

No. 258/26

28th September 2026

DM26 Deployment - Royal Mail Workplace Survey

Dear Colleagues,

The purpose of this LTB is to advise Branches that following representations and challenges through which CWU expressed to the business our view that the company has not been adequately engaging with and seeking the feedback from their employees on the deployment of DM26 and the associated issues in their respective offices, the business agreed to carry out the relevant Workplace Surveys.

As such, on Tuesday 29th September, the business will be launching two Work Time Listening & Learning briefs, which will be communicated by managers and will outline how all employees can participate in their relevant workplace survey:

- **WTLL 1: DM26 workplace surveys during deployment** - for units progressing through the DM26 deployment planning or early post-deployment surveys;
- **WTLL 2: DM26 post-deployment workplace survey** - for units that have already deployed and are being invited to take part in the additional DM26 post-deployment survey.

The workplace survey will give every employee the opportunity to share how DM26 is working in their office, including what is going well, where challenges remain and what further support or action may be needed. Both positive feedback and constructive comments about ongoing issues are welcome and the survey will encourage everyone to give their open and honest opinion based on their experience.

Royal Mail will share all the responses with CWU Nationally as part of the wider national review of DM26 deployment and locally with each office via the COMs. CWU Reps should then review the feedback together through their WRMs and via the formal review of DM26 including:

- The main themes, including what is working well and any areas of concern;
- Appropriate local actions;
- Anything that requires further support or escalation;
- How the key themes and agreed actions will be communicated back to all colleagues.

As such, given the CWU has been critical of the business for their lack of activity in this area, we are encouraging all CWU members to participate in their Workplace Survey to ensure DM26 is deployed correctly and in line with the agreement.

Any enquiries to the content of this LTB should be directed to the Outdoor Department, email address: Pharacz@cwu.org.

Yours sincerely,

Tony Bouch
Assistant Secretary

To:	All COMs & CWU reps
From:	Tony Bouch, Ricky McAulay
Subject:	Supporting the DM26 workplace survey approach

Dear Colleagues,

As DM26 deployment continues, it is important everyone is supporting colleagues and ensuring their feedback is heard and listened to. We are asking you to work together to promote the workplace survey, encourage colleagues to take part and use the feedback to agree any action needed locally via the agreed review process.

The listening approach includes three surveys delivered at key stages of the DM26 deployment journey, plus an additional survey for units that have already passed those stages.

As set out in the USO Reform Deployment Agreement, including the commitments in Appendix H, colleague feedback is an important part of deployment and formal review. The workplace survey allows colleagues to share what is working well, where there are challenges and where further support may be needed. The feedback will inform joint discussions and action at both local and national level.

Workplace Surveys

The survey colleagues are asked to complete will depend on where their unit is in the DM26 deployment journey:

- **Baseline survey** – completed at the beginning of the planning process and aligned to Part 1 of the DM26 Toolkit.
- **Planning survey** – completed whilst the unit is preparing for deployment and aligned to Part 4 of the DM26 Toolkit.
- **Early post-deployment survey** – completed approximately five weeks after deployment and aligned with the Early Life Support process.
- **Additional survey for established DM26 units** – a short survey for units that deployed some time ago and have already passed the three stages above. This will capture colleagues' experience of working in the new way and identify themes that may need further support or action.

Supporting team briefings

To support the approach, two jointly delivered WTLLs have been developed for COMs to use with their teams:

- **WTLL 1: DM26 workplace surveys during deployment** – for units progressing through the DM26 deployment journey and completing the baseline, planning or early post-deployment surveys.

- **WTLL 2: DM26 post-deployment workplace survey** – for units that have already completed the deployment journey and are being invited to take part in the additional DM26 post-deployment survey.

These briefings explain the purpose of the surveys, how feedback will be used, and the role colleagues can play in shaping local improvements. COMs should deliver the appropriate WTLL before launching the relevant workplace survey.

A joint approach in each unit

The relevant workplace survey will be promoted jointly by the COM and CWU rep. Survey posters containing a QR code will be displayed whilst the survey is open, and colleagues should be given the opportunity and encouraged to complete it.

COMs and CWU reps should then review the feedback together through their weekly resourcing meetings, including:

- The main themes, including what is working well and any areas of concern.
- Appropriate local actions.
- Any themes that require further support or escalation.
- How the key themes and agreed actions will be communicated back to all colleagues.

What we need from you

Please work together to:

- Promote the appropriate workplace survey and encourage colleagues and members to take part.
- Explain why colleague feedback matters and how it will be used.
- Review the results jointly and agree any local actions.
- Communicate key themes and agreed actions back to colleagues.
- Raise any wider themes or concerns through the relevant channels.

By taking a joint approach, we can hear from as many colleagues as possible and ensure their feedback helps shape local improvements, informs national discussions and supports DM26 being planned in line with the overall principles of the agreement.

