

TRAINING PARTNERSHIP March 1999

Royal Mail and the CWU recognise the importance of people skills in achieving our business goals and in creating an environment in which everyone is proud to work - particularly as we enter a more competitive environment where customer confidence and loyalty will be crucial to our success. We are, therefore, committed to ensuring that all front line employees have access to training and development which:

- provides them with the necessary skills and knowledge to do their job
- supports them in developing skills and knowledge for the future.

Through the Training Partnership, Royal Mail and the CWU have been working together to conclude minimum specifications in three areas.

1. Starting Post/Induction Training - the induction of new entrants and job changers (appendix A).
2. Work Time Learning - which will provide all front line employees with a scheduled half hour learning opportunity each week (appendix B).
3. Pathfinders - which offers a development opportunity for those keen to develop their skills further and apply them in a practical business context (appendix C).

Jointly developed standards for these are attached. These represent the beginning of a more structured approach to training and development for front-line employees. We will review progress and the framework further via the Training Partnership.

The joint aim is to ensure we have a comprehensive training framework available for all employees which include both internal and external opportunities for individuals to develop their skills

APPENDIX A

STARTING POST INDUCTION TRAINING

Drawn up in Partnership between Royal Mail and CWU

Following national trials of the new induction training materials for all aspects of Postmen / Postwomen and cadet induction training a new programme has been jointly developed for implementation. This covers Delivery, Processing and the Distribution functions and includes full time, part-time and casual employees.

- 1) All employees will receive training before they are asked to perform live work in the direct area they have been recruited to or any area where there may be a requirement for them to work.
- 2) The induction programme will also provide an insight into other areas in which individuals may work in the future.
- 3) Wherever possible, the training will be classroom based in each postcode area, with a facility for induction training to be delivered on an individual basis where geographically it is more suitable.
- 4) To ensure the important principles of Para 1 are maintained at all times in the future, the training materials developed will also be made available in a separate training programme for "job changers"(see definition).

5) All of the Induction Courses will contain three main elements -

- ❑ personal contact with their Line Manager
- ❑ the delivery of the mandatory classroom based training and practical training in the workplace to reflect the work they may be required to do.
- ❑ personal contact with their CWU Representative

6) The minimum standards for Induction Training are detailed, these standards will be progressively introduced from April 1999 with full deployment by April 2000 and will be subject to regular joint review. Whilst these represent the national minimum standard for new entrant induction, Divisions should be encouraged to enhance these standards.

STARTING POST INDUCTION TRAINING (Minimum National Standards)

A) DELIVERY/DISTRIBUTION AND PROCESSING - Full time and part time contracted staff

5 DAYS SCHEDULED ON DAY HOURS
eg 9-5 pm (unless there are exceptional circumstances)

- 3 days Classroom plus 2 days practical training in the function of the vacancy they are due to fill (Where possible part time staff may have their training over two separate weeks)

B) MULTI FUNCTIONAL OFFICE - Full time and part time contracted staff (eg Mail Centres)

2 DAYS SCHEDULED ON DAY HOURS
eg 9-5 pm (unless there are exceptional circumstances)

As above in (A) plus an additional:

- 1 day classroom
- 1 day practical in the function in which they may be required to work.

Identification of the need for this additional training and the timing will be established by the Line Manager and individual during the first week of induction training.

C) FULL TIME AND PART TIME CASUAL STAFF DELIVERY

2 DAY SCHEDULED AS APPROPRIATE

- Open learning modules for casuals
- 2 days practical training (where possible part time staff may have their practical training over 4 days)

D) FULL TIME AND PART TIME CASUAL STAFF DISTRIBUTION AND APPROPRIATE PROCESSING

2 DAYS SCHEDULED AS

- Open learning modules for each casuals
- 2 practical training opportunities to reflect the task(s) the new entrant casual has been recruited to do (where possible part time staff may have their training over 2 days)

E) AD HOC/AGENCY CASUALS - FULL

1 DAY SCHEDULED AS APPROPRIATE
AND PART TIME

- Open learning modules for casuals
- 2 practical training opportunities

In line with para 1, the target will be to provide a minimum of 25 hours practical sorting training, in addition to the above, to all full and part time contracted staff, wherever possible within their first month of employment, to enable them to pass the Postman / Postwoman sorting test (i.e. 500 letters in twenty minutes on a regular 48 box fitting or as appropriate).

