

No: 48/25

28<sup>th</sup> February 2025

Dear Colleagues,

## Update on the USO Pilots

All Branches will be aware that the CWU published two agreed-upon statements on the USO pilots before Christmas. We have now agreed on a further addendum which will apply to all 37 USO pilot sites.

The addendum and flowchart provide the parameters which all pilot sites should adopt to ensure they achieve the overarching objectives, which are:

- Pilot sites must achieve Ofcom's quality of service target.
- On deployment, the workload must be fair, manageable and achievable, and solutions must address fatigue.
- There must be an opportunity to improve attendance patterns, including fewer Saturdays.
- There must be an improvement in confidence, trust and morale.

To ensure the above happens within each of the pilots, the union has agreed to the following:

1. Agreed an addendum to the original Terms of Reference.
2. A flowchart for resourcing the pilot unit before deployment.
3. The option of seven attendance patterns.

The addendum covers the following:

1. Mail Centres must ensure work compliance, including product segregation.
2. It is expected that there will be minimal impact on Mail Centres or Distribution. Any change required will be dealt with through normal weekly resourcing meetings.
3. The USO pilots must cover all daily duties, including having the appropriate reserve levels, with full-time reserves covering full time duties, and they must achieve Ofcom's regulatory targets.
4. A total data verification process within the unit to ensure duties are achievable.

5. The opportunity to rotate from combined and all mail deliveries (core) can be introduced to reduce fatigue.
6. All employees will be encouraged to drive, but non-drivers will still have a full role. Non-drivers will still work on Saturdays against the scheduled workload within any of the listed attendance menu options.
7. There should be one overall office attendance as the USO pilots will be introduced based on a method change approach rather than a structural revision.

The method change principles are:

- Rurals will retain one-to-one deliveries Monday through Friday, with only Saturday's schedule changing based on 1<sup>st</sup> class, parcels and tracked items.
  - Firm deliveries will retain one-over-one Monday through Friday, with only Saturday's schedule changing based on 1<sup>st</sup> class, parcels and tracked items.
  - On all mail days (core), town and city routes will have two over-one deliveries Monday through Friday.
  - Town and city will have two over 1<sup>st</sup> class routes (combined Monday to Saturday).
8. We also agreed that each pilot site could select from seven different attendance patterns. The Optimised Delivery Model reduces the number of people working on a Saturday. Any duty pattern with just one day off per week must change to one of the attendance patterns below.

The duty patterns available to select are:

- Two Saturdays off in any six weeks (in addition to a regular rest day during the week). Extra 8 Saturdays off per year.
- Two Saturdays off in any five weeks (in addition to a regular rest day during the week). Extra 10 Saturdays off per week.
- 9-day fortnight.
- 4-day week option.
- Wallington, plus an extra Saturday off.
- 13 working days out of 18 (Monday to Saturday) with 1 Saturday off every 3 weeks (only available to drivers).
- 17 working days every 24 (Monday to Saturday) with 2 Saturdays off every 4 weeks.

Each pilot site will understand the start and finish times before their vote, this means that individuals will be working their contracted hours over fewer days, so the days they work will be slightly longer depending on which options they select.

9. The agreed Terms of Reference ensure that no individual will be asked to move units during the pilot. Currently, there will be a surplus in 22 of the 37 sites.

The sites in which there will not be a surplus will need to ensure any vacancies are filled before the pilot goes live. This will allow part-timers to increase their contracted hours, including up to full-time on their existing terms and conditions. This will be done based on seniority, but it will also recognise that a non-driver cannot increase their contracted hours on a duty they cannot perform, such as a driving duty.

10. A temporary resign will be available before the pilot goes live, and a full resign will be available when Ofcom makes its formal decision.

11. Once the pilot has been deployed there will be an ongoing review to ensure that each pilot achieves the four overarching principles.

12. It also lists the interfaces that will be fully involved within the pilot units.

It is important to remember that the CWU has not agreed to full USO reform. If we eventually decide this is the best option, there will be a national agreement covering this. Despite speculation, the only pilot site deployed is Newton Mearns DO in Scotland. Cumbernauld DO will go live on March 17<sup>th</sup>.

The other pilot sites will be phased in from late March until the middle of May. The sites are being phased in because the flowchart attached to this LTB requires an 8-week process starting with data verification and concluding with the actual deployment.

Newton Mearns went live this week. The unit's members chose to opt for two Saturdays off in five. They also introduced a further duty into the unit.

Whilst it is early days, the initial observation is that all the core mail walks have cleared with indoor support and very high call rates. This higher call rate, some above 90%, is down to the sequencing machine releasing work which should have been held upstream in the Mail Centre. Further work is being carried out in Glasgow Mail Centre to remedy this.

