

## **In Confidence**

# **National Conduct Procedure Agreement between Royal Mail Group and CWU and Unite-CMA**

### **Purpose**

This Agreement is designed to help and encourage **all** employees to achieve and maintain standards of conduct including behaviour. There are separate procedures to deal with other issues like attendance and inability to perform a job effectively.

### **Scope**

This Agreement applies to all employees working for Royal Mail Group irrespective of grade. This Agreement does not apply to agency staff, contractors or self-employed workers.

This Agreement supersedes the former conduct code agreements in Royal Mail Letters, Parcelforce, Customer Management and Logistics.

In the event of any inconsistency between this Agreement, the policy and the supporting guides, the terms of this Agreement take precedence.

### **Definition of mail**

For the purposes of the agreement, the term “mail” includes all items which employees are entrusted to collect, process, convey, deliver or otherwise handle or have access to. This includes letters, parcels and unaddressed items.

### **General points**

Specifically the Agreement aims to:

- Reflect best practice and be consistent with ACAS guidelines
- Provide an approach that is fair, consistent and will deal with employees in a non-discriminatory and timely way
- Operate in a way that is supportive and corrective
- Support Business standards as detailed in Our Code: Code of Business Standards
- Encourage and support employees to meet these standards
- Set down employee rights and obligations

### **Guiding Principles**

- The business will make employees aware of the expected standards of conduct and behaviour
- Employees should make every effort to meet the business standards of conduct and

behaviour

- Resolving conduct issues informally and with support and guidance will be considered when appropriate to encourage employees to improve behaviour
- Conduct and behaviour should be managed by providing constructive feedback and by treating each other with dignity and respect. The employee will be made fully aware of the evidence. Copies of all documents will be provided in a timely manner in line with the procedure
- No conduct action will be taken against an employee until the case has been fully investigated
- No employee will be dismissed for a first breach of conduct except in the case of gross misconduct when the penalty will normally be dismissal without notice or payment in lieu of notice
- Notification of action in line with the conduct policy will only be made when sufficient facts of the case have been determined
- At all stages of the formal procedure (i.e. excluding informal) the employee will have the right to be represented by their union representative or be accompanied by a work colleague normally from the same work location
- An employee will be given an explanation for any penalty given and have the right to appeal against any conduct penalty imposed
- When progressing a case and completely new information regarding a different incident comes to light, then a further conduct notification will be made to the employee including the specific details
- Where further evidence comes to light regarding the original disciplinary case e.g. its seriousness, the original case will continue
- Cases will be handled as speedily as possible and where there is significant delay, the employee will be notified of the reason and when a decision is to be made
- Managers may seek advice and guidance from HR Services Advice & Support where appropriate

### **Employee obligations**

Royal Mail Group requires all employees to:

- take a responsible approach to their work, customers and fellow employees
- to maintain standards of conduct appropriate to their role
- seek help as soon as they recognise that they are in a situation which could compromise their behaviour or if they have any concerns regarding their job and
- to follow any reasonable instructions of their manager

Employees charged with a criminal offence must notify Royal Mail Group as soon as possible. Employees are not required to let Royal Mail Group know about minor offences e.g. minor traffic offences.

## **Employee rights & considerations**

Employees have the right to be treated with dignity and respect by all their colleagues whatever the situation.

Employees will be treated fairly, including the right to make a case in response to any allegations or questions put, whether formal or informal.

Employees will be treated in an impartial, non-discriminatory way.

Employees may be accompanied at the fact finding and formal meetings by their union representative or a work colleague normally from the same work location.

An employee's previous work record and conduct and any other mitigating circumstances will be fully taken into account.

**Royal Mail Group Security:** At the onset of an interview relating to a criminal investigation led by Royal Mail Group Security, employees will have explained to them the role of the investigators, their legal rights and the procedures to be followed. This applies both when the employee is being interviewed either as a suspect or a witness. At any interview with Royal Mail Group investigators, an employee, unless they are under arrest, will be entitled to be accompanied by their union representative or work colleague normally from the same work location to act as an observer.

## **Informal Resolution**

Informal resolution can help to resolve many minor conduct or behaviour issues before they become more serious. The right word, at the right time and in the right way may be all that is needed to resolve the situation. Sometimes the employee may not be aware that their conduct or behaviour is unsatisfactory.

