

Postmaster support policy

Training

Version 4.0


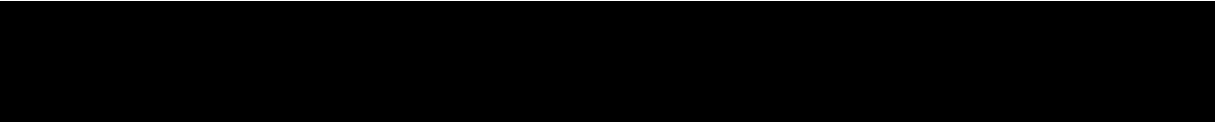
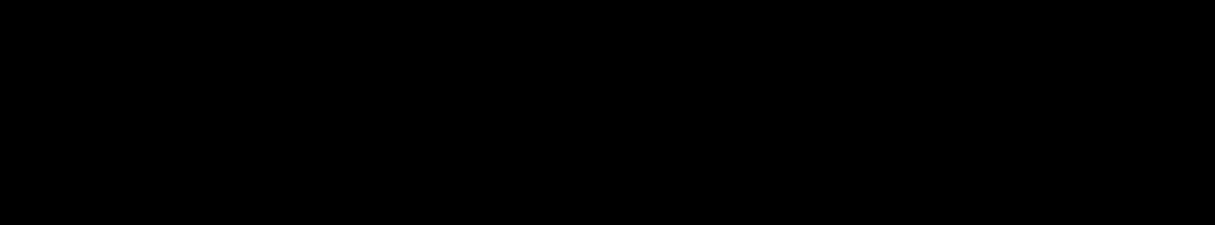


Post Office is determined to reset its relationship with postmasters and has introduced policies that set out guidelines on how Post Office should support postmasters, specifically for use across twelve areas.

The policies stand on their own but should be reviewed in conjunction with each other. Support teams should have an awareness of all twelve policies and how they link together.

The twelve Postmaster Support Policies are listed in section 2.2 of this policy 

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1 Overview

1.1 Introduction

The [REDACTED] has overall accountability to the Post Office Board of Directors for the design and implementation of a comprehensive operational Training package for postmasters¹ and their teams. These training packages support branches in carrying out Post Office² transactions via Horizon and associated operational processes accurately and confidently.

This policy is a non-contractual document provided for information. It does not form part of the contract between any postmaster and Post Office.

1.2 Purpose

This policy is part of a framework established to capture the minimum operational training standards required relating to: (i) the initial onboarding of postmasters and their teams; and (ii) ongoing reinforcement and embedding of training procedures to enable proficiency in operating a branch / operating Horizon.

It is one of a set of policies which provide a clear framework for Postmaster Onboarding. Compliance with these policies supports the Post Office in meeting its business objectives and responsibilities to postmasters.

As many postmasters are limited companies or partnerships (and as individual postmasters may appoint managers to operate a branch on their behalf) any steps that need to be taken by a postmaster under this policy can be taken by someone authorised to act on that postmaster's behalf (such as a director, partner or manager).

1.3 Core principles

Post Office are committed to providing comprehensive operational training to branch staff and are committed to ensuring they feel confident when they conduct Post Office transactions and processes using Horizon.

Post Office will provide training in good faith with fairness, transparency, and professionalism (being the underpinning behaviours of Post Office). The training delivery team are trained, accredited and quality assured to deliver Post Office operational training, compliantly and competently. No other Post Office employees are authorised to complete any element of the Post Office Postmaster Operational training.

¹ In this policy, "postmaster" refers to a limited company, partnership, limited liability partnership, other entity or individual that contracts with Post Office for the operation of a Post Office® branch.

² In this policy "Post Office" means Post Office Limited.

