

National Agreement between Post Office Ltd and the CWU for the Implementation of Permanent Duty Reviews in Crown Offices

1. INTRODUCTION

- 1.1 Temporary duties were introduced in all Crown Offices during 2008 as the first phase of the national agreement for the Implementation of a Major Duty Rescheduling Programme dated 7th March 2008.
- 1.2 It was agreed the temporary duties would be reviewed to ensure they were fit for purpose. This particular agreement is specifically designed to provide the framework for the review phase.
- 1.3 It is not the intention to introduce targeted efficiencies or headcount reduction. The objective of the review programme is to achieve the optimum fit between workload and counter staffing levels"
- 1.4 Customers should be able to rely on Crown Offices for consistent and good service. It is not acceptable for Post Office Ltd to fall short of this standard if it is to make the required commercial and financial recovery.
- 1.5 Once this review programme has been completed and all people solutions have been implemented, all temporary contracts covering templated positions will be made permanent. Also, once people solutions have been implemented future recruitment to templated roles will be made on a permanent contract basis.

2. BACKGROUND

- 2.1 Temporary duties were necessary due to an unprecedented level of change, including the following:
 - Introduction of Financial Service Specialists
 - Replacement of DBM role and introduction of Assistant Branch Manager
 - Sub Post Office closures (Network Change)
 - Introduction of the Shorter Working Week
- 2.2 Temporary duties resulted in the scenarios below:

- an increase or decrease in hours
- no change in total hours (although counter coverage may have been realigned)

3. SURPLUS HOURS

Where potential savings were identified, headcount was not reduced to mitigate against forecast customer migration through network change. The resulting surplus hours were subject of a POL and CWU joint statement.

4. KEY PRINCIPLES

4.1 This phase will be jointly deployed in accordance with the principles established in the:

- 2005 Operational Efficiency Agreement
- 2008 Agreement for the Implementation of a Major Duty Rescheduling Programme on the implementation of temporary reviews.

4.2 The CWU will be fully involved in the development and implementation of this phase of the programme and all relevant information will be shared, including post implementation reviews.

5. WORKING TOGETHER

5.1 Four teams of Territorial Counter Chairs and Service & Efficiency Advisors will be paired up to review, construct, agree and sign off duties.

5.2 Working together and co-located for three days per week they will jointly construct and agree between 2/3 sets of duties per week, up to 12 reviews will completed each week.

5.3 Over the course of the programme each team will finalise between 90 and 95 permanent sets of duties.

5.4 Duty reviews will be conducted on a phased basis with each phase introduced simultaneously on a date to be agreed.

- **Phase 1 146 Crowns**

- Sector 1 & 2 Network Change (Jan to June 2008 impact)
Non Postshop

Non Complex /Simplex CORP

- **Phase 2 123 Crowns**

Sector 3 & 4 Network Change (July to October 2008 impact)

Phase 1 CORP Postshops

- **Phase 3 101 Crowns**

Sector 4 Network Change (November 2008 to January 2009 impact)

All remaining Postshop and Complex / Simplex CORP

6. DUTY CONSTRUCTION

6.1 The Operating Model (Appendix A) will determine the workload which is the number of staff required per 15 minutes per day per week. Duties will then be constructed by the joint implementation teams using latest review data below:

- Temporary duties
- Operating Model Outputs to include 13 weeks workload post Network Change
- Non Customer serving time agreed standards (Appendix B)
- Branch Manager feedback (Appendix C)
- Data gathering/staff preferences
- Registered Family Friendly duties
- SAP Data:
 - known/predicted vacancies
 - current staff in post
 - Specific Event Contracts

7. CALCULATION OF AUTHORISED WORKING DUTIES (AWD) HOURAGE

7.1 AWD hourage will be calculated and agreed by the POL/CWU central team in line with steps A to N of Appendix D

7.2 The workload for the Crown will be calculated by running the Operating Model (OM) a minimum of three months after implementation of temporary duties and after 13 weeks of trading post network change impact, taking account of any decline or increase in traffic (Steps A and B, Appendix D))

7.3 The Operating Model will indicate one of the following outcomes:

- An increase or decrease in the temporary hours
- No change – the temporary hours are validated although counter coverage may need to be realigned

7.4 OM Indicates Decrease in Hours (Steps C to F Appendix D)

7.4.1 The Operating Model workload will have an additional sense check against the following key Crown performance indicators (PIs) in order to mitigate against risks to service.

