

Electronic memo



*Lenihan
uses
beam*



To: David X Smith/POCL/POSTOFFICE@POSTOFFICE, Andrew Radka/POCL/POSTOFFICE@POSTOFFICE, Kevin Lenihan/POCL/POSTOFFICE@POSTOFFICE, David W Miller/POCL/POSTOFFICE@POSTOFFICE
cc: Kay Hartigan/POCL/POSTOFFICE@POSTOFFICE, Don Grey/POCL/POSTOFFICE@POSTOFFICE

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From Lorna Green/POCL/POSTOFFICE

Date 12/01/2000 17:29

Subject: Fwd: Xmas Horizon research

As promised here is appendix 2 of my report, which contains all the comments made on the open ended questions.

I strongly recommend that you take time to browse through the staff and sub postmasters' own words, as it provides insight into their strength of feeling about various aspects of Horizon.



AppendixXmasHorizon.do

Lorna.

To: David X Smith/POCL/POSTOFFICE@POSTOFFICE, Andrew Radka/POCL/POSTOFFICE@POSTOFFICE, Kevin Lenihan/POCL/POSTOFFICE@POSTOFFICE, David W Miller/POCL/POSTOFFICE@POSTOFFICE
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From Lorna Green/POCL/POSTOFFICE

Date 07/01/2000 15:40

Subject: Xmas Horizon research

Dear all,

Please find enclosed my report on the recent research into Horizon carried out the week before Christmas.



ReportXmasHorizon.do

Appendix 2 which is an additional document containing all the comments made by staff and sub postmasters will be available early next week.

If you have any questions regarding this report please do not hesitate to contact me.

Best wishes

Lorna

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Post Office Consulting

Christmas Horizon Research Report Appendix 2 - Verbatim comments

January 2000

Lorna Green

*specialist consultancy from people
who know the business*

THE POST OFFICE

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1. Introduction

This document accompanies the report entitled Christmas Horizon Research, January 2000, by Lorna Green. The report discusses the results of a telephone questionnaire carried out in December 1999 with a sample of 335 national roll out post offices and asks questions about various aspects of Horizon programme.

This document contains the actual comments made by each respondent. The numbers bare no connection to fadcodes and are purely a cross reference tool if required to go back to the original data.

For each question the comments have been sorted into positive and negative comments and also by the main point being made.

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2. Disruption

Caused major disruption

3 There were quite inconvenient niggles. The lead was too short to connect. There was haggling about getting a man from Cambridge to visit just to look at some "boxes" on the system.

5 Because they had to re-wire. It caused a few problems.

7 Very busy, caused chaos.

14 The mess and boxes, etc.

24 They turned up very early, and left late, mucked up the electrics, and caused chaos.

30 Needed to come 3 times, had a lot of faults.

37 In January last year they sent some "cowboy" workmen to prepare for installation, but managed to totally destroy my counter. They left it that way for nine months. Only when we were given training dates did they bother to put it right.

62 Because they had to keep coming back and testing.

65 All the parts needed were not supplied and that caused a major hold back.

98 The equipment disrupts serving the customers, it was really quite awkward.

104 Well they put plugs under counter and it was awkward, but they were quick.

114 They came with too much equipment and took it away again. They didn't come back until at least 6 weeks later.

129 Because it disrupts our working day.

131 It was horrendous. Things were put in and had to be ripped out again - this was the earthing and it was done wrong. When the computers were installed - that was OK.

139 While setting it up they discovered the isdn line didn't work. Which is unacceptable - communication between the fitter and others was abominable. Bt helped but the fitter took it all away even though BT fixed it and then I was kept late when they came back

144 We needed to shut, we've got such a small shop, and things were very difficult.

165 There were two problems: it took till six o'clock to get Done, and in all I had six officials in the office trying to Sort it out.

173 Delays caused when they didn't know where to put the Equipment. They didn't know how to solve a problem that arose Lack of sufficient planning. The equipment is now rather Awkwardly situated.

180 The installation and the training caused major disruption. I (office manager) was in jury service.

207 They blew up some of my electrics.

210 Whenever someone comes and disrupts your working day it is always inconvenient.

212 It disrupted day work.

214 Problems with installation, hanging about for a few hours.

222 The system would not fit, and the work went on all day, from 8am to 6pm.

227 They had to channel the cables around the shop, and they Moved something in order to do the installation work - but Never put it back.

248 3 times they came round to make alterations before they managed to finish the job.

277 They came on a Wednesday - it was a nightmare, and a shambles. We had lots of stock around the place, which was in danger. Working conditions were bordering on the unacceptable.

296 The fitters caused disruption, and the BT line needed attention.

327 We had to close for a day and work on a Sunday and disruption and damaged caused

367 It disrupted the day's working and it took them too long.

374 They only had two terminals, when we had asked for three. It was havoc and prevented us from operating with any efficiency

400 We had to climb over workmen and had to close a position down for the installation. The cable from monitor to printer is too short, so that any slight movement of the screen means the printer doesn't work.

424 It wouldn't fit where it was supposed to go.

- 434 Lot more difficult than they thought would be.
439 Problems with the wiring. We had a number of electricians in to do the work, including wiring done in the outside loo.
453 The quality of the work was slapdash. The cables have dropped twice now, and I am waiting for them to come out again to do more maintenance work.
480 It was a health hazard. Wires hanging from ceiling and on the floor - it was quite dangerous for staff and customers alike.
495 We were kept waiting for 4 hours before we could use it. The planning was diabolical, and the drilling into the counter was noisy and badly done.
507 Too many surveys beforehand. Installation of a simple shelf was forgotten - the ability of the workmen was unacceptable. Both counters were affected. They made a right mess - they brought the wrong materials. The workman was incompetent.
517 Because there were problems on the day of installation.
530 Lots of leads and cables everywhere.
552 Rushing job, left mess, and hole in wall, in hurry to get away.
553 They have altered my shop to take three systems and arrived with two.

Having workmen in the way

- 6 Tripping over workmen.
12 Simply because I didn't have access to things.
18 Having to work around the people installing it was awkward.
38 Only one position here, working round the installer they were under our feet.
40 We had trouble serving and had to basically keep walking around builders.
41 We coped quite well, it was trying to fit them in.
70 Because although we worked around them it was awkward.
84 Very small post office and not room for 2 people - while the person was installing it, it was squashed and difficult to work.
102 Small office - installers around when trying to do business. Distracting.
122 It is a busy office, working around the workmen, being careful of cash, etc. It cannot be helped.
127 Working round the man fitting the computer - it was horrendous. Really we should have closed for the day.
138 I worked round him.
155 You had to serve around the people installing the system, but It wasn't too bad.
158 Well, we carried on working.
164 Mainly because we were trying to serve around them.
179 Well, the workmen were good, we could work around them.
194 Well we had to work around them, that's all.
226 We were able to work around the installation.
239 We managed to work around them but it was an obvious Inconvenience.
267 There was no mess, it was just having people around when you're trying to work.
274 They were working with us in the room so there had to be some Inconvenience.
275 Because you're trying to work on top of people.
284 I could carry on serving people.
306 Too many people.
329 Well, we were busy and tripping over them.
330 It is just them being here.
335 Having to work over and around them.
341 Having to work round workman.
350 Working around people.
353 Too many people in small space.
360 Too many bodies in small space.
368 We were trying to work around them.
369 Too many people.
387 They had a problem, we worked around them.
388 Because I couldn't get to the counter to serve very well.

- 437 We just got in the way of each other.
- 438 Somebody there gets in the way.
- 440 Had to put up with workmen.
- 514 It was put in during working hours.
- 516 People working around you.

Caused slight problems

- 76 Just a few problems at installation.
- 81 There were hardly any interruptions at all.
- 88 Only when they were actually installing it did it cause a few problems.
- 117 Nothing too drastic. Obviously there was some but it was OK.
- 125 Well, because they did one service position at a time and I could still serve, but the noise was a pain.
- 128 Very little disruption.
- 133 Just getting it installed. Slight inconvenience to customers.
- 136 Our office is small so we just worked around each other.
- 145 He came on a Friday so not too bad because Friday is a quiet Day.
- 148 Only the very slightest of inconvenience.
- 185 We were just delayed slightly.
- 191 They slightly interrupted with the day-to-day running of the Office.
- 238 Very slight.
- 241 All up in the air, a bit rushed.
- 255 The power had to go off.
- 308 Happened on a quiet day, so not too bad.
- 318 Just slight.
- 356 It could have been worse, but things didn't go as smoothly as they could have.
- 391 Very slight inconvenience.
- 405 Some inconvenience.
- 406 Any work done when you're trying to work will cause Inconvenience.
- 417 You can't install two computers without any inconvenience.
- 420 It's a bit of a nuisance trying to serve at the same time
- 466 Had to work through it, one counter only.
- 538 It didn't cause us many problems.

Small space

- 4 We have a little area.
- 95 I didn't have much working space behind the counter.
- 150 It's a small office.
- 163 Not enough room but the men were very helpful.
- 183 We've got a small office, they disrupted the whole place.
- 206 We have quite a small office here and it was cramped during the installation.
- 331 We had a very limited counter area to work from - it was quite difficult to conduct business.
- 340 They were slightly in the way but that is because this is a very small office.
- 359 We only have one counter.
- 363 We only have a small office - it was just a matter of clutter
- 372 Limited space.
- 377 I have a small office, and we didn't close the office down. So it was pretty tight for space and made working conditions quite difficult.
- 423 Small P.O. with 3 workmen, cramped to work in.
- 463 Only one counter here, so difficult.
- 505 Only one counter, bit cramped here.
- 509 Being a small office it makes things difficult.
- 531 Because we have a small office and you can't fit everybody in it.
- 562 We are only a small office.

Busy time in the office

- 146 It was our busiest day.
160 There was work that should have been done prior to Installation but was all done on the day of installation and a very busy day for us. Also errors were made.
176 Because there was stuff all over the shop on my busiest day, It caused havoc.
197 They always came on our busiest days, which caused a major Problem.
213 We have 3 counters, they arrived at our busiest time of day. Effectively we had only 2 counters to use during installation.
235 Well we arranged an appointment, ignored it and came on our busiest day. It was awful.
349 It was the busiest day of the week and so it was quite Disruptive.
370 It was on a Monday (our busiest day), the man did very well.
475 I was busy at the time and I had lots of people to try to do the alterations.
476 Came in busy time on Monday badly scheduled.
528 It was during the busy time.
542 It was Monday morning, car tax end of month, etc. Full staff on which meant staff upheaval and chaos for customers.
567 Bad day and not much notice given.

Had a counter closed

- 33 I had to go into parcel hatch position, which was not so secure.
44 We could not have all our desks open.
63 Just because we had to close a counter.
75 We just had to move counters - it didn't affect the public.
106 We had to close some of our positions.
120 Only one counter open and closed for one day. Limited space, workers crawling around. Can't be helped.
135 We had to close the counter down a bit, but it was only a Slight inconvenience.
159 Only 2 counters, installation done during the day, we kept Having to close a counter so customers were inconvenienced And delayed.
192 There were positions closed down, etc. We knew it would be so I'm not really complaining.
245 It just involved closing one of the positions.
278 Having to close positions.
392 Have 2 counters here, he worked on one.
551 We had to close one position down.

Length of time taken

- 8 The training disrupted the running of the office. Understaffed. The installation and migration (which was done incorrectly) took all day.
93 It took 11 hours to fit and it was 1 am before I got home. The installers didn't seem to know what they were doing.
110 Time consuming.
187 Timing.
193 It was done in a working day when it could be done in an Afternoon when we were closed.
232 The only problem was the time.
265 We shut the office down the day they came, but they still Took all day to do it.
295 Because it took longer than it should have done - someone had to install electrics.
302 Because they came during working hours.
310 The length of time devoted to migration and installation was too long for us.
393 They chose a difficult time to install the system.
398 The timing was terrible - on a Monday afternoon.
556 It was a bit slow.

Closed the office

- 52 Because we were closed that day.
- 156 We closed anyway.
- 161 We had to shut for the afternoon.
- 195 They installed it on a Wednesday afternoon when we were closed.
- 199 We chose our days, they came at lunchtime when we were closed. No problem at all.
- 244 Well the day they put in the electrics, it was very noisy, and I had to close the shop.
- 315 It was carried out the half day we were closed early.
- 357 It was installed on a day we were closed.
- 383 We were closed for one day, which was a busy day, and it took Longer than it should have done.
- 450 It was done on a day we were closed.
- 512 Closed down when getting office ready to fit, day of fitting OK.

Late

- 59 Well it was late arriving.
- 67 Mainly because they didn't come when appointed.
- 208 They were 6 hours late arriving to install the machines, we were closed during this time. The horizon helpdesk did not pass on messages that had been left for us - it was a farce. The helpdesk was no help at all.
- 209 We are not very large. Problems getting it up and running, everything went down, they arrived late and so finished installation late, wasting our time and that of the field officer.
- 257 I had to move about and we were there very late.
- 389 Delayed in installation.
- 457 Stayed here till 10 p.m. Installation and migration support officer no good.
- 523 It was late at night.

No problems

- 2 It didn't cause me any problems.
- 15 They gave us a time period in which they said the installation would be complete, which was helpful, and this meant we were not inconvenienced at all.
- 20 We were able to continue working right through the installation period.
- 21 No real problems.
- 23 It wasn't that bad.
- 31 We could still work as they were installing the unit.
- 34 They came at a quiet period, and the system just "slotted in"
- 50 There were no disruptions to our working day.
- 51 Because it was just one part that was put in and work was not stopped.
- 61 Not too bad really.
- 77 No problems really.
- 80 It was fine.
- 83 Nothing really.
- 116 Not really.
- 121 There wasn't a lot to be done.
- 132 We didn't notice and it didn't disrupt the public.
- 140 It was a pretty smooth installation.
- 157 Didn't bother us really.
- 166 No problems.
- 167 None at all.
- 168 Not too bad really. We were lucky that we didn't have to do a balance on the day of installation.
- 174 No problems really.
- 177 No trouble at all.
- 186 No inconvenience at all.
- 201 It went very well, one section at a time. No problem, no delays in serving.

224 No problems.
230 No problems at all.
233 No problems really.
240 Didn't have any problems.
252 No problems really.
253 No problems at all.
260 It was all handled very well and work wasn't disrupted too much.
268 No real problems really.
287 Because it went a lot better than I thought and we were able to remain open.
289 No problems really.
309 They didn't bother us at all.
314 They were out of the way.
317 We worked together and were very co-operative.
320 It was fine.
325 They didn't bother us much.
332 We were able to carry on with our normal day.
336 We've had no alterations done everything was okay.
343 No problem.
347 No real inconvenience.
351 Done at night time so no inconvenience at all.
355 It went in quite smoothly.
361 No real inconvenience really.
371 They did the work without any bother and you didn't even know they were there.
375 No problems really.
390 Just something that had to be done.
394 Able to continue working without closing.
395 No problems. Did not need to close.
396 Customers were coming in but it didn't make a lot of Difference.
402 No problems really.
404 Because had a new counter not much to do.
407 No problems at all.
413 We experienced no problem at installation.
419 Didn't experience any problems really.
421 No problems.
422 Not an inconvenience really.
425 Fine.
426 Open when here.
427 They just got on with it.
430 I just moved counters.
432 No problems.
436 Not a problem really. You expect some disruption, but it was fine in the end.
442 They were out of our way.
446 It wasn't too bad really.
447 Quiet that day, so no problem.
449 It didn't cause us any problems.
455 No problems, 3 counters here.
464 Didn't experience any problems.
467 Didn't have any problems.
479 Didn't have any real problems at all from the workmen.
484 They worked with you.
510 Not many problems.
532 No problem.
533 No problems.
535 Have 3 counters here, so OK.
536 Everything went smoothly and all explained.
548 No problems. It went well.
557 Straightforward.

Good job

- 19 They did a good job, and I had already planned the office in advance for their coming.
25 They were very good and on time.
46 They were a good team who installed the system. They worked quietly and efficiently, doing a very neat job.
47 They were excellent.
66 The guy who did it was very efficient.
99 The people who installed it knew exactly what they were doing and did it in a suitable amount of time.
105 They were well organised.
154 Very well.
169 They were very good and very efficient.
170 Very good.
181 They were very good. All the work done was neat and tidy.
218 They were on time and were out of the way.
221 We have a small office and they worked well.
264 It went very smoothly.
303 Everything went smoothly.
311 They were marvellous, very efficient.
312 They were very accommodating.
338 They were very good.
344 Very good workman.
384 Brilliant - no trouble at all.
397 Very smooth.
431 They were very helpful.
435 Engineers were really good.
461 Good, all went well.
491 I was training that day but staff said it went well.
525 They were very efficient.
546 The team was very good.

quick

- 48 They were quiet and quick.
49 Nice quiet day and it was quick.
56 Very quick. They just came in, done the required job and then left.
107 Quick.
111 Everything was done prior to the installation so when they came in it took very little time.
137 They were quick.
151 They were very quick and caused no trouble to the public.
182 They came in, put it in in two hours.
184 Well, they did it very quickly.
205 They were quick and didn't disrupt the staff or the public.
211 They didn't disrupt the working day. They were very quick
269 Well, they came and on the Friday morning it was quick and I was able to keep serving.
270 They were very quick.
279 They were quick and didn't disrupt us.
313 It was quick and caused no problems.
443 It was done in a couple of hours, which was good.
473 Done in a very short time.
501 They came on time and were quick.
519 There isn't much room in here - they were quick.

Other

- 22 Quick to use.
- 130 Just became manager.
- 147 Because of the limited training we were given prior to it.
- 175 I was lucky. Installation was fine, but I wanted it in a Different place than they did in the plan. I got it the way I wanted it.
- 204 They didn't have to do any work.
- 216 We had problems with migration.
- 272 Find slower than manual on certain things especially pensions
- 291 Because of the inflexibility of the installers.
- 293 Not very efficient, locked the safe for the day.
- 298 The computers were put in difficult positions.
- 345 We were already working on individual stocks.
- 346 We took over this office 3 years ago. In order to make way for installation I re-designed the office. At first I was told POCL would pay 60% of cost, but I had to pay 100%. When they eventually came to measure up, the system would not fit new office. Many
- 411 Too many surveys of the job beforehand.
- 418 Balancing on the first couple of weeks took too long.
- 485 Just taken over and operated the manual system, then had to get used to new one.
- 497 Did not put in where needed to be.
- 503 We could of retired without this system.
- 527 Plenty of room here.
- 539 Time taken to serve customers is longer.

not stated

- 200 Not stated.
- 231 Not stated.
- 286 Not stated.
- 456 Not stated.