- Post Office will offer a variety of training opportunities to postmasters, including eLearning modules, in branch training and/or face to face classroom sessions, and will provide additional support to postmasters in the form of operational guides, work aids and 'How To' demonstration videos available on [REDACTED] and our [REDACTED], access to an [REDACTED] and access to a Postmaster Operational Training Catalogue for ongoing training and support needs.
- Postmasters are responsible for ensuring that branches are operated in accordance with all applicable laws and regulations. To assist postmasters in remaining compliant and protecting their customers, Post Office will monitor and review regulatory changes to products and services so it can provide regular training to applicable branch staff.
- All new postmasters will receive the full blended training package incorporating online e-Learning to introduce them to the basics of Post Office products and services available in their branches; Classroom training to consolidate learning gained and introduce the learners to the Horizon system itself; and a variety of other key operational processes including, Post Office accounting processes, cash management, security and compliance. Customer conversations will also be covered. The In-branch training will build on and further embed the learning from previous stages providing on the job training when new postmasters and assistants start to complete live transactions for the first time.
- Absentee postmasters are responsible for ensuring the Officer in Charge/Manager/Nominee receives the full training package.
- Post Office appreciates that a new Postmasters onboarding journey may be delayed or postponed for a number of reasons. In these instances, the full training package will be scheduled/re-scheduled to account for the delay and ensure the training is timely and the Postmaster is not disadvantaged by knowledge/skill fade.
- Post Office will evaluate all training feedback received from postmasters and will take relevant corrective action agreed.

1.4 Application

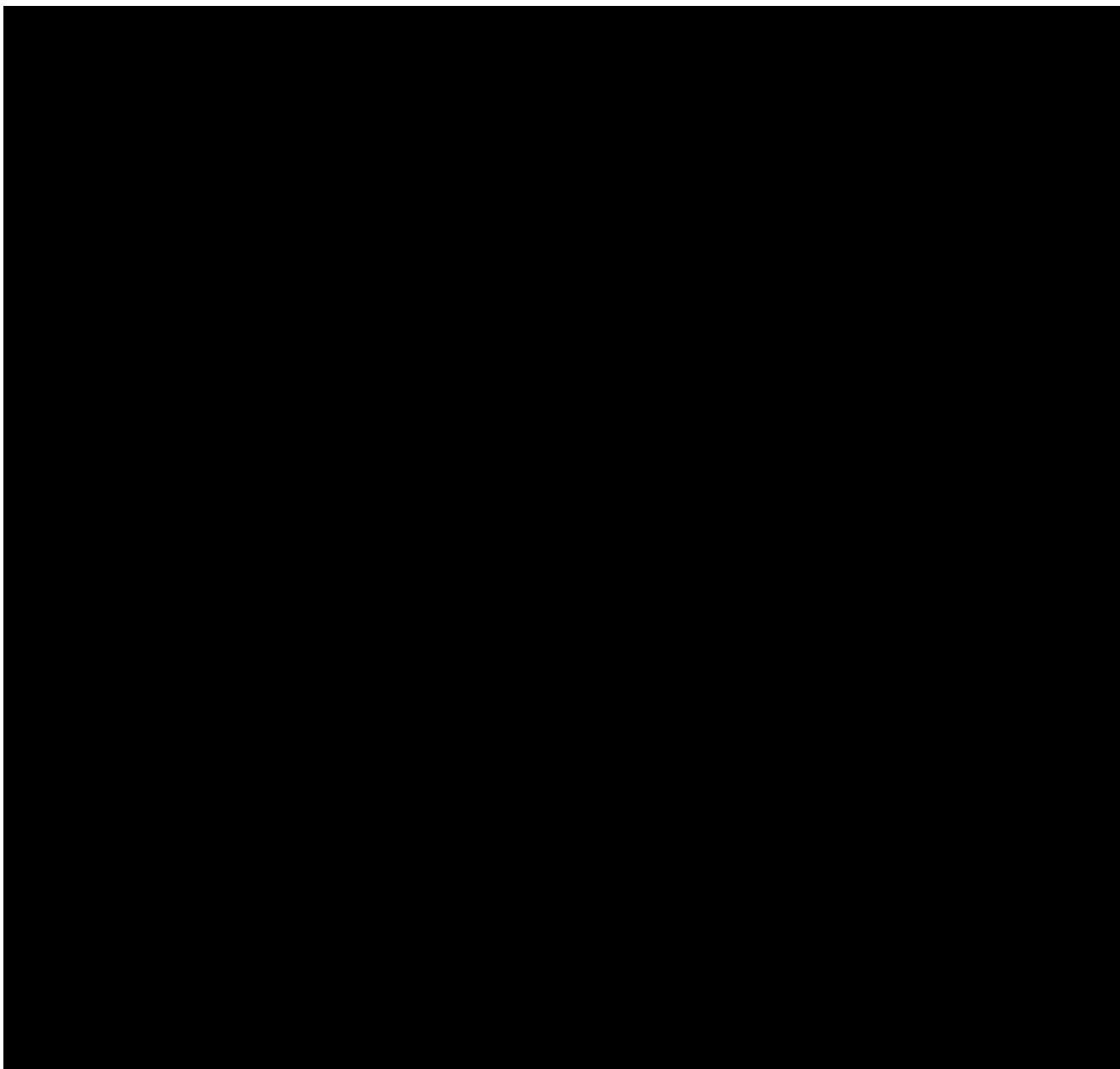
This Policy is applicable to all Post Office employees³ and defines the minimum standards to control financial loss, postmaster impact, regulatory breaches and reputational damage in line with the Post Office's Risk Appetite. The policy sets out guidelines applicable to postmasters and their assistants undertaking operational training.