The combined 1<sup>st</sup> class/parcel routes on Monday and Tuesday completed the planned delivery spans early.

Cumbernauld is scheduled to go live on March 17<sup>th</sup>. They have also selected two Saturdays off every five weeks. Two duties have been put back into the unit, the indoor layout changes have been fully deployed and local parties are working together to continue to review the operation ahead of the go live date.

We intend to provide regular updates on the pilots moving forward, including members' feedback from the pilots.

Any enquiries in relation to this LTB should be addressed to the DGS(P) department.

Yours sincerely,



Martin Walsh  
**Deputy General Secretary (Postal)**



Davie Robertson  
**Assistant Secretary**



Tony Bouch  
**Assistant Secretary**



## Agreed Addendum to the USO Pilot Terms of Reference

25 Feb 2024

Royal Mail and the CWU recognise that the only way the USO pilots in Delivery Offices will be successful is if we work collaboratively together at all levels. This can only happen if both parties at all levels spend quality time together, are willing to share information, find agreed pragmatic solutions and are driven to achieve the overarching principles of the USO pilots.

In addition to the Terms of Reference (18<sup>th</sup> Dec 24), the list of topics below, to be considered alongside the attached flow charts (see Annex1), provide the essential parameters for each of the overarching principles to be delivered.

1. Mail Centres (**MCs**) and Mail Processing Units (**MPUs**), must ensure full workplan compliance, product segregation, appropriate labelling and accurate retention of deferred products at all times. Local Distribution must also ensure that product segregation is not compromised. These disciplines ensure the correct presentation of all products to Delivery Offices (**DOs**) in order to support the Optimised Delivery Model for USO pilot DOs and protect service to our customers.
2. It is anticipated that impacts to duty structures in Processing and Distribution during the pilots will be minimal and will be addressed through normal weekly resourcing meetings. Deployment options for full deployment in upstream or middle mile areas will be jointly developed during pilot activity. Learnings from the pilots will be applied in the realignments later in the year.
3. USO pilot DOs must have a plan in place which maintains or improves quality or service on all products to achieve all regulatory and commercial targets. This must include having all duties resourced to every day, ensuring that day off cover and reserve levels are correct with full time reserves covering full time duties. It must also ensure that duties are achievable and will be able to clear every day.
4. USO pilot DOs must review base data as part of the joint verification exercise. This will include all walks that are regularly operated today but may not be recorded in Delivery Duty System (**DDS**).
5. Opportunities to rotate duties between the driving duties (combined) and all mail deliveries (core) to provide an opportunity to reduce fatigue should be explored within the pilots.
6. All employees who can are encouraged to opt to drive within the USO pilots to maximise the opportunities which will exist. However, there will still be a full role for non-drivers who will be able to work on non-driving roles. Non drivers will be expected to work within a rotation on Saturday against scheduled workload.
7. USO pilot DOs will be able to select a predominant attendance pattern from a simplified menu of options. The vast majority of individuals within a unit should be on one duty pattern.
8. The Optimised Delivery Model means that the standard one day off in every six days is no longer viable for most duties. The agreed menu of duty options (see Annex2 for full detail) are listed below:
  - A. **Two in Six**- 2 Saturdays off every 6 weeks.
  - B. **Two in Five**- 2 Saturdays off every 5 weeks.
  - C. **9 Day Fortnight** – 1 Saturday off every 4 weeks
  - D. **4 Day Week** – 1 Saturday off every 3 weeks
  - E. **6 Week Banked**- 2 Saturdays off every 6 weeks
  - F. **13 / 18 Days**- 1 Saturday off every 3 weeks. (only available if 100% drivers)
  - G. **17 / 24 Days**- 2 Saturdays off every 4 weeks. (only available if 100% drivers)

One of the four key principles of the USP Pilot TOR is to improve attendance patterns, with fewer Saturdays worked in Delivery, which is achieved via all of the options above, however these options may lead to the



following scenarios:

- longer working days.
- later finish times for full time and part time colleagues
- less opportunities for part time to become full time
- shorter rest periods in some weeks in the rota.

NB – the full range of options available will be dependent upon the mix of drivers and non-drivers in a DO.

