

Tier 2
Report
Training

The logo consists of a large white circle centered on the right side of the slide. Inside this circle is a smaller red circle. The words "POST" and "OFFICE" are written in white, uppercase, sans-serif font, stacked vertically within the red circle.

POST
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T2 Findings Report Template

CONFIDENTIAL

POST OFFICE

Tier 2 - Investigation Details			
Tier 2 Case Handler:		Date Picked Up:	
Branch Name:		Branch Code:	
Reference Number:		Current Discrepancy:	
Branch Contact:		Contact Number:	
Date Discrepancy Appeared:		Stock Unit(s) Involved:	
		Date case escalated to Tier 3 (if applicable):	

Case Summary:

Beginning - What does the postmaster believe to have happened? What does the postmaster need to resolve the case? This should paint a picture of how the case was raised and who we have it

Help: The dispute cases for use Post Office were raised by Postmaster Account Support Team following discrepancy values being settled to review and dispute.
On 09/03/2020 a disputed/dispute discrepancy of £999.99 was settled to review and dispute.
Attempts to contact the branch were unsuccessful due to the branch (and/or) having a call screening management set up. Email contact was attempted however no reply was received.
Postmaster stated that they believed the discrepancy was the result of use

Overview of Investigation

Middle - What have you done to investigate the case? What actions have you taken to support the postmaster?
Evidence, timeline, findings

Sign of resolution of report

Branch Name
Stock units
Branch name
Opening hours
CVR

Start
What happened on the day the discrepancy was settled?
What does the branch believe took place?
When did the discrepancy start?

Based on changes that are happening within the business, some internal improvements, process changes and progress and continuous improvement opportunities, some changes were made to the existing report template

Feedback from Quality Assurance, T2 and T3 was taken into account to redesign the report. As well as other external input (E and Y)

Purpose:

- Standardisation
- Make it simpler for everyone
- Include some of the requirements going forward
- Long term aim is to have one version of the report for all Network Resolution stages

What's changed?

The main format of the report has not changed. Just some of the design

- The three main sections of your report are still there.
- Case Summary
- Overview of Investigation
- Case Outcome and recommendations

There has been a little bit of guidance added to the boxes (some 'what good looks like' or structure tips)

Case Summary
Beginning - What does the postmaster believe to have happened? What does the postmaster need to resolve the case? This should paint a picture of how the case was raised and who was there.
<p>agg. The dispute cases for rose Post Office were raised by Postmaster Account Support Team following discrepancy values being settled to review and dispute.</p> <p>On 09/05/2024, a shortfall/surplus discrepancy of £999.00 was settled to review and dispute.</p> <p>Attempts to contact the branch were unsuccessful due to the branch having a call screening management set up. Email contact was attempted however no reply was received.</p> <p>Postmaster stated that they believed the discrepancy was the result of x00.</p>
Overview of Investigation
Middle - What have you done to investigate the case? What actions have you taken to support the postmaster?
<p>Evidence, timeline, findings</p>
<p>Link to structure of report</p> <p>Branch Division Stock units Branch name Opening hours CVR</p> <p>Notes What happened on the day the discrepancy was settled? What does the branch balancing look like? When did the discrepancy arise?</p>
Case Outcome & Recommendation
End - What has your investigation found? What outcome have you reached? What is your recommendation to resolve?

What's changed contd...

Manager Comments	
Comments:	Manager perform QA of case. Has a fair and reasonable outcome been reached? Does the case need to be escalated to weekly / monthly Committee? Does the case need to be escalated to Tier 3 ? there any additional action/recommendations such as escalation points?
Authorising Manager	Date:

Added in a new Managers QA box for sign off of the reports and clear signature and dates

The new Decision and Action log has been added to the report

Action Log		
Date	Decision	Agreed Action

What's changed contd...