³ In this Policy "employee" means permanent staff, temporary including agency staff, contractors, consultants and anyone else working for or on behalf of Post Office and, for clarity, does not include postmasters or postmasters' staff.



Post Office is committed to providing comprehensive training to all branch staff who require it.





2.2 Policy framework

This policy is part of a framework of postmaster support policies that has been established to set the minimum operating standards relating to the management of postmaster contract⁴ risks throughout the business and network in line with Post Office's risk appetite. The framework includes the following policies:

- Postmaster Onboarding
- Postmaster Training (this policy)
- Postmaster Complaint Handling
- Network Monitoring and Branch Assurance Support

⁴ In this policy, "postmaster contract" means contracts which relate to those branches not directly managed by Post Office

- Network Cash and Stock Management
- Network Transaction Corrections
- Postmaster Account Support
- Postmaster Accounting Dispute Resolution
- Postmaster Contract Performance
- Postmaster Contract Suspension
- Postmaster Contract Termination
- Postmaster Contract Termination Decision Review

2.3 Who must comply?

Compliance with this Policy is mandatory for all Post Office employees.

Where non-compliance with this policy is identified by Post Office personnel, Post Office will carry out an investigation. Where it is identified that an instance of non-compliance is caused through wilful disregard or negligence, this will be investigated in accordance with the Group Investigations Policy.

