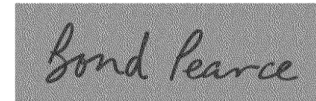


POL Training Adequate

	Location of quote	Details of quote	Why is it relevant?
1	Day 3 page 11 paragraph B Training and helpline adequate	In terms of some areas where regulatory compliance is necessary we very much dissuade people from doing things differently themselves. They must follow the operating rules otherwise we fall foul of potentially regulatory compliance.	The training provided to the sub postmasters and the manuals provided will be simplistic in nature so that anybody can follow it. The reason being to ensure that the Post Offices are complying with regulatory and legislative matters. Therefore the manuals and training provided would be adequate to ensure that this is being done.
2	Day 3 page 18 paragraph G	We encourage them to do regular snap checks of their staff.	During the training period the sub postmaster is informed that any losses which are incurred are their own. Therefore POL actively encourages sub postmasters to complete snap checks of the stock which the employees have so that they are aware of any discrepancies if they should occur.
3	Day 3 page 7 paragraphs D,E,G and H Day 7 page 69 paragraphs F, G and H	Training lasting for 1-2 weeks. There are 44 classrooms geographically spread around the UK. The sub postmaster must have a minimum of one week training in a classroom or two full weeks in the classroom.	The training conducted by Post Office lasts a week. In this time the sub postmasters are informed of the relevant transactions that are likely to be conducted within their given Post Office.
4	Day 3 page 8 paragraphs F and G	There are four to five A4 training folders. They contain a reference guide fully detailed in writing often with pictures with screen shots from the Horizon operating system so that the sub postmasters can work their way through them. Operations manuals are the bible for sub postmasters. They should always be at the branch. People are dissuaded from doing things differently because it is all a question of compliance.	The sub postmasters are clearly told to follow a strict procedure so that no errors can occur. They are told to consult manuals if any errors do occur so that the errors can be eradicated. The sub postmasters are informed of their responsibility for training staff at the outset, so there should be no reason why the training can be inadequate as the manual is always there for them to get help.
5	Day 3 page 26 paragraphs B, C,D and F also page 28 paragraphs A and H page 29 paragraphs C,D,E and H page 30 paragraph B page 33 paragraph D and page 53 paragraphs B,C and D	The trainers will spend however long it takes with the sub postmaster to make them understand the process. The sub postmasters are able to ask for additional training. If the performance of a sub postmaster during the training is inadequate then the sub postmaster can have additional training. (Page 28 paragraphs C and H) the classrooms only have eight people in attendance. (Page 29 paragraphs C,D,E and H) the sub postmaster is not allowed to run a Post Office until they have had the weeks training. If the sub postmaster says that they have understood things it is accepted by the trainer that they have understood.	The training sessions are designed to ensure that the sub postmaster is competent enough to run a Post Office on their own. The trainer will not allow the sub postmaster to run their own Post Office if they have shown that they are not competent or if they have suggested that they do not understand. The sub postmaster has the opportunity to request additional support and training from the trainer should they feel they need to do so. At least one week of training is compulsory for the sub postmaster.



		(Page 30 paragraph B) if the trainer does not believe that the sub postmaster is competent they will stay on the training programme until they believe that he has become competent. (Page 33 paragraphs D and E) the sub postmaster can ask for additional help and support should they need to do so.	
6	Day 3 page 53 paragraphs C and D also page 56 paragraphs E and D	The sub postmasters complete a number of transactions that they would do in the classroom that requires them to use the system and produce a result. The trainer looks at these results and will check them against what everyone else has been doing so that they can see if people have understood what is going on. (Page 56 paragraphs B and D) it is a close to real life as we can make it without it being in the real live environment. The sub postmasters can compare transactions and see what everyone else has done.	The training which the sub postmasters receive is as close to the real environment within the Post Office as possible. They all complete the same transactions. Therefore if a particular sub postmaster does not understand something or his results are completely different to those of the others the problem will be picked up and the trainer can therefore look into it.
7	Day 3 page 54 paragraphs C,D,F and G	Not every transaction will be observed because if a customer does not walk in for a particular transaction we cannot observe it. A tick sheet is used to ensure the sub postmaster can understand a particular situation. A relationship is developed with the sub postmasters therefore you want them to succeed and you want the training to be adequate for them. (Page 55 paragraphs A and B) the line managers of trainers will have a look at the performance of the branch, to which the trainer was sent, and assess the losses which have been obtained.	The trainer will assess the sub postmaster's understanding of the training by completing a two week period within the Post Office sitting behind the sub postmaster whilst they complete transactions. If a particular transaction does not occur the trainer will go through the transaction with the sub postmaster so that they have an idea of what happens. Because the trainer develops a relationship with the sub postmaster they will want him to succeed. Further as the trainer's success is directly linked with the success of the particular Post Office to which they have been assigned the trainer will be more likely to ensure that the sub postmaster understands the process within the Post Office to ensure that losses are kept to a minimum.
8	Day 6 page 49 paragraphs A, D, E and F	The sub postmaster got her manuals in 2005. She received documentation on the training days which told her how to operate the computer system. She took this with her when she began working as a sub postmaster at the post office. A trainer sat behind the sub postmaster observing how she completed the transactions and assisted her with the daily reconciliation at the end of the day. The trainers were there for two weeks.	The sub postmaster had substantive assistance while she completed her tasks as a sub postmaster. Firstly, she had a manual containing information regarding the Horizon system. In addition to this the sub postmaster has documentation which they have taken away from the two week training period. This provides further details on how to operate the systems. Thirdly the sub postmasters have a trainer on site with them for a period of two weeks examining how they complete transactions.
9	Day 6 page 55 paragraph E	What time the sub postmasters have during training is shared with other subpostmasters.	This enables sub postmasters to work closely together and if there is a specific point which one sub postmaster does not understand it will be valuable for the whole group to understand. The groups were very small, there were only around six people in each

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			training group, so each sub postmaster will still have received a great amount of attention.
10	Day 6 page 118 paragraphs D and E	It is the first time we are seeing Horizon so it goes through the term saying all of that because you have to start entering the products into the system.	The sub postmasters during their training are told the basis elements of Horizon and how it works and the sub postmasters are given a chance to enter products into the system as if they were really using the Horizon system. They get a practical hand on experience of Horizon. Trainers have the opportunity to see how the Subpostmaster would react to situations which are likely to occur within the PO branch.