b>148:00</b>	<b>17</b>

**Week 3**

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	43:22	5
Duty 2	D/O	2	D/O	2	2	B	34:06	4
Duty 3	3	D/O	3	3	3	D/O	35:16	4
DOC	3	3	1	1	D/O	D/O	35:16	4
							<b>148:00</b>	<b>17</b>

**Week 4**

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	35:16	4
Duty 2	1	1	1	D/O	1	A	43:22	5
Duty 3	D/O	2	D/O	2	2	B	34:06	4
DOC	3	D/O	3	3	3	D/O	35:16	4
							<b>148:00</b>	<b>17</b>

## **Appendix F - Resourcing Principles and Flow Charts**

### **Resourcing Principles**

#### **Duty Patterns**

- As outlined above there will be one predominant attendance pattern selected per DO.
- Attendance patterns will be selected from the agreed menu of 9 options as shared in [Appendix E]
- The 2 in 5 Duty pattern remains an option available to all DO's to select, however the 2:5 banked option can only be selected by those DOs that currently have a banked system in place for their predominant duty pattern
- Once the COM and CWU Unit Rep have shortlisted the viable 2 duty patterns for selection, CWU members will vote to agree the selected attendance patterns to be chosen.
- Walks/routes will remain the same (will include any additional routes agreed under the 2025 Data Validation exercise) and no tool-based revisions will be deployed in this first phase of change

#### **DO Resourcing Principles**

- A reserve level of 1:6 for FT and PT is the minimum national standard expected, this may be increased in some DOs where the planned level of absence the DO needs to cover exceeds the cover that the national standard would provide
- The FT/PT ratio for reserves must align to the FT/PT ratio in the DO
- Day Off Cover must be calculated based on the predominant duty structure
- Drivers and non-drivers will be treated the same in the context of Saturday working
- Recognised reasonable adjustments are made as appropriate, based on OH advice
- Any Flexible working requests will be managed through the normal procedure including possible job shares
- DOs which undertake Sunday operations will also seek to ensure that Attendance Patterns and Duties will include Sundays commensurate with the number of Sunday duties (where appropriate)
- Where there are more FT roles than FT colleagues, these roles will then be offered to PT colleagues. The intention is to offer to PT colleagues based on seniority alongside jointly reviewing the data gathered during the scoping exercise to ensure where possible employees on New Entrants T&Cs are provided the opportunity to also increase their hours and potential earnings. The data gathered during the scoping exercise will help inform these conversations.
- If DOs need to recruit to roles prior to their repick, the outputs from the scoping exercise across the geographical area will be reviewed in the first instance
- Any unresolved surplus will be managed in accordance with MTSF. Where the option of VR is not selected, ahead of final MTSF redeployment surplus employees will remain in their parent office and will be aligned to meaningful workload. Surplus Employees will be supported by a Redeployment programme the details of which will be discussed Nationally.

#### **Deployment / Selection of Duties Principles**

Once DOs have voted on and selected their respective attendance pattern and built the structures relating to the DM26 design principles, they will have the ability to:

1. Decide whether they wish to complete a temporary repick prior to deployment or
2. Wait until the formal reviews have been completed and undertake a permanent repick
3. If DOs opt to wait and undertake a permanent repick they will complete a temporary matching exercise in the interim

#### **Temporary Matching Process Principles**

During the temporary matching process the COM and Unit Rep should look to minimise disruption. They should work together using the below during the initial deployment period:

- WRMs will ensure that the COM & Local Rep should seek to ensure that all individuals are matched on attendances/hours similar to their current duties
- Where individuals perform reserve duties or do not have existing duties, those colleagues' preferences will be sought and matched against attendances/hours where possible
- Once matching is complete there may be colleagues who remain unmatched during deployment, suggested other work for colleagues during this time includes:
  - Protection Q of S during the learning curve. All duties should be covered every day
  - Cover short and long-term sick absence

- Once DM26 has stabilised, consider increasing current leave cap (or to reduce any carried over leave) and backfill
- Loan to neighbouring DOs (as per BAU), with particular focus on the next DOs to deploy or backfill trainee manager release

To support the above all DO's should seek to complete a Resourcing Plan for up to 6 weeks (including DPR / LAT / Sunday duties where relevant) in advance of deployment and plan use of surplus resource for the duration of deployment until the repick to avoid on-the-day changes where possible.