2.4 Roles & responsibilities

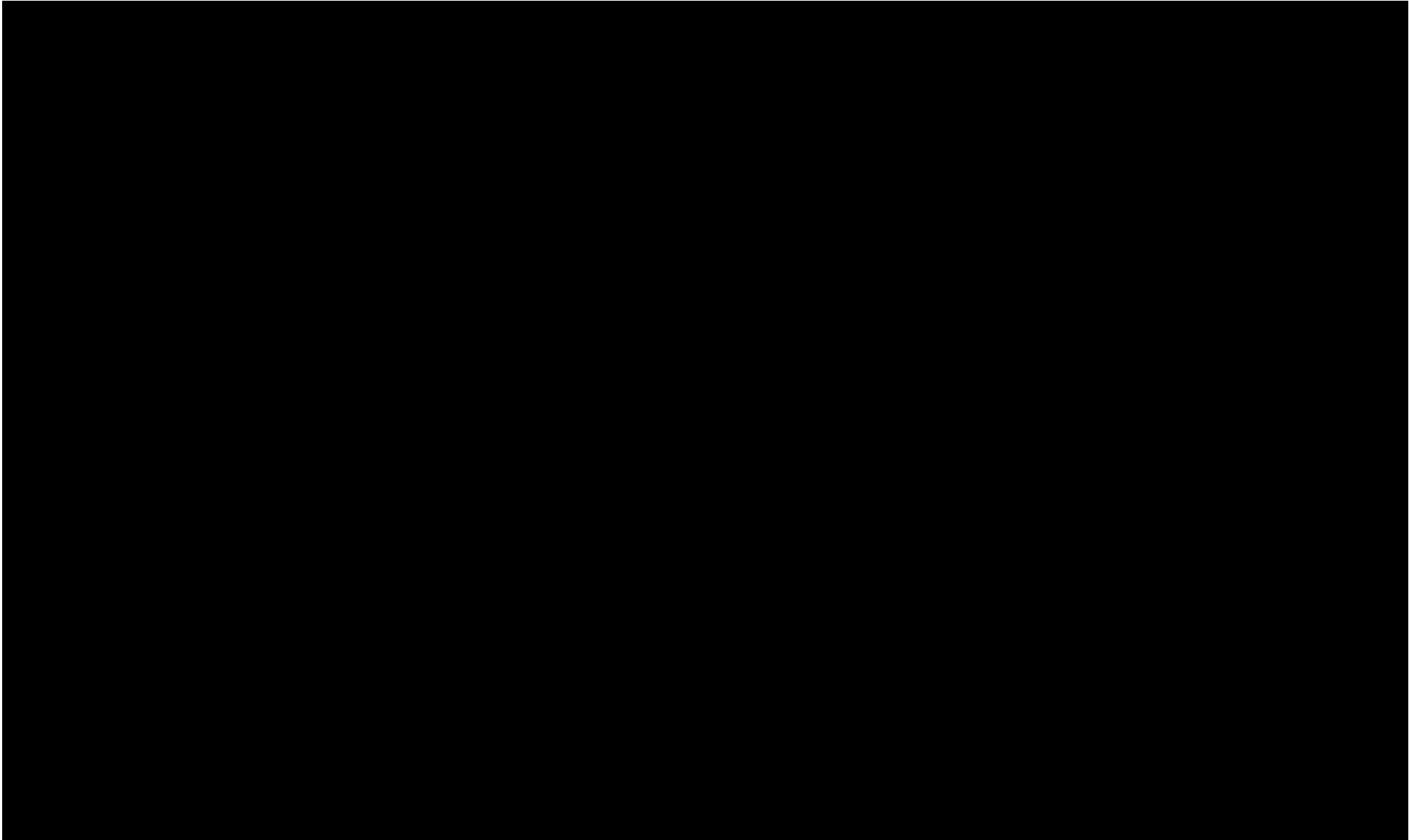
- **Audit, Risk and Compliance Committee** – is the Committee of the Post Office Limited Board which reviews and approves Postmaster Support policies.
- **Risk and Compliance Committee** - is the standing committee of the Strategic Executive Group who review and approve Postmaster Support policies for recommendation to the Audit, Risk and Compliance Committee.
- [REDACTED] is the policy owner and is accountable for the implementation of this policy. They must comply with the governance responsibilities set out at section 5.1 and will be involved in reviewing and making decisions on escalated training exceptions.
- [REDACTED] – is responsible for the relationship between the [REDACTED] postmaster, for the production and maintenance of eLearning modules, operational guides and work aids relevant to the learner journey, and for ensuring that such materials are accessible to the postmaster and their assistants. They are also responsible for the line management of the [REDACTED] and for reviewing and making decisions on escalated training exceptions.

