

**Louise Parry**

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**From:** Anne Allaker  
**Sent:** 06 May 2015 15:34  
**To:** Angela Van-Den-Bogerd  
**Cc:** Peter Prior-Mills  
**Subject:** NBSC Employee Feedback  
**Attachments:** NBSC Employee Comments.doc

Hi Angela,

I've attached the One Pager (it's actually a 2 sided one pager) on the NBSC employee comments.

We've made comments towards the end of the document, related to our observations from the comment, what's noted from the McKinsey feedback and with regard to findings throughout Branch Support.  
Hope this is what you need. Let me know if you have any questions.

I've also been looking into the process for requesting communications (raised at the last BUF meeting). Given that much of this feedback has a link to comms I'll tidy up what I've found on my way home on the train and send that onto you tonight

Thanks  
Anne.



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**GRO**

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NBSC Employee CommentsThemes from Employee Feedback

81 comments in total broken down as follows.

- **Communication**– 14 comments. Main theme relates to timely and better communications and also knowledge of what to do when new products are launched or when things change or go wrong. This theme was raised within Branch Support Programme and is a theme raised by BUF too. Comments may have been impacted by Dynamics being unavailable however given this is a theme raised elsewhere solutions may include a mandatory sign off for NBSC before any change is live and communications go out to Network, more ownership of communications within NBSC (allow them to put front end messages in place when things go wrong), more engagement with NBSC at an earlier point for product changes to include a contact who will take ownership if escalation is needed, an awareness session within NBSC so that they understand impacts that can't be communicated early (e.g. Budget announcements/Royal Mail price increases). Closing the loop for NBSC needs to be embedded across the piece so that they receive feedback on call closure when they've escalated incident to other teams or individuals. AHT was also raised as an issue by advisors in that they feel they are pressurised to achieve AHT above quality of response to branch.
- **Training** 13 comments. These relate more to branch staff training than NBSC advisor training. Many of the comments relate to better access to training for new and possibly existing products and services this would be relevant to both branch and NBSC. There's one request for ongoing refresher training. One comment about call recording which needs more context. Solutions may be in train with Online training modules, "How to" videos which will be available 24/7. Over and above that it may be that NBSC in house training can be reviewed and there's clearly a need to get better information to NBSC quicker for product and service changes and introductions.
- **Process and Procedure.** 13 comments. These actually relate to communications as above, training, tools for the job and there's also comments related to AHT delivery having a detrimental effect on quality of response to branch.
- **Tools and Equipment** 7 comments mainly related to the new Dynamics system not being adequate. 1 comment relates to a better IVR this would need further context.
- **Line Management.** 7 comments. 2 of these comments relate to consultants, this would need further context. The remainder relate to speed of decision making and lack of control over decision making within NBSC. Many of these comments may relate to the communications section above.
- **Company Strategy.** 6 comments. 1 comment relates to providing more channels for customers some of which will be digital, which is within the business strategy so maybe an awareness session is needed with NBSC. The remaining comments relate to staffing in NBSC meeting demand/Crown restructuring/AHT and responsibility. None of the later are company strategy and are covered elsewhere in themes.
- **Post Office Reputation** 4 comments. These comments all appear to relate to Branch apart from 1 comment related to more staff which could be NBSC or branch.
- **Decision Making.** 3 comments relating to decision making. 2 of which relate to speed and ease of decision making which could be linked to Communications theme above. The third relates to Senior Managers listening to NBSC. The later may be helped by the potential solutions outlined in the communication theme.
- **Leadership Senior Management** 3 comments 1 of which refers to Crown Transformation Programme so this is more likely to be from Property and Modernisation than from NBSC. The other 2 comments relate to

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impacts of decisions that have been taken and the effect it's having on their morale and AHT target delivery above quality of answer.

- **Treatment of employees and well-being-** 2 comments. Possibly relates to work life balance but needs further context 1 relates to numbers of Temp and agency staff being employed in favour of retaining and retraining existing experienced staff.
- **Work Life balance.** 2 comments both of which may not relate to NBSC as they mention travel, unsocial hours, pay not being aligned and too many people in the decision making process and individual priorities not aligning with their line manager. More context would be needed to establish that these comments are from NBSC.
- **Working with colleagues.** 2 comments. 1 relates to better communication between departments see communication theme. The other comment relates to cutting queues in branch.
- **Working Environment.** 1 comment only relates to longer Crown branch opening hours. Again this appears not to relate to comments made by NBSC.
- **Other-** 4 comments. 1 No Comment. 1 AHT as mentioned throughout. 1 asking for a permanent contract. 1 wanted to be able to better use their skills and qualifications.

**General Comments-** We've noted that there are a number of comments which may not have been made by NBSC. The comments would appear more relevant to Property & Modernisation. For example:-

1. Working environment- Longer opening hours for Crowns.
2. Post Office Reputation- Include meet and greet in Crown Office duties.
3. Line Management- Proper accountable PO line management rather than line management that has been outsourced to a consultant.

#### **McKinsey general comments:-**

The McKinsey report focusses on numbers and particularly AHT. They identify variation in performance and suggest it should reduce but fail to ask why variation occurs.

They suggest calls into NBSC should be reduced but don't say how.

They identify that there's no structured approach to continuous improvement and give examples of lack of visual management or performance information on the call centre floor. They also mention that there's little root cause analysis behind variations in performance but don't identify how this can be improved.

They mention workflow segmentation, IVR and streaming of calls by type without demonstrating why they think this would help. Our view is that this may adversely affect Customer and Agent experience as the ability to flex staffing would be reduced if and when an influx of calls arrived. It also reduces multi skilling of advisors. IVR changes would need to be fully explored with stakeholders engaged as in the past IVR options have been the source of colleague frustration.

McKinsey haven't directly commented on training however their comments on AHT imply changing behaviours and perhaps training would improve both individual performance and overall call centre performance. This would need to be validated.

#### **Branch Support Programme General comments:-**

Most of the above themes have been raised throughout the programme lifetime and are being raised by Branch User Forum.

It's not clear whether McKinsey actually understand the processes branches follow in all cases. For example their comments relating to branches using channels other than NBSC to chase stock orders (point 3 slide11). As far as we are aware NBSC is the channel.

Longer term consideration is that all of the above lends itself to Case Management/workflow tracking but the reach of that must also go outside of NBSC/CCU/POEx.