

POCL

POCL Policy On Competency Testing

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Document Title: **POCL Policy On Competency Testing - CAR 531.000.003**

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Status: **Final**

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0. Document Control**0.1 Document History**

Version	Date	Reason
0.1	09/09/97	First draft version
0.2	15/11/97	Second version following comments from ICL Pathway.
0.3	19/11/97	Third version following review by POCL
0.4	09/06/98	Fourth version following Fagin review by POCL and ICL
1.0	02/08/98	Final Version

0.2 Approval Authorities

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0.3 Associated Documents

Reference	Version	Date	Title
BP/PRD/013	0.1	21/05/98	POCLs Processes for Training Scheduling, Awareness to support Live Trial and National Roll Out
IM/SST/001	0.1	21/05/98	POCLs Steady State Turnover Training
SU/REP/021	1.0	15/10/97	Standard Report & Format

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IM/SST/002 0.1 13/08/98 Delivery of Outlet Training in
Steady State
POCL Contract With SubPostmasters

0.4 Abbreviations

CAR	Contractual Authorities Responsibility
HFSO	Horizon Field Support Officer
NT & DT	National Training & Development Team
ONCH	Overnight Cash Holdings
POCL	Post Office Counters Ltd
RD Cheque	Refer to drawer cheque
RLM	Regional Liaison Manager
RNM	Retail Network Manager

0.5 Changes In This Version

Changes made following POCL/ICL Fagin review added to the document.

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1. Introduction

This purpose of this document is to identify POCL requirements relating to the Contractual Authorities Responsibilities - CAR 531.000.003 . This document does not specify the questions that will be asked but they will form part of the training courses to be agreed. The more detailed processes are described in documents BP/PRD/013 and IM/SST/001. POCL will also jointly agree (ref SLA915 and CAR 531) competency standards with ICL Pathway

As competency testing is the terminology recognised by ICL Pathway and POCL , it will be used for the purpose of this response, however when transferred into the classroom environment, it will be known as the Horizon Achievement Certificate, which after an assessment of the individuals knowledge they will be awarded.

There are a range of Horizon assessments. The questions asked will depend on the Users job type and role SU/TRN / Refers to :-

010 Managers/ Subpostmasters

011 Assistants/Counter Clerks

012 Auditors and Specialists

013 Refers to Train the Trainers and HFSO

2. Scope

The scope of this document is limited to describing the deliverables of ICL Pathway to meet POCLs contractual requirements as outlined in (SLA915 and CAR531) . The detailed processes supporting this document are described in BP/PRD/013 and IM/SST/001/002

This document addresses the issues listed below:-

- example areas covered by the competency test and the different test weightings for each stream of trainee
- the number and general types of example questions each stream might be asked to answer using the Horizon system and general style/format/approach to be taken.
- the remedial process for individuals failing the competency test at each stage and the process dealing with those failing three times. Further documented in associated documents
- specify the minimum compliance data by which outlets will be authorized as training compliant to go live and the POCL processes in place to minimize risks (further detailed in

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- an overview of POCL's commitment to develop communication processes currently under development

Please note this paper is not looking at competency in Steady State

3. Process For Dealing With Attendees Failing A Competency Test During Rollout

Competency testing will apply to all attendees but the emphasis of the testing will vary. It will consist of a pass or fail with a mark of over 90% constituting a pass. The test will last no longer than 1 hour.

Those attendees failing to attain the pass mark the first time will be given the necessary remedial training.(see SU/TRN/006) They will be offered at the end of their initial training course up to an additional 2.5 hours training, concentrating on their specific areas of weakness, and they will be given a further test only in the area where they initially failed. A second failure may mean a further 1 or 1 ½ days training, ideally within the 5 day window, however this is dependent on when they had their first training and on personal circumstances. It will also involve a further full competency test. The remedial training is mandatory and must be within the five day window if MTC has not be met, otherwise no later than 2 days after go live during the HFSO time at the outlet.

Failure on the third attempt by the attendee will discharge ICL Pathway from further training.

