



## Printer Friendly View of Review



## Review Information

Reviewee	Gary Thomas	
Manager	Jason Collins	
Review Name	Post Office 2009-2010 Full Year Review	
Review Status	Completed	
Review Period	Start Date	01/04/2009
	End Date	31/03/2010

## Section Information

Name	Personal Objectives
Weight	50
Self Calculated Rating	<b>GRO</b>
Manager Calculated Rating	
Gary Thomas Comments	It will be seen from the evidence provided that this has once again been another strong performance achieved consistently against the set objectives during the whole of this review year. It is my view that whilst I have achieved a good or high performance in most of the set objectives this year my strengths have clearly been identified within my Fraud Risk activities and Loss Recoveries where I actually think I have achieved outstanding performance. I have not awarded myself these ratings lightly and feel I have tried to be fair and objective in other targeted areas such as Safety at Work and Loss Reduction where I have personally perhaps not been able to impact quite so much but nevertheless still offered support and advice and engaged when and where possible.

## Review Owner Comments

**GRO**

## Objective 1 Information

Title	40% LOSS RECOVERY
Description	Recovery of 40% of monies from investigations conducted to have a positive return rate against investigation element of team
Category	POL - Back to Profit
Start Date	22/04/2009
Due Date	31/03/2010
Gary Thomas	<b>GRO</b>
Gary Thomas Comments	The year to date achievement in this objective within the Security Team is nothing less than phenomenal and at period 11 currently stands at around 86% recoveries realised and already over 2 Million Pounds. My own achievements and personal focus in this area over recent years has given me an extremely high return and success in this objective. During this year I have already recovered the following amounts from cases closed, awaiting closure or through immediate repayments:- Ashbourne Parade (£60,000)

Astwood Bank (£28,000) Seaside (£14,000) Bishops Hull (£17,000) Catherine De Barnes (£4,000) Catshill (£28,000) East Beach (£51,000) High Brooms (£24,000) Riverhead (£66,000) Putley (£20,000) Hemel Hempstead / E-Bay (£157,000) totalling £469,000 from my own case recoveries that I feel has been a fantastic achievement and clearly a major contribution to this objective for the whole Security Team. These recoveries are by no means through luck or due to the types of cases but through in my belief the way I approach recoveries with any identified offenders. I always explain that the business will be looking to recover any admitted theft made by an offender and following any admissions made an early repayment will be reported and recognised as a possible benefit through the prosecution stage when it can be confirmed that recoveries have been achieved. If recoveries are not given voluntarily I always ensure that I obtain the necessary information, through searches to assist and allow the F.I.U section to be in a position to restrain any realisable assets and make the recovery through confiscation proceedings therefore feel I have achieved an outstanding performance in this area when compared to peers and the year to date achievement of the Security Team in this objective.

Review Owner

Review Owner Comments

**GRO****Objective 2 Information**

Title

COMPLIANCE

Description

Achieve all targeted compliance of investigative work by adherence to the standardisation of cases and end to end processes.

Category

Financial

Start Date

22/04/2009

Due Date

31/03/2010

Gary Thomas

**GRO**

Gary Thomas Comments

My casework has continually met all areas of compliance from end to end processes and I have had no adverse comments from any section with regards to my casework. These sections include full satisfaction from Stakeholders, Casework Managers, Financial Investigators (FES), Criminal Law Team, Crown & Magistrates Courts, colleagues etc have again had no adverse feedback from my line manager with regards to this objective during our regular 1-1 meetings.

Review Owner

Review Owner Comments

**GRO****Objective 3 Information**

Title

CROSS STRAND SUPPORT

Description

Fully demonstrate involvement in cross strand working with other sections of the Security Team and key stakeholders from across the business (by attendance/contribution to wider team meetings/engagement in strand/team initiatives)

Category

Financial

Start Date

22/04/2009

Due Date

31/03/2010

Gary Thomas

**GRO**

Gary Thomas Comments

This year to date has seen a far more pro active approach by me with regards to cross strand working and communication. An example of this has been with regards to a suspected burglary at Ashley Road West Post Office® in Poole where I am obviously based. The Postmistress is an ex Post Office Ltd employee and old colleague of mine. I became aware of the burglary through reading the weekly highlights document and I made some initial discreet enquiries to understand what had happened at the office. I immediately spoke to Sheila Prime (Security Manager) Physical who advised me of the situation and later to Nikki Dummett (Team Leader) Physical. I was eventually contacted by the Postmistress who suggested she knew who was responsible for the burglary but after advising my Line Manager at the time Ged Harbinson I took a step back and passed all details given to me directly to Sheila, Nikki and also the

Police Officer dealing with the case DC Andy Kennard (Poole Police). It appears that the Step-son was the main suspect and facilitated an alleged burglary using the actual office keys that were held within the family home. He was arrested and interviewed and believed to be involved in heavy gambling debts, but denied the offence. I think this has helped support the physical strand and identified me in considering other strands when digesting the produced weekly report, communicating and offering my assistance and engaging with both Physical colleagues, their line manager and the local Police. I was recently asked to return to this Post Office to obtain digital photographic evidence of the site by both Sheila Prime and Alan Lusher Contracts Account Manager who was looking at the culpability aspect. I have also offered my support with the delivery of the Field Advisor presentations this year and already contacted my allocated Crown Area Manager (Lynn Lewis) with regards to the planned Security presentations to the Branch Managers (CAM Presentations) ensuring continued stakeholder engagements through our security initiatives. I have also contributed in taking the lead with collaborative working between Security & Supply Chain (Swindon Stock Centre) in helping to instigate meetings and communication channels with P&BA Chesterfield following a recent case (Hemel / E-Bay) where I have to date recovered £157,000. I have been building several relationships with the Crown Regional Support Advisors (Alex Syme) and Crown Area Managers (Neil Haydock) and helped them in reducing losses within their Crown Network through Green Giro discrepancies. Savings realised were at Poplar Crown Office £33K and Holloway Crown Office £17K. Had I not persisted this would have resulted in a further £50K being added to the years Crown Office Losses.

Review Owner

Review Owner Comments

# GRO

**Objective 4 Information**

Title

FRAUD RISK ACTIVITIES

Description

Participate in all assigned Fraud Risk activities during 2009/10

Category

Financial

Start Date

22/04/2009

Due Date

31/03/2010

Gary Thomas

## GRO

Gary Thomas Comments

As I share my office with Lester Chine who works as a Fraud Risk Manager I feel I possibly get a wider exposure to the Fraud Risk activities than many of my peers. I have regularly offered my own input and advice as and when sought by Lester including this year areas including DVLA, Bureau De Change and POCA. I recently gave advice on several letters that he had been constructing to be sent to Postmasters in relation to duplicate POCA transactions and DVLA enquiries. I proof read the drafts, offered my opinion on the content that clearly assisted Lester in finalising the end product to be sent out. Lester recognised my input through my own line manager. I have continually maintained communication with the other two Fraud Risk Managers this year (Dave Posnett & Kim Abbotts) who I have a good relationship with to ensure I have a full understanding of the area's that are being focused upon by each of them and to help me better support this objective and maintain regular communication. I always participate in all assigned Fraud Risk activities and was last year heavily involved with the setting up of the Crown Office Loss Programme with Dave Posnett identifying the anomalies through T/C's that is clearly again this year another major focus for us all. I produced a file for my allocated Crown Office (Trafalgar Square) and printed the Crown Office Toolkit, process and any supporting documents to assist me. I made consistent inroads into the mandatory elements of the activity whilst ensuring I kept one eye on another key objective regarding the businesses focus on our targeted reduction and most cost effective T&S due to my location in relation to my allocated office. I kept in regular contact with the Branch Management Team at Trafalgar Square and dealt with any issues remotely. I was very successful in reducing over £5,000 from their loss figure this year by getting agreement for a Transactional Correction to be allocated in respect of a loss in April 2009. This was when there was a postage increase and a subsequent loss was made due to stock revaluation. I recently played a very pro active role in the Lottery Scratchcard activity and assisted a colleague by conducting not only my own visit/phone calls but theirs also due to their heavy workload. I was also very instrumental in the Swindon Stock Centre program that I am currently working on with Kim Abbotts from the Fraud Risk Team following my own Hemel Hempstead / E-Bay case that identified a vast amount of weaknesses and process / procedural problems. In fact my pro active involvement in this area and other Fraud Risk activities this year has now resulted in a tempore promotion opportunity for the next three months that I am both excited and grateful for being allowed this opportunity.

Review Owner

## GRO

# GRO

Review Owner Comments

GRO

**Objective 5 Information**

Title

LOSS REDUCTION

Description

Reduce physical attacks (robbery, theft etc) against Supply Chain's Cash in Transit operation to keep losses within budget. (£850k).

Category

Financial

Start Date

22/04/2009

Due Date

31/03/2010

Gary Thomas

GRO

Gary Thomas Comments

Although I have had no direct involvement this year to date I have previously trained and been part of the Supply Chain's RDT team that clearly gave me a good insight and an increased knowledge of how important it is to follow the correct operational procedures. I have been previously involved in several loss investigations between branches and C.I.T Depots especially at Poole C.I.T and I have regular contact with Jason Barnes a manager at the depot who I have regularly engaged with via telephone as he often calls me for advice immediately any discrepancy is identified in the unit. I advise him of any action necessary including timely reporting. This had recently occurred in respect of a discrepancy between Poole C.I.T. and Alresford SPSO that resulted in a case being raised and eventually allocated to my colleague Adrian Morris. On receiving the information from Jason Collins I immediately access the Credence Business Info-view and immediately downloaded various reports that were still available to me at that time (April 09). I later became aware that my colleague Adrian Morris had been allocated this case and e-mailed all available information to him on the 1st June 2009 that allowed Adrian immediate access to the data and hopefully assisted in the progression of his case. My actions resulted in reducing the Supply Chain's losses as the Sub-Postmaster was held responsible for this particular loss. I feel having a regular communication channel with the depots ensures that a focus is maintained to reduce the necessity to interview their own staff as and where possible ensure they adhere to compliance.