- **Customer Sessions** – comparison of weekly data from May 2007 to establish whether: increase, decrease or stayed the same.
- **Scaling Factor** – comparison at the time OM was run for the temporary duties with when OM run for the permanent duties to establish whether there has been an increase or decrease.
- **Total Income** – comparison of actual income for period 9 year to date for 2007 with 2008 to establish whether there has been increase or decrease.

7.4.2 Where there is an improvement in any two of these PIs savings will be capped at 10% of current temporary AWD.

7.4.3 Where there is no improvement in any two of these PIs then the full savings will be made.

ALL OFFICES WHERE THE OPERATIONAL MODEL INDICATES A DECREASE IN HOURS			AWD SOLUTION
OM indicates a decrease in hours	a	Improvement in 2 of the Performance Indicators	Savings capped at 10%
OM indicates a decrease in hours	a	No Improvement in 2 of the Performance Indicators	Full Savings will be implemented

7.5 OM Indicates an Increase in Hours (Steps G to N Appendix D)

Crowns with AWD greater than 200

7.5.1 AWD greater than 200 and OM suggests less than 12 hours is required then the hours will be absorbed and the temporary hours (AWD) will be validated as permanent by the teams. There may need to be some tweaking of the duties and this will be carried out by the teams.

7.5.2 AWD greater than 200 hours and OM suggests 12 or more hours are required then same checks on PIs are made as above for decrease in hours (7.4.1). Then:

- Where there is an improvement in any two of these PIs then the full additional hours are provided to the teams for duty construction.

OR

- Where there is no improvement in any two of these PIs and the potential additional hours are less than 10% of current AWD then the temporary hourage is provided to the team for duty construction.

If the potential additional hours are more than 10% then a service allowance of hours above 10% of the AWD is implemented.

ALL OFFICES WHERE THE OPERATIONAL MODEL INDICATES AN INCREASE IN HOURS AND THE AWD is GREATER THAN 200 HOURS		AWD SOLUTION
Additional hours required less than 12 hours		Temporary AWD validated
Additional hours greater than 12 hours	Improvement in 2 of the Performance Indicators	Full additional hours
Additional hours greater than 12 hours	No Improvement in 2 of the Performance Indicators	Suggested additional hours less than 10% of AWD – temporary AWD validated. Suggested additional hours more than 10% above AWD - hours above 10% to duty team

Crowns with AWD less than 200

7.5.3 AWD less than 200 and OM suggests additional hours less than 6% of current AWD is required then the temporary AWD hourage will be provided to the teams for duty construction.

7.5.4 AWD less than 200 hours and the OM suggests additional hours greater than 6% of current AWD are required then same checks on PIs are made as above for decrease in hours (7.4.1). Then:

- Where there is an improvement in any two of these PIs then the full additional hours are provided to the teams for duty construction.

OR

- Where there is no improvement in any two of these PIs and the potential additional hours are less than 10% of current AWD then the temporary hourage is provided to the team for duty construction.

If the potential additional hours are more than 10% then a service allowance of hours above 10% of the AWD is implemented.