3. Training

Not enough training

- 2 There wasn't enough training
- 12 On the course, we were booked to go together and didn't get the appointment. We needed much more training and more time. Balancing needs looking at.
- 14 It was completely inadequate.
- 33 Day and a half was not enough, especially training for balancing was concerned. I am used to computers, but some of the training was horrendous.
- 34 Good but not long enough. I only got 1 and a half days training.
- 40 We needed more training, it was too rushed.
- 44 There wasn't enough training
- 59 Not enough training.
- 66 There wasn't enough training
- 70 It was good but not enough.
- 95 We needed a bit more training
- 106 There was not enough
- 110 Not enough, we didn't cover enough.
- 111 We needed to be taught more on the horizon system-maybe spread over a week
- 127 We really needed more training.
- 129 It wasn't long enough
- 138 Not enough. I knew nothing about computers, one and a half days is not enough.
- 157 Not enough training I think
- 161 There was not enough training
- 174 Not enough training though
- 175 Good but there could have been more of it.
- 179 More training needed.
- 184 It wasn't enough to take it in.
- 192 We needed more training.
- 194 We needed more training.
- 200 Not enough...too short. It was also too near to the actual installation time. We had no time to prepare
- 204 They should have had a little more training
- 205 I didn't think it was adequate
- 209 Not long enough. I needed longer on the balance - a whole day on the computer and only half a day on balance.
- 212 It wasn't adequate
- 226 It wasn't enough-you were left on your own
- 233 Absolutely rubbish - not adequate, didn't show how to operate or deal with printer. It was inadequate and wasn't long enough.
- 239 In general it was not enough training, it was a little sloppy as well, very unprofessional.
- 24 of us turned with only one trainer it was a joke
- 272 Not long enough only one day training given
- 279 There wasn't enough training
- 284 The out-of-office training was too short
- 298 The training wasn't long enough and the timing was inadequate
- 318 Very minimal. Not enough training really
- 320 Wasn't enough...too much to take in.
- 332 Because we needed more training
- 343 The trainer was very good. But the training itself needed to be more than one and a half days.
- 344 You felt you needed more tuition
- 350 Was not long enough for real beginners
- 353 One more days training needed
- 359 It was inadequate but the limited amount we had was very good

- 387 Not enough training, i.e. Administration.
- 392 Not long enough training
- 395 Not enough training given
- 402 There should have been more of it.
- 404 Not enough training given
- 431 There could have been more training and bit more post office specific
- 432 Good, but it could have been longer. There was a lot to learn in a short period of time.
- 435 Not sufficient (and I am trained in computers so I should know!)
- 455 Not enough training
- 457 Need more training
- 485 Training good not enough time given though
- 510 No enough training given
- 532 Not explained enough in 1 day
- 533 Not enough training not given a date when training to start so could not plan
- 552 Needed longer he expected us to know it all not long enough training
- 553 You need more than a day and a half

Not enough training on balancing

- 19 Training for accounting was very bad. Balancing took hours to sort out, and was kept up until midnight sometimes. Tried to call helpdesk but it was almost always engaged.
- 21 But needed more time on balancing. The 1st day was all right, but the quality of the training was not good on the 2nd day.
- 24 Because, we concentrated on serving customers, which was very easy, but needed training on balancing in back office. I think it was useless.
- 37 Inadequate - particularly for balancing.
- 41 They didn't inform us very much on cash accounts.
- 61 But not enough time, especially the balancing side.
- 76 The training was very inadequate on the accounting side.
- 84 Did not allow enough time, especially on the balancing side of it
- 93 Just inadequate - we were trained to do the counter procedures but not on the office administration side
- 98 Balancing training was very poor, I taught myself. The venues were in wrong places.
- 114 The administration side of it was inadequate
- 120 Good and informative. The balancing part should have been a bit longer and more informative. The till side was good, but balancing part was vague and confusing. Backup was good.
- 121 We weren't told enough about administration
- 139 Counter training was good, but on the balancing it was totally unacceptable. Not in-depth enough. It was a nightmare.
- 148 Fine, but more time needed on the balancing.
- 155 Not in depth enough, especially the balancing.
- 159 From my point of view, a day and a half was not enough when I had to learn about balancing. Not everything was explained we were not talked through everything.
- 168 More training on the balancing needed.
- 210 The everyday training was OK. The training for balancing was non-existent. Absolutely appalling!
- 216 We had no problems apart from the housekeeping and also there could have been more on the balancing side
- 222 Not sufficient, especially for balancing.
- 235 Front desk is okay balancing etc. very poor.
- 264 The equipment wasn't adequate so balancing wasn't covered properly
- 277 Very limited. Very little on balancing
- 340 Except training on paperwork which was absent
- 355 We could have had more help on the balancing
- 370 Terrible - 1 day long, and the balancing training was pathetic (it was from a card). There were a lot of people in the class, and I felt anxious not to be lagging behind.

371 They needed more training on the balancing
388 The counter was okay but the balancing wasn't adequate
390 To much training given on the counter side not sufficient on balances
393 It was good apart from the balancing which was pretty useless
407 Not much training on accounts and balancing
421 Should have been more time devoted to balancing
449 Balancing was not covered properly
497 Not enough time on balances given
516 Good but poor on balances need 2 days training with full day for balances
517 There could have been more time spent on balancing
536 More time needed mainly on balancing side one and half days insufficient
546 It could have been better in regards to balancing

Not enough time allowed .

4 It was trying to cram too much in to not enough time
77 Inadequate, day and a half was not long enough. No time to practice anything.
83 It could ideally have been a longer training session
99 We ended up by being left totally confused-there was not enough time
102 Not long enough
104 Well we weren't given long enough, we need more training.
117 For me personally one and a half days was not enough - I could have done with 2 or 2 and a half, so much to assimilate
132 Lack of time. The training was very impractical
133 Good, but too much to take in, in only one and a half days.
154 Not long enough, at least two days training.
191 It wasn't long enough
201 Not enough time. A day and a half is not enough. Nothing on the lottery.
211 It was not long enough
231 It was too short, and didn't go through all the procedures that we use.
240 Not enough time given over to training
244 It was awful, there wasn't enough time.
245 There wasn't enough time
257 There was only half a day for administration and we needed it to be longer
268 Not enough time given to us.
291 It was well done but was short
335 Very good but felt they needed more time
336 The guy was good, but the time was too short. There were people there who were having great problems in keeping up and understanding and they were not being helped. In fact, a couple of people on our course failed the test.
375 Good as far as it went - we needed more time, and we could have done with a person on hand for a week to help out with the hands-on use of the system
377 Good but it could be longer than it was
383 Not enough time for postmasters
384 Not long enough...we should have at least 3 days training.
394 Not long enough
396 We should have had more time
438 Not long enough
473 Needed more time.
501 It just wasn't long enough
525 Not enough time
535 No long enough
548 To short

Too fast/intense/crammed

- 18 Well, the meeting I went to there was no one to one, and he was very quick. I didn't get to learn much.
- 25 They tried to jam too much information in too soon.
- 31 It was too concentrated
- 38 Too much information in too short a time, a lot to learn in a short time
- 48 Too quick needed more.
- 51 It was crammed into too limited time scale
- 52 There was so much to take in-it was a bit rushed
- 105 They tried to cover everything and they showed us
- 137 You had to cram too much in and we had to go over a lot of branch office information
- 150 It was very useful but perhaps too concentrated
- 167 Needed to be longer, too much to take in within too little time.
- 177 I don't think it was long enough. It was too much to take in.
- 182 They tried to cram everything into a day. I had never used a computer in my life before then. It was far too intense.
- 186 Not sufficient. Too much information in too little a time.
- 221 There was so much information in such little time
- 274 There was an extreme amount to take in
- 293 A quart in a pint pot
- 296 It wasn't long enough - it was crammed into too short a time period.
- 311 It was all crammed into one and a half days. I thought the training was terrible
- 312 It was too intense
- 325 It was too rushed and concentrated
- 346 Terrible - no time allowed for questions. Trainer was very pushed for time. The whole thing was rushed
- 347 It should be longer - too much to digest in too short a time.
- 406 They are trying to cram too much in and we didn't have any stuff to study before we went
- 418 Could have done with a bit longer-it was a bit rushed
- 420 It was too intense
- 424 It was too intense and short
- 430 Not enough time and we were rushed
- 456 Too much information packed into just two days. We could have done with more time
- 466 Too much to absorb in one day
- 467 But it was hard to remember everything. There was a lot of information that was crammed into just a short space of time.
- 475 It was far too condensed
- 509 It was too much pressure and too intense in the time limit
- 519 It was too short and intense

Trainers lacked Post Office knowledge

- 63 It was quite different to what I'd expected, but it was okay when we were used to it. The trainers didn't know much.
- 116 Lack a few points not enough. ICL not know post office procedures only how horizon works
- 122 Basically a 1 and a half day course - not long enough. 2nd day on balancing was terrible. They did not know post office procedures
- 131 The trainers don't really understand, they don't know about post office procedures.
- 163 Trainer not aware of post office procedures
- 213 Few things mentioned in training that don't actually apply - info. was wrong he did not know about post office procedures and he could not answer our questions sometimes or he got it wrong
- 218 The guy had no experience of the post office
- 224 Pathetic - very inadequate. The trainers didn't seem to understand the running of the post office. Balancing training was the worst.
- 278 We were trained by people who knew the computer but not the post office procedures

308 CL pathway training was for day and a half. This was far too inadequate. Also, the trainer was from ICL, not POCL, and so was not fully aware of P.O. procedures. I used to work for Alliance and Leicester, and their training was 1st class. This was not
317 It was done by someone who didn't understand post office procedures and couldn't answer questions and there was not sufficient time
436 Course not run by post office people, and so you learned more back at the office (day to day hands-on) than you did on the training day/s.
442 The trainers weren't used to counter work
443 I don't think the trainers had any counter experience
484 Not enough training on post office procedures.
495 Too much ICL - oriented, and not tailored to P.O.
507 Mixed ability classes. Trainer was not that knowledgeable. Couldn't answer questions. Location was not local. They trained us to pass exam and not to work the system properly. Balancing training was non-existent. This is useless!
512 The trainer could not answer question on the changes to manual side needed P.O. man there
551 Trainer didn't know what she was doing
557 Old things not relevant. People did not know the P.O. work and backup poor

Not enough detail

3 It was insufficient, there was a lack of detail given for the running and using of the system.
5 Bad organisation, the actual training wasn't adequate, balancing was skimmed over.
8 It was too rushed. Not a lot of individual attention. Too much administration and not enough time spent on use of system.
22 Insufficient knowledge
23 It was too rushed minimal information, and they should have tailored them for individual offices.
206 Was not long or deep enough. I could have done with longer. Some things were not even touched on.
275 Didn't go into enough depth
349 They didn't go into enough detail for certain transactions
426 Was not enough information good for time there
523 I thought the guy seemed committed but some things weren't covered
531 It doesn't go into the major things that cause us problems
562 A lot of things the training didn't cover

Basic

128 Very basic.
135 Hey only showed us the bare minimum...they didn't show us how to do day-to-day transactions (saying this was POCL's responsibility).
136 It could have been better, some things were perhaps missed out
147 There were not relevant subjects covered
181 Extremely basic. We had just one day training as counter staff.
241 Told the basics well then picked up the rest myself
314 It was a bit pushed but we got the basics
356 Just about adequate.
360 Only an introduction
439 Just adequate
464 It showed us the basics, but could have been longer

Poor

65 Generally poor
75 The training wasn't good enough
238 Not great. Not long enough. We should have been able to use the computer before we went live.

252 The 2nd day was difficult. We were not allowed to ask any questions on the course. It was starting to become hard to understand things too.

255 It was totally useless.

309 I didn't understand anything after the training

327 It was quite superficial and not all machines were in operation

351 Low quality, and could have been longer too.

413 Far too short, and didn't go through all the transactions. We went away none the wiser! I didn't understand the system after the training, and was not the only one who thought that the training was bad.

427 The trainer didn't seem to know that much about the system

453 Insufficient. I am computer literate and used computers in my own business for over 15 years. The standard training you receive for home computer installation far exceeds anything this training pretended to be.

I'm not computer literate

199 It was frightening. We were thrown in at the deep end and it was very unsettling. It was particularly difficult for those who had no previous experience with computers. They did not take account of our needs

208 I am not a computer person, I was put with people who had used them and with people who worked in a head post office. I did not need half the information given it was a waste of time when there was other things I needed - total confusion in the end.

214 I did not find it was adequate, not enough for people like me who are not used to computer systems. I would have liked more information

302 I'd never used a computer and the training wasn't long enough

491 Not computer minded. Not enough time given to training for me

503 I didn't know anything about computers so I found it difficult

542 Girls have no computer knowledge it was hard for them with little or no computer experience. It was very limited.

More practical training needed

361 It was OK, but it is experience that really counts. The training didn't prepare you for using the system with customers

369 Learning process. More practical instruction needed

372 More practical instruction needed

389 Too rushed only short a time not enough practical.

400 Good but it wasn't long enough. And it didn't relate to P.O. situation (hands-on environment)

419 OK but there should have been more hands-on training that related to using the system in a post office

437 It would be better if you could actually use horizon physically

Good

6 They were very helpful.

7 Good training.

20 We got an in-depth training with excellent knowledge on how to work it

30 Had 2 days training, which I found good

46 We went away to have the training which was good. The trainer himself seemed to know a lot about post offices and their procedures.

47 'I've never touched a computer and they taught me fine.

49 It got me through the basics.

56 Just generally easy and accessible

67 Can't find any fault.

81 It was all very helpful

88 Sufficient and enough information

107 Easy and straight to the point

- 130 Good training I personally thought
144 Training good, but the arrangements were awful.
145 I was happy with it.
146 Good but needed more time.
151 The trainer was brilliant. The length of time was very poor
158 Well. When it came in we were shown exactly how to use the system.
170 We needed more time, but the over all training was good.
173 The trainers knew what they were doing and showed us the ropes
187 Good but we need more time.
195 The actual training was good but then, being on my own with no one to confer with, I found it very difficult. A bit more experience using the computer with the trainer around to help would have been helpful.
207 The training was clear and concise
232 It was good for the amount of time we had
248 Excellent...I received one to one training
253 Helpful
260 The trainer was very good
265 Quite good
267 He was super, if he can get it through to me he can get it through to anybody
269 Good training but we needed more time.
270 The training was good but there was not enough
287 The first days training was very good but the second day was poor
295 The person who trained us was very good
329 Well, it was interesting and I really enjoyed it.
331 I thought the training was of good quality
338 He was very helpful and I understood it all
357 The instructor was very tolerant and very good-we could perhaps have had a bit longer
391 Good, although needed longer
397 Excellent very good trainer
398 Good, but not enough. We did most of the training on the job.
405 I thought it was good
411 Good training and support given
417 They were very thorough
423 Training good explained well would have liked more of it though
446 It's fine to use
447 They did a good job in the time given but was not long enough
461 The trainer was good at his job
476 Fairly well explained
479 Good, but could have been better and longer
480 OK as far as it went. Should have been more time spent on balancing.
505 All went well
527 No problems
528 It was good but not enough time
530 Too short but good
538 It enabled us to operate it the following day
539 All covered well
567 No problems

Other

- 15 We were given 3 days training, plus we had a lady come to visit separately to help us too.
50 If I hadn't been computer literate I would have been lost
62 The actual training we thought was excellent until we put it into practice
80 Because they were training a few of us at a time.
125 We were on the wrong course. Hardly any training given.
140 It was a bit slow

- 156 He taught us not to be frightened of a computer
160 It was not long enough and there should have been a better screening process to separate computer literate people from those who aren't
164 Because of the complete bloody cock up. No warning...
165 Not enough time to gain confidence on the system.
166 Difficult at first
169 When I got back I could use it
176 The trainer had never did the course before, and he couldn't answer any questions.
180 The training was badly scheduled for us.
183 The trainer was approachable.
185 We were left very confused
193 A lot of theory not enough hands on.
197 I thought the instructor was very helpful but he was not very sure of what to teach either it was stupid.
227 Appalling - it was at a level, which was far beyond my capacity, so much so that I considered resigning! It wasn't long enough, and felt that it was fatal to "fall behind" at the training day.
230 Was in with 2 area managers of Dillons. They were streets ahead of me because they had used a similar system (ECCO) before. The training for me was irrelevant, as I am only a small sub post office and not an area manager of a bookshop chain
286 Very badly organised - abysmal. The training was OK, but they were imparting the wrong information to the wrong people. There was a collection of counter clerks and managers all present together. Different people need different knowledge and skills.
289 Not too bad now
303 They gave you more training in certain areas
306 Hands on training was what counted
310 Fine, but needed longer time and more practical "hands on" experience.
313 I understood most of it
315 One reason we were trained at the same time as branch office staff, who use a different system i.e. Individual balancing but subs do a shared balance. Far too much detail in the training, for a staff point of view too much detail frightened them and put t
330 We had training that had nothing to do with us
341 Learning round the table is different than putting it into operation.
345 Some people couldn't understand and the trainer couldn't answer some questions
363 It explained everything you needed to know
367 T didn't tell us anything that we didn't already know-it was more of acclimatisation
368 We weren't trained we were showed how it worked
374 Terrible - I wasn't informed that I was due to go for training. All my staff went for training on the same week. I had to make my own enquiries to get training for myself.
422 It was a mishmash; there was confusion on what dates my training and installation were. As soon as I got to the training (with confirmation letter) I was told I was in the wrong place. When I got to the other venue, I only had a short bit of training. It
434 Was canceled had to come here 1 day only was serving at same time
450 I'm used to the system
463 Ad the material to read too late. Never used computers before, when I had read it OK.
514 An extra fortnight after training, with someone coming down and giving you hands on experience
556 They couldn't have done anything else

Not stated

- 425 Not stated
440 Not stated

4. Ease of use

Easy/straightforward/fool proof

- 2 It is fool proof
- 5 Easy but slow.
- 6 Easy to use.
- 18 Everything is explained on screen, so it's very straightforward.
- 19 Transactions are quite easy to do.
- 20 It is a very simplified system-customer friendly
- 21 Reasonably easy but it takes longer to do transactions.
- 23 Its great.
- 25 Straightforward.
- 31 It is a lot easier
- 52 You just follow the instructions on screen
- 66 Once you know what buttons to press it's a doddle
- 75 It is all touch screen-very efficient
- 76 Simple and straightforward in general
- 80 Its straight forward.
- 84 Compared to the old system with huge sheets this is a doddle - compact and easy
- 88 Easy to use
- 102 Fairly easy once I became accustomed to it
- 110 It's easy.
- 111 Everything is straightforward
- 116 Quick to use really
- 117 One or 2 hiccups but the helpline came to the fore with that. No problems
- 120 Basically very straightforward, foolproof. The screen tells you what to do
- 131 No problems, straightforward, easy to use. If anything does go wrong, I phone the helpline
- 136 It is very straightforward
- 137 I haven't used a computer before-it is straightforward
- 139 Once one gets into the swing of it, it is very easy. If the training had been better I would not have had half as many problems
- 140 Because it's easy
- 144 It's just simple.
- 145 It is good to use.
- 154 Quite easy
- 167 Piece of cake
- 169 It is all well defined and clear
- 170 Straightforward.
- 179 Easy.
- 185 Once you know what you are doing it is quite simple
- 186 Surprisingly easy
- 191 It is quite straightforward
- 194 Straightforward.
- 195 I am getting more used to it now, so it gets easier
- 205 The horizon system is quite basic
- 206 The touch screen facility makes it much easier, a good idea. Everything is pretty straightforward
- 208 Now it is fairly easy. It is longwinded - it was much quicker before. Frustrating because we get less work done. But we accept this is the way forward.
- 211 It is simple. Once you understand it, it is very easy to use
- 232 It is easy but my system keeps breaking down
- 233 Its fine to operate from day to day.
- 235 Easy but lots to take in under pressure.
- 248 It is very easy

274 It is simple-all there for you
309 It is easier to work with
311 With practice it is very easy
312 It's easy but a lot slower
313 Because it's easy
314 It is straightforward
318 The majority of it is easy
338 It's easy but takes a long time
347 No problems at all. My staff found it easy to use after just one day of operation.
355 The icons make it pretty easy when serving a customer
359 It is simple and almost fool proof
360 Easy to use a learning process
375 It's a very simple system to use
388 It is self-explanatory
389 Finding your way around
390 After getting used to it is very easy
393 Basic use is fairly straightforward
406 It is fool proof
411 Easy system to use only one or two small problems
417 It is very user friendly
418 We've only had one or two minor hiccups
421 Quite easy
426 Straightforward
434 Everything straightforward balancing taking longer than manual system
446 Reasonably easy now
450 It's user friendly
457 To work with it good
461 Was logically and well done
464 It's easy to us
467 Quite easy
512 Straightforward
516 Used computers before trying to certain items difficult but fairly easy
517 It's simple and user friendly
523 The day to day running is easy
525 It has the icons there to help you
530 Easy to understand
539 Used computers before and this is very easy
567 Very straightforward

Got used to it now

34 Got used to it now
48 It's okay now were used too it.
51 I have got used to it
59 I'm getting better, but it's so slow.
77 Not too bad now after a few weeks.
107 Quick and now used to it
133 Just a matter of getting used to it.
146 It's okay now I'm familiar.
147 Becoming familiar with the same thing over and over again
155 Quite happy with it now, but has taken time.
157 Not too bad now.
165 After 2 months it is very good.
174 Only after time...
175 I have got used to it. I have been using it a while now.
183 Most things are repetitive.
187 It's okay but it will soon be sorted.