Review Owner

Review Owner Comments

GRO

**Objective 6 Information**

Title

LOSS REDUCTION

Description

Reduce physical attacks (robbery, burglary, theft etc) against the Network to keep the losses within budget. (£1.75m).

Category

Financial

Start Date

22/04/2009

Due Date

31/03/2010

Gary Thomas

GRO

Gary Thomas Comments

I have continued to regularly make myself available this year to support the Physical Team when and where possible and responded to a request made by Bob Brown regarding Tiger Hostage Events to be held in Northern Ireland. I ensured I did not just ignore the e-mail and request as others had clearly done and often do but responded directly to Bob at my first opportunity upon my return from Annual Leave. I copied in Jason Collins my Line Manager so he was fully aware of my own current situation at the time and my response to Bob. I later spoke to Jason and he confirmed that I was unfortunately not in a position to assist Bob on the 9th September 2009 due to the time restraints I was found under with regards to a double Crown Court Committal. I feel my actions here meant that I had assessed the request, reviewed my own situation and work load, responded to the request at my first opportunity and advised and clarified with my line manager that I was not in a position to help on this specific occasion due to being unavailable on the required day. I have assisted and offered advice during this year to the Physical Team especially through Nikki Dummett with regards to how the physical team and the fraud team deal with their respective investigations when dealing with the Police and with regards to

challenging, assisting and questioning the Police with their ongoing enquiries. This was very apparent through the Ashley Road (Poole) case where we suspected internal theft although this had been reported as a burglary at the time. I felt that the Police may not have conducted all the necessary enquiries that I would have expected and done had this been one of my own Fraud Team Investigations.

Review Owner

Review Owner Comments

**GRO**

#### Objective 7 Information

Title

Safety at Work

Description

Ensure health and safety standards are raised at work by carrying out your personal health and safety responsibilities outlined in the Health and Safety Policy.  
Minimum measure: All personal and team risk assessments completed and risk reduction actions implemented.

Category

People

Start Date

01/11/2009

Due Date

26/03/2010

Gary Thomas

**GRO**

Gary Thomas Comments

I always ensure that all my own personal Health & Safety WTL sessions are carried out and that the necessary office based risk assessments and fire drills are completed, recorded and implemented in the necessary time scales. The teams risk assessments are generally subject to an agenda item at our Team Meetings and these are always updated, accessible and completed by my colleague Graham Brander who is the teams H&S representative and he ensures they are uploaded onto the Security Library. All the necessary requirements and standards have been fully achieved by both the team and myself during the past year.

Review Owner

Review Owner Comments

**GRO**

#### Objective 8 Information

Title

T&S COST REDUCTION

Description

Demonstrate personal engagement in ensuring the most cost effective method of travel and/or overnight accommodation, by increased use of all tools available (pool cars/hire cars/independent hotel booking services/web conferencing/telephone conferencing) in order to reduce T&S costs during 2009/10,

Category

Financial

Start Date

22/04/2009

Due Date

31/03/2010

Gary Thomas

**GRO**

Gary Thomas Comments

This objective is an area that I would like to feel I have continually championed over previous years and it was due to my own independent hotel bookings and me advising all the Fraud South Team of my use of the Late Rooms and other websites that has ensured we were already adopting the most cost effective methods of travel and accommodation. I continued to hire cars as the most cost effective travel as unfortunately the pool car that was expected to be transferred to Poole was retained by Lisa Allen during her period as North Team Leader. The pool car was later transferred to my office base in December 2009 and is now shared by Lester Chine, Graham Brander and myself. An example of my personal engagement in this objective was on the 7th July 2009 when a substantial audit shortage was identified in Ramsgate. Having been contacted by Ged Harbinson in respect of the shortage I informed him of the fact that a colleague Adrian Morris was already conducting enquiries close to me in Poole CIT that morning and he already had a hire car. I instigated and arranged for Adrian to collect me before driving to Southampton to collect Graham Brander so we could use just the one vehicle to attend Ramsgate instead of potentially three. On route I made arrangements with Avis for the Hire Car to now be collected the next day from my own home address in Bournemouth as opposed to Adrian's address in **GRO** As we had not departed until midday we did not reach Ramsgate to nearly 16.00 hours and although I did not eventually arrive home until 02.00 a.m. the next morning following a near 18 hour



day a substantial and major saving was identified and achieved. One vehicle not three and no overnight stays for three people. An estimated saving of in excess of £300 plus. A further example of a T&S cost saving was when a recent overnight stay in Rugby necessitated that myself and Graham Brander stayed at the Premier Travel Inn (M6) as Coton House was fully booked. Following a poor nights sleep for both of us on this occasion due to both traffic noise and heating problems I complained and received a full refund of £130 for the cost of our two rooms under their guaranteed good night scheme that clearly was not achieved. I have also been conscious that when arranging any job or training event that I look at the opportunity to use Graham Brander or a colleague located close whereby I can pick them up and drop them back by using the pool car as and where possible. I also use Capita when booking train fares etc if this is the cheapest option.

Review Owner

Review Owner Comments

**GRO****Section Information**

Name

Post Office Behaviours

Weight

50

Self Calculated Rating

Manager Calculated Rating

Gary Thomas Comments

**GRO**

Whilst I always try to be objective and often a little hard when rating myself against all the behaviours I do believe it is an area of my performance where I am extremely strong. However I do recognise and believe that historically whilst I have been living and breathing behaviours every minute of every day I have perhaps not always recorded the necessary and relevant evidence in a way that will recognise the numerous strengths that I hold in these areas. I have continually discussed this during the year with my line manager and hope I have been able to address this now in a positive way to ensure I do achieve the performance mark that hopefully recognises the quality, workload and commitment that I feel I have always given to my own role and all of the other Security Strands and Stakeholders that I have come in contact with. This is also very apparent with all the external people I am in regular contact with, such as Criminal Law, Legal Executives, Police Officers, Customers and even the suspects and offenders that I regularly deal with. I often find that my actions do cover a wide spector and several of the behaviours and are therefore not unique to just one area.

Review Owner Comments

**GRO****Behaviour & Competency 1 Information**

Name

POL - I challenge to make things better

Description

I am always looking for ways to improve business efficiency and effectiveness and I encourage challenging debate within my team. Whenever I identify a problem, I propose a solution and I am always prepared to challenge accepted wisdom and look for innovative ways forward. My challenges are positive and supportive and focused on an activity rather than an individual.

Gary Thomas

**GRO**

Gary Thomas Comments

1 I feel I have continued to remain very professional and maintained my usual high performance even after experiencing sustained disappointments in promotions and development opportunities. I have welcomed feedback and attempted to act upon it to ensure I am better placed in the future. I have also always given feedback honestly at the correct time (next 1-1) with my line managers with regards to my disappointments and maintained my professional business image at all times. I have looked to implement possible solutions to help me in the future. (Performance Matrix). Having recently been identified as having future potential I was invited on a recent telephone conference by a member of the SLT with regards to my future development needs and opportunities. I gave honest feedback to Dave Pardoe and challenged ideas and certain current development processes such as academia appropriately and objectively.

2 Following my attendance at an Advanced Interviewing Course in Rugby (June 2009) I took the initiative

and lead to try to look at an improvement opportunity to create a selection of PACE Interview Introduction Crib Sheets for Investigators when they conduct Taped Interviews. My logic and reason in doing this was to generate value for my colleagues following this course that most individuals in the Fraud Team have now attended. I recognised that there was a key benefit and opportunity for my colleagues to try a new idea and adopt a new method with a simplified user friendly tool that I produced for them to use depending if the interview was either Voluntary or at a Police Station. There would also need to be slightly varied versions for when the interview was a continuation of more than the one tape. The main driver for me doing this was to help improve and simplify the introduction procedure during an interview for both myself and colleagues. I created four documents that could easily be adopted, amended and printed prior to each interview and I distributed these four versions to the whole Fraud Team for their views and feedback. The feedback was very positive and a high percentage of them have now already decided to adopt and introduce my suggested format, whilst others have still preferred to remain using the traditional approach that is still appropriate. The outcome of my initiative has been very pleasing with many favourable comments from colleagues showing their appreciation of my new document. I again copied the said documents recently to a colleague who has only recently returned to the Fraud Team (Natasha) and a new team member in the North Team (Sharron). I also sent these documents on to a Royal Mail Investigator (Group) who attended the same Advanced Interviewing Course as me. This has demonstrated and delivered improvements and benefits to both my colleagues and the wider business in the way we previously traditionally conducted interviews. I asked for feedback following colleagues using this approach and reviewed this and adopted any suggestions made to me positively. I wanted my colleagues to try a new approach and gave this idea as I decided it may be a new opportunity in which we could stay ahead of the game and be at the forefront in driving through change in a positive and entrepreneurial way.