It is jointly recognised that there may be a requirement for further training during the 6 month trial period and line managers will support this so that individuals have the opportunity to be fully qualified by its completion when establishment is due to be confirmed.

JOB CHANGERS

Job changers are defined as employees who move from one function to another where different skills are required e.g. from delivery to processing

JOB CHANGERS - FULL AND PART TIME CONTRACTED STAFF

3 DAYS SCHEDULED ON DAY HOURS
eg 9-5 pm (unless there are exceptional circumstances)

This minimum level of training may also apply to employees who indicate their induction training was not provided when they were employed. The need for this additional training will be established between the line manager and the individual

- 1 day classroom based training
- 2 days practical training

(Where possible, part time staff may have their training over 6 days)

APPENDIX B

WORK TIME LEARNING STANDARDS SPECIFICATION

Drawn up in Partnership between Royal Mail and the CWU

Work Time Learning is being introduced to provide employees with regular learning opportunities via weekly communications and training sessions. In the short term, Work Time Learning will focus on new and refresher training in groups. In the future, the model will be reviewed to include other forms of learning i.e. individual training.

- Introduction of 30 minute sessions will normally be via a revision to ensure they are scheduled within conditioned/contracted hours (other agreed initiatives to be the driver for the revision).
- Offices that can introduce sessions within conditioned hours where a revision is not planned can do so if agreed locally).
- Sessions will not be held in overtime/scheduled attendance; where necessary and acceptable contracted hours will be adjusted for less than full time staff
- Managers and substitutes must be Super coach trained before leading a WTL session.
- Managers will not lead more than 3 WTL sessions per week.

- The sessions will take place in a designated area away from distraction (eg. conference room, team bay or equivalent area).
- WTL sessions will be held in groups of 10-15.
- WTL sessions will be scheduled for between 46 -48 weeks of the year. The exclusion will be for the Xmas pressure period.
- The weekly sessions will be built into duties at a time when it does not jeopardise operational standards and customer services (e.g. 0700 - 0930 hours in deliveries)
- Sessions planned for Bank Holidays will be scheduled within conditioned hours for another day in the week wherever possible.
- The calendar mix of the sessions will endeavour to meet the needs of the Business, operational unit and individual. The sessions will be drawn from a variety of sources and present a balanced scorecard between
 - Initiatives from the National Business Plan
 - Divisional initiatives
 - Area and local manager requirements
 - Employee driven training sessions.

A 6 month calendar will be communicated nationally a month in advance of its introduction.

This WTL standards specification will be subject to a joint 6 monthly review process.

APPENDIX C PATHFINDERS

Drawn up in Partnership between Royal Mail and the CWU

Pathfinders offers an opportunity for Front Line employees to develop Business skills such as presentation techniques and project planning. Participants are able to apply these skills by working with colleagues on projects, which address business issues/initiatives.

The initial experience of Pathfinder groups has proved rewarding for employees and the business, and the intention is to continue to extend the opportunity for employees to participate in this initiative in future although it will not be possible during the financial year 1999/2000.

To ensure a consistent and constructive approach is achieved the following terms of reference have been jointly established:

1) The issues/initiatives chosen for each Pathfinder Group will be jointly shared at the appropriate level (National or Divisional) at the outset to ensure:

- they will be of value to the business and provide learning for the individuals
- they do not compromise the integrity of the I.R. Framework

2) Pathfinder groups will consist of 8 volunteers from the front line all of whom will be fully participating members. The process for obtaining a place on a Pathfinder team will be consistently applied to ensure the appropriate mix.

3) Royal Mail supports the involvement of the CWU in Pathfinders and they will be given the opportunity to nominate a representative from volunteers. The process for obtaining a place on a

Pathfinder team will be consistently applied and any successful candidates will be a fully participating member of each group.

4) Each group will be provided with a facilitator to assist with the planning and operational arrangements of the group and a line manager (total 10).

5) Each group will receive a menu of training options which will cover such things as Report Writing, Presentational Skills, Project Planning and computer training. The training options selected will be dependant on the needs of the group.

6) Individuals will be released from duty in the same way as in previous years for a period of 15 days.

7) At the conclusion of the Groups work both parties (at the appropriate level) will receive a presentation and have access to all the relevant information on the outcome/recommendations put forward by the Groups.

Review

Before the next launch this specification will be jointly reviewed to ensure that it still meets our expectations.