CIRCULATION: NATIONAL EXECUTIVE COUNCIL   A3   PC NW 06 01
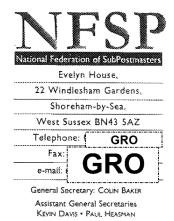
CB/DD   PC NW 06 01

10 February 2000

CIRCULATION: NATIONAL EXECUTIVE COUNCIL

NFSP
National Federation of SubPostmasters
Evelyn House,
22 Windlesham Gardens,
Shoreham-by-Sea,
West Sussex BN43 5AZ
Telephone: (**GRO**
Fax: **GRO**
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General Secretary: COLIN BAKER
Assistant General Secretaries
KEVIN DAVIS • PAUL HEASMAN

Dear Executive Officer

Having been putting pressure on the Automation Director for some information regarding the Horizon Roll Out, I am sure you will be keen to see a letter which we have received which sets out the position following the review held by Post Office Network Unit.

Hopefully a regular dialogue will soon be established at territorial level in order to assist members to overcome the difficulties they may well experience as their offices are automated.

Please let me know if there is any further information you require.
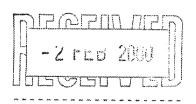
Yours sincerely

GRO

PP **COLIN BAKER**
<u>General Secretary</u>

A helping hand for SubPostmasters...everywhere!

POST OFFICE

Colin Baker
General Secretary
NFSP
Evelyn House
22 Windlesham Gardens
Shoreham by Sea
West Sussex
BN43 5AZ

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Post Office Counters Ltd

31 January 2000

Dear Colin

In my note of 6 January I promised to let you have details of the exercise carried out just before Christmas. I attach a copy of the Research Services report.

This research is consistent with other feedback both structured and otherwise to which countermeasures are either in place or are about to be implemented and which I outline further below. This kind of research reflects a continuing commitment to listen to the reactions of those at the sharp end of implementation throughout the roll out.

One of the first decisions that I took after becoming Automation Director was to create National Roll Out as a project and to identify a senior manager with extensive experience of the network to lead it. I was delighted , therefore, to be able to announce the appointment of Don Grey as National Roll Out Project Manger just before Christmas. With Don at the helm I have absolute confidence that the listening process will continue and will inform continuous improvement throughout the roll out.

The feedback points in the direction of training, balancing and help desks as the major improvement areas with balancing very much the common theme. However, in each of these areas outlets are more or less evenly split between those who think we've got it right as opposed to wrong. The trick to be pulled off is to improve matters for those who believe we need to improve without "turning off" those who think we've got it right.

Improvements ...../2.

- 2 -

31 January 2000

Colin Baker

Improvements to training have already been implemented particularly that related to balancing and there is a small improvement in the reaction to training over the live trial. A pre-training event has been introduced for those offices with least experience of computers and the first benefiting from this will go live towards the end of March. Additionally a guide to balancing has been produced and is about to be distributed. This has been tested on a number of offices and favourably received.

Support for balancing is to be significantly increased. All first balances will be supported by Horizon Field Support Officers. RNM clusters are being mobilised to support subsequent balances. RNM clusters, for whom supporting the roll out becomes a major objective, are to be supplemented with additional resource for this purpose. This RNM support will be targeted to offices on the basis of feedback from the Help Desk so that support gets to where it is most needed.

Our activity with ICL Pathway has , amongst other things, concentrated on improvements to the expert cash account help desk domain within HSH. This has very much been a process of continuous improvement and a further package of initiatives was agreed at the beginning of this month.

Research Services have been tracking the impact that implementation has on an office. This is called the "coping curve". I am pleased to be able to say that there has been a stepped improvement in this coping curve since the live trial which is proof that the measures introduced are beginning to bite. This will be closely monitored to ensure that the measures more recently or about to be introduced continue to reduce the impact on offices. I know that Don Grey intends to share this data with you on a regular basis.

I am particularly pleased that 90% of respondents found Horizon easy to use and that 80% were either very or fairly satisfied with the automation programme, up from 56% from those offices in the live trial. I believe this reflects the positive attitude of the network and your members to Horizon without which it would not have been possible to get this far or to face the major challenges ahead.