72- Installation Checklist			
Document	Checked	Not Checked	N/A
Review Dynamics and initial Live tests & familiarise with discrepancy have without reviewing IP not enough detail processes has been addressed, inform Team Leader to pass back	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check the Branch, introduce yourself as Case Handler & inform/advise any relevant initial information from SPARs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check if discrepancy have verified if we have or not? Ensure that the discrepancy has been blocked with the Postmaster Account Support team	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check if any relevant related previous cases on Dynamics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review if the Branch has raised any incidents with ITSDG relating to the discrepancy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check if any relevant related previous cases on Dynamics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check HODs to establish the last time the Branch balanced without any errors on 05/06/20 or later	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check if any relevant related previous cases on Dynamics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check latest known Error Log (ELG) at 05/06/2020 the discrepancy is not related to a XEL Check Knowledge Based Area (KBA) on Dynamics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked where the discrepancy is (Cash, physical or stock)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked stock & cash items	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked stock adjustments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked reverse sales or voiding	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked transfers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked mis sales	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Checked cash sales, discounting/Pop Events	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check duplicate transactions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check trading statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check suspense account	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check if there are any zero transactions that should have a value	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check any cash variance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Document	Checked	Not Checked	N/A
Check recovers - roll forward or roll back	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check for any Transaction Connector's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check for any Transaction Acknowledgment's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Issue/policy decision	Checked	Not Checked	N/A
The alleged shortfall has been properly, fully and fairly investigated in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The shortfall represents a genuine loss to Post Office properly attributable to the postmaster	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A review of the Horizon system has been undertaken to ensure that it was not a contributory factor to the discrepancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any action (or inaction) by Post Office Limited has not been a contributory factor to the discrepancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The shortfall has been created through the postmaster's negligence, carelessness or error	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The shortfall has been caused through the postmaster's negligence, carelessness or error and/or the shortfall has been caused by the negligence, carelessness or error of their Assistant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Case data
Use this box to embed your case data

We have also added a case data box at the end for your working reports to be embedded

The biggest change to
the report is the
checklist.

Updated and improved.
It still gives you the
list of things that
should be checked in an
investigation.

All the things that were in the checklist before - however the questions are updated to be relevant to processes now.

The format has been amended to bring uniformity to Tier 2 and T3 reports, and the

Downloading data for your cases

- Save the files in the following format

Branch code_branch name_what it is_Dates covered

Example:

123456_Anytown_SessionData_1apr22-1apr23

- Upload a raw copy of the data to Dynamics as soon as you have downloaded it
- Save the file with raw data in the title
123456_Anytown_SessionData_1apr22-1apr23_raw data

You can then save a separate version of the data as your working copy for analysis

Saving the report

You should be downloading the report template from Dynamics for every case.

This should pre populate the branch details in the top sections of the report for you.

- **Always check that these are correct and that any blank sections are completed**

At the point that you download to template save it in the following format

[Tier 2 Findings Report_Branch name_Branch code_Case number](#)

Example

Tier 2 Findings Report_Anytown_123456_CAS-123456

**WHEN UPLOADING THE FINAL REPORT TO DYNAMICS MAKE SURE YOU ARE
UPLOADING THE FINAL VERSION WITH AUTHORISING MANAGER COMMENTS**

You should also upload the postmaster version that you send to the Postmaster

Report
Writing

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Report writing should be like telling a story.

All good stories are set out in the same way - Providing a beginning, a middle and an end.

Our investigations should do the same thing. To make that easier the report is broken down into the three sections already

Case Summary:

Overview of Investigation:

Case Outcome & Recommendation:

Beginning...

Case Summary:

This would be painting a picture to tell the person reading the report why we have the case

It should include:

- Who the investigation is for – i.e. what branch
- How the case was raised
- Any information that the branch have told us that could highlight how the discrepancy happened – essentially what the branch/PM has said about the discrepancy

Example:

The dispute cases for Anywhere Post Office were raised by the Postmaster to Branch Support Centre following discrepancy values being settled to review and dispute.

On 10th Month 202x, a shortfall discrepancy of Exxxx.xx was settled to review and dispute.

The Postmaster stated that they didn't know what could cause the discrepancy but thought it could be related to cash remittance errors by his staff. An investigation was requested into the shortfall.



End...

Case Outcome & Recommendation:

This is the section where you pull it all together.

A summary of what your investigation found. What conclusions that the analysis and data gave you

This is the section to outline what you believe the next steps are. Should the amount be cleared as good will, should it be escalated to another department.

It should clearly outline if the discrepancy has been established or not

And should also include any additional actions you believe are



Middle

Overview of Investigation:



This is the section where you shine.

Tell the reader what you have done, what you have checked, what you have found and how you did it

Use the checklist at the bottom of the report to make sure you remember everything. But this section is the meat of your report

This is where you lay out your puzzle pieces and show what you find and how it all comes together

Your report should build as you investigate.
The report gets written as you go along



Decision and Action Log

Action Log		
Date	Decision	Agreed Action

Agreed process is to record decisions and actions from the investigation into the log

- This would be **Decisions** such as:
 - asking Network Monitoring to look at potential Branch Assurance Visit
 - Asking Stock team to complete stock check for a TC to be issued
 - Referring the case to weekly review
- **Actions** would be things like:
 - Sharing the findings with Area Manager to provide support
 - Sending intervention request to training team

