

POCLPOCL Processes For Training and Awareness Scheduling
to Support National RolloutRef: BP/PRD/013
Ver: 1.0
Date: 10/08/98

Document Title:	POCL Processes For Training and Awareness Scheduling to Support National Rollout	
Document Type:	Process	
Document Scope:	This document demonstrates the processes POCL will adopt within the Regions to maximise attendance at all ICL Pathway Training and Awareness events. It describes the action to be taken by POCL in the event of non attendance at any or all of the events, scheduled during Live Trial and National Rollout	
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0. Document Control**0.1 Document History**

Version	Date	Reason
0.1	20/5/98	Issued to POCL/ICL Pathways for approval
1.0	13/08/98	Final Version Following POCL/ICL Pathway Fagin Review

0.2 Approval Authorities

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0.3 Associated Documents

Reference	Vers	Date	Title
BP/PRD/006	1.0	13/08/98	POCL Policy on Competency Tests
BP/PRD/007	1.0	13/08/98	POCL Policy for releasing individuals To Attend Training
SY/REP/021	1.0	19/10 /97	Standard Reports and Format
BP/PRD/014	0.1	10.06.98	Closure Process For Infrastructure & Installation/Awareness Activities
IM/SST/001	0.1	10/06/98	POCL Steady State Training Policy
IM/SST/002	0.1	13/08/98	POCL s Steady State delivery of Training Policy
SU/TRN/001	1.0	19/03/97	Training Programme Training needs Analysis
IMP/REQ/014	1.0	27/05/98	Training Scheduling and Minimum Training Compliance
IM/QAB/001	1.0	17.06/98	Question and Answer Brief.

0.4 Abbreviations

CAR	Contractual Authorities Responsibilities
EPOSS	Electronic Point Of Sale Service
ISD	Implementation Support Data
MIB	Management Infrastructure Briefing
MTC	Minimum Training Compliance
NHIT	National Horizon Implementation Team (POCL)
POCL	Post Office Counters Ltd
RLM	Regional Liaison Manager
RMT	Regional Management Team
RNM	Retail Network Manager
RODB	Roll Out Database
ROHD	Roll Out Help Desk
SPMR	Subpostmaster

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SSM	Survey Support Manager
SSTL	Survey Support Team Leader (POCL)
TBA	To be agreed
TPAS	Training Project Administration System
UAE	User Awareness Event
TAC	ICL Pathway Training Administration Centre
CAR PARK	POCL process for recording questions raised at awareness events, which cannot be answered there and then

0.5 Changes In This Version

Changes incorporated after POCL/ICL Pathway Fagin review

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1. Management Summary

This document describes the processes in place for POCL to support the Horizon Implementation Programme in mandating Training during the 5 day training window. It also describes the processes for supporting :-

- Competency Testing
- MIBs
- UAE

ICL Pathway are providing 4 key events for users they are :-

- MIBs
- UAEs
- Training Course for Managers
- Training Course for Assistants.

These events are critical to the success of the Horizon project. It is in POCLs interest to maximise attendance at the Management Infrastructure Briefing and the User Awareness Events. It is a contractual obligation on POCL to ensure all staff are released to attend training within the 5 day training window. The associated text and flow charts demonstrate how POCL will ensure our obligations are met. Three documents (BP/PRD/014 and IM/TRN/SS/001and 002) further support POCL commitment

2.Scope

This document describes in detail how POCL will aim to maximise attendance at MIBs and UAEs and Mandate attendance at Training . It will form part of POCLs communication cascade to Regions of their role and the process's they are to use during National Roll out for Horizon Training and Awareness. The process's are further supported by ICL Pathways Document Ref IMP/REQ/014

It is shown in Flow chart format supported by a text description of each of the processes and at what time the activity will take place. It incorporates the different scenarios which will occur and the relevant action taken by POCL Regions in scheduling and mandating training.

It puts in place formal process's for all individuals to attend Training and demonstrates the pro-active approach and commitment POCL has to ensure the success of Horizon in the outlets.

The process to manage minimum training compliance is still being developed and will be detailed in a later document.

This document also describes contingency procedures which are in place to fully support POCLs contractual obligation and subsequent CARs 531/532.

3.How To Use This Document

This document follows the implementation cycle where users of the Horizon Platform are involved. It gives a step by step account of each of the processes involved for outlet and regional staff . It is further supported by flow charts and timescales for each process. NOTE: Timescales in brackets reflect the reduced time available to resolve an issue when it impacts on installation. ICL Pathways documents SY/REP/021 and IMP/REQ/014 further support the process's described in this document.

4.Management Infrastructure Briefing (MIB)

4.1 Overview of the Event

The MIB is aimed at the outlet managers of the network only. Invitations are also extended to landlords via the outlet Manager if they wish to attend. If the landlord does wish to attend then this needs to be confirmed with ICL Pathway so that their name can be added to the list of attendees.

The MIB is the first real involvement that the outlet manager has with the Horizon implementation cycle. The event is scheduled for an evening attendance and lasts approximately 2 hours. Attendance at the event is not mandatory although POCL are committed to maximising attendance. (see app1)

The evening starts at 19.00 where outlet managers sign in. Any manager who has said they would attend but subsequently fails to turn up is later sent a MIB pack explaining what is going to happen at their outlet. Additionally POCL will send a letter/phone the outlet, (see appendix 8) to explain the importance of reading the pack. The event is run by ICL Pathway and is delivered via video, slides and Horizon Demonstration Equipment. It describes in detail the 23 week Infrastructure cycle and gives an overview of the 12 week Implementation cycle.

During the event there is the opportunity to see the Horizon equipment and to ask any questions of both ICL Pathway and POCL.

A questionnaire is completed by the outlet manager(s) to enable ICL Pathway to measure their satisfaction and understanding. The outputs will be shared and distributed to POCL accordingly SU/REP/021 refers.

4.2 Support Attendance

At the event itself POCL will support it with the attendance of a survey support manager (SSM) and a relevant invite for RNMs to attend providing they have informed the RLM so that their name can be added to the list of attendees, which are notified to ICL Pathway via the Forward Schedule Return. (see para 5.4 for detailed description of process)

4.3 Role Of The Survey Support Manager (SSM) At The Event

The SSMs role at the MIB is a relatively small one. They are there to show support by POCL at the events, and to answer any POCL related questions on infrastructure issues.

They will use the "car park", ie any outstanding questions which cannot be answered at the end of the event will be taken away, and actioned by POCL as described in app 1 and para 10.3

These questions will be added to the Q&A brief and circulated to RLMs/HIMs and ICL Pathway for onward distribution.

4.4 Question And Answer Process

At the mid point stage of the event outlet managers are asked to complete a questions sheet which is then handed to the ICL Pathway administrator. The administrator, presenter, and the POCL representative assess the questions and prepare the answers as appropriate. At the end of the event the questions raised are read out and the answers given to all the audience, by the appropriate person using the Q&A brief documented answers.

4.5 Refusal Or Failure To Attend MIB

Attendance is not mandatory but it is desirable and POCL is committed to encourage attendance by all outlet managers.

POCL has a process described in this document (see para 10.1) where attendance is encouraged separately by the Regions as a result of sight of ICL Non Attendance Report (ref SU/REP/021).

Where an outlet manager cannot or will not attend then a MIB pack is sent, followed by a letter or phone call from POCL stating the importance of reading the information. (see appendix 8)

4.6 Specialist /Surveyor Or Visitor Attending MIB

Failure to notify ICL Peritas of attendees may result in the individuals being told at the door they cannot attend (see appendix 1a). It is important that numbers are controlled due to the size of the room booked and Health & Safety and Fire Regulations. RLMs are proactively conveying this message via internal POCL communication. This process is described in detail section 10.2 appendix 1a.

5.0 User Awareness Event

5.1 Overview of the Event

The UAE is aimed at the 72,000 individuals who are invited to attend an event by ICL Pathway supported by POCL.

The UAE is the first event that the outlet managers' staff will attend, and will give them the opportunity to see first hand the capabilities of the Horizon system and understand the reason behind automation.