I would ....../3.

- 3 -

31 January 2000

Colin Baker

I would be happy to discuss further the content of this or any other feedback.

Yours sincerely

GRO

David Smith
Automation Director, Post Office Network

Tel **GRO**
Fax

Post Office Consulting

Christmas Horizon Research Report

January 2000

Lorna Green

specialist consultancy from people
who know the business

THE POST OFFICE

Counters Business Consultancy
Post Office Consulting

1. Summary

1.1 Introduction

This report gives the results of 330 telephone interviews with staff and agents whose offices have taken part in the Horizon roll in the autumn of 1999. In these interviews they were asked their opinion on different aspects of the Horizon system, the various types of support available (including manuals and helpdesks) and their overall satisfaction with the automation programme.

1.2 Results and Conclusions

Results on almost all aspects of Horizon are mixed. Some staff and sub postmasters are getting to grips with the system and are happy and satisfied whilst others are struggling and continuously having problems. There are no obvious patterns by office type, IP area, number of counter positions or the length of time since migration.

However, where comparisons have been possible, these results are more favourable than the results from the live trial research last June. This improvement in results indicates that lessons have been learnt from the live trial and that the remedial action taken has improved perception of several aspects of Horizon. However, the post office should not rest on its laurels and there is still room for further improvement.

The main message coming through is that they are not getting enough training. They are mainly happy with what the one and a half days they received, but the training on balancing is not long enough for their needs.

This has knock on effects in other areas where greater support as they then lack confidence when doing their subsequent balances and require more support from their HFSO and RNM. Also when asked about the user guide and helpdesks there is a feeling that if they had been trained adequately problems with these support areas would not be such an issue.

The other area for concern is the helpdesks. There is confusion over which number to call, which is compounded by them being passed back and forth between helpdesks. There is a problem getting through to the Horizon system helpdesk in particular and the service from both appears to be lacking in terms of consistency and level of knowledge.

1.3 Recommendation

It is strongly recommended that the length of time allocated to balancing in the training course is extended, since there is anecdotal evidence to suggest that economising at this stage causes problems further down the line in terms of the additional support required.

Work is also under way to measure the level of service given by the helpdesks so that improvements can be made.

Table of contents

Appendix 2 containing all the comments is available as a separate document

2. Introduction and background

At the end of August 1999, national roll out of Horizon commenced. By the time installation was suspended at the end of November 1999 (due to pressures on post offices in the run up to Christmas), a total of 1856 post offices had had the Horizon system installed. National roll out is due to recommence at the end of January 2000.

3. Objectives

The objective of the research was to evaluate how these 1856 offices have found the Horizon system, in order to identify any potential problems before national roll out recommences. The major aspects of Horizon were to be covered, including the various types of support available. A copy of the questionnaire used can be found in appendix 1. A similar questionnaire was asked of the Live Trial offices in June 1999, so where possible results of the two have been compared.

4. Methodology

Due to the limited time available staff and sub postmasters were contacted via telephone. Also because of the additional pressures post office staff are under in the roll up to Christmas, the interviewing took place between Friday 17th December and Thursday 23rd December, as anecdotal evidence suggested that offices were slightly quieter.

During these 4 days 600 post offices were telephoned which elicited 330 successful interviews. This is a large enough sample to be statistically representative of the 1856 offices which have Horizon.

The interviews were split by contract type as follows:

Contract type	Percentage of respondents	number of respondents
BO	3%	11
Mod/Franchise	5%	17
Sub	92%	307

5. Results in detail

5.1 Communication

Three quarters of respondents (74%) felt that they had been kept well informed prior to installation as can be seen in the table below. This is similar to the results obtained from the live trial offices in the June survey.

