Document Title:	Post Office Network Policy For Releasing Individuals To Attend Training
Document Type:	Contractual
Document Scope:	To define, document and outline Post Office Network policy of their contractual responsibilities in mandating training during National Roll Out
Status:	**Final**

Distribution:

Post Office Network	**ICL Pathway**
Don Grey	Steve Lovegrove
Douglas Craik	Simon Robertson
Steve Grayston	Russell Webb
Graham Katon	
Fran Thomas	**Post Office Network**
Sue Read	Kevin Ray
Kathryn Cook	Drew McBride
Bill Kerr	John Cooley
Mike Cakebread	Alwen Lyons
Paul Kirk	Jackie Ilesley
Beverley Evans	Peter Pycock
David Patrick	Dick Whittington
Liam Jones	David Howell
Angela Hillier	Dave N Barrett
Mark Evans	Keith Z Jones
Mark Haynes	Carole Pryszlak
Steve Gibbs	Lynn Hobbs
Bruce McNiven	Tony Biolchi
	Eddie Herbert
	Raymond Crea
	Sandy Stephen
	Jim M King

Author: Ann Cocker

FUJ00119699
FUJ00119699

PON — Post Office Network Policy For Releasing Individuals To Attend Training — Ref: BP/PRD/007 — Version: 2.0 — Date: 22/11/00

0. Document Control:

0.1 Document History:

Version:	Date:	Reason:
0.1	9/9/97	First draft
0.2	15/11/97	Second draft following comments from ICL Pathway
0.3	31/12/97	Third draft following review by Post Office Network
0.4	9/6/98	Fagen review by Post Office Network and ICL Pathway
1.0	2/8/98	Final version
1.1	27/10/00	Updated to include revised procedures
2.0	22/11/00	Updated to include reviewers comments

0.2 Approval Authority:

Name:	Position:	Signature:	Date:
Don Grey	Horizon National Rollout Project Manager		
Steve Lovegrove	ICL Pathway User Implementation Manager		

0.3 Associated Documents:

Reference:	Version:	Date:	Title:
BP/TRN/001	11.0	29/11/99	Training & User Awareness Baseline Document
SU/TRN/001	1.0	7/7/99	Training Needs Analysis
BP/PRD/013	1.0	21/5/98	Post Office Network's Processes For Scheduling And Awareness To Support National Roll Out
IM/REQ/014	2.0	7/3/00	Training Scheduling And Minimum Training Compliance
SU/REP/021	3.0	3/12/99	Standard Reports And Format

IM/CLOS/001	1.0	21/05/98	Closure Policy For Outlets
IM/SST/001	1.0	21/05/98	Post Office Network's Steady State Training Policy
		24/9/99	CCN 561
		11/2000	CCN 721

0.4   Abbreviations:

CAR	Contractual Authorities Responsibility
CCM	Contract Control Manager
CCN	Change Control Note
HFSO	Horizon Field Support Officer
MIB	Management Infrastructure Briefing
MTC	Minimum Training Compliance
NBSC	Network Business Support Centre
NFSP	National Federation of Subpostmasters
NT & DT	National Training & Development Team
RNM	Retail Network Manager
TAC	Training Administration Centre
UAE	User Awareness Event

0.5   Changes In This Version:

To include a list of reasons for non attendance at training courses and release rates for staff from outlets to attend training.

PON   Post Office Network Policy For Releasing Individuals   Ref: BP/PRD/007
To Attend Training   Version: 2.0
Date: 22/11/00

0.6 Table Of Contents

1. Introduction

The purpose of this document is to identify Post Office Network's policies covering Contractual Authorities Responsibility 532.000.003.

It demonstrates at high level how we will ensure staff are released for all necessary training events. The detail of how this will happen is covered in other documents referred to at 0.3 Associated Documents.

