



# Postmaster Experience Director



## About Post Office

The Post Office has thrived at the heart of high streets and local communities across the UK for over 370 years. As one of the country's most trusted brands, we take our commitment to providing essential services to customers across the UK very seriously.

We're the UK's largest retail network, as well as the largest financial services provider in the UK, with over 11,600 branches nationwide – more than all of the UK's banks and building societies put together.

We know that the best way to provide a great service for customers is to evolve our business and adapt to their changing needs. That's why we have a range of over 170 products and services, from personal financial services like banking, insurance, payments and travel money, to telecoms and, of course, mails. And we're improving our online and in store experience for customers. We know that our customers never stop changing, so neither will we.

Securing the future Post Office's future:

We are working hard to ensure that the next chapter of the Post Office's history is a bright one. We are the current guardians of an iconic business and we want to hand over a thriving network of branches which can continue to provide essential products and services for our customers for many years to come. This is a uniquely exciting and challenging time for the Post Office – we're shaping the future and creating a business we can all be proud of.

Working at the Post Office:

Post Office colleagues are the driving force behind our business. Whether they are in our branches or supporting from our offices, we are proud of the energy, commitment and customer focus our people all have in common.

All Post Office people are guided by our three Ways of Working see [Code of Business Standards](#):

We work in **partnership**  
We are **one team**  
We **deliver**

Working in **partnership** as **one team** we **deliver** amazing results. We are **Post Office**.

## The basics

Job Title:	<i>Postmaster Experience Director</i>
Grade:	<i>Senior Leadership Position (SLP)</i>
Post Reports to:	<i>Retail Engagement Director</i>
Division:	<i>Retail Engagement</i>
Business Unit:	<i>Retail</i>
Budget Accountability:	<i>N/A</i>
Number of Direct Reports:	<i>N/A</i>
Location:	<i>Location Independent Worker</i>

## The purpose of the role

To champion the importance of the Postmaster at all levels within Post Office and putting the Postmaster at the heart of what we do. Through a deep understanding of the issues facing postmasters work collaboratively with senior leaders to drive ongoing improvements to our ways of working, the Postmaster lifecycle, and in branch operational processes to enhance the overall postmaster experience. This role will be instrumental in fostering an environment for achieving 'win win' outcomes for Postmasters and Post Office by influencing decision making and actions. Success in this role will be that all Postmasters will see that their journeys are improved, and Post Office are giving support to improve PM viability, through operating in partnership with Post Office.

## Principal accountabilities

**Ensuring Continuous Improvement at all stages of the Postmaster lifecycle to improve the overall experience, by working with various stakeholders across Post Office**

- Using a continuous improvement mindset to influence, advise and guide business owners in Post Office to change business as usual processes and ways of working to resolve Postmaster pain points and improve Postmaster experience. This includes a review of the support provided to postmasters and their teams across all stages of the journey to ensure simplicity and efficiency;
- Hold business owners to account for continuous improvement;
- Working closely with the Retail Engagement Director and Group Chief Retail Officer, apply a critical postmaster lens to improvements already implemented and those planned in response to the Common Issues Judgement;
- Adopting a mindset of continuous improvement, make recommendations to improve the overall postmaster experience, gaining feedback from postmasters as necessary and working closely with accountable business owners to shape and deliver such improvements, assuming accountability in the absence of appropriate business ownership to safeguard the delivery of actions.

**Ensure postmaster input into initiatives developed to improve Postmaster profitability and viability:**

- Bring new ideas to the business on how overall PM viability could be increased, working closely with Retail and Commercial teams.
- Work with internal stakeholders to input to and review solutions to:
  - Increase Postmaster income and remuneration
  - Decrease Postmaster costs of running their holistic business

**Manage Interested Stakeholder Relationships as the main conduit for all types of Postmasters**

- An ambassador for Postmasters, keeping them within the consciousness of the organisation through strong leadership, influencing, strategic and people management skills to drive Postmaster-centricity effectively across all levels within Post Office and amongst

#### Postmasters;

- Brief the Chief Executive Officer and Chief Retail Officer on a regular basis regarding postmaster sentiment and key issues throughout the network.
- Stakeholder management with the National Federation of Sub Postmasters (NFSP) as and when required at both a National Executive level and Regional level;
- Hold regular meetings with the Board Postmaster Non-Executive Directors to ensure alignment on key issues and upward cascade as appropriate;
- Attend meetings with our Shareholder and representative: Department for Business and Trade (DBT) and UK Government Investments UKGI) to represent the needs postmasters and assist in the escalation of key issues requiring their input and attention;
- Supporting internal cultural change initiatives to drive Postmaster led behaviors;

#### **Ensure full, meaningful and well-coordinated engagement with Postmaster segments to ensure all Postmaster voices are heard**

- Frequent engagement with the Postmaster network and their management, at branch level, across the country, driving engagement to mutual benefit, supporting and engaging Postmasters in the cultural shift to a franchise business that is truly Postmaster centric.
- Working collaboratively with the Head of Postmaster Engagement, advise and input to the frequency, consistency and quality of engagement channels/forums, ensuring they meet the needs of Postmasters, as well as developing and maintaining robust feedback processes.

### Qualifications, experience and skills

- An existing Postmaster with a minimum of 3 years Postmaster experience (whether as an individual, partner or director)
- Preferred experience of at least 2 years working in a management or head office role in organisations outside Post Office (ideally in a corporate environment)
- Personal experience of either working in a franchise business (as franchisee or franchisor); running own business and/or experience of Convenience sector
- Experience of delivering successful outcomes and effective engagement and influence of stakeholders in a complex matrix environment
- Credible and able to demonstrate strong understanding and engagement with Postmasters
- Strong ability to communicate confidently and challenge others, even if more senior, if they do not believe an action or decision is in the best interests of Postmasters. This will require role holder to have gravitas and presence
- Highly developed relationship management skills with the ability to build and sustain collaborative working relationships both internally and externally
- Political and commercial awareness

- A high degree of customer orientation in decision-making, coupled with analytical and strategic decision making & problem-solving skills
- A real ability to forge chemistry with the Postmaster community, remotely and at scale and to have the ability to be the voice for them on a large scale both regionally and nationally
- Resilient and robust but a forward-thinking attitude
- Very strong communication skills
- Real team player with skilful stakeholder management and engagement
- Accuracy, with attention to detail
- Integrity and trust
- Engaging and personable with strong emotional intelligence
- Grounded and Empathetic

Where does this role fit in with the rest of the team?