Q1 Thinking about the information you have received prior to and during installation, would you say your office has...	Percentage of respondents (NRO)	Percentage of respondents (live trial)
been kept fully informed	28%	23%
been fairly well informed	46%	51%
had only a limited amount of information	16%	20%
not been told very much	10%	3%
been told nothing	1%	0%
Don't know	0%	3%

5.2 Installation

Nearly half (48%) respondents stated that installation process caused only a slight inconvenience to there office, whilst a further 21% said it caused no inconvenience.

Q2a) Thinking about the installation of Horizon at your office, would you say the amount of disruption caused...	Percentage of respondents
no inconvenience to my office	21%
a slight inconvenience	48%
moderate inconvenience	19%
a major inconvenience	7%
unacceptable high level of inconvenience	4%
can't remember/don't know	0%

The full comments accompanying this question can be found in appendix 2. The main reasons for inconvenience were categorised as:
- caused major disruption (13%);
- having workmen in the way (12%);
- caused slight problems (7%);
- small office (5%);
- busy time in office (4%);
- had a counter closed (4%); and
- length of time taken (4%).

The main positive comments about installation were:
- no problems (24%);
- did a good job (8%); and
- quick (6%).

5.3 Training

Opinion was split on the training with 50% saying that the training was good and 50% saying it was poor. This was similar to the results from the live trial research, except that this time there are more respondents in the very poor category.

Q3a) How would you rate the training you received on how to use the Horizon system?	Percentage of respondents (NRO)	Percentage of respondents (live trial)
Very good	13%	13%
Fairly good	38%	32%
Fairly poor	25%	37%
Very poor	24%	18%

Reasons given for dissatisfaction with the training were:
- not enough training (18%)
- not enough training on balancing (12%)
- not enough time allowed(10%)
- too fast/intense/crammed (10%)
- trainers lacked PO knowledge (6%)
- not enough detail (4%)
- basic (3%)
- poor (3%)
- I'm not computer literate (2%)
- more practical training needed (2%)

5.4 Using the system

The majority of respondents (91%) found the Horizon system easy to use. This is slightly better than the results from the live trial research.

Q4a) How easy do you find the Horizon system to use?	Percentage of respondents (NRO)	Percentage of respondents (live trial)
Very easy	37%	23%
Fairly easy	53%	59%
Fairly difficult	6%	14%
Very difficult	3%	4%
Don't know	1%	0%

Reasons given for ease of use were:
- easy/ straightforward/fool proof (26%);
- got used to it now (17%);
- good (7%);
- all right (4%); and
- no problems (3%).

Reasons for dissatisfaction with using the system were:
- some things are OK, some things are not (9%);
- balancing is difficult (6%);
- OK if computer literate otherwise not (6%);
- system is slow (5%); and
- had problems (5%).

5.5 Balancing

Nearly a fifth (19%) of respondents are finding balancing using Horizon very difficult and a further quarter (24%) are finding it fairly difficult. However there has been an improvement since the live trial, possibly due to changes to the training.

Q5a) How easy do you find balancing with Horizon compared with previously?	Percentage of respondents (NRO)	Percentage of respondents (live trial)
Very easy	16%	2%
Fairly easy	39%	17%
Fairly difficult	24%	35%
Very difficult	19%	44%
Don't know	2%	2%

Reasons for finding balancing difficult include:
- time consuming/slower (24%);
- problems (8%);
- difficult and slow (4%);
- mixed (4%);
- need more training (3%);
- complicated (3%); and
- worse than before (3%).

Reasons for finding balancing easy include:
- easier than before (15%);
- getting/got used to it (11%);
- easy but slow (6%);
- quicker (3%); and
- fine (2%).

5.6 The Horizon User Guide

Just over half (55%) of respondents found the Horizon user guide easy to use, whilst nearly a quarter (24%) were unable to comment due to lack of use.

Q6a) How easy to use do you find the Horizon User Guide?	Percentage of respondents
Very easy	19%
Fairly easy	36%
Fairly difficult	16%
Very difficult	6%
Don't know	24%

Nearly a third of respondents were unable to comment on the Horizon user guide because they don't use it:

- don't use it/much (23%);
- use an alternative source for information (7%);

Reasons given for finding it easy to use were:

- easy/simple (19%);
- OK/fine/no problems (7%);
- good/useful/helpful (5%); and
- well laid out (5%).

