



Menu of Duty Options

Version 2

January 2021

Purpose

This document is intended to provide some examples of innovative attendance patterns for local Unit Managers and CWU Reps to consider as part of agreed revision activity or discussions to change local arrangements.

Building on the 2010 Business Transformation agreement and the key aim of local parties to work towards achieve attendance patterns based on at least '1 in 4' Saturday days off for the majority of employees, this menu of duty options has been reviewed as part of the 2020 Key Principles Framework Agreement (The Pathway to Change) which encourages local solutions, along with a positive approach and options for innovative duty arrangements, without imposing a standard one in six approach.

The suitability of the options shown, or other local patterns, will vary dependant on local circumstances. There will no doubt be a mixture of options to support local requirements and preferences and whilst there is no 'one size fits all duty pattern under the roof' local parties will need to ensure that the range of duty options developed is pragmatic and measured taking into account local arrangements, such as the size of the unit, historical patterns, different delivery areas (i.e. rural and town sectors), and merged units etc.

Also, within the process of the duty revision the overall length of the delivery spans and outdoor time must be looked at in the context of an enabler rather than as a fixed amount of time to be aimed at. Where fewer days attendances are sought it will generally require a longer daily attendance and overall longer outdoor time element on each day of attendance which will need to be consistent with the units mail arrival pattern and delivery specification.

Local Managers and Reps are encouraged to develop more innovative and imaginative attendance patterns fully utilising all available workload as part of local solutions around rebalancing the operation from letter to parcels in line with the 2020 Key Principles Framework Agreement (The Pathway to Change).

Set out here are a number of duty options, examples and illustrations for local parties to consider (it should be noted that these illustrations can vary against that outlined in line with local consideration and factors:

- 9 day fortnights – 1 in 4 Saturdays (two outlined options)
- 9 day fortnight – 2 in 4 Saturdays with 3 day week part time rota
- 4 day weeks on 3 week rotation
- 1 in 2 Saturdays off with 2 day week part time rota
- 1 in 4 Saturdays off with 4 day part time rota
- 1 in 4 Saturdays off including part time rota
- Wallington Rotations
- Collapsing routes on a Saturday

- **9 Day Fortnights (One Saturday Off in Four)**

This example below illustrates how one Saturday off in every four weeks worked can be achieved. This involves working 9 days then taking the next 6 days off (7 including Sundays).

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1	Walk1	Walk 1	Walk 1	Walk 1
2	Walk 1	Walk 1	Walk 1			
3				Walk 1	Walk 1	Walk 1
4	Walk 1	Walk 1	Walk 1	Walk 1	Walk 1	Walk 1
Contractual hourage covered over the full four week period.						

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1				Walk 2	Walk 2	Walk 2
2	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
3	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
4	Walk 2	Walk 2	Walk 2			
Contractual hourage covered over the full four week period.						

Duty 3

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 3	Walk 3	Walk 3			
2				Walk 3	Walk 3	Walk 3
3	Walk 3	Walk 3	Walk 3	Walk 3	Walk 3	Walk 3
4	Walk 3	Walk 3	Walk 3	Walk 3	Walk 3	Walk 3
Contractual hourage covered over the full four week period.						

Rota Cover

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2	Walk 2	Walk 2	Walks 3	Walk 3	Walk 3
2	Walk 3	Walk 3	Walk 3	Walk 1	Walk 1	Walk 1
3	Walk 1	Walk 1	Walk 1			
4				Walk 2	Walk 2	Walk 2
Contractual hourage covered over the full four week period.						

- **9 Day Fortnights (One Saturday Off in Four)**

This example delivers one Saturday off in every four weeks worked based on a 9 day fortnight with between 4 and 5 days attendance per week. It also delivers a long weekend (Fri/Sat/Sun/Mon) every 4 weeks.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1			Walk 1	Walk 1
2	Walk 1		Walk 1	Walk 1	Walk 1	Walk 1
3	Walk 1	Walk 1	Walk 1	Walk 1		
4		Walk 1	Walk 1	Walk 1	Walk 1	Walk 1
Contractual hourage covered over the full four week period.						