2. Scope

The scope of this document is limited to describing the deliverables at a high level associated with the release of individuals to attend training and covers the following areas:-

- the process adopted by Post Office Network to release the appropriate individuals for training.

- the process for escalation within Post Office Network when individuals fail to attend training within the ten day window

- the process in which Post Office Network will pro-actively inform and encourage users to attend and training events. It will also explain their contractual obligations to attend training.

- contingency procedures within territories

- the process of how territories are informed of this Contractual Authorities Responsibility and how CCM's are notifying RNM's, NBSC and territory staff of it's significance to the success of the Horizon rollout.

3. Duration Of Specific Courses

Horizon training courses have been developed to meet the varying needs of the 72,000 people identified as requiring some form of Horizon training.

Each specific course has been developed by ICL Pathway, KnowledgePool and the Horizon User Implementation team, with input from the relevant areas of expertise within Post Office Network. A Training Needs Analysis document was baselined and this documents all the various courses module by module. The document also details the respective number of people who will attend the different types of courses and over what period of time, below is an outline of the type of course each job role will undertake and the duration of the course :-

Job Role	Course Duration
Branch managers, subpostmasters, outlet managers, reliefs or their substitutes	1.5 days (12 hrs) Counter Managers
Postal officers & counter assistants who use ECCO and who carry out stock unit balancing	1 day (7 hrs) Postal Officers
Counter assistants	1 day (7 hrs) Counter Assistants
HFSOs	2 day Post Office Network Induction 3 day Counter Manager 4 day HSFO Mi Man 1 day HFSO MiECCO
RNMs	3 day Counter Manager (same content as HFSO)
NBSC	2 day Counter Manager
Auditors	2 day Auditor
Investigators	3 day Investigation which covers the 2 day Auditors content
Post Office Network Trainers	5 day Train The Trainers

4. Post Office Network Approach To Releasing Individuals To Attend Training

Post Office Network will ensure all staff, agents, registered assistants and reliefs are released for training. The release of staff will comply to Post Office Network requirement 915 where all staff will be made available for training. (see BP/PRD/013 and IM/CLOS/001 for more detail). An outline of the processes in place to support attendance at training and awareness events are shown below :-

- Post Office Network via the CCM, RNM or NBSC will contact either by phone or in person any individual refusing to attend training
- Post Office Network where necessary will allow for an outlet to close to attend training
- Post Office Network will make a one off payment to subpostmasters for their attendance at training (including awareness events)
- Post Office Network will deem any subpostmaster refusing to attend training, to have failed to meet their contractual obligations and therefore they are unable to run a post office
- subpostmasters will be asked to sign a statement, explaining the consequences of their refusal to attend training
- subpostmasters have been made aware that it is their responsibility to release all their staff to attend training and that should any fail to do so

they will not be allowed to use the Horizon system until they have had local training given by the subpostmaster
- if a subpostmaster's member of staff fails to attend training they will be prevented from any further employment in Post Office Network.

All individuals (except Post Office Network trainers and specialists) receive their joining instructions one month in advance of their proposed training date. Post Office Network requires a 20 week lead in time for trainers and specialists as their work is scheduled this far in advance, joining instructions are sent out at week 16. (Please note: there are no specialist training courses available, allocation has been depleted).

4.1 Process

There will be a formal request to attend training from ICL Pathway which is the beginning of the training process (see IMP/REQ/014). The identification of those individuals who require training will be obtained via the training requirement questionnaire completed at the time of the UAE by the outlet manager.