The event is scheduled for an evening attendance and lasts approximately 2 hours. Attendance at the event is not mandatory however, POCL are committed to maximising attendance. (See app 2)

The evening starts at 19.00 where outlet managers sign in. Any manager who has said they would attend but subsequently fails to turn up is later sent a UAE pack explaining what is going to happen at their outlet. Additionally POCL will send a letter or phone the outlet to explain the importance of reading the pack (see appendix 9). The event is run by ICL Pathway and is delivered via video, slides and Horizon Demonstration Equipment. It gives an overview of the 23 week Infrastructure cycle which the outlet has just been through and explains in detail the 12 week Implementation Cycle that they are now moving into.

During the event there is the opportunity to see the Horizon equipment and to ask any questions of both ICL Pathway and POCL.

A questionnaire is completed by the outlet manager(s) to enable ICL Pathway to measure their satisfaction and understanding. The outputs will be shared and distributed to POCL accordingly SU/REP/021 refers.

5.2 Support Attendance

At the event POCL will support, with the attendance of an RNM and/or a POCL manager.

5.3 Role Of The Retail Network Or POCL Manager At The Event

The RNMs role at the UAE is a relatively small one (see para 11.2). They are there to show support by POCL at the events, and to answer any POCL related questions on survey issues.

They will use the "car park" process. Any outstanding questions which cannot be answered at the end of the event will be taken away and actioned by POCL as described in (app2 and para 11.3)

These questions will be added to the Q&A brief and circulated to RLMs/HIMs and ICL Pathway for onward distribution.

5.4 Question And Answer Process

At the mid point stage of the event outlet managers are asked to complete a questions sheet which is then handed to the ICL Pathway administrator.

The administrator, presenter, and the POCL representative assess the questions and prepare the answers as appropriate. At the end of the event the questions raised are read out and the answers given to all the audience, using the Q&A brief documented answers.

5.5 Refusal Or Failure To Attend UAE

Attendance is not mandatory but it is desirable and POCL is committed to encourage attendance by all outlet managers.

POCL has a process described in this document (see para 11.1) where attendance is encouraged separately by the Regions as a result of sight of ICL Non Attendance Report (ref SU/REP/021).

Where an outlet manager cannot or will not attend then a UAE pack is sent, followed by a letter or phone call from POCL stating the importance of reading the information. (see appendix 9)

5.6 Specialist Or Visitor Attending UAE

Failure to notify ICL Pathway of attendees may result in the individuals being told at the door they cannot attend (see appendix 2a). It is important that numbers are controlled due to the size of the room booked and Health & Safety and Fire Regulations. RLMs are proactively conveying this message via internal POCL communication. This process is described in detail in section 11.2 appendix 2a.

6.Training

6.1 Overview Of Training

Training is being offered to the circa 72,000 managers, subpostmasters, counter assistants, reliefs and support staff working within the POCL network.

Training will take place within a five day window prior to the installation of the Horizon System in an outlet. The outlet manager and deputy/substitute will be given a 1.5 day contiguous course in a training centre local to their outlet. The course is based on modules covering all the main counter activities (including Horizon Reports and balancing) carried out by the outlet manager. At the end of the course a competency test will be administered with a "pass /fail score" per requirement 915 and CAR 531 (see para 6.2)

Counter assistants for all outlet types will be given a 1 day course followed by a same day competency test

Regions are not required to organise catering as Tea/ coffee and a lunch will be provided for the first day of training . Tea /Coffee is available on the second day for Managers.

Specialist training courses are also being developed for :-

- HFSOs. - 3 days POCL induction, 2 days manager course and 5 day HFSO
- POCL Trainers - 5 days
- POCL Auditors - 2 days
- POCL Security - 2 days
- POCL Helplines - 1 day

as defined in SU/TRN/001 Training Needs Analysis

6.2 Competency Testing

At the end of all the training individuals attending will be given a competency test based on the skill set they need to operate the Horizon system. For example a counter assistant who is not the subpostmaster's substitute, will not be tested on preparing an office balance.

During Roll Out it is compulsory for all users of Horizon to take a competency test either as part of training or remedial training. Should the individual fail, then they will be given two more attempts to pass. The first remedial training may be in the same evening as their original course and will only be on the modules failed. Should they still fail a second time then they will be given the opportunity to attend a further remedial training course within the 5 day training window. Only if MTC is not affected would training be offered in the two days post Go Live.

If the subpostmaster fails three times, then the outlet will have to be withdrawn from the Rollout schedule if a substitute cannot be found to run the outlet (see appendix 7).

If a Subpostmaster refuses remedial training or refuses to take a competency test then the process described in(appendix 5) is invoked.

It is recommended that each region set aside a resource of one or two trainers who can provide (for the subpostmaster only) back up training . For assistants it will be the responsibility of the subpostmaster to give additional support along with the HFSO.

An outlet could still Go Live if the Subpostmaster has failed the competency test providing a substitute manager has passed.

6.3 Mandate Attendance

POCL is contractually committed to ensure all 72,000 individuals are released to attend training in the five day window. The ISD process will be used by POCL to identify individuals who may refuse to attend prior to ICL Pathway contacting them.

A process has been developed to manage such an occurrence and is shown at (appendix 5) and supporting text is shown in (para 14) POCL will in addition to the ISD process be embarking on an internal communication campaign using various mechanisms confirm the message that training is not an option. Additionally at the MIB and UAE it is further stressed that training is mandatory.

Communications Planned are :-

- A letter to the NFSP explaining its position regarding mandatory attendance.
- A letter to every Subpostmaster from their Regional General Manager Stating POCL position on all Horizon activities
- Communication Pack for each outlet describing the activities that will take place during the 39 week Implementation cycle.
- Closure Policy

6.4 Role Of RNM/RLM

The roles of the above will be pivotal to the success of the Horizon training programme. The first point of contact will be the RLM, whether it is being proactive in identifying potential non attendees, prior to training joining instructions or it is acting upon processes in place, as identified in this document (see app 5 and 6)

The RNM will work closely with the RLM when a situation arises which the RLM has been unable to resolve. It will be the responsibility of the RNM to ensure attendance or invoke agreed procedures i.e (continued refusal to attend) with the individual concerned (see appendix 5 & 6).

6.5 Refusal Or Failure To Attend

This is an area which could have a major impact on the Rollout Schedule. POCL, as previously mentioned, are committed to ensuring all individuals attend training however POCL experience shows that there will be opposition and indeed refusal to attend. The process for dealing with such eventualities are shown at appendices 5, 6, 10, & 11.

The success of the Horizon Rollout is dependent upon POCL having in place a policy to deal with any and all eventualities, this policy will form part of this document and is shown via a flow chart supported by a description of each of the activities for clarification.

6.6 Minimum Training Compliance (MTC)

MTC is an agreed and documented process, a matrix has been developed by POCL and shared with ICL as part of POCL requirement during roll out. This demonstrates the minimum number of staff who must have passed a competency test before the outlet can go live or be installed. An outlet cannot go live if the outlet manager or a substitute has not passed the competency test (see appendix 7).

MTC is monitored on a daily basis by ICL Pathway with the information of those failing a competency test being passed electronically to ICL Pathways Implementation Team the RLMs and copied to the HIMs for actioning

6.7 Specialist Training

The booking of specialist on training courses will be the responsibility of the RLM to control. Due to the work loads of specialists and the time that this work is booked in advance , different booking arrangements will need to be in place. The process for boking specialists on courses is described in detail in Para 13.

7.Regional Key Dependencies

There are a number of areas where rollout is dependent on regional support. These are as follows:-

- Necessary communications links and data transfers are in place between ICL Pathway, TAC and Regions
- The RLM and HIM teams are in place and fully resourced and aware of the contractual commitments in this document
- RNMs are able to be contacted by the RLM and HIM teams
- RNMs are able to react to issues timely and reply to the RLM/HIM teams within agreed timescales
- RNMs are fully briefed on the implications of their responsibilities related to the Horizon rollout
- the relevant communication channels are in place within POCL to pass on Horizon updates around the Q&A process from MIBs and UAEs
- Regional staff are released for training
- a POCL representative is present at the evening MIB and UAEs
- helplines are fully briefed on the activities taking place
- a floating resource of one or two trainers are available for support of subpostmasters, branch managers or their regular substitutes have failed to pass the competency test.