9. The Terms of Reference outlined the approach which should be applied where there is a surplus at the point of deployment.
10. A temporary resign for duties, based on seniority, can take place, where a DO chooses to do so. This will need to be carried out within one week. There will be a full resign for all pilot DOs at the point that Ofcom announces their decision and regulations change.
11. Once a pilot unit is deployed it is essential that there is an ongoing review to ensure it is achieving the four overarching principles. Any issues which are due to the design of the model should immediately be flagged up to the signatories of this agreed addendum.
12. We have agreed the interfaces for moving forward the pilots as follows:
  - A. COM and Local Rep
  - B. OPL and Area Rep
  - C. ROD and Divisional Reps
  - D. RM/CWU National JWG

***USO pilots are designed to ensure everything runs smoothly and we can deliver a better customer experience if we deploy any Universal Service changes. We will only look to implement our new operating model if Ofcom's new regulations come into force. Until then, the current regulatory framework remains in place and any proposals are subject to change.***

Signed:

**Alistair Cochrane**

Chief Operating Officer

Royal Mail

**Martin Walsh**

Deputy General Secretary – Postal

Communication Workers Union



- One predominant duty structure per COM/Unit
- Attendance patterns will be selected from the agreed menu of options
- Walks/routes will remain the same and no tool revision will be deployed in this phase of change
- Reserve levels set at 1:7 for FT and PT
- FT/PT ratio for reserves aligns to FT/PT ratio in the unit
- Day Off Cover calculated based on predominant duty structure
- Pilot units should be fully resourced with every duty covered every day
- Firms and indoor duties will see minimal change during the pilots
- Non-drivers attending on Saturday will be scheduled work
- Reasonable adjustments made for equality act as appropriate, based on OH advice
- Flexible working requests managed through normal procedure
- Those expected to be absent during the week of the repick will submit x2 preferences in order to be included in the repick. If they do not they will be allocated a duty.
- Duties will include Sunday's commensurate with the number of colleagues on new T&Cs (where appropriate)
- Where there are more FT roles than FT colleagues, these will be offered to PT colleagues on existing terms, based on seniority



**Base - One Saturday in every Six Weeks**

Duty	07:12	07:15	07:35	07:35	07:35	07:12
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**Notes**

1 Saturday off every 6 weeks  
Saturday & Monday every 6 weeks

DOC is FT ( for FT duties )  
30 Working days / 6 weeks

Week 1

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	1	1	1	1
Duty 2	2	D/O	2	2	2	2
Duty 3	3	3	D/O	3	3	3
Duty 4	4	4	4	D/O	4	4
Duty 5	5	5	5	5	D/O	5
DOC	1	2	3	4	5	D/O

Week 2

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	1
Duty 2	2	2	D/O	2	2	2
Duty 3	3	3	3	D/O	3	3
Duty 4	4	4	4	4	D/O	4
Duty 5	5	5	5	5	5	D/O
DOC	D/O	1	2	3	4	5

Week 3

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	1	1	1
Duty 2	2	2	2	D/O	2	2
Duty 3	3	3	3	3	D/O	3
Duty 4	4	4	4	4	4	D/O
Duty 5	D/O	5	5	5	5	5
DOC	5	D/O	1	2	3	4

Week 4

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	1
Duty 2	2	2	2	2	D/O	2
Duty 3	3	3	3	3	3	D/O
Duty 4	D/O	4	4	4	4	4
Duty 5	5	D/O	5	5	5	5
DOC	4	5	D/O	1	2	3

Week 5

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	1
Duty 2	2	2	2	2	2	D/O
Duty 3	D/O	3	3	3	3	3
Duty 4	4	D/O	4	4	4	4
Duty 5	5	5	D/O	5	5	5
DOC	3	4	5	D/O	1	2

Week 6

1 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	D/O	2	2	2	2	2
Duty 3	3	D/O	3	3	3	3
Duty 4	4	4	D/O	4	4	4
Duty 5	5	5	5	D/O	5	5
DOC	2	3	4	5	D/O	1

**A - Two Saturdays in every Six Weeks**

Duty	07:46	07:46	07:46	07:46	07:46	07:00
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**Notes**

2 Saturdays off every 6 weeks  
Saturday & Monday every 6 weeks  
Friday & Saturday every 6 weeks  
DOC is FT ( for FT duties )  
29 Working Days / 6 weeks  
Saturday Ratio 5:3 ( One Spare )

Week 1

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	1	1	1	A
Duty 2	2	D/O	2	2	2	B
Duty 3	3	3	D/O	3	3	C
Duty 4	4	4	4	D/O	4	SPARE
Duty 5	5	5	5	5	D/O	D/O
DOC	1	2	3	4	5	D/O

Week 2

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	A
Duty 2	2	2	D/O	2	2	B
Duty 3	3	3	3	D/O	3	C
Duty 4	4	4	4	4	D/O	D/O
Duty 5	5	5	5	5	5	D/O
DOC	D/O	1	2	3	4	SPARE