In this case POCL will take over responsibility ensuring their trainers who have been Horizon accredited to bring POCL staff and agents up to the competency standard. It will be the responsibility of the agent to bring their own staff up to a competent standard. (ref: IM/SST/001 & IM/SST/002) This standard will mean they have used the Horizon system in training mode and are capable of serving customers at the outlet supported by the Subpostmaster or their staff.

In such circumstances where it is apparent the attendee will not attain the required standard, normal process's currently used will apply (See Subpostmasters contract)

Subpostmaster's assistants are the responsibility of their subpostmaster to bring them to the required standard with local on-site training after roll out. It is a contractual requirement and is in their best interests both financially and from a customer/client point of view to ensure their staff are competent.

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Subpostmasters will be responsible and are required to sign a certificate declaring that their employee(s) have achieved the agreed acceptable standard to operate the Horizon system. The certificate will be held at the outlet and on a visit the RNM may wish to view it.

Below is a table of how training will be carried out in the event of failure to meet a competent standard or failure to attend training :-

GRADE	METHOD
Branch Manager	Supported by POCL Accredited Trainer or HFSO
Counter Clerk	Local training by Branch Manager or HFSO
SubPostmaster	Supported by POCL Accredited Trainer or HFSO
Assistant	Supported by Subpostmaster and/or HFSO
Trainer	TBA
Auditor	Additional training given locally
RNM	No further training proposed
HFSO	Failure of competency test will result in them returning to their original job role
OTHERS	No further training planned.

4. Reporting Process

Reports will be submitted from ICL Pathway on a monthly basis for those attending training and in addition exception reports will be sent via e-mail informing RLMs of those individuals failing their 1st, 2nd and 3rd attempts. (SU/REP/021 document refers)

5. Process for communication Pass or Failure of Competency Test

It is the responsibility of the ICL Pathway trainer to assess from the competency test results if an individual has reached the required standard . If they have, the Horizon Achievement Certificate will be posted to them at their outlet. Those who fail will need to be told at the end of training so that the remedial training process can be invoked . The form of words to be used in the event of failure at any of the stages of training is documented in a letter from Trevor Rollason to Andy Barkham dated xxxxxxxx and Titled xxxxxxxx see appxxxx

5. Areas Covered By Competency Testing

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For attendees to pass as competent they will have to demonstrate their ability to perform transactions and system functions in some of the following categories following categories (depending on job role and type):-

Section A

- starting up and logging on
- setting up and reviewing users and stocks
- changing their password

Section B

- navigating the system
- serving customers
- processing transactions
- settlement
- session mobility
- transaction reversal
- receipt process

Section C

- end of day procedures
- ONCH declaration
- receipt and dispatch of cash and stock
- internal transfers of cash and stock
- logging out and shutting down

Section D

- production of weekly summaries/reports
- declaration of stock and how to amend

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- declaration of cash and how to amend
- producing a stock unit balance
- producing the office cash account
- handling of losses and gains
- error notices

Section E

- order and receive stock/cash requirements (manual procedure not in R2)
- produce cash flow reports (ONCH)
- produce traffic (volumes) reports (may not be in R2)
- produce sales reports (may not be in R2)

Section F

- contacting help facilities
- fallback procedures after system failure
- recovery procedures for transactions
- change password on system prompt
- change password if compromised

Section G

- handling RD cheques
- handling postal DVLA applications
- handling bulk pensions (residential homes) (not in R2)

Not all categories are applicable to all attendees - table (A) identifies the relevant categories for each grouping of individuals

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B. POCL Support Staff

POCL Support Staff	Area	Report	Report	POCL	Report	POCL
	Area	Report	Report	POCL	Report	POCL
	Area	Report	Report	POCL	Report	POCL
Awareness Event	*	*	*	*	*	*
Hardware Overview	*	*	*	*	*	*
Start Up procedures	*	*	*	*	*	*
Main Desktop Menu	*	*	*	*	*	*
Counter Transactions	*	*	*	*	*	*
Benefit Payment	*	*	*	*	*	*
End of Day	*	*	*	*	*	*
End of week	*	*	*	*	*	*
Office Balance	*	*	*	*	*	*
Office Admin	*	*	*	*	*	*
Care & Maintenance	*	*	*	*	*	*
Audit	*	*	*	*	*	*