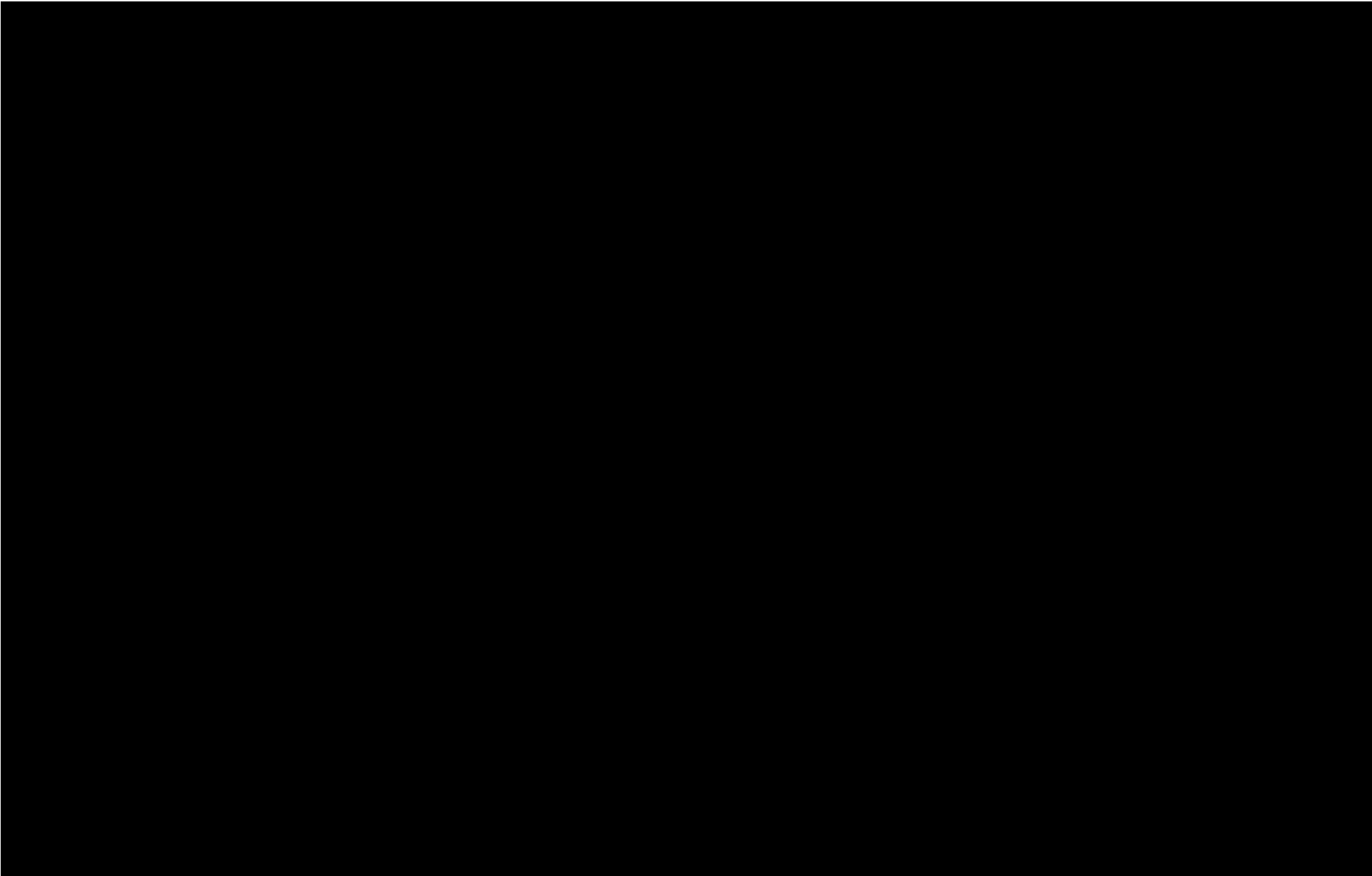
[REDACTED] is responsible for the maintenance and improvement of [REDACTED] used by postmasters and their assistants to access the eLearning modules and also responsible for publishing of learning content [REDACTED]