Decision and Action log examples

Action Log		
Date	Decision	Agreed Action
21 st June 2023	Joe Bloggs to escalate branch to Network Monitoring to look at potential Branch Assurance visit	Email requesting Branch Assurance visit to be completed sent to networkmonitoring@...GRO... on 3 rd July 2023
23 rd June 2023	Investigation highlights that the branch would benefit from addition support and training around monthly accounting process. Decision by A N Other, T2 Manager for Intervention request to be raised for training to be provided	Joe Bloggs completed intervention request and submitted on 3 rd July 2023
23 rd June 2023	Investigation highlighted non-conformance. Jane Doe Network Ops Manager advised escalation to Contracts Advisor for this case	Joe Bloggs shared findings with contract team to address the identified non-conformance Email sent to Leander Fitzharris on 3 rd July 2023

The decisions should be the things you identify outside of the normal realm of your investigation
You should include the name of the person making the decision – this could be your name or the name of the person making the decision e.g. manager.

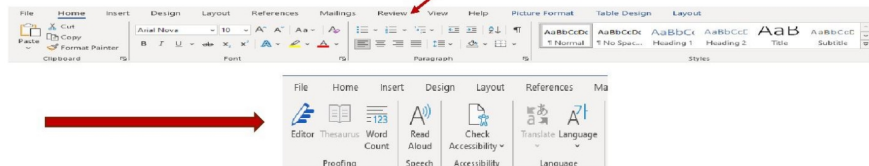
Actions should all link to the decision.



Don't use/can't say	Use instead
Acronyms/Abbreviations	Full words in the first instance, unless it's an abbreviation common place Language such as ATM.
Jargon	Plain language that someone not in Post Office would understand
Loss	Shortfall or negative discrepancy
Gain	Surplus or positive discrepancy
POL	Post Office Limited
FAD code	Branch Code
Correct to stand	Represents a genuine loss to Post Office
Subpostmaster/Operator/Agent	Postmaster
Crown Branch	Directly Managed Branch
AM/BSM etc	Use full title e.g. Area Manager/Business Support Manager

Top Tips:-

- **When writing reports, the use of Acronyms is allowed** provided that you have written it out in full the first time its used, and the acronym is clearly displayed
e.g. A debit Transaction Correction (TC) was issued to the branch on 15th June 2022. The TC relates to...
- **Cash values remember to use your comma's** e.g. use £5,000.00 not £5000.00
- **Date formats** – use long hand i.e. 15th May 2023.
- **Spell check is your friend – also use the grammar check**
 - On word, in the ribbon at the top, select review and then editor



- **Make sure there is no opinion** - Be aware of language used. Be factual in the report.

- **Ensure that your report actually shows what happened not just the cash flow**
 - Explain/reflect how the discrepancy values appear – was it a gradual build or a sudden appearance
- **Show your workings**
 - Explain what you have found, and if it shows it wasn't related, state it in the report
- **Include evidence to support your point**
 - All data snippets should have a clear explanation for what you are showing.
 - i.e. The table below shows an extract from HORice of session data that shows x,y,z....

Session data revealed that on 1st December 2023, the user SKLS processed an existing reversal, however, only the method of payment was reversed and not the full transaction. The table below shows the HORice extract of session data that shows the pre-order currency transaction being processed on 25th November 2023, and only the method of payment processed as an existing reversal on 1st December 2023.

TRANSACTION DATE	TP	BP	BRANCH	COUNTER	MODE	DESCRIPTION	STOCK ID	PRODUCT	QUANTITY	AMOUNT	REVERSAL	TIME/STAMP
25-Nov-2022 16:23:58	5	2	OTUN01	Serve Customer	BB	Create Order			1	100.76		
25-Nov-2022 16:25:34	5	2	OTUN01	Serve Customer	BB	Add Currency to Order			1	103.93		
25-Nov-2022 16:26:25	5	2	OTUN01	Serve Customer	BB	Submit Order			1	0		
25-Nov-2022 16:26:13	5	2	OTUN01	Serve Customer	BB	Cash			-1	-204.69	01-Dec-2022 17:50:39	
01-Dec-2022 17:58:30	5	3	SKLS01	Existing Reversal	BB	Cash			1	204.69		
01-Dec-2022 17:58:39	5	3	SKLS01	Existing Reversal	BB	Cash			-1	-204.69		

- **Make sure all data snippets have the column headers and relevant columns**
 - For your snippets hide the columns that show information that is not required such as duplicate date columns, or product number.

Your outcome should always clearly outline if the discrepancy is established as a genuine loss to Post Office or if it has not been established.

A new EUP has been created that contains some useful phrases that you can use when writing your reports

Please remember that these are guides and not prescriptive inserts so you must ensure that they are used correctly

[NRT00031 EUP Report writing tips V1.docx](#)