Thank you for your support.

Title: WTLL 1: DM26 workplace surveys during deployment
Date: September / October
Audience: Frontline colleagues

Note for managers: preparing for your WTLL

This briefing is intended to be delivered **by the manager, with the discussion points shared with the CWU Rep.**

Before delivering the briefing, please display the latest survey QR code poster prominently around the unit.

- **If you have already introduced the previous survey approach:** use this WTLL to reinforce why continued participation matters, remind colleagues how previous feedback is being reviewed and encourage them to complete the latest survey.
- **If you have not yet introduced the previous survey:** use this WTLL to explain the approach, answer any questions and show colleagues how to access and complete the latest survey.

Please encourage participation across the whole team, including colleagues who may have missed an earlier briefing.

Introduction

Today, we want to remind everyone about the DM26 workplace surveys and encourage you to take part in the latest survey.

Some of you may already have completed an earlier survey or heard about the approach during a previous team briefing. If you have, thank you for sharing your views. As planning progresses, your experience and the questions or support you need may change, which is why it is important that we continue listening at different stages of the journey.

If this is the first time you have heard about the workplace surveys, they are a series of short surveys designed to help Royal Mail and the CWU understand how you are feeling, what is working well, what is proving challenging and where further support or communication may be needed.

Why we are asking for your feedback

The workplace surveys give everyone an opportunity to share their views as we prepare for and introduce

DM26. They help us understand how informed, confident and supported you feel, as well as where questions, concerns or local issues remain.

Even if you completed an earlier survey, please take part again. This survey is an opportunity to tell us how things feel now and whether anything has changed as your unit's planning has progressed.

Feedback will help us to identify common themes, discuss local priorities and consider where further support, communication or action may be needed.

What to expect

You will be invited to complete various workplace surveys at key stages of the DM26 journey, including during planning and preparation, as deployment approaches and after deployment.

Each survey provides an up-to-date snapshot of your experiences at that point in time. The latest survey will ask you to select the stage your unit is currently at before answering the questions that follow. The survey only takes a few minutes to complete, but the feedback collected will help build a clearer picture of what is happening locally.

How your feedback will be used

Your feedback will help us to identify where additional support, communication or action may be needed. Managers and CWU Reps will review the themes together and agree how these should be followed up.

We will also share updates with you so you can see the themes coming through from the surveys and what is being done in response. If an issue cannot be resolved immediately, we will explain what happens next and keep you updated.

Taking part

The latest workplace survey is available through Microsoft Forms [here](#).

Posters with a QR code will be displayed around the unit. Scan the QR code using your phone, select the relevant stage of deployment and complete the questions.

Please take part even if you completed an earlier survey. Each survey captures how things are going at a different point in the journey, so your latest feedback is important.

If you cannot access the survey or are unsure which option to select, please speak to your Manager or CWU Rep.

Next steps

Please scan the QR code and complete the latest workplace survey. We would like as many colleagues as possible to take part, including those who completed an earlier survey and anyone who may have missed the previous briefing.

We will continue to share the common themes and any agreed local actions. If you have questions about the survey or how the feedback will be used, please speak to either of us.

The more feedback we receive, the better we can understand your experiences and identify any areas that may need further support or attention.



Title: WTLL 2: DM26 post-deployment workplace survey
Date: September / October
Audience: Frontline colleagues

Note for managers: preparing for your WTLL

Before delivering this WTLL, please print and display the survey QR code poster, available [here](#), in prominent locations around your unit. The poster gives colleagues direct access to the survey on Microsoft Forms by scanning the QR code.

This briefing is intended to be delivered **by the Manager, with the discussion points shared with the CWU Rep.**

Introduction

Today, we want to introduce a short DM26 post-deployment workplace survey that will be available to complete through Microsoft Forms.

We are introducing this because it is important that everyone has the opportunity to share how DM26 is working in our office, including what is going well, where challenges remain and where further support or action may be needed.

Why we are asking for your feedback

Your day-to-day experience is important. The survey will help build a clearer picture of how DM26 is working after deployment and identify common themes across live offices.

We encourage everyone to give open and honest feedback, based on their own experience. Both positive feedback and constructive comments about ongoing issues are useful.

What the survey covers

You will be asked about your experience of DM26, including how it is working in our unit and the impact on you and our customers.

There are also open questions that give you the opportunity to share what is working well, what is not working well and any unresolved issues that need attention.

How to complete it

You can take part by scanning the QR code on the survey poster. Copies will be displayed around the unit.

Next steps

The feedback will be used to understand what is working well, where challenges remain and where further support or action may be needed.

As a team, we will review the results with the CWU Rep, consider the issues raised, share the key findings with you and escalate matters where necessary.

If you have a question about completing the workplace survey, please speak to your manager or CWU Rep.