8. Regional Resource

It is likely that there will be an impact on RNMs time when issues arise. The actual time impact is difficult to quantify as the number of issues which might arise is an unknown. If we look at the 1c release the small amount of RNMs with outlets involved did spend quite some time sorting out problems with outlets.

Regional resource input will be required from the training section to support outlets where the subpostmaster, branch manager or staff have failed the competency test three times.

9.Measures

The measurement of activities in the areas described in this document will be capture via the baselined ICL Pathway Standard Reports and Format document.
(SU/REP/021)

10. Management Infrastructure Briefing Description of Flow Charted Process At Appendix 1

10.1 POCLs Approach To Support Attendance

ICL Pathway issue invitations (10.2) each Friday at week 0.

- the outlet manager is given 8 working days to return the response form (10.3). If the response form has not been returned, the TAC (ICL Pathway) will telephone the outlet manager to ensure that they have posted their response form.
- ICL Pathway produce a Non Attendance Report (10.13) (Appendix 13) which details those outlets invited to the MIB, but have either declined to confirm their attendance or cancelled their reservation. This will be e-mailed to the RLM team each Saturday for action on Mondays.
- RLM team will phone the outlet manager (10.14) to:-
 - ascertain reason for non attendance
 - highlight importance of attendance
 - encourage attendance
- when the outlet manager agrees attendance they should be advised to contact the TAC (10.15) to arrange a suitable venue and time. RLM team complete the Exceptions report and return it to ICL Pathway ROHD via e-mail, retaining a copy for their files.
- If agreement to attend is not achieved then the issue is to be escalated to the RNM (10.18) who will contact/visit the office to encourage attendance. Outlet managers should be advised to contact the TAC (10.15) to arrange a suitable venue and time.
- If an outlet manager is unable/ refuses to attend (10.19) then the RNM informs the RLM team (10.20) who then completes the Non Attendance Report and returns it to ICL Pathway ROHD (10.21) via e-mail.
- RLM team update ISD (10.22) - outlets who are unable or refuse to attend become high risk for survey and attendance at training. Those previously categorised high but attended the event without persuasion may be re categorised to a lower risk office for attendance at training.

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- each week briefing packs are despatched (10.23) by ICL Pathway to outlets not attending or who do not show at the event. RODB is updated (10.24). Prior to the survey the RLM team sends letter (appendix 8) or phones outlets (10.25) which did not attend, encouraging them to read the details in the pack and prepare for the survey.

10.2 Specialist/SSM attendance - Appendix 1a

The number of people who can attend is restricted to six excluding the SSM but including the HIM and RLM. However if the HIM or RLM do not attend then there can be six places for visitors allocated.

- Regional specialists and/or regional managers can be booked to attend the event. Specialists include staff from:- audit, security & investigation, training, helpline, RNMs & RLM/HIM teams. Visitors may include:- RMT, regional managers, and NFSP committee members.
- at week 0 - ICL Peritas will e-mail a MIB/UAE Forward Schedule (10a.1) to inform the RLM team of dates and venues. The venues for the first 4 weeks are confirmed, the venues for weeks 5 & 6 are provisional only. Delete dates and venues for weeks 5 & 6 from the Forward Schedule for this exercise.
- RLM teams distribute the amended Forward Schedule to specialists and visitors wishing to attend (10a.2).
- staff names are entered in to the column alongside the venue they wish to attend and returned to RLM team by end of week 3 (10a.3).
- RLM team collate responses and e-mail Forward Schedule to ICL Peritas by the Wednesday of week 4 (10a.4).
- Alterations of attendees must be notified to ICL Pathway 48 hours prior to the event via the forward schedule (10a.5/6) . Changes indentified 48 - 12 hours before the event should be notified to ICL Pathway by telephone (10a.7)
- In the unlikely event of the Host being unable to attend and less than 12 hours notice is possible, then the replacement Host will arrive at the event show the administrator his/her POCL pass card explain that the original host is unavailable and that they are the replacement Host. (10a.8)

10.3 Question & Answer Session

- any questions which can not be answered on the evening are collated by the surveyor & forwarded by e-mail (Appendix 15) to the NHIT (10.9).

-
- answers will be returned to the RLM team/HIM and ICL Pathway via e-mail within 2 weeks of the event (10.10). NHIT will add these questions and answers to the Questions & Answers brief.
 - the SSTL will forward updates to the surveyors (10.11)
 - on receipt the RLM team forwards the answers, event details and list of offices attending to the regional communications section who in turn write out to all attendees at the event informing them of the questions and answers, (10.12) using existing communications channels and methods.

11. User Awareness Event - Description Of Flow Charted Process At Appendix 2

11.1 Support Attendance

- ICL Pathway issue invitations (11.2) at week 1
- the outlet manager is given 8 working days to return the response form (11.3). If the Response Form has not been returned, the TAC will telephone the outlet manager to ensure that they have posted their Response Form.
- ICL Pathway produce a Non Attendance Report (11.13) (appendix 13) which details outlets invited to the UAE, but have either declined to confirm their attendance or cancelled their reservation. This will be e-mailed to RLM team each Saturday for action on Mondays.
- RLM team will phone the outlet manager (11.14) to:-
 - ascertain reason for non attendance
 - highlight importance of attendance
 - encourage attendance
- when the outlet manager agrees attendance they should be advised to contact the TAC (11.15) to arrange a suitable venue and time. RLM team complete the Non Attendance Report and return it to ICL Pathway ROHD via e-mail, retaining a copy for their files (11.16).
- if agreement to attend is not achieved then the issue is to be escalated to the RNM (11.18) who will contact/visit the outlet to achieve attendance. The outlet manager should be advised to contact the TAC (11.15) to arrange a suitable venue and time.
- if the outlet manager is unable/refuses to attend (11.19) then RNM informs RLM team (11.20) who then complete the report and return it to ICL Pathway ROHD (11.21) via e-mail.

-
- RLM team update ISD (11.22) - outlets unable/refuse to attend become high risk for attendance at training & installation. Those previously categorised high but attended the event without persuasion may be re categorised to a lower risk office.
 - each week briefing packs are despatched (11.23) by ICL Peritas to outlets not attending or do not show at the event. ICL Pathway RODB is updated (11.24). RLM team send letter (appendix 9) or phone the offices which did not attend encouraging them to read the details in the pack and prepare for training & installation.

11.2 Specialist RNM Attendance At Event - Appendix 2a

The number of people who can attend is restricted to six (excluding the RNM Host) but includes the HIM and RLM. If the HIM or RLM do not attend then there will be a maximum of 6 visitors per event.

- regional specialists and/or regional managers can be booked to attend the event. specialists include staff from:- audit, security & investigation, training, helpline, RNMs & RLM/HIM teams. Visitors may include:- RMT, regional managers, and NFSP committee members.
- at week 0 - ICL Pathway will e-mail a MIB/UAE Forward Schedule (11a.1) to inform the RLM team of dates and venues. The venues for the first 4 weeks are confirmed, the venues for weeks 5 & 6 are provisional only. Delete dates and venues for weeks 5 & 6 from the Forward Schedule for this exercise.
- RLM teams distribute the amended Forward Schedule to specialists and visitors wishing to attend (11a.2).
- The RLM team contacts the appropriate RNM clusters to obtain name, allocates an RNM to an event (11.6).
- staff names are entered in to the column alongside the venue they wish to attend and returned to RLM team by end of week 3 (11a.3).
- RLM team collate responses and e-mail Forward Schedule to ICL Pathway by the Wednesday of week 3 (11a.4).
- Alterations of attendees must be notified to ICL Pathway 48 hours prior to the event via the forward schedule (11a.6) . The exception being the Host which should where possible be notified no later than 12 hours notified to ICL Pathway by telephone (11a.7)
- In the unlikely event of the Host being unable to attend and less than 12 hours notice is possible, then the replacement Host will arrive at the event show the

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administrator his/her POCL pass card explain that the original host is unavailable and that they are the replacement Host. (11a.8)

11.3 Question & Answer Session

- any questions which can not be answered on the evening are forwarded by ICL Pathway to the NHIT, copy to RLM team (11.9). The questions require listing indicating the date and venue (appendix 15).
- answers will be returned to the RLM team /HIM and ICL Pathway via e-mail within 2 weeks of the event (11.10). NHIT will add these questions and answers to the Questions and Answers brief.
- RLM forwards updates to RNMs. (11.11)
- on receipt the RLM team forward the answers, event details and list of outlets attending to the regional communication section who in turn write out to all attendees at the event informing them of the questions and answers (11.12) using existing communications channels and methods.