ALL OFFICES WHERE THE OPERATIONAL MODEL INDICATES AN INCREASE IN HOURS AND THE AWD is LESS THAN 200 HOURS		AWD SOLUTION
Additional hours required less than 6% of AWD		Temporary AWD validated
Additional hours greater than 6% of AWD	Improvement in 2 of the Performance Indicators	Full additional hours
Additional hours greater than 6% of AWD	No Improvement in 2 of the Performance Indicators	Suggested additional hours less than 10% of AWD – temporary AWD validated. Suggested additional hours more than 10% above AWD - hours above 10% to duty team

7.6 Duty Construction by the implementation teams (Steps O and P)

7.6.1 By means of a duty data tracker the implementation teams will be informed that one of the following outcomes has been arrived at:

- Additional hours have been validated
- A reduction of hours against temporary duties has been validated
- The temporary duty hours have been validated

7.6.2 The teams will be provided with a revised AWD hourage and supporting documentation to formulate a set of duties for sense check with the BM and CWU. Staffing solutions will be agreed to meet this revision of hours at the branch.

7.7 DUTY CONSTRUCTION STANDARDS

7.7.1 When constructing duties the implementation teams will consistently apply agreed standards as outlined in the paragraphs below.

7.7.2 COSA standards apply for duty content, e.g. minimum attendance, meal reliefs, teabreaks, reserve template, balancing time (which will remain solely for balancing), training etc.

7.7.3 COSA Preparation/end of day time will continue to apply and

- Will not include ONCH for which time is not provided
- Will not include huddles which will be conducted by the BM on an informal basis during the course of the day as per the Sales Code of Practice.

7.7.4 Duties will be constructed on the basis of a minimum of two clerks (exclusive of FSS) serving on the counter at all times.

7.7.5. MUTE (Multi User Tills) is the business standard and duties will be constructed on this basis.

8. IMPLEMENTATION OF DUTIES

8.1 Duties once completed will be sent simultaneously to the Branch Manager and Section Secretary. These duties will be sense checked and discussed with colleagues with the aim of achieving prompt support for implementation. A maximum of 14 working days consultation period is allowed for this.

8.2 Where local issues are identified these should be approached from a problem solving perspective and where possible joint

recommendations made to the implementation team who have ultimate responsibility for resolution and sign off.

- 8.3 Duties will then be agreed and signed off by the joint implementation team and implemented.
- 8.4 Responsibility for providing duties to Section Secretary rests with the CWU member of the team. Section Secretaries will be allowed necessary time for them to visit the Crown and seek the views of colleagues on the duties.
- 8.5 Staffing solutions will be agreed so that contracted hours match the permanent hours for each branch. Where this cannot be exactly matched variances will be agreed between Ian Woollon (POL Operational Efficiency Performance Analyst) and Geoff Poole (CWU Territorial Counters Representative) using similar principles deployed in the 2005 OE programme.

9. FINANCIAL SALES SPECIALISTS (FSS)

- 9.1 FSS roles will be incorporated into duties to support sales so that counter cover, plus scheduled FSS time, meets the workload demand specified by the OM.
- 9.2 FSS attendances will be scheduled over no more than five days each week and they will be shown as a distinct entry on duty schedules. Attendance patterns will ensure that each FSS works a minimum of two Saturdays a month.
- 9.3 Where a Crown Office has one FSS, the full opening hours will be worked across a two week period.
- 9.4 Where there are two or three FSS's they will rotate to cover the full opening hours and, where possible, meal reliefs.

10. LEAVE RESERVES

- 10.1 The hourage for part time leave reserves will be based on the best fit for each branch, for example where there is a broad range of part time hours the part time leave reserve hours will be set at the minimum part time duty in the branch. Where there is a rotation around a standard part time hourage, the part time leave reserve will be set at this level, whichever makes most operational sense.
- 10.2 Leave reserve entitlement will be recalculated as per COSA and will be based on all staff working in the Crown Office including FSS, ABM and BM.

11. CROWN OFFICE REFURBISHMENT PROGRAMME (CORP)

11.1 As part of the CORP programme a number of staffed PostShops will be moving to unstaffed status. Retail meterage and number of items on sale (Retail Offer) will reduce. Known changes to PostShop format which result will be accommodated within the permanent duties

Impact on AWD:

Retail Meterage	Hours added to AWD
1 – 5 metres	5 hours
6 – 10 metres	1 hour per metre to a maximum of 10 hours

11.2 Where the Lottery Terminal is moved to counter then actual lottery traffic added to AWD based on average weekly lottery sales.