Where the right word at the right time has not resulted in an improvement in conduct or behaviour, the manager can arrange to meet with the employee for an informal discussion. The purpose of an informal discussion is for the manager and the employee to resolve the issue without needing to use the formal process. If any documents are used in the informal discussion they should be shared at the start of the meeting. If the employee wishes they can meet with their union representative before meeting with their manager.

The manager should make the employee aware of the reason for the concern, the standards required and identify any steps that the employee or company may take to produce an immediate and sustained improvement. Before dealing with an issue informally the manager must decide that the matter can be dealt with informally assuming no further information comes to light.

Exceptionally, if during an informal discussion it becomes clear that there are more serious issues, for example an employee admits to a more serious incident, the manager must stop the informal discussion and arrange a fact-finding meeting. They must make it clear to the employee that they have the right to be represented at the fact finding meeting.

An informal discussion could include:

- Highlighting the area(s) of concern
- Explaining to the employee why their conduct is a cause of concern
- A reminder of the required standards
- Listening to the employee's point of view and understanding the reasons behind the poor conduct or behaviour
- Identifying any initial actions that can be taken by the employee or the manager
- A reminder of the services of the Occupational Health Services and provision of contact numbers
- A reminder of the potential implications if the conduct or behaviour is not improved

The approach to the informal discussion should be sympathetic and supportive, and focussed on the improvements required. Comments should be constructive and the emphasis should be on finding ways in which the employee can improve their conduct or behaviour. The manager should factor in any mitigating circumstances that may have caused a temporary change in conduct or behaviours e.g. personal events or changes at work.

Where an improvement is required, it is important that the employee understands what needs to be done and the standards of behaviour or conduct required. The employee should be advised that if there is no improvement, the next stage may be the formal conduct procedure.

### **Formal Conduct process**

Before progressing a case formally, a manager, normally the first line manager should consider whether it is appropriate for them to handle the case. For example, it would be inappropriate if the manager concerned is a relative, close friend of the employee or is directly involved in the incident or their evidence could cause a conflict in their decision making process.

### **Fact-finding**

Most minor day to day problems if dealt with early enough can be 'nipped in the bud' by the right word, at the right time, in the right way. In more serious cases it will be necessary to proceed straight away to the formal conduct process.

When it is considered that an employee's conduct or behaviour has not met the required standard, the employee's manager will make a prompt and detailed investigation of the facts and may seek a more detailed explanation from the employee. It may include examination of relevant documents and a fact-finding interview where the employee has a right to be accompanied by their union representative, or by a work colleague normally

from the same work location.

Where an employee is on overtime or scheduled attendance working to another manager and commits an alleged offence, the manager at the time of the incident would normally deal with the case.

Where a Royal Mail Group Security criminal investigation is taking place the Security executive summary will be sent to the employee's manager. The manager should decide what conduct action, if any, is appropriate. Where conduct progresses through the formal process, the executive summary will be included in the documents for the fact finding meeting.

Where a bullying & harassment investigation has taken place and the outcome is a recommendation for action under the conduct procedure, the case will normally be handed to the employee's manager who will be responsible for dealing with the conduct case. The evidence gathered during the bullying & harassment investigation will be used to contribute to the fact finding stage.

All documents used in the fact finding meeting should be shared with employee at the start of the meeting or where there is more than one issue during the meeting, before they are discussed.

Following the fact-finding meeting, the manager should consider the information available and decide whether the case can be dealt with informally, formally or closed if there is no case to answer.

### **Informal Resolution**

Where the outcome of the fact finding investigation does not warrant formal conduct action, the manager will decide whether there is a need to speak informally to the employee to encourage them to improve and to correct their behaviour. In the majority of cases the matter will end with the informal discussion. Where the issue is dealt with informally, this concludes the matter and the case is closed.

### **Progressing a case formally**

If the manager who conducts the fact-finding feels there is a case to answer, they must decide whether, if the allegation is proven, the penalty appropriate would be likely to be within or outside their authority. If they feel a major penalty is a possible outcome, they must at that stage pass it to another manager, normally the second line manager.

The manager progressing the case will write to the employee to ask them to attend a formal conduct meeting giving at least two working days' notice of the meeting and setting out details of the alleged misconduct. The manager must also enclose copies of any notes or evidence that would be referred to during the meeting. At the meeting the employee is entitled to be accompanied by their union representative, or by a work colleague normally from the same work location.

