



TOTAL PRODUCTIVE MAINTENANCE A NATIONAL AGREEMENT BETWEEN ROYAL MAIL AND THE CWU

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1. INTRODUCTION

Total Productive Maintenance in Royal Mail is a partnership between engineers, operator's, and managers in pursuit of the five supporting pillars of Total Productive Maintenance. Royal Mail and the Communication Workers Union jointly recognise that the overall care and management of Royal Mail's assets, is essential to continuing business success and affirm it as the basic way of working. Efficient and effective use of assets will come from the integration and optimisation of engineering and operational employee's skills and competencies within the framework that Total Productive Maintenance provides.

2. SCOPE OF AGREEMENT

This agreement covers the: -

- aims of the process and the standards against which it will be measured;
- implementation of Total Productive Maintenance within processing;
- Royal Mail commitment to the future security of engineers / operators and assurances as regards Total Productive Maintenance's impact on job volume and skill content;
- maintaining a joint national group to oversee Total Productive Maintenance implementation / operation and to address any employee/ staff concerns.

3. TOTAL PRODUCTIVE MAINTENANCE - AIMS

Total Productive Maintenance is a system, which aims to achieve zero defects, breakdowns, and accidents in the use of equipment. Within Royal Mail, Total Productive Maintenance will be built around a drive to improve overall equipment effectiveness, moving to a more efficient and powerful predictive and preventive maintenance regime; increasing the skills and capabilities of both operational and engineering employees and developing a system for early equipment management which will 'build in' quality and eliminate faults/time consuming low value maintenance at the design/purchasing stage.

Detailed success measures within offices will be:

MEASURE	TARGET
Reduction of Accidents	Zero accidents
Increase in equipment reliability	Zero breakdowns
Increase in equipment effectiveness	Zero rejects

4. IMPLEMENTATION

Each Processing Office has now established an Office Total Productive Maintenance Group consisting of: -

- The Mail Centre Manager
- The Automation Systems Manager
- A Union Representative responsible for operators
- A Union Representative responsible for the Engineers

- A Safety Representative
- And a balanced number of Engineers, Operators and Line Managers

Members of the Divisional Steering Group may also attend this meeting as appropriate. This Group, following training, has been responsible for Total Productive Maintenance implementation in their office. It is jointly recognised that Foundation Total Productive Maintenance (Stage 1) training, both in theoretical and practical terms has been successful and has met all the objectives that was set for it. It is also accepted that in the 11 development sites, the theoretical training in Advanced Total Productive Maintenance (Stage 2) has been delivered successfully by the Group.

Accordingly, it is Agreed: -

- (a) The Total Productive Maintenance Groups will continue to be responsible for Total Productive Maintenance implementation in their office when the full roll out programme of Total Productive Maintenance takes place.
- (b) The office group will support equipment groups who will receive training on each component of the Total Productive Maintenance process, i.e. assessment of conditions, effects and factors leading to under performance, including losses due to:-
 - breakdowns
 - set-up and adjustment
 - idling and minor stoppages
 - sub-optimal speeds
 - quality defects and rework
 - start-up and yield
 - using critical assessment and condition appraisal to develop enhanced cleaning and maintenance routines. New and existing cleaning routines are a means to raise operators' awareness of automation care principles and practice. It should be noted however that no new tasks other than those agreed for operators (detailed in Appendix 1) will be passed over from engineers. For new tasks see para. 10.
- (c) Equipment groups formed from operators and their manager and the engineer(s) responsible for the equipment maintenance will meet on a regular basis to discuss their operation. As engineering attendance's may differ from operators, and the fact that in many offices engineers grading and maintenance responsibilities cover various work areas and equipment as well as BES, engineers may be involved in more than one group. The activities of the equipment groups will adhere to the terms and procedures laid down within this agreement. There shall be no changes or variations made to normal practices other than within the terms of the Industrial Relations framework.