3 Following a South Team meeting I became aware of a possible area that would allow Post Offices to remove/steal/borrow Post Office® funds and hide the fact in such a way that Auditor's would not be alerted or aware of this. I therefore decided to attend a Crown Post Office (Westbourne) following this meeting that had included a presentation from the Crime Risk Section highlighting the aforementioned concerns with a facility on the Horizon System to allow "Loans To Post Offices" and "Withdrawn From Post Offices". Following my visit and understanding of the effect these had on initially the Horizon System and at the Trading Statement my findings were immediately reported back to both the Crime / Fraud Risk Sections and the National Audit Team. I needed to immediately ensure auditors were made aware of these possible entries when they were conducting their audits whether a Level 2 Tier or Level 3 Tier. On reporting my findings and feedback the Crime Risk section raised their own concerns and the outcome of my findings with their line manager and ensured it was upwardly communicated. The findings were immediately reviewed and the apparent risk this posed was considered and from what I understand via feedback it was only considered a Low Risk but would be further monitored in the future.

4 June 2009 - Via telephone, I informed a Senior Lawyer with regards to the charges advised on POLTD/0809/0002, and I pointed out that an error had been made informing her of the appropriate amount. Following my telephone call, the Lawyer agreed and then asked me to amend the said charges and forward it back to her. The outcome of my actions was that this saved later embarrassment in amending the charges whilst at Court and helped to portray both the Security Section and business in a more professional light.

5 During this year of a substantially reduced T&S budget I have often challenged my colleagues if they are using the cheapest and most cost effective options available to them. Whilst challenging them I have always suggested alternatives and other options that may be more appropriate. Examples of this have been the wider use of Hire Car's and the sharing of these when and where possible, alternatively Business vehicles or public transport and only using their own vehicle as a last resort. I have regularly advised the South Team of the benefits and reduced costs available with using websites such as Late Rooms.Com, and Premier Travel Inns and not using the business contact of Capita Travel for several years now. My individual T&S budget allocated was running considerably less than my own target and will hopefully be of assistance to both the immediate and wider teams in achievement of this objective.

6. During November 2009 Mr Jarnail Singh Criminal Law Team suggested 5 theft charges in a case of mine against Mrs Alison Smith (Putley). I challenged these charges as I had previously advised Mr Singh that there were no Branch Trading Statements available. Not only did I challenge the suggested charges but I also suggested an appropriate charge under the Fraud Act 2006 should be considered. This was done and an amended charge that I had suggested was agreed and resubmitted to myself. The outcome of this case was a guilty plea made and Mrs Smith was duly sentenced in February 2010.

7. During February 2010 I again challenged Mr Singh in respect of the Mrs Alison Smith (Putley) case when he sent an instruction regarding how he had informed our Agents that we needed an order for compensation in the sum of £19,572.56 being the discrepancy in the account and would be grateful to Paul Southin whether he can confirm whether we are proceeding to recover the loss by means of the Proceeds of Crime Act 2006. I immediately responded to challenge this and referred him to my initial report that stated how £18,000 had been recovered on the day of the audit. This challenge ensured we were not embarrassed at court by requesting compensation that was clearly not outstanding.

8 I challenged a £5k loss at Trafalgar Sq, sustained some months ago, relating to revaluation of stamps. The loss wasn't really a loss in real terms, but the BM and others were unable to correct the situation. This was the main reason Trafalgar Sq appeared on the Fraud Risk Losses Toolkit. I tenaciously pursued this, with valued assistance from Louise Wilkins P&BA Chesterfield, resulting in a £5k claim TC for the office. I think this demonstrates that Security ownership (ie allocation of an office), combined

with my determination and abilities, can reap results for Crowns. It's a shame the office couldn't sort this out at the time of occurrence, though Security involvement may have been the driver for the Stock Team to now agree to a TC - indeed, if I hadn't raised this, then the loss would have remained.

9 I have been regularly engaging and working with others across the business in Supply Chain (Swindon Stock Centre), P&BA Chesterfield and Fraud Risk to arrange a series of meetings that I have now set up, chaired, led on and produced the necessary action points that were identified as needing addressing. The outputs from these meetings have been project managed and regularly upwardly reported due to the high profile that they currently hold. A series of procedural failings and communication issues have been identified and challenged and some new accounting processes are currently being tested to see if fit for purpose to make the necessary improvements.

Review Owner

4 - High Performance

Review Owner Comments

Gary's conduct in this area sits spanned across the border by his evidence of someone working in the good to high performance range in this behaviour. He makes the appropriate challenges when required and seeks a continuous improvement approach across aspects of his workloads as well as looking to others that he engages with. Gary's commercial focus allows him to explore the impact that his actions have or need to have. Going forward I would like to see Gary continue in the same fashion and look to further develop his approach in challenging with greater emphasis on the positivity that he brings to the table when he does challenge by use of alternatives rather than adopting any restrictions, he also needs to learn from his successes and ensure that these are not continued in the same fashion but developed for all to benefit.

## Behaviour & Competency 2 Information

Name

POL - I create value for customers

Description

To create value for customers, I understand what motivates them and how I can best meet their needs. Adopting a continuous improvement approach, I deliver an excellent service in line with the Post Office® brand and our principles and values. I have a true commercial awareness of our marketplace and the impact my work has on the wider Post Office® and Royal Mail Group.

Gary Thomas

**GRO**

Gary Thomas Comments

1 Following my attendance at an Advanced Interviewing Course in Rugby (June 2009) I took the initiative to try to look at an opportunity to create a selection of PACE Interview Introduction Crib Sheets for Investigators when they conduct Taped Interviews. My logic and reason in doing this was to generate value for my colleagues following this course that most individuals in the Fraud Team have now attended. I recognised that there was a key benefit and opportunity for my colleagues to try a new idea and adopt a new method with a simplified user friendly tool that I would produce for them to use depending if the interview was either Voluntary or at a Police Station. There would also need to be slightly varied versions for when the interview was a continuation of more than the one tape. The main driver for me doing this was to help improve and simplify the introduction procedure during an interview for both myself and colleagues. I created four documents that could easily be adopted, amended and printed prior to each interview and I distributed these four versions to the whole Fraud Team for their views and feedback. The feedback was very positive and a high percentage of them have already now decided to adopt and introduce my format, whilst others have still preferred to remain using the traditional approach that is still appropriate. The outcome of my initiative has been very pleasing with many favourable comments from colleagues showing their appreciation of my new document. I again copied the said documents recently to a colleague who has only recently returned to the Fraud Team and also to a Royal Mail Investigator (Group) who attended the same Advanced Interviewing Course as me. This has demonstrated and delivered improvements and benefits to both my colleagues and the wider business in the way we previously traditionally conducted interviews. I asked for feedback following colleagues using this approach and reviewed this and adopted any suggestions made to me positively. I wanted colleagues to try a new method and an idea I decided may be a new opportunity in which we could stay ahead of the game and be at the forefront in driving through change in a positive and entrepreneurial way.

2 Following a South Team meeting I became aware of a possible area that would allow Post Offices to remove/steal/borrow Post Office® funds and hide the fact in such a way that Auditor's would not be alerted to this. I therefore decided to attend a Crown Post Office following this meeting that had included a presentation from the Fraud Risk Section highlighting the aforementioned concerns with a facility on the Horizon System to allow "Loans To Post Offices" and "Withdrawn From Post Offices". Following my visit and understanding of the effect these had on initially the Horizon System and at the Trading Statement my findings were immediately reported back to both the Fraud Risk Section and the National Audit Team. I needed to immediately ensure auditors were made aware of these possible entries when they were conducting their audits whether a Level 2 Tier or Level 3 Tier. On reporting my findings and feedback the Fraud Risk section raised their own concerns and the outcome of my findings with their line manager and ensured it was upwardly communicated. The findings were immediately reviewed and the apparent risk this posed was considered and from what I understand via feedback it was only considered Low Risk but would be further monitored in the future.

3 Although Investigation recoveries are in fact a Team Objective I feel that during this year the fact I have recovered over £469,000 from my own cases closed, awaiting closure or through immediate



repayment that I feel this has been a major contribution to the objective for the whole team. My awareness of the commercial benefit these recoveries make shows my understanding of the overall business and teams strategy and the important link this brings to the Team Objective.

4 I recently received a telephone call from a colleague who had been advised by SMS text of the Post Office® changing its communications supplier whilst he was on holiday in Greece. The person contacted me as he had received this SMS message informing him that the Mobile Phone contract was changing and he needed to immediately access an internet site and enter a code. The message stated if this was not completed immediately connectivity may be lost. As my colleague was away on holiday he was most concerned as he needed his phone due to [REDACTED] GRO. On contacting me I agreed to access the website and completed the necessary instructions and passwords to register both my own and my colleagues Mobile's in preparation for the transfer from our supplier from O2 to Vodephone. I considered the implications of compromising the personal password but decided this was necessary given the situation. I immediately text my colleague when I had completed the necessary information to put his mind at rest for the remainder of his holiday. In doing this I demonstrated my willingness to assist colleagues and helped to resolve their problem, and in turn this assisted the wider business in a later smoother transition of our mobile supplier. On my colleagues return to work I reviewed if they were satisfied with my action and they explained my actions were invaluable to them at a very difficult and sensitive time.