If the manager is considering dismissal, the letter inviting the employee to the conduct meeting will make this clear. The meeting will be with the manager taking the decision. At

the meeting the union representative or work colleague can act as an observer, help in putting the case, or present the case itself. The employee should respond personally to any relevant questions raised by the manager conducting the meeting.

Some delay may be necessary if the issues raised need further checking or investigation or where complex issues requiring detailed consideration have arisen. In this event the meeting may be adjourned. The employee will be provided with any new evidence and have sufficient time to respond to it with their representative.

Following the formal meeting the manager should consider the information available and decide what approach to take; informal, formal or closed if there is no case to answer.

If the manager decides the case can be dealt with informally, the matter will end with an informal discussion.

If the manager decides to deal with the case formally, they should consider the appropriate penalty.

At the earliest opportunity the manager dealing with the case will tell the employee the decision, normally face to face where practical. The manager should also follow this up with a formal letter setting out their thought process in arriving at their decision and why they consider the penalty given is the most appropriate.

Where a union representative or colleague attends a conduct or appeal meeting in their working time they will be given sufficient paid release from duty to prepare, attend and travel if necessary. Travel and other expenses for union reps will not be met.

### **Access to documents**

All information and documents that a manager may consider in reaching their decision must be made available at least two working days in advance of conduct meetings. Documents will be reviewed to ensure that personal details such as phone numbers are removed. In most cases anonymity cannot be preserved in conduct cases. Anonymisation should only be considered where there is a real fear of intimidation or reprisal where a specific legitimate request for anonymity has been made.

In cases where the anonymity of witnesses has been preserved, information released will be presented in such a way to achieve that objective in accordance with Employment Law.

Access to papers will only be denied in exceptional circumstances e.g. if Solicitors recommend. Legal advice to Royal Mail Group will not be disclosed.

### **Authority Levels**

The authority to give warnings and serious warnings lies with the immediate manager. Major penalties will normally be given by an employee's second line manager of at least Royal Mail Executive Manager Level 2 grade, Operations Manager in Parcelforce or equivalent who is in the direct reporting line and has had the appropriate training. Managers in an acting or temporary promoted capacity have the authority of that grade. CWU graded employees whilst on acting duties will not have the authority to deal with conduct cases for managers under their control or to deal with major penalties cases. These minimum authority levels cannot be altered without further national negotiations.

In cases where a major penalty may be an outcome, the fact finding must be carried out by a manager other than the manager who will make the decision in the case.

### **Training**

Before undertaking a conduct investigation, all managers including acting and temporary managers must be trained in the application of the Conduct policy relevant to their level of authority.

### **Grievances**

Complaints can be made through the Grievance policy where an employee has a problem or complaint about their work e.g. unhappy about an instruction or where an employee is concerned about their employment. As the Conduct process has an inbuilt appeal, employees are not able to raise a grievance regarding the decision of their conduct case.

Employees who believe there have been procedure errors should raise this during the formal conduct meeting or appeal hearing. In exceptional circumstances, the employee can raise a grievance where they feel procedural errors have not been addressed through the conduct process

### **Precautionary Suspension**

#### **When it may be necessary to consider precautionary suspension**

Precautionary suspension should only be considered when a serious incident occurs or is reported to a manager. It is important that all cases of precautionary suspension only last as long as necessary. The main circumstances when it may be appropriate to consider precautionary suspension are:

- Alleged inappropriate behaviour; for example refusal to carry out a reasonable instruction, violent or threatening behaviour
- Alleged serious breach of conduct for example suspected or admitted theft or fraud, where there is a reasonable belief that the alleged serious breach might be repeated and/or there is a risk to people, property, mail or the good image of Royal Mail Group
- There is a reasonable belief that that the investigation may be hampered if the employee remains at work

In the first instance the manager should meet with the employee to seek an explanation of the facts of the case. If the manager believes that the incident is serious and there is a reasonable belief that the serious breach might be repeated and/or there is a risk to people, property, mail or the good image of Royal Mail Group then the manager should send the employee home. Where an employee has been sent home the manager must contact HR Services Advice and Support to discuss the facts of the case. The manager then decides what appropriate action to take given the circumstances.

Where the employee has refused to carry out a reasonable instruction they should be

given 10 minutes “cooling off” time to reconsider their actions. The employee should be encouraged to see their union representative during this period where possible.

If an employee is suspended then that suspension must be kept under review; initially after 48 hours and then on a weekly basis. The review should take into account the seriousness and the continued risk to the business. It is important that all cases of precautionary suspension only last as long as necessary.