193 Originally it was difficult, now it is easy.
212 You just get used to it
214 Previously not computer literate, training inadequate but with practice I get along with it fine
221 You just learn as you go along
222 I like a lot, now I have got used to it.
260 Once you found your way around the system it is very simple
264 You can learn as you go along but it takes time
268 Now I am more used to using it, but it was hard at first
269 It's OK now were used to it.
275 I got used to it
284 It's easy once you get into it
296 Easy now, but at the beginning it wasn't
303 Just practice then you get there
308 Once you know your way around it's OK, but this is mostly down to experience of using the system from day to day.
317 I am familiar with it now
329 Getting there.
341 Picked it up quite well
343 The more you use the system, the easier it becomes.
344 Getting used to it
346 Now we have had it for several weeks, it is OK. But at first we had no manual, no assistance
351 Getting used to it now
353 Learning process
419 Not too bad to use now
420 It's just practice
422 In the beginning it was terrible, but it is OK now
430 Because I have used it for 6 weeks
438 Once you know fine at first balances were difficult
443 It comes with time
447 Very difficult to start now easier
473 Ongoing process
476 Learn more as you go along
491 Difficult to start with better now
514 I have two months experience now
533 To start with difficult now OK and I am computer literate
548 To start difficult but got easier as you went on
551 I'm used to it
552 Very busy difficult to take in but now is seems OK
556 I'm still learning as I go along
557 Was difficult now fine lack of support at beginning poor was reason for this
562 Practice more than anything

Good

121 The balance always seems to be correct
130 Good balance and there is now no use for a calculator.
135 A good system, but it isn't that great using it because we are not fully trained. Horizon is useless at helping out, because they speak "double dutch" to us.
151 It is very efficient
166 Like it a lot, and so does my wife.
168 Brilliant
218 Day to day running of it is fantastic
227 Marvelous. I think it should have been installed years ago.
238 Its great
240 Very good

253 OK.
255 Good.
287 It's a brilliant system
306 Because you like it
336 The system is fine
349 Great
361 Really good
371 It's very convenient and efficient
384 It's great now.
395 Like serving it prefer it
405 I like the system
407 Its good now
437 I enjoy using it and there aren't as many mistakes
528 I enjoy it

All right

61 Reasonable
182 We are coping with it because we are learning day by day.
184 It's fine.
192 Not bad.
224 Day to day usage of system is OK.
277 OK for day to day business
340 Reasonable
370 Day to day it is all right
374 Day to day usage is fine.
400 Not too bad
402 Day to day it's OK
413 Day to day it's OK.
439 Just adequate

No problems

30 No problems
197 No real difficulty.
286 I don't have any major gripes
298 Operation wise I haven't had any problems
356 No problems with it at all.
363 I haven't had any problems so far
397 Never any problems
431 I've had no problems with it
436 No problems
463 No problem

Some things OK, some not

38 Personally I find it OK, but the sub-postmaster finds it particularly difficult, another finds it just about OK. The problem is 2 lots of paperwork, doubling up the paperwork, more than before.
63 Good for counter, but back office is slow.
67 We struggle sometimes, but generally OK.
93 If nothing goes wrong it is easy to use but the trouble is it keeps going wrong. It is not reliable
95 Serving the customer, it is easy to use but I have very strong reservations about other aspects of horizon
105 Sometimes very good, other things cause a lot of trouble
114 The counter work is easy, but administration is fairly difficult
122 Fairly easy when it is going. When it goes wrong it really goes.

- 138 I have mastered some it, once past certain problems it is OK. Some information is irrelevant
- 148 Not bad. Some transactions are long-winded for very minor sales.
- 150 A couple of pieces are very complicated, others are okay
- 173 Easy but takes longer to do transactions. The APT machine is a lot harder than previously, with reversing the transaction.
- 181 Only difficult when you have to do searching for queries and problems. It can take a lot of time, and can leave customers waiting in the queue.
- 199 The counter is no problem, with experience. Balancing has been a problem, not any more but no thanks to horizon. I made an official complaint.
- 209 Fine when it is running well. We have had one or two hiccups and had to re-boot it.
- 210 The day to day balancing was OK. The balancing training was appalling.
- 213 Everything is written down for you telling you what to do.
- 226 There are still things we haven't completed but other than that it's fine
- 241 Pension allowance not good otherwise OK
- 244 Some parts are okay, but some things I get stuck on such as balancing.
- 331 It's all right when it works
- 383 It's quite well laid out-some transactions take longer
- 404 Not computer literate but found easy day to day work cash side more difficult
- 423 OK but sometimes a problem, as I don't use a lot more information needed on the screen
- 449 Sometimes there is a problem with software but other than that it's okay
- 475 In terms of what has to be done on a frequent basis it is do-able but not helpful to the job we do
- 505 Complicated some things for my husband finds OK
- 510 Some things are easier, some aren't. Things on screen is confusing
- 527 Had computer before some items difficult to find and told tell us about any changes
- 546 The touch screen is a big help but pensions take longer

Balancing is difficult

- 12 Balancing is difficult and time consuming.
- 14 Easy on counter but balancing is awful.
- 24 Understanding the balance is difficult, but the rest is fine.
- 37 The balancing is difficult, problematic and very slow.
- 40 Its okay now, but balancing is so awkward, and slow. My staff don't really like it that much.
- 44 Because I had trouble with the balancing
- 56 The balancing is not really all that easy. It take a long time sometime to do the balancing. I know some post offices that are a lot worse off because it takes a lot longer.
- 70 Our cash accounting it is very difficult, the instructions on screen are not very good to follow at all, we seem to go round in circles all the time, and it also takes ages.
- 83 Balancing has inevitably cause a few problems but there's a lot less writing to be done
- 104 The normal every day stuff is fine, but balancing is a nightmare.
- 127 Fairly easy to use but the balancing is difficult and some things are frustrating
- 129 The balancing is very complicated
- 176 Transaction is easier, but balancing is diabolical.
- 201 Just the balance at the end of the week is a problem, and the machine is very slow. It keeps going off and then I have to put my password in again.
- 315 Biggest problem is balancing & correcting mistakes
- 327 It is so long winded and caused a huge amount of extra work for us and balancing takes far too long
- 330 I don't find the balancing that good
- 466 Quite good now but balance to long about 3 hours to do
- 532 Still learning no help given computer balancing difficult
- 553 The accounts are a quantum leap backwards

OK if computer literate otherwise not

- 3 I am used to using a computer and keyboard, but one of my staff is not used to it and finds it very hard to use.
- 7 We are used to the ECCO
- 15 I am already quite used to using computers.
- 33 I am quite computer literate.
- 50 Because I can work well with computers and it's designed with the older generation in mind
- 81 It is the same as before because we were computerised then
- 125 Were used to computers.
- 163 Because you didn't know how to use a computer at all.
- 295 I was familiar with computers
- 310 Already computer literate
- 345 I used to teach people how to use computers
- 367 We were used to computers previously
- 368 It's only easy if you've used a computer before
- 372 If you know how
- 435 I have computer background
- 442 It's complicated for someone who hasn't used a computer
- 485 I am quite good with computers
- 519 It depends how you are with computers
- 538 I'm used to using computers
- 542 I was echo trained.

System is slow

- 47 Good to use but slow.
- 49 Fairly easy, but slow.
- 98 Good but slow.
- 99 Time consuming but not bad
- 156 It's not quick enough when you are busy
- 164 Long-winded waste of time.
- 177 But, there's a criminal waste of paper, it is time consuming.
- 180 Very long-winded.
- 200 Getting better. It takes longer.
- 245 It is user friendly but a bit slow
- 278 It just takes time
- 291 It is a lot slower
- 350 Time consuming
- 377 Just very time-consuming
- 497 Much slower than Jackson system
- 501 The problem is it is too slow
- 507 If I am on my own, I don't use the computer. It is difficult because it is so very slow.

Problems

- 4 Because we have so many stamps it is difficult to work them all out and from which avenues they come from
- 8 The screens are not user-friendly... Too many screens cannot be changed.
- 41 Don't like it at all.
- 46 The software; we were told that most of our uses would be on one screen, but this isn't the case. There is a fair amount of page-search. Too many icons.
- 65 Sometime it can seem illogical
- 128 The actual system is very easy to use, the difficulty is finding the icons.
- 159 I find it very inconvenient having to go through 2 or 3 screens to get to where I need. Some things on the main screen are irrelevant
- 279 You can't make out the icons

289 It keeps crashing on us; the printer sometimes doesn't work and the system has crashed on a Wednesday preventing us from balancing.
392 Have problems with system every night because of not enough training
394 Too many screens to go to
455 Balancing and printer keeps breaking down
456 Simple enough, until you need to make changes. It then becomes very cumbersome, but even now it is very slow and unnecessarily fiddly. Why do I have to go through 4 screens just to sell one 1p stamp? It is crazy
484 But! Is not compatible with post office work.
531 It could be so much simpler
535 Difficult to find things

Not user friendly

132 It is not always user friendly
160 It is not user friendly and the screens are located on the wrong side of the system. I had to move the equipment around also.
161 Parts of it are not post office friendly
398 Could be easier not user friendly
424 It is so slow and half the system doesn't work and it isn't user friendly

Other

22 Hard to use due to DSS mucking up all the time.
62 Because I used to do it manually and it takes time to get used to
106 I don't see any benefit to any of my customers
158 I don't feel very much in the dark and not in control.
204 Because it is
207 Cuts down everything in time
216 It is the same as before but quicker
239 This equipment should have been installed at least 1 month before training & we should have had all manuals then. We could have experienced ourselves the equipment before training, so at least we would have some practical knowledge before being exposed to
257 I can use it
265 As long as you know which buttons to press.
267 It was better than I expected
270 It does the job it is designed for
272 Does a lot a work for us
293 Limited application
302 Because I didn't know how to use it
325 Because I managed with it
332 I haven't used it much because I have been sick
335 Because it adds up for you
357 I don't have a chance to use it much as we are only a community post office
369 Still learning
387 Learning process
391 Much better than I thought it was going to be
396 Not using it myself
427 I can now get a daily balance
453 I am well capable to use the system
503 Because I found it very different to the old system
509 Because of the lack of training
536 Computer literature

Not stated

230 Not stated.
231 Not stated.
252 Not stated.
320 Not stated.
425 Not stated.
432 Not stated.
440 Not stated.
479 Not stated.
480 Not stated.
495 Not stated.

5. Balancing

Time consuming/slower

- 3 It is very slow - it takes over ten minutes to rollover.
- 7 It is just more time consuming.
- 8 Takes 3 times longer than previously.
- 21 Reasonable, but at first it was very difficult and still takes a long time.
- 22 Longer because waiting for machine. Training was far from being sufficient.
- 24 It's complete mayhem, it takes hours.
- 30 Its takes longer but no more complicated
- 38 Time consuming, a lot of time waiting for the computer.
- 40 Okay but very very slow and it goes round the houses.
- 46 Not well thought out. It is very slow. It can take 20 minutes. Other systems have been instant, but this isn't.
- 50 I understand it but it is very slow
- 56 It can be very slow, as I have already said. It is generally quicker to do it manually.
- 63 Just speed up a bit.
- 65 It is generally much slower. It plays up quite often
- 66 The time it takes to get the information into the system
- 75 The system is too slow. You can wait 10 minutes sometimes for it to catch up
- 76 It takes too long and is very fiddly.
- 95 I'm finding the procedure lengthy and time consuming and the printer is very slow
- 104 Longwinded it takes forever. Richard Jackson was so much better.
- 111 It is taking longer
- 127 Wait such a long time between reports - the system is busy. Frustrating. It keeps coming up with discrepancies; we repeat things over and over.
- 129 It takes a lot longer
- 140 It's a bit slower
- 160 It takes too long to balance with horizon
- 163 It takes a bit longer now
- 164 Ten times longer than my program, four hours to balance.
- 165 It takes time but I am getting used to it.
- 167 Great, but it takes so long to do a rollover (45 minutes usually)
- 169 It just takes a bit longer
- 175 It is all right. It is quicker to do the balance, but printing it off takes a long time. It takes longer than previously
- 176 It's so time consuming, especially with the lottery print out.
- 181 Not bad. A bit slower than before. Even the printing can take half an hour
- 183 Time consuming.
- 184 Time consuming.
- 200 It takes longer.
- 216 It's a little bit long winded
- 224 It takes 5 times longer to balance than it does with the pen.
- 233 It takes ages to do.
- 235 Well it's so long winded.
- 257 The only problem is, it takes longer to balance
- 270 It is very time consuming
- 278 It takes longer
- 286 It takes longer. I have learnt short cuts to make it easier.
- 293 Is a slow system
- 315 Its such a round about fashion biggest problem is that you have to wait to long for the system to move on to the next part of the program
- 327 It takes so much longer-it is disgraceful.
- 330 It just takes too long-and the printer is awful
- 331 Not as quick as before.... 1 hour now compared with 15 minutes before

- 350 Takes longer to do now
- 357 It takes far too long to balance now
- 384 It takes far too long for me to balance and to print out all the paper
- 392 Takes longer now than before
- 398 Time factor to long
- 402 It takes for too long - twice as long in fact
- 424 It takes so long to print it out
- 425 But it takes a long time
- 426 Too long to roll over. 40 minutes it takes
- 434 Manual half-hour this one and half hours on average
- 442 It takes such a long time
- 443 It's very time consuming because we have to double up on all checking procedures
- 446 I was computerised before, but this system is so much more time-consuming
- 449 It takes far too long
- 456 Ridiculous - far too slow. It takes over an hour to print out a few sheets of paper.
- 476 Time factor taking longer added another hour or more to balancing
- 497 Much slower
- 501 The balancing takes too long
- 503 The time factor is terrible
- 505 Takes longer have to have someone always here takes up more time than before
- 507 Hopeless. So time consuming. We have one acceptable balance, but all other times it has taken far, far too long. The system is very temperamental - totally useless.
- 509 Because the old system was quicker
- 517 The length of time involved
- 523 It takes too long and the printer is rubbish
- 528 It takes a long time and the system is regularly busy and the printer is very slow
- 532 Don't understand it takes 4 hours to do balances
- 533 Takes longer than before
- 535 A lot longer more checking to do
- 539 The same but slower
- 552 Much slower end of balance printing time longer
- 556 It's slower than doing it manually

Problems

- 37 Balancing is terrible. At one point we had no stock-sheets to assist with the balancing. As a result we had horrendous problems with balancing.
- 41 When trying to balance stock it's completely awful.
- 51 It has accumulated my net balance but it's not correct
- 151 The balancing is not user friendly
- 154 It took over an hour last time. The screen got stuck and wouldn't budge.
- 179 Difficult because we are a lottery post office too.
- 180 I have had to reconcile figures to make the system balance.
- 182 We arrive at a balance with little or no problems, but we are unable to find mistakes.
- 185 The balances have been appalling
- 201 Terrible. A few bad balances and it is not very nice. Horrendous. The first couple of weeks I wanted out. It is getting a lot easier now. It takes time and that is difficult when there is a queue of impatient customers.
- 245 I had trouble getting the system into line with the balance
- 252 I still don't understand how it works still. It seems to balance, but I am still wary of it.
- 284 It keeps throwing up odd figures all the time
- 298 The balance keeps coming out wrong
- 303 It is just so unpredictable and time consuming
- 310 Extremely cumbersome and tedious
- 338 It keeps giving the wrong answer and is taking too long
- 387 Couldn't understand where you were going wrong.
- 394 To many things you can't see little errors not seen

395 Takes 4 hours keeps going on balance nightmare very long wait
418 Because I have the lottery it takes a lot longer
420 We're just not used to it and the system seems to be busy when we try and balance
422 Awful, but I'm getting better. This is only because postmasters have networked between themselves to help each other out. RNM's help has not matched this type of help at all.
467 Still having problems with it.
473 Does not give you a clear indication of how you are doing
495 Diabolical - we keep having system crashes, not enough back up. Last night the system crashed again and I was working until past midnight.
548 When you have a problem harder to sort out

Difficult and slow

12 Time consuming and difficult.
70 Hard and very slow to do.
98 It's confusing and slow.
133 It's a headache...it takes much longer.
244 Very slow and difficult.
253 Takes a lot longer and very complicated for me
272 It takes 4 hours more complicated than manual system
277 Slow, difficult trying to correct mistakes.
359 It is very lengthy and complicated
368 It is very complex and a very long procedure
439 Takes longer and is harder
484 Takes too long. Does not give you sufficient information. To check when you're balancing.
516 Not easier takes longer because of printing out takes ages

Mixed

105 In some ways easy, some ways difficult. If I make a mistake it gets difficult, it was easier before. The POCL cheques are very difficult and the technology is difficult, whereas before one could just cross out a mistake on paper and write in the correct a
114 It is straightforward, but if one puts in wrong information it becomes difficult
116 If problem a lot harder to sort out. With losses and gains especially
205 Some things I'm not clear on but generally it's okay
302 If my transactions are correct it is simple otherwise it takes too long
311 It's OK if there is no discrepancy.
329 Need some help, but it's not too bad.
343 It's OK if you do actually balance...but if it doesn't, it can be problematic trying to find the mistake. But there tends to be fewer mistakes with it, because it is very accurate.
353 When its going right its OK but when something goes wrong its dreadful
388 It some respects it was easier in manual but at the moment I still use the checklists
390 Not so many figures to do, so less work only problem can't carry over to next day when finishing late on lottery night is a bit of a pain
455 Some easier some not

Need more training

19 We were given 8 hours of training for transactions, but only 4 hours for balancing, which is far too little and undetailed.
145 It is still difficult, because there wasn't enough training for this.
174 You need more training on this
308 Not too bad, although we did get bad balances in the beginning, but this was because the training was so inadequate for this.
336 This was the problem. There was no real training for this, which left you in the dark quite a bit.
341 Horrendous. Training for balancing was not enough it's a nightmare
436 Getting easier but it was very hard to start with - precisely because we had no training for balancing

453 Crap...insufficient training for this side of system.
479 A pain, but this is where the lack of training in this area is to blame
480 Very different to ECCO system. The lack of training doesn't help
536 Lack of training

Complicated

132 It is too complicated
204 The balancing is more complicated than it needs to be
232 My part timer used to do the balancing so to start on this computer was complicated
267 Because sometimes it is slightly confusing
291 It is just too complicated
406 It is so convoluted
457 A lot of complication don't understand it
466 Too complicated
475 Because it seems to unnecessarily complicated
553 It's not straightforward

Worse than before

44 Because I find this harder to use than the old one
59 It was better when we were manual.
61 It takes longer, and we still have problems.
93 Prior to getting horizon we had losses of about ten pounds per week, now with horizon we have losses of five hundred pounds a week.
192 Not as good as ECCO.
239 Too complicated, when balancing previously I could rectify the system, now its too complicated
279 It was easier with pen and paper
289 It takes an hour longer than the old system. We much prefer the manual way of doing things
393 It was easier when you did it manually
531 It takes 3 times as long and produces twice the amount of paper work

Easier than before

5 Easier than before.
14 Because it's better.
20 Because it saves me a lot of time
31 All you have to do is just a one off check and that's it
47 Well less writing, everything is clear.
52 There are step by step instructions on what to do
80 Straightforward.
88 Generally the same time to do balancing, but with a lot less writing
102 Not so much writing as before
120 Information all in there. Easy to find mistakes and check.
121 You know everything has also been checked
122 I was computerised before. The new system is quite easy but slow.
128 It's early days yet! But I have only had one problem in seven weeks.
131 Less strenuous as long as one feeds in the correct information, it does it for you.
136 Once the system is worked out it is just a case of working through it
137 My balances are better using horizon and it's quicker
138 Wonderful. So much is done for us - e.g. Postal orders, stamps.
139 As long as one keeps on top of it, it is easy
146 Reduces all the paper work, but in the long term it's easier.
158 It's much easier.
159 Very easy once I got used to it
168 Far easier to do.
170 It's easier

173 It is only a matter of putting it in. It tells one what to do and if one has made a mistake it is just a matter of looking for it.
207 It's all done for you
211 It's less hassle
212 It's simple
221 Because my RNM taught me a way to do it which was simple
255 I'm not in control, but it is easier.
269 It doesn't take so long.
274 Everything is there for you
309 It does everything for you
325 It does most of it for you
332 I felt it was easier
347 Easy and it saves us money as well
361 Balancing is easy now too
367 It is better than ECCO
369 Always right now
371 There is less paper work and it's all "touch button"
389 It's all done for you.
391 Easier
397 Now where you are all the time
419 Quite easy
427 Because you can check it regularly
430 You just press buttons and it does it for you
431 The computer does a lot of the manual work
437 I'm computer friendly and it takes all the manual side out
447 Showing mistakes better
464 Easier, only takes longer when you make a mistake
514 It points out discrepancies very fast