C. POCL Support Staff (2)

POCL Support Staff (2)	Area	Report	Report	POCL	Report	POCL
	Area	Report	Report	POCL	Report	POCL
	Area	Report	Report	POCL	Report	POCL
Awareness Event	*	*	*	*	*	*
Hardware Overview	*	*	*	*	*	*
Start Up procedures	*	*	*	*	*	*
Main Desktop Menu	*	*	*	*	*	*
Counter Transactions	*	*	*	*	*	*
Benefit Payment	*	*	*	*	*	*
End of Day	*	*	*	*	*	*
End of week	*	*	*	*	*	*
Office Balance	*	*	*	*	*	*
Office Admin	*	*	*	*	*	*
Care & Maintenance	*	*	*	*	*	*
Audit	*	*	*	*	*	*

D. Nominee Franchise Offices

Franchise Outlets	Nominee Area	Nominee Trainers	Franchise National Manager	Franchise Auditors
	Manager			
Awareness Event	*	*	*	*
Hardware Overview	*	*		
Start Up procedures	*	*		
Main Desktop Menu	*	*		
Counter Transactions (generic)	*	*		
Benefit Payment	*	*		
End of Day	*	*		
End of week	*	*		
Office Balance	*	*		
Office Admin	*	*		
Care & Maintenance	*	*		
Audit				

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Table E

Table E shows a guide for each section on where the emphasis of the competency test must be placed :-

SECTIONS

Attendee Type	A	B	C	D	E	F	G
Counter Clerk (BO/Franchise)	L	H	L	M	L	L	N/A
Branch Manager	L	H	L	M	L	L	L
Subpostmaster/Relief	L	H	L	L	L	L	L
Subpostmaster's Assistant	L	H	L*	L*	L	L	N/A
RNM/RIM	L	H	L	M	L	L	L
Audit/ID/Security	L	L	H	H	L	L	L
Trainer	L	H	L	L	L	L	L
HFSO	L	H	L	L	L	L	L
Other	L	H	L	L	L	L	L

- ONLY IF APPLICABLE

7. Competency Weighting

The contractual requirement is for attendees to attain over 90% for a pass mark. POCL need to ensure it adequately covers the individuals primary work area. For an individual whose primary role is to serve on the counter or work within the counter environment section (B) of table (B) is paramount and weighted accordingly. POCL proposes that for the top 4 attendees in the table (B) they must achieve over 90% in this category as well as an overall score of over 90% and above

8. Transaction Times During Competency

There are laid down times for processing each type of transaction, as people are new to the system they will be slower at first. It is proposed that when measuring competency that all individuals will have 1 hour to complete the role play and questions. Pass or failure will therefore be determined on the answers correctly completed.

9. Example Questions for Customer Transaction Tests

This is the section which covers serving the customer. The amount of time spent on the counter will define the number of questions to be asked and answered correctly. Further development of the different tests to be used are currently being undertaken by ICL Pathway. The output will be agreed with POCL. These questions constitute a sample of suggested questions to be put forward as part of a joint competency workshop.

- Q1 Account for a Green Giro of £320 + 4 milk tokens and produce a receipt
- Q2 A recorded delivery weighing 350 grams 1st class and the customer requires an advice of delivery.
- Q3 A customer wants to purchase a medium sized Inland Priority Services envelope, it weighs 500 grams when posted and the customer also wants to purchase 3 x 1st class stamps, 2 x 2nd class stamps and 5 TVLSS - how much would this cost?
- Q4 A customer brings in a 550 gram packet for registered post, he presents a £20 how much change would you give him?
- Q5 What would be the postage on a 400 gram airletter to Turkey?
- Q6 What zones do the following countries belong to:-