5. DEVELOPMENT OF SKILLS AND TRAINING AND DEVELOPMENT

- (a) All employees will be trained in the skills and competencies needed for them to perform their job in line with the principles of Total Productive Maintenance.
- (b) In advance of the structured introduction of full Total Productive Maintenance working in all sites, we both agree that a number of the Foundation Total Productive Maintenance (Stage 1) training modules, particularly governing safe working, are appropriate to all employees who work in processing offices and can be introduced immediately on this basis, recognising the priority will be employees working on automated equipment. It is also accepted that these

aspects of TPM training should in future be included in new Entrant training modules.

- (c) Both parties recognise that they will support training and development of engineers in order to apply Total Productive Maintenance successfully Royal Mail and the CWU jointly encourage such training and development, supported by the fact engineers are also jointly encouraged to increase their own skill levels, including that expertise required to raise the overall level of skill of all those involved in producing better equipment performance.

In line with Royal Mail's Equal Opportunity policy the latter will also serve to increase the proportion of engineers who are willing to apply for managerial positions. Royal Mail and the CWU see this willingness as beneficial to individuals and the business and see the completion of appraisals and development for every engineer as essential. As part of the process of development, all engineers will have opportunities to train on the full range of duties where it is relevant to their normal work e.g. BES in Processing.

- (d) Advanced Total Productive Maintenance (Stage 2) training will be provided to all Foundation Total Productive Maintenance (Stage 1) trained operators who volunteer.
- (e) Volunteers who seek to undertake Advanced Total Productive Maintenance (Stage 2) training will be clearly informed that if they decide to sign for a duty that receives the Total Productive Maintenance allowance, this will lead to a commitment by them to stay on the relevant duty for a period of one year unless there are exceptional circumstances.
- (f) On completion of Advanced Total Productive Maintenance (Stage 2) training operators will be assessed by their manager to determine whether they have demonstrated their ability to work safely without supervision in their new areas of responsibility. The assessment process by the manager will be made up of two components, the operator's own personal record and coaching record.
- (g) Engineers will also receive the necessary training and development e.g. Towards Zero Defects as reflected in Appendix 2, for them to carry out their new tasks which will facilitate continuous improvement in the automation performance.

6. MAINTAINING ADVANCE SKILL LEVELS

- (a) In order for engineers to enhance their work, and release engineering resource to take on their higher quality engineering tasks when operators become more proficient and are trained to take on their new tasks, engineers will move from the sole responsibility to undertake the majority of the tasks based around (Detailed in Appendix 1): -

- clearing of minor jams
- replacement of simple belts
- new and existing cleaning schedules that can be carried out more effectively by operators
- training and safety will remain a priority

Operators will only use the agreed cleaning equipment e.g. vacuum cleaners and special purpose aids designed by Royal Mail engineers for tasks on the specific

equipment. Engineers will be the only ones to use tools that may be deployed on a range of equipment/ tasks.

- (b) The identified new or enhanced work for engineers has been detailed in Appendix 2.

7. TOTAL PRODUCTIVE MAINTENANCE ALLOWANCE

An Allowance will be paid for deploying Advanced Total Productive Maintenance (Stage 2) skills.

- (a) The number of operator duties on each piece of equipment to be established at Advanced Total Productive Maintenance (Stage 2) will be determined locally by the normal procedures and the allowance will be paid to operators when they perform these duties providing they have been fully trained and qualified.
- (b) The allowance will also be paid to operators on the days that Advanced Total Productive Maintenance (Stage 2) training takes place and when fully trained and qualified operators are requested to perform the specified Advanced Total Productive Maintenance duties that have been agreed in accordance with para (a) on duty or overtime. It is accepted, however, that if there is evidence of abuse of this a review will be conducted.
- (c) The allowance will be pensionable when performed within conditioned hours and reviewed as appropriate in Pay negotiations.