5 I have a number of customers mainly internal that I deal with on a very much day to day basis. I always try to achieve their expectations and time scales if required. In the 9 years I have been a Fraud Advisor (Investigator) I have had no adverse comments from any section with regards to my casework. These sections have included full satisfaction feedback from Stakeholders, Casework Managers, Financial Investigators (FES), Criminal Law Team, Crown & Magistrates Courts, colleagues etc. I always try to ask them if they were happy with my communication, feedback, reports, levels of contact etc to ensure that I met their expectations and created value for them. This is an area that I like to pride myself on and always ensure my communication to them includes:- "Should you require anything from me or I can be of further assistance don't hesitate to ask".

6 During the early part of this appraisal year (April) I was asked by my Line Manager to complete a task/project for a member of the Senior Lead Team (SLT) to produce an asset register in respect of all equipment that was held within the Fraud Team and it's condition (working/not working). After much perseverance I enrolled the assistance of a colleague under less day to day pressure than myself and between us produced the Fraud Equipment Asset Register and submitted this as tasked. During this project I engaged and involved as many people throughout the team as possible explaining clearly what was needed and the importance of their input. I was later thanked for my efforts and the quality of the final document that I had produced and was subsequently later contacted by another member of the Security Team (Jane Owen) who was now compiling a similar document covering the whole Security Team. They explained that they had been informed of my document and asked me to forward my final version of the register so it could be used in the same or a similar format. In doing this I created initial value to the SLT (Fraud Section) and later value to the whole Security Team and stopped any possible duplication.

7 Following a Team Meeting that involved a discussion regarding Case File retention and Case Evidential retention time scales I advised my colleagues that I had the necessary information available to me due to one of my own previously complex cases that had required me to obtain this information. On return to my office I communicated the documents as promised that I had to both the North & South Fraud Teams for their information and retention to assist in the future as a point of reference. The feedback I received from several team members was both positive and complimentary. In doing this I have worked with others within the team to demonstrate my willingness to help and knowledge share information available and known to me. In doing this I have created value for them all by the action I took following this team meeting.

8 I have recently communicated the benefits available to both individuals and the business in moving to VPN Broadband as opposed to the old costly RAS facility when working remotely or at home. I have communicated these benefits both within the team and to other Royal Mail Group employee's (Geoff Budden) Royal Mail National Fleet Vehicle Services Manager. Geoff ensured his whole national team became fully aware of the benefits available and introduced them when and where possible. I have also instigated within our own office the facility to have the office telephone diverted to individuals own mobile phone when not answered after 5 rings, which has clearly benefitted everyone including the Fraud Risk Manager should he be working from home, away, etc. The review of these improvements has been the greater accessibility of everyone when working out of the office that has ensured our customers have experienced a better response rate and improved their own service levels. The overall cost benefit made by the VPN Broadband must be quite immense although unfortunately I am unable to quantify this behaviour with an exact amount.

9. When I become aware that the Horizon Online Training Website was set up and ready to use I engaged and shared this with the whole Security Team. The website was apparently really simple to use and gave an insight into what and how Horizon Online will look and feel when it is introduced over the next few months. I advised that once on the site you will first need to create your own unique user account and where it asks for a FAD code they would need to use 999930. Once registered you can log on whenever you like, as many times as you like. The website will be launched officially in the near future but I thought you may all like the chance to make use of the system at the earliest opportunity. I have attached a link below Create Account for your assistance but you can go to the actual website through

GOGGLE. This was considered an opportunity to achieve the "Right First Time" approach.

10 I challenged a £5k loss at Trafalgar Sq, sustained some months ago, relating to revaluation of stamps. The loss wasn't really a loss in real terms, but the BM and others were unable to correct the situation. This was the main reason Trafalgar Sq appeared on the Fraud Risk Losses Toolkit. I tenaciously pursued this, with valued assistance from Louise Wilkins P&BA Chesterfield, resulting in a £5k claim TC for the office. I think this demonstrates that Security ownership (ie allocation of an office), combined with my determination and abilities, can reap results for Crowns. It's a shame the office couldn't sort this out at the time of occurrence, though Security involvement may have been the driver for the Stock Team to now agree to a TC - indeed, if I hadn't raised this, then the loss would have remained.

11 I was approached by Alex Syme (Crown RSA) regarding a Crown Branch (Poplar) in his Region that incurred a loss of £33,000.00 via a T/C owing to a lost Green Giro pouch. The branch suffered the loss because they failed to provide a duplicate listing / summary for the week in question to P&BA Chesterfield. When A&L was taken over by Santander, it was made a condition of reimbursement to POL in the event of lost Green Giros that a duplicate listing must be provided and this was communicated in April 2009. I took control of the situation obtained the duplicate listing and engaged with Michala Millington & Louise Wilkins at P&BA in Chesterfield who work in Cathy Macdonalds Team. They supplied the listing to Santander and we were able to issue a credit T/C to Poplar Crown Office for the full amount reducing £33K off their loss figure as well as the targeted Fraud Risk Crown Losses Program. I created value for many people especially Alex Syme, Dave Posnett and the Branch Manager to name but a few. By taking this action I also ensured I engaged and involved many people (P&BA etc) and certainly worked with others to win so numerous behaviours have been achieved here.

12 Following some assistance I offered to Lester Chine in Fraud Risk regarding a POCA decision board I received thanks and recognition as follows :-

Please pass on my thanks to Gary Thomas who has provided excellent support to the POCA decision board, which I now sit on. A recent case of his (High Brooms) has significantly impacted on a claim and will allow the board to make a judgement for the customer which had previously been refused.

As this identified a process gap, Gary has also assisted in suggesting ways of the business recouping the loss and offered further assistance. We say this is BAU, but he sent me the report and other details, identifying what was required to support Fraud Risk activities.

Lester

PS - make sure he records this on his behaviours!!!!

13 Whilst on Annual Leave in February 2010 I was contacted by Lisa Allen one evening as I had been working sending emails. Lisa asked me to assist her with her Lottery Scratchcard intervention visit at Washington Road SPOB where she claimed to be having a bit of a blonde moment. I gave her a comprehensive response that she appreciated and acted upon thanking me for my time and effort whilst on A/L.

14 I was contacted once again by Alex Syme following my success at both Poplar Crown Office & Trafalgar Square that he had received a letter from A&L claiming not to have received £17099.72 worth of DWP Green Giro cheques from Holloway Crown Office. All the green giros are sent weekly from the office and since my email on the 15/01/10 the Crown's have kept a copy of the giro summary. Unfortunately this request was for week 39 (Dec 2009). There was no summary at the office for this particular week. the request was (Is there anyway we can get a summary from Chesterfield? or anywhere?). This is now another massive loss which the business can't afford to accept. I decided that I still had time and access to Credence for this week in question and downloaded the necessary documentation. I complied this in a format similar to the Branch Summary and submitted this to P&BA Chesterfield in support of the claim to try to ensure no Transaction Correction would be issued. This was once again accepted due to my actions and assistance in working with others that subsequently saved Holloway Crown Office and the business yet a further £17K loss. The thank you from Holloway I received - (Thank you so much for your help, if everyone was as helpful as you in the business we would be in profit by now).

15 Following being approached I have recently supplied full details and information regarding loss recoveries and how they were achievable and produced a slide for the new CAM presentation being put together by my colleague Graham Brander for imminent delivery to Branch Managers.

Review Owner

Review Owner Comments

GRO

GRO

## Behaviour &amp; Competency 3 Information

Name POL - I engage and involve

Description My understanding of, and enthusiasm for, the organisation's goals involves and motivates those around me. I set challenging but achievable targets, valuing the contribution of every individual. By involving people in decision-making and listening to them, I demonstrate trust and win their support

Gary Thomas

**GRO**

Gary Thomas Comments

1 During the early part of this appraisal year (April) I was asked by my Line Manager to complete a task/project for a member of the Senior Lead Team (SLT) to produce an asset register in respect of all equipment that was held within the Fraud Team and it's condition (working/not working). After much perseverance I enrolled the assistance of a colleague under less day to day pressure than myself and between us produced the Fraud Equipment Asset Register and submitted this as tasked. During this project I engaged and involved as many people throughout the team as possible explaining clearly what was needed and the importance of their input. I was later thanked for my efforts and the quality of the final document that I had produced and was subsequently later contacted by another member of the Security Team who was now compiling a similar document covering the whole Security Team. They explained that they had been informed of my document and asked me to forward my final version of the register so it could be used in the same or a similar format. In doing this I created initial value to the SLT (Fraud Section) and later value to the whole Security Team and stopped any possible duplication.

2 I regularly communicate with all internal and external stakeholders especially Clients (A/L, NS&I etc) and Post Office® Contract Managers and Auditors (Nigel Allen, Carol Ballan, Sue Muddeman, Colin Burston, Elaine Ridge, Glen Chester, Paul Williams, Alan Lusher, Chris Gilding, Derek Edmunds, Karen Derbe, Keith Novere) to name but a few. I ensure I regularly update them and suggest any possible improvements and clarify their expectations and requirements of me to help meet both our objectives. I can say that I have built very good relationships over the years with all these individuals since I have been in this role and have "never" received any adverse feedback not only this year but also in previous years.

3 I believe that my general professional behaviour and approachable disposition encourages open and honest communication and feedback from both my line manager and team members at all times. I am regularly contacted by team members for my assistance with Horizon / Credence / ONCH related enquiries and many other issues. I will always assist as and where possible and the best I can in supporting colleagues with advice and assistance especially when at times they may well have been under extreme pressure.