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2		Walk 2	Walk 2	Walk 2	Walk 2
2	Walk 2	Walk 2	Walk 2	Walk 2		
3		Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
4	Walk 2	Walk 2			Walk 2	Walk 2
Contractual hourage covered over the full four week period.						

Duty 3

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 3	Walk 3	Walk 3	Walk 3		
2		Walk 3	Walk 3	Walk 3	Walk 3	Walk 3
3	Walk 3	Walk 3			Walk 3	Walk 3
4	Walk 3		Walk 3	Walk 3	Walk 3	Walk 3
Contractual hourage covered over the full four week period.						

Rota Duty

Week	Mon	Tue	Wed	Thu	Fri	Sat
1		Walk 2	Walk 1	Walk 1	Walk 3	Walk 3
2	Walk 3	Walk 1			Walk 2	Walk 2
3	Walk 2		Walk 3	Walk 3	Walk 1	Walk 1
4	Walk 1	Walk 3	Walk 2	Walk 2		
Contractual hourage covered over the full four week period.						

- **9 Day Fortnights (2 Saturdays off in Four with 3 day week part time rota)**

This example combines a 9 day fortnight with part time 3 day working and delivers one Saturday off in two. It requires one part timer person to work every Friday, Saturday and Monday.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1	Walk 1	Walk 1		
2		Walk 1	Walk 1	Walk 1	Walk 1	Walk 1
3		Walk 1	Walk 1	Walk 1	Walk 1	Walk 1
4	Walk 1	Walk 1	Walk 1	Walk 1		
Contractual hourage covered over the full four week period.						

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1		Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
2	Walk 2	Walk 2	Walk 2	Walk 2		
3	Walk 2	Walk 2	Walk 2	Walk 2		
4		Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
Contractual hourage covered over the full four week period.						

Rota Duty

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2				Walk 1	Walk 1
2	Walk 1				Walk 2	Walk 2
3	Walk 1				Walk 2	Walk 2
4	Walk 2				Walk 1	Walk 1

- **4 Day weeks on 3 week rotation**

The example demonstrates how working a 4 day week can achieve 1 in 3 Saturdays off.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1	Walk 1	Walk 1		
2			Walk 1	Walk 1	Walk 1	Walk 1
3	Walk 1	Walk 1			Walk 1	Walk 1

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1			Walk 1	Walk 1	Walk 1	Walk 1
2	Walk 1	Walk 1			Walk 1	Walk 1
3	Walk 1	Walk 1	Walk 1	Walk 1		

Rota Duty

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2	Walk 2			Walk 1	Walk 1
2	Walk 1	Walk 1	Walk 2	Walk 2		
3			Walk 1	Walk 1	Walk 2	Walk 2

- **One in Two Saturdays off (with 2 day week part time rota)**

This example illustrates a 1 in 2 Saturday off with part time 2 day working. It requires one part timer person to work every Saturday and Monday.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1	Walk 1	Walk 1	Walk 1	
2		Walk 1	Walk 1	Walk 1	Walk 1	Walk 1

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1		Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
2	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2	

Rota Duty

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2					Walk 1
2	Walk 1					Walk 2

- 1 in 4 Saturdays off (with 4 day part time rota)

This example illustrates a 1 in 4 Saturday off with part time 4 day working. This also delivers a long weekend off every 4 weeks.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1	Walk 1	Walk 1	Walk 1	
2		Walk 1	Walk 1	Walk 1	Walk 1	Walk 1
3	Walk 1		Walk 1	Walk 1	Walk 1	Walk 1
4	Walk 1	Walk 1	Walk 1	Walk 1		Walk 1

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2	Walk 2	Walk 2	Walk 2		Walk 2
2	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2	
3		Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
4	Walk 2		Walk 2	Walk 2	Walk 2	Walk 2

Duty 3

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 3		Walk 3	Walk 3	Walk 3	Walk 3
2	Walk 3	Walk 3	Walk 3	Walk 3		Walk 3
3	Walk 3	Walk 3	Walk 3	Walk 3	Walk 3	
4		Walk 3	Walk 3	Walk 3	Walk 3	Walk 3