12.0 Training Events

Training is a contractual requirement and is mandatory. All Outlet training will take place in a 5 working day window (excluding Saturday/Sunday) prior to an Outlet Going Live

12.1 Excessive Requests To Attend 1.5/ 1 Day Course Description Of Flow Charted Process At Appendix 3

Definition of excessive numbers:-

When the ratio of staff is greater than 4 people per counter position

- ICL Pathway will report excessive requests (12.1) to RLM team via e-mail, from information obtained from the RODB and training questionnaires completed by the managers of the outlets.
- the RLM team will compare the number requesting to attend against outlet data available within the region (12.2)
- if the ratio is acceptable the RLM team will inform ICL Pathway via e-mail (12.4)
- if the ratio is unacceptable then the RLM team will contact the RNM to discuss the request (12.3) and inform ICL Pathway of the outcome via e-mail. (12.4)

13.0 Specialist Training - Description Of Flow Charted Process At Appendix 4

13.1 Arranging Specialist Training

The RLM will need to follow the process described below to book specialist on training courses :-

- Mapping requirements to the roll out plan, the RLM will identify requirements for specialist courses with the appropriate line manager at least 21 weeks prior to the week the course is required (13.1). Specialists include staff from:- audit, security & investigation, training, helpline, RNMs & RLM/HIM teams. 6 staff per course must be allocated. Specialist training can be phased to enable training to be aligned to roll out geographically across the region, however all courses must be fully booked to minimise POCL costs least 20 weeks prior to the course date the RLM team notify ICL Pathway by e-mail :- the type of course/s required
date/s required name of town in which training is to be held (13.2)
- 19 weeks prior to the training course ICL Peritas will notify the RLM team of course date/s and venue (13.3).
- 17 weeks prior to the course the RLM team liaise with line managers to allocate staff names to course/s, complete the Horizon Specialist Training Form (appendix 14) and e-mail to ICL Pathway (13.4)
- 16 weeks prior to training course ICL Peritas forward joining instructions direct to staff members (13.5).
The line manager will ensure that all staff will be released to attend training (13.6)
- ICL Pathway will inform the RLM team of any staff unable to attend via the Refusal To Attend User Training Report (13.7)
- the RLM will raise the issue with the line manager to agree attendance and that all courses achieve maximum attendance. The RLM team inform ICL Pathway of the outcome by returning the Refusal to Attend User Training Report (13.8) (see appendix 13 TBA)
- specialist staff who do not obtain the Horizon Achievement Certificate will not be accredited to work on the Horizon platform. The RLM team will be notified by ICL Pathway via e-mail (13.9). Their line manager will agree the appropriate solution. (13.10)
- RLM team will inform the regional training & development manager of the staff trained (13.11)

14. Refusal To Attend Training - Description Of Flow Charted Process

Appendix 5

Process - for both POCL and outlet staff

(Timescale in brackets on process maps are to be followed if refusal is received within 5 working days prior to training, otherwise each issue should be closed within 5 working days)

- RLM team will be notified by the Refusal to Attend User Training report (appendix 13) via e-mail (14.1). This report (14.1.3) details people who have been invited to training, but have either declined to confirm their attendance or cancelled their reservation. This will be e-mailed to RLM by ICL Pathway for action the next working day. RLM team saves the report which will be completed and returned to ICL Pathway ROHD by e-mail.
- RLM team will phone the outlet manager (14.2) to:-
 - ascertain reason for non attendance
 - highlight mandatory attendance and consequences of non attendance
 - encourage attendance
- when the individual agrees to attend they should be advised to contact the TAC (14.3) to arrange a suitable venue and time. RLM team complete the Refusal to Attend User Training Report and returns it to ICL Pathway ROHD via e-mail (14.4). To ensure this happens RLMs will monitor the Refusal to Attend User Training Reports to ensure the outlet has been removed.
- if agreement to attend is not achieved then the issue is to be escalated to the RNM/line manager (14.9) who will visit the outlet/contact to agree attendance. The individual should then be advised to contact the TAC (14.3) to arrange a suitable venue and time.
- If the person is unable to attend due to ill health, incident at outlet or family trauma then RNM agrees a solution and informs RLM team (14.5). RLM team inform the HIM of the outcome and complete the Refusal to attend User Training Report and returns it to ICL Pathway ROHD (14.7) via e-mail. The outlet may be rescheduled for installation.

If the person refuses to attend:-

- **POCL Staff:** line manager is informed (14.9) and appropriate action taken (14.10).
- **Subpostmaster, Nominees and Franchise Managers:** RNM visits, explains contractual position. If manager now agrees to attend then the individual should be advised to contact the TAC (14.3) to arrange a suitable venue and time. If outlet manager still refuses to attend then RNM confirms conversation and outcome by signing and witnessing letter (14.11) (Appendix 10).

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- if service is to be maintained (with agreement from subpostmaster) and the outlet is to be automated then a manager/nominee is to be appointed (14.15) and the RLM team informed of the outcome and change of name (14.16).
- the RLM team confirm the new details with HIM, ICL Pathway and NRODB, using e-mail (14.17)
- ICL Pathway reschedule training/installation (14.18)

OR

- RNM informs RLM team that office remains manual until a new subpostmaster is appointed (14.12).
- RLM team inform HIM/ICL Pathway via e-mail. For federation members the NFSP will be informed in writing and the outlet is allocated into sundries. (Removed from Rollout until further notice) (14.13). If an outlet should go into sundries as a result of the subpostmaster refusing to attend, then this failure should not be recorded as an ICL Pathway one and therefore does not count towards the agreed sundries target .

OR

- service is not maintained, the RNM informs the RLM team that the outlet will be closed (14.14)
- RLM team inform HIM/ICL Pathway, using e-mail. The NFSP will be informed in writing and the office is allocated into sundries. (14.13)

15. Non Attendance On Day Of Training Description Of Flow Charted Process At Appendix 6

- ICL Pathway endeavour to resolve on day. A Refusal to Attend User Training Report (Appendix 13) is e-mailed to RLM team overnight (15.1)
- RLM team contact the individual to encourage attendance, explaining the outcome of non attendance (15.2).
- when the individual agrees to attend then they should be advised to contact the TAC (15.3) to arrange a suitable venue and time. RLM team complete the Refusal to Attend User Training report and return it to ICL Pathway ROHD via e-mail (15.4)
- if agreement to attend is not achieved then the issue is to be escalated to the RNM/line manager (15.5) who will visit the outlet/contact that day to agree attendance.
- **Agreement:** the individual should then be advised to contact the TAC (15.3) to arrange a suitable venue and time. RLM team complete the Refusal to Attend User Training report and returns it to ICL Pathway ROHD via e-mail (15.4)

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- **No agreement:** RLM team immediately inform HIM if installation is threatened. (15.8)
- **POCL staff** will be given POCL training and/or line manager will agree solution (15.6&7)
- **Subpostmaster, Nominee and Franchise Managers:** follow Refuse to Attend Training (app5)
- **Agents & Franchise Staff:** RLM team send letter (15.9) (appendix 11) to outlet manager informing them of their responsibilities.