8. DUTY COVERAGE/SELECTION

Both parties are fully committed to ensuring Total Productive Maintenance training is made available as necessary to all employees at the earliest opportunity and there is no intention to restrict participation in Total Productive Maintenance. In the event of a full unit/office resign, all duties including TPM duties will be included in the repick and individuals on TPM duties will not be debarred from selecting non TPM duties. However, para 5e will still apply to Advanced trained TPM operators.

- (a) It is agreed therefore that duty selection and overtime coverage for processing duties will not alter from the current agreed local arrangements or lead to fixed and functional duties being a pre-requisite except as provided for in para.5 (e).
- (a) Vacant Advanced Total Productive Maintenance (Stage 2) duties will be filled, in the first instance, by trained (at Foundation level) applicants. Where no other trained applicants are available, employees who seek to work in Total Productive Maintenance areas will then be considered for these vacancies. Normal local duty allocation arrangements based on seniority will apply in both instances.

9. PROCESS FOR TRANSFER OF WORK

The Office Group will facilitate the transfer of work from engineers to operators by the following procedures: -

- (a) A balance sheet will be drawn up locally detailing the tasks (in line with Appendix 1 and 2) which operators and engineers are fully trained on and are able to perform at the required skill level safely. The time required to perform

the new engineering tasks should, at a minimum, be equal to the work being transferred to the operators and the new engineering tasks should be readily available.

- (b) When the Office Group is satisfied that (Para.'a') has been complied with and the amended 318s etc. have been agreed, they should indicate a proposed suitable hand over date on the balance sheet.
- (c) The balance sheet will then be signed by the local managers and CWU Representatives for Operators and Engineers and sent to the National Total Productive Maintenance Group for information, to enable the dissemination of best practice and monitoring.
- (d) Any disagreements with this process should be dealt with via the Industrial Relations Framework.

10. FUTURE IMPROVEMENTS

There will clearly be future areas where Total Productive Maintenance will identify new tasks that can be carried out by operators or engineers, but it is accepted by both parties that there will be no further transfers of work other than those detailed in Appendix 1 and 2 without National authorisation and agreement. The process for authorising these new tasks will be the Total Productive Maintenance Network co-ordinating Group, the Union Sub-Committee and National discussions between Royal Mail and CWU HQ.

11. JOB NUMBERS/PROTECTION AND GRADING

Royal Mail and CWU affirm that there will be no engineering job losses as a direct consequence of Total Productive Maintenance working.

- (a) Office/Equipment Groups will specifically address any alternative work required to replace the cleaning hours currently fulfilled by PT2s.
- (b) Proposals for other changes, particularly office closures, mergers and relocations, both parties, recognise the existing agreements governing staffing levels grading etc. will continue to apply until otherwise re-negotiated. Royal Mail also affirms Total Productive Maintenance is explicitly not a method to cease the NCU 1984 shift rota agreement and it is recognised that the future success of Total Productive Maintenance is not dependent upon fixed shifts for engineers.
- (c) Total Productive Maintenance Groups will at times gather information to enable them to measure equipment performance etc. This will not replace existing monitoring by other staff or have any impact on their jobs. If this data is required they should request it from the appropriate individual.
- (d) The new and existing cleaning schedules as explained in Appendix 1 para.3. will not replace or reduce work currently proper to the cleaning grade.

12. NATIONAL JOINT TOTAL PRODUCTIVE MAINTENANCE GROUP

The National Total Productive Maintenance Project Group, including National CWU Representatives for Operators and Engineers, will continue to meet to monitor and review the Total Productive Maintenance Introduction/ Operation in Processing Centres. They will also be responsible for any future Total Productive

Maintenance initiatives proposed for other functions and liaising with the Divisional Joint Steering Group when necessary.

12.1 Divisional Steering Group

The following will form the Divisional Steering Group which will provide a forum for the exchange of best practice, Divisional Total Productive Maintenance Co-ordinator, Divisional Engineering Manager, Divisional Representatives for Operators and Engineers and a Divisional Manager.