### **Pre-Deployment Temporary Repick Principles**

Where DOs agree to complete a temporary repick before deployment takes place the following principles will be adhered to:

- The CWU Rep will be allocated suitable release to complete either the temporary or full repick as soon as possible. This release should consider any immediate resourcing shortfall that may impact quality of service.
- As part of the exercise all individuals due to be on Annual Leave or other absence will be asked to leave their preferred duty selections ranked 1<sup>st</sup> choice to 5<sup>th</sup> choice.
- In the vast majority of cases the resign will be completed within 1-2 weeks and before deployment takes place.
- In exceptional circumstances where that is not possible, individuals will be matched on attendances/hours similar to their current duties via the WRM, and planned deployment dates will not be delayed in the event that the repick is not complete
- Where delays to the repick process occur, deployment will progress as planned and the repick process will continue as soon as is practically possible once individuals return to work and those impacted will take up their duty from the start of the next week.

In all options above the COM and Local CWU Rep will ensure that all individuals are trained on the respective duties selected or matched and ensure the DOs skills matrix is utilised to ensure vacant duties have the correct resource in place.

### **Post Deployment Permanent Repick Principles**

Where DOs agree to complete a full repick post deployment the following principles will apply:

- The process will only start once the formal review has been jointly signed off. This should be undertaken once the DO has resolved any surplus
- The repick should be jointly undertaken by the COM and CWU rep(s), with the CWU Rep provided with suitable release to complete the repick as quickly as possible
- The repick must ensure that there are sufficient drivers to cover every duty, every day
- The in-scope population for any repick will be confined to those duties directly affected by the USO change