Week 3

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	1	1	A
Duty 2	2	2	2	D/O	2	B
Duty 3	3	3	3	3	D/O	D/O
Duty 4	4	4	4	4	4	D/O
Duty 5	D/O	5	5	5	5	C
DOC	5	D/O	1	2	3	SPARE

Week 4

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	3	3	D/O
Duty 4	D/O	4	4	4	4	B
Duty 5	5	D/O	5	5	5	C
DOC	4	5	D/O	1	2	SPARE

Week 5

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	2	2	D/O
Duty 3	D/O	3	3	3	3	A
Duty 4	4	D/O	4	4	4	B
Duty 5	5	5	D/O	5	5	C
DOC	3	4	5	D/O	1	D

Week 6

2 in 6	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	D/O	2	2	2	2	A
Duty 3	3	D/O	3	3	3	B
Duty 4	4	4	D/O	4	4	C
Duty 5	5	5	5	D/O	5	SPARE
DOC	2	3	4	5	D/O	D/O

**B - Two Saturdays in every Five Weeks**

Duty	07:50	07:50	07:50	07:50	07:50	07:00
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**Notes**

2 Saturdays off every 5 weeks  
Saturday & Monday every 5 weeks  
Friday & Saturday every 5 weeks  
DOC is PT  
24 Working Days / 5 weeks  
Saturday Ratio 5:3 ( No Spare )

Week 1

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	1	1	1	A
Duty 2	2	D/O	2	2	2	B
Duty 3	3	3	3	D/O	3	C
Duty 4	4	4	4	4	D/O	D/O
Duty 5	5	5	5	5	5	D/O
DOC	1	2	N/A	3	4	N/A

Week 2

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	A
Duty 2	2	2	2	D/O	2	B
Duty 3	3	3	3	3	D/O	D/O
Duty 4	4	4	4	4	4	D/O
Duty 5	D/O	5	5	5	5	C
DOC	5	1	N/A	2	3	N/A

Week 3

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	3	3	D/O
Duty 4	D/O	4	4	4	4	B
Duty 5	5	D/O	5	5	5	C
DOC	4	5	N/A	1	2	N/A

Week 4

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	2	2	D/O
Duty 3	D/O	3	3	3	3	A
Duty 4	4	D/O	4	4	4	B
Duty 5	5	5	5	D/O	5	C
DOC	3	4	N/A	5	1	N/A

Week 5

2 in 5	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	D/O	2	2	2	2	A
Duty 3	3	D/O	3	3	3	B
Duty 4	4	4	4	D/O	4	C
Duty 5	5	5	5	5	D/O	D/O
DOC	2	3	N/A	4	5	N/A

**C - 9 Day Fortnight**

Duty	08:28	08:28	08:28	08:28	08:28	07:00
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**Notes**

1 Saturday off every 4 weeks  
Monday & Tuesday every 4 weeks  
Friday & Saturday every 4 weeks  
DOC is FT ( for FT duties )  
18 Working Days / 4 weeks  
Saturday Ratio 4:2 ( One Spare )

Week 1

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	D/O	2	A
Duty 3	3	3	D/O	3	3	B
Duty 4	D/O	D/O	4	4	4	SPARE
DOC	4	4	3	2	1	N/A

Week 2

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	1	1	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	D/O	3	B
Duty 4	4	4	D/O	4	4	SPARE
DOC	1	1	4	3	2	N/A

Week 3

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	1	1	A
Duty 2	D/O	D/O	2	2	2	B
Duty 3	3	3	3	3	D/O	D/O
Duty 4	4	4	4	D/O	4	SPARE
DOC	2	2	1	4	3	N/A

Week 4

9 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	D/O	2	2	B
Duty 3	D/O	D/O	3	3	3	SPARE
Duty 4	4	4	4	4	D/O	D/O
DOC	3	3	2	1	4	N/A



**D - 4 Day Week**

Duty	09:42	09:42	09:42	09:42	09:42	07:00
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**Notes**

1 Saturday off every 3 weeks  
Friday & Saturday every 3 weeks  
Monday & Tuesday off every 3 weeks  
DOC is FT ( for FT duties )  
12 Working Days / 3 weeks  
Saturday Ratio 2:1 ( One Spare )

Week 1

4 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	D/O	D/O	2	2	2	A
DOC	2	2	D/O	D/O	1	SPARE

Week 2

4 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	1	1	1	A
Duty 2	2	2	D/O	D/O	2	SPARE
DOC	1	1	1	1	D/O	D/O

