
From: Paula Vennells [GRO]
Sent: Thur 15/02/2018 2:34:55 PM (UTC)
To: Jane MacLeod [GRO]
Subject: Re: DIRECTOR INDUCTION

Hi Jane,
Thanks for taking the initiative on this.

It is too much in my view also. A NED needs to understand the Post Offices quickly. They can pick up any of the issues we deal with (the long list of exec responsibilities) as we go. They can request meetings any time.

So my suggestions:

I would remove entirely the NEDs as they will meet them at dinner, and at the board, and will arrange 121s if they want to. We're not trying to create a team of NEDs, the opposite in fact. Where there is committee membership involved, I'd arrange 30-60 mins before the first meeting with the chair and/or exec. Eg., Remco, Ken would be happy to have Natasha there; Carla maybe/maybe not - the chair to decide.

I'd remove Martin E on strategy and on Identity. Strategy should be part of Owen, Debbie, Rob H and Al's briefs; 3YP numbers is Al; 3YP delivery is Rob.

I'd add Mark D to your briefing on GLO, not a separate meeting. But if there is something big happening re Govt then yes and with Patrick B. Otherwise, I can cover off.

I'd leave off HR - I'll cover that until we have a new GHRD and even then, I'm not sure it's a big enough deal immediately. (If we ended up with a NED with HR passion like Alice Perkins had, then of course).

To be clear all areas are important - but using the North Star, I can cover most then send them to where they seem to have most interest.

I'd remove all of the other execs - it is up to the GE directors above to bring in support - but not to be encouraged to do so, the GE needs to show we know the business. I would not field Rob Clarkson, unless he's with Owen and that's Owen's call.

But... I would offer Johann. I found a session with internal audit really helpful at Morrisons. And I would insist on at least 2 days in the field across a range of POs with eg., Martin Rouse, Donna Poulter, Tom Moran, Pam Heap; plus as you say Cash Supply chain (possibly with Martin Kearsley and Russell as hosts).

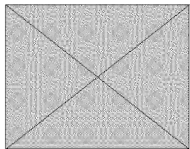
You did ask:))

Paula

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From: Jane MacLeod [GRO]
Sent: Wednesday, February 14, 2018 08:11
Subject: RE: DIRECTOR INDUCTION
To: Alisdair Cameron [GRO]
Cc: Paula Vennells [GRO]

Leaving aside the branch visits and EY, it's what Tom has done already, and what Tim, Carla and Ken did when they started.



Jane MacLeod

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Mobile number: GRO

From: Alisdair Cameron

Sent: 14 February 2018 08:10

To: Jane MacLeod <Jane MacLeod <GRO

Cc: Paula Vennell;GRO>

Subject: Re: DIRECTOR INDUCTION

Look, I think that's too much and we will fail to deliver it but that's just my opinion so happy to let you take it forward. Not a die in the ditch issue for me it's just more than I would be able to do do as a new NE and I suspect I am not unique. Al

Alisdair Cameron
Chief Finance & Operating Officer

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GRO

From: Jane MacLeod

Sent: Wednesday, February 14, 2018 7:57:18 AM

To: Alisdair Cameron; Paula Vennells; Owen Woodley; Debbie.K Smith; Rob Houghton; Martin Kirke; Martin Edwards; Mark R Davies

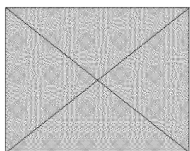
Cc: Marla Balicao; Diane Blanchard

Subject: RE: DIRECTOR INDUCTION

Many thanks

I think the GE meetings, other directors, EY and external visits should be 'mandatory'; other meetings are, as you say, more optional. Any suggestions as to additional background reading materials would also be helpful.

Jane



Jane MacLeod

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Mobile number: GRO

From: Alisdair Cameron
Sent: 14 February 2018 07:52
To: Jane MacLeod <[REDACTED]>; Paula Vennells <[REDACTED]> Owen Woodley <[REDACTED]>; Debbie.K Smith <[REDACTED]>; Rob Houghton <[REDACTED]>; Martin Kirke <[REDACTED]>; Martin Edwards <[REDACTED]>; Mark R Davies <[REDACTED]>
Cc: Marla Balicao <[REDACTED]>; Diane Blanchard <[REDACTED]>
Subject: Re: DIRECTOR INDUCTION

Thanks Jane. If this is a menu from which to select from, I think it is fine. If it is an expectation of what every NE should do then it feels excessive and too big a time commitment?

I would elevate the visits outside FD and spend half a day being shown around shops and definitely the SC visit - these should be very strongly recommended.

I think the 3YP shifts to me from Martin as the Strategy Director changes as it is essentially a financial plan.

Alisdair Cameron
Chief Finance & Operating Officer

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[REDACTED]

From: Jane MacLeod
Sent: Tuesday, February 13, 2018 7:09:50 PM
To: Paula Vennells; Alisdair Cameron; Owen Woodley; Debbie.K Smith; Rob Houghton; Martin Kirke; Martin Edwards; Mark R Davies
Cc: Marla Balicao; Diane Blanchard
Subject: DIRECTOR INDUCTION

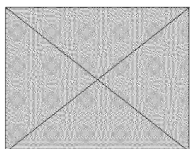
All

With Tom Cooper joining the Board at the end of March, and Virginia Holmes' successor currently being recruited, we are reviewing the generic director induction programme. I know a number of us have now met Tom, however I would like your thoughts on what the generic programme should include.

Attached is the 'starter for 10' – all suggestions as to people, materials and content, and visits would be very welcome.

Many thanks,

Jane



Jane MacLeod

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