Getting/got used to it

15 A little difficult at first, but it is just a case of more practice in using the system.
18 Now its up and working properly its fine.
33 The first couple of times were horrendous but I'm starting to get used to it now.
48 There were a few hiccups but its fine now.
77 Slower to do, but more accurate. Taken 5 weeks to feel comfortable with procedures.
117 I think it is because it is fairly new but I think we are getting faster.
135 Training wasn't enough.... We are slowly getting used to it though.
147 It's getting better but with practice
148 It's OK now
150 Once I got used to it, it is very simple
155 It's OK now
156 Once you know how to use it, it is simple
166 Just getting there after six weeks. It was quite problematic at first.
193 Originally quite difficult but now it is shaping up.
206 Still fairly difficult because I have only done it three times, but it is getting easier all the time and the instructions are helpful.
210 We had a dreadful first few weeks.
230 Only after 6 weeks am I now getting used to it.
248 Better now, but it was a bit difficult at first
275 Because I've got used to it
295 I understand it now because I have got used to it
296 A little easier now
335 Were getting there
340 Still getting used to the system
349 It's OK now but at first it was difficult to do - we had problems which needed some assistance and required HFSO to come out and visit

360 Getting used to it in a short time
370 We are starting to get our heads around it now. It is difficult to locate discrepancies.
383 I'm into it now
407 It's getting easier as time goes by
461 Difficult to start now a lot better
463 Still a lot manual work to do but think will be easier in the end
485 Manual still needed took a long time to get used to it
491 The time much longer but slowly getting there
525 It took sometime to get into the roll of it
527 Difficult now OK
530 Still learning
557 Now OK but beginning very difficult because of lack of support

Easy but slow

67 Easy but slow.
125 Easy but very slow.
144 It's simple, but the time is longer.
177 Quite easy but very slow.
194 Long winded but easier.
195 It is fairly easy but complicated and takes longer than previously
199 Easy but slower.
208 Not difficult but time consuming, long-winded.
209 Fairly easy but takes a long time
213 Easy, just the same as before, but it takes a hell of a lot longer with horizon, waiting for figures to come up.
226 It's easy apart from the printer-it's very slow
268 It takes far too long to balance, although in terms of difficulty it isn't too bad.
287 I'm in the middle it's more efficient but takes longer to balance
312 It is easy but again takes too long
377 Easier, but much more time consuming than before
404 Easy but takes more time
510 Printer very slow. Less writing to do now though
512 Takes longer but easy to use
562 It's easy but takes a lot longer
567 Bit slow fine now

Quicker

84 Certainly a lot quicker, less transferring of numbers from one sheet to another (where mistakes can occur) so it is simply more liable to be correct
107 Quicker generally
260 It's a lot quicker
264 It's a little bit quicker than doing it manually but at the beginning it was slow
313 Because it's a lot quicker
314 It saves so much time
317 It is less time consuming and less paper work
375 It's good. It can be quicker
417 Because it takes less time but I still don't think I'm up to speed
438 Quicker now
538 It saves time

Fine

186 Not bad
187 Fine.
320 No problems so far
356 No real problems
363 It's slightly different from before but I haven't had any problems

405 Pretty good
450 I haven't had any problems recently
519 I haven't encountered any problems

Better than before

222 It has its good points.
227 It is a lot more accurate
238 It's fantastic
240 As long as you know the procedures it is very good.

Good but slow

23 Very slow, but its good.
49 Good, but very, very slow.
197 In some ways good but slower in some ways.
432 Now I am familiar with it it's fine. But it's very slow

Same as before

2 It is no different from before
106 It is exactly the same as before
551 It is the same

Other

6 Well just work through the procedures.
25 Because you can't get through to the help desk, and it takes ages.
34 Needs to be longer
62 Because I'm not used to it
81 If you make a mistake you have to go right around the system
83 There's less writing involved and therefore should really make it quite a lot quicker
99 Because I knew my own system backwards-the logic of horizon is not clear-cut
110 It hasn't balanced yet.
130 Have to understand it
157 Not too bad.
161 Not everything is available on horizon yet
191 I was offered help and they explained it to me and an easy way to do it.
214 Just getting to know everything in the new system
218 We have been given a different route to take to balance on horizon
241 Pensions allowances can only do when closed
265 My husband does the balancing
306 Does not always give you a true picture
318 The transactions with cheques and bureau de change had no training with them. I just managed to do work it out myself
344 Lack of experience its a learning process
345 Because we had tills there and some sort of automation in the office. We were already used to it
346 It depends on the program you use, as there seems to be two programs. It is tedious and takes time.
351 I haven't balanced myself
355 If you make a mistake you can't make any alterations
372 Lack of practical knowledge and procedures.
374 There is no set procedure to follow (like there used to be with paper system)
396 Haven't balanced
400 You don't have enough practice on balancing, because it is only done once a week whereas transactions are daily.
411 Sometimes have to do work twice
413 I still use the Richard Jackson system - because balancing is a nightmare on horizon. Can stay up 'til midnight balancing with horizon

421 Useful if you want to find out stock levels, but you can't do things until you shut down certain programs - in this way it can be quite fiddly

423 Majority therefore could be explained better

435 I have computer background

542 Less paperwork.

546 The process cuts out a lot of paper work

Not stated

4 Not stated

231 Not stated.

440 Not stated.

6. User Guide

Don't use it/much

- 3 Don't use it
- 7 Haven't really used it.
- 15 Not used it yet.
- 24 Don't really use it.
- 46 Not used. It is too thorough and cumbersome for me.
- 63 Don't use it.
- 70 Don't use it, I use the cards.
- 95 Haven't used the user guide
- 98 Don't use it.
- 102 I never look at it
- 104 Don't use it.
- 127 I don't bother with it
- 128 Have not really gone through it. The index could be better.
- 135 Don't use it that much.
- 137 Haven't had to use it
- 138 Never used it - it is wrong I know. 90 percent of things I can cope with and the rest I find my way round.
- 139 Have not used it much, fairly easy
- 140 Haven't looked at it
- 147 Don't use it
- 151 Haven't looked at it
- 155 Haven't used it.
- 159 Only used it a couple of times
- 167 Don't use it.
- 168 Haven't used it.
- 169 I haven't needed to use it too often
- 173 Have not used it
- 175 I don't use it much, I use the quick reference guide instead
- 182 Don't use it.
- 200 Not using it
- 208 We don't need it anymore, but we used to use it when we got stuck
- 211 Didn't use the guide
- 213 I have not read it yet
- 218 It's not relevant to my office
- 221 Haven't used it
- 227 Haven't used it
- 233 Only used it once
- 240 Didn't need to use it
- 241 Not used it
- 255 Never used it.
- 268 Haven't referred to it really
- 284 Haven't used it
- 287 Haven't used it
- 293 Don't often use it
- 298 Haven't looked at it
- 302 Don't use it a lot
- 314 I haven't used it
- 317 Haven't used it
- 325 Haven't used it an awful lot
- 343 I haven't really had a need to use it.
- 345 Haven't looked at it
- 346 We don't use it. It is too technical

351 Haven't used it
361 Haven't used it
363 Haven't used it
367 We don't use it
377 I don't use it very much at all
383 I've only used it a few times-the only problem is balancing
388 Don't use it
390 One or two problems not really looked much
392 Never got around to using it to busy
397 Not used it
406 Haven't had to use it
411 Don't use it
418 Don't use it enough
423 Not used it
425 Haven't used it really
430 Haven't looked at it
431 Don't use it
435 Haven't used it at all
436 Haven't used it
440 Don't really use it
475 Hardly used it
480 Don't refer to it
497 Never used it
538 Haven't used it
562 Haven't looked at it
567 No need to use it

Alternative source

38 Not very good, I think the training work guide is better.
40 We use the help cards, because we can't find the information in the book, if you do find the information its okay but difficult.
59 The user cards are much better, but the book is still good.
76 Not straightforward...I have my own "idiot cards" which I use rather than the manual.
120 Very rarely use it - I call the helpdesk or find my way round the computer myself.
122 Have not used it - do not have time at Christmas. I just phone the helpline. Briefly looked at it a few times but not found it helpful when I have a customer standing in front of me.
163 Prefer the cards
186 I don't really bother with it. Too difficult - prefer to use the notes my RNM gave me.
199 Have not used it because the P.O. has supplied us with an easier version.
201 It could be much easier, I tend to phone a colleague in another office if I have a problem.
206 I don't use it much, I find the little white cards easier to understand
239 I take my own notes and break it down to what I understand
253 Still have the idiot guides, so I don't think it is easy for me to read yet.
340 The training guide and the cards were more helpful and easier
344 Prefer the leaflets
350 Ring help line it's quicker
353 By using the cards
360 Try not use the guide, prefer to phone line
387 Prefer the cards
398 Did not need to use it really more trial and error
419 Too complicated. I use the little cards instead of the user guide
457 Cant read and work same time tend to ring helpdesk with problems
473 Use the cards
484 Prefer the cards plus local knowledge
533 Not used step by step guides better

Easy/simple

- 2 It is very easy to follow
- 14 Easy to follow.
- 21 Easy to use.
- 22 Easy to find info.
- 25 One or two things I looked up were easy to find.
- 33 Quite easy once under way
- 41 its very simple.
- 50 It is simple to use
- 51 Because it takes you through step by step
- 52 It is very efficient
- 67 It's easy to read.
- 75 It is simple and straightforward
- 83 It is very straight to the point and doesn't fluff about
- 88 Quicker and more efficient
- 107 To the point & straight forward
- 110 Straightforward.
- 133 Fairly straightforward
- 146 Straightforward and logical.
- 158 It's simplified
- 170 Easy to use but don't need to.
- 179 Straightforward.
- 184 Easy.
- 191 It explains everything in detail
- 192 Straightforward
- 195 If I have had a problem I have found the solution in the guide
- 212 It's all there in black and white
- 216 Just follow the index and it's simple
- 257 It is simply laid out
- 265 It's easy now
- 267 Because I can understand it
- 269 Well on the times I've needed to use it it's been straightforward.
- 274 It's all there in black and white
- 295 It is easy to follow
- 310 Very good and quite clear
- 313 It is easy to read
- 327 It's quite logical
- 330 It is pretty straightforward
- 338 It's easy to read without a lot of jargon
- 347 Quite easy, although it could be condensed.
- 357 You can just follow the instructions step by step
- 359 Because it takes you through step by step
- 371 Everything is just straightforward
- 394 Step by step guide very useful
- 426 Very simple straight forward don't need to go through whole book to find things out
- 427 It's just a fact of finding it
- 434 Straight forward find quickly what you need
- 438 Straightforward
- 447 Easy to use
- 456 Easy enough
- 463 Easy to follow straightforward
- 466 All documented simple
- 485 Straightforward, self-explanatory
- 491 Straightforward
- 505 Easy to use
- 510 Straightforward and comprehensive

530 Self-explanatory
531 It's easy to follow if you can find what you are looking for
536 Simple to understand
539 Straightforward
546 It's very clear
548 Straightforward
552 Straightforward
556 It is easy to follow

OK/fine/no problems

5 No problems.
30 No problems
61 Not too bad
125 No problem.
131 I only used it for the first week or so. No problems
164 Okay
166 Not outstanding really.
174 Only used it once, so hard to comment, but fine.
180 It's OK, but it doesn't cover the options shown on the screen.
181 Not bad, but you know what you have to look for.
197 Not bad but needs some improving.
224 It's OK.
231 Not too difficult
244 It's not too bad.
331 It's fine
375 Once you get used to it it's fine
384 Not brilliant but OK
402 Not too bad to use
407 Its all right I think
421 Not too bad to understand
453 Reasonable
512 Average
516 Average help
523 I haven't had to use it much but when I have it's okay

Good/useful/helpful

34 Very helpful - without it we would be lost.
47 Small print, but quite good.
49 Well explained.
105 He explained everything we should be doing. The book is very useful
148 The snapshot guides are helpful. Haven't gone into actual user guide yet.
154 Helpful
157 Good to use
165 It is good
252 Quite good
289 Quite good
306 Helpful
329 Good.
332 Anything we want to know we just look in the book
336 Very good, and the cards are helpful too.
405 Its good
467 It helps you a lot
495 Fantastic

Well laid out

- 20 It is all laid out logically and well simplified
- 31 It is fairly comprehensive
- 130 Diagrams and charts good and easy to follow
- 144 Well it's just well set out.
- 272 Well illustrated
- 303 It is fairly well laid out
- 315 It's got a flow chart
- 368 It's well laid out for you
- 369 With handy sheets
- 389 Well laid out.
- 424 It is well written
- 437 It's well set out
- 449 It is well laid out
- 455 Explained well
- 476 Well explained
- 527 Explained well
- 528 The explanation is very good

Difficult to use/can't find answer

- 4 I don't think the flow charts are very good
- 19 If you find what you are looking for... But you don't know what you are looking for if you can't figure out what the problem is.
- 77 It's not user-friendly
- 111 It would be better to use words than the flow chart
- 116 Not straight to the point. Not well organised at all. Lots of charts but not the information we really require.
- 121 Sometimes you can't find what you need
- 136 The flow charts would have been better replaced by icons
- 160 It is very difficult to use and difficult to find what you are looking for
- 183 I'm not very computer literate and the jargon is awful.
- 194 Can't understand it.
- 205 I can't find what I'm looking for
- 207 It could be more simplified
- 209 I don't find it easy to use - it is large and the index could be easier.
- 238 It can be a bit hard to understand some things, and difficult to locate the area you need to look up.
- 278 It is not very user friendly
- 279 I find it hard to understand the way it is worded
- 309 It's very complicated
- 311 It doesn't give you what you want. It seems very basic and doesn't help in trouble-shooting.
- 355 You have to hunt for what you want. It is fairly difficult to come across what you're looking for
- 356 I try to avoid using it. I find it hard to locate the information I need
- 374 Only used it a couple of times, but it doesn't explain things well.
- 391 Not very easy, but I've managed to get the information I needed from it
- 393 It is written by someone who doesn't understand the post office
- 422 Difficult to locate essential items in it. It doesn't have the answers to some problems anyway
- 443 The flow chart system is confusing
- 446 Reasonable, but sometimes it doesn't seem to have precise answers to my problem
- 461 To complicated wording and layout
- 509 It's just not straight forward
- 514 It doesn't go into enough detail
- 525 It's quite confusing

- 532 Starting to get use to it after 10weeks not explained well
- 542 It is not in plain English, has no answers for you.
- 551 Too much jargon

Too detailed/too big

- 66 Sometimes there is too much if you want to find something quick
- 106 It's not simplistic enough
- 132 Because it's long winded
- 150 There are far too many lines/icons. It is a bit thick
- 161 There is too much information-it needs to be like a reference guide
- 193 Could have been put down in a far simpler form.
- 245 It is a bit big
- 275 There is too much writing
- 291 It's heavy going
- 370 There are too many pages.
- 417 There is a lot of information in there to rummage through
- 432 Too big and far too much information in it.
- 442 There is so much of it to go through
- 479 It is all there, but to use the system is easier than to plough through the manual
- 501 It's too big

Takes too long to find anything

- 8 It takes too long to find anything in the user-guide too long winded.
- 44 Because we have been able to handle problems quickly with the guide
- 156 It takes a while to find it in the book
- 177 Again time consuming, but it is of help.
- 210 You don't have the time to read it!
- 214 Everything in it is just a matter of taking the time to look it up. Very good
- 232 We don't have time to read through the guide
- 372 Takes a long time
- 400 OK, but when you are faced with a queue at the door, you don't have time to sit down and study the guide.
- 503 It just takes time to look everything up

Incorrect/missing

- 93 Certain areas of the book - if you follow instructions it just does not operate the way the book says. If we get into a problem there is just no way out of it - well nigh impossible. No way of knowing how long the procedure is going to take - can be more
- 176 It doesn't answer relevant questions.
- 185 Some of the information is incorrect
- 204 Because some things aren't in the book
- 270 It does not give enough information at any one point
- 286 It could be better indexed. There is even wrong information in it - it was misleading me. But certainly there needs to be a main index at the back and not just a short index after each section.
- 395 Don't explain what supposed to do
- 553 Sometimes the example isn't correct

Useless/unhelpful/poor

- 23 It is useless.
- 37 It refers you to subsections a lot of the time. Usually this is unhelpful - some- times there is no subsection existing anyway!
- 48 There a load of rubbish, we don't bother using them, they're awful.
- 65 No point in it
- 308 Not user-friendly
- 439 useless...difficult to read, misses the point, doesn't really help.

507 It is not at all helpful. It doesn't equate to the way people work computers. I don't bother using it.

No index

- 226 Because there is no index
- 420 You don't even have an index
- 519 It's not in any order and hasn't got an index

Poor

- 12 Completely awful, it needs to be in plain English.
- 187 Not too brilliant.
- 277 Ill conceived

Mixed

- 84 Some things are easy, some things are a bit long-winded but one finds the answer eventually
- 117 Getting to the section takes some time, but once one is there it is very good
- 222 Some sections are good, but some bits are a bit of a rigmarole to go through.
- 413 OK for transactions, but more information needed about how to balance

Other

- 18 I find it easier with the user guides, the book takes ages.
- 56 It just is
- 62 All the information is in there if you have time to look
- 81 Because I use it a lot
- 99 It is better than the post office but does not cover everything-it's not a reference guide, it's a user manual
- 114 On the administration side it can be difficult - the suspense account and the correction account have a lot of problems
- 129 It doesn't sink in very well
- 260 Eventually you find what you are looking for
- 264 It appears to be written by people who don't have experience of the post office
- 296 It isn't explicit enough. You have to look carefully for what you need.
- 312 As long as you follow the instructions you're okay
- 335 The change is difficult to adjust to
- 341 Because we can't find it
- 396 Because all you need is practice
- 404 A lot of for shared or individual easy to get confused between two have to keep thinking back to the manual system
- 450 I feel comfortable using the system
- 517 It's been written with thick people in mind
- 535 Don't show enough examples
- 557 Makes sense now not at start

Not stated

- 6 Not stated.
- 80 Not stated.
- 145 Not stated.
- 230 Not stated.
- 235 Not stated.
- 248 Not stated.
- 318 Not stated.
- 320 Not stated.
- 349 Not stated.
- 464 Not stated.

