

**UNITING** *for TOMORROW*



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**CONVENTION - CONGRÈS**

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# Report on **Appendix AA**

Canadian Union of Postal Workers  
Syndicat des travailleurs et travailleuses des postes

**cupw • sttp**

# **REPORT OF THE APPENDIX “AA” DYNAMIC ROUTING**

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## **Background**

The objective of the Dynamic Routing pilot is to test flexible dynamic routing delivery models that maximize a predictable workday for employees, enable predictable delivery for customers and enhance the overall employee and customer experience.

Since March 2020 Appendix “AA” National Working Group members have participated in over 1,500 meetings with Canada Post and its partners, Innovapost and Deloitte, and the route optimization software company, Descartes.

The Pilot site selected is Champlain Depot in Montreal. The Pilot Go-Live date was June 20, 2022.

## **Pilot Restructure**

Routes for the Pilot were built using the five lowest volume days (Monday to Friday) selected from 2019 and 2020 VALUS data. The volumes were adjusted to consider indexing and Neighbourhood Mail. This assessment enabled the manipulation of GeoRoute to build accurate workloads resulting in the creation of ten new full-time routes for the Pilot restructure. Three new part-time routes were added for a total of six flex routes.

The concept of Part-time Flex is like the Appendix S Parcel Delivery Model, whereby the Part-time Flex employee is obligated to work up to eight hours if required. For the Pilot in Champlain, six full-time loops with one Part-time Flex per loop were built.

Each full-time route has a defined geographical area with static points of call. A portion of each route is identified as a “Flex” portion. It’s from this predetermined Flex portion that workload over the daily scheduled hours is re-assigned to the Part-Time Flex.

## **Training**

Prior to the Pilot Go-Live date, all indeterminate Group 1 and Group 2 employees received training on the Pilot work methods and equipment such as the new Mobile Device. Temporary employees on the applicable call-in lists were provided training as well. Each new employee that began working in Champlain during the Pilot also received training.

## **How It Works**

During the Pilot, daily lettermail, parcel and packet volume data are sourced from mechanized sorting machines in the plant, manual POCI Stations in the plant and the depot, and Neighbourhood Mail from Event Manager.

The volume data is stored in a database called ACDR (Accumulator/Collector for Dynamic Routing).

Time values, specific thresholds, and address information for each point of call are stored in various Tables within ACDR.

The volume data by product type for each point of call are used to calculate the workload daily. Included in the workload calculation is any pickup or clearance activity assigned to the full-time route. The calculation results and route data are sent to Descartes to optimize each route.

Occasionally the line of travel changes a little bit, but the delivery sequence within a stop never changes. For example, the delivery sequence of a Park & Loop stop will never change, but the order in which the stop appears in the line of delivery could change.

The workload that is re-assigned to the Part-time Flex is also optimized by Descartes. If the Part-time Flex workload is over eight hours the process under Article 17.04 of the Urban Collective Agreement applies.

A Google based navigation tool through the Mobile Device was available for Letter Carriers to use, but not mandatory.

## **Time Values**

For the calculation of workload, a time value is required for each activity performed by the Letter Carrier. The time values used in the Pilot come from existing values and some newly developed values specifically for the pilot.

For example, currently the time to load and unload is determined by a stopwatch timing exercise and the results stay the same for the duration of the depot restructure. For the Pilot, the parties developed load and unload values comprised of fixed and variable activities. So, the more volume of mail and the more parcels a Letter Carrier has, the more time calculated to load the vehicle each day.

Another huge impact to the calculation of the workload is Neighbourhood Mail (NM). Using the results from two previous Appendix “AA” projects, the parties developed time values to prepare and deliver NM. This resulted with some routes on heavy volume days being credited with more than 60 minutes of NM preparation time. Also calculated is the time to deliver to those points of call that are not receiving lettermail or packets. Essentially, 100% time to deliver NM to the one-third section of a route.

The Pilot process is designed to consider any volumes of mail that were not delivered on a given day for various reasons and to include those volumes in the workload calculation the next day.

## **Access to Data**

CUPW has had unprecedented access to the information and data used to initiate the pilot and the data being documented during the pilot. We have real time visibility on every aspect from knowing the daily volumes and calculating the daily workload to how much time it took to perform the activities at a stop. There is so much Pilot information available that it will take some time to fully analyze it all.

## **Employee Feedback**

The process to document employee feedback through mid-Pilot surveys is on going and plans are being discussed to have end of Pilot feedback sessions with employees in Champlain. Although not formalized yet, conversational feedback shows that Letter Carriers prefer the Pilot model to the normal delivery model and like the predictable workload and the daily report provided to them with a breakdown of their activities. Group 1 employees had a bit of a difficult time adjusting to the new depot sort processes but have adapted.

## **Next Steps**

Canada Post has opted not to continue the Pilot and it will be ending in June 2023. The parties are in discussions on how to conduct a restructure to return Champlain to a normal delivery mode. Options being discussed include using the data from the Pilot as a volume source, rather than the traditional volume count process, and to use the actual percentage of coverage recorded during the pilot rather than the existing formula-based approach.

Canada Post has made it clear that Dynamic Routing and the Pilot results will be an integral part of the next round of bargaining. As previously mentioned, there is an astronomical amount of Pilot data and information from multiple sources. It is crucial for CUPW to fully analyze this data and information to prepare for bargaining.



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