Training will be offered within a 10 day window prior to installation. Each outlet manager will be given specific dates for training and installation and will only be allowed to refuse those specific dates in exceptional circumstances. (see CCN721)

Reason	Valid	CCM Action
Terminal illness including direct family	Yes	reschedule outlet, discuss alternative methods of training
Bereavement	Yes	offer a backfill place, or reschedule outlet and discuss alternate method of training
Robbery	Yes	reschedule outlet, and offer backfill place.
Hospital appointment	Yes	arrange a DRI, if not possible offer backfill place
Wedding	Yes	arrange a DRI, if not possible offer backfill place
Holiday booked and paid for	Yes	preferred option to install on date and migrate on subpostmasters return - subpostmaster may have to travel to his training course, offer backfill place
Birth's and pregnancy	No	arrange a DRI, if not possible offer backfill place

Reason	Valid	CCM Action
Seasonal	N/A	needs to be managed outside of the process
Resigned/outlet transfer	Yes	if no definite date then date must be accepted - if definite date preferred install then train and migrate at a later date , but depends very much on circumstances

Arrangements to ensure individuals attend within this 10 day window will be the responsibility of the line manager or agent. Any issues which need resolving will be escalated via their line managers (BP/PRD/013 refers).

Post Office Network HFSO, trainers, auditors, security, investigation and other specialist staff training requirements will vary in length and the release of these individuals will be agreed with the respective Heads of Sections. (BP/PRD/013 refers).

4.2 Refusal To Attend

ICL Pathway will notify the respective CCM of any individuals who refuses to attend training via electronic mail within 24 hours. The CCM will notify the RNM or NBSC (for those outlets whose RNM is part of the Retail Line Review Pilot) by phone or electronic mail within 24 hours if they are unable to resolve the issue. The RNM/NBSC will contact/visit the outlet to explain the position, further refusal will be escalated to the Head Of Retail Network to make the decision on the way forward. (BP/PRD/013 refers). Post Office Network have produced general guidelines to be communicated to the territories on how to deal with individuals refusing to attend and timescales to react to problems. (See Appendix B)

4.3 Non Attendance On Day Of Training

The KnowledgePool trainer will phone TAC who will let the respective CCM know via email within 24 hours of occurrence. The daily No Show report provides details of the individual who has not turned up. (cross reference SU/REP/021) . The CCM will ascertain the reasons and offer an available backfill place. (See Appendix C)

4.4 Late Attendance The Day Of Training

The courses which have been developed, run on a modular basis working to a very tight timescales allowing very little time to be able to go over ground again.

The latest a delegate can enter a course is 9.30 a.m. or before the start of the Logging On module which covers passwords and security issues. At trainer discretion a delegate may be admitted to the course after 9.30 a.m.

The delegate will be placed on the No Show report via the KnowledgePool trainer and TAC. The CCM will ascertains the reasons and then offer an available backfill place. The delegate may have to travel more than the agreed 25 miles.

4.5 Roles of Contract Control Manager/Retail Network Manager/Network Business Support Centre To Gain Commitment To Attend Training

The Horizon programme is one of Post Office Network's top objective and will form part of the CCM/RNM/NBSC objectives. Different approaches will be made to ensure individuals attend:

- telephone calls to outlets encouraging attendance
- visits to outlets
- Counter New articles
- individual letters to outlets

Processes will be adopted to optimise the number of individuals attending the MIB and UAE events. RNM/NBSC will contact known individuals who refuse to attend training (BP/PRD/013 refers).

4.6 Release Rates For staff From Outlets To Attend Training

To assist in the maximisation of release rates:

- KnowledgePool TAC will schedule courses in the area where the activity (migration) is taking place rather than on the edge of the 25 mile distance limits
- Release rates to be on the scale of 50% for 2 staff, 33% for 3, 50% for 4 and 25% for above. It may be necessary to be even more flexible over ECCO outlets, as there are fewer Postal Officers courses to be run than Counter Assistant.
- Individual outlet requirements to be taken into account with acknowledgement of end of month pressure, number of part time staff and Bank Holidays.
- Scheduling all courses (Counter Manager/Counter Assistant/Postal Officers) by KnowledgePool at the same time to highlight the release rates for individual outlets at the earliest opportunity.