Reasons given for finding it difficult to use:

- difficult to use/can't find answer (10%);
- too detailed/too big (4%);
- takes too long to find anything (3%);
- incorrect/missing (2%);
- useless/unhelpful/poor (2%);
- no index (1%);
- poor (1%); and

5.7 Support from RNM

Those respondents who've had support from their RNM rate them highly 73% thinking the support is good to some extent. However 14% have not received any support from their RNM.

Q7a) In terms of the support you have received from your retail network manager (RNM) during the roll out of automation, which of the following statements do you most closely agree with.	Percentage of respondents
The support has been very good	40%
The support has been fairly good	33%
The support has been fairly poor	6%
The support has been very poor	5%
haven't had any support	14%
Don't know	1%

Reasons for satisfaction with support from their RNM include:
- helpful/explain/answer questions (24%);
- available/there if needed/only a phonecall away (14%);
- good/excellent/brilliant (7%);
- supportive (4%);
- visits/phones to check we're OK (3%); and
- OK (2%).

Reasons for dissatisfaction with RNM support include:
- have not seen RNM/hardly there (14%);
- can't help/no knowledge of Horizon (8%);
- don't need them (5%);
- over stretched (2%); and
- difficult to contact/get hold of (1%).

5.8 Support from HFSO

Three quarters (76%) of respondents are happy with the support they get from their HFSO.

Q8a) In terms of the support you have received from your horizon field support officer (HFSO) during the roll out of automation, which of the following statements do you most closely agree with.	Percentage of respondents
The support has been very good	44%
The support has been fairly good	32%
The support has been fairly poor	11%
The support has been very poor	6%
haven't had any support	6%
Don't know	2%

Reasons for satisfaction with HFSO include:
- good/excellent (17%);
- helpful (16%);
- knowledgeable (4%);
- explain clearly (4%);
- there when needed (3%);
- answer questions/solved problems (2%);
- OK (2%); and
- supportive (2%);

Reasons for dissatisfaction with HFSO include:
- limited knowledge/help (9%);
- more time and training (6%);
- no support (4%);
- made mistakes (3%); and
- no help/no knowledge/incorrect (2%);

5.9 Helpdesks

There is some confusion (13%) over which helpdesk to call, which has deteriorated since the live trial research.

Q9) When you need to call a helpdesk, do you know which Helpdesk to call?	Percentage of respondents (NRO)	Percentage of respondents (live trial)
Yes	86%	90%
No	13%	8%
Never needed to call	1%	2%

Satisfaction with the Horizon system helpdesk is mixed. 59% are satisfied to some extent. This is an improvement on the results from the live trial research.

Q10a) How satisfied are you with the Horizon System helpdesk ?	Percentage of respondents (NRO)	Percentage of respondents (live trial)
Very satisfied	24%	9%
Fairly satisfied	35%	44%
Fairly dissatisfied	19%	27%
Very dissatisfied	17%	20%
Never used it	3%	0%
Don't know	1%	0%

Reasons for satisfaction include:
- helpful (14%);
- solve problem (5%);
- OK (4%);
- excellent (3%);
- good (3%);
- quick (3%);
- getting better (1%);
- always call back with answer (1%); and
- good if get through (1%).

Reasons for dissatisfaction include:
- slow to answer (7%);
- passed around (7%);
- lack knowledge (5%);
- too many questions (5%);
- variable/depends who you get (5%);
- can't get through (4%);
- unhelpful (4%);
- wait for answer (3%);
- poor/useless (3%);
- directed to NBSC (2%);
- incorrect advice (2%);
- never call back (2%); and
- rude (1%).

Nearly a third (32%) of respondents were unable to comment on the National Business Service Centre because they had not used it or were unsure what it was. When you look at only those who have used it, the NDSC gets a more favourable rating than the Horizon System Helpdesk.