In most cases suspensions will be carried out by a unit manager, such as a Delivery Office Manager or an Operations Manager, in larger units by the Shift Manager or an appropriate manager. Royal Mail Group Security can suspend employees on the authority of an appropriate manager.

In all cases, whether the employee is suspended or not, the outcome of the case will not be affected.

In cases where an employee is either precautionary suspended or other precautionary action taken, the employee will be made aware that it is not a formal penalty and it does not suggest any prejudgement.

If a Royal Mail Group Security criminal investigation is also taking place relating to the case, managers must liaise with Security before making their decision on whether to suspend or allow an employee to return to work following a suspension. This ensures that the incident is handled appropriately and that all relevant factors are considered.

Precautionary suspension will be with pay.

### **Criminal actions outside employment**

Criminal actions outside employment should not be treated as automatic reasons for formal notification under the Conduct Policy or contemplation of dismissal.

Employees should not be dismissed solely because a criminal charge against them is pending or because they are absent through having been remanded in custody.

When managers become aware of criminal actions involving an employee, which may make the employee unsuitable for their type of work, cause serious problems with other employees or unacceptable to the business, consideration should be given as to whether precautionary action is appropriate. Managers must contact HR Services Advice and Support when they are made aware of an employee being involved in a criminal action outside work before taking action.

### **Loss of or damage to property**

All losses of property (including cash or valuables) or damage to property must be reported to a manager. Where loss or damage is deliberate or attributable to negligence or carelessness, conduct action may be taken.



### **Gross Misconduct**

Some types of behaviour are so serious and so unacceptable, if proved, as to warrant dismissal without notice (summary dismissal) or pay in lieu of notice. It is not possible to construct a definitive list of what constitutes gross misconduct and in any event all cases will be dealt with on their merits. However, the following examples show some types of behaviour which in certain circumstances could be judged to be gross misconduct:

- Theft
- Violence
- Abusive behaviour to customers or colleagues
- Criminal acts against Royal Mail Group or its employees
- Intentional delay of mail
- Deliberate disregard of health, safety and security procedures or instructions
- Unauthorised entry to computer records
- A serious or persistent breach of the Continuous Disclosure and Communications Policy or the Share Dealing Policy

### **Conduct penalties**

Formal action in line with the Conduct policy will always be notified in writing. Each case will be treated on its merits with conduct action being taken as appropriate to the seriousness of the issue. The penalties are outlined below.

#### **Warning**

A record will be kept for a period of 12 months.

#### **Serious Warning**

The period should be clearly specified in the range of 12 to 24 months (up to 36 months in cases of dishonesty).

#### **Serious Warning with transfer**

A Serious Warning can be accompanied by a disciplinary transfer to another job within the manager's area of authority. This should be reserved for cases where there are reasons why the employee cannot continue to work in their current role. Serious consideration must be given to the impact on earnings level and/ or pension entitlement.

### **Major penalties**

#### **Suspended dismissal**

The period should be clearly specified in the range of 12 to 24 months (up to 36 months in cases of dishonesty); with it clearly set out that any further serious breach of the Conduct Code during that time could result in dismissal. The normal procedures would apply in establishing whether any further breach had occurred, and the employee would be given clear notice in the subsequent invitation to a conduct meeting that dismissal was a

possibility.

### **Suspended dismissal with a Compulsory Transfer**

This means compulsory transfer both within and outside the manager's area of responsibility. This should be reserved for the most serious cases where dismissal is being considered or where there are reasons why the employee cannot continue working in their current role

Where compulsory transfer is being considered the manager should seek to minimise any potential financial loss e.g. increased travelling expenses to the new office, loss of earnings and pension entitlement, or personal hardship.

### **Dismissal with notice**

Except in the case of proven gross misconduct dismissal will always be with notice. Where, deemed appropriate the requirement to work notice may be waived.

### **Dismissal without statutory notice**

Summary dismissal.

Where someone remains in employment following a Major Penalty, a record will be kept for 24 months (up to 36 months if dishonesty is involved).

### **Review of compulsory transfer**

Once the penalty has expired the employee may ask to return to their previous office. Where there are no barriers for this, the employee can transfer back in line with normal Royal Mail Group policies.

### **Implementation of penalties**

Normally, from the date the decision is announced, or on completion of an appeal if one is made. However, dismissals will take effect from the date specified in the dismissal letter, which will normally include a period of notice.