Number Of Staff In Outlets	Number That Can Be Released	Number That May Be Released With Negotiation
1	1	1
2	1	1
3	1	2
4	1	2
5	2	2/3
6	2	3
7	3	3/4
8	3	4
9	4	4/5
10	4	5
11	5	5/6
12	5	6
13	6	6
14	6	6/7
15	6	7
16	6	7
17	6	7/8
18	8	8
19	8	8/9

This table takes into account all members of staff at an outlet (counter managers, counter assistants, and/or postal officers).

5. Communications

Post Office Network will provide territories with a policy document covering mandatory attendance at training (BP/PRD/013 refers). A separate communications paper has been produced outlining Post Office Network policy for territories to distribute to all outlets. Below is an outline of some of the key communication activities which have taken place :-

- Letter to branch secretaries explaining commitment required of its membership.
- Letter to all outlets re enforcing branch secretaries message
- Communication pack for each outlet explaining their role in the Infrastructure and Implementation Cycles.

6. Turnover Training In Steady State

IM/SST/001 details the procedures in place to deliver steady state training.

6.1 Background

The method of training and delivery is detailed in section 3. The table below identifies the mechanisms that trigger the need for training:-

Turnover Training Required At:	Is Identified At:	Identified By:
Change of outlet or agent	appointment - request for training	Agency Recruitment
Opening new outlet	appointment	RNM/Agency Recruitment
Re-opening after suspension	suspension	RNM/Agency Recruitment
Branch Office conversion	appointment - request for training	Network Transformation
Agency staff appointment	POID check	Agency Recruitment
FPO/IFPO staff appointment	POID check	Agency Recruitment
staff promotion	appointment	Personnel
staff transfer	transfer	Personnel
staff recruitment	appointment	Personnel

6.2 Method

When the need for training is identified, the appropriate Post Office Network trainer will access the territorial database to ascertain if the outlet is Horizon installed. The appropriate training will then be planned.

6.3 Training For Subpostmasters

The following sections contain overviews of the actions to be taken under each heading. (Full details can be found in BP/PRD/013 and IM/SST/002).

6.3.1 Subpostmaster Resigns

Under normal circumstances Post Office Network will be given 3 months notice that a subpostmaster wishes to resign. There will be exceptions to this, but the process as currently in place for manual outlet resignations, is flexible enough to deal with all eventualities.

PON   Post Office Network Policy For Releasing Individuals   Ref: BP/PRD/007
To Attend Training   Version: 2.0
Date: 22/11/00

Upon receipt of notification of resignation the training section in the territory will book an accredited Horizon trainer to attend the outlet at the day of transfer which is normally a Wednesday.

Following notification of a resignation, it is the responsibility of the Post Office Network trainer to ensure all the necessary documentation, training materials etc. are in place ready for the subsequent transfer and training to the incoming subpostmaster. An overview of the process is shown below :-

- Subpostmaster sends in a letter of resignation to the Territorial Agency Recruitment section
- The vacancy is advertised
- Business Plans are submitted to Finance from applicants
- Interviews are arranged for short listed applicants
- Appointment is made by RNM
- Agency Recruitment confirm take over date with training team
- Post Office Network trainer is allocated and puts together a transfer pack
- Pre Induction training is given two days prior to outlet transfer in classroom environment
- Outlet transfer takes place (normally p.m. Wednesday)
- Post Office Network trainer commences 2 week on site training
- Up to 3 supported balances are given by Post Office Network trainer

6.3.2 Delivery Of Training

All of the training for new subpostmasters will be given by Horizon accredited Post Office Network trainers who have undergone the Horizon Train The Trainer course.

Delivery of training will be by Post Office Network trainers, on-site, and in between customers. Where new assistants join at the same time as the new subpostmaster, they will also be given on site training by Post Office Network trainers.

Training on site will start after the subpostmaster has undertaken their two day induction course. The induction course is used to enable the subpostmaster to have some insight into how the counter operates.