Q11a) How satisfied are you with the National Business Support Centre ?	Percentage of all respondents	percentage of those that have used it
Very satisfied	18%	27%
Fairly satisfied	32%	46%
Fairly dissatisfied	10%	15%
Very dissatisfied	8%	11%
Never used it	28%	n.a.
Don't know	4%	n.a.

There was more confusion over the role of the NBSC:
- not used (20%);
- who? (4%); and
- rarely used (3%).

Reasons for satisfaction include:
- helpful (15%);
- OK (7%);
- solve problems (5%);
- good (4%);
- knowledgeable (2%);
- quick (2%);
- always call back with answer (1%);
- easy to contact (1%);

Reasons for dissatisfaction include:
- passed around (4%);
- variable/depends who you get (4%);
- slow to answer (4%);
- unhelpful (3%);
- directed to HSH (3%);
- lack knowledge (2%);
- useless (1%);
- too many initial questions (1%);

5.10 Overall satisfaction

When asked, 80% were satisfied to some extent with the automation programme, in general. This is much higher than the 56% satisfaction in the live trial research.

Q12) In general, how satisfied are you with the automation programme?	Percentage of respondents in NRO	Percentage of respondents in live trial
Very satisfied	28%	10%
Fairly satisfied	52%	46%
Fairly dissatisfied	11%	28%
Very dissatisfied	8%	13%
Don't know	1%	3%

The majority (61%) respondent felt that customers were getting a worse service with Horizon

Q13a) My customers are getting a better service now I have Horizon	Percentage of respondents
agree strongly	10%
agree slightly	22%
disagree slightly	35%
disagree strongly	26%
Don't know/No opinion	7%

More than half (57%) of respondents felt that back office processes were easier with Horizon

Q13b) My back office processes are easier with Horizon	Percentage of respondents
Agree strongly	29%
Agree slightly	28%
Disagree slightly	15%
Disagree strongly	23%
Don't know/No opinion	5%

More than half (55%) of respondent felt it was more difficult to serve customers with Horizon

Q13c) It is easier for me to serve customers with Horizon	Percentage of respondents
Agree strongly	19%
Agree slightly	22%
Disagree slightly	28%
Disagree strongly	27%
Don't know/No opinion	4%

Four out of five (80%) respondents believe that in the long term Horizon will have a positive impact on the post office's business.

Q13d) I believe that in the long term Horizon will have a positive impact on the post office's business	Percentage of respondents
Agree strongly	56%
Agree slightly	24%
Disagree slightly	5%
Disagree strongly	6%
Don't know/No opinion	8%

When asked if they had other comments on improvements which could be made to any aspect of the roll out of Horizon, the majority of these improvements were related to training in some form or other.

- more training 15%
- improve training 15%
- software/specific transactions 9%
- training on balancing 7%
- helpdesk 4%
- organisation of training 4%
- speed of system 4%
- support 3%
- printer 3%
- balancing 2%
- balancing speed 2%
- balancing support 2%
- HFSO 1%
- communication 1%
- happy/pleased/satisfied 1%
- visit existing office 1%

Other comments (less than 1%) included:
- back up
- go-live timing
- on-line links
- split training by different needs
- lottery
- remove it
- installation
- migration
- pay
- survey

6. Summary of results

Three quarters of respondents (74%) felt that they had been kept well informed prior to installation. Nearly half (48%) respondents stated that installation process caused only a slight inconvenience to there office, whilst a further 21% said it caused no inconvenience. The main reasons for inconvenience were because it caused a major disruption to the office; and having workmen in the way.

Opinion was split on the training received with 50% saying that the training was good and 50% saying it was poor. Reasons given for dissatisfaction were that there was not enough training generally, not enough training on balancing, not enough time allowed and that the training they had received was too fast.

The majority of respondents (91%) found the Horizon system easy to use, because it was straightforward and fool proof, but that it had taken time to get used to it. Nearly a fifth (19%) of respondents are finding balancing using Horizon very difficult and a further quarter (24%) are finding it fairly difficult. The main reasons given were that balancing was time consuming and slower than their previous method, and they were having problems.