4 An example of me owning performance was on the 7th July 2009 when a substantial audit shortage was identified in Ramsgate. Having been contacted by my Line Manager in respect of the shortage I made him aware of the fact that a colleague was already conducting enquiries close to me in Poole CIT that morning and was already in possession of a hire car. I instigated and arranged for him to collect me before driving to Southampton to collect a further colleague so we could use just the one vehicle to attend Ramsgate instead of potentially three. On route I made arrangements with Avis for the Hire Car to now be collected the next day from my own home address in Bournemouth as opposed to my colleagues address in **GRO**. As we had not departed until midday we did not reach Ramsgate until nearly 16.00 hours and although I did not eventually arrive home until 02.00 a.m. the next morning following a near 18 hour day a substantial and major saving was achieved to help towards delivering the T&S objective. The result was only one vehicle and not three were used and no overnight stays for three people. An estimated saving of in excess of £300 plus. The impact of the immediate operational attendance resulted in full admissions on the day by the Postmaster and he has already achieved a substantial recovery for the department (£70K+).

5 Following a suspected burglary at a local Post Office® (Ashley Road West Post Office®) in Poole where I am obviously based. The Postmistress is an ex Post Office Ltd employee and old colleague. I became aware of the burglary through the weekly highlights document and I made some initial discreet enquiries to understand what had happened at this office. I immediately spoke to the Security Manager (Physical) who advised me of the situation and later to their Team Leader. I was contacted by the Postmistress who suggested she knew who was responsible but after advising my own Line Manager at the time I took a step back and passed all details directly to the Physical Team and also the Police Officer dealing with the case DC Andy Kennard (Poole Police). It appears that the Step son was the main suspect and facilitated an alleged burglary using the actual office keys that were held within the home. He was arrested and interviewed and believed to be involved in heavy gambling debts, but denied the offence. I think this has clearly demonstrated how I take action considering other strands when digesting the security weekly report, communicating and offering my assistance and engaging with Physical colleagues, their line manager and the local Police.

6 I have a number of customers mainly internal that I deal with on a very much day to day basis. I always try to achieve their expectations and time scales if required. In the 9 years I have been a Fraud Advisor (Investigator) I have had no adverse comments from any section with regards to my casework. These sections have included full satisfaction feedback from Stakeholders, Casework Managers, Financial Investigators (FES), Criminal Law Team, Crown & Magistrates Courts, colleagues etc. I always try to ask them if they were happy with my communication, feedback, reports, levels of contact etc to ensure that I met their expectations and created value for them. This is an area that I like to pride myself on and always ensure my communication to them includes:- "Should you require anything from me or I can be of



further assistance don't hesitate to ask".

7 As I am someone who takes great pride in the job I do it is important to both give and receive recognition appropriately and have this year ensured a number of individuals have received recognition from me including Auditor's and my Line Manager who for a long period was covering at least three roles remaining supportive and accessible as well as helping the SLT out of a most difficult situation and saving the Security Team Staff Cost Budget. I have also nominated two colleagues previously for Crown Your Colleague Awards where one was a Runner Up and one was a Gold Winner who has just finished a Runner Up at the recent "Best of the Best" awards. I have also received numerous plaudits from both internal and external customers and here a few comments from the first six months of this year demonstrating my performance:- Gary - (Good result - which I guess demonstrates how collaborative working at an early stage between the FI and the Investigator can achieve significant cost benefits further down the track). Gary - (Thank you very much for the recognition re Putley suspension. A thank you is always nice, I believe that we are one big team working towards the same end and if there is anything I can do to assist you in any way I am always happy to oblige. Once again many thanks.) Gary - (Excellent result and another good custodial.)

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9. Following the success achieved with my Hemel/E-Bay case I regularly communicated the current position and engaged with all stakeholders and senior management due to the value of this high profile case. John Scott sent this to Mike Young and recognition was most welcome as can be seen here - Gary.

Well done on a good job and also please see Mike's recognition below.

Well done also on the upward reporting to highlight the issue and to raise the profile of the Fraud Strand.

Cheers.

John.

10 I was approached by Alex Syme (Crown RSA) regarding a Crown Branch (Poplar) in his Region that incurred a loss of £33,000.00 via a T/C owing to a lost Green Giro pouch. The branch suffered the loss because they failed to provide a duplicate listing / summary for the week in question to P&BA Chesterfield. When A&L was taken over by Santander, it was made a condition of reimbursement to POL in the event of lost Green Giros that a duplicate listing must be provided and this was communicated in April 2009. I took control of the situation obtained the duplicate listing and engaged with Michala Millington & Louise Wilkins at P&BA in Chesterfield who work in Cathy Macdonalds Team. They supplied the listing to Santander and we were able to issue a credit T/C to Poplar Crown Office for the full amount reducing £33K off their loss figure as well as the targeted Fraud Risk Crown Losses Program. I created value for many people especially Alex Syme, Dave Posnett and the Branch Manager to name but a few. By taking this action I also ensured I engaged and involved many people (P&BA etc) and certainly worked with others to win so numerous behaviours have been achieved here.

11 I decided to contact and engage with Cathy Macdonald at P&BA Chesterfield in respect of one of her team and to share my own recognition following my 1-1 on Friday 1st February 2010 with Jason Collins where I had been recognised by several individuals including Alex Syme RSA for my assistance with the recovery of the loss for Trafalgar Square (£5K) in relation to a stock revaluation error back in April 2009. Whilst I was very pleased to receive this I was greatly assisted at P&BA by Louise Wilkins and felt that she should also be thanked and recognised accordingly. Louise and myself were originally thanked via an e-mail by Alex Syme but I wanted to take the action to ensure Cathy Macdonald was aware of this. Cathy thanked me for informing her and asked if I would be happy to nominate Louise Wilkins for a Crown Your Colleague Award as she was an asset to her team which I have since submitted.

12 Following my high profile Hemel/E-Bay case I have been recently engaging and communicating with Tony Newman Senior Security Manager with the possibilities of monitoring and scanning the activity of the Post Office products being regularly advertised through E-Bay. I have already passed him the Royal Mail Contact of Kelly Samuels Liaison Manager who assisted with my GS208 contacts and information through E-Bay. I have communicated to Tony the pitfalls and possible problems associated with producing a business Security E-Bay Account.

13 I have been regularly engaging and working with others across the business in Supply Chain (Swindon Stock Centre), P&BA Chesterfield and Fraud Risk to arrange a series of meetings that I have now set up, chaired, led on and produced the necessary action points that were identified as needing addressing. The outputs from these meetings have been project managed and regularly upwardly reported due to the high profile that they currently hold. A series of procedural failings and communication issues have also



been identified and new accounting processes are currently being tested to see if fit for purpose.

Review Owner

GRO

Review Owner Comments

GRO

#### Behaviour & Competency 4 Information

Name

POL - I own performance

Description

I own performance by taking responsibility for myself and my team. I set high standards in terms of work and development and track my performance against those standards. I address shortfalls in my own performance and across my team.

Gary Thomas

GRO

Gary Thomas Comments

1 An example of me owning performance was on the 7th July 2009 when a substantial audit shortage was identified in Ramsgate. Having been contacted by my Line Manager in respect of the shortage I made him aware of the fact that a colleague was already conducting enquiries close to me in Poole CIT that morning and was already in possession of a hire car. I instigated and arranged for him to collect me before driving to Southampton to collect a further colleague so we could use just the one vehicle to attend Ramsgate instead of potentially three. On route I made arrangements with Avis for the Hire Car to now be collected the next day from my own home address in **GRO** as opposed to my colleagues address in Littlehampton. As we had not departed until midday we did not reach Ramsgate until nearly 16.00 hours and although I did not eventually arrive home until 02.00 a.m. the next morning following a near 18 hour day a substantial and major saving was achieved to help towards delivering the T&S objective. The result was only one vehicle and not three were used and no overnight stays for three people. An estimated saving of in excess of £300 plus. The impact of the immediate operational attendance resulted in full admissions on the day by the Postmaster and he has already achieved a substantial recovery for the department (£70K+).

2 Although Investigation recoveries are in fact a Team Objective I feel that during this year the fact I have recovered over £469,000 from my own cases closed, awaiting closure or through immediate repayment that I feel this has been a major contribution to the objective for the whole team. My awareness of the commercial benefit these recoveries make shows my understanding of the overall business and team's strategy and the important link this brings to the Team Objective.

3 I have ensured all my summonses, interviews and the committals have been achieved whilst meeting numerous other requests made of me due to several staff shortages and sickness especially during the first 6 months of this years performance. I have continued to prioritise all casework and managed my time accordingly to achieve the business and personal goals. Feedback from both my Lime Manager's during this period has commended my performance, commitment and support that they identified and documented.

4 I have been tasked with improving the levels of losses at Trafalgar Square Crown Office during this financial year. My personal desire and experience will help improve the Branch Manager's own knowledge and help him to succeed in the businesses approach to the Crown Office loss initiative. I am hoping that this will exemplify how my time and effort in my communication to the BM will ensure a significant improvement and proactive focus on general security procedures and in turn show significant loss improvement within the overall loss performance at the office helping to achieve my own and the business objective. The result of my work and perseverance here was a credit Transactional Corection amounting to over £5,000 for the office.