It is not possible to provide a tariff of penalties. Each case has to be judged on its own merits and in the light of all the circumstances including the employee's record and service and any mitigation with the aim of being corrective. Penalties may be more serious where frequent breaches have occurred.

### **Repeated breaches of Conduct**

Where an employee has a number of misconduct cases upheld it may be necessary to take more severe action than a particular breach of conduct calls for by itself. For example, someone who has a number of current serious warnings may face dismissal. In such cases, when the person is invited to the conduct meeting to deal with the latest breach, the invitation letter will make it clear what disciplinary penalty is being considered and that this is because of the number of previous penalties. However, this is not an automatic reason for more severe action.

### **Mutually agreed outcome - Downgrading**

This should be reserved for the most serious cases where dismissal is being considered.

It may also lead to loss of earnings and pension entitlement and full account should be taken of any personal hardship before it is agreed with an employee and takes effect.

Downgrading may only be used where the employee agrees to the new role at a lower level, and managers must contact HR Services Advice and Support when they are considering downgrading.

This is not a conduct penalty. It is a mutually agreed outcome.

### **Appeal Procedure**

Every employee has the right to appeal against a conduct penalty. If the employee wishes to appeal, they should tell the manager who imposed the penalty within three working days of them having received a written explanation of the penalty. Employees will be encouraged to state their grounds for appeal. A hearing will then be arranged and held as soon as possible and within two weeks (up to serious warning) or within four weeks (for major penalties). The employee will be notified in writing of the time, place and manager dealing with the appeal at least five working days beforehand.

If the employee appeals against a conduct penalty, they can be accompanied by their union representative or a colleague normally from the same work location, who may assist them to present their case.

The appeal is a hearing at which the appropriate appeal manager will rehear the case in its entirety. It is the employee's opportunity to state their case why the penalty should be set aside or reduced. The result could be revoking or confirming the decision, or reducing the penalty.

For appeals against Warnings or Serious Warnings the appeal will normally be held out of line (or for geographical reasons at an adjacent unit) at the next level of authority to where the decision was made.

Appeals against Major Penalties (action short of dismissal or dismissal) will normally be held by an Appeals Manager.

In some cases, further investigation will be required in which case the hearing may be adjourned by the Appeals Manager. The employee will be made fully aware of any relevant new evidence, copies of which will be provided, and they will be given sufficient and reasonable time to consider it with their representative.

The employee will normally be told the outcome of the appeal face to face as soon as is reasonably practical. Timescales for appeals will depend on the level of investigation required and availability of key personnel. The employee should be kept informed of when their appeal will be concluded. The appeals manager may extend the notice period if more time is required by them to conclude the appeal.

In all cases the employee will receive a written notification of the decision, with the reasons for it.

In the event of a successful appeal and consequential reinstatement, continuity of employment will be preserved.

## **Safeguarding customers' mail**

### **Delay to customers' mail**

Our customers trust us to collect process and deliver their mail securely.

The responsibility for avoiding delay to the mail and giving it prompt and correct treatment is one of the most important duties of all Royal Mail Group employees.

### **Training**

It is essential that all Royal Mail Group employees receive the correct training and support to enable them to provide an excellent service to our customers and complete their work entirely in accordance with the requirements of the job.

Managers are responsible for ensuring appropriate training is delivered to all employees.

Employees who feel they need coaching or training may discuss this with their manager or workplace coach.

### **Delay to mail**

Delay to mail can be treated as:

- Unintentional delay
- Unexcused delay
- Intentional delay

### **Unintentional delay**

Royal Mail Group recognises that genuine mistakes and misunderstandings do occur and it is not our intention that such cases should be dealt with under the Conduct policy beyond informal discussions for the isolated instance.

### **Unexcused delay**

Various actions can cause mail to be delayed, for example carelessness or negligence leading to loss or delay of customers' mail, breach or disregard of a standard or guideline. Such instances are to be distinguished from intentional delay (see below), although they may also be treated as misconduct and dealt with under the *Conduct Policy*, outcomes may range from an informal discussion to dismissal.

### **Intentional delay**

Intentional Delay of mail is classed as gross misconduct which, if proven, could lead to dismissal. The test to determine whether actions may be considered as Intentional Delay is whether the action taken by the employee knowingly was deliberate with an intention to delay mail.