Just over half (55%) of respondents found the Horizon user guide easy to use, whilst nearly a quarter (24%) were unable to comment due to lack of use, because they were using alternative sources to resolve their problems.

Those respondents who've had support from their RNM rate them highly with 73% thinking the support is fairly or very good. Reasons include them being helpful, explaining things and answer questions, and also because they are readily available if needed, only a phonecall away. However 14% have not received any support from their RNM. Three quarters (76%) of respondents are happy with the support they get from their HFSO, saying they are excellent and helpful.

There is some confusion (13%) over which helpdesk to call. Satisfaction with the Horizon System Helpdesk is mixed. 59% are satisfied to some extent. Reasons for dissatisfaction includes the time to answer the call, being passed around between operators, the lack of knowledge of operators, the variability of service depending on who you get, and the number of initial questions. Nearly a third (32%) of respondents were unable to comment on the National Business Service Centre because they had not used it or were unsure what it was. Reasons for dissatisfaction include taking a long time to answer the phone, the variability in the service, depending on who answers, and being passed around between operators.

In general, 80% were satisfied to some extent with the automation programme, this is an improvement compared to 56% satisfaction in the live trial research. 80% of respondents also believe that in the long term Horizon will have a positive impact on the post office's business.

More than half (57%) of respondents felt that back office processes were easier with Horizon. However, 56% of respondent felt it was more difficult to serve customers with Horizon, and 61% of respondent felt that customers were getting a worse service with Horizon.

When asked if they had other comments on improvements which could be made to any aspect of the roll out of Horizon, the majority of these improvements were related to training in some form or other.

7. Conclusions

Results on almost all aspects of Horizon are mixed. Some staff and sub postmasters getting to grips with the system and are happy and satisfied whilst others are struggling and continuously having problems. There are no obvious patterns by office type, IP area, number of counter positions or the length of time since migration.

However where comparisons have been possible the results are more favourable than the results from the live trial research last June. Although one could argue that by their very nature the live trial offices experienced more problems, so one would expect their results to be lower. However, as a small group the live trial offices had more support per office. This improvement in results indicates that lessons have been learnt from the live trial and that the remedial action taken has improved perception of several aspects of Horizon. However, the post office should not rest on its laurels and there is still room for further improvement.

The main message coming through is that they are not getting enough training. They are mainly happy with what the one and a half days they received, but the training on balancing is not long enough for their needs.

This has knock on effects in other areas where greater support as they then lack confidence when doing their subsequent balances and require more support from their HFSO and RNM. Also when asked about the user guide and helpdesks there is a feeling that if they had been trained adequately problems with the helpdesk would not be such an issue.

The other area for concern is the helpdesks. There is confusion over which number to call, which is compounded by them being passed back and forth between helpdesks. There is a problem getting through to the Horizon system helpdesk in particular and the service from both appears to be lacking in terms of consistency and level of knowledge.

8. Recommendations and future work

It is strongly recommended that the length of time allocated to balancing in the training course is extended, since there is anecdotal evidence to suggest that economising at this stage causes problems further down the line in terms of the additional support required.

Changes to training have already taken place and there are now preview events available so staff and sub postmasters can go and see Horizon working before their training. It will be interesting to see if this has an impact long term.

The helpdesks are also an area for concern and work is underway to measure the service provided on a continuous basis. It is recommended that the staffing levels are reviewed as many staff and sub postmasters are unable to get through

Appendix 1: Questionnaire

Horizon Review Xmas 1999 Questionnaire

Good morning / Afternoon, my name is............. and I work for
_____. We are doing some work on behalf of Business Service
Management in Post Office Network into staff views on the Horizon
automation of post offices.

We would like to get some idea of how effective the various stages of the
automation roll-out were and your views on Horizon. I appreciate this is a
busy time for your office, but could you spare about 10 minutes to answer
some questions? Or arrange a time to phone back later? All your answers will
be treated in total confidence.