5 When a colleague was recently off work due to stress I was contacted to take on a new case which was in Plymouth and one where my colleague had actually attended on the day of the audit. I arranged for myself and another Fraud Advisor to conduct the interview and to attend our colleague's home to collect the necessary evidence prior to the interview. As he was signed off for a sustained period I agreed with him and my line manager to collect 5 cases he was holding that required continued action and progression. I retained four of these cases myself and without going into too much depth I progressed the various cases as and when necessary and alleviated any worry or concern that my colleague had for their progression whilst he was off. The outcome from my action has been both positive in respect of feedback from my Line Manager, with successful prosecutions and progression and also in respect of my colleague given conversations and feedback he gave to me upon his return. It has given me a sense of pride in achieving such positive personal and business results when at the time there was a clear impact upon my own working capacity and a definite increase in my own workload.

6 I have a number of customers mainly internal that I deal with on a very much day to day basis. I always try to achieve their expectations and time scales if required. In the 9 years I have been a Fraud Advisor

(Investigator) I have had no adverse comments from any section with regards to my casework. These sections have included full satisfaction feedback from Stakeholders, Casework Managers, Financial Investigators (FES), Criminal Law Team, Crown & Magistrates Courts, colleagues etc. I always try to ask them if they were happy with my communication, feedback, reports, levels of contact etc to ensure that I met their expectations and created value for them. This is an area that I like to pride myself on and always ensure my communication to them includes:- "Should you require anything from me or I can be of further assistance don't hesitate to ask".

7 As I am someone who takes great pride in the job I do it is important to both give and receive recognition appropriately and have this year ensued a number of individuals have received recognition from me including Auditor's and my Line Manager who for a long period was covering at least three roles remaining supportive and accessible as well as helping the SLT out of a most difficult situation and saving the Security Team Staff Cost Budget. I have also nominated two colleagues previously for Crown Your Colleague Awards where one was a Runner Up and one was a Gold Winner who has just finished a Runner Up at the recent "Best of the Best" awards. I have also received numerous plaudits from both internal and external customers and here a few comments from the first six months of this year demonstrating my performance:- Gary - (Good result - which I guess demonstrates how collaborative working at an early stage between the FI and the Investigator can achieve significant cost benefits further down the track). Gary - (Thank you very much for the recognition re Putley suspension. A thank you is always nice, I believe that we are one big team working towards the same end and if there is anything I can do to assist you in any way I am always happy to oblige. Once again many thanks.) Gary - (Excellent result and another good custodial.)

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Review Owner

**GRO**

Review Owner Comments

**GRO**

#### Behaviour & Competency 5 Information

Name

POL - I take action

Description

In taking action, I have clarity of thought, enthusiastic delivery and a can-do approach. I am decisive, flexible to changing situations and willing to overcome obstacles. I am able to spot and take opportunities to improve the business having first weighed up the risks and rewards.

Gary Thomas

**GRO**

Gary Thomas Comments

1 When a colleague was recently off work due to stress I was contacted to take on a new case which was in Plymouth and one where my colleague had actually attended on the day of the audit. I arranged for myself and another Fraud Advisor to conduct the interview and to attend our colleague's home to collect the necessary evidence prior to the interview. As he was signed off for a sustained period I agreed with him and my line manager to collect 5 cases he was holding that required continued action and progression. I retained four of these cases myself and without going into too much depth I progressed the various cases as and when necessary and alleviated any worry or concern that my colleague had for their

progression whilst he was off. The outcome from my action has been both positive in respect of feedback from my Line Manager, with successful prosecutions and progression and also in respect of my colleague given conversations and feedback he gave upon his return. It has given me a sense of pride in achieving such positive personal and business results when at the time there was a clear impact upon my own working capacity and a definite increase in my own workload.

2 Following a suspected burglary at a local Post Office® (Ashley Road West Post Office®) in Poole where I am obviously based. The Postmistress is an ex Post Office Ltd employee and old colleague. I became aware of the burglary through the weekly highlights document and I made some initial discreet enquiries to understand what had happened at this office. I immediately spoke to the Security Manager (Physical) who advised me of the situation and later to their Team Leader. I was contacted by the Postmistress who suggested she knew who was responsible but after advising my own Line Manager at the time I took a step back and passed all details directly to the Physical Team and also the Police Officer dealing with the case DC Andy Kennard (Poole Police). It appears that the Step son was the main suspect and facilitated an alleged burglary using the actual office keys that were held within the home. He was arrested and interviewed and believed to be involved in heavy gambling debts, but denied the offence. I think this has clearly demonstrated how I take action considering other strands when digesting the security weekly report, communicating and offering my assistance and engaging with Physical colleagues, their line manager and the local Police.

3 June 2009 - Via telephone, I informed a Senior Lawyer with regards to the charges advised on POLTD/0809/0002, and I pointed out that an error had been made informing her of the appropriate amount. Following my telephone call, the Lawyer agreed and then asked me to amend the said charges and forward it back to her. The outcome of my actions was that this saved later embarrassment in amending the charges whilst at Court and helped to portray both the Security Section and business in a more professional light.

4 I recently received a telephone call from a colleague who had been advised by SMS text of the Post Office® changing its communications supplier whilst he was on holiday in Greece. The person contacted me as he had received this SMS message informing him that the Mobile Phone contract was changing and he needed to immediately access an internet site and enter a code. The message stated if this was not completed immediately connectivity may be lost. As my colleague was away on holiday he was most concerned as he needed his phone. GRO On contacting me I agreed to access the website and completed the necessary instructions and passwords to register both my own and my colleagues Mobile's in preparation for the transfer from our supplier from O2 to Vodafone. I considered the implications of compromising the personal password but decided this was necessary given the situation. I immediately text my colleague when I had completed the necessary information to put his mind at rest for the remainder of his holiday. In doing this I demonstrated my willingness to assist colleagues and helped to resolve their problem, and in turn this assisted the wider business in a later smoother transition of our mobile supplier. On my colleagues return to work I reviewed if they were satisfied with my action and they explained my actions were invaluable to them at a very difficult and sensitive time.

5 Although Investigation recoveries are in fact a Team Objective I feel that during this first six months the fact I have recovered over £292,000 from my own cases closed, awaiting closure or through immediate repayment that I feel this has been a major contribution to the objective for the whole team. My awareness of the commercial benefit these recoveries make shows my understanding of the overall business and teams strategy and the important link this brings to the Team Objective.

6 Following my attendance at an Advanced Interviewing Course in Rugby (June 2009) I took the initiative to try to look at an opportunity to create a selection of PACE Interview Introduction Crib Sheets for Investigators when they conduct Taped Interviews. My logic and reason in doing this was to generate value for my colleagues following this course that most individuals in the Fraud Team have now attended. I recognised that there was a key benefit and opportunity for my colleagues to try a new idea and adopt a new method with a simplified user friendly tool that I would produce for them to use depending if the interview was either Voluntary or at a Police Station. There would also need to be slightly varied versions for when the interview was a continuation of more than the one tape. The main driver for me doing this was to help improve and simplify the introduction procedure during an interview for both myself and colleagues. I created four documents that could easily be adopted, amended and printed prior to each interview and I distributed these four versions to the whole Fraud Team for their views and feedback. The feedback was very positive and a high percentage of them have already now decided to adopt and introduce my format, whilst others have still preferred to remain using the traditional approach that is still appropriate. The outcome of my initiative has been very pleasing with many favourable comments from colleagues showing their appreciation of my new document. I again copied the said documents recently to a colleague who has only recently returned to the Fraud Team and also to a Royal Mail Investigator (Group) who attended the same Advanced Interviewing Course as me. This has demonstrated and delivered improvements and benefits to both my colleagues and the wider business in the way we previously traditionally conducted interviews. I asked for feedback following colleagues using this approach and reviewed this and adopted any suggestions made to me positively. I wanted colleagues to try a new method and an idea I decided may be a new opportunity in which we could stay ahead of the game and be at the forefront in driving through change in a positive and entrepreneurial way.

7 As I am someone who takes great pride in the job I do it is important to both give and receive recognition appropriately and have this year ensued a number of individuals have received recognition



from me including Auditor's and my Line Manager who for a long period was covering at least three roles remaining supportive and accessible as well as helping the SLT out of a most difficult situation and saving the Security Team Staff Cost Budget. I have also nominated two colleagues previously for Crown Your Colleague Awards where one was a Runner Up and one was a Gold Winner who has just finished a Runner Up at the recent "Best of the Best" awards. I have also received numerous plaudits from both internal and external customers and here a few comments from the first six months of this year demonstrating my performance:- Gary - (Good result - which I guess demonstrates how collaborative working at an early stage between the FI and the Investigator can achieve significant cost benefits further down the track). Gary - (Thank you very much for the recognition re Putley suspension. A thank you is always nice, I believe that we are one big team working towards the same end and if there is anything I can do to assist you in any way I am always happy to oblige. Once again many thanks.) Gary - (Excellent result and another good custodial.)

8 During this year of a substantially reduced T&S budget I have often challenged my colleagues if they are using the cheapest and most cost effective options available to them. Whilst challenging them I have always suggested alternatives and other options that may be more appropriate. Examples of this have been the wider use of Hire Car's and the sharing of these when and where possible, alternatively Business vehicles or public transport and only using their own vehicle as a last resort. I regularly advised the South Team of the benefits and reduced costs available with using websites such as Late Rooms.Com, and Premier Travel Inns and not using the business contact of Capita Travel. My own T&S budget allocated is currently running considerably less than my target and will hopefully be of assistance to both the immediate and wider team in achievement of this objective.