7. RNM

Helpful/explain/answer questions

- 2 They have always helped out within the next couple of days
- 6 They help out.
- 12 He stayed with us for 2 hours and helped us understand, he was great.
- 15 Helpful
- 19 He has visited twice and been very helpful.
- 21 OK - have helped
- 34 Helpful advice
- 47 Well, like the training, he gave me extra training until I felt confident.
- 49 Well, she came in and fully trained me and she's always a phone call away.
- 65 Accessible and they will always try to help you out and call around
- 75 If I have problems they try to fix them quickly
- 88 Quick efficient and with a single phone cal they can help you out
- 93 The RNM has always rung or visited when I have had a problem and has sorted it out.
- 102 In a practical way very helpful
- 104 She was so helpful, she either stayed with us or was a phone call away.
- 105 Very very good. When we needed someone to train us and show us.
- 117 No support before installation, but afterwards they have been round or phoned - and that is helpful. We have had 2 changes of RNM recently.
- 132 She spent a lot of time with us and was very helpful
- 133 The first few weeks we had visits, and were reasonably helpful.
- 147 He is very helpful
- 151 He was always available and very helpful
- 155 Helped out
- 160 He always responds quickly to problems I have
- 165 Helpful
- 187 He's very helpful.
- 191 He was always on hand and helpful
- 194 He solved and was willing to help me.
- 195 If I have had any problems they have helped me out
- 200 Deputy RNM helped out in almost every balance so far
- 221 Because he was always there or willing to help
- 227 He helped me to resolve my problems
- 231 3 days in a row she was here to help
- 232 She was so helpful
- 238 Much more helpful than horizon were.
- 241 Any problems sorted out came here to do it
- 244 Well, she came to start with and really helped.
- 248 Helped out a lot
- 252 Excellent and very helpful
- 257 He came out and helped with the balance
- 296 Quite helpful, but he was very busy and wasn't able to give as much attention as he would have liked, because he had so many people to see and visit.
- 298 Because they're always patient and explain everything for you
- 309 She was very helpful and fixed our problems
- 313 He helped us with balancing and got us fixed
- 314 They always have the answers
- 327 She came and helped us balance for 2 weeks and was very much hands on
- 329 He was very helpful.
- 350 She's brilliant has been my biggest help
- 351 Quite helpful
- 355 They spent a lot of time with me and were helpful
- 361 Helped us out

368 She came out when we had trouble and helped us out
371 He was very obliging every time
375 Very helpful
387 Have helped when you needed them
390 Has given additional information to make easier for me some short cuts
394 Always got help when needed no problems
402 If I needed to speak to him he was helpful
407 Very helpful when we started out.
413 They were all very helpful and understanding
419 Very helpful
420 She helps more than the horizon people do
430 They helped out everybody in their area
438 Solved our problems
450 They always help me out
453 Much better than the initial training was
463 A lot of help with balancing said will call anytime need help very good
464 Helped out
466 Helped a lot always there
476 Always there to help
480 He showed an interest and was here trying to help. He came a lot.
485 Every week helped us
514 She has called out and helped with any problems
523 She helped us with any problems
527 They do come show short cuts very helpful
530 Helps always
532 They stayed 3 or 4 hours been three times been helpful.
533 Sorted out the problem
539 Very helpful
552 He always been here to help
556 Any questions he could answer

Available/there if needed/only a phonecall away

4 Always available and found relief for us while we were training.
5 There on the phone if I need them.
7 She's always available, and calls to make sure were OK.
18 She rings at least once a week, and she's always there.
44 He is always available and very willing to help
48 Well I know if I phone him he'll be there, or he could come in and help.
50 They are very easy to contact and the system has been quite responsive
51 She gave me her mobile number so she was always available
52 If I had a problem help was available
56 She's always there. She is very accessible and all it takes is a phone call.
59 Well you can ring the help line or they come out in person.
70 Well, they were there, but the horizon helpdesk weren't there.
107 Always there
122 Always phoned after balancing on the first couple of weeks. Always told me where he was so I could contact him. Arranged for the field support officer to come down
127 She there at the end of the phone and has come out on various occasions when I have needed her
131 I have not had any problems. She phoned and she is there for me but I have not had to contact her.
136 He was available for whatever I needed
183 Phone calls away.
184 She was always on the end of the phone if we needed her.
206 He was here on the day of installation and not since, but we know where to find him if we want him.

207 They were there when you needed anything
212 He is always available and willing to help
240 Always there if we need help
255 She was always around if needed.
260 If you need him he is always available
267 He is always available to help
270 He is always available
274 He is always there when we need him
278 He is always at the end of the phone
284 He is always available and checks we are okay
287 They have always been available
291 She comes out whenever we have a problem
293 He's been there if you needed him
295 He helped us with any problems and was always available
325 She is always here when I want her
332 Because he is there if we need him
344 He will always come in
363 She was always available and offered help
383 He's there if I need him
396 He is with us whenever we need him
418 He came when he was needed
442 There hasn't always been help available
509 He's been there when needed
525 They've been there at the end of the line whenever I need them
536 There when needed to follow up.
538 He's been there when we need him
548 Came when we needed them

Good/excellent/brilliant

106 She is a very good manager
135 Good but not 100%
138 She has come back when I was not happy about things. Very good
145 Brilliant...I am indebted to her, and owe her special thanks.
154 Fantastic
159 Any support I wanted, I got. Very good. Helped with the balance, supplied me with documentation which I found useful. He phoned through 2 or 3 times later during the balance period, his support was excellent.
167 Excellent
168 Excellent and very helpful
186 Excellent
286 Excellent
289 Excellent
306 He was better than good
311 He has been great
317 He was on the ball and knew what he was doing
340 Excellent
353 Nothing was too much trouble
356 Excellent
377 He has been brilliant
424 For what he knows he is very good
432 Excellent
435 Very good, came out several times to see if things were going OK
467 He came and explained things without me even having to phone him. He was great
495 100%

Supportive

- 63 They came out during the first two weeks, just to get us sorted.
- 66 She was very supportive
- 76 Good. He came in at 10:30pm one night, trying to help me balance.
- 110 We are getting more support now than we were.
- 111 They really looked after everything
- 125 On the night we migrated, my RNM stayed with me.
- 214 She is always there at the other end of the phone, or she comes when needed. Very supportive
- 279 She was there and would be willing to help out
- 417 They have been fairly supportive
- 434 Very supportive and sent people out to help when needed.
- 457 Good support helped with balances
- 491 Very supportive but has limitations
- 503 They have always backed me up
- 546 He was here to support and kept in touch with us

Visits/phones to check we're OK

- 40 She kept in touch before hand, she couldn't be here on the day, but continuously called on the phone to check we were okay.
- 120 The RNM came out every week and there was someone to phone. Not left in the lurch.
- 121 They always check to see how we are getting on
- 139 She came a few times, phoning. It was just the balancing during the first week that I had problems
- 144 Well he always phones he's been in to check on us.
- 179 Well the retail net work guy has been in with us, he even phones most days.
- 211 He always rings me up and checks that things are okay
- 437 She has followed up and checked we are okay
- 519 He checks to see if we are okay
- 567 Visited us but no problems

OK

- 61 Reasonable - and that is all I can say
- 222 No complaints at all.
- 308 It was reasonable -could have been better.
- 335 Just about adequate
- 384 Just about adequate
- 479 Not too bad

Have not seen RNM/hardly there

- 22 Haven't seen him or her at all. Disgusting really.
- 30 Have not seen anybody
- 31 I haven't seen her for about 9 months
- 41 There's been nobody to help.
- 62 I have not heard anything from the RNM
- 81 Because I haven't seen them that much
- 98 Wasn't really there.
- 114 We branch managers were left alone to get on with it
- 116 Didn't see her at all
- 128 In seven weeks he has rung me once.
- 150 I haven't seen my RNM
- 156 Haven't seen him
- 164 Haven't seen him.
- 169 It's very limited
- 173 I have not seen her lately, I know she is busy. I saw her during the first couple of weeks but not for the last 2 months.

177 Haven't even seen him for months, I haven't seen him since we had it installed.
192 I haven't seen him.
216 Haven't seen my RNM
226 Haven't had any support
233 I was left to do the first balance on my own.
245 Didn't see my RNM once
268 Never saw him
269 Haven't had any connection with him what so ever.
302 I haven't used my RNM
310 Doesn't visit enough
312 We have only seen her once
318 Didn't even ring me up to see how I was doing. Not very good at all, very disappointed
330 Haven't seen him
338 Didn't have any support
346 Only gave us very limited support
357 My RNM hasn't been down regularly
359 I've had no support at all
372 Never seen her
388 Haven't had any support
389 Have not seen the retail network manager
391 No contact at all!
406 Haven't had any support
421 Nothing at all - not even a phone call
422 One phone call and that was it
423 Have not had any information
427 Haven't seen my RNM
431 Haven't seen my RNM
461 Very little contact with us
475 Haven't seen one
501 We don't have much to do with our RNM
505 Not seen anyone
562 We hardly ever see him

Can't help/no knowledge of horizon

24 He is offered if we need him, but can't really answer my questions so what's the point.
37 Tried, but he himself suffers from a lack of knowledge - which is no support.
46 I have asked for support and advice, but a lot of the time they have replied by saying that they know as much about it as I do. In other words, they haven't yet had the experience to deal with problems.
170 He was unable to train because he hadn't had any training himself.
176 He was there when needed, but didn't know any more than I did.
181 Non-existent help from her.
182 It was like the blind leading the blind!
218 She was learning at the same time herself
230 Only seen him once. Not much help. Tried to call him but no luck really.
235 To be fair he was in the dark as well, but he tried to be helpful.
272 Retail network manager only knows about the same as us
277 Offered to come in every Wednesday - although he himself is not that clued-up on the system.
336 It was OK, but she had only been on the same course two weeks previously. It was like the blind leading the blind.
343 He was here when needed, but he is not that clued up on the more technical aspects.
398 He was not trained he had not operated the system before we were one of the first on it
400 We were just left to get on with it. 1st balance assistance was poor - the blind leading the blind.
426 Had not had any training

436 He came twice but he himself hadn't been trained!
455 Not very familiar not trained well enough
456 They are not any better trained than ourselves, so they did their best. It was like the blind leading the blind.
510 No help given when they came
517 Because he hadn't gone on his training by the time we were live
528 They don't have much knowledge on horizon
531 He says he doesn't know anything about it
551 She wasn't trained on horizon
553 No support
557 She did not know enough not her fault though tried her best

Don't need them

8 I like to sort out my own problems
25 Well I didn't need much support.
137 Didn't need support
140 Not needed
148 Came on the day of installation, but we didn't need any real help after that.
157 Didn't use him
163 You did not actually need help
175 It has been fairly good, but I have not needed it. The RNM has been there if I wanted her.
204 Not needed
331 I didn't need a lot of support or assistance
345 It was very good but not needed
367 Hasn't needed any support
369 Called once. Then called to help but we didn't need him
397 Did not need it
446 We didn't experience any real problems, so he wasn't needed very much
512 Did not need or hear from them
542 have had no need to ask for help.

Over stretched

95 They are stretched and there are too many post offices for them to deal with
99 She is stretched but can't get around to every office
210 She always just told us to ring the helpdesk, she was never free.
253 He has a large area to cover, so it hasn't been too bad considering this.
447 They were under pressure with no time to help us.
497 To much pressure on them
516 Resources have been stretched lack of training is the problem

Difficult to contact/get hold of

84 Horizon field support officer was here for the first balance and I understood someone would be here for the second but I heard nothing and had to do it all on my own. When I try to contact the RNM she takes a long while to get back to me.
193 Well, we have had difficulty in contacting the network manager and his associates.
205 He doesn't return my calls
265 You can never get hold of him
484 When you can get hold of him

Other

14 There hasn't been any training.
20 We had someone round to help us with the balancing
23 They know us on a one to one.
33 A few times the assistant to manager has called.
38 We had one or two problems, including with the lottery. DSS gave us rubbish information which contradicts what the RNM tells us, so we do it the way the RNM says

67 He arrived after we had figured it out for ourselves, it was the first time we'd seen him for 18 months.

83 Due to the quick response on the help desks

129 The system hasn't run as smoothly as expected

130 A lot more help from other people out side of the post office

146 My RNM was on leave for a week, nobody else would help me.

158 Well we haven't really been involved.

161 They were available eventually

166 Seems to know more than horizon does.

185 They came out eventually

197 get immediate attention.

199 Far more knowledgeable than the horizon staff. Horizon staff are not familiar with post office procedures.

201 had an HFSO out to help me, I was very nervous with the first balance on my own.

208 We had a lot of extra help, we had a remarkably good RNM to help us especially with horizon. It was not our usual RNM

209 I did have problems and someone in the RNM dept came out two weeks running to help with the balance.

213 On the day of the first balance, the trainer did not turn up till 7.40 p.m. So the RNM came out that evening from his home.

224 He did all he could under the circumstances

239 I never bothered them, however I had a small problem and they came out quite quickly & helped to resolve the problem

264 They weren't responsible for the job

275 Sometimes he didn't come

303 It could have been better

315 Because we have gone direct to the support line, we have been left to muddle along on our own I have suggested that now is the time we should have an evening training system now that we are familiar with the system

341 He's called in at times but cant always stay

347 He helped out with the problem we had with the printer

349 She made sure that one of her staff came out to visit and help out

360 Came one day as we were closing

370 She came just one day. I was very wary of doing the balancing on my own, and in fact refused to do the 2nd balancing solo. My RNM was not at all pleased with this.

374 He came a few times to help me balance

392 They came weekly

393 He has only been in once and that was not for horizon

395 Had two people come who were saying different things tried to help but did not

404 He came every week

411 Already knew it

443 She was with us for a long time and stayed very late

449 We have only had to use him twice

473 Had to change network manager

507 But the best help we have had was from another postmaster

535 It took about 4 weeks for someone to come to sort out the problem.

3 Not stated.

77 Not stated.

80 Not stated.

174 Not stated.

180 Not stated.

320 Not stated.

405 Not stated.

425 Not stated.

439 Not stated.

440 Not stated.

8. HFSO

Good/excellent

- 30 They were 100 per cent stayed 3 days
- 31 The lady was very good
- 66 Nothing was too much trouble for the guy
- 105 They fixed the telephone and if they cannot help they pass it on to someone who can help. They continue to help. Very good
- 106 Very efficient
- 117 From the migration she stayed with us for 2 days. Her help was very well received. We could not have done without her. Very good indeed - better than the original training course.
- 120 Very supportive. Stood back to see how much we knew. Absolutely brilliant. He was here on time, went through things with us, left us with notes on how to use.
- 125 Excellent.
- 128 Ten out of ten! He was very patient, knowledgeable and supportive.
- 132 The quality was good but the time was terrible
- 135 Good but he speaks "double dutch" to us.
- 138 not too bad at all.
- 157 He was very good and helped us out
- 163 He's wonderful nothing is too much trouble
- 167 Good
- 175 Very good. No more to say.
- 177 Good help.
- 183 Very approachable, he was an ex counter server himself.
- 186 Brilliant
- 199 The support with the first balance was excellent, first class, but that was the end of it.
- 210 He was brilliant, but then again we can never get hold of him.
- 214 She was marvelous. I have no complaints. Very efficient and patient.
- 218 I just found him fantastic-he answered all questions
- 222 She was excellent too.
- 227 One to one help with the HFSO was absolutely excellent
- 230 Excellent assistance from both people who have called in to help me.
- 232 She was good for the time limit she had
- 240 Good too
- 244 Fantastic.
- 253 Excellent
- 255 She was brilliant.
- 257 He was very thorough and understanding
- 267 The explanations were excellent
- 275 Because they had time and patients for us
- 277 Excellent, but he was only trained up to my own standard
- 278 She was very good
- 284 She was brilliant-she made it all easy to understand
- 318 Good at migration
- 327 She was quite good but had trouble with migration
- 331 He was excellent, and helped us get off to a good start with no problems
- 347 Excellent
- 349 Excellent advice and help
- 353 Couldn't do enough for me.
- 369 12 out of 10
- 377 Good, but not enough practical experience for me (hands-on)
- 387 Three very good ladies
- 391 Brilliant help
- 392 He had 1 and half days here was very good
- 402 Good help, support and advice

417 She was patient and let everybody work at their own speed.
432 Excellent
442 Pretty good once you can speak to them
461 Very good guidance given
467 This was good, and helped me to understand how to use the system from day to day
476 He was good
509 They came out and sorted everything for us-they were first class

Helpful

4 Very helpful
15 Very helpful it has allowed us to settle in to using the system.
19 Visited just once and was helpful
21 Helped out
25 She was very helpful.
34 Helpful advice
46 Helpful.
61 He was very helpful
67 He was very useful, he came and helped with installation, he helped with balancing.
77 The girl was here at the beginning, and wrote out the basic procedures. They were very helpful.
83 Generally they are quick and helpful
84 Very helpful, informative and knowledgeable
110 They come out to us and help.
114 The girl who did it knew the system very well and she was helpful
140 He was very helpful
146 We needed him more, but he was helpful when around.
148 He was fine, helpful
165 Helpful
170 He was a real good help.
181 Excellent help and advice.
197 She knew her stuff very helpful.
205 They were quite helpful but they didn't know the system as well as they should have done.
206 Really good and helpful. Nothing we asked her that she could not answer.
231 Very helpful
245 He was very helpful and everything went very smoothly
248 Also helpful
252 Very helpful
265 Helpful
274 He is extremely helpful
279 They were quite helpful
295 She was very helpful and explained everything very well
306 2 very helpful ladies
330 He was really helpful
367 They were helpful and could answer all questions
371 He helped us with everything
375 Very helpful
407 Marvelous help at the outset
419 Very helpful
421 Quite helpful, except she came on the wrong day (Saturday, our quietest day)
427 It was very helpful
431 Very helpful and stayed with me until I was confident
435 Helpful
449 They do help us out
456 Helpful
464 Helped

491 Extremely helpful during first day he stayed 3 days very good
505 Very helpful explained it well
510 Efficient people helped
523 He was very helpful and explained simply
527 He helped a lot.
542 She was very helpful while she was here.
546 They were very helpful
553 He was helpful but made it harder for us
556 She was very helpful

Knowledgeable

23 He knew what he was talking about.
121 They seem to know what they're doing
136 He knew his way around the system
137 Very knowledgeable, easy to work with and could answer all questions
150 He knew what he was doing
169 He knew what he was talking about
182 They knew what they were talking about.
293 Very knowledgeable
298 They know what they're doing
343 He was very competent with the system.
383 She knew everything
525 They were very familiar with the computer
528 They know what they're talking about

Explain clearly

2 They explain everything clearly
41 They were the ones who showed me how to do the cash accounts and I didn't learn anything at my other training.
52 Because he showed me clearly what to do and could answer all questions
129 They seem to answer queries without many problems
239 Very sympathetic he helped me to break down the manual and simplified it for us.
272 Showed us a lot good explanation
313 He knew all he should and explained it very well
357 He explained everything and was very patient
512 Explanation good
519 She explained things very well
532 Explained things well
539 Helped explained it well

There when needed

18 Well, they were there when I wanted them.
47 Any problems they're at the end of the phone at all times.
49 They have always been there.
51 If I had a problem she was available
56 You're given phone numbers and good general guidance. People are generally very accessible.
59 They're always there.
62 Because they stayed with us while we needed them and they're always available
65 They are as I have already said accessible.
75 They were available all the time
107 Quick to come out if needed
195 As before, I received any support I needed

Answer questions/solved problems

- 48 Well he answered all our questions.
- 194 He resolved my problems quickly and very easily.
- 221 He answered all the questions I asked
- 260 She could answer the questions and was helpful
- 268 he answered all the questions we had and put right any problems we needed seeing to. It was the same person who visited all my post offices.
- 314 Could answer all questions
- 404 She knew the answers
- 475 They had answers to all the questions I had

OK

- 166 OK
- 176 She was okay but she hadn't done it before.
- 361 OK too
- 394 No problems
- 411 Fine no problem
- 423 Have not had any problems
- 466 No problems
- 567 Fine

Supportive

- 50 Because he was very supportive
- 144 He was very patient.
- 310 She was very competent and supportive
- 344 They are supporting you
- 345 They were there for us and could answer our questions
- 450 They kept in touch to see if we were okay
- 485 Very supportive and explained things well
- 530 Helps. They were very supportive.

Limited knowledge/help

- 44 Some of the questions he couldn't answer
- 81 He didn't know enough about it
- 147 He didn't know enough
- 185 He didn't know all the information
- 207 Some of the things they were also learning at the same time and were unsure of certain questions
- 212 He's only been doing it himself for a couple of weeks and his support wasn't up to scratch
- 213 The field support officer did not turn up till late. He did not know how to do the balance; we were three thousand pounds out. He had to phone a friend eventually. I feel I knew as much about computers as he did, but I had only used it for one and a half
- 216 She did her utmost but was lacking in some aspects of the training
- 226 They were good but still limited on their knowledge because they were also learning
- 241 He was new had to ring in and check things
- 286 My feeling was that he didn't know the system and lacked experience. He wasn't a very good "teacher", and actually was making his own notes as he went along. He even made a big error that we had to reconcile later on. He had an appointment at 7:30pm and
- 302 He was also learning himself
- 303 She was unsure of certain things herself
- 308 This was not that good really, because he was more interested in correcting the mistake quickly (due to pressure of time) than telling me why the problem had occurred and how to avoid / deal with that problem in the future.
- 325 They themselves were also learning
- 332 He was still learning
- 346 Not much help at all

372 Not as informed as they should be
420 She was okay but didn't know enough about the system
436 Could only help to a certain extent - some help but only here for a short time.
455 Not well trained
457 Did not know what she was doing even asked me
463 Very late, and did not know what he was doing. It was his first time and he had not been trained well.
473 He was not adequately trained
480 All right, but he didn't give us information we needed.
516 Not explained very well
517 He just didn't seem to understand everything that was going on
531 They meant well but didn't understand it
535 Had 2 different people and they expected us to know the printer. They left before the problem was sorted out.