Duty 4

Week	Mon	Tue	Wed	Thu	Fri	Sat
1		Walk 4	Walk 4	Walk 4	Walk 4	Walk 4
2	Walk 4		Walk 4	Walk 4	Walk 4	Walk 4
3	Walk 4	Walk 4	Walk 4	Walk 4		Walk 4
4	Walk 4	Walk 4	Walk 4	Walk 4	Walk 4	

Rota Cover

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 4	Walk 3			Walk 2	Walk 1
2	Walk 1	Walk 4			Walk 3	Walk 2
3	Walk 2	Walk 1			Walk 4	Walk 3
4	Walk 4	Walk 2			Walk 1	Walk 4

- **1 in 4 Saturdays off (including part time rota)**

This example illustrates a 1 in 4 Saturday off which includes the part time 3 day rota.

Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 1	Walk 1	Walk 1	Walk 1	Walk 1	
2		Walk 1	Walk 1	Walk 1	Walk 1	Walk 1
3	Walk 1		Walk 1	Walk 1	Walk 1	Walk 1
4	Walk 1	Walk 1	Walk 1	Walk 1		Walk 1

Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2	Walk 2	Walk 2	Walk 2		Walk 2
2	Walk 2	Walk 2	Walk 2	Walk 2	Walk 2	
3		Walk 2	Walk 2	Walk 2	Walk 2	Walk 2
4	Walk 2		Walk 2	Walk 2	Walk 2	Walk 2

Duty 3

Week	Mon	Tue	Wed	Thu	Fri	Sat
1		Walk 3	Walk 3	Walk 3	Walk 3	Walk 3
2	Walk 3		Walk 3	Walk 3	Walk 3	Walk 3
3	Walk 3	Walk 3	Walk 3	Walk 3		Walk 3
4	Walk 3	Walk 3	Walk 3	Walk 3	Walk 3	

Roat Cover

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 3				Walk 2	Walk 1
2	walk 1	Walk 3				Walk 2
3	Walk 2	Walk 1			Walk 3	
4		Walk 2			Walk 1	Walk 3

- **Wallington Rotations**

There are two types of Wallington rotation systems. The first is referred to as a '1 week in 6' and is where the attendance is based on a six-day pattern for the first five weeks resulting in a week off on the sixth week.

There are other options of this such as a '1 week in 5' where more hours are scheduled each day over the six days which results in an earlier week off earlier on the fifth week.

The second main arrangement is where this arrangement is mirrored but based on extra hours being scheduled over a five day attendance pattern. Again, this results in a week off on the sixth week.

- **Collapsing routes on a Saturday**

This will generally apply to Bulk (Firms) routes where, because of the high number of business closures on a Saturday, there is the opportunity to collapse such routes, thereby creating some Monday to Friday only jobs. This reduces the number of required Saturday attendances within the office and where this can be achieved then, where practicable the Saturday off, can be rotated with other attendances to facilitate more individuals achieving fewer Saturdays at work.

Sustainability

The options outlined above demonstrate that there are a range of solutions available for achieving more flexible and innovative patterns of attendance which is a genuine enabler for change. Units should arrive at the option which best meets the aspirations of staff and which is sustainable given the constraints within which the unit operates. It is quite likely that what is right for one unit may not be right for another.

As with any new approach units should aim to review the changes following implementation and learn from their experiences taking feedback from all stakeholders as appropriate. Equally, current duty structures may also continue where agreed and which meet the delivery specification and USO and provide real incentive for change.

Review

Royal Mail and the CWU will continue to review and refresh this document in line with national agreements. This will include understanding best practice around a positive approach and options for innovative duty arrangements across the full working week which will be jointly discussed and shared at divisional and national level. These reviews will also look at sensible options to support delivery units to develop more innovative arrangements and hybrid options factoring in collections, LAT and dedicated parcel duties (which can support maximising full-time duties). These reviews should also be a key approach for these units exploring Sunday deliveries in line with customer needs and workload (noting such arrangements would need to be covered on purely a voluntary basis).