9. When I become aware that the Horizon Online Training Website was set up and ready to use I engaged and shared this with the whole Security Team. The website was apparently really simple to use and gave an insight into what and how Horizon Online will look and feel when it is introduced over the next few months. I advised that once on the site you will first need to create your own unique user account and where it asks for a FAD code they would need to use 999930. Once registered you can log on whenever you like, as many times as you like. The website will be launched officially in the near future but I thought you may all like the chance to make use of the system at the earliest opportunity. I have attached a link below Create Account for your assistance but you can go to the actual website through GOGLE. This was considered an opportunity to achieve the "Right First Time" approach.

10 I challenged a £5k loss at Trafalgar Sq, sustained some months ago, relating to revaluation of stamps. The loss wasn't really a loss in real terms, but the BM and others were unable to correct the situation. This was the main reason Trafalgar Sq appeared on the Fraud Risk Losses Toolkit. I tenaciously pursued this, with valued assistance from Louise Wilkins P&BA Chesterfield, resulting in a £5k claim TC for the office. I think this demonstrates that Security ownership (ie allocation of an office), combined with my determination and abilities, can reap results for Crowns. It's a shame the office couldn't sort this out at the time of occurrence, though Security involvement may have been the driver for the Stock Team to now agree to a TC - indeed, if I hadn't raised this, then the loss would have remained.

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12 I took the action to contact Cathy Macdonald at P&BA Chesterfield to share my own recognition following my 1-1 on Friday 1st February 2010 with Jason Collins where I was recognised by several individuals including Alex Syme RSA for my assistance with the recovery of the loss for Trafalgar Square (£5K) in relation to a stock revaluation error back in April 2009. Whilst I was very pleased to receive this I was greatly assisted at P&BA by Louise Wilkins and felt that she should also be thanked and recognised accordingly. Louise and myself were originally thanked via an e-mail by Alex Syme but I wanted to take the action to ensure Cathy was aware of this. Cathy thanked me for informing her and asked if I would be happy to nominate Louise Wilkins for a Crown Your Colleague Award which I have since submitted.

13 I was contacted once again by Alex Syme following my success at both Poplar Crown Office & Trafalgar Square that he had received a letter from A&L claiming not to have received £17099.72 worth of DWP Green Giro cheques from Hollway Crown Office. All the green giros are sent weekly from the office and since my email on the 15/01/10 the Crown's have kept a copy of the giro summary. Unfortunately this request was for week 39 (Dec 2009). There was no summary at the office for this particular week. the request was (Is there anyway we can get a summary from Chesterfield? or anywhere?). This is now another massive loss which the business can't afford to accept. I decided that I still had time and access to Credence for this week in question and downloaded the necessary documentation. I complied this in a format similar to the Branch Summary and submitted this to P&BA

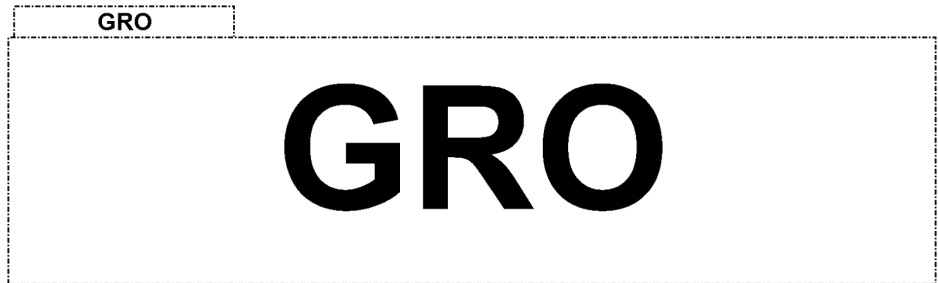


Chesterfield in support of the claim to try to ensure no Transaction Correction would be issued. This was once again accepted due to my actions and assistance in working with others that subsequently saved Holloway Crown Office and the business yet a further £17K loss. The thank you from Holloway I received - (Thank you so much for your help, if everyone was as helpful as you in the business we would be in profit by now).

14 I have been regularly engaging and working with others across the business in Supply Chain (Swindon Stock Centre), P&BA Chesterfield and Fraud Risk to arrange a series of meetings that I have now set up, chaired, led on and produced the necessary action points that were identified as needing addressing. The outputs from these meetings have been project managed and regularly upwardly reported due to the high profile that they currently hold. A series of procedural failings and communication issues have also been identified and new accounting processes are currently being tested to see if fit for purpose.

Review Owner

Review Owner Comments



#### Behaviour & Competency 6 Information

Name

POL - I work with others to win

Description

I collaborate with others to deliver business success. I share information and expertise for the greater good of the business and share responsibility for the outcome of business initiatives. I challenge ideas and plans, always looking for ways to improve outcomes for everyone involved.

Gary Thomas

Gary Thomas Comments

**GRO**

1 I recently received a telephone call from a colleague who had been advised by SMS text of the Post Office® changing its communications supplier whilst he was on holiday in Greece. The person contacted me as he had received this SMS message informing him that the Mobile Phone contract was changing and he needed to immediately access an internet site and enter a code. The message stated if this was not completed immediately connectivity may be lost. As my colleague was away on holiday he was most concerned as he needed his phone. **GRO** On contacting me I agreed to access the website and completed the necessary instructions and passwords to register both my own and my colleagues Mobile's in preparation for the transfer from our supplier from O2 to Vodephone. I considered the implications of compromising the personal password but decided this was necessary given the situation. I immediately text my colleague when I had completed the necessary information to put his mind at rest for the remainder of his holiday. In doing this I demonstrated my willingness to assist colleagues and helped to resolve their problem, and in turn this assisted the wider business in a later smoother transition of our mobile supplier. On my colleagues return to work I reviewed if they were satisfied with my action and they explained my actions were invaluable to them at a very difficult and sensitive time.

2 During the early part of this appraisal year (April) I was asked by my Line Manager to complete a task/project for a member of the Senior Lead Team (SLT) to produce an asset register in respect of all equipment that was held within the Fraud Team and it's condition (working/not working). After much perseverance I enrolled the assistance of a colleague under less day to day pressure than myself and between us produced the Fraud Equipment Asset Register and submitted this as tasked. During this project I engaged and involved as many people throughout the team as possible explaining clearly what was needed and the importance of their input. I was later thanked for my efforts and the quality of the final document that I had produced and was subsequently later contacted by another member of the Security Team who was now compiling a similar document covering the whole Security Team. They explained that they had been informed of my document and asked me to forward my final version of the register so it could be used in the same or a similar format. In doing this I created initial value to the SLT (Fraud Section) and later value to the whole Security Team and stopped any possible duplication.

3 Following a Team Meeting that involved a discussion regarding Case File retention and Case Evidential retention time scales I advised my colleagues that I had the necessary information available to me due to one of my own previously complex cases that had required me to obtain this information. On return to my office I communicated the documents as promised that I had to both the North & South Fraud Teams for their information and retention to assist in the future as a point of reference. The feedback I received from several team members was both positive and complimentary. In doing this I have worked with others within the team to demonstrate my willingness to help and knowledge share information available and known to me. In doing this I have created value for them by the action taken following this team meeting.

4 Following a South Team meeting I became aware of a possible area that would allow Post Offices to remove/steal/borrow Post Office® funds and hide the fact in such a way that Auditor's would not be alerted to this. I therefore decided to attend a Crown Post Office following this meeting that had included a presentation from the Fraud Risk Section highlighting the aforementioned concerns with a facility on the Horizon System to allow "Loans To Post Offices" and "Withdrawn From Post Offices". Following my visit and understanding of the effect these had on initially the Horizon System and at the Trading Statement my findings were immediately reported back to both the Fraud Risk Section and the National Audit Team. I needed to immediately ensure auditors were made aware of these possible entries when they were conducting their audits whether a Level 2 Tier or Level 3 Tier. On reporting my findings and feedback the Fraud Risk section raised their own concerns and the outcome of my findings with their line manager and ensured it was upwardly communicated. The findings were immediately reviewed and the apparent risk this posed was considered and from what I understand via feedback it was only considered Low Risk but would be further monitored in the future.

5 I regularly communicate with all internal and external stakeholders especially Clients (A/L, NS&I etc) and Post Office® Contract Managers and Auditors (Nigel Allen, Carol Ballan, Sue Muddeman, Colin Burston, Elaine Ridge, Glen Chester, Paul Williams, Alan Lusher, Chris Guilding, Derek Edmunds, Karen Derbe, Keith Novere) to name but a few. I ensure I regularly update them and suggest any possible improvements and clarify their expectations and requirements of me to help meet both our objectives. I can say that I have built very good relationships over the years with all these individuals since I have been in this role and have "never" received any adverse feedback not only this year but also in previous years.

6 Following a suspected burglary at a local Post Office® (Ashley Road West Post Office®) in Poole where I am obviously based. The Postmistress is an ex Post Office Ltd employee and old colleague. I became aware of the burglary through the weekly highlights document and I made some initial discreet enquiries to understand what had happened at this office. I immediately spoke to the Security Manager (Physical) who advised me of the situation and later to their Team Leader. I was contacted by the Postmistress who suggested she knew who was responsible but after advising my own Line Manager at the time I took a step back and passed all details directly to the Physical Team and also the Police Officer dealing with the case DC Andy Kennard (Poole Police). It appears that the Step son was the main suspect and facilitated an alleged burglary using the actual office keys that were held within the home. He was arrested and interviewed and believed to be involved in heavy gambling debts, but denied the offence. I think this has clearly demonstrated how I take action considering other strands when digesting the security weekly report, communicating and offering my assistance and engaging with Physical colleagues, their line manager and the local Police.