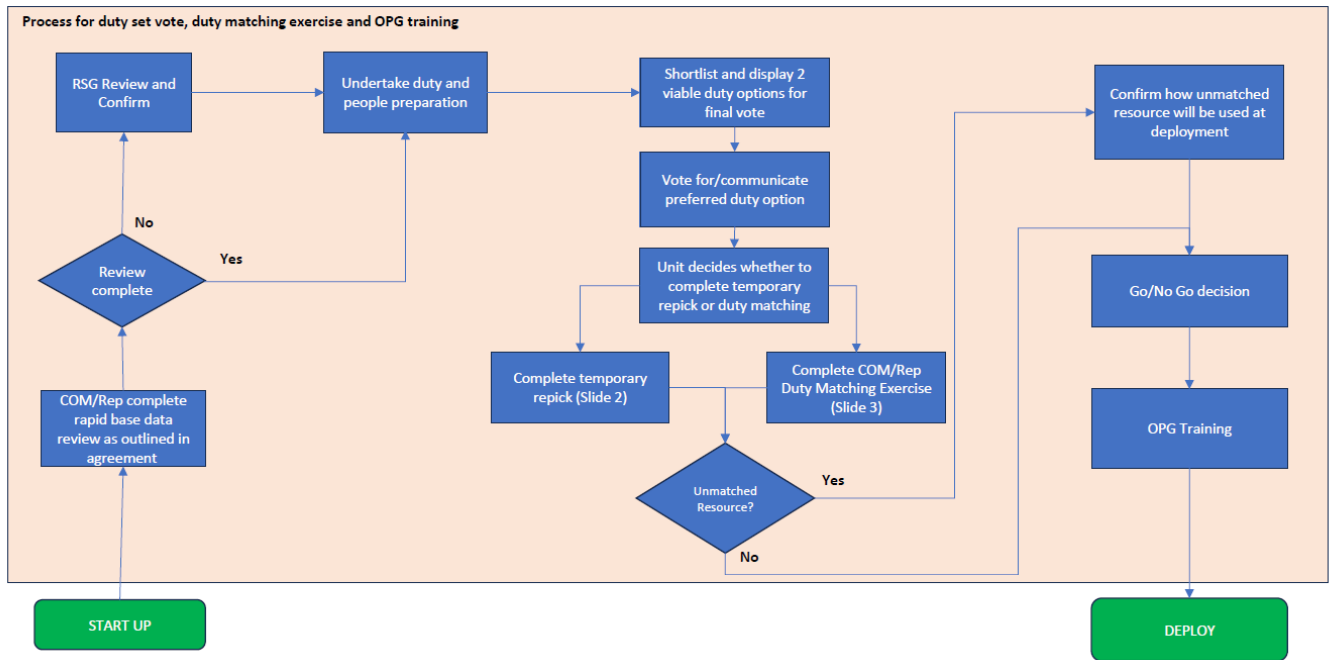
### **Repick Principles to Consider**

- Role requirements should be defined (in line with the desktop planning tool) and displayed for each duty to ensure the repick delivers a solution which covers every duty, every day (e.g. driving, non-driving, FT/PT)
- FT employees can only pick FT duties, unless they wish to voluntarily reduce their hours
- PT employees must pick the duty with the closest match in terms of contracted hours; PT employees may have also indicated an interest to increase their hours or become FT in the scoping exercise and this will be taken into consideration if required within the DO
- DOs should maximise drivers in their reserve and rest day cover pool
- Colleagues absent due to long term sickness, maternity/paternity/shared parental leave should be invited to participate in the repick and be reassured that a suitable duty will be available on their return in line with normal working arrangements
- Colleagues absent due to annual leave will have the opportunity to express their preferences before going on leave and may indicate if they are happy to be contacted whilst away
- If an individual does not participate in the repick, they will be placed into a suitable remaining role
- Any PT colleagues moving into roles with more contracted hours should be updated in PSP via an ECR
- Identify any knowledge gaps on new duties by updating the DO skills matrix and utilise WPCs to upskill where appropriate
- Ensure that suitable duty options are identified for those with reasonable adjustments to pick
- Training and flexible working duties should be clearly identified in the duty list

- Firms and Rurals will be included in the repick process
- DM26 materially changes the importance of driving and there should be sufficient drivers allocated to ensure every duty is covered every day, including Saturday. In every group of 4 town walks/3 duties there should be at least 2 drivers