12. RESOLVING SURPLUS STAFF ISSUES

12.1 Criteria has been established to enable identification and selection of the individual to be declared surplus (Appendix E). Once the appropriate individual has been identified as surplus, then the Managing the Surplus Framework Agreement (MTSF) will apply.

12.2 Surplus staff will be redeployed into vacancies using the process detailed in paragraph 6.9 of the COSA agreement. When all vacancies have been filled across an area but surplus staff remain above the revised template then a preference exercise will commence.

12.3 This will be conducted on a rolling basis gathering details for each office as it is impacted by the review programme. All staff in the branch will be asked to indicate their preference for; changing their contracted hours, redeployment and VR.

12.4 If nobody in a surplus branch selects VR as a preference then there will be a need to identify a suitable bump from a nearby branch. This will be achieved by conducting an additional preference exercise in a nearby branch / branches. Alternatively a suitable bump may be identified using preference forms already completed. Bumping will be carried out under the terms of the MTSF Agreement.

13. POST DUTY IMPLEMENTATION DATA CAPTURE

13.1 The following data will be captured during implementation and will be provided to the CWU programme Interface on a weekly basis:

- staff leaving on voluntary redundancy
- staff redeployed
- changes to staff hours
- specific event contracts to be ceased
- surplus staff
- changes to Establishment (including reserve changes)

13.2 This data will be used for:

- Issue resolution where appropriate
- Ensuring consistent application of this agreement and MTSF

14. POST DUTY IMPLEMENTATION REVIEW

Following the implementation of the permanent duties, problem areas that require advice and support should be raised with the appropriate duty construction teams for consideration and resolution. This facility will be available for a period of four weeks. Thereafter duties will revert to business as usual.

15. BUSINESS AS USUAL

On conclusions of the Permanent Duty Programme future duty revisions will be dealt with as business as usual under the principles and procedures established in COSA 6.11.1 to 6.11.20.

To facilitate this, Section Secretaries and Branch Managers will require training to provide a high level of understanding of:

- Principles of the national agreement
- Principles of the operating model
- Use of staff scheduling software

16. COMMUNICATIONS

A communications plan will be developed and agreed to include:

- a joint POL and CWU statement
- comms from POL Head of Crown Services and Efficiency to BMs
- comms from CWU Assistant Secretary and POL Head of Crown Services and Efficiency to CWU representatives
- agreed joint letter from implementation teams to BM and Section secretary to accompany duties
- joint POL/CWU presentation to CAMs and BMs
- CWU national briefing to CWU branches

17. ISSUE RESOLUTION

In the unlikely event that issues cannot be resolved in the first instance by the joint implementation teams they will be referred to Tom Pegler (Head of Crown Service & Efficiency) and Geoff Poole for resolution.

Points of principle will be escalated to Andy Furey (CWU Assistant Secretary) and Jackie Ilesley (POL Head of Reward, Industrial Relations and Health and Safety)

.....
Tom Pegler
Head of Crown Service & Efficiency

.....
Andy Furey
CWU Assistant Secretary

APPENDIX A OPERATING MODEL

The Operating Model is a workload estimation tool.

The Input:

The key input uses past Horizon transaction data to determine future workload. Other inputs are:

ATTs

The Branch Settings – agreed times for standard activities.

The BOSS security timings as verified by local CWU representatives.

The Output:

The output produced is the number of staff required per 15 minutes per day per week. This includes:

counter serving time

non customer serving time using agreed standards (Appendix D)

postshop – serving and non-serving time

Calculations:

Calculations are applied to the inputs to the model, these are:

A scaling factor is applied which allows for current branch serving rate to be reflected in the duties

A buffer provides additional time to clear the queue.