More time and training

63 In the two days that they spent here, we didn't get to cover it all. We needed more time for training.
70 I only saw him once and it was quite brief.
98 It was OK but too brief.
99 He was effective but the time was just not right
122 When he was here it was very good but I could have done with longer
139 Limited in his time - only here a couple of days. Helped me balance the first time but it is different when one has to do it on one's own.
184 Good when she was here but we needed her for a longer period.
187 He's good, just need more time.
192 Only saw him for a day when we went live and that was it.
209 Could have done with his help a bit longer
296 But the duration of the help was not long enough
341 Only came for one and a half days this was not enough.
359 He's not been back-it would be better if there was after support
368 She was very good but wasn't with us long enough
384 Very helpful, but I wish we could have had her longer with us; at least 2 or 3 days (she had to fly back to England on a scheduled flight)
406 Because he only came for the limited amount time he had to
413 Quite good, but only had a limited time with us, and her advice was very "parrot fashioned"
422 Very good, but he was only here for a day and a half, and he only came on a Thursday which was not as good as coming on a Wednesday for balancing. He should have been here longer
447 No long enough here but good while here
484 We only had him for half a day. Still needs help
552 Few problems were not sorted. OK otherwise, but longer support needed

No support

37 Didn't have one.
76 No support.
93 Never came into contact with this person, didn't know there was one.
104 Don't know who or what that is.
133 No support
145 No support.
151 Haven't seen one
160 Don't know who that is
204 Haven't used him
291 Never seen one
311 I didn't know we had one.

312 We were left on our own
315 We have been left to muddle along
329 They were too busy to help me.
350 Didn't know you had one

Made mistakes

8 He misguided me in migration. We had to train him on some things!
24 They are useless. They ruined my accounts system and couldn't mend it, finally leaving me to try and sort it out.
211 He told us some incorrect things
233 Just OK. He couldn't answer some of my questions, and in fact gave us misleading information on one occasion.
238 They have told me the wrong thing sometimes, and have had to come round again to sort things out.
351 The person was OK, but there was a problem he made while he was here
370 When it came to balancing he spent most of the time sorting out his own mistakes he made. It was terrible.
430 Because they cocked up the system
453 2nd visit by HFSO actually caused a problem which he made. I haven't been able to balance sufficiently since...
507 He gave us some incorrect information, and seemed to be more interested in his Jacuzzi than he was with the work he was supposed to be doing for us. Didn't seem to know much.
562 Couple of things weren't done properly

No help/no knowledge/incorrect

12 He had no experience.
14 He didn't have a clue, he was asking me questions.
111 He didn't know anything at all-he caused us problems
289 Didn't help at all, she only sat in back office doing paper work. We were left to try and sort out the system on our own. When we did ask questions, all she did was to tell us to call the helpdesk.
309 They never had your answer
397 Did not have experience
533 Day and half spend doing paperwork no help at all

Don't need them

5 Didn't need her.
168 Haven't needed it.
340 Didn't ask for any support from this person
434 Not needed any
538 Haven't needed him

Conflicting info

224 OK, but there seemed to be some confusion as to the advice to give. In one case the RNM and the HFSO contradicted themselves with the advice they gave me.
388 We received different information
557 3 different people all said different things

Other

3 We had one vital visit, but this was difficult to arrange. We had quite a battle trying to get the man to come out.
7 Mixed feelings.
20 We got 2 days in office training
22 Only a day after installation and on first balance did I get a visit.

38 He spent a lot of time arranging his social life, talking on the phone to other field support officers about what to do in the evening. He stood behind me and watched and helped us use the system for the first couple of days
40 He just got in the way.
88 Quick again
95 She didn't know much about the post office but with regards to horizon she was excellent
116 Not many problems as yet. Only with the losses and gains
127 They were not very well trained themselves - they were always phoning someone to find out or phoning friends to discuss what they would be doing that evening.
130 As before I've had a lot more help from other people out side of the post office
131 Initially very good then I got a different field officer and then it was not so good. She did not know how to help with a particular problem - it was a nightmare. A third person came - and now I understand the balancing. But not enough support - even though
155 We have had two visits, but the officers managed to contradict each other.
156 He had plenty of patience
158 Whenever we call they don't get any answers.
159 He did the migration and helped me with the first balance, but he tended to say things as fact rather than explaining them.
161 He wasn't that efficient
164 He was sensible.
179 Well he was here on installation day, he stayed a couple of days after that too.
191 They've been very long winded with problems
193 Difficulty in contacting the proper department.
200 Not the right sort of help. She had problems sorting out personal problems. Not the right attitude - made a formal complaint
201 He was here all the time at first in the afternoon, then through to the evening on the migration date.
208 She was very good, but she did not know about certain aspects - like local rent schemes. She had to phone someone else about it. She was very helpful but we got confused. It got sorted out eventually; it would have been better if it had been sorted out be
235 Well I suppose on the first day he was a counter officer, the 2nd day we had a trainer.
264 They were able to initiate the system and get it up and running
269 Well when I have had to get in touch they can sort it out over the phone.
270 She pointed out a few easy accesses to the system
287 He was here on installation but I haven't seen him again
317 There was one cock-up but other than that it was okay
335 When phoned action is immediate
336 Much better than RNM.
338 They made one mistake but they fixed it
355 Because there isn't any after installation contact but when he was here it was good support
360 Three people helped but could have been easier
363 They covered everything within our time limit
390 Only seen once
393 We only had someone here for the migration but the second girl was helpful
395 Don't remember this person seen so many
396 They showed us a lot on the system
398 Not his fault we were not given enough support. Think it is better now.
400 Much more help than RNM
418 We've kept in contact with him
424 He spent more time on the phone then helping out
426 Were not told anything all fed in
437 They just have a tendency to tell you what to do before you have a chance to give it ago yourself
438 Expected you to know it all kept looking at his watch very poor indeed
443 They were difficult to get a hold of

- 446 We had two people visit from horizon, and most of the time it was one of the people training the other one. More time was devoted to this than to me, and I felt a bit hard done by
- 495 Mixed abilities
- 497 No support on balancing fairly good otherwise.
- 501 We try to find out things ourselves
- 503 They sent someone here for a day to help us out
- 514 Because of the time he spent here and details he took in case of problems in the future
- 536 Came on day off to make sure everything went well helped with balances
- 548 Did enough that was required
- 551 He was just there in case we made a mistake

Not stated.

- 6 Not stated.
- 33 Not stated.
- 80 Not stated.
- 102 Not stated.
- 154 Not stated.
- 173 Not stated.
- 174 Not stated.
- 180 Not stated.
- 320 Not stated.
- 356 Not stated.
- 374 Not stated.
- 389 Not stated.
- 405 Not stated.
- 425 Not stated.
- 439 Not stated.
- 440 Not stated.
- 479 Not stated.

9. HSH

Helpful

- 3 They been quite helpful on the helpdesk.
- 6 Not always helpful, but generally are.
- 7 There usually helpful.
- 12 Helpful.
- 15 They really tried to help us out.
- 30 Very helpful sorted the problems
- 47 Good help.
- 48 They help, but they're not always helpful.
- 148 Quite helpful.
- 150 They know what they're doing and are very helpful
- 154 Quite helpful
- 163 Very helpful
- 191 They have been very helpful
- 239 The person I spoke with and they were quite helpful
- 260 We got all the support we needed
- 269 Well when I call they've been most helpful.
- 272 Very clever people helped us a lot
- 274 They always give the right answer
- 275 They're very helpful and nothing is too much for them
- 284 I've rung them twice and they are quite responsive
- 286 They sorted my problems out
- 289 They have helped us out.
- 317 They have always been helpful
- 336 They were very helpful, but sometimes even they were baffled by some problems.
- 338 Because they answered all my questions and were helpful
- 344 Help right away
- 351 Quite helpful
- 353 Mostly able to help
- 363 I only used them once and they were very helpful
- 371 They are very helpful and always set you straight
- 384 Very helpful
- 389 Queries always sorted
- 394 Answered all questions required
- 395 He helped us through it, said he would call back and help us, and he did. Very good
- 404 Always patient and helpful
- 407 Very helpful to us
- 425 Only rang them twice and they helped us each time
- 436 Able to help most of the time
- 443 They have been very helpful
- 457 Help through it well
- 467 Have helped us out the times we have called them
- 485 Always helpful
- 503 They've helped with any problems
- 509 They couldn't be more helpful
- 523 They are very helpful and they get back to you
- 525 There ability to help with problems
- 532 Explained step by step to me
- 552 Quite helpful get through OK

Solve problem

- 34 They soon put you right if you have a problem. I would feel lost without the help-desk.
- 52 Because they sorted out my problem
- 62 Because they managed to answer the questions as and when we needed them
- 67 Well they answered the query.
- 75 They talk you through very well and until you have fixed the problem
- 84 Every time I phoned they came up with the answer and if they have not got the answer they follow it up - they find out and phone me back with answers
- 102 usually try to resolve my problem
- 129 They answer everything efficiently
- 136 All problems are dealt with efficiently
- 137 I had a problem and it was fixed
- 179 Well we had a problem, and she resolved the problem.
- 325 They answered any queries I had
- 418 They answer all queries
- 437 They've always solved my problems
- 473 Sorted problem out in 24 hrs
- 517 They know the answer of questions straight away
- 527 Know things when you ask

OK

- 105 It has worked very well. No problems.
- 120 I found out what I needed to know. No problems
- 155 Not too bad
- 208 No problem, except when they tell you what to do and I do not understand what I was doing originally or really know my way round the computer
- 227 Not too bad
- 248 No problems
- 253 No problems
- 343 No problems with them.
- 356 No problems at all
- 423 No problems
- 539 Only used once fine
- 567 No problem

Excellent

- 33 Happy with service
- 56 They're generally very good.
- 61 Very good - always very helpful
- 121 All the problems we've had have been dealt with efficiently
- 132 They are very thorough
- 174 Excellent, apart from one afternoon, when I tried for two hours to get through.
- 175 The times I have used it I have been satisfied
- 177 Brilliant very happy.
- 181 Pretty good actually. They've helped us out of most scrapes we had.
- 195 They have been very good with me
- 201 They have been very good

Good

- 245 They went to a lot of trouble to answer the queries
- 270 They are very good with assistance on the equipment
- 329 Very very good, very very helpful.
- 346 Excellent - no problems with helpdesk at all, always are able to help us.
- 391 Very good
- 427 They have been very good with any problems
- 432 Good most of the time, but they can be a bit vague with their advice.

510 Had one problem with them but generally good
528 They are pretty good at their job and they always explain it well
530 Very satisfied

Quick

31 They are very quick with solving problems
49 It's got me through any problems straight away.
50 They were very quick
65 Quick accessible
83 Quick
88 Came out straight away
107 Quick and efficient
140 They have sorted all our problems very quickly
147 They give the right information back
397 Sorted out problem fast

Getting better

295 They were unsure of the system themselves at the start but are now a lot better
463 Getting better than it was
464 Not too bad now
491 They were limited to start better now as they have learnt more themselves
546 At the start it was difficult to get answers but now they're very helpful

Always call back with answer

127 They can usually come back with an answer for us
257 They always answer the questions or get back to me
279 They can always help and if not they get back to me
388 If they can't answer your query there and then they call back

Good if get through

23 Good if you can get through.
25 Good when you can get through.
170 Good if you can get hold of them.

Slow to answer

2 There is usually a long wait to get a hold of them
20 It takes a long time to get an answer
51 The length of time on the phone is too long
63 Pretty slow, no answer, when I get through it's slow, but they're pretty helpful.
111 It takes a while to get through to them
151 They take too long and aren't very helpful
156 It takes too long
159 Only needed to call them a couple of times, what they have done seems to be all right. But yesterday when I called it took 10 minutes to answer the call.
161 They are very pathetic and always unavailable-it takes too long to answer the phone
187 Take ages to answer though.
209 Very helpful, sometimes a problem getting through especially on a balance evening.
231 OK, but they can take a bit of time to answer and also to sort the problem out.
233 They take too long on the phone, and don't seem to appreciate the fact that we have queues of customers to deal with.
264 There aren't enough people to answer the phone-in a post office you need a fairly immediate response
320 Except it takes a bit of time for them to answer the phone sometimes
387 Office undermanned when you needed them
392 Took too long to answer calls.
420 They take too long to answer the phone

434 Take a long while to get through but OK when you do
497 Slow to get through but very good then
501 Because it takes us so long to get through to people
505 Takes to long to get through
536 Have to wait to get through when you problems always resolved in the end
551 They don't respond very quickly
556 Sometimes it takes a long time to get an answer

Passed around

8 Too difficult to get through to. You are then passed around from pillar to post.
106 Every time I phoned up they had to ask someone else-it takes too long
165 If someone can't help, they will pass me on to someone who can help me.
167 They haven't got a clue what they're talking about. They just seem to pass you on to another tel. No. It would make no difference to us if they didn't exist at all!
168 Not much knowledge on things. Tend to pass you on to someone else.
206 I have had a problem and I was passed from one to another and eventually went somewhere else for help. It is still not sorted out even though it was put through to the helpdesk as a matter of urgency nearly 2 weeks ago and I have not yet heard from them.
211 They keep referring us to different places so we seem to be getting nowhere at times
221 Because they keep referring you to others who still are unable to help
226 Because sometimes they keep referring until someone can help-it is also time consuming
313 It takes too long and you keep getting transferred and they don't ring you back
332 Sometimes you wait so long for an answer because they keep referring you
350 When we call we get passed from pillar to post
361 They were good, but I did speak to a person who didn't seem to know what he was talking about. He passed me to someone else
406 When you ring up they keep you waiting and don't know who to put you onto
422 Pathetic - they didn't know how to answer you, I was passed around. The waiting time to get through was far too long. This was all very frustrating when we needed help at roll out.
435 Awkward - they passed you around and didn't seem to know their stuff
438 Always somebody different have to repeat things all over again to someone else
439 Lucky to get through. When you do, you're lucky to get an answer. When you get a response you're lucky not to be passed around or referred to the other helpdesk
440 Didn't know anything - didn't ring back when they said they would. They also refuse to give answers immediately but fob you off or pass you around
442 There is a lot of referring
449 Sometimes they have to refer to a colleague
455 Pass to other one the problem
484 Because you're passed from pillar to post

Lack knowledge

4 Because they don't know their stuff very well
37 Never get through. Not as knowledgeable as could be one point they couldn't help at all knew nothing
166 Lack of experience on the system. They know the book, but have no knowledge of how to apply it in a counter situation.
173 They don't know the answers, I have to find the answer for myself
192 Mostly they don't know enough to be on a helpdesk.
278 They are not always clued in
302 Sometimes they don't know what they're talking about then on the odd occasion someone does.
309 They don't know much about it-it takes too long to get an answer
312 You are left hanging and they sometimes can't answer the questions
327 All they do is read out of the book-some of their training can't be completed yet
330 They never know the answer

453 Far too long on the phone. They were obviously under-trained, and gave advice which was not correct and showed they didn't know how to apply their limited knowledge to post office situations

456 Blind leading the blind. Even today they were unable to give us any help.

461 Sometimes need to look and check things feel they are learning with us

479 Limited ...they don't seem to know how the system relates to post office way of working and procedures

512 Lot initial questions they don't seem to know a lot

535 Not enough knowledge

Too many questions

44 It takes longer having to give out lots of details

46 The helpdesk is always very busy. When you do get through, they ask a lot of unnecessary questions - apparently for security reasons.

130 Very slow in giving information. They do not understand that we could be very busy and have a lot of customers waiting, but they will still ask silly little questions to waste your time.

240 They ask too many questions when you call them up.

252 They were good, but they did tend at the beginning to pass us to the other help- line.

When you call the other people up, they ask similar long-winded identity questions. All the while, the queue in the P.O. is getting longer.

291 There is a long procedure for security

303 You have to give out so many details

311 It's OK, but there are a lot of questions they ask before you can get any help from them.

318 It takes too long...you have to go through all the ritual of identity. A phone call could take nearly half an hour

345 It takes so long with the security procedure and sometimes they don't ring back

377 I can't remember - except that there are an awful lot of preliminary questions, which they ask you at the start. This is annoying because it takes a bit of time and the queue in the shop gets longer and longer.

411 Ask too many silly questions first and security questions unnecessary.

413 Very poor. The amount of preliminary questions they have to ask you at beginning is unacceptable. We have queues of customers waiting to be served - they are kept waiting and helpdesk doesn't appreciate this

417 It takes so long to actually get through by answering security questions

426 Satisfied with results too many questions asked though

430 Very long security procedure, they keep you hanging on the line and have to keep referring to others before they can answer

475 Because you almost invariably have to go through two people and the identification process takes far too long considering all we want is a quick answer. It's not very helpful

Variable/depends who you get

76 Not too bad but depends on the person you call. We had major problems with balancing one night and the 8th person we spoke to seemed to know his stuff and gave good tips. I wish I had taken his name because I would like to speak to this person every time.

77 Not too bad. Some people I spoke to didn't know much though.

99 Sometimes it is useful other times it is not

122 One occasion was given wrong advice - troublesome to put right; held on the line a long time (once a whole hour). Not very happy

145 It depends on the person you speak to. I have spoken to a person who knew nothing about the post-office angle. I have 17 years experience and was infuriated with the person's attitude and comments.

180 It depends on whom you get. Some people have used the system and know their stuff but some people don't understand about the actual items you are talking about.

194 Some are rude but some can help.

- 199 A waste of time, except on one occasion. A girl called Kirsty was an absolute gem. 2 men had told me it was software problem. Kirsty sorted it out in 2 minutes - but that was the third phone call. I said the first two should not have a job.
- 216 Some seem to know more than others do
- 232 I am half-and-half
- 255 We found the only time we had good service was when there was a post office man rather than a horizon person.
- 370 It has been very good actually, except on one occasion they didn't know what they were talking about.
- 383 Some know what to do, others don't
- 390 Had two problems with printer first time OK second time had problems which he did not sort out gave me a lot of stuff which was not true and still have the problem with the giro printing
- 495 It depends on whom you speak to. Some people are well informed, but others just read from a script - which does not inspire confidence.
- 519 One time they made me look stupid and another time they were very helpful
- 538 Some queries they have difficulties with

Can't get through

- 19 The line was always very busy, and was extremely difficult to get through.
- 160 I just can't get through to the helpline on the majority of the occasions
- 204 We can't get through on a Wednesday
- 210 Getting through is impossible! And when you get through the support is useless
- 214 I only ring when I can't find the solution elsewhere. I just can't get through, I have to keep trying every ten minutes or so - and it has taken me an hour or more to get through once or twice
- 267 Because sometimes no-one answers the phone
- 298 the odd occasion I can't get through but when I do it is fine
- 341 You can't get through to them
- 355 You can never get a hold of them when you want them
- 368 It is very hard to get through to
- 447 Can't get through to them
- 507 Can't get through. When you do get a ringing tone, they pull the plug out! When you do get through you don't get correct information sometimes.
- 514 On one occasion we couldn't get through
- 516 Can't always get through get told different things
- 533 Can't get through and when do could not help they don't have enough knowledge

Unhelpful

- 24 If you call, they leave me on the phone for hours, argue between themselves and can't help in the end anyway.
- 169 They don't seem to respond very well over a specific problem I've had
- 184 They're still learning too, they can't always fully understand our queries.
- 185 They don't seem to be able to help when I need them and I was left on hold for over an hour
- 212 Sometimes they can't answer your query straightforwardly
- 224 Today I have had a disaster as far as this system is concerned. The helpdesk in all its inadequacy has not helped at all.
- 347 Not much good. They were not at all helpful - giving us rather simplistic advice and also no uniformity in the advice (contradicted themselves sometimes)
- 372 Can't always solve your problems
- 374 Hey pass you from pillar to post. Very unhelpful indeed. On one occasion I was on the phone for an hour being passed from one person to another
- 393 They couldn't help with problems as well
- 419 They do their best, but I don't get the answers I am looking for - in other words they don't answer my specific questions

424 It takes too long and too difficult to get the information
450 They haven't been able to help regularly
562 The problems are not always sorted with convenience

Wait for answer

14 Had to wait a week for an answer and I solved it myself in the end.
40 Keep you waiting for hours, even two days. It is crap. (her own words)
41 I phone them when I need help, they can't help, and they ring days later with an answer.
66 You don't always get the answer immediately
95 Sometimes the question isn't answered there and then
110 Ring with a query in the morning and they don't ring until the next day.
114 They don't know enough about post office procedures. Delays in them getting back to us
144 When and if you get through, they don't call back until days later, if they do help they can't always find a solution.
176 I called them 4 days ago and she still hasn't called back. It's really useless.
287 Sometimes I don't get responses soon enough and it leaves me in the air
335 It takes a while to get back to us

Directed to NBSC

131 I don't use it much. However I phone one and they say phone the other helpdesk, then I phone the other and they say phone the first one. Now I say 'no - you find out' and they do
133 Only one occasion when they had to refer me to other helpdesk.
183 Most times we call the wrong line and were always pushed from pillar to post.
421 They keep passing you to someone else, and when they can't help they refer you to the other helpdesk. (they in turn have said I need to speak to the horizon helpdesk!)
466 Don't solve my problems pass to other helpdesk passing the buck all the time
542 Been on to 6011 number and had problems referred me to horizon who referred me back to 6011 who helped me in the end. Not very helpful, do not seem experienced.