ADVANCED (stage 2) TOTAL PRODUCTIVE MAINTENANCE OPERATORS (appendix 1)

13. AGREEMENT STATUS

This agreement replaces the earlier agreements with the National Communication Union and the Communication Workers Union in respect of Total Productive Maintenance and should be read in the light of any subsequent national agreements.

It is recognised that Total Productive Maintenance trained operators play a vital role in the effective running of processing equipment. They will be involved in the following activities in their work areas:-

- removing hazards and working in a safe manner
- providing early feedback to engineers of potential problems
- removing the hurdles to better equipment performance
- providing a vital operational input to the equipment care programmes
- supporting the collation of information for measurement and display
- participating in equipment performance improvement
- contributing to the effective running of the equipment

Detailed below and in the associated equipment Annexes are the agreed new tasks operators will be able to carry out following the advanced training / coaching programme. These new tasks will include: -

1. CLEARING OF MINOR JAMS

Operators may remove any jam or obstruction from the mail path that does not require the use of tools, un agreed belts to be removed or require a belt to be run in the reverse direction.

2. REPLACEMENT OF SIMPLE BELTS

The belts' operators are responsible for on each piece of equipment have been indicated in the attached annexes.

Operators should only replace these belts when they have come off the roller(s) during operation. Clearly if a belt snaps there may be a reason outside the knowledge of a trained operator as to why this should have occurred. In such circumstances an engineer must always be consulted before the equipment is returned to service. Returning the equipment to service without proper investigation could cause untold damage. Similarly with a worn belt, only engineers will have the depth of knowledge to ascertain the reasons for such wear, operators should consult with an engineer if they feel a belt is worn rather than simply carry out replacement.

3. NEW AND EXISTING CLEANING SCHEDULES THAT CAN BE CARRIED OUT MORE EFFECTIVELY BY OPERATORS

Both parties recognise that to ensure new automated equipment performs at the optimum

level of efficiency, equipment must be kept clean and dust free. It is therefore agreed that the major clean routine of equipment performed by engineers will always take place. New and existing cleaning that has been identified, and 'opportunistic' cleaning as and when the equipment is not running, will be performed by operators. Operators will also be responsible for keeping the work area clean by applying appropriate techniques. They should ensure they clean and polish the outer covers, clear debris from the equipment bed plates, clear the agreed beams and keep the mail path free from dust and obstruction.

4. TRAINING AND SAFETY MUST ALWAYS REMAIN PRIORITY

Safety must, in every organisation, remain a high priority and Royal Mail is committed to ensuring that all participants in Total Productive Maintenance are fully trained in safe working methods. Operators can only carry out clearing of minor jams, replacement of simple belts and cleaning with the equipment at a standstill and the interlock/ stop operated.

TOTAL PRODUCTIVE MAINTENANCE ENGINEERS (appendix 2)

It is essential that full training is given in the new or enhanced task detailed below if equipment performance and employee satisfaction is to be achieved.

1. GENERAL

Engineers will move to those duties described in this Appendix built around the following:

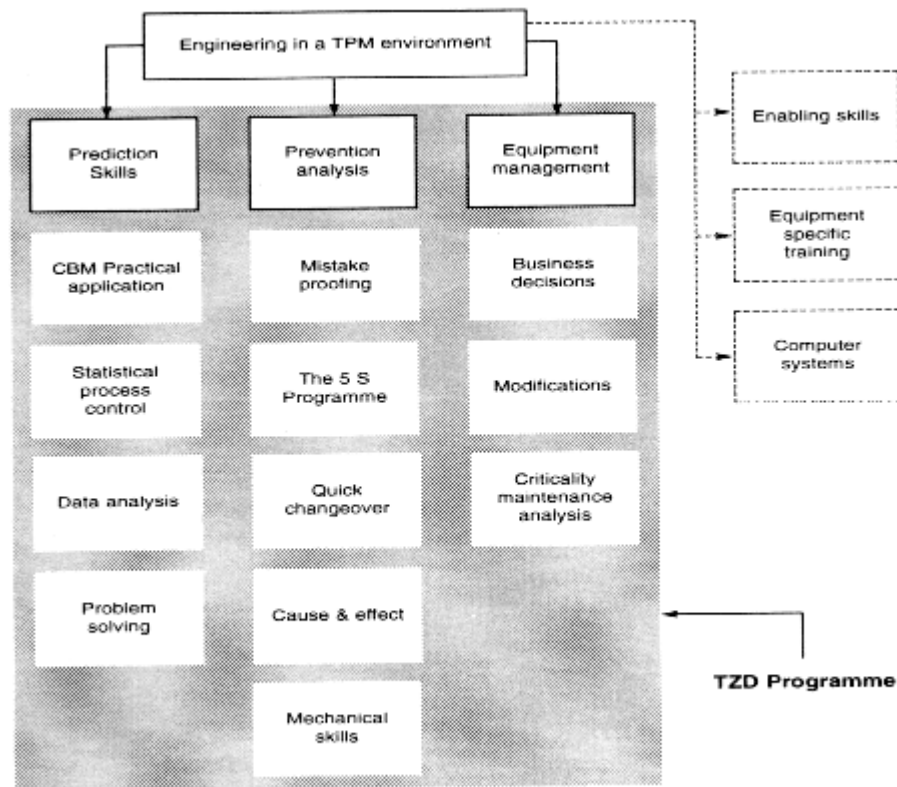
- a higher level of predictive and preventive diagnostic analysis based around conditioned based monitoring, equipment performance diagnosis, improvement identification and implementation. This will feed into:
- a lower volume of corrective and routine preventive maintenance on equipment (both
- through better maintenance design, on site modifications and increased operator attention and involvement),
- other workload as determined by the requirement for a higher proportion of engineering resource be given to encouraging and stimulating engineering and operator group based equipment improvements and modifications; training operators in their new agreed tasks, equipment function and knowledge and promoting understanding of Total Productive Maintenance techniques. Engineers will also conduct internal cleaning where technical
- accreditation to defined standards is required to meet legal safety obligation, and equipment performance as well as corrective and preventive maintenance as set out above.
- the development of equipment performance and management information systems.

2. ENHANCED ENGINEERING WORK WITHIN THE TERMS OF THE TOWARDS ZERO DEFECTS TRAINING PROGRAMME

Towards Zero Defects [TZD] is aimed at the third principle of Total Productive Maintenance: - , Improvements to Planned Maintenance Activities' in order to

raise the effectiveness of the Engineers by moving from reactive to proactive maintenance.

The Towards Zero Defects training programme directly addresses the list of enhanced engineering work contained in paras (a) to (c) below.



The broad structure of the training is shown below.

(a) Conditioned Based Monitoring (CBM)

- Modifications to existing equipment to incorporate CBM systems & techniques.
- installation of sensors
- installation of harnesses
- linked to control systems
- configuration of control systems
- updating already installed systems
- operation of on-line system
- off-line detailed diagnosis using hand held vibration analysis infra red imaging systems acoustic emission analysis
- plotting and analysing trends
- maintaining equipment in line with CBM systems
- current analysis

(b) Failure Mode Evaluation and Criticality Analysis (FMECA) and RCM

- Risks analysis
- Criticality assessment

- Historical trends
- Contingency arrangements (power supplies)

(c) Total Protective Maintenance (TPM)

- Chronic losses
- Equipment enhancement due to continuous improvement
- Operator encouragement and implementation
- Statistical process measurement and control
- Determination of optimum maintenance routines
- Mistake proofing techniques
- OEE calculation and display
- Detailed analysis of all equipment losses
- Use of enhanced analysis tools
- Optimisation of spare parts supply line
- Workplace layouts
- Equipment performance display
- Production of equipment operation manuals
- Design of special tools and gauges
- Participation in equipment specific user groups
- Evaluation of best practice
- Liaison with external organisations (Benchmarking)
- Potential for Information Systems maintenance on PCs, LAN/WAN, file servers, and Gateways.

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