CWU Consultation:

This agreement has been negotiated around the assumption that the Operating Model will be used to determine the number of hours required in each branch.

All standard inputs to the model have been agreed with the CWU. As such the Operating Model is the recognised tool to determine staffing levels required for a duty review.

Changes to the Operating Model inputs will be subject to consultation with the union

**APPENDIX B
NON-CUSTOMER SERVING TIME**

Area	Activity	Rules	Time
General	General Off Counter Preparation	10 minutes per day	00:10
General	Close of Business	05 minutes per day	00:05
General	End of Week Balancing	45 minutes once per week	00:45
General	Training	30 minutes once per week for staff scheduled in at time of training	00:30
General	Sales Capability Training plus WTL	60 minutes once per week scheduled into all duties	00:60
General	Security – Morning / Evening	Variable but combined should be approx 40 mins/day on basis of 2 clerks completing both morning and close of business security procedures as per most recent security instructions. Foreign Exchange keys 10 minutes per day	
General	Afternoon summaries	05 minutes per active stock per day	00:05
General	Open plan TDC / RDC Prep or EoD	10 minutes per day per TCD / RCD. Time is allocated either at start or end of day depending on the nature of the office traffic	00:10
Bureau de Change	Bureau de Change Preparation time – Bureau	10 minutes per day	00:10
Bureau de Change	Daily summaries – Bureau	15 minutes per day	00:15

Bureau de Change	Close of business – Bureau	05 minutes per day	00:05
Bureau de Change	Re-order currency	05 minutes per day	00:05
Bureau de Change	Currency Check	45 minutes once per week	00:45
Bureau de Change	Weekly balance – Bureau	45 minutes once per week	00:45
Back Office Standard	Back Office – Standard Post	15 minutes per day	00:15
Back Office Standard	Forms In	30 minutes once per week	00:30
Back Office Standard	Value stock requisition	10 minutes per scheduled stock once per week	00:10
Back Office Standard	Remittance in/out	15 minutes per day with a scheduled remittance	00:15
Back Office Standard	POPOS	10 minutes per day	00:10
Back Office Standard	Cash account	150 minutes once per week	02:30
Back Office Standard	Daily writing (am)	15 minutes per day	00:15
Back Office Standard	Daily writing (pm)	30 minutes per day	00:30
Back Office Standard	Mail Despatch	Variable depending on volume of priority service items / mail volumes at branch. Typical time allocation will be 10 minutes per despatch. The minimum time	

allocation is 5 minutes per despatch. In large mailing offices the time allocation may be increased above the typical allocation.

Back Office Standard	Daily ATM Procedures	10 minutes per day	00:10
	Daily Foreign Exchange ATM	20 minutes per day (2 X 10 mins)	00:20
Back Office Standard	Weekly ATM Balance	45 minutes once per week	00:45
Back Office Standard	Stamp Vending Machines	30 minutes per SVM once per week	00:30

Back Office – DVLA

Back Office DVLA	Postal MVL	ATT x No. MVLs	00:02:18
Back Office DVLA	Postal SORN	ATT x No. SORNs	00:00:24

Back Office - Other

Back Office CWU	Cash & coin supply to counter	05 minutes per scheduled stock per day	00:05
Back Office CWU	Giro Change To Business Customers	02 minutes per transaction	00:02
Back Office CWU	Weekly balance of main safe	30 minutes once per week	00:30
Back Office CWU	Daily cash declaration for main safe	15 minutes per day	00:15