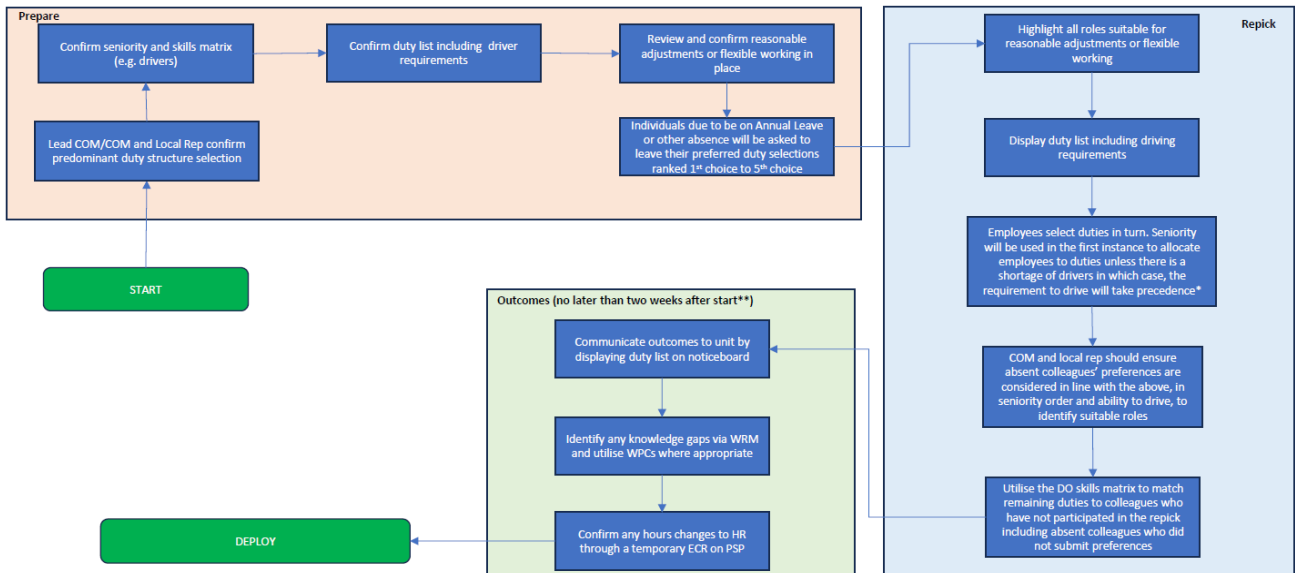
# Resourcing Process Flow Charts

## USO Reform – FULL Deployment Unit Resourcing Flowchart



Classified: RMG – Internal

## Proposed USO Reform –Temporary Repick Flowchart

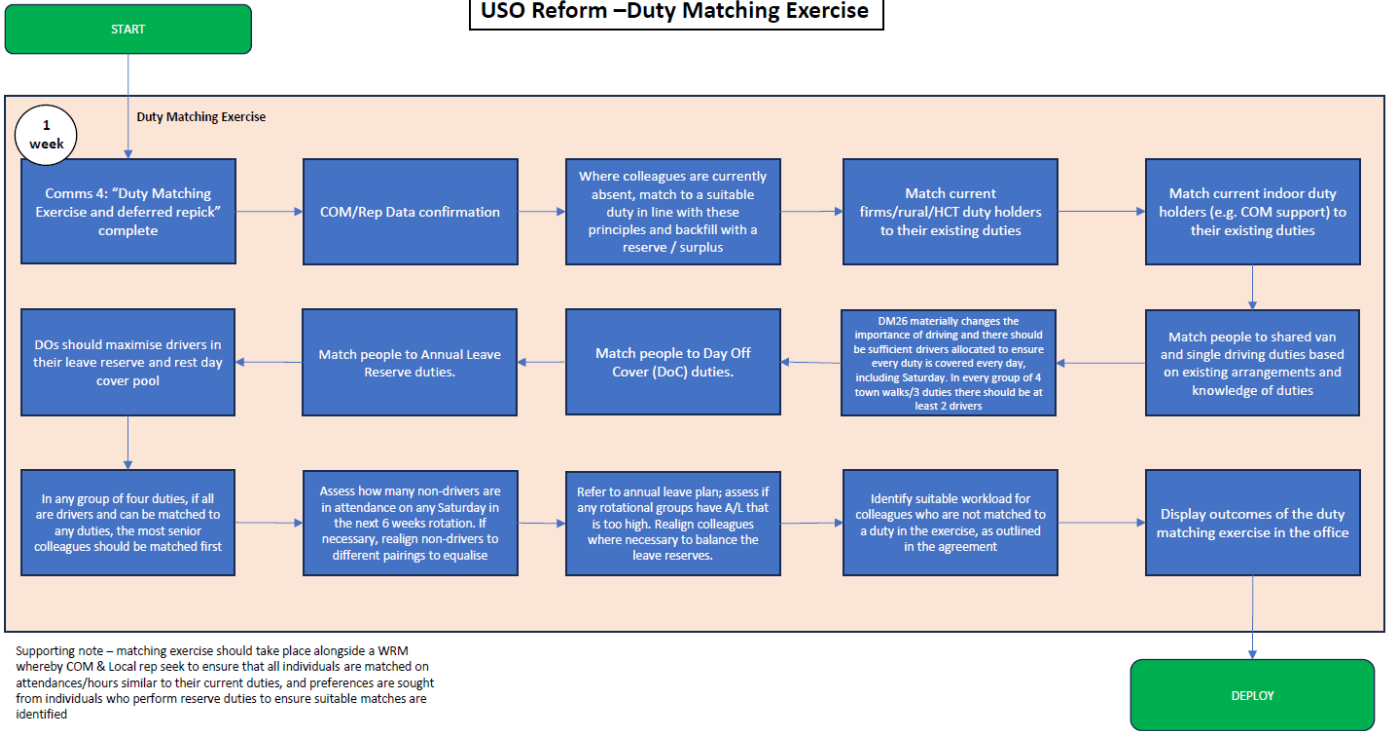


Classified: RMG – Internal

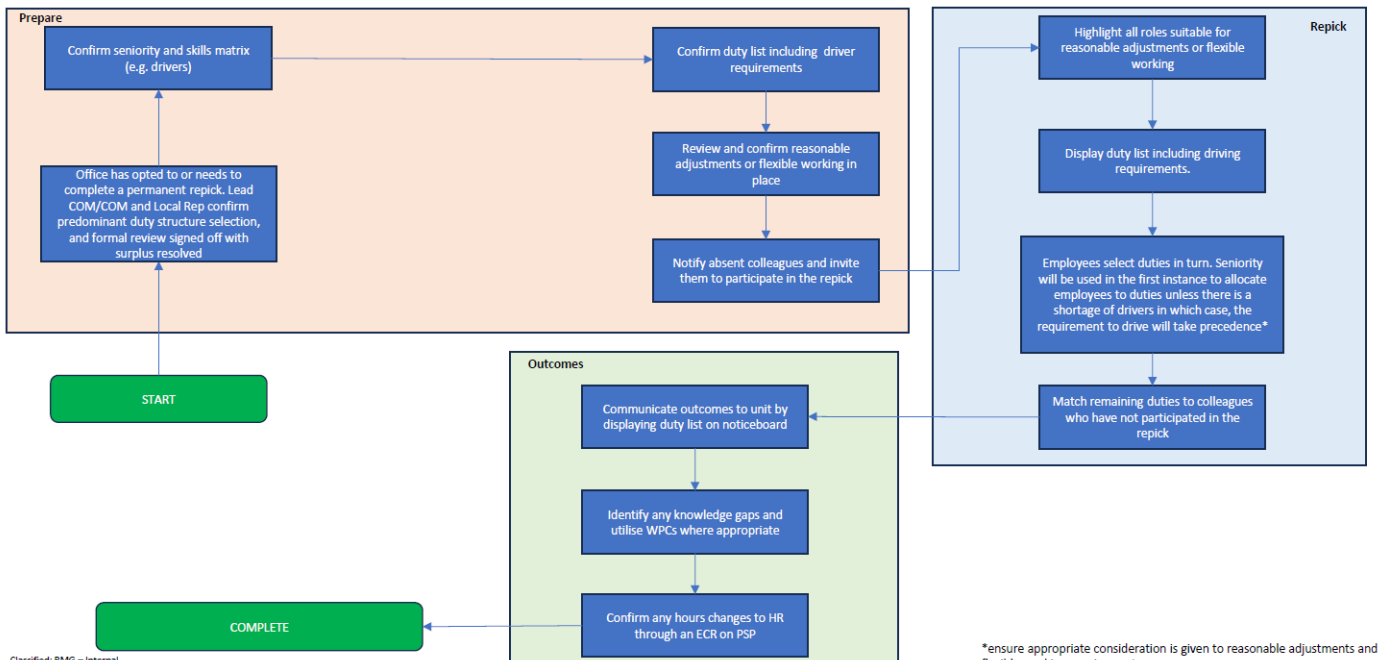
\*ensure appropriate consideration is given to reasonable adjustments and flexible working requirements

\*\*Where delays to the repick process occur, deployment will progress as planned and the repick process will continue as soon as is practically possible

## USO Reform –Duty Matching Exercise



## Proposed USO Reform –Post-Deployment Permanent Repick Flowchart





## **Appendix G - Go/No Go**

Joint review of the following criteria:

- Number of routes including Classification and Method (ensure routes agreed during previous data validation exercise are included and classified)
- Town walks are paired and designated Blue or Yellow
- Town walks which cannot be completed in current planned outdoor span, will be reviewed locally and addressed by either the reintroduction of Town walks (c3.5k) or the permanent donation of DPs to Rural / Firms walks which have additional capacity having been configured as 50/50.
- We anticipate the vast majority of Town walk outdoor span issues will be resolved utilising the above options. Where a Town walk remains unresolved it can be designated Pink and Delivery Points (DPs) split 50/50.
- Firm and Rural routes are designated Pink and DPs split 50/50
- IPS Fittings are labelled 1C Pink, 2C and Non-Priority Mails Blue/Yellow/Pink
- Prep frames are colour coded and laid out to support pairings
- Each prep frame carries a summary of its duty (start time, IPS, prep, go out on delivery time and back to depot, COLLOD boxes and finish time)
- Summary indoor work plan displayed in the DO, including allocation of D2D to individual routes
- Outdoor equipment demand e.g. Vehicles, HCTs and LWTs
- Indoor equipment demand e.g. IPS frames, RM2000
- Blue pouch process for Collections updated correctly?
- Consumer collect updated to reflect new routes?
- Special Delivery allocation adjusted to reflect absorption elements of routes?
- Resource is allocated against duty, DOC and all planned absences (holiday, LTS, loans and borrows) covered using reserves (FT and PT)
- PSP Work Schedules Updated
- Mech plans are updated to reflect delivery point assignment and successfully loaded
- Confirmation from Local distribution of Wave 1/Wave 2 arrival times by day
- Confirmation from MPU/MC of the CSS batch plans and MPU run times, T2K buddy sort plans
- Pipeline JWG has given concurrence
- Route manager updates complete and updated walk logs in place for all delivery routes
- Attendance Patterns/Duty Set agreed, and colleagues assigned to new duties including any required reasonable adjustments
- All communications and training delivered to colleagues and skills matrix updated
- Resourcing meeting complete and outputs displayed
- Resourcing Plan in place for up to 6 weeks (including DPR/LAT/Sunday duties where relevant) including review of DO attrition rates and ensuring there is sufficient resource to cover ALL Saturday duties before the formal review takes place
- Ensure the DO has identified a plan for the outdoor routes to be covered when on the day absence occurs
- Ensure the DO has a plan in place if above traffic forecasts which creates pressure on the overall plan, consider if both the indoor and outdoor needs covering or just one aspect
- Clear plan in place for the weekend of change to ensure all routes are clear and all advanced preparation, including advancing preparation of D2D, has been complete ahead of Monday

**Appendix H - Review / Governance Process**

Throughout deployment the status of all process steps listed in Appendix A – Appendix J (excluding Appendix I) is reported to the RSGs via a RAG tracker.

There will then be a formal review process following deployment in each DO. This review of both the indoor and outdoor operation is to ensure the plan is robust and fit for purpose, with any changes required implemented as soon as possible. This will be undertaken by the COM and CWU Rep on a daily basis but with a documented review at their WRMs.

All DOs will share the outputs from their WRM, utilising a standard template, with their respective OPL/ADR. Ultimately a formal review will be undertaken by the RSG who will hold mandatory weekly meetings to monitor and ensure the plan is operating as agreed. If necessary, plans will be amended to support each DOs progress using identified best practice to support others. The attendees for these Groups will be ADR, OPL, Divisional Rep, ROD, RPM and TCL. These groups will jointly send reports into the NDJWG.

Duration of the review will depend on the size and complexity of the DO as follows:

Size	Complexity	Check Point Review	Formal Review	Actions complete no later than
Small (<40)	Low	n/a	Week 3	Week 6
Medium (<100)	Medium	Week 3	Week 6	Week 9
Large (>100)	High	Week 3 and Week 6	Week 9	Week 12

In exceptional circumstances where a DOs performance has not stabilised within the prescribed periods above, they may be extended by an extra 3 weeks to a maximum of 12 with the agreement of the NDJWG.