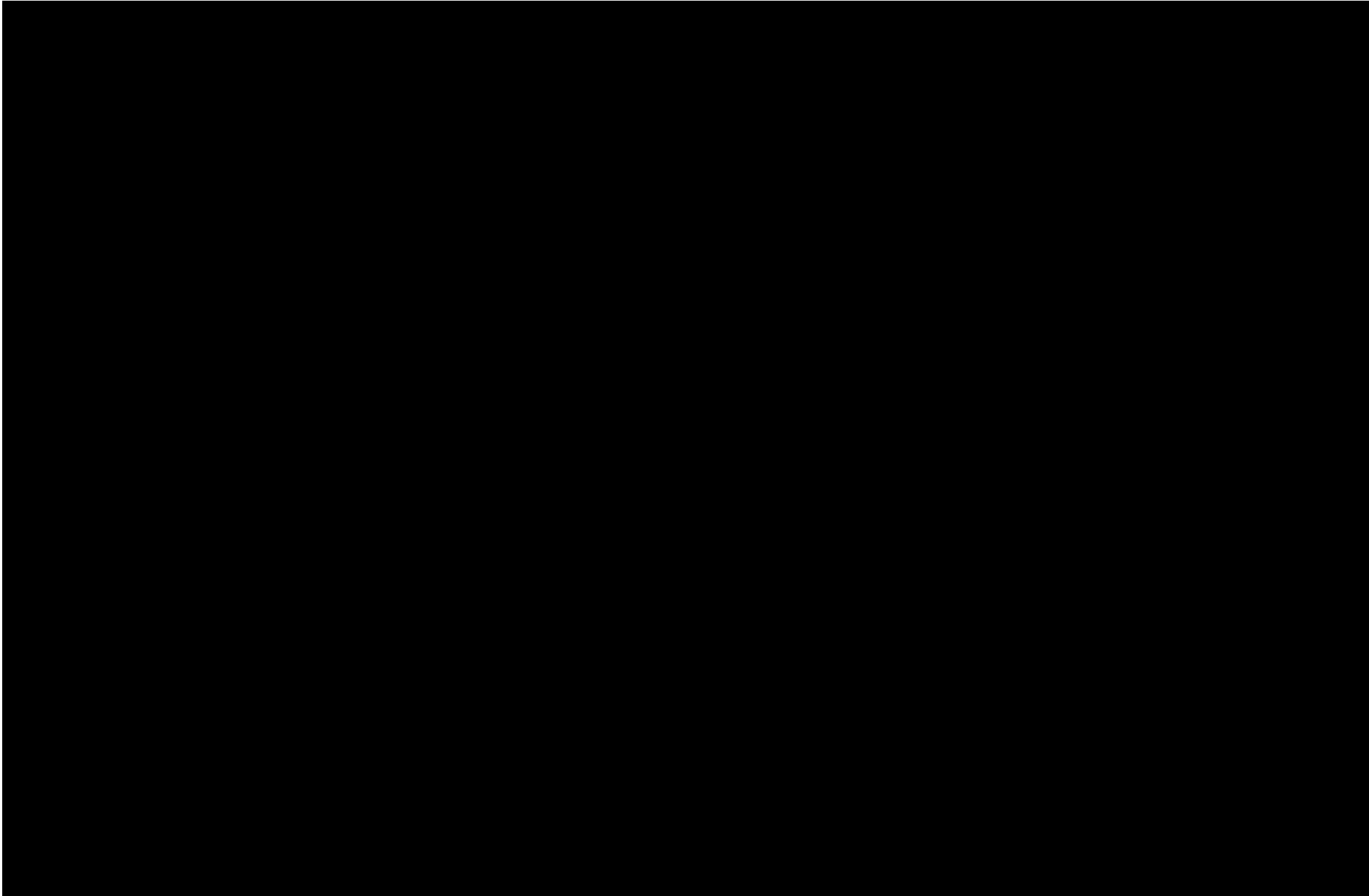
- [REDACTED] is responsible for the design, production and maintenance of the branch compliance learning, distance learning packs, eLearning modules, classroom courses, operational guides, 'How To' demonstration videos and work aids relevant to the learner journey, and for ensuring they are accessible to the postmaster and their assistants. Additionally, they also maintain the Branch Operational Training Catalogue that details the training offer available to branches.
- [REDACTED] – is responsible for allocating eLearning modules to postmasters and for scheduling classroom and onsite training.
- [REDACTED] – are responsible for providing classroom training to postmasters after they have completed the required initial eLearning modules. They will also provide further refresher classroom training to postmasters and assistants.
- [REDACTED] responsible for the line management of [REDACTED] [REDACTED] for observing and monitoring [REDACTED] on a regular basis and for ensuring classroom training and the facilities used in relation to classroom training remain at a high standard.
- [REDACTED] – is responsible to send out stakeholder engagement updates detailing the changes to make sure they are engaged and informed of any changes, this will enable the relevant teams such as training to review the change and highlight any areas of concern. Regular stakeholder engagement updates will be provided during the lifecycle of a change
- [REDACTED] - will be responsible for delivering retail class training, on-site within the Post Office network & leading and managing [REDACTED] Observations of [REDACTED] will be fundamental to ensure quality assurance is evidenced on both content and delivery as well as ensuring [REDACTED] are continually developing.

