

TERMS OF REFERENCE BETWEEN PARCELFORCE WORLDWIDE AND THE CWU FOR CUSTOMER SERVICE ACTIVITY ACROSS ALL TEAMS – 2018/19

Background

Parcelforce Worldwide (PFW) is a premium brand which offers a premium service to its customers. In order to maintain PFW's position in this very competitive market the business needs to ensure that the customer is receiving exceptional levels of customer service at all times.

PFW operates in an increasingly competitive marketplace where the quality of the customer service provided is a key differentiator. Customers are increasingly demanding timely and relevant information about their consignments, greater flexibility in the approach that PFW takes and expect to have effective communication via all interfaces including social media, telephone, live chat and email.

The Parcelforce Annexe to the Group wide agreement on the Guiding Principles of Employment Security and Mutual Interest Approach to Future Challenges and Opportunities committed both parties to a joint review of customer service provision to ensure that all processes and systems are completely joined up to enable the provision of the most professional customer experience possible.

Overview

Retail customers, contract customers and their recipients are supported by the following Customer Service units within Parcelforce Worldwide:

- Depot networks across the country who support customers over the telephone
- Wakefield Customer Service Unit, whose teams support customers over the telephone, email, social media and live chat
- International Customer Service Unit, whose teams support customers over the telephone, email and live chat
- Platinum Customer Service Unit, whose team supports customer over the telephone and email
- Exam Help Desk supports customers over the telephone, email and live chat
- Birmingham Customer Service Unit, whose teams support customers over the telephone and email

This current Customer Services operation aims to:

- Provide professional, skilled customer advisors who are trained and equipped to deal professionally and efficiently with customer enquiries in a consistent manner
- Create a customer focused environment by giving customers their communication channel of choice
- Have a dedicated Customer Service function, both centrally and in depots who have reporting lines through to CS managerial structure.
- Be able to match our customer service advisors availability to when customers call
- Simplify and streamline processes to make it easy for advisors to have the information they need to provide answers to our customers
- Avoid duplication by moving towards a single telephone number
- Understand and simplify a customer's journey; we are trialling a new contact card (P739 trial) to assist in this regard

This Terms of Reference outlines the agreed activities and programme of work which will look at ways to improve Customer Service activity across PFW and achieve the Customer Service aims.

These activities will be progressed by a Table of Success, Customer Service Joint Working Group and activities will include:

1. Consultation on the establishment of a single National Customer Service telephone number
2. Realignment of the customer service resource within the depots to maximise the use of dedicated CS teams
3. Review the customer service specifications of competitors to establish best practice and ensure that PFW provides industry leading customer service
4. Consideration to the reintroduction of Mystery Shopper & Call Coaching processes
5. Jointly develop and introduce enhanced customer service training packages and review improvement opportunities within our existing processes
6. Review the current deployment of customer service resource across all sites, considering opportunities to consolidate advisors

Joint Working Group

The Table of Success processes have established a structure that strengthens the partnership approach and involves the CWU in the widest set of business issues. The Working Group design supports the commitment to integrate the interests of all parties and compliment the mutual interest culture.

The joint Customer Service review will be undertaken by a Customer Service Joint Working Group (JWG), which will operate in line with our Table of Success Principles. The Joint Working Group membership will consist of:

Parcelforce Worldwide

Ian Johnson, Head of Customer Service

Mark Wetherall, RCEM

Wendy Gill, Delivery Manager Central Teams

Robert Johnson, ER/IR Manager (as

CWU

Katrina Quirke, PEC (CWU Lead)

Mark Walsh, Regional Organiser

Richard Wilkins, CSP/Unit Representative

Vikki Turner, CWU Admin Representative

It is recognised that the structure of the Joint Working Group may alter over time and that either party may supplement the JWG with relevant subject matter expertise where required.

Outline of Activities:

1. Consultation on the establishment of a single National Customer Service telephone number

Consider the customer service benefits and operational implications of moving to a single National telephone number for customers. The JWG will make recommendations and any new arrangements will be implemented on a phased basis subject to endorsement by the NSG as detailed below.

2. Realignment of the Customer Service resource within the depots to maximise the use of dedicated CS teams

A review of the current Customer Experience operation to identify opportunities to provide more focused dedicated CE roles distinct and separate from general Depot Admin duties.

Where there are hybrid admin duties, a factor in these deliberations will be ensuring that any disentanglement process with regard to Admin and Customer Service Workload will take into account individuals' choices and will work to maximise the retention of Full Time jobs and protect earnings packages.

3. Review the Customer Service specifications of competitors to establish best practice and ensure that PFW provides industry leading customer service

Technology and social medial communication channels are changing the level of customer expectations and both parties acknowledge the need for Parcelforce to maintain its position as a high quality premium service provided in everything that it offers to customers.

The JWG will review current developments in customer service amongst Parcelforce's key competitors and identify activities that could improve the customer experience including a review of best practice and market trends towards more interactive service offerings and look at opportunities to redesign the PFW call plan to enable more customer self-serve, prior to talking to an advisor.

4. Reintroduce mystery shopper & call coaching

Consideration of the reintroduction of Mystery Shopper alongside call coaching with advisors on a one to one basis, as outlined in: *Call Coaching Quality Programme for Telephone Response in Depots 2011 CWU agreement*.

5. Jointly develop and introduce enhanced Customer Service training packages and review improvement opportunities within our existing processes

Jointly develop new and enhanced training programmes for the PFW Customer Service teams and customer-facing roles. Both parties agree that all advisors will be fully trained, so that they provide a consistent level of support when a customer contacts PFW.

We will jointly undertake a full process review across both the depot and centralised customer sites to identify any potential improvement opportunities. All changes to processes coming out of the review will be agreed and supported by joint communications and a full development/training plan for advisors where required.

6. Review the current deployment of Customer Service Resource across all sites, considering opportunities to consolidate Customer Service advisors

The existing customer service operation spans 49 out of 54 depots and 4 Central Customer Service Teams. We will jointly review and identify opportunities to develop the most effective future deployment model and structure for customer service roles, which will include a "proof of concept" trial in a single depot in 2018/19 to establish the feasibility of consolidating calls into larger depots.

The Joint Working Group will report back on progress to the national Table of Success Steering Group on a periodic basis with updates and joint recommendations on each of the

agreed activities. Recommendations on deployment activities will be subject to further discussions and agreement at national level.

Any questions of interpretation, implementation or application of this agreement shall be referred to the signatories of the agreement at the respective headquarters for resolution.

A handwritten signature in black ink, appearing to be 'D. Robertson', with a large, sweeping flourish at the end.

Davie Robertson
Assistant Secretary
CWU

A handwritten signature in blue ink, appearing to be 'G. Davies', written in a cursive style.

Gerry Davies
Sales and Customer Service Director
Parcelforce Worldwide

Date: 14th June 2018