The induction course will use the Horizon platform and the 1.5 day managers course used during roll out will form the nucleus of the two days training. The top ten transactions of the outlet due to be transferred will also be demonstrated to the incoming subpostmaster using Horizon. The course also covers Post Office Network Customer First principles, Customer Care training, Counter Operations Manuals and the Horizon System User Guide.

The outlet is usually transferred on the Wednesday p.m. supported by the auditors and trainers. The live training starts the day after transfer.

6.3.3 Commencement Of On Site Training

The trainer will sit behind the subpostmaster observing how they are processing each transaction and assisting where necessary. At quiet times they will, encourage the subpostmaster to switch to training mode to consolidate what they have learnt in the induction course and to process transactions they have yet to come across, using the training material provided by ICL Pathway.

In all, training on site, fully supported by an Horizon accredited trainer, will last for two weeks, plus support for up to three balances or more if required. All on site customer facing transactions are conducted using the Horizon system therefore giving them not only the 1.5 day Horizon Counter Managers course given to subpostmasters during roll out, but a further supported two weeks of training.

6.3.4 Appointment Of New Subpostmasters Assistant

Post Office Network policy is that the subpostmaster will train new assistants on site, and they will be supported by Post Office Network training material. This process is fully described in "Steady State policy document". The subpostmaster will also have to sign a certificate stating that they have trained any new staff to an acceptable standard using the Horizon System Training Mode Function.

6.3.5 Relief Subpostmasters/Holiday Substitutes

The training of relief subpostmasters or holiday substitutes will be carried out by ICL Pathway as part of the outlets normal Horizon training requirements. The subpostmaster should add their names to the Horizon training questionnaire to include them with their own staff. All new relief's/substitutes coming on stream after roll out is finished, are to be trained by the first subpostmaster they cover.

6.3.6 New Retail Network Managers Or Specialists

Turnover training for the above will be carried out by Post Office Network trainers where possible using the Horizon equipment installed in each of the territory. The scheduling and timing of the training will be agreed between the individual and the training team.
This will be delivered by Post Office Network trainers on site or in a classroom as currently performed, at the discretion of the local Post Office Network Territory Training Manager.

6.3.7 Trainer Training

Territorial training staff require their courses 20 weeks ahead of the course date. Six staff are allocated to each course. The HR Training Co-ordinator (Salford) supplies the names and courses required to ICL Pathway in week 19. They will be invited at week 16 to the respective courses and inform the HR Training Co-ordinator of the course details. The HR Training Co-ordinator will be responsible for ensuring their staff are released (BP/PRD/013 refers). **Please note:** There are no more Horizon Train The Trainer courses available.

7. Steady State Training

Post Office Network have taken a decision to use their own training material for all releases. ICL Pathway own the copyright for all training material

It will still be ICL Pathway's responsibility to update Post Office Network's accredited trainers via the Horizon Implementation team who in turn will update their own training materials.

8. Reporting

The detailed process for reporting has been outlined in ICL Pathway's document SU/REP/021 Standard Reports And Formats for release of staff during roll out.

Appendix A   **Responses To Key Issues**

1. If a subpostmaster refuses to have Horizon installed in his outlet despite all reasonable attempts to persuade him, he will have effectively ceased his contract since it is Post Office Network and NFSP stated policy to install Horizon across the whole network. **

2. In the event of a subpostmaster failing to attend their scheduled ICL Pathway training, or failure of their staff to attend, they will be given the opportunity to state his case to their CCM/RNM/NBSC.

3. The requirement to be trained is a precondition to operating the system. This applies to relief subpostmasters as much as permanent subpostmasters. As far as possible they will be given an opportunity to attend one of the scheduled training courses in their area of operation but this will depend on their being recognised as a relief through the registration process. Post Office Network believes that full time reliefs i.e. those whose main source of employment is in post offices, should be required to make a contribution to their training course.