Incorrect advice

81 It gave me the wrong information once
218 There are a couple of things that were incorrect
268 The only time that we have called this helpdesk they gave us the wrong information
402 They were unable to help me on a specific problem. Also, with another problem I was given contradictory advice to do with the printer - which meant that a whole afternoon was wasted.
531 Because they can't give the correct answer
553 We've had some bad information

Never call back

158 They don't get back to you.
182 It has improved but it was poor to start with. They never called you back.
197 I called and got a bad response, one of the staff said he'd call back, but never called back and helped.
205 Someone would mean to call me back but I never seem to get a reply
244 They never get back with us with our queries, even when our system has crashed. They talk to you as if you are a moron.
357 You can't get through or they don't bother ringing you back. They failed to relay an important message

Poor

98 Very poor
238 Terrible - especially when you compare it to the lottery help-line for example. I won't bother now with the horizon help-desk.
277 I often feel they are struggling to answer you adequately

306 Room for improvement

359 They are very obstructive and are not conversant with their own procedures

398 Treated badly said they had sorted but was not kept informed

Useless

80 There useless

104 Well when you ring them they can't help.

116 Useless. Queries they can't answer. An hour and half on phone and no resolution. Not helpful at all. Sometimes they even seem annoyed that I have rang

139 The 2 problems I have had, I had to sort out myself, they were not able to help me.

164 every time I call I'm on the phone for an hour and they can't answer my questions. In fact, they make it worse.

Rude

18 Some of the people are very irritable, and there supposed to be helping, some of them are rude or they can't even answer my questions. Others are a bit better.

476 A bit abrupt sometimes. Think you should know it all.

557 Bad manners don't know the problems

Other

5 Mixed feelings.

22 Able to help apart from once when he really didn't know what was going on.

38 During the first balance on our own, waiting for the machine we were told this was normal

70 We don't get a half day on Wednesday, so when we need help then, they're never around.

93 Never had a definitive answer straight away - and I have called about 100 times. At the

busiest time of year one of my desks is unusable for 2 weeks - even after 6 phone calls.

Another desk was unusable for 3 days. The ECCO system always gave me answers o

125 When I have had to ring 6 times.... Eventually when they call back hours later, by which time I had worked it out for myself.

135 Prompt at answering, but we cannot understand what they are saying. They don't explain why we need to do what they are telling us.

138 They know about computers but they treat us as if we should know, when it is all new to us. They keep telling me 'refer to so and so' when I want to be talked through it.

146 The staff were very poor when I made a query and they fobbed me off, they sometimes don't even answer.

193 Takes too long to explain exactly what your problem is.

213 I get told to call the other helpdesk. When going live they did not tell me anything. We had holidays planned and then were told about the installation the day before we went away.

So installation was delayed. I phoned many, many times. They were unhelpful

222 They were novices, and when you don't know what to do and they also don't know what to do, it makes the help-line a farce. I don't know what the helpdesk is like now, but it was useless back then.

235 Satisfied until Wednesday evenings, when they don't answer.

241 Had to phone a couple of times before it was sorted out

265 Pleased with it - we both like the system a lot.

293 Do respond

296 But during the first week, when we needed help outside hours the help-line was not open.

308 I was initially told that helpdesk closed at 8pm. But one evening I rang at 7:45 pm, and told that the helpdesk was "open" 'til 11pm - but not advertised as such. This made me extremely angry, because they should be there to help people like me, when we n

315 Lengthy phone calls to rectify the problems

331 When the system crashed, I couldn't seem to get any help at all from the helpdesk. I tried for 5 hours to get level 2 assistance. Other than this time the help- desk is fine.

360 Not always for the job

367 We have an ongoing problem with the system that we can't fix

369 Only phoned twice

400 They try, but once we had a problem with balancing and kept ringing them. When the phone was answered you could hear office in background - and then the phone was quickly put down. This is unacceptable.

480 The time it takes for them to decide whether a problem needs an engineer is far too long.

548 Only on 2 weeks after I stopped here

Not stated.

21 Not stated.

59 Not stated.

157 Not stated.

186 Not stated.

230 Not stated.

310 Not stated.

340 Not stated.

349 Not stated.

375 Not stated.

405 Not stated.

446 Not stated.

Not used

117 Never needed to. The system has worked great since we got it in

128 Never had time to use it.

200 Haven't used it really

207 Haven't used it enough

314 Haven't used

396 Haven't used it myself

431 Haven't used it enough

10. NBSC

Helpful

- 46 Much more helpful, and are able to answer most questions.
- 47 They're very helpful.
- 48 They're helpful.
- 59 They explain well.
- 61 Also very helpful
- 70 Quite helpful.
- 80 Helpful.
- 102 Very helpful whenever I have had cause to contact them. Usually have been able to help
- 136 They were very helpful
- 138 They have been able to help every time.
- 144 They help a great deal.
- 148 Quite helpful.
- 150 Very helpful and quick
- 151 They are very quick and helpful and wait till the problem is fixed
- 158 They are quite helpful.
- 164 They actually help.
- 177 Brilliant they're always very helpful, my questions are always solved.
- 179 Very helpful.
- 194 Good help.
- 218 They are very helpful and answer straight away or they get back to me
- 232 They've helped me when I've needed help
- 235 Helpful.
- 248 Helpful
- 267 They are always helpful
- 268 Always been helpful
- 269 They're always very helpful.
- 272 Helped us a lot
- 274 They are always helpful
- 275 They were very helpful
- 298 They are always there and very helpful
- 313 It's a lot more helpful
- 317 They have been very helpful
- 329 Very helpful.
- 341 Get help when needed
- 353 Very helpful
- 357 They are helpful
- 368 Usually they can help you
- 371 They are always very helpful
- 383 They've helped out on both occasions
- 393 The people there are very helpful
- 404 Very helpful and patient
- 407 Helpful
- 435 Helpful
- 476 Helped well when asked
- 519 Because they always help me out
- 525 They can always help out
- 536 Explained things well helped well
- 539 Very helpful
- 552 Always helpful

OK

- 5 They're not too bad
- 77 Did their job adequately
- 155 Not too bad
- 169 No great problems
- 173 It was OK
- 174 That has been fine.
- 182 No great problem
- 184 Not too bad.
- 187 There not too bad, but new at it.
- 207 Only used it once and it was all very straight forward
- 210 They are fine.
- 233 OK,
- 240 That's not so bad, but I rarely call this helpdesk
- 286 No problems with them.
- 320 No problems with them
- 331 This one is fine
- 346 A bit tedious, but OK
- 411 don't need to phone them much fine when have
- 423 Only spoke once no problem
- 426 Only used once was OK
- 497 No problems
- 501 It's okay but it just takes too long

Solve problems

- 44 Because they always give the right information but it seems to take longer
- 131 They answered my questions.
- 156 They seem to be able to sort you out
- 170 Well, they usually sort the problem.
- 193 Everything I have asked for they have given.
- 205 They have the answer to the questions without being fobbed off
- 214 I called them about twice, they have been able to find an answer for me
- 241 Sorted out problems well
- 257 They always answer my questions or get back to me
- 264 They have answers to your questions quite quickly
- 325 They always manage to help when I have problems
- 338 They answered all questions and were helpful
- 390 Solved queries well
- 417 They sorted the one query I had
- 427 They answered my query that I had
- 437 When you need them they are there

Good

- 18 Can't fault them at all.
- 33 Happy with service
- 51 They are good but it sometimes takes too long
- 117 Very good - they take you through it stage by stage
- 166 Quite good really
- 167 Pretty good. At least they know the post office.
- 168 They will do their best to get an answer for you.
- 180 Quite good.
- 201 Only used it a couple of times and they were very good
- 360 Does a good job
- 450 I'm quite happy
- 509 They have been pretty good

Knowledgeable

- 145 They know what they are talking about.
- 146 Again they're very busy, but they are quite knowledgeable.
- 192 They know what there talking about.
- 221 They seem to know the post office quite well
- 359 Because they know what they are doing and are conversant with their procedures
- 455 Know what they are talking about
- 557 More knowledge than others

Quick

- 22 Quick and easy
- 83 quick and efficient
- 121 We had a breakdown and it was sorted quickly
- 130 Quicker and a lot more efficient.
- 216 We always get an answer from them quickly
- 303 They answer queries quickly
- 335 Answer quite quickly

Always call back with answer

- 66 They always come back with the answer
- 260 We have to wait for them to get back to us which always takes a while
- 388 They always answer your question and if not they call you back

Easy to contact

- 37 At least they answer
- 88 Easy to contact

Passed around

- 3 Passed from pillar to post when we have a problem needing sorting out.
- 25 They weren't any help at all. They just fob us off. In fact every time we ask a question, they pass us on to another colleague, and vice versa. We never seem to get anything resolved by them.
- 49 They pass you around a bit, but help eventually.
- 106 They always refer to a colleague
- 110 They don't know much, and they put you through to another colleague.
- 204 They have to keep referring me
- 330 They just keep referring
- 398 Had to pass me on, could not sort out query. Other desk impossible to get through to.
- 421 They are slightly better than horizon, but even they are guilty of passing you around
- 440 Pass you around, fob you off, don't know anything.
- 442 They refer you a lot
- 466 Passed on all the time would prefer one helpdesk only
- 507 Very uncooperative. I am sick of being a "ping pong" ball - keep referring, passing me around. Didn't want to help me.
- 532 They passed to another dept did not know anything
- 535 Keep moving you about

Variable/depends who you get

- 12 Some are good some are very rude and unhelpful. He didn't ring back.
- 20 Sometimes they're quick with the answer and other times they are slow
- 111 Sometimes they are not very good but they know what they're talking about
- 116 Not as bad as previously, but once I rang up with a query and got two totally different answers for one problem.
- 160 They sometimes don't know the answer with the problems
- 212 Because sometimes they can't answer the query

278 They can't answer everything
287 Sometimes they were unsure of the answer themselves because they were also learning
309 Those who answer the phone straight away don't seem to know much-it's only when they put you through to someone higher can my query be answered
327 They are also unsure of some of the answers to our questions
332 Sometimes they don't know the answer
367 The people can't answer anything and if they can it takes them too long
438 They help sometimes, but always a different person

Slow to answer

2 It sometimes takes too long
65 Quite often I will ring them and the phone will just continue to ring and then go dead
185 It's a lengthy procedure to go through
211 Sometimes they keep you hanging on
306 Very long-winded
424 It takes forever
439 Takes too long to answer.
446 Very slow in answering phone. Also someone has given me completely the wrong information.
463 Wait too long to get an answer
484 Wait too long to get help
551 They don't respond very quickly
553 It just doesn't seem to help-it takes too long

Unhelpful

8 Once didn't help
23 Haven't really helped.
41 They do try to help, but are still vague.
63 They don't know the answers to all my questions, and it isn't a quick response.
76 Haven't dealt with couple of queries I had.
93 Every time I have rung them up I have been fobbed off - they don't know what they are talking about
104 They can't help.
137 No-body knows the answer to my query
183 Not of much help.
419 They give rather vague as opposed to specific answers
473 Cannot get a proper answer. This is no good when a customer is waiting.

Directed to HSH

19 Half the time they refer you back to the horizon helpdesk.
277 They tend to refer you to the other helpdesk
291 They just refer me to the other number
308 Used them occasionally, but they passed me to the other helpdesk.
400 They try to help, but tend to pass you to the other helpdesk.
406 They transfer you between helpdesks
422 OK, but they often referred us to the other helpdesk as well.
456 Unable to help us sometimes. They often refer us to the other helpdesk.
457 Passed on to other helpdesk so no much contact
510 They pass on to other helpdesk but before they were fine

Lack knowledge

4 Lack of knowledge
75 When you phone them they don't always have the knowledge and they sometimes have to refer you
95 Their knowledge is stretched on travel because they're not local anymore
293 Lack of knowledge

310 Don't seem to know much
431 It takes so long to get through to them. They didn't seem to know much more than I did
461 They are still learning but try there best
495 Lack of knowledge
531 They don't always give you the right answer

Useless

14 There haven't got a clue, it's not worth calling.
24 Absolutely useless.
176 They aren't of any help what so ever.
425 Hopeless....they can never seem to give you an answer to your queries
480 Total waste of time. They don't have a clue what they are talking about

Too many questions

311 It used to be fine, but nowadays they don't seem to know what they are talking about. They have also introduced this long-winded series of I d. Questions at the beginning. It can put customers off, and can get tired of waiting for you to get off the phone
430 There is a very long security procedure-all we want is a quick answer
475 Once again it takes too long identifying yourself and they keep referring you to other people
527 Ask to many questions when we are busy

Other

40 There all so unorganised.
81 Because I have sent off forms and still waiting for a reply
147 They understand where we are coming from
224 They actually called me today, and asked for a member of staff I didn't have. They don't seem to know what is going on.
244 They are rude, they don't call back for ages, what's the point.
315 They are mostly non-p o staff
350 Preferred the old system
387 They have always been there
395 Not sure if we rang or not rang so many numbers
413 Was told they could not get a RNM to help us, so we had no support for one balance (horizon helpdesk useless)
436 Not as good as horizon helpdesk.
443 I could get a hold of someone late at night
479 People seem not to be experienced in sub post office matters
514 Because their backup system is good
533 Could not help but tried
542 They helped me when horizon could not. They are more knowledgeable than horizon system helpdesk.

Not stated.

21 Not stated.
56 Not stated
135 Not stated.
154 Not stated.
157 Not stated
181 Not stated.
186 Not stated.
200 Not stated.
227 Not stated.
230 Not stated.
238 Not stated.
245 Not stated.

252 Not stated.
253 Not stated.
265 Not stated.
289 Not stated.
296 Not stated.
318 Not stated.
336 Not stated.
340 Not stated.
349 Not stated.
351 Not stated.
356 Not stated.
361 Not stated.
375 Not stated.
377 Not stated.
384 Not stated.
391 Not stated.
405 Not stated.
453 Not stated.
464 Not stated.
467 Not stated.

Not used

7 Don't use them.
15 No need yet.
30 Never need to
31 Haven't used it
38 Have not needed it
50 I haven't used them
62 Haven't had to use it
67 Haven't used them.
107 Never had to use it
127 Never felt need to use it
128 Have not needed to.
129 Haven't used it
133 Haven't used it.
140 Haven't had any contact
159 I have not needed it.
161 Haven't used them
163 No need
165 Can't comment because I haven't really used it.
175 I have not needed to use it
195 I have not needed to use it
197 Haven't really used them.
206 I have not needed it
208 Don't know why I have not used it. I just use the helpdesk
222 Haven't used it.
226 Haven't used them
231 Only used the horizon helpdesk
239 It has not been necessary to use
255 Never used them.
270 Not used
279 Not been in touch
284 Haven't used it
302 Haven't phoned them
312 Haven't used them
314 Haven't used it

343 Didn't need to use them
344 No need
345 Haven't used it
347 Just used the horizon helpdesk
355 Haven't used them
363 Haven't used it
369 No need
370 Don't use it
372 No need
392 Never needed to
394 Not needed to
396 Haven't used it
397 Never needed it
402 Only used the horizon system
418 We haven't come across any problems
420 Haven't used them
432 I only use the horizon helpdesk
434 Never need it
447 Help out well when used don't need them now
449 Don't use them
485 Never needed
503 Don't use it
505 Don't use myself
512 No needed it
523 Haven't needed it
528 Haven't used
530 Never needed it
538 No contact
546 Haven't needed them
548 No need for it
556 Haven't used it
562 Haven't used it
567 Never needed

Rarely used

34 Very rarely needed to use it. I almost exclusively use the horizon helpdesk
52 Not used it enough to say
98 Don't use them much.
99 Haven't used it enough
132 Haven't had to use it a lot
191 I haven't used it enough
295 Haven't used them that much
374 Only used once so I couldn't comment
389 Only rung once
516 Have only used once
517 I don't call them that often

Who?

6 Who are they?
84 I am not familiar with this (person has been in the job only 2 months)
105 I am not sure what you refer to. Is it the one in Birmingham? If so it was very good
114 Never heard of it
120 Never heard of it. I suppose I have never needed it.
122 Not heard of it.
125 Who are they.
139 Only vaguely heard of it

199 I don't know what it is.
209 I have not heard of it.
213 I have never heard of it.
491 Not aware of this place

11. Improvements

More training

- 4 Increased training time. Why so many ways of recording stamps?
- 5 I think the main worry would be training, we need longer and better training.
- 12 Training should be longer and less to take in on one go, user friendly help book with a good index.
- 18 All I can fault is the training, it needs at least a week.
- 22 Before roll over get the back up working. People are always checking up on things - far too many checks. A lot more training needed. Left hand didn't know what the right hand was doing, and that is bad especially at this time of the year.
- 24 Better training, longer in depth training. Balancing training...better back up.
- 33 There needs to be at least two full days training with much greater concentration on balancing. The venue for training needs to be prepared in advance (most of the time our trainer was busy on finding a venue for the 2nd day!). There needs to be a facility
- 34 Not really except that training could be longer than one and a half days, and the training for balancing could be more detailed and involved.
- 44 I think more training is needed
- 52 More instructions to take you through each product
- 63 I think have extra training and preferably help during the balancing period. The system needs speeding up, for back office.
- 77 There could be a lot more training. The system needs to be far more user- friendly, with more prompts on the screens. We are still not fully automated. E.g. We can't use the printer for girobank transactions. Also, the printer is quite slow. I could writ
- 122 Longer training.
- 156 More training
- 167 None really, except that training could be longer - at least two days.
- 174 There needs to be more training. One and a half days of lots of information crammed into short space of time.
- 176 More training, more help with the balances, trainers with more experience. Some thing should be done about the lottery on balancing days.
- 179 The training should be far more intense and a little longer.
- 184 More support and more training.
- 187 More support, and training.
- 201 They need more training, especially balancing. Also training for the lottery.
- 209 Training could be a little longer and the field support officer could remain with one a bit longer
- 211 The training needs to be lengthened.
- 212 The training could be spread over a couple of days allowing it to sink in
- 221 The training should be lengthened
- 239 More training & support on balancing, this is a very strong point. The support on balancing was very poor
- 240 The training needs to be longer than it is
- 257 Longer training
- 277 More training, and the system improved vastly (simple things but they all mount up to make life extremely frustrating)
- 287 Training for the management needs to be lengthened also we have to check our pensions and allowances before we cut them off. We need a suspending point so we can check the accuracy of our work that day
- 298 More training and the installation should be done before they go on-line and there should be someone with you for the first month's balances
- 309 They need more time to train people
- 312 The training needs to be longer and the helpdesk needs to be improved
- 325 Longer training

- 327 I feel that the training should be longer and that all the equipment should be up and working and understand how we run our post offices
- 340 More prolonged training so that one is more fluent with it at the outset.
- 353 Just extra training needed.
- 372 More practical training for counter staff. In an existing post office, one already with a system.
- 374 We need much longer training, and on occasions the screen has things on it which we didn't put on. The screen needs speeding up too.
- 377 The training could have been longer, and some practical experience of using the system beforehand would have been very helpful.
- 384 There should be much more training. Also, once a month we should have on-going training.
- 398 Hope they are learning more training needed at start
- 400 Longer training - perhaps in a post-office. I think the system has slowed us down, and customers are losing out.
- 413 Much more training please! Perhaps training on a dummy system before we go live. Helpdesk needs improving a lot - more info and accurate technical advice.
- 420 The people who trained us need more training-it was far too intense-we didn't have enough training for ourselves. The system is busy when we try and balance. Sometimes the helpdesk gives you the wrong information.
- 421 The training needs to be longer - especially for balancing
- 438 More training needed 1 and half days not sufficient on the balancing side OK for counters
- 447 Longer training horizon man should come over two Wednesdays to show the system
- 449 It needs longer training
- 463 Needs to be more time to explain it better
- 484 More and better training by people who know post office procedures. Also more help from your HFSO.
- 485 More training time needed
- 497 More and better training on balancing needed
- 532 More training and more time to settle down
- 536 The amount of training given needs more
- 557 More training to improve system

Improve training

- 3 The training needs to be vastly improved. It was insufficient - we asked questions about operating the system and told it wasn't their area! Offered training but meant having to go miles away for it. Programs could be made simpler, easier to use.
- 14 They should give better training, they need to show us how to balance our dailies, and we need longer training.
- 40 We need our questions answered in training. More training is necessary. Quicker system, better backup.
- 70 More information regarding training.
- 75 The training could be better and more hands on experience
- 93 Training could be a lot more detailed - a day and a half is inadequate. A week at least is needed. Some training in fault finding cure is needed.
- 98 Improve the training, in length too. I'm putting in more hours; it's not good.
- 105 Training- the trainer should be ex-post office who knows what it is like running the post office before horizon. Just knowing about computers is not enough - they need to know about post office procedures. It makes it difficult for us.
- 110 Should be some office training, more people available to help face to face.
- 121 On the training session they should also teach you about forms/admin.
- 125 Well, definitely the training needs looking at. The system is bad and needs improvement.
- 128 Only the training. The rest of it is fine.
- 132 The training and installation has to be a lot more flexible-and not just a technical advisor, someone who also understands the post office. I have also lost 2 members of staff due to this system. You should get your act together and consider the individual.