Where proven, such breaches of conduct can lead to dismissal, even for a first offence; indeed Intentional Delay is a criminal offence and can result in prosecution.

### **Precautionary suspension**

Precautionary suspension for delay to the mail should not be automatic. The decision to suspend should only be taken after careful consideration and an investigation of the delay has been carried out.

### **Security of the mail**

Royal Mail Group has an obligation to minimise the risk of loss, theft, damage and interference to mail.

Deliberate breach of security procedures, intentional delay and theft may all be classified as gross misconduct and can result in dismissal without notice, even for a first offence.

Royal Mail Group expects high standards from employees when dealing with the protection of mail in its possession and everyone in the business has a responsibility and part to play in maintaining the appropriate level of protection.

When mail is put at risk and when any Security Standards or related Standard Operating Procedures are broken, the matter must be fully investigated and action may be taken in line with the conduct policy.

Royal Mail Group is responsible for protecting the security of the mail by making all employees aware of and have access to the security standards and related procedures required in their role.

Employees have the responsibility to comply with the standards and have the responsibility of reporting when these are not met. For example reporting any instances of loss, theft, damage or interference.

Deliberate breach of security procedures and theft may be classified as gross misconduct and can result in dismissal without notice, even for a first offence.

### **Trade Union representatives**

The standards contained within the Conduct Agreement apply to all employees. However, it is accepted that disciplinary action against a Trade Union Official/Representative can be misconstrued as a potential way of harming the Union. The long term aim will be to avoid such a perception.

Information on the approach to CWU representatives can be found in the guide Approach for Union Representatives.

Information on the approach to Unite\CMA representatives can be found in Appendix 4 of the CMA IR Framework.

### **Review**

This agreement will be reviewed at national level after three months and then subsequently every six months, to monitor the outputs of its use and application.

In addition this will specifically look to understand the number of precautionary suspensions and the cases progressed under the procedure, how many were resolved informally, how many resolved at the fact-finding stage, how many resolved at the formal conduct stage and how many were subject to the appeal process.

The review will also cover the outcome of each of these stages so that going forwards a robust monitoring system can be put in place.

## **Annex one**

### **Royal Mail Delivery – Avoiding delay**

#### **Local work plan**

Delay to mail is a serious matter and could potentially be unlawful. All employees have a responsibility to ensure all items are processed in accordance with the local workplan. All employees will be made aware of the local workplan and the specific requirements of the particular job roles they will perform. Any time mail is delayed, for whatever reason, Royal Mail employees should attempt to correct the problem efficiently and effectively as soon as possible.

#### **General rules**

- Employees must be made aware that mail must never be taken home at the end of a delivery. Correct endorsement procedures and correct use of the pouching off wallet, where appropriate, will avoid this
- Under normal circumstances, if procedures have been followed no conduct action will be taken against individuals if it is not possible to deliver all mail within their scheduled time
- The main aim will be to avoid the circumstances that may pose operational difficulties to an employee and to find ways of overcoming any potential problem at an early stage. It is also important that all employees are made fully aware of the implications of delaying mail and the possible consequences
- Measures must be put in place to advise employees on the course of action to be taken when difficulties arise when managers are unavailable

#### **Prior to commencement of delivery**

On completion of their preparation, where an employee believes that they may experience difficulty in completing their delivery within the authorised time allotted, they should approach their manager as soon as possible before setting out on delivery. It will be for the manager to discuss any problem and advise the employee what particular action should be taken, including the consideration of collection on delivery around associated postboxes to enable USO compliance.

When an employee has requested assistance on delivery, but the manager believes that assistance is not required, the decision, along with the advice given to the employee, should be recorded and associated with the daily traffic volume record. The employee can have access to this record and may ask to see it prior to commencement of their delivery.

The employee should be encouraged to see their union representative if agreement cannot be reached. Instances where there is a difference of opinion between the employee and the manager about what is possible during the shift will be looked at individually within the unit on the basis of factual evidence. Such differences will be addressed prior to the employee leaving the office for delivery.

The employee and manager should agree a specified time to phone if full completion of delivery workload within the allocated time proves not to be possible. If it becomes obvious that the delivery may be a problem, the employee can contact the manager before the arranged time.

**After commencement of delivery**

Where an employee is prevented from completing their delivery for any reason, it is essential that this is reported immediately, either by returning to the office or by phone. A written record will be kept.

All employees should be informed of the local authorised arrangements in writing.