

MEMORANDUM

To : Sue Smith  
Trevor Rollason  
Clare Dryhurst  
Kate Doyle  
John Breedon  
Douglas Craik  
Liz Moran  
Sue Harding  
Dave McLaughlin

From : Kathryn Cook

Date : January 1999

Copy : Mike Granville  
Bruce McNiven  
John Main

Subject : Horizon Training Competency and Conformance

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Most of you have been involved in the developing debate within the business about concerns over the entry level of competency of those attending Horizon Training events ie. that it may be low enough to prejudice their ability to make the most of ICL's training. Some of you are also involved in the work that the Service Management Team are doing to improve conformance across the network.

Bruce McNiven has asked that we tackle these two issues together and develop both a better understanding of the gaps between required competency and conformance and that which the business will require in the future and to develop a high level action plan to address these gaps. I am therefore trying to get together urgently those people who can help us to address this and I hope that you would be happy to be involved in this.

Terms of reference are still being finalised (I hope to agree a final version with Bruce this week) but I think the attached draft captures most of the key things we'll need to address (albeit that I have flagged up to Bruce that I don't think that we could manage any deployment activities through this group and that if the business did decide that there were any large scale deployment activities to take place, a separate project team would need to be established).

This work is fairly urgent as you would expect as Horizon roll out dates are fast approaching. I'd like if possible to get us together by the end of January for a workshop to address the following issues:

- to gain a common understanding of the projects terms of reference and required outputs
- to identify the work that has already been done (by meeting participants and others) on this area and to share the key outputs of that work
- to agree what needs to be done to take the project forward; identifying individual actions/responsibilities as appropriate.

I will get Anna Ward to call you all shortly with some dates for this meeting. In the meantime, it would be helpful if you could:

- confirm that you are willing to participate in this workshop (if you can't and you feel that you can send an empowered substitute then please let me know)
- nominate anyone I have left off the list who has either an interest in this area or who has completed work that we need to take into account
- send to me any relevant papers/correspondence etc. that you think would help shape the agenda for the workshop.

If anyone wants to speak to me about this before committing themselves then do give me a call on  ().

Many thanks

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