Brazil, Austria, Kenya, Mongolia, Pakistan
- Q7 A customer requires to pay a BT bill for £57.87 and tenders £20 in BT saving stamps and a cheque for £37.87.
- Q8. The Pig & Whistle landlord brings in his daily Giro deposits for £396 and cheques valued at £87.53 - complete the transaction.
- Q9 A customer wants 3 x £1 postal orders, 2 x £20 postal orders and a renewal for a colour TV licence - how much will they cost?
- Q10 Mrs Jones wishes to pay by Transcash the TV rental of £15 with the standard Transcash fee, how much should she pay?
- Q11 Process a Giro Transcash for £20 with a Transcash fee of 50p.
- Q12 A customer wants to send a 10kg parcel to Hong Kong by airmail with contents worth £10 which he wishes to insure - what is the overall price?
- Q13 Process a National Savings deposit of £63 by cheque and issue a receipt for the transaction.

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- Q14 A customer wants to make a Giro withdrawal for £75 and then wishes to purchase 3 x DVLA saving stamps, 10 x 1st class stamps, 10 x 10p stamps - how much change would you give the customer?
- Q15 A customer wishes to renew his car tax (DVLA) for 12 months, he presents a V11 and the appropriate documentation with payment by cheque - process the transaction.
- Q16 A customer is going to France for two weeks and wants an E111 process the transaction.
- Q17 A customer wishes to purchase £100 of USA dollars and £100 of travellers cheques - process the transaction
- Q18 Travel Insurance is required for a 43 year old man who is travelling to Austria by air for 1 week - process the transaction.
- Q19 A customer wants to post a parcel weighing 2.5kg to China - process the transaction.
- Q20 Issue a one day Rod licence for Trout Fishing - how much will you charge?

10. Minimum Training Compliance Matrix For Outlets to Go Live

A competency test will be required to be passed by everyone attending training. The table below is a guide and should be used as a suggestion to regions and ICL Pathway on how many competent staff are needed within an outlet before go live. It is recommended the Implementation teams from both ICL and POCL define this criteria/process to suit roll out or release 2/ 2+. It is impossible to provide definitive guidelines due the varying sizes of outlets and the ratio's of staff to counter positions .

Number Of People In Outlet	M T C
1	subpostmaster
2	subpostmaster
3	subpostmaster + 1
4	subpostmaster + 1
5	subpostmaster + 2
6	subpostmaster + 3
7	subpostmaster + 3

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8	subpostmaster + 4
9	subpostmaster + 5
10	subpostmaster + 5
11	subpostmaster + 6
12	subpostmaster + 6
13	subpostmaster + 7
14	subpostmaster + 7

For branch offices the MTC is branch manager and or assistant branch manager plus 50% of the workforce, it is however highly unlikely that any MTC issues will arise at branch offices. 100% of Branch Office Staff will either have had to pass their competency test or have additional training arranged prior to migration as ECCO offices will be swapped out differently to Sub Offices (See Migration Paper)

11. Communication

POCL will develop a policy document covering steady state training which will be forwarded to each region for delivery in a standard way across all regions. The communication of the POCL policy will be the responsibility of each region.

12. Competency Assessment In Steady State

Once an outlet has gone live it becomes the responsibility of POCL to train the new subpostmaster.

For Horizon this will be delivered as defined in document IM/SST/001/002. At the end of the training the subpostmaster will be expected to have attained the required standard currently measured by POCL in the acceptance of new subpostmasters. (IM/SST/001 - skills matrix measure)

The subpostmaster who will be Horizon trained will in turn be responsible for training his new staff to an acceptable standard, supported by a new POCL Horizon training guide currently being developed by NT& DT. They will not be giving a competency test to their assistants, but will be signing a certificate to demonstrate that they have given their employee training to an agreed standard on the use of the Horizon system.

All new POCL counter and franchise staff will be expected to reach the required standards as part of their counter skills training course. RNM s can monitor outlet training via the Outlet Review Process.

13. POCL Steady State Competency Assessment

POCL will issue the documentation to assess the competency of a subpostmaster to run an outlet. For Horizon this assessment will be introduced for Live trial and National Roll Out

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For a full description of POCL Steady State Policy on training see document IM/SST/001/002