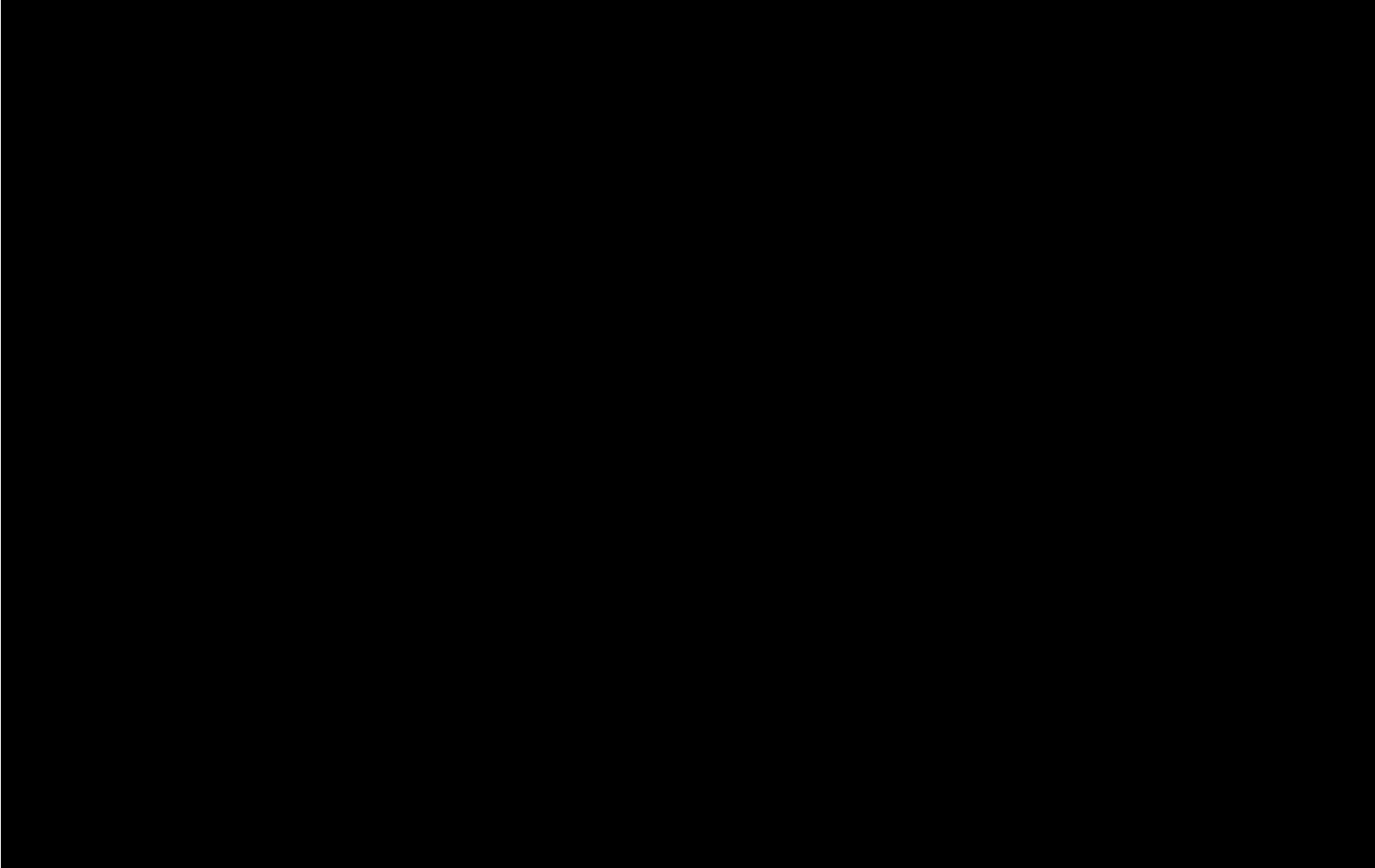
[REDACTED] – is responsible for delivering a comprehensive package of training and delivering on site support for up to 6 days to new branch teams. [REDACTED]
[REDACTED]

- [REDACTED] – is responsible for supporting branches during the first 6 months after onboarding. They will reinforce and embed the on-boarding training delivered [REDACTED] to ensure postmasters are proficient in navigating Horizon, as well as balancing and cash management.
- [REDACTED] responsible for supporting the relationship between Post Office and the postmaster.









3 Procedures

3.1 Operational training

It is imperative that operational training is not confined to the initial onboarding of postmasters and/or their assistants but that it is a continuous learning cycle. This will ensure that postmasters and/or their teams continue to feel confident when conducting Post Office transactions and processes using Horizon. In support of this, Post Office will provide comprehensive training packages to support a blended learning approach, throughout the terms of the postmaster's contract. There might be occasions where [REDACTED] feels the postmaster and/or their teams need further training, this could be by accessing further eLearning modules, getting further support from an onsite trainer or attending a refresher training course in a classroom environment. This would be a joint decision with the postmaster.