The formal review against DM26, will be set against the following key principles and metrics:

- DO is achieving all of the QofS targets
  - Indoor Failures, Outdoor Failures, DP coverage
- Ensure all Duties and colleagues have a fair, manageable and achievable workload
  - Go-out on delivery time
  - Yard to yard time
  - Accidents on duty
  - Sickness levels
  - Route classification and method
- Improved attendance patterns, with fewer Saturdays and/or shorter attendances/earlier finishes
- Start and finish times reviewed against the principles outlined in [Appendix J]
- Deployed model is working in line with plan
  - AWD, average OT, S/A, productivity and absence
  - Any surplus employees resolved or plan in place to resolve

Throughout the deployment timeline we will also jointly review morale, confidence and trust within the workplace via a series of workplace surveys. Outputs will be reviewed jointly locally and as an input to the overall formal review process through the RSGs.

Once the Formal Reviews are complete and the DO has been signed off by the RSG it moves back into BAU. If the RSG is unable to agree within 7 days, it will be escalated to the NDJWG. Once a DO moves back into BAU performance should be reviewed regularly at WRMs and Strategic Involvement meetings with the OPL and ADR.

## **Appendix I - CSS Operations – MPUs and Mail Centres**

### **CSS Operations – MPUs and Mail Centres**

- The requirements of DM26 means that change is required to the current CSS operations (in both MPUs and MCs) and a full national review has taken place to ensure that sufficient CSS machine capacity is available to meet the service requirements
- The overarching principle for revised CSS operations is to ensure that planned Wave 1, Wave 2 specifications and timings are maintained and delivered to ensure that full deferral operations of “not for delivery” traffic can take place on both Wave 1 and Wave 2
- The USO JWG will continue to review the CSS operation
- A joint review of the Weekend CSS operation is underway to ensure that processing and storage capabilities are best utilised to ensure Saturday workplan compliance. This may include a review of large machine and sequencing and deferral arrangements on Friday night for Saturday delivery traffic and confirming the optimum sequencing arrangements for Monday delivery traffic. This may include the potential of daytime sequencing in Plants on Sunday, including all Saturday collection traffic while maintaining the single Monday distribution Wave to delivery offices
- Attendance patterns in MPUs and MCs will be reviewed to align both start and finish times with workload demand and to maximise processing capacities. In Mail Centres this will form part of the Realignment activity. Where there is a need to change duties prior to Mail Centre Realignment to maintain USO compliance, arrangements will be agreed at local level
- The review program for MPU consolidation will continue and further CSS concentration may take place where it supports or improves current service specification
- Distribution Waves timings will remain at current state and any Distribution changes required due to Wave volume or the deferral operation will be progressed as part of the PAD revision activity

## **Appendix J – Start Time Review**

Once the Review period is complete and the DO has been jointly signed off as complete, the following 183 DOs may undertake a joint review of start times:

- The 28 DOs where the start times are currently after the scheduled wave 2 arrival time
- The 155 DOs where start times are currently 0-30 mins prior to the scheduled wave 2 arrival time

Careful consideration must be given to the following criteria, in respect of any proposed changes

- No additional workload can move from Core to LAT
- No deterioration in indoor productivities
- No increase in outdoor service failures
- No deterioration in departure times

The assessment for these 183 DOs should include, as a minimum

- The current Wave 1 / Wave 2 workload splits
- If a meal relief is scheduled before Wave 2 arrives in the DO
- Where quality of service targets are regularly being achieved

Where all of the above criteria is met the decision to implement any changes to start times for these 183 DOs, will be taken by the RSG, supported by the OPLs and ADRs with their local knowledge. Performance will continually be reviewed by the RSGs and in the event that performance deteriorates as a consequence of changes made to start times the change will be reversed.

Further to [Appendix I] regarding CSS operations each MC pipeline will undertake a review of Monday and Saturday start times in all DOs subsequent to the successful deployment of the revised CSS operations workplan. Start times for Monday and Saturday will be reviewed in light of changing workload of sequenced mails arriving on each of the days and additionally in light of indoor workload increase created by D2D preparation requirements. This review will ultimately be overseen by the respective RSGs who will jointly make any final decision on changes to start times.