Retail (unmanned Retail = ex manned Postshop)		
Remote Counter	Unmanned Retail (1 – 5 metres)	300 minutes per week
Remote Counter	Unmanned Retail (6 metres)	360 minutes per week
Remote Counter	Unmanned Retail (7 metres)	420 minutes per week
Remote Counter	Unmanned Retail (8 metres)	480 minutes per week
Remote Counter	Unmanned Retail (9 metres)	540 minutes per week
Remote Counter	Unmanned Retail (10 or more metres)	600 minutes per week
Postshop	Preparation	10 minutes per day
Postshop	Close of Business	05 minutes per day
Postshop	End of Week Balancing	45 minutes once per week
Postshop	Pay Ins	10 minutes per day
Postshop	Stores	60 minutes per week
Postshop	Restocking	45 minutes once per week
Postshop	Cleaning	30 minutes once per week
Postshop	PISCES	30 minutes per day
Browser	PISCES - Mini PS / Browser	15 minutes once per week
Browser	Stores – Browser	15 minutes once per week
Browser	Restocking – Browser	05 minutes per day

APPENDIX C

Operational Efficiency / CWU
Permanent Duty Review Programme

Phone call to BM - Date:

Office Name:		BC Code:	
Branch Managers Name:			
Office Telephone Number:			

1. Check the current staff assigned to office, via SAP extract & Current Duty Summary.
Record any permanent staff with temporary contract variations?
Record any casuals working in the office.

Notes	

2. Check the Temporary Contract Staff working at your office, the duty they are covering and the reason for this cover. Is the temporary contract a FTC or Specific Event.

a)	
b)	
c)	
d)	
e)	

3. Flexible Working agreements – check current and new

a)	
b)	
c)	
d)	
e)	

4. How many Financial Services Specialists do you have working?

	Working Pattern, inc any rotation.
FT	
FT	
FT	
PT	
Any Known Future FSS Staff	

5. Which Full and Part Time duties currently rotate.

Full Time Duties.

Part Time Duties.

6. Details of any E.H.S. driven duties e.g. DDA cases.

a)	
b)	

7. Check the leave reserve duties at the office – are they within rotation?

a)	
b)	
c)	

8. Check Reserve Allocation

Current Reserve Template

COSA Reserve Entitlement

FT	PT		FT	PT

9. Are you aware of any Part Time staff that may be interested in increasing or decreasing their hours should an opportunity arise? Please give their names and the number of hours they would potentially be interested in working. Do not raise expectation however.

a)	
b)	
c)	
d)	
e)	
f)	
g)	
h)	

10. Are you aware of any Long Term Sick members of staff plus those on Maternity Leave who may wish to change their contract hours or working pattern when they return to work?

a)	
b)	
c)	

11. Please can you give details of the number of ATM machines located in your office. This should include its location such as counter side or public side, the times you are able to service it. Please also indicate if the machine is serviced by an outside contractor.

12. Please give details of the Bureau De Change provision in your office.

a) Do you have a dedicated Position or an open plan position. Give detail, including APW working.	
b) What Hours is the position opened or manned.	
c) How is this position covered.	
d) Do you have a Bureau ATM.	
e) Any other detail that will help when writing the duties.	

13. Please take a few minutes to complete the information requested below. This will help us to ensure that all activities at your office are captured.

How many APW positions (excluding Bureau) have Horizon?		
Do you have a Welcome Desk		
Do you have Take a Ticket machine (CMS)		
Type of retail offer, if any. Please delete as appropriate	Postshop Unmanned Postshop Browser None	
Meterage of Unmanned / Retail Offer		
Please give the number of Stamp Vending Machines at the office.	Internal	External
The type and number of any cash dispensers (if any).	TCD	RCD

Do you or your Assistant Manager do any of the following? Cash & Coin supply to the counter Giro change to business Weekly balance of the main safe Daily cash declaration for the main safe	Yes / No Yes / No Yes / No Yes / No
Do you have a clerk on scheduled mail work attendance (not RML staff)? If so what are their scheduled times of attendance.	FROM TO
What times are your RM dispatches: Monday to Friday Saturday	1 2 3 4 1 2
How many scheduled REMs do you have on: Monday Tuesday Wednesday Thursday Friday Saturday	
What day do you receive your value stock at the office	
What is your average daily number of Giro change giving transactions	
Number of Post & Go Machines	
Do you have a Quote & Buy pod.	