The postmaster is responsible for ensuring branch staff put their learning into practice after the initial onboarding training has taken place and is responsible for the branch staff's continuous learning cycle. The postmaster may feel that they or their teams need further training on certain aspects of the operation and if this is the case, the postmaster or branch manager can utilise the self-registration option [REDACTED] or contact [REDACTED] to discuss this further. Alternatively, [REDACTED] may also identify a need for further training and can arrange this by using the [REDACTED] which is sent each month [REDACTED] or by completing an intervention request.

A Post Office Operational Training Catalogue is available to postmasters and their staff via [REDACTED] and our [REDACTED] which details all training options available. These options include eLearning modules, classroom training, distance learning packs, 'how to' demonstration videos and other additional training modules.

Should a Postmaster decide not to send their new branch staff on a classroom training course, then the postmaster is responsible for ensuring the branch staff are inducted and trained. To support this, Post Office would encourage postmasters to make use of learning resources available. We have developed a 'Postmaster guide to new starters' document within the 'helping you run your branch folder' which can be accessed [REDACTED] provides guidance around areas to focus on. Sections of the Operational Training Guide can also be downloaded to support with the in-branch training of assistants. The helping you run your branch folder and the Operational Training Guide are available to view and download [REDACTED]

The learner process for new postmasters and (where requested) their assistants can be seen in appendix one.

Post Office will offer the following training to new postmasters and their assistants, as needed. The type of training differs depending upon the branch [REDACTED]

Online eLearning (10 hours' time commitment)

Introduction to Post Office and Learning:

- Mails
 - Mails Basics
 - Royal Mail: Inland Mails
 - Parcelforce: Inland Services
 - Royal Mail: Collections & Returns
 - Royal Mail: International Mail
 - Inland Mail Redirections Services
- Travel Money Services
- Banking Services and Automated Payments
 - Banking Services
 - PES: i-movo voucher services
 - Automated Payments
 - Postal Orders
 - MoneyGram
- Physical Security
- Compliance
 - Information Security and Data Protection
 - Anti-Money Laundering and terrorist Financing Awareness
 - Mails Compliance
 - Mails Prohibited and restricted items
 - Modern Slavery

Classroom training – 3 days

Basic transactions course, duration 2 days:

Practical training on the use of the Horizon system and day to day operations, covering:

- Security
- Introduction to Horizon
- Customer experience
- Banking Services
- Automated Payments
- Inland Mail
- End of Day Activities
- International Mail
- Travel Money
- Dealing with difficult customers

Back-office course, duration 1 day:

Please note: If local assistants do not deal with weekly or monthly accounting, they do not need to attend this course.

Practical training on the use of the Horizon system and day to day operations, covering:

[REDACTED]

Additional training available for all model types

[REDACTED]

[REDACTED]

[REDACTED] This training provides support to branches in the live environment and helps to embed the knowledge and skills gained from the eLearning and classroom training.

[REDACTED] or scheduled follow up balance, the [REDACTED] will note this on the Branch Contact File and make the [REDACTED] aware so that they can offer further support at the scheduled Trading Period balance.

[REDACTED] will also ensure that a demonstration of both inward and outward remittance procedures (cash and stock) is completed as part of the training and the relevant [REDACTED] will be informed of the need for additional early days support in these areas if any issues are identified.

Additional eLearning:

The additional eLearning has been created to cover products and services that are not widely available in all branches.

- ATM
 - o Daily activities
 - o Daily accounting
 - o Weekly accounting
 - o Other ATM activities
 - o Frequently asked questions

 - Monthly Branch Balancing
 - o The five key stages of a monthly Trading Period balance
 - o Stock Unit types and stock discrepancies

 - MoneyGram
 - o MoneyGram send
 - o MoneyGram receive
 - o Other services

 - Western Union
 - o Western Union send
 - o Western Union receive
 - o Other services
- [REDACTED]



- Vulnerable Customers
 - Definition of a Vulnerable Customer
 - How recognise and help Vulnerable Customