

Version 6

Welcome
to
Post Office Ltd



Royal Mail Group (RMG)

Royal Mail Group is the parent group of the three trusted brands, Royal Mail, Post Office® and Parcelforce Worldwide. Royal Mail Group is unique in reaching everyone in the UK through the mails, Post Office® and parcels businesses



Royal Mail Letters

Royal Mail is the letters and packages business, covering the whole of the UK for the one-price-goes-anywhere universal service. Each working day they collect items directly from 113,000 post boxes, 14,300 Post Office® branches and from some 87,000 businesses. These items pass through the network of 70 mail centres, 8 regional distribution centres (for customer sorted mail) and 3,000 delivery offices. Then the fleet of over 30,000 red vehicles and 33,000 bicycles help to deliver them to their final destination.

They use postcodes to identify where an item is going, helping them to sort mail efficiently and deliver it faster. They make deliveries six days a week by around lunchtime, although many customers receive their mail much earlier than this, and they aim to complete rural deliveries by around 3pm.



Parcelforce

Parcelforce Worldwide is the express parcels business. Delivering around 150,000 parcels a day to their customers.

In the last few years Parcelforce Worldwide has successfully turned around its business and is now a key player in the competitive, unregulated, express parcels market. It has dramatically cut its losses from operations and continues to improve the quality of service provided for customers, particularly for its time-critical products.

The challenge it now faces is to build on these improvements and to operate at sustained levels of profitability

General Logistics Systems (GLS) is the European parcels business and Parcelforce Worldwide is its UK partner. Based at GLS head office in the Netherlands, it has 14,500 employees.

GLS handles over 1 million parcels a day, through its network of 667 depots, 29 central transshipment points, 16,000 delivery vehicles and 1,700 long distance trucks. Its core operation is business-to-business parcels deliveries and it has 220,000 customers in 34 states across Europe.



Post Office Limited

Post Office Ltd is the third company forming part of the Royal Mail Group that runs our 14,300 Post Office® branches across the country. It is the largest retail and financial services chain in the UK - bigger than all of the UK's banks and building societies put together.

Post Office® network – a challenging future

The Post Office® network faces unprecedented challenges.

One of its most important products – the Post Office® Card Account, used by 4.5 million customers – has been replaced with the Government card Account, which is currently out to open tender and which Post Office Limited are bidding for.

The rural network relies on annual financing of £150 million from the Government, which has been approved until 2008 – and the Post Office® awaits a decision on the future funding of the network beyond 2008.

Meanwhile, the network overall continues to make a loss on its operations of some £2 million a week. The Post Office® will work as hard as it can to create a sustainable future for the network and to remove uncertainty for its subpostmasters – but the future of the network is in the Government's hands.

It is widely recognised that the network of 14,300 branches is a vital part of the fabric of the country, cherished by the communities nationwide that rely on Post Office® products and services. The Post Office®, together with the independent subpostmasters, is proud to run this hugely valued network. In urban areas, over 99% of people live within a mile of a Post Office® branch, and in rural areas 83% of people live within a mile of a branch. Over 24 million customers visit us each week.

Rural and urban branches

There are 8,000 rural branches and 6,500 urban branches in the 14,300-strong Post Office® network. Almost all rural branches are loss-making for Post Office Ltd and it takes some £3 million a week to run the rural network, money which comes from the Government's annual £150 million Social Network Payment.

The Post Office®, in response to a request from the Department of Trade and Industry (DTI), has tested a range of innovative ways – other than the traditional village branch – of providing Post Office® services in rural areas. We have reported on this work to the DTI and while the pilot activity showed that costs could be reduced, the Post Office® does not have the definitive answer as to how a sustainable, rural Post Office® service can be provided.

A key challenge facing both urban and rural branches is the decline in Government business going through the Post Office® network. Ten years ago, the majority of business transacted across our counters was on behalf of Government departments.

With the switch to payment of pensions and benefits directly to bank accounts now complete, the network has already lost the £400 million a year income it earned from this work. The Post Office® Card Account has replaced some of this revenue and we have also developed new revenue streams from the development of new financial products, such as car and home insurance, and other new products, such as HomePhone. But there remains a revenue shortfall.

Post Office Products and Services

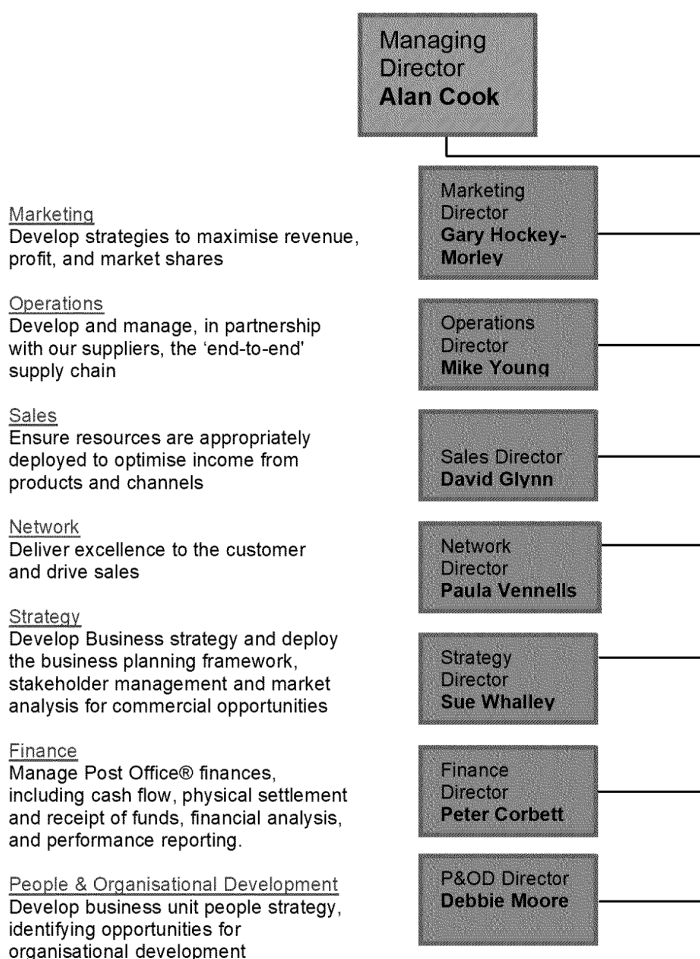
The Post Office® and its partners offer over 170 products and services, including:

- ❖ Postal services
- ❖ Financial and banking services, including personal loans, car and home insurance, a “two in one” credit card , savings and investment products and bill payments
- ❖ Travel services, including foreign currency exchange, travel insurance, passport application check and send service
- ❖ HomePhone (our home telephone service), directory enquiries, phonecards and mobile phone top-ups
- ❖ Postal orders, gift vouchers and cards, lottery products and licence applications.

The Post Office® is also the biggest cash handler in the country with more than £90 billion passing through its hands each year. For every £1 in circulation, 17p in goes through a Post Office® branch and around 360 million household bills are paid at Post Office® branches each year.

Who we are

EXECUTIVE TEAM





FORWARD: Five2eleven is our strategy for moving the Post Office® forward over the next five years, taking us to 2011 and, ultimately, back into profit.

In 2006 Post Office® launched Forward five2eleven across the business introducing Post Office® strategy, communicating what this involved, what it meant to our people, products, brand, operations, channels and most importantly our customers.

The Post Office® strategy is based around four product pillars:

- ❖ Mails and Retail,
- ❖ Financial Services,
- ❖ Telephony
- ❖ Government Services.

These are the areas where the Post Office® already are, or have the potential to be, a distinctive supplier and will be building on past experience and previous successes to develop easy to understand and attractive products for each of the four pillars. Creating a clear identity for the Post Office® based around four product pillars.



We are now in year three (three2eleven) of our strategy. As we move up a gear in our strategy to transform the Post Office® by 2011, these are our key priorities for 2008/09:

Key priorities

- Sales Consistent delivery of our sales targets is a must. We can no longer rely on cutting costs to achieve our targets
- Consistent customer experience Bringing the Fairer, Easier, Better principles to everything we do
- Engaging with subpostmasters Recognising and rewarding the vital part they play in our plans
- Our product plans Defining the right portfolio for our customers and winning the new Card Account contract
- Introducing the Crown Office of the Future Creating a flagship branch model, where customers get the right experience at the right cost to our business
- More about our direct proposition Creating a complementary customer experience via our direct channels
- Delivering network transformation A network that's the right size, shape, and delivers the right service and remuneration for our subpostmasters
- People and leadership Transforming our people by recognising and rewarding the right contribution
- IT roadmap Building a new and more effective IT infrastructure, including Horizon Online™
- Operational efficiency Delivering major cost savings and continuous improvement to our business

FORWARD: three2eleven

IT Roadmap

By the end of this year, we'll have put in place the base structure for our IT platform in the form of Horizon Online™.

It's just the start of several stages in our mission to provide an agile, forward-looking platform that enables us to deliver services to customers and partners more effectively - increasing satisfaction while reducing costs.

A further key initiative is to deliver an end-to-end data management strategy to support our direct proposition, the MI Programme and beyond, and take a consistent approach to sales reporting that gives us one version of how we're doing.

We will be reviewing branch IT assets to optimise efficiency and effectiveness. The roll-out of new pin-pads for all branches will begin, and the security infrastructure will also be updated.

From a strategic viewpoint, we will be identifying ways to reduce IT costs over the long term and initiating any cost-saving opportunities, where possible.

Horizon Online™

Horizon Online™ - the next generation of our Horizon system and a key pillar in our overall IT roadmap for the future of the business - is now well into development, with a view to be trialled early in 2009 and rolled out to all branches during the summer 2009.



As well as offering colleagues in branch an intuitive and easy-to-use customer service tool, Horizon Online™ will also enable changes to be made and new functionality to be added very quickly behind the scenes, making its management across the business significantly simpler and therefore more cost-effective than existing systems.

KEY POLICIES

There are a number of policies and standards that apply to you whilst you are a Post Office Ltd employee.

Some of the key policies are outlined below. Your line manager will answer any questions you may have and will advise you on where to obtain further information.

Post Office Ltd Intranet Site

All of the following policies can be found on the Post Office Ltd Intranet web site. The Intranet is a closed network for Royal Mail Group employees.

Each Business unit, Royal Mail, Parcelforce and Post Office Ltd have their own site, on one platform, allowing access to the other Business unit's site.

The Intranet is used as the internal communications channel to share policies / guidelines and information to assist in doing your job, including a HR site that covers all employee issues.

All employees are automatically given access as part of the 'Tools for Job', which will default to the home page of their relevant Business unit. Each home page includes all the Tools, Links and Promotions to help you do your job.

Post Office Ltd Intranet

Table of Contents

1. Bullying & Harassment
2. The Royal Mail Group Code of Business Standards
3. Health & Safety
4. Security
5. Managing attendance
6. Performance Management
7. Performance Management – PaLMS tool
8. Performance Management – one to ones

1. Bullying and Harassment

Royal Mail Group PLC is committed to making equality of opportunity & fairer treatment a reality, whereby an individual can seek, obtain and continue employment without unfair and / or unlawful discrimination.

Royal Mail Group plc have a policy outlining the procedures for reporting Bullying & harassment which applies to all types of employees, as well as casuals, self employed contract workers and agency contract workers.

A full copy of the Code is located on the POL Intranet Site under Post Office Ltd HR policies site.

Bullying & Harassment Policy

Key Policies

2. The Royal mail Group Code of Business Standards

This is a Code that sets out the standards of behaviour that all of us should maintain in our dealings with customers, clients, suppliers, agents, competitors and colleagues. It applies to all employees of Royal Mail Group, including those in Post Office Limited.

All employees and agents have a duty to uphold the standards set out in this Code, and managers have a responsibility to ensure that their teams know about it and observe it. It forms part of the company rules which you must follow as part of your employment. So you need to be aware that any breach of this Code may be dealt with under the Conduct Code, and that gross misconduct could result in your dismissal.

The Code is also meant as guidance when difficult situations arise. Of course, no set of rules can cover every possibility. We all, at some time in our working lives, confront dilemmas about whether an action is right. The Code of Business covers:

- ❖ Observing this code
- ❖ Service to customers
- ❖ Concern for the community and the environment
- ❖ Personal conduct
- ❖ Courtesy and personal appearance
- ❖ Behaviour towards colleagues
- ❖ Health and safety
- ❖ Equal opportunities
- ❖ Security and trust
- ❖ Misuse of computers or the Internet
- ❖ Political and pressure group activity
- ❖ Conflicts of interest
- ❖ Gifts
- ❖ Hospitality and entertainment
- ❖ Preventing and reporting crime

A full copy of the Code can be found on the Post Office Ltd Intranet Site under Post Office Policies, Conflict of Interest,

[Code of Business Standards](#)

Key Policies

3. Health & Safety

Post Office Ltd recognises its health and safety responsibilities to its employees, partners and contractors and to its customers, neighbours and the public and will take account of national legislation and health and safety best practice in the conduct of all of its business activities.

The health and safety of individuals is the prime goal of this policy but Post Office Ltd also recognises the business case for the prevention of losses due to injury and ill health. It recognises the value and contribution to business performance of the positive health and safety culture which derives from strong leadership and commitment to realistic health and safety objectives designed to bring about continuous improvement in health and safety management and health and safety performance.

As your employer, Post Office Limited must: -

- ❖ Provide a safe place of work, with safe equipment and safe methods of work
- ❖ Provide information, instruction, training and supervision on health and safety
- ❖ Provide a written statement of health and safety policy
- ❖ Ensure the safety of members of the public and all those it may affect in conducting its business, are not affected by the business work activity.

All employees must: -

- ❖ Take care of themselves and other people who might be affected by what they are doing when they are at their place of work or any other place when they are officially on duty
- ❖ Perform any necessary health and safety duty required by their employer
- ❖ Take part in any instruction or training as directed by their employer
- ❖ Not intentionally or recklessly misuse anything provided in the interests of health and safety.

Each line manager is responsible for the health and safety of those staff that report to him/her. Your line manager will ensure that you receive a full briefing on the essential Health and Safety information that you need to do your job safely.

Each individual is responsible for complying with his/her line manager's instructions in health and safety matters.

Should you need to discuss health and safety with anyone, your first point of contact should be your immediate line manager.

A full copy of the Health & safety Policy can be found on Post Office Intranet site.

Health & Safety Policy

Key Policies

4. Security

All employees have a duty to guard against crime, and to take care that we do not expose colleagues or company property to criminal activity by relaxing procedures. We also have a duty to take action to prevent crime against the company, whether by terrorists, computer hackers, outsiders or by employees, and to report it whenever necessary. Nobody, however, should risk death or injury in circumstances of extreme danger such as a criminal attack or hostage situation.

Your Guide to Information Security

Information Security is not an option

All business units and employees must maintain a minimum level of security to enable the business to meet its legal and contractual obligations. Compliance with government and industry standards of best practice is expected by our clients and contributes to the overall reputation of the company and the value of our brands. Consequently, everyone in Royal Mail Group, including Post Office Ltd has a responsibility for ensuring that information is managed properly and suitably protected.

The aim of this guide is to provide direction and advice on how to apply information security in and out of the workplace, Your Guide to Information Security covers:

- ❖ Clear desk
- ❖ Confidentiality
- ❖ Security
- ❖ Computers
- ❖ Security working away from office
- ❖ Software
- ❖ Email / internet/viruses
- ❖ Information security incidents
- ❖ Data protection act
- ❖ Who to Contact
- ❖ Where to find policies & guidance

Your line manager will provide you with the specific information and guidance applicable to your role, on:

- ❖ Local security practices and procedures
- ❖ Looking after your own personal security
- ❖ National Security Policies

The 'Your Guide to Information Security' is mandatory and is automatically downloaded onto your computer on joining; you can also find the guide on Post Office Ltd Intranet site

Information Security Policy

Key Policies

5. Managing Attendance: guidelines

Our customers depend on us to provide high levels of service. With so many people and businesses relying on us, we need to make sure that you understand how important you are to the smooth running of the operation. We rely on you to come to work on time, every time. If you are ill and unable to work, we will support you in every way we can. To be fair to everyone, we have set attendance standards that we expect you to keep.

The procedure comprises stages at which individuals will be encouraged, through advice and guidance given at interview, to improve and sustain their level of attendance. The stages are progressive and specifically intended to help individuals be aware of and sustain the required levels of attendance, so as to avoid more formal action, which can ultimately lead to dismissal.

...if you're ill

Call your manager as soon as you know you're not going to be able to come to work wherever possible, preferably before you are due to start work. Explain what is wrong with you and how long you think you might be off sick. If it's due to an accident in work, we need to know immediately. Keep your manager updated by phoning in, preferably every day, to let us know how you are. If you're off work for more than 7 days, ask your GP for a certificate and send it to your manager.

...when you come back to work after being ill

Report to your manager who will arrange a short meeting to ensure you are fit to come back, you will be given a self certification form to fill in. This will cover the first 7 days you were Away or any period not covered by your GPs certificate.

Unauthorised absence

Our customers expect great service, whoever they are and wherever they live or operate from. So great service is what we all aim to deliver and that's why it is so important to let your manager know if you cannot attend work. In the unlikely event that you are away from work without letting your manager know, this will be classed as unauthorised absence, which will be unpaid. This is because it breaches your contract and results in disruption of the services we offer to our customers. It may then be dealt with under Royal Mail Group's Code of Conduct. So, if you can't attend work, let your manager know.

Your line manager will be happy to discuss attendance requirements with you in more detail.

The full policy can be found on the Post Office Ltd Intranet site.

Attendance and Absence policy

Key Policies

6. Performance Management

What is Performance Management?

In its simplest form "performance management is the enhancing of an individuals performance within their current job role". Performance management is a discipline with the responsibility for managing performance shared between the individual, the line manager and Post Office Ltd.

Performance Management is critical to achieving business results and raising performance standards in a consistent manner while helping people to gain a real understanding of:

- ❖ how they are performing
- ❖ how they can develop
- ❖ how to enhance their performance and increase their pay.

In Royal Mail Group including Post Office Limited a Performance Development Review (PDR) process is operated.

The PDR process is run through April to March, with an Interim PDR completed in September. Line Managers will discuss with their direct reports, progress against objectives set at the beginning of the PDR year, via monthly one to one meetings (1-2-1's).

There are three key components to measuring performance:

1. What someone has achieved – their performance against objectives
2. How they have achieved this performance – their behaviours
3. How their performance compares to their peers - relative performance.

Key Policies

6. Performance Management - continued

Objectives:

Objectives describe something that people must accomplish over a period of time and contributes to the success of the business. Measures must cover time, resource and quality the 'what' people need to do to achieve an objective.

Behaviours

Appropriate behaviours are those which lie behind competent performance, to perform a job well it is necessary both to be able to do a job at a technically competent level and to have behaviours that reinforce these technical skills, i.e. they demonstrate the 'how' of achieving a goal.

Relative performance

Relative performance comparison sessions, allow us to better understand how our people are performing in relation to one another at the same level within the organisation, and ensure that consistent standards and performance ratings are applied.

These sessions are run at the end of the Performance year, and are held by either the first or second line managers, supported by our HR teams with everybody across the business. In advance of the comparison session, individuals will have had opportunity to input to their own performance review. The performance review forms should provide details of what they have achieved against objectives, how it was delivered against each of the business behaviours. This will also include any feedback received from customers and colleagues which provides valuable evidence for the comparison session.

The output from the sessions will be a final agreed rating for each individual. This rating is used to calculate the amount of pay increase and bonus the individual will receive.

Senior Managers and CMA managers Incentive schemes are both on the Post Office Ltd Intranet site.

CMA Admin Bonus Scheme

Senior Manager Bonus Scheme

Key Policies

7. Performance Management - PaLMS

To support the Business with Performance Development Review Process (PDR) we use an electronic tool, e-Performance.

e-Performance is an off-the-shelf, web-based performance management system which is accessible via the Business intranet. By allowing people to input their own performance information it will support a cultural shift towards them managing and owning actions to improve their personal work performance, leading to an integrated approach to performance management.

This tool is referred to as PaLMS (Performance and Learning Management System)

The Benefits include:

- ❖ Integrated system hosting Performance, Web-Based Training and Classroom Based Training.
- ❖ Facility to set record and track personal and development objectives.
- ❖ Recording 1:1 notes.
- ❖ 360 degree feedback review tool.
- ❖ Ability to carry out and record performance reviews.
- ❖ Track, host and launch Web Based training.
- ❖ Facility to apply for classroom based training online from pre-scheduled courses.

Everybody has access to the PaLMS system and is joined as part of the recruitment process.

The Royal Mail Group intranet site has a Generic Guide for PaLMS which explains in simple terms the importance of how to set clearly defined objectives that make the managing of your performance via the PaLMS system an easy to follow step by step process.

The Generic Guides for PaLMS can be found on the Post Office Intranet site

[PaLMS guides](#)

Key Policies

8. Performance Management - One to One Meetings

Business Guidelines state that one to one activity should take place regularly throughout the performance year, and where possible on a monthly basis.

What is a one to one?

A one-to-one is a meeting between two people to review objectives and/or to discuss current and future work related issues. It is not a structured performance review but a regular, less formal, discussion about work. This might be to review progress, discuss a particular issue or coach on an upcoming event. One to one's are a method of contact with your line manager, and an effective way of receiving ongoing encouragement and support during your performance

Benefits of one-to-one's

A one-to-one is an opportunity for both the individual and line manager to discuss what is happening in the Business unit, share updates on team performance and discuss any big changes that will affect the individual or the team in the future.

There are a number of benefits of holding regular one-to-ones (1-2-1). The obvious advantages are that you can:

- ❖ Clarify expectations
- ❖ Discuss what is going well and what is not going so well
- ❖ Receive feedback on progress and behaviours
- ❖ Discuss any development opportunities

All individuals should expect, and be proactive in securing, a one to one with the relevant line manager which provides an environment for continuous monitoring of progress and development opportunities.

One to one's are the tool that feed Mid Year Reviews and ultimately populate the end of year PDR form and therefore are essential.

There is a standard form to use for One to One activity; you can find the document on the Change & IS SharePoint site using the link below.

1-2-1 agenda

OPERATIONS DIRECTORATE

A re-structure of the Organisation took place in 2006 as part of the Forward Five2eleven launch. This review gave the Operations Directorate an opportunity to bring together a number of functions that had previously been spread between different Directorates, and locate them within one Directorate to clarify accountability for delivery.

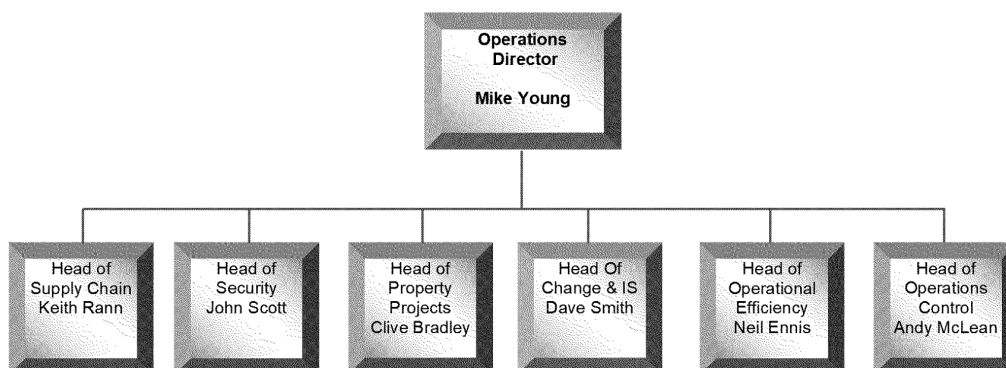
The functions moved into the Operations Directorate included Security which had previously sat in Finance, Investigations, and a number of teams concerned with change implementation. Elsewhere within the Operations Directorate, changes were made to management arrangements for example

- ❖ A flatter management structure for cash
- ❖ Creation of four Business Partner Roles within Change & IS, with the IT function being aligned behind them to improve support
- ❖ All property projects now in one place
- ❖ Commercial team moved into Operations control

Locating all change implementation expertise in one place limits duplication, and clarified accountability for achieving results. Creation of the Business partner role enabled us to deliver a more responsive service to our clients which are also better tailored to their needs.

Who we are

Operations Team



Operations Directorate

The simplest way to describe the role of Operations is that we deliver & maintain the environment that opens the Post Office for business, across all of the channels (Branch, Contact centre & online).

Operations consist of six key areas, all unique but all inter-related as they work to achieve this goal.

Change & IS: The business change agent.

C&IS relates to the POL organisation through a business partner structure. It takes ideas ("the what") and turns them into deliverables ("the how") through a network of internal & external partners. This is true for all changes both large & small.

Operations Control: The service delivery engine.

Ops control ensures that the day to day availability of all services (e.g. technology, contact centres, branch equipment etc) is maintained at a cost effective level -the first port of call for day to day issues.

Supply Chain: The delivery vehicle.

Supply Chain is responsible for the effective management, delivery & collection of all cash & stock to and from the network. This includes offsite cash processing.

In order to manage the net cost of Operation the Supply Chain offers a profitable 3rd party collection & processing operation for a number of the major high street retailers.

Property Projects: The estate managers.

Post Office Ltd operates a significant estate in terms of both Supply Chain & the Crown Office Network. The management of the estate as well as all major change (closure, refurbishment, disposal etc) is managed through the Property Projects team. This team links into the Group Property structure where appropriate.

Security: The guardians focused on preventing loss.

The security function operates across the whole of the Post Office estate in a mode of prevention and, if necessary, investigation & recovery.

Commercial security is initially built in a product design stage; the estate is risk assessed and managed at a physical level & finally investigation and recovery comes into play in the event of an eventual loss.

Operational Efficiency: The process improvers

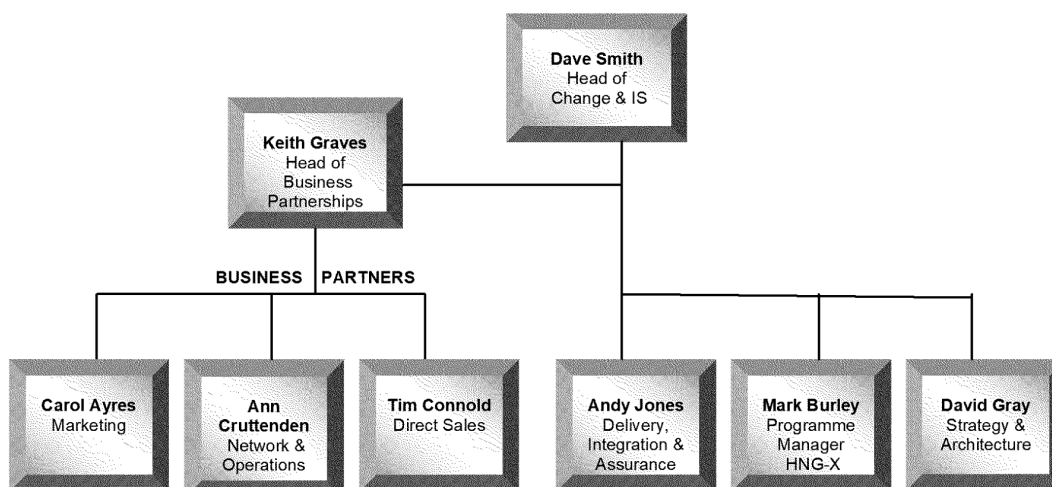
With a goal on discovering & saving £270m p.a. by the year 2011, this function is focused on improving, not only the Operations function, but Post Office Ltd as a whole.

The team will use techniques from the traditional through to Lean to make this happen in an effective & sustainable way.

CHANGE & IS

Who we are

Change & Is Lead Team



Change & IS Purpose

The Change & IS purpose statement can be found on the Change & IS SharePoint site

[Change and IS purpose statement](#)

Ways of Working

Post Office Ltd has various Business premises across the country, Change & IS are primarily split across 4 business sites:

Royal Mail Building -1 Future Walk, West Bars Chesterfield S49 1PF
 Royal Mail Building – 80 Old Street, London EC1V 9NN
 Royal Mail Building - 148 Old Street, London EC1V 9HQ
 Fujitsu Services Building - Lovelace Road, Bracknell

Fujitsu Services (key supplier) allows Post Office Ltd to rent floor space in Fujitsu's Services Bracknell site. This enables Post Office Ltd staff to work closely with Fujitsu, for Change & IS we have our Reference Data team (Business partner Network & Operations) and some of our testers.

CHANGE & IS

Key Suppliers

FUJITSU SERVICES

Manage the Horizon system which serves the front end counter. (Fujitsu Services also host POLFS). Horizon next generation (HNG-x) will replace the existing system from April 09

PRISM

Manage the ongoing support of and changes to the business financial system i.e. POLFS which is a SAP application. Manage the data gateway (EDG) which is a platform for sending data / files between Post Office Ltd and its clients. Manage changes to SAPADS - a bespoke SAP application used by the supply chain for the management of stock and cash. Prism also host Post Office Ltd reference data and MI systems.

LOGICA

Key supplier in making changes to the reference data system.

STREAMLINE

Involved in the accreditation process for transactions involving debit / credit card acceptance.

e-ENTERPRISE

Support all web development changes although their role is being evaluated under the current Group IT review.

INGENICO

Manage the paystation network which primarily supports bill payment transactions within branch. This is currently being developed to support a wider transaction base.

BT (Including Servista, Fintech, TechMahindra)

Provide the Broadband and HomePhone Contact Centre and White Label Web portal. They receive daily files from Horizon for Branch Telecoms orders and payments.

SPRING TECHNOLOGY

Manage & fulfill requests for external resource requirements which are primarily IT focused roles, these will be on short term contracts.

CHANGE & IS

Change and IS standards

Communications

- ❖ All emails must include name, job title, address and contact details
- ❖ All individuals must use electronic calendar and have open access for all to view
- ❖ Out of office indicator must be in use if out of office on leave, training etc and include an alternative contact person/point
- ❖ Mobiles must have voicemail activity
- ❖ For periods when you are away from your desk for meetings, lunch, etc please ensure you make arrangements for your desk phone to be diverted to a phone that can be answered by a colleague or to your mobile phone

Courtesy and Personal Appearance.

As a courtesy to our customers and colleagues, everyone who works for the company is expected to show high standard of behavior to present a smart and clean appearance. Please never, by act or appearance, bring the company or any of its brands into disrepute.

Local practice for work areas is Smart Business dress for Monday's to Thursdays, Fridays is smart casual wear, with exceptions where you are attending meetings with external clients, where standard business dress is expected.

Any marks, badges, ribbons, tattoos or ornaments (including items used in body piercing) that are either

- ❖ Offensive
- ❖ Indecent
- ❖ A health & safety risk or,
- ❖ Otherwise incompatible with the standards in this code

should not be displayed on company premises or property. Managers have the right to require badges, ribbons or other items to be removed if the cause in question or the manner of display of the items might embarrass the company.

CHANGE & IS

Processes / Tools

Annual Leave

One of the most important conditions of employment offered by Post Office Ltd is the entitlement to annual leave. Annual leave is the term used by the business to describe staff holidays with full pay.

Part of the line manager's job is to know how much leave their team members can take at a given time, arrange an 'Annual Leave Plan' and maintain proper records to support absence taken by members of the team, for this purpose Change & IS use a Lotus Notes database tool. The database is called 'IT Comm. Team. A/Leave database, it is held on Lotus Notes and is easily accessible to all Lotus Notes users.

Profiles for all Change & IS are created on the database by the Resource Team as part of the recruitment process.

You can find the instructions / guide for individuals on how to use the Lotus Notes Annual Leave database on the Change & IS SharePoint site...

Annual Leave Lotus Notes Database

POL Operations Scheduler

POL Operations Scheduler is a Lotus notes calendar database which allows others with access rights to see the availability of everybody within the Operations Directorate, useful when setting up meetings. This information is pulled directly from individual calendars via their Lotus Notes accounts.

All Change & IS Internal employees' will be joined to the scheduler by the Resource team as part of the resource process.

Change & IS Newsletter

The Change & IS Newsletter is a tool used for informing people about what's happening and contains key messages, key project/programme delivery updates, performance data, and people matters. It also includes useful links relating to the content, and is sent to everyone in Change & IS on a monthly basis via a Lotus Notes email.

SharePoint

SharePoint is Microsoft's brand name for the collaborative tool that allows groups with the business to set up their own restricted access mini-sites. Change & IS have a group site on which we share information, hold current templates for organisation charts, project documents, team information etc. Everybody in Change & IS is given access rights to the collaborative site.

Change & IS SharePoint site

CHANGE & IS

Change Management Framework

The Change Management Framework (CMF) is the model used by Change and IS to assess and deliver change on behalf of the business.

The framework covers the end to end Project Lifecycle and pre project idea development, impact assessment and feasibility. It is made up of Governance forums, delivery lifecycles, templates, product descriptions and guidelines.

Pre Project work is initiated by a High Level Blueprint - a form outlining an idea for progression. This form is completed by the Sponsor with support from Change and IS, Finance and Strategy. It is then presented to a forum for assurance, resource and advice on the most appropriate delivery lifecycle.

The Delivery Lifecycles are:

Harmony - A Royal Mail Group mandated methodology for delivering IT developments. The Harmony lifecycle is a hierarchy of Phases, Activities and Tasks in the development and delivery of business changes. Harmony describes what should be done, when and by whom. It serves as a guide, or checklist, for practitioners to be augmented for each project identifying how it will be used for that project.

All activities in Harmony are mandatory for every project. This helps to ensure a standard approach for projects as well as ensuring that every activity has been considered. This does not mean that the same effort, time or resources are required for every activity. In some projects, activities may be planned with negligible effort, timescales and resources while others may be far more significant.

You can find out more about Harmony via the Post Office Ltd Intranet site:

Harmony

PLC - Project Lifecycle applies the PRINCE 2 methodology for all IT development projects. For example Post Office Ltd Crown Office refurbishments

PACE - Is a low risk, minimal control for non development change. For example product prices change. The PACE process is run by the Network & Product Change Team within the Change & IS directorate. The aim of the core process is to provide a framework for implementing changes to products/services throughout the Post Office® network. The PACE processes are based on PRINCE 2 project management principles which means that they also dovetail with the new Royal Mail project process entitled 'HARMONY'.

Programmed Change. - A predefined method for re-occurring non development change for example: issue of new philatelic stamps

PLC, PACE and Programme Change templates can be found on the Change and IS SharePoint site

CHANGE & IS

Document Review and IT Document Library

Team purpose statement

Ensure that all POL Stakeholders are identified and that they have sight of changes that impact them. Ensure that relevant changes are properly understood, enabling effective impact assessment and delivery.

Document Review

- ❖ Advise projects on stakeholders for document reviews
- ❖ Ensure that the documents are reviewed by the right stakeholders
- ❖ Stakeholders outside POL can be included
- ❖ Collate and sense check stakeholders comments
- ❖ Return consolidated comments to projects
- ❖ Check documents are updated with comments incorporated
- ❖ Provide information to projects on stakeholders responses
- ❖ Chase Approval Authorities & Sign- Offs
- ❖ Document review details tracked

IT'S Document Library

- ❖ Provide project with library space in which to manage documents
- ❖ Managed storage for baseline documents when business sign-off has been completed
- ❖ Document Archiving service

Glossary of terms & abbreviations

For understanding the ‘Technical speak’ visit the Jargon Buster on the Post Office Ltd Intranet site:
[JargonBuster](#)

Abbreviation	Term	Meaning
AM	Area Manager	Manages a number of Crown Offices, service, profit & loss, part of Post Office Ltd Network
ATT	Average Transaction Time.	All transaction has an ATT which helps drive remuneration levels for Sub Postmaster's.
BA	Business Analyst	Requirements analyst in Post Office Ltd (POL)
BAU	Business as Usual	Normal way of working, operational baseline
BCCB	Business Change Control Board	Agree/approve technical & contractual change requests. Meeting managed by Kevin Brothwood, Portfolio Planning & Integration manager in Delivery Integration & Assurance team (DIA).
BCS Accreditation	British Computer Society	Accreditation against a model for personnel development. Similar to Investors in People.
BDM	Business Development Manager	Manage a group of Post Office Ltd branches/areas. Part of Network group.
BP	Business Partner	Head of each silo of Change & IS, team managers and maintain key relationships with their corresponding business unit of Post Office Ltd
Broadbanding	Broadbanding	Post Office Ltd approach to reward & recognition linking pay to Job Family descriptions and performance reviews
BM	Branch Manager	Manages a Crown Office within Post Office Ltd Network.
BSM	Business Solutions Manager	Report to the Business Partner. Lead the interface between Change & IS and Post Office Ltd business area with their Business Analyst's.
C&IS	Change & IS	Managed by Dave Smith, segment of Operations Directorate, this team's role is to manage & deliver change projects to Post Office Ltd
C&IS Lead Team	Change & IS Lead Team	Head of Change & IS and his direct reports. Meet weekly and monthly. Minuted & actions logged.
CD	Conceptual Design	High-level requirements document, sometimes used to communicate requirements & high-level design to suppliers.
CIT	Cash In Transit	POL business involving delivery and pick-up of cash to/from Post Office branches.
Client	Client	Business for which Post Office Ltd sells products. E.g. Money gram, Royal Mail Letters, DVLA
CMA	The Communication and Managers Association	Union for Royal Mail Group management staff
Community Days	Community Days	Meeting of people in the same job family to share best practices, ideas
Crown Office	Crown Office	A post office counter 100% owned by Post Office Ltd
CSR	Corporate Social Responsibility	One of many Royal Mail Group/ Post Office Ltd initiatives
CTT	Counter Transaction Type	Type of transaction in the Horizon counter system
CWU	Communication Workers Union	Union representing workers in the postal and telecoms sector. Includes large members-only section.
Customer	Customer	Individual who buys products from a post office.

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Abbreviation	Term	Meaning
DIA	Delivery, Integration & Assurance	Managed by Andy Jones member of the Change & IS Lead team, part of Change & IS , this team's role is similar to a Project Management Office
Directorate	Directorate	One of the top level business units of Post Office Ltd : Marketing, Finance, Network, Operations, Personnel & Organisational Development, Strategy, Sales, Project Management Office
DR	Delivery Request	Detailed documentation of the specifics required. Input to PACE & Programme projects.
DWG	Delivery Working Group	A project steering group within Change & IS involving the key project managers in looking at cross-project dependencies & risks. Chaired by the Head of Planning & Change Integration.
EC	Executive Committee	a.k.a. Executive Team
ECD	Employee Communications Directory	Royal Mail Group Address book (in Notes). Tends to be out of date. See Peoplefinder
EDG	Electronic Data Gateway	A service that is hoisted by Prism on behalf of Royal Mail Group, that is an electronic posting box for file transfers between parties
ET	Executive Team a.k.a. Executive Leadership Team	The group of the Post Office Ltd Managing Director & his reports
FSS	Financial Service Specialists	Support the sale of financial products within the Crown Network.
Harmony	Harmony	Project management methodology used across Post Office Ltd & Royal Mail Group.
HLBP	High Level Blue Print	1. Very high-level requirements analysis & solutions description 2. A forum (HLBP Forum) who approve the blueprints
HNG	Horizon Next Generation	A programme to replace the main Post Office Ltd counter system in order to modularize it so that changes to individual parts do not require a complete new release and changes may be verified independently of other parts of the system. A.k.a. HNG-X for HNG version X.
Horizon	Horizon	Point of sale system used at Post Office counters in the network Name of the system (hardware + software + process)
HYS	Have Your Say	Royal Mail Group method of gathering employee feedback
In Touch Meetings	In Touch Meetings	Weekly meetings of Change & IS Lead Team
Initiative	Initiative	Work done before a project, or outside of project structure
IRF	Input Review Forum	Authorises final releases of minor changes (all Project lifecycle & some PACE) into the operation, ready to go live. See also Release Authorisation Board for major releases of Horizon.
IRIS	Interactive Recruitment and Information System	Royal Mail Group job vacancy database, internal & external views
ITWG	IT Working Group	Long term IT planning & strategy & decision making
Job Family	Job Family	Groupings of similar job types
Job Level	Job Level	Grade category. See Change & IS orgchart. E.g. 4A, 4B

Glossary of terms & abbreviations

Abbreviation	Term	Meaning
Keith	Keith	Nickname for Progress & Project Reporting Tool
LEAN	Lean	Reduce waste, reduce process variation. Common partner to 6-sigma. Management buzzword.
LIW	Location Independent Working	Agreement where individuals are not required to work in a specific location, i.e. work from home.
MI	Management Information	...System. Post Office Ltd management information
NS&I	National Savings & Investment	Post Office Ltd client. Bank. Previously Post Office Ltd owned.
OBC	Operational Business Change	A type of small change to reference data as part of a Programmed Change. Requirement is documented in an Operational Baseline Change Form sent to suppliers and ref data team.
OD	Organisational Development	1. Human Resource dept 2. The review & subsequent change in Post Office Ltd organisation structure which took place 2006/7. As in "OD review".
Operational Baseline	Operational Baseline	1. A documented description of the system in place to manage the Post Office service to customers (branches and on-line). The system includes the processes followed, the roles and organisation used, hardware, facilities, software, data and information. The system does not include Post Office-internal processes (e.g. project management or resource planning). The Operational Baseline is proposed to be developed using enterprise architecture modelling tools. 2. Current way of working, largely undocumented
P&OD	Personnel & Organisational Development	Human Resources department at Post Office Ltd
PACE	Progressing and Achieving Change Effectively	Project lifecycle & process for small change projects
PaLMS	Performance and Learning Management System	System for logging personal objectives and achievements against them, 1-2-1 notes, booking and tracking training.
PATs	Process Activities & Tasks spreadsheet	Document for recording stakeholder accountability by process, activity, and task.
PDD	Project Definition document	Project Specification or Plan.
PDR	Personal Development Review	Performance appraisal against objectives. Annual in April, half-yearly in September.
Peak	Peak	Defect (in Horizon)
Peoplefinder	Peoplefinder	Intranet address book. Kept up to date. Used by RMG, can be filtered see only own organisation.
PID	Project Initiation Document	Project Specification or Plan. PID is a Prince term. a.k.a PDD Project Definition Doc
Pillars	Pillars	Four marketing areas in Post Office Ltd: Government services, Mails and retail, Telephony, Financial Services

Glossary of terms & abbreviations

Abbreviation	Term	Meaning
PLC	Project Lifecycle	1. A type of project run by Change & IS, usually large, e.g. over 6 months duration, non-PACE. 2. Project lifecycle in traditional sense.
PMO	Project Management Office	1. A person allocated to do project support work for a specific project. 2. A business unit of Post Office Ltd , reporting high-level programme information into the executive team 3. Work type performed by people in Delivery, Integration Assurance 4. A “Job /work family” including 1-3
PO a	Purchase Order	Method of raising a request to pay for goods, services etc - once raised a Purchase Order (a) number is assigned to identify the correct invoice submitted for payment
PO b	Postal Officer	CWU grade member – generic to the branch office counter work – new grade is CSA (Customer Service Advisor)
PO c	Post Office	Post Office Ltd office –general term used by customers for all our counter offices from Branch Office, franchises, sub post offices run in the rural network,
PO	Postal Order	Post Office Ltd product – a method of sending money
POFS	Post Office Financial Services	Joint venture Post Office Ltd + Bank of Ireland which manages financial product offering. E.g. home insurance, travel money
POL	Post Office Ltd.	1000 – 1500 heads plus franchisees
POLFS	Post Office Ltd Finance System	A Post Office Ltd finance system for client settlement and accounting
POLIC	Post Office Investment Committee	Approve business cases, giving approval for budget allocations to projects. Members include the Executive Team and other financial stakeholders. There is also a Group Investment Committee.
PPF	Post Project Feedback	Project managers send out requests on day of go-live for every change. Often used instead of lessons learned activities. P.S. responses often ignored.
PPRT	Progress & Project Reporting Tool	a.k.a. Keith Access database recording project and pre-project data.
Programme	Programme	A set of multiple, related projects managed & coordinated together to deliver a set of benefits
Programmed Changes	Programmed Changes	Very small changes to the Post Office Ltd system, requiring little process/project overhead. Occur frequently and have little or no cost impact. A.k.a PACE programmed changes
Project	Project	1. project in traditional sense 2. PACE changes
Q&B	Quote & Buy	Web-based internet system, allows Post Office Ltd advisors to get a quote for a financial product from Bank of Ireland (e.g. home insurance)
RAB	Release Authorisation Board	Joint decision Post Office Ltd + supplier to release for major Horizon releases only,
RDS	Reference Data System	System used to manage Reference Data

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Reference Data	Reference Data	Descriptive data about the elements of the Post Office Ltd counter system. Example: types of products and their prices or max/min in-payments; types of offices and the products they offer. There is a team in Bracknell who manages this data. See RDS (Reference Data System)
RMG	Royal Mail Group	The managing company overseeing: Royal Mail, Post Office Ltd, Parcelforce, and General Logistics Systems (GLS). UK's largest employer.
RM	Royal Mail	Royal Mail is the letters and packages business, one of the three trusted brands forming part of Royal Mail Group
RM	Regional Manager	Responsible for several Area Manager's and Crown Offices in the Network, based on 4 geographical areas.
ROMECC	Royal Mail Engineering Company	Outsourced facilities management for Royal Mail Group (room bookings, id cards, clock setting, cleaning, etc.)
S Releases	S Releases	Large, staged releases of Horizon (12-18 months apart). No longer adopted. See T Releases.
SAP	Systems Applications and Products in Data Processing	1. SAP off-the-shelf software modified for POL to form: SAPADS – advanced distribution service (of POL office stock) SAPHR – Human Resources database, e.g. payroll 2. A global software company headquartered in Walldorf, Germany or its various products
SharePoint	SharePoint	1. Microsoft software for network sharing of files 2. The Post Office Ltd collection of files available using the SharePoint software
SEM's	Sales Effectiveness Managers	Provide sales coaching and support for various Network Teams.
SIP	System Integration Partnership	A working group of employees from both Post Office Ltd and Fujitsu to manage & optimise the systems supplied by Fujitsu.
T Releases	T Releases	Small releases of Horizon containing all changes since the last release, usually every 3 months.
Template, Templated Role	Template, Templated Role	1. Org chart; Roles on the org chart 2. Standard form used to create a document
TOIL	Time off in lieu	Time off in Lieu is a process designed to assist Post Office Ltd and Managers manage excess hours worked by Counter Manager Grades (CMA)
VR	Voluntary redundancy	Business does not operate compulsory redundancy - where appropriate individuals can request Voluntary redundancy
WHS	WH Smith	Business partnership with Post office Ltd, where we have Post offices located within WH Smith stores.
WTLL	Work Time Listen & Learn	Monthly team meeting held across the Business. Head of Planning & Change Integration sets agenda items for the Work Time Listen & Learn to share across Change & IS Directorate.
WOW	Way of Working	Often referred to as a 'way of working' where no defined process exists