- 133 Training is inadequate - I was in the dark a lot. Better training = less problems. Also, we put in a lot more hours during the beginning but with no more pay.
- 135 There should be much more on-site training, to help us understand how to use the system better.
- 137 You should be able to use the system a week before it goes live
- 138 Have a postmaster at training day who can give confidence and positive info on how good the system can be. Need more training on end-of-week cashing up process and faultfinding on horizon system. Courses should be designed specifically for different types
- 144 I think they need to get their act together with the training.
- 147 The training should improve and the system has a complicated way of paying out cheques. The period of time the system gives us to serving customers should also be extended.
- 182 The worst thing is the training. It was just not adequate! They tried to cram too much into too short a time. I don't think horizon provides a good customer service. It is slow and laborious.
- 194 Getting the training act together, lack of communication between counters and pathway. It should be more interpreted for post office shop front rather than all this jargon, which is somewhat unnecessary. Balancing was skimmed over.
- 195 More hands-on training on the computer.
- 200 The training needs to be improved.
- 207 When they're sending future people for training they should have separate sessions, one for computer literate people and one for those who aren't.
- 208 Training needs improvement - not to group together sub-postmasters with main post offices and not group together those who have used computers with those who have not.
- 227 The training at the school needs vastly improving. We need a whole day devoted to balancing and better way of monitoring individuals. The first balance needs you to have someone with you there - perhaps the RNM or HFSO.
- 231 The training should cover a lot more of the things we do in post offices. The HFSO should have more training themselves. And we should have support from some- one during the 1st balance - we had none.
- 241 More help with training side perhaps
- 255 The training.
- 264 The training needs to be improved e.g.: Administration
- 296 Much better training needed. And the help-line should be available to post offices outside "office hours" in the first week, especially on a Wednesday when you are balancing for the first time.
- 311 The training and helpdesks need improving radically - they are both in a shambles.
- 315 No need to involve counter staff in such technical training that they have had more technical training for supervisors or sub postmasters & a recall & retraining once familiar with system. Staff have been better trained by myself than going to horizon
- 317 Get the training sorted out. The installation of the electrics needs to be streamlined.
- 320 Better and more training.
- 336 The trainers need to be more aware of post office business and procedures. There is such a diversity of things being sold in post offices.
- 346 Field support system needs to be more aware of P.O. environment and procedures. Trainers need to sympathise with staff. 2nd balance needs support as well as 1st balance - this is vital. The training needs to be vastly improved (my trainer was plucked out
- 349 The training could be more tailored to help us out when we go live
- 350 They must improve on the training
- 370 Better training and a lot more of it, and having the terminals inside the shop a week beforehand (so that we can practice on them) would be a great idea. We would also like a replacement screen too.
- 383 Training has to be improved
- 389 Lack of training i.e. Hands on. The system is currently under utilised. Ability to scan pension books would speedup service.

- 419 The training should have been done by someone with at least 3 months experience of using the system in a post office. And the training should have involved some hands-on experience in a post office situation.
- 422 Sort out the training and its logistics.
- 427 Just to improve the training and it is also difficult to balance your cheques only if you're very busy though
- 435 Improve the training, especially for balancing. The time allowed should be doubled to 3 days.
- 436 Training needs to be more informative. There was no training at all about balancing. Also, we were told misleading and wrong information at the training. The course also needs to be at least two days, and needs to be run by someone who knows the post off
- 456 These days Fridays are the quietest days. Perhaps training could incorporate a day's lecturing, and a day's hands-on training at a P.O. (on a Friday) which has already been on line with horizon (with the office's consent of course). This way the training
- 464 Perhaps the training could involve "role-play" in that it makes training more pertinent to the actual day to day use of the system
- 480 The training should be tailored for individual's needs. Our training included stuff for manual offices, which was of no use to us, because we had the ECCO system before.
- 495 Better training, better information before you go live. The helpdesk needs to be improved.
- 509 Better training and better programme
- 510 A lot of improvement in the training and software needed
- 512 Improve training
- 514 An extra course for people with hands on experience
- 519 The training is far too intense
- 535 Better training. The system is more geared to the big post offices not the small ones

Training on balancing

- 19 Give far more attention to the accounting training, as compared to transaction training, because you get used to transactions quicker (as you use it every day). Also, there needs to be some way of tracking back on a week's work, in order to find errors -
- 21 The training needs to be longer for balancing. The printer needs speeding up and we need the correct stationary for the printer.
- 76 There must be a lot more concentration on the training for balancing and accounting. The first week I didn't have a clue; the second week I just stumbled through.
- 120 Training for sub-postmasters, the balancing, should be a whole day. The shared individual stock balances and declare stock and adjust stock - more details please
- 139 More training on the balancing side on the manager's training course. The second day needs to be in greater depth. Helpline does not help much.
- 154 We were disappointed with the training for balancing, and the procedure on a Wednesday for balancing can take too long and have problems. Needs to be sorted out.
- 155 There should definitely be additional training (half a day at least) on balancing. Also, we should be supported for the first few balances - not just the 1st one only.
- 204 A little bit more training on the balancing process
- 270 There needs to be more training on the balancing side
- 363 The training could have a little more time spent on the balancing side
- 388 Training on the balancing should be lengthened
- 390 Training should concentrate more on balances less on counters, which is easier to understand
- 393 Better training on balancing for the managers
- 395 Need longer training on balances this is the problem area to sort out
- 404 Better training needed for cash account
- 407 More help on the accounts side of things - especially the training
- 516 Better training on balances needed and more consistency with the training
- 533 The longer training on balances needed and longer notification needed before training day so that you can plan the staff
- 552 Longer training on the balances needed

Organisation of training

- 117 Inadequate prior notice of when training was going to be given- so it was difficult to arrange rotas at very short notice
- 146 More notice of training. Had to pay for training. Cost lots. Needed more time for training.
- 150 They should give more warning when the training is
- 181 The training needs to be better- organised, needs to be longer and more detailed. Location of training needs to be convenient for staff - people have had to travel miles. It was all very badly organised - and would have been better for the training to have
- 197 More notice to sub post masters of training, little more concentration on administration and the lottery.
- 218 The training wasn't organised very well and they are very inflexible
- 286 The training needs better organisation, as well as migration. Postmasters need to be consulted perhaps 3 months later to find out what lessons need to be learned. The whole system needs speeding up.
- 331 More notice needed for the training...we had only 3 days notice.
- 356 We could have done with more notice of when the training was going to take place
- 367 The dates of training need to be communicated earlier. The gap between going live and the first installation are too long. We put an extension into the ISDN box-and we had to wait 5 hours for this to happen
- 387 Earlier notice of installation and training. More hands on training.
- 402 Logistics of training preparation needs improving. I had to chase up myself to get training.
- 425 Appointments for the training.... We had to ring to find out when our training was.... So the organisation of the training needs to be vastly improved because this was hopeless.
- 546 There should be more notification of training
- 437 Putting people into an office that already have horizon live-hands on experience
- 553 They send postmasters to offices with it already installed. Hands on experience would be quite beneficial.

Balancing

- 129 Just the balancing needs to be sorted out
- 158 The losses and gains could be made easier. And being in control more.
- 235 There needs to be more time developed for cash accounting. The balance system needs looking into.
- 253 Not really, except that the balancing procedure could have been easier for me.
- 295 The balancing should offer more support than we got e.g.: More training or better backup
- 360 More details on balancing needed.
- 368 They could do something about the balancing
- 466 Balancing process should be made easier
- 473 Would like to be able to balance on a daily basis

Balancing speed

- 23 They need to speed up the accounting. Computer slows me down. The end of week accounts are very slow. Double check mode.
- 104 The balancing is very slow, it is awful, it isn't clear.
- 310 A back-up terminal, because a terminal is used at the counter and it annoys customers who are waiting and they see you working at a computer. Balancing needs to be speeded up. Some screens need different colours in order to distinguish different processes
- 443 The balancing process could be quicker
- 25 Only more support with balancing.
- 80 More help on Wednesdays.

Software/specific transactions

- 8 Many procedures are far too long-winded e.g. End of day. There are too many icons and screens. Similar icons work in very different ways. Can't use bar codes on stamp books?
Separation of special issue stamps is a nightmare. Pensions and allowances section
- 81 They have to look at the system-there are a lot of things you can't get printouts for
- 83 Quick access buttons for popular services such as giro, pension etc.
- 116 Quick access buttons. Have to roll through screens. More training and more support.
General visits from officers to see if everything is okay. Maybe more trained people on the helpdesk that actually know how a post office works.
- 127 When it comes up 'is this the same customer' one does not always look closely at the screen and then it wipes out all the transactions. The apt machine: 3 lots of receipts, I don't think it is necessary to get 2 printouts at the time of the transaction.
- 140 They could have a manual pension button on the first screen
- 165 would like to put more details into computer, especially for motor vehicle tax and giro bank transactions. This would mean less handwriting when the printing comes off. It would be better to have a lot more of it printed out from the computer.
- 168 The stamp icons on the screens could be given the same colours as stamp-books - i.e. Red for 1st class, blue for 2nd class.
- 180 Scan stamp-books. Have the ability to put on milk tokens rather than the other way around. We have had it six weeks and are just getting used to it. A lot more training, especially with balancing, is needed. Training needed troubleshooting section.
- 206 I believe the desktop could be more in line with the office that is using it.
- 244 I just feel that it's not even properly working yet it needs sorting, we can't bar code the pension books, so that is ridiculous. Everything is time consuming; I really feel that they should have got it up and running properly before they connected us all
- 252 The pensions part of the system - this should be first on the system so that it is ready for me to use, rather than go through different screens. To sell some things is very easy, and pensions should be made as easy as this.
- 265 I can't think of anything, except that when you do benefits it comes up with milk tokens. Every time you do benefits, the milk tokens have to be taken out - which is silly because most of our customers don't have them.
- 267 The counter screen could be more to do with the main things that we sell
- 269 I could suggest that the packages that are sent abroad should be shown on the screen. There is nothing on screen for surface mail.
- 303 The layout of the icons needs to be improved
- 318 Better format on screen for POCL's checks.
- 338 They could improve the speed of pensions and special stamps
- 341 When you went live part of your stock were not on the system. There is no uniformity in stamp redemption.
- 343 The system needs sorting, to stop us doing things in a long-winded way. There is the potential to make short cuts in the system - to make it more user-friendly. This needs doing.
- 344 Would like it all on the computer
- 406 I think the whole thing could have been better programmed and more information in the training and also when the training was
- 423 More simplified fewer screens needed
- 432 Helping us to remember all the many icons. It can take so long to sell something - please simplify the system. There should also be the capability to work out change when you sell something.
- 455 Problems with software
- 461 Personal banking service needs to be greatly improved
- 476 Simplify the system
- 531 Reprogram it, re-think the training schedule-install it earlier so you can play with the system and also have electronic scales for sending parcels

Speed of system

- 41 Speed up the system in general. The second screen, which is pensions, is really slow. If a customer has a query or dispute, the computer unlike ECCO, won't allow me to print in times of the day, and although it does give a print out, it can take up to half an hour.
- 46 POCL should listen and act upon views of postmasters. Why no action and why always surveys? The system needs speeding up. It takes too long, and needs to be more user-friendly and customer-friendly. A person who understands P.O. should sort it out.
- 48 Speed up the rollover, because it's so slow.
- 49 Get the process working faster.
- 56 Made quicker. If there is a queue you don't really have the time to wait. The old fashioned way is sometimes better. I feel that the balancing if possible has to be made quicker
- 67 Speed it up a bit, the printer is useless, were still doing loads manually.
- 102 I don't know. The system works too slowly - needs to be quicker. It disrupted business as it is; I hate to think what it will be like when there is much more for it to cope with.
- 151 The system needs to be sped up and it also needs a lot of fine-tuning
- 233 Rolling over takes too long. The printer doesn't print out certain things. They need to change some of the icons. The balancing program is rubbish and need s sorting. It all takes far too slow - I have queues going outside the shop. It does nothing for
- 268 It needs to be speeded up.
- 539 Speed up the process

Printer

- 6 Quicker printer.
- 175 It's slower to do the printing out of all the cash accounts
- 222 The printer needs to be much faster. The whole system, particularly for balancing, needs to be faster.
- 226 Just a quicker printer
- 392 We need a better desk printer. We have to wait to print 2 receipts. With apt we only printed one because it had a copy underneath.
- 430 The printer should make carbon copies. It takes too long to get to stamps at a busy period
- 523 Get different printers
- 528 The printer is too small and slow and the letter writing is very small and there should be a duplicate till roll

Helpdesk

- 2 The time you are on the telephone waiting for answers
- 65 More resources behind help desk sometimes they are inaccessible
- 130 Quicker service on helpdesk. Quantum help on service computer
- 145 The horizon helpdesk needs to be improved. It shouldn't be just potluck on who the person is you get through to.
- 232 Getting through to helplines faster with less of these security questions
- 260 The helpline should stop wasting our time by not ringing back or referring us to other areas
- 440 Helpdesks need to be improved a lot. Also, horizon needs to incorporate the ECCO system where a transaction can be located by the time it was input - rather than having to go through the whole day's transactions in order to locate it.

Support

- 20 The back-up support could be improved
- 131 More information. Be more aware, more contact so people feel more confident about what is happening
- 177 If they gave more support after installation, things would probably be running much smoother, training should have been spread over a longer period, and we only had a day and a half's training.
- 238 Better back-up and support, and also better training too. It would be very good if we could use the computers before we go live - so we can get used to the system.

- 329 Well, I'm on my own here so I really could have done with some more help.
355 Support for the second balance is needed
375 We should have a person in with your office for a week to help you out.
434 More back up help
551 Increase support

HFSO

- 37 Make sure proper assistance is available. Make sure no one is short of a field support officer or stock-sheets. Don't give special 1st class stamps. Don't put some one live on the busiest day/week of the month.
38 The HFSO does not spend long enough with one. One needs longer to practise on the balance - that definitely needs improvement
192 we need to be assisted more our computer keeps crashing. Where is our HFSO?

Communication

- 224 Better co-ordination from all levels and departments. It seems that some people are unaware of what other people are doing. And the helpdesk service needs to be improved with quicker response times.
391 Definitely more communication between POCL and pathway - things were getting confusing about what was going on.
411 more communication between different teams to avoid duplication

Happy/pleased/satisfied

- 335 Quite satisfied. Name required with national insurance number. For benefits only.
369 Quite happy

Go-live timing

- 99 When the office is first contacted allow them to take some consideration of both personal and business activities so horizon can be installed at a time that suits the offices. When office returns have got to be made the system cannot be frozen
213 No comment on the roll out but the balancing could be improved by being faster. Notify the post offices in good time about the installation instead of just the day before.
291 They must be more flexible about installing

On-line links

- 50 Equipment could be put on-line to make ordering easier
106 I believe it should be on-line to all the banks, utility companies and the bill companies
185 It has to go on-line with the banks and motor vehicles
479 Road tax, girobank, telephone and national savings could all be put on-line. This would be an improvement.

Remove it

- 164 Get rid of it. Get rid of the help line and the guy who thought it up. (his own words) this system will kill the post office. I'm disgusted with the threatening behaviour with the training horizon system.
424 Take the system back and get it right
507 They should scrap the whole system. I wish we had never had it installed.

Pay

- 210 We have been told that are salaries will be cut because there is less work, but we seem to be working longer hours. Every transaction is longer. Balancing takes forever.
275 We need more money

Other

- 7 Better if it was installed out of hours.
31 Technology will speed up the process
51 Choose what you are going to do, and don't try to do too much
84 Train more people quickly because I do not have any relief people I can call on - and I cannot have a holiday until my relief lady is trained
95 Pensions and allowances need to be handled with a plastic swipe card. We have to do it all manually which is a very long process. It was designed for the plastic card but the DSS decided against it. Now the system has not been tailored to meet our need
159 Before training we went to a seminar - we would have liked a little more time looking at the computer but did not get the opportunity because there were too many people around.
Suggest small groups
160 Much better surveying and in many areas the software needs re-writing
161 They should have waited until it was fully functional
166 I think the post office will become more adept with horizon only in time; it is only in its infancy. No other comments.
279 Everything should have been up and running before it was installed
293 Rolled out prematurely.
306 To many chiefs not enough Indians. Practical help is most important
417 All the stock books should be put on separately then bought together
426 When migrated should spend 2 days here to help
439 Far better organisation needed and better quality staff at the top.
453 POCL need to understand the term "logistics".
467 The a.p. 1's could be numbered.
475 It would take far too long to explain
491 Should all be automated still doing manual work need to keep staff here all the time
505 Needs time to settle down
530 Like another terminal only one need 2 set up for 2
542 Make more in tune appointment schedule.
562 At the moment it's only half a system

No comment

- 15 No they are already improving the system.
30 No suggestions.
47 No not really.
59 No not really.
61 Not really
62 No
66 No
88 No not at all, I'm generally pleased with it.
107 None at all I'm pleased with it really.
111 No
114 No
136 No
148 Can't think of any.
157 No
163 None
169 No
170 No.
173 No comment
183 Not really.
186 Nothing really. It is an excellent system
191 No
193 Nothing
199 No - because I don't know enough to comment. But the procedures have added an extra hour to the weekly balance and there is a lot of paper spewed out.

205 No
214 No comment
216 No
230 Hard to say at this stage.
245 No
248 Not really
272 No
274 No
278 No
284 No
289 Not really
302 No
308 No comments
313 No
314 No
330 No
332 No
345 No
347 Not really.
351 No comments
357 No
359 No
361 No comments at this time
371 No
394 No
396 No
397 No
405 No comments
418 No
431 No
442 No
446 Can't think of anything about roll out
450 No
457 No comment
501 No
503 No
517 No
525 No
527 No comment.
538 No
548 No
556 No
567 Not stated