16.Competent At Go Live**16.1 Competent At Go Live - Description Of Flow Charted Process At Appendix7**

- all individuals will undertake a competency test (16.1) and those who pass will obtain a Horizon Achievement Certificate .
- those who have not achieved the standard will be informed by the trainer prior to leaving the course and remedial training is offered that evening (or as soon as possible there after). (16.2) This training will focus on the specific weak areas. The individual then takes the appropriate test and is either awarded the Horizon Achievement Certificate or remedial training is offered another day or evening (16.3)
- individuals undertaking the final ICL Pathway remedial course will undertake the complete course (16.3) and then takes the appropriate test and is either awarded the Horizon Achievement Certificate or fails.
- ICL Pathway informs RLM team of outcome by e-mail (16.4) via an exceptions report
- RLM to liaise with HIM on content of exceptions report

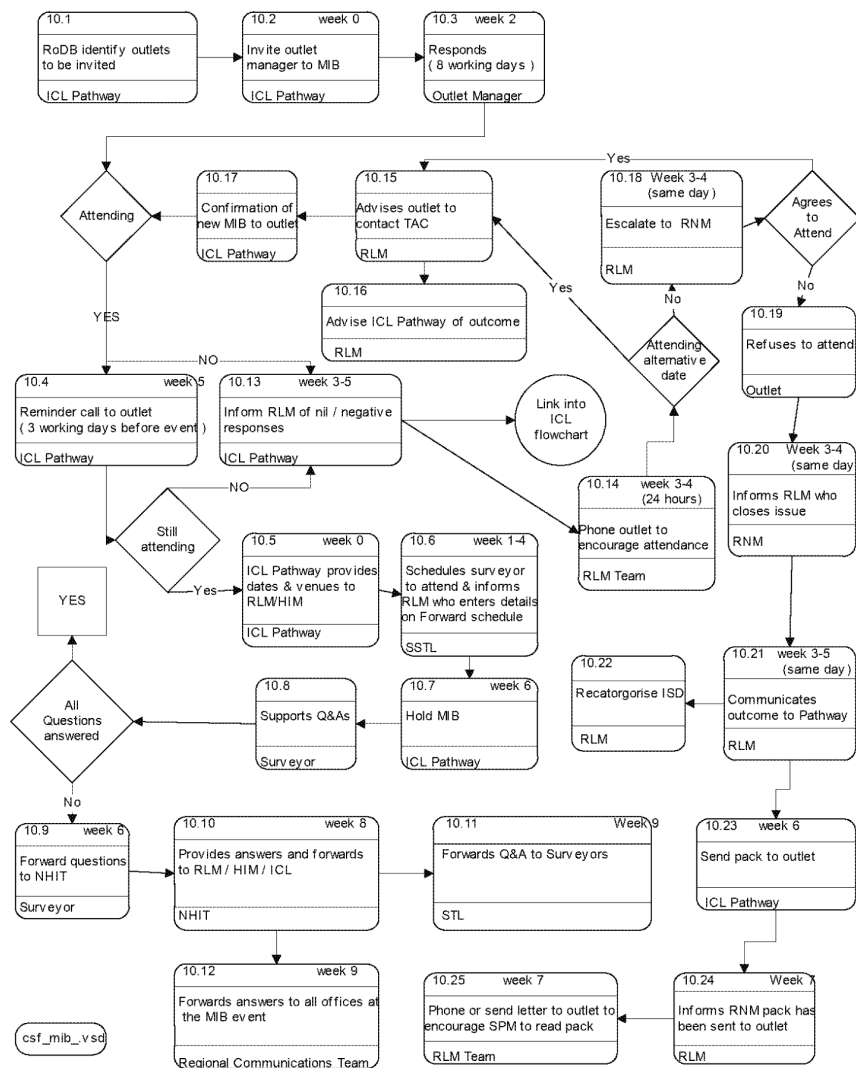
Outlet manager: RLM team inform RNM of outcome (16.6) and arranges POCL training prior to, or at, go live (16.7).

Outlet staff: If minimum training compliance is affected then RLM team inform HIM and ICL Pathway via e-mail. Installation is rescheduled (16.8). RLM team advise outlet manager, using letter (Appendix 12) of responsibility to provide further training to member of staff (16.5).

Appendix 1

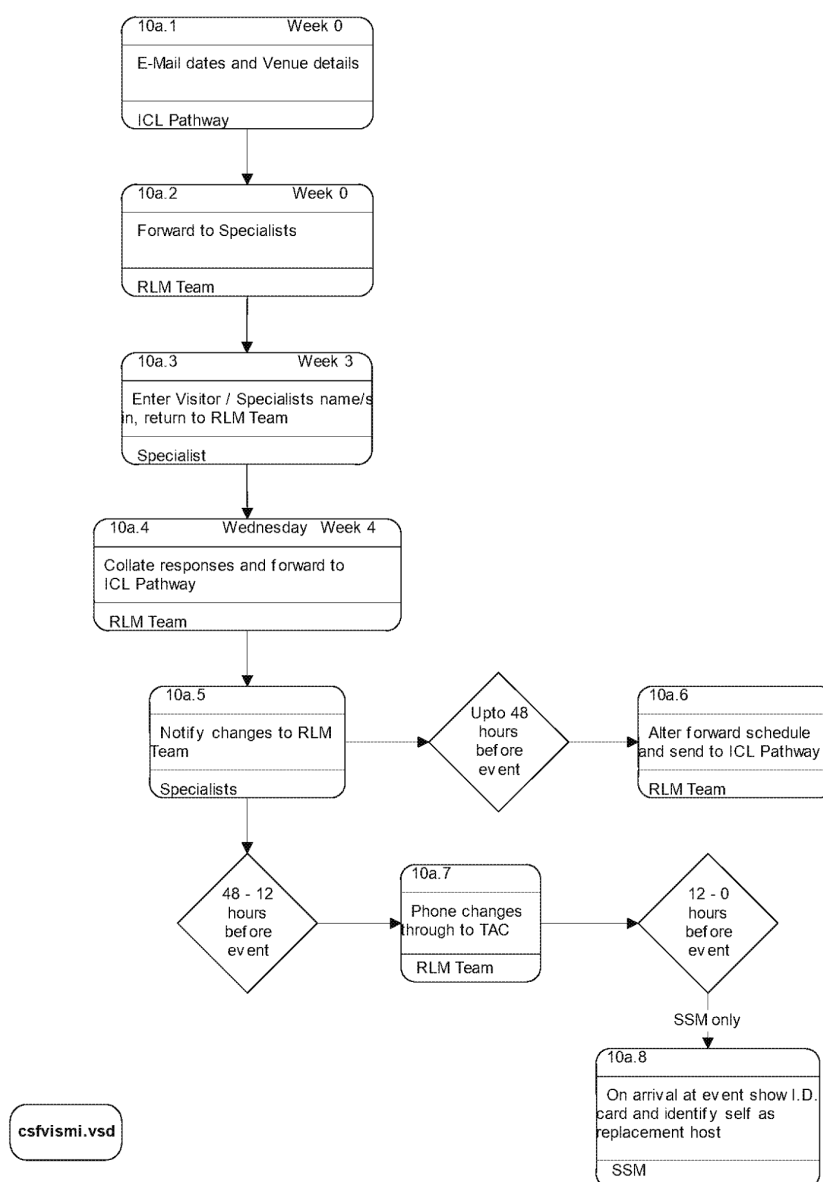
Management Information Brief

Week numbers referred to in brackets () are those to be followed if refusal to attend is received within 5 working days prior to event.