4. Subpostmasters and their staff will be trained to meet the requirements of the system and will be provided with a certificate of achievement. This will be a valuable recognition of knowledge of the system and a safeguard of employment capability in the Post Office Network.

   The standards of competency are not onerous and Post Office Network expects all trained users to easily meet them. In the unlikely event that individuals do not meet the appropriate standards first time, additional training and coaching will be provided to support another and even a subsequent assessment. In order to operate a post office, all staff and agents, and their staff have to be competent in using the system.

5. The subpostmaster is expected to respond flexibly and punctually to all requests to set dates for training activity at their outlet.

6. Experience to date indicates there will be a small proportion of outlets which are not capable of being altered to accept the standard equipment. In such cases Post Office Network would work with the subpostmaster to ensure services are maintained, including consideration of whether a different location for the subpostmaster may be feasible.

** A requirement of this process is that Retail Network Managers, and the Retail Line Managers are informed of a clear message to give to subpostmasters who do not attend training or refuse training e.g. formal

written notification of consequence of action - problems/costs etc. and warning that failure to comply in future may jeopardise the continuance of their contract for service with Post Office Network.
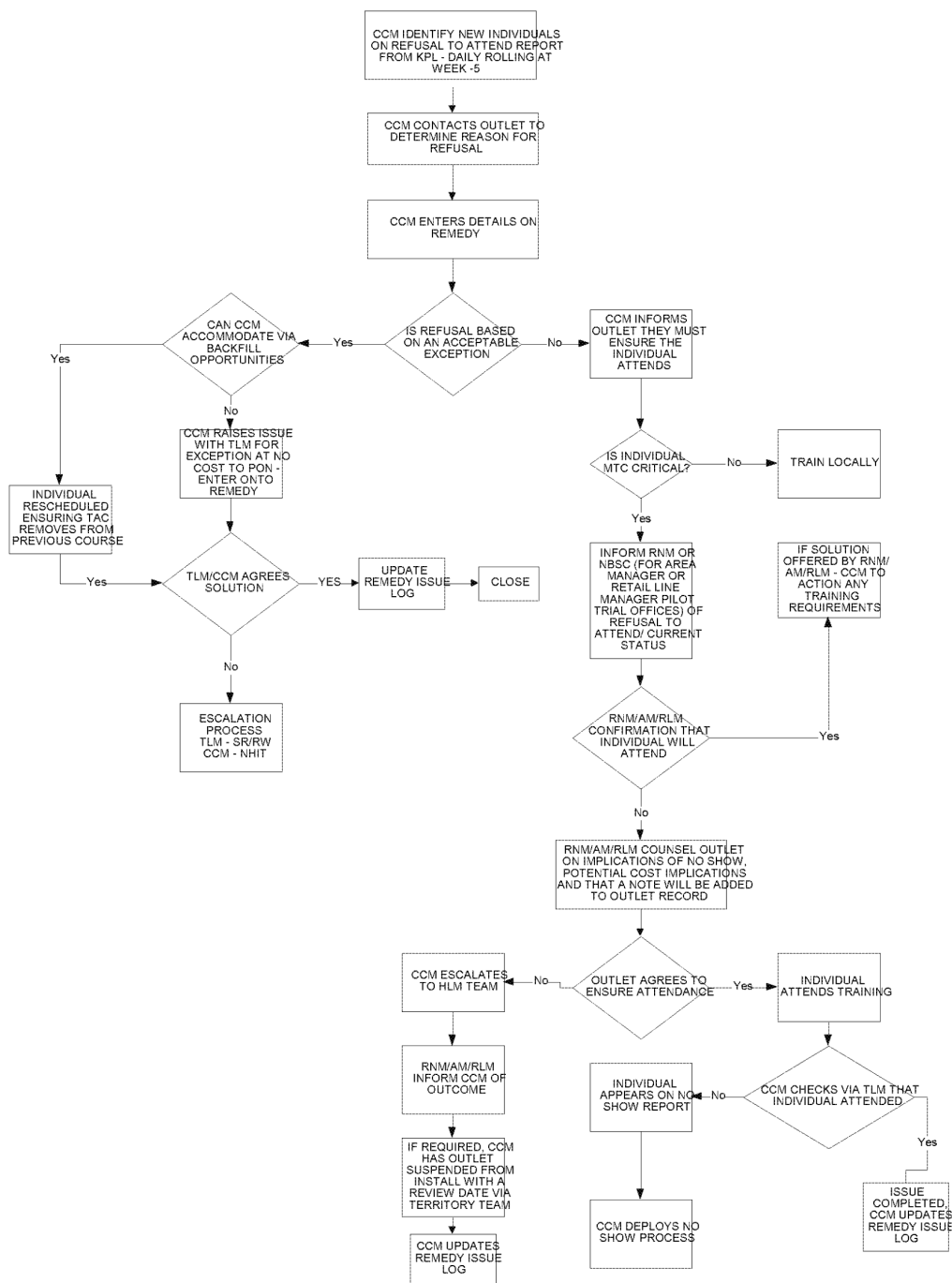
PON   Post Office Network Policy For Releasing Individuals   Ref: BP/PRD/007
To Attend Training   Version: 2.0
Date: 22/11/00