14. Please give details of any other office specific counter positions that will have a restrictive effect on any solution. This should include; Meeter & Greeter Roles, Specialist Counter Positions, Giro Positions, Welcome Desks. Where these services are provided, an indication of cover over the week, should also be given.

15. Please confirm the current duty set version being worked at your office.
This should be the Temporary Stage 1 or 2 Duties.

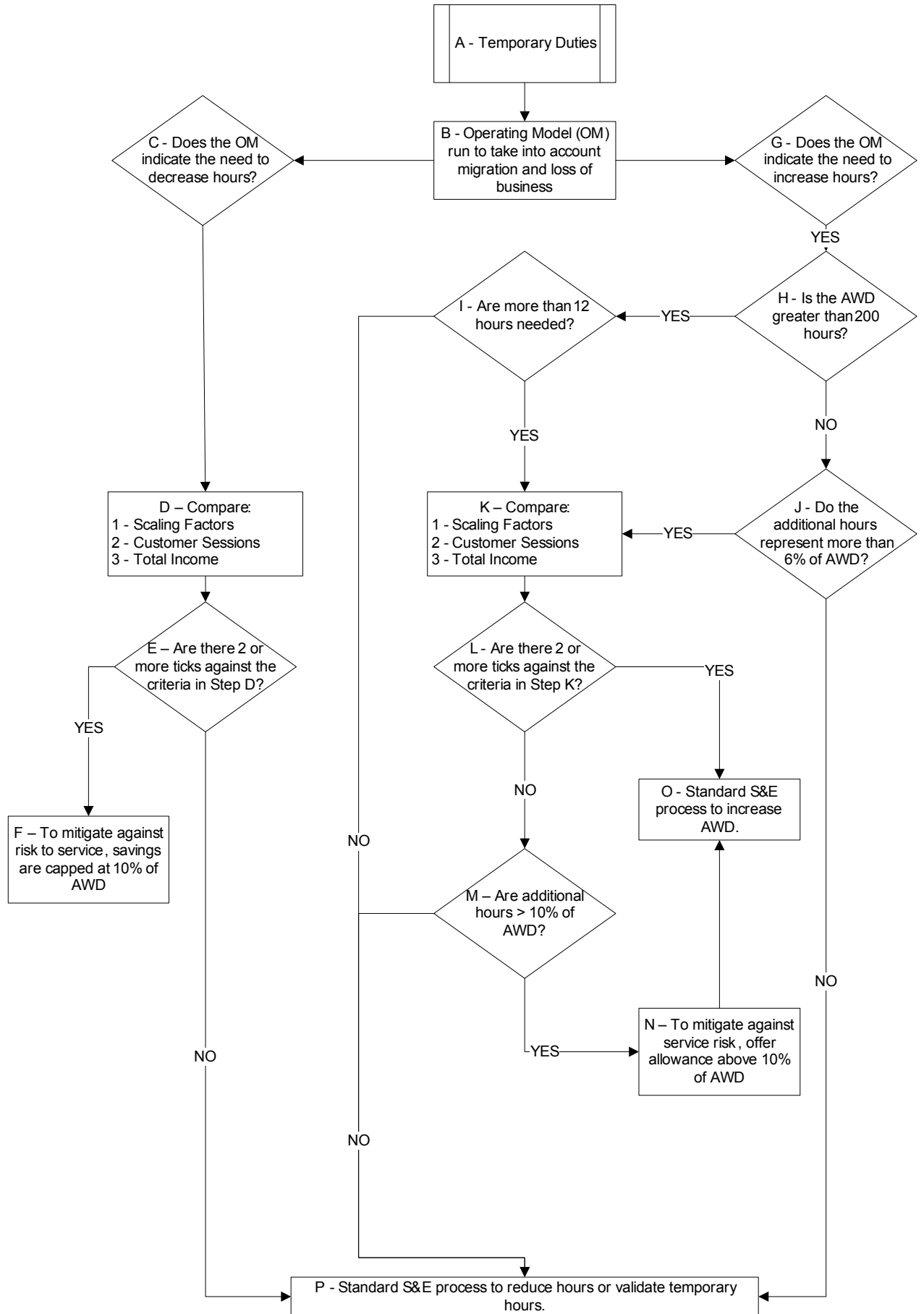
16. What are your current opening hours over the week?