7 When a colleague was recently off work due to stress I was contacted to take on a new case which was in Plymouth and one where my colleague had actually attended on the day of the audit. I arranged for myself and another Fraud Advisor to conduct the interview and to attend our colleague's home to collect the necessary evidence prior to the interview. As he was signed off for a sustained period I agreed with him and my line manager to collect 5 cases he was holding that required continued action and progression. I retained four of these cases myself and without going into too much depth I progressed the various cases as and when necessary and alleviated any worry or concern that my colleague had for their progression whilst he was off. The outcome from my action has been both positive in respect of feedback from my Line Manager, with successful prosecutions and progression and also in respect of my colleague given conversations and feedback he gave upon his return. It has given me a sense of pride in achieving such positive personal and business results when at the time there was a clear impact upon my own working capacity and a definite increase in my own workload.

8 I have recently communicated the benefits available to both individuals and the business in moving to VPN Broadband as opposed to the old costly RAS facility when working remotely or at home. I have communicated these benefits both within the team and to other Royal Mail Group employee's (Geoff Budden) Royal Mail National Fleet Vehicle Services Manager. Geoff ensured his whole national team became fully aware of the benefits available and introduced them when and where possible. I have also instigated within our own office the facility to have the office telephone diverted to individuals own mobile phone when not answered after 5 rings, which has clearly benefitted everyone including the Fraud Risk Manager should he be working from home, away, etc. The review of these improvements has been the greater accessibility of everyone when working out of the office that has ensured our customers have experienced a better response rate and improved their own service levels. The overall cost benefit made by the VPN Broadband must be quite immense although unfortunately I am unable to quantify this behaviour with an exact amount.

9. When I become aware that the Horizon Online Training Website was set up and ready to use I engaged and shared this with the whole Security Team. The website was apparently really simple to use and gave an insight into what and how Horizon Online will look and feel when it is introduced over the next few months. I advised that once on the site you will first need to create your own unique user account and where it asks for a FAD code they would need to use 999930. Once registered you can log on whenever you like, as many times as you like. The website will be launched officially in the near future but I thought you may all like the chance to make use of the system at the earliest opportunity. I have attached a link below Create Account for your assistance but you can go to the actual website through GOOGLE. This was considered an opportunity to achieve the "Right First Time" approach.

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situation. This was the main reason Trafalgar Sq appeared on the Fraud Risk Losses Toolkit. I tenaciously pursued this, with valued assistance from Louise Wilkins P&BA Chesterfield, resulting in a £5k claim TC for the office. I think this demonstrates that Security ownership (ie allocation of an office), combined with my determination and abilities, can reap results for Crowns. It's a shame the office couldn't sort this out at the time of occurrence, though Security involvement may have been the driver for the Stock Team to now agree to a TC - indeed, if I hadn't raised this, then the loss would have remained.

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12 Following some assistance I offered to Lester Chine in Fraud Risk regarding a POCA decision board I received thanks and recognition as follows :-

Please pass on my thanks to Gary Thomas who has provided excellent support to the POCA decision board, which I now sit on. A recent case of his (High Brooms) has significantly impacted on a claim and will allow the board to make a judgement for the customer which had previously been refused.

As this identified a process gap, Gary has also assisted in suggesting ways of the business recouping the loss and offered further assistance. We say this is BAU, but he sent me the report and other details, identifying what was required to support Fraud Risk activities.

Lester

PS - make sure he records this on his behaviours!!!!

13 Whilst on Annual Leave in February 2010 I was contacted by Lisa Allen one evening as I had been working sending emails. Lisa asked me to assist her with her Lottery Scratchcard intervention visit at Washington Road SPOB where she claimed to be having a bit of a blonde moment. I gave her a comprehensive response that she appreciated and acted upon thanking me for my time and effort whilst on A/L.

14 I was contacted once again by Alex Syme following my success at both Poplar Crown Office & Trafalgar Square that he had received a letter from A&L claiming not to have received £17099.72 worth of DWP Green Giro cheques from Holloway Crown Office. All the green giros are sent weekly from the office and since my email on the 15/01/10 the Crown's have kept a copy of the giro summary. Unfortunately this request was for week 39 (Dec 2009). There was no summary at the office for this particular week. The request was (Is there anyway we can get a summary from Chesterfield? or anywhere?). This is now another massive loss which the business can't afford to accept. I decided that I still had time and access to Credence for this week in question and downloaded the necessary documentation. I complied this in a format similar to the Branch Summary and submitted this to P&BA Chesterfield in support of the claim to try to ensure no Transaction Correction would be issued. This was once again accepted due to my actions and assistance in working with others that subsequently saved Holloway Crown Office and the business yet a further £17K loss. The thank you from Holloway I received - (Thank you so much for your help, if everyone was as helpful as you in the business we would be in profit by now).

15 Following my high profile Hemel/E-Bay case I have been recently engaging and communicating with Tony Newman Senior Security Manager with the possibilities of monitoring and scanning the activity of the Post Office products being regularly advertised through E-Bay. I have already passed him the Royal Mail Contact of Kelly Samuels Liaison Manager who assisted with my GS208 contacts and information through E-Bay. I have communicated to Tony the pitfalls and possible problems associated with producing a business Security E-Bay Account.

16 Following being approached I have recently supplied full details and information regarding loss recoveries and how they were achievable and produced a slide for the ew CAM presentation being put together by my colleague Graham Brander for imminent delivery to Branch Managers.

17 I have been regularly engaging and working with others across the business in Supply Chain (Swindon Stock Centre), P&BA Chesterfield and Fraud Risk to arrange a series of meetings that I have now set up, chaired, led on and produced the necessary action points that were identified as needing addressing. The outputs from these meetings have been project managed and regularly upwardly reported due to the high profile that they currently hold. A series of procedural failings and communication issues have also been identified and new accounting processes are currently being tested to see if fit for purpose.

Review Owner

**GRO**

Throughout the appraisal year Gary has effectively conducted matters which has been shown and detailed



Review Owner Comments

GRO

### Section Information

Name

Development Planning

Gary Thomas Comments

The Development Matrix was completed throughout the early part of the year to highlight my personal development planning. This has led to a recent mock assessment held in Coton House Rugby that I felt went particularly well and I am now awaiting feedback on this. I have also been only recently given a temporary promotion opportunity within the Fraud Risk Team that I hope will help further my knowledge and aid my ongoing development for the future to best place me should an opportunity arise.

Review Owner Comments

GRO

### Section Information

Name

Career Aspirations

Gary Thomas Comments

My experience for the last 10 years has been within the Fraud strand as an Investigator. However my current career aspiration as it has been now for more years than I can remember is to eventually gain promotion and to be performing at the next level up. I am currently temporary promoted within the Fraud Risk team and would love this to be considered substantive should a vacancy or opportunity arise here.

Review Owner Comments

GRO

### Section Information

Name

Individual's Overall Performance Summary

Gary Thomas Comments

I would like to say that I felt that my overall performance last year was my strongest year within Security to date and I was apparently very close to achieving an overall Level 4 (High Performance) Rating this time last year. However I am confident enough to say that I honestly believe I have even surpassed that performance again this year. This year has seen my usual high performance and standards maintained within Fraud whilst increasing my engagement across numerous strands, stakeholders and sections within Post Office Ltd. I have tried to be pro active where possible and used opportunities as and where I have been able to in assisting other strands. I have and always will maintain a dedication and commitment to the business that is second to none and hope and believe that this is now finally being identified throughout not just the Fraud Strand but the whole of the Post Office Ltd Security Team. I feel my strengths are across all the business behaviours that I see very much within my own role as business as usual. Like many others within the Fraud strand I have been historically poor at recording everything that I do achieve as I often see this as part of my day to day role and responsibility and nothing over and above that should be actually recorded formally for a possible "pat on the back". I like to be seen as a committed individual who produces not only a high work output but always works to their highest standards and to the best of their ability which I feel all my line managers have been fully aware of. However I have become more focused year on year on how such high importance has been previously given to recording such evidence and information that I have now tried to help and assist my line manager with when the levelling and peer comparison meetings take place to have the evidence available in support of my performance. This has also been a year where I have been involved in some very high profile case in respect of Hemel Hempstead / E-Bay that has led to a successful prosecution and a substantial recovery (£157,000) whilst also led to several difficult and challenging interviews by myself with a Senior Manager within Post Office Ltd. This particular case has also allowed me to



highlight and assist within the Fraud Risk section with a high level project at the Swindon Stock Centre that has identified numerous failures and process weaknesses that I am now looking to address whilst working with Kim Abbotts within the Fraud Risk arena. I have this year attended two Fraud Risk Meetings at Rugby and this has helped to increase my knowledge in this work area. I have been the only Fraud Advisor (Investigator) to have been invited to attend the Programmatic Approach Workshop to ensure I was up to speed with future process and methodology whilst assiting within the Fraud Risk Team. I have now completed my first P.I.D. and working on my Program Plan in respect of my "Whistleblower" Project.

## Section Information

Name

Review Owner Comments

Manager's Overall Performance Summary

GRO

## Final Overall Rating

Self Overall Average

Manager Overall Average

Final Overall Rating

GRO

## Final Comments

Manager

Jason Collins

Comments

Finalisation Date

25/05/2010

Reviewee

Gary Thomas

Comments

Advice and Comments Noted.

One on one meeting

25/05/2010

Close