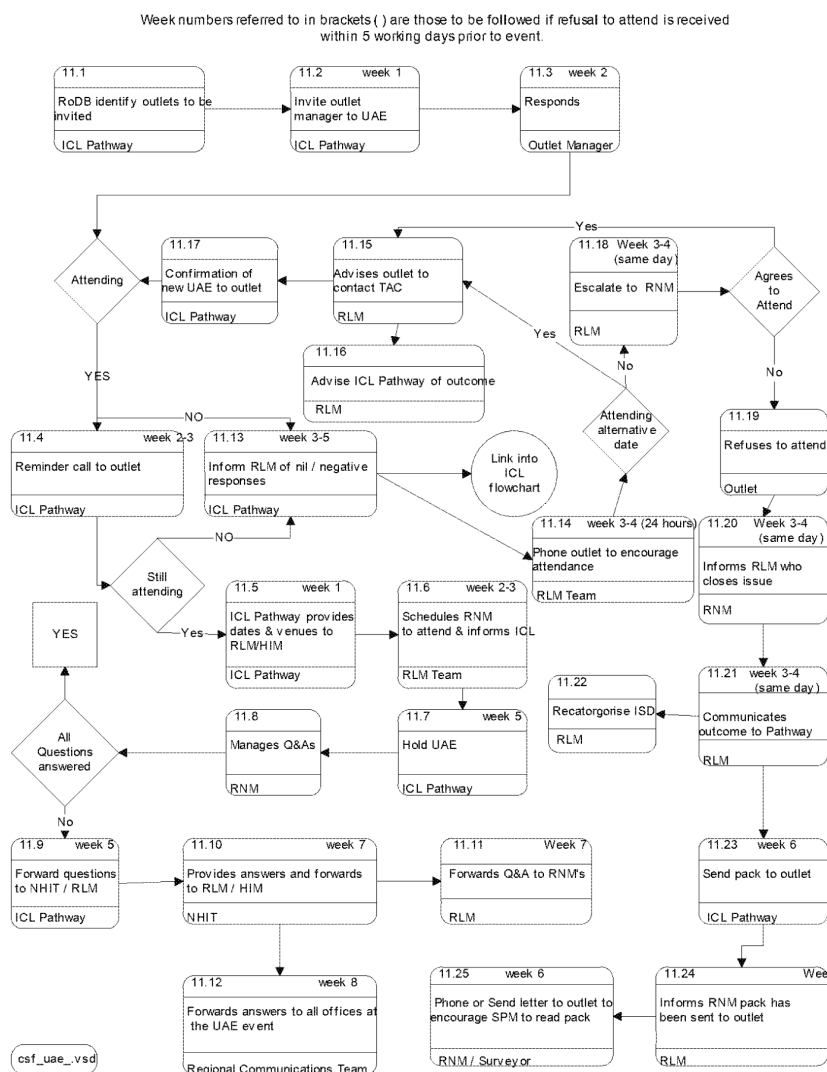
Appendix 1a

Specialist / Surveyor or Visitor Attendance at MIB



Appendix 2

User Awareness Event



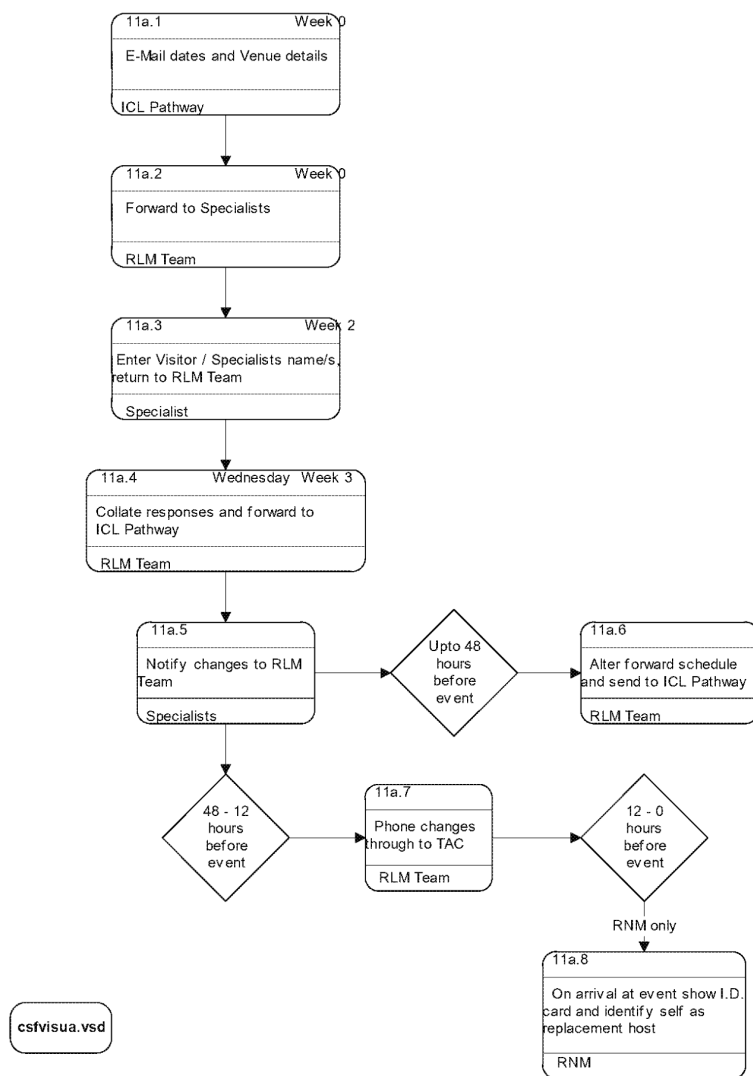
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Appendix 2a

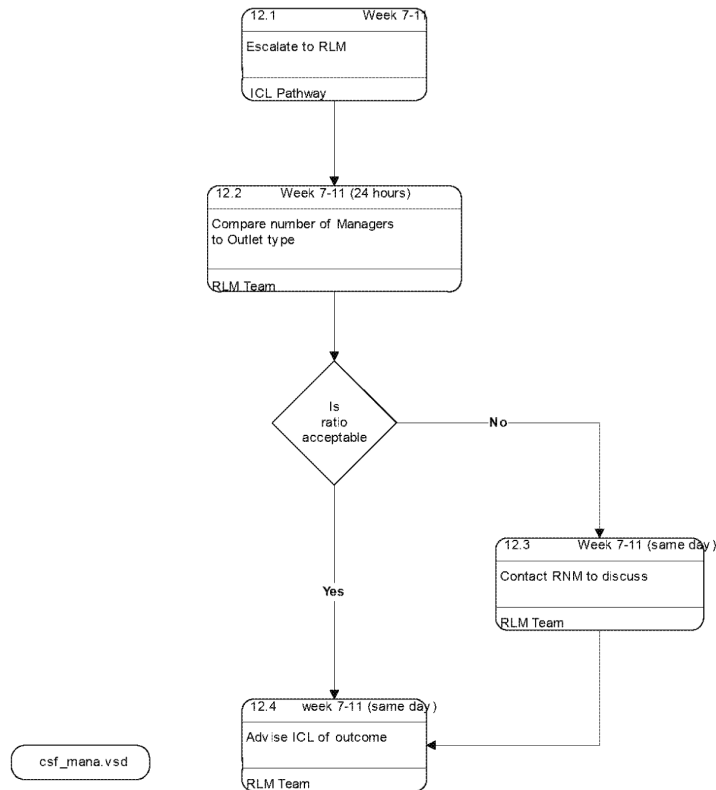
Visitor / Specialist Attendance at UAE



Appendix 3

Excess Requests to Attend Training Courses

Week numbers referred to in brackets () are those to be followed if refusal to attend is received within 5 working days prior to event.

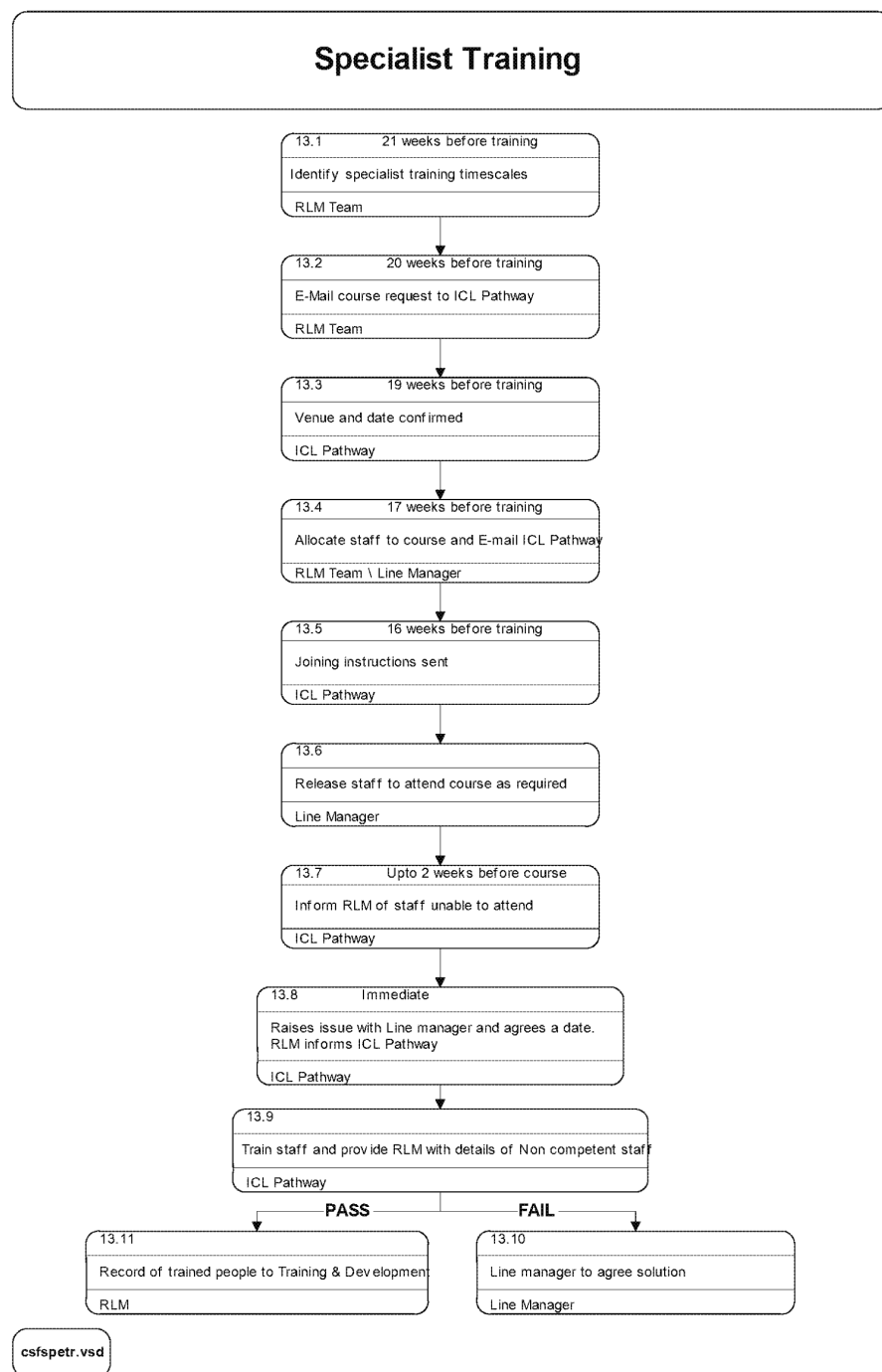


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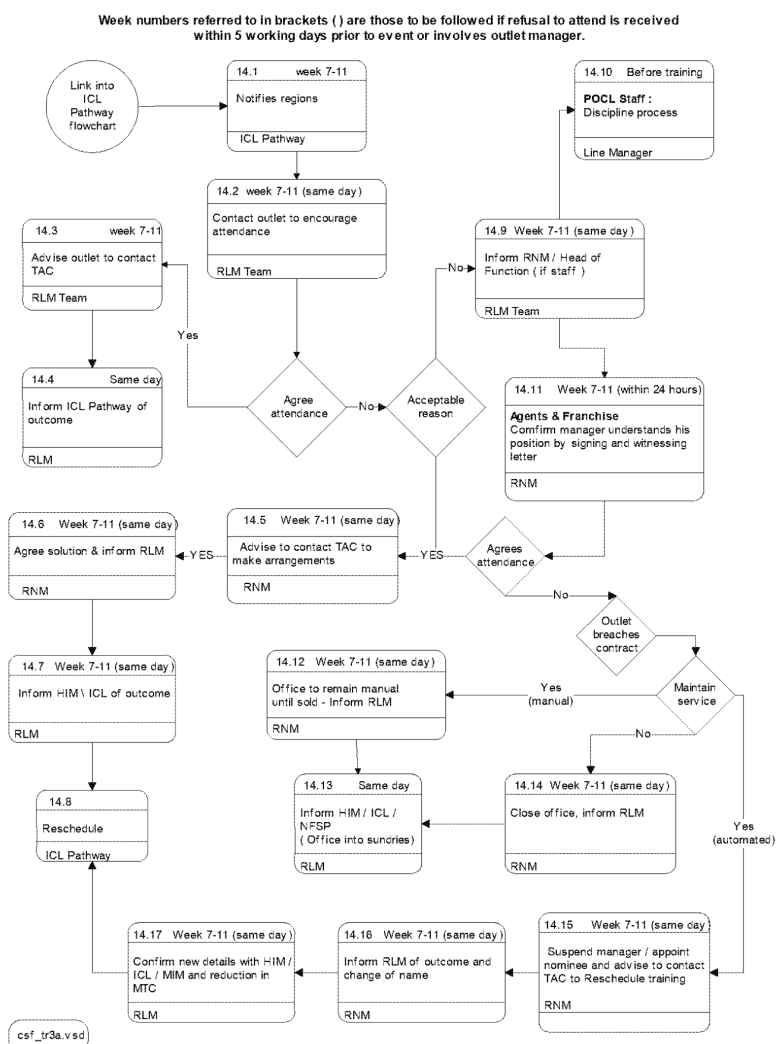
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Appendix 4



Appendix 5

Refuse to Attend Training



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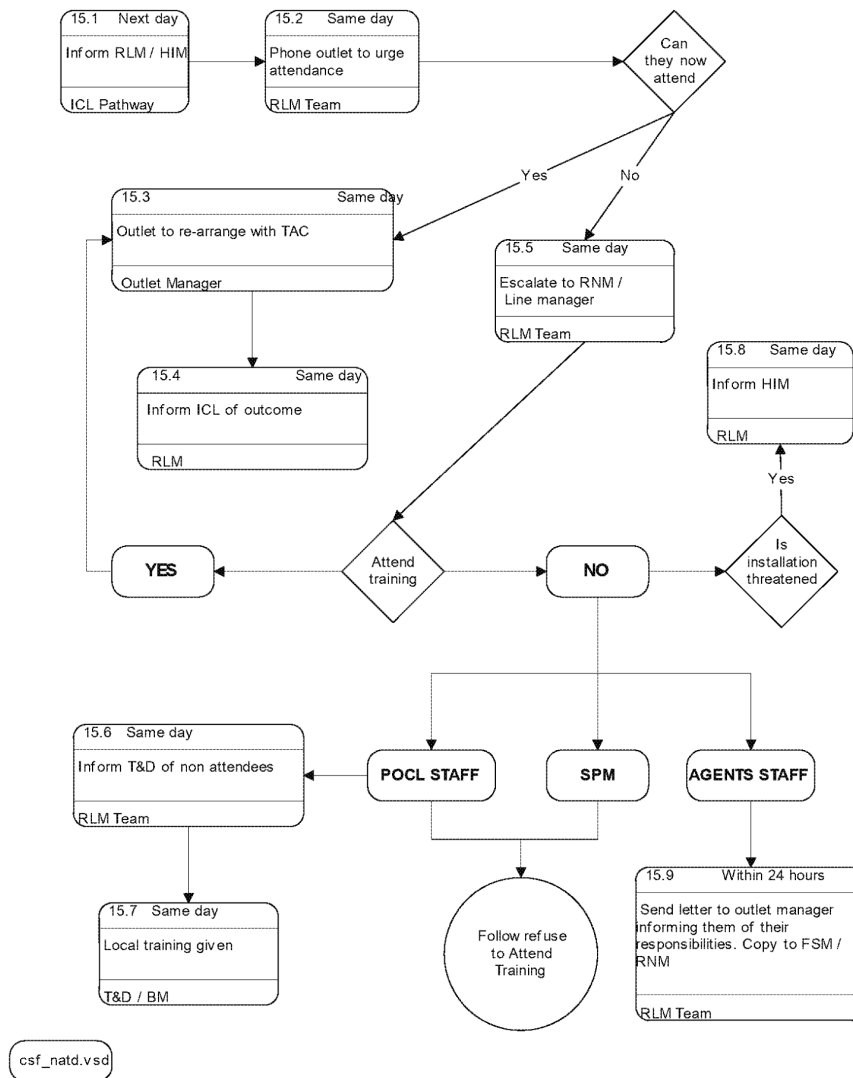
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Appendix6

Non Attendance on Day of Training



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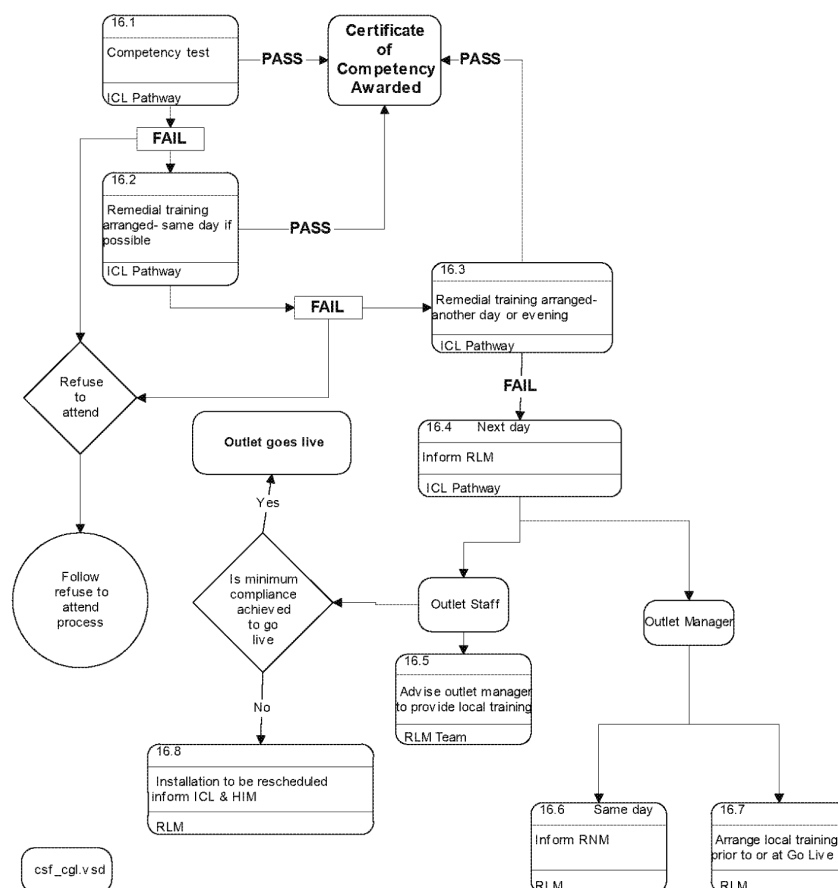
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Appendix 7

Competent at Go Live



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Appendix 8

MIB non attendance letter to encourage outlet managers to read MIB pack

Dear

Horizon Implementation Process

I understand that you were unable to attend your important Horizon Management Infrastructure Briefing. This means that you have missed your opportunity to learn, face to face, about the Horizon implementation process, how it affects your outlet, and the important role that you play in the process.

As it is important that you understand how the Horizon implementation will affect you, ICL Pathway will send a briefing pack direct to you at your outlet. It is important that you take the time to read this pack and make sure you understand:

- what you need to think about before we survey your outlet;
- how you can help during the survey;
- that you will need to agree a layout plan during the survey to accommodate the Horizon equipment at your outlet;

This survey will take place within the next few weeks. ICL Pathway will be contacting you soon to make the necessary arrangements. Please make every effort to be available for this survey once agreed. Remember that this is the largest project of this kind in Europe and ICL Pathway will be arranging hundreds of surveys each week during the rollout of the Horizon system. Whilst they will make every effort to fit in with your wishes, you will need to be flexible and then carry out what you have agreed.

If you have not received the briefing pack a week before your survey, please contact the ICL Pathway Training Helpdesk on 0345 413036. If there is anything you do not understand in the pack, please give your Regional Liaison team a call on 0345 223344.

Yours sincerely,

POCL

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Appendix 9

(UAE non attendance letter to encourage outlet managers to read UAE pack)

Dear

Horizon Implementation Process

I understand that you were unable to attend your important Horizon User Awareness Event. This means that you have missed your opportunity to learn, face to face, about the Horizon installation process, how it affects your outlet, and the important role that you play in the process.

As it is important that you understand how the Horizon installation will affect you, ICL Pathway will send a briefing pack direct to you at your outlet. It is important that you take the time to read this pack and make sure you understand.

- that training is mandatory for you and your staff. You will soon be receiving a form to request places for you and your staff on a training course. The courses are planned over the 5 days prior to installation.
- that BT will be contacting you to install the ISDN line, the communications link for Horizon.
- what you need to think about before we install the equipment
- that any work you have agreed to carry out at the survey is completed prior to installation.

Installation will take place within the next few weeks. ICL Pathway will be contacting you soon to make the necessary arrangements. Please make every effort to be available for the installation once agreed. Remember that this is the largest project of this kind in Europe and ICL Pathway will be arranging hundreds of installations each week during the rollout of the Horizon system. Whilst they will make every effort to fit in with your wishes, you will need to be flexible and then carry out what you have agreed.

If you have not received the briefing pack a week before your installation, please contact the ICL Pathway Training Helpdesk on 0345 413036. If there is anything you do not understand in the pack, please give your Regional Liaison team a call on 0345 223344.

Yours sincerely,

Regional Liaison Manager

Appendix 10

POCL

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Clarification of Subpostmasters Position Re Horizon Meeting

As a result of the forthcoming inclusion of X SPSO into the Horizon installation programme, the subpostmaster, *Title & Name* received an invitation to attend for the required training.

Title & Name having indicated that *he/she* does not intend to attend the required training event arranged by ICL Pathway nor any reasonable alternative event that can be offered, this meeting was convened by *Title & Name*, RNM, to clarify the subpostmasters position and seek a way forward.

At the conclusion of the meeting, we can confirm the following:-

1. The reasons for the subpostmasters refusal to attend training have been fully discussed, including any fears about and any physical barriers to, the attendance at the event offered or reasonable alternatives.
2. That the RNM has explained the reasons for the automation of its Network by POCL and why it cannot and will not allow any exceptions to the automation programme.
3. That the RNM has fully explained to the subpostmaster his/her contractual position with POCL. This included clarification that refusal to attend for training is considered a breach by the subpostmaster of his/her contract for services by POCL.
4. That the subpostmaster has been made aware of the consequences of continued refusal to attend for training, or any other hindrance to the automation programme. That *he/she* understands that POCL will take action as a result which may include possible termination of contract.

Subpostmaster

Date

RNM

As a result of this meeting I confirm the following:-

1. * I will now attend a training event for the Horizon automation system when offered. Furthermore, I will co-operate fully with POCL in the automation of my office.
2. * I do not wish to attend a training event for Horizon and request my outlet be removed from the Horizon programme. I understand that POCL will take any action it considers necessary as a consequence of my decision.

Subpostmaster

Date

- delete whichever does not apply

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Appendix 11

(Letter to outlet manager - staff non attendance on day of training)

Dear

I understand that a member of your staff *name* did not attend their Horizon training on *date*. Horizon training is mandatory and every attempt should be made to ensure that your staff receive training from ICL Pathway. This training is available up to and including the day after your installation.

Please phone the ICL Pathway Training Helpdesk on 0345 413036 to make alternative arrangements. The installation at your outlet may be delayed whilst your staff are trained - this should be avoided at all costs.

Should *name* be unable to attend the ICL Pathway training prior to go live, then it is your responsibility to ensure that your staff are trained to the required standard, before they can be allowed to use the Horizon system.

Yours sincerely,

Regional Liaison Manager

Letter to subpostmaster when staff have not achieved standard
Copy letter to RNM

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Appendix 12

Dear

I understand that following the ICL Pathway Horizon Training, *name* has not obtained the Horizon Achievement Certificate.

As there are *enter number* staff from your outlet already trained to the required standard then the installation at your outlet is unaffected and is confirmed for *enter date*.

It is now your responsibility to provide further training for *name* to ensure that *he/she* achieves the required standard prior to working on your counter.

Yours sincerely,

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Appendix 13

Exceptions Report

(reports not available at present)

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Appendix 14
REGION: _____
TODAY'S DATE: _____

Specialist Training

CONTACT : _____
TELEPHONE No.: _____

NAME	CONTACT ADDRESS	TEL No. DAY	JOB TITLE	COURSE TYPE	EVENT DATE	EVENT LOCATION

