

To: Bruce McNiven

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From: Kathryn Cook

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### Horizon training

We spoke on Wednesday about the concerns that there are about the level of pre-entry knowledge of those about to be trained to use the Horizon system. As promised I've now had the chance to look at the outline specification for the work that you think now needs doing. I've also had the chance to talk to John Main. John has, I think also ~~now~~ had the chance to speak to Andy Radka. and although I'm not sure of the outcome of their meeting, have managed to speak to Clare Dryhurst about the work that she's done in this area. Clare has produce a paper and we need urgently to see where the work that you have specified fits in with this : I've a call in with Clare to do this. On the assumption that these pieces of work are complimentary (as opposed to being ~~not duplications~~ *deacs* *she* duplications!) there appears to me to be an immediate need to establish three things:

- is the gap between current performance and the necessary levels of performance consistent (i.e. are gaps in knowledge/performance/understanding etc. common across the population - or at least capable of being clustered - if they are then we stand a chance of filling them, if not then without having individually designed training interventions its difficult to see how we can do something nationally);
- are these gaps 'trainable' (in any sense of the word) .
- what would meet this training need

If the answer to the first two is 'no' then the third bullet won't apply. If the answer to the first two is 'yes' then we can go on to specify the business impacts of trying to fill these gaps (I suspect it won't be cheap!) and, of not filling them. (I need a better understanding of the Service Management team's concerns about us not addressing these compliance issues and hope to cover off this point with Clare next week).

*Of course*

I think therefore that I'm agreeing that we need to do an urgent bit of detailed scoping work on this one to understand both what the issue is better and how it fits with the wider picture (e.g. service management) and the business' ability to fund any remedial work. To that end I think the next steps (which I am happy to lead on give my role as sponsor of operational training for the retail line) is:

Activity:	Issues:
Establishment of business requirements for competence and conformance	Will involve both Horizon requirements, those of service management and other vision activities
Gap analysis	is there a consistent, trainable gap
Financial analysis	what's the cost of complying(what options do we have)/not complying; what can we afford to do/not afford to do as a business. (NB This analysis would need to take into account issues such as availability of resource to deploy, NFSP issues etc.)

Some of the work needed to do this has been <sup>completed</sup> done already so I think we can probably move reasonably fast on it (assuming you have some funds for the gap analysis work which needs to be done by Research Services).

As I mentioned yesterday I'm less concerned about the specification issues than I am about any deployment issues. Obviously we can use existing mechanisms(e.g. TK; agency/classroom trainers etc.) if these would close the gap but if it is felt that we need a specific programme then we wouldn't be in a position to manage the deployment of this and alternative resource would need to be found. Perhaps we could speak about this bit?

If we're now thinking along common lines (do hope so!) could you let me know so that I can get some of the detail (e.g. Research Services) going on this one?

KF Cook