Mon	Tue	Wed
Thursday	Fri	Sat

17. Please give any further detail you think will ensure an accurate set of duties are drawn up first time.

**Thank you for taking the time to complete this data gathering exercise.
With this knowledge we aim to produce a workable set of duties as
quickly as possible.**

APPENDIXD



APPENDIX E

Resolving Surplus Staff Issues - Options on Savings

The following scenarios have been developed to enable the identification and selection of the staffing solution to achieve any necessary savings.

The overriding principle in all cases will be the overall cost to the business and meeting operational needs

Reduction in hours required (as identified by applying Appendix D)	Saving
Less than 12 hours	Flexible solution
12 – 25	Part Timer
26 – 45	Full Timer
46 – 63	1 Part Time & 1 Full Time
64 – 80	2 Full Time
81 – 99	1 Part Time & 2 Full Time
100 – 118	3 Full Time

In the following scenarios the steps will need to be followed in the order stated so that the identified saving can be realised.

Scenario 1 – Weekly saving required of less than 12 hours. There may be a number of solutions present at the branch, , there may be temporary variations to contracts that may realise this saving if reverted, part timer has expressed an interest in VR and remaining part timers volunteer for additional hours etc...

Scenario 2 - Weekly saving required in the range between 12 and 25 hours. This would equate to saving a part time duty (note that a flexible approach to savings should be applied e.g. the current part timers contracted hours may dictate the actual reduction in hours).

Step 1	If a branch has a PT vacancy then this is written out of the AWD and duties re-written
Step 2	Cease any fixed term contracts and examine any temporary variation to contracts that will realise the saving (or part of).
Step 3	PT to be redeployed under COSA
Step 4	Select PT employee for VR on basis of MTSF criteria from

	applicants
If none of the above can be realised then the following will need to be applied according to cost and operational need:	The following are examples of solutions that may realise the required savings and are not expressed in any order of significance: Buy down of FT hours FT released on VR on understanding that PT staff are willing to increase hours to cover any shortfall

Scenario 3 – The operating model outputs a weekly saving required in the range between 26 and 45 hours. This would equate to a saving of a full time duty.

Step 1	If a branch has a FT vacancy then this is written out of the AWD and duties re-written
Step 2	Cease any fixed term contracts and examine any temporary variation to contracts that will realise the saving (or part of).
Step 3	FT to be redeployed under COSA
Step 4	Select FT employee for VR on basis of MTSF criteria from applicants
If none of the above can be realised then the following will need to be applied according to cost and operational need:	The following are examples of solutions that may realise the required savings and are not expressed in any order of significance: PT released on VR on understanding that PT staff are willing to increase / decrease hours to cover any shortfall / excess

Scenario 4 – Weekly saving required in the range between 46 and 63 hours. This would equate to a saving of one full time and one part time duties.

Step 1	If office has vacancies write these out as appropriate, the remaining savings to be realised from steps 2, 3 and 4.
Step 2	Cease any fixed term contracts and examine any temporary variation to contracts that will realise the saving (or part of).

Step 3	Redeployment under COSA
Step 4	Select FT & PT employee for VR on basis of MTSF criteria
If none of the above can be realised then the following will need to be applied according to cost and operational need:	The following are examples of solutions that may realise the required savings and are not expressed in any order of significance: Release 2 FT staff and increase remaining PT staff hours to cover shortfall Release 3 PT staff

In all of the above scenarios at Step 1 it is important to consider any forthcoming vacancies, for example retirements. Similarly consideration will need to be given to any current vacancies where recruitment is already underway.

Where recruitment is required to fill vacancies this will be carried out in accordance with annex C & D of COSA.