Appendix B   Refusal To Attend Process

PON   Post Office Network Policy For Releasing Individuals   Ref: BP/PRD/007
To Attend Training   Version: 2.0
Date: 22/11/00

Appendix C   No Show Process

INDIVIDUAL APPEARS ON THE DAILY NO SHOW REPORT

CCM CONTACTS OUTLET TO DETERMINE REASON FOR NO SHOW - ENTER REASON TO NOSHOW3.XLS REPORT. ALL NO SHOWS SHOULD BE RECORDED WITH DETAILED REASON

IS REASON ACCEPTABLE?

ACCEPTABLE

CCM DETERMINES IF MTC CRITICAL

NO → CCM TO ARRANGE FOR DELEGATE TO TRAIN LOCALLY

YES → ABORT INSTALL

NEW INSTALL DATE TO BE AGREED WITH PHASE 2 TEAM & CCM TO AGREE NEW TRAINING DATE WITH TLM

CCM ENTER REASON FOR NO SHOW ON REMEDY AND NOSHOW3.XLS WITH UNIQUE REMEDY NUMBER

PON RESPONSIBILITY ?

NO → E-MAIL TLM FOR INFORMATION/ RESOLUTION & COURSE PLACE CREDIT

YES → INFORM RNM OR NBSC (IF PILOT RETAIL REVIEW OFFICE TO DISCUSS WITH AREA MANAGER / RETAIL LINE MANAGER) FOR INFORMATION/ RESOLUTION

TLM AGREES RESOLUTION WITH CCM

RNM / AREA MANAGER / RETAIL LINE MANAGER UPDATE CCM ON ACTION TAKEN

CCM UPDATES ISSUE LOG

CLOSE

NOT ACCEPTABLE

CCM DETERMINES IF MTC CRITICAL

NO → CCM TO ARRANGE FOR DELEGATE TO TRAIN LOCALLY

YES → ABORT INSTALL

NEW INSTALL DATE TO BE AGREED WITH PHASE 2 TEAM & CCM TO AGREE NEW TRAINING DATE WITH TLM

CCM ENTER REASON FOR NO SHOW ON REMEDY AND NOSHOW3.XLS WITH UNIQUE REMEDY NUMBER

INFORM RNM OR NBSC (IF PILOT RETAIL REVIEW OFFICE TO DISCUSS WITH AREA MANAGER / RETAIL LINE MANAGER) FOR ACTION

RNM / AREA MANAGER / RETAIL LINE MANAGER UPDATE CCM ON ACTION TAKEN

CCM UPDATES ISSUE LOG

CLOSE