Week 3

4 day	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	D/O	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
DOC	D/O	D/O	1	1	2	SPARE

Appendix 2 - USO pilot addendum Final 25 Feb25

**E - 6 Week Banked**

Duty	07:46	07:46	07:46	07:46	07:46	07:00
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**Notes**

2 Saturday off every 6 weeks  
Saturday & folling Full Week every 6 weeks  
DOC is FT ( for FT duties )  
18 Working Days / 4 weeks  
Saturday Ratio 5:3 ( One Spare )

Week 1

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	D/O	D/O	D/O	D/O	D/O	D/O
Duty 3	3	3	3	3	3	D/O
Duty 4	4	4	4	4	4	B
Duty 5	5	5	5	5	5	C
DOC	1	1	1	1	1	SPARE

Week 2

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	2	2	2	2	2	B
Duty 3	D/O	D/O	D/O	D/O	D/O	D/O
Duty 4	4	4	4	4	4	D/O
Duty 5	5	5	5	5	5	C
DOC	1	1	1	1	1	SPARE

Week 3

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	2	2	2	2	2	B
Duty 3	3	3	3	3	3	C
Duty 4	D/O	D/O	D/O	D/O	D/O	D/O
Duty 5	5	5	5	5	5	D/O
DOC	1	1	1	1	1	SPARE

Week 4

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	A
Duty 2	2	2	2	2	2	B
Duty 3	3	3	3	3	3	C
Duty 4	4	4	4	4	4	SPARE
Duty 5	D/O	D/O	D/O	D/O	D/O	D/O
DOC	1	1	1	1	1	D/O

Week 5

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	1	D/O
Duty 2	2	2	2	2	2	A
Duty 3	3	3	3	3	3	B
Duty 4	4	4	4	4	4	C
Duty 5	5	5	5	5	5	SPARE
DOC	D/O	D/O	D/O	D/O	D/O	D/O

Week 6

6 W B	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	D/O	D/O	D/O	D/O
Duty 2	2	2	2	2	2	D/O
Duty 3	3	3	3	3	3	A
Duty 4	4	4	4	4	4	B
Duty 5	5	5	5	5	5	C
DOC	1	1	1	1	1	SPARE

**F - 13 in 18 (100% Drivers Only )**

Duty	08:48	08:48	08:48	08:48	08:48	07:00
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**Notes**

1 Saturday off every 3 weeks  
Friday & Saturday every 3 weeks  
Monday & Tuesday off every 3 weeks  
DOC is PT (10 in 18)  
13 Working Days / 3 Weeks  
Saturday Ratio 2:1 ( One Spare )

Week 1

13 in 18	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	D/O	D/O	2	2	2	A
Duty 3						
Duty 4						
Duty 5						
DOC	2	2	N/A	D/O	1	SPARE

Week 2

13 in 18	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	D/O	1	1	1	A
Duty 2	2	2	2	D/O	2	SPARE
Duty 3						
Duty 4						
Duty 5						
DOC	1	1	N/A	1	D/O	D/O

Week 3

13 in 18	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	2	2	2	2	D/O	D/O
Duty 3						
Duty 4						
Duty 5						
DOC	D/O	D/O	N/A	1	2	SPARE

**G - 17 in 24 (100% Drivers Only)**

Duty	08:56	08:56	08:56	08:56	08:56	07:00
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**Notes**

2 Saturdays off every 4 weeks  
Friday & Saturday every 4 weeks  
DOC is FT ( for FT duties )  
17 Working Days / 4 Weeks  
Saturday Ratio 3:2 ( No Spare )

Week 1

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	D/O	1	1	1	D/O
Duty 2	2	2	2	2	D/O	D/O
Duty 3	3	3	3	D/O	3	A
Duty 4						
Duty 5						
DOC	D/O	1	D/O	3	2	B

Week 2

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	D/O	1	D/O	1	1	A
Duty 2	2	D/O	2	2	2	D/O
Duty 3	3	3	3	3	D/O	D/O
Duty 4						
Duty 5						
DOC	1	2	1	D/O	3	B

Week 3

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	D/O	1	A
Duty 2	D/O	2	D/O	2	2	B
Duty 3	3	D/O	3	3	3	D/O
Duty 4						
Duty 5						
DOC	2	3	2	1	D/O	D/O

Week 4

17 in 24	Mon	Tue	Wed	Thu	Fri	Sat
Duty 1	1	1	1	1	D/O	D/O
Duty 2	2	2	2	D/O	2	A
Duty 3	D/O	3	D/O	3	3	B
Duty 4						
Duty 5						
DOC	3	D/O	3	2	1	D/O