Q1 Thinking about the information you have received prior to and during
installation, would you say your office has

been kept fully informed	☐
been fairly well informed	☐
had only a limited amount of information	☐
not been told very much	☐
been told nothing	☐
Don't know	☐

Q2a) Thinking about the installation of Horizon at your office, would you say
the amount of disruption caused

no inconvenience to my office	☐
a slight inconvenience	☐
moderate inconvenience	☐
a major inconvenience	☐
unacceptable high level of inconvenience	☐
can't remember/don't know	☐

Q2b) Why do you say that?

_____

_____

_____

Q3a) How would you rate the training you received on how to use the Horizon system?

Very good	☐
Fairly good	☐
Fairly poor	☐
Very poor	☐
Haven't had any training	☐
Don't know	☐

Q3b) why do you say that?

_____

_____

_____

Q4a) How easy do you find the Horizon system to use?

Very easy	☐
Fairly easy	☐
Fairly difficult	☐
Very difficult	☐
Don't know	☐

Q4b) why do you say that?

_____

_____

_____

Q5a) How easy do you find balancing with Horizon compared with previously?

Very easy	☐
Fairly easy	☐
Fairly difficult	☐
Very difficult	☐
Don't know	☐

Q5b) why do you say that?

_____

_____

_____

Q6a) How easy to use do you find the Horizon User Guide?

Very easy	☐
Fairly easy	☐
Fairly difficult	☐
Very difficult	☐
Don't know	☐

Q6b) why do you say that?

_____

_____

_____

Q7a) In terms of the support you have received from your **retail network manager** (RNM) during the roll out of automation, which of the following statements do you most closely agree with.

The support has been very good	☐
The support has been fairly good	☐
The support has been fairly poor	☐
The support has been very poor	☐
haven't had any support	☐
Don't know	☐

Q7b) Why do you say that?

_____

_____

_____

Q8a) In terms of the support you have received from your **horizon field support officer** (HFSO) during the roll out of automation, which of the following statements do you most closely agree with.

The support has been very good	☐
The support has been fairly good	☐
The support has been fairly poor	☐
The support has been very poor	☐
haven't had any support	☐
Don't know	☐

Q8b) Why do you say that?

_____

_____

_____

Now, thinking about the helpdesks...
[there are two helpdesks which the offices use - the Horizon system helpdesk which answers technical queries, and the National Business Support Centre which covers everything else!]

Q9) When you need to call a helpdesk, do you know which Helpdesk to call?

Yes	☐	GO TO Q10
No	☐	GO TO Q10
Never needed to call	☐	GO TO Q12
Don't know	☐	GO TO Q10

Q10a) How satisfied are you with the Horizon System helpdesk ?

Very satisfied	☐
Fairly satisfied	☐
Fairly dissatisfied	☐
Very dissatisfied	☐
Never used it	☐
Don't know	☐

Q10b) why do you say that?

_____

_____

_____

Q11a) How satisfied are you with the National Business Support Centre ?

Very satisfied	☐
Fairly satisfied	☐
Fairly dissatisfied	☐
Very dissatisfied	☐
Never used it	☐
Don't know	☐

Q11b) Why do you say that?

_____

_____

_____

Thinking about Horizon overall

Q12) In general, how satisfied are you with the automation programme?

Very satisfied	☐
Fairly satisfied	☐
Fairly dissatisfied	☐
Very dissatisfied	☐
Don't know	☐

Q13) Could you tell me to what extent you agree with the following statements

		agree strongly	agree slightly	disagree slightly	disagree strongly	Don't know/No opinion
a)	My customers are getting a better service now I have Horizon	☐	☐	☐	☐	☐
b)	My back office processes are easier with Horizon	☐	☐	☐	☐	☐
c)	It is easier for me to serve customers with Horizon	☐	☐	☐	☐	☐
d)	I believe that in the long term Horizon will have a positive impact on the post office's business	☐	☐	☐	☐	☐

Q14) finally, do you have any comments on improvements which could be made to any aspect of the roll out of Horizon?

_____

_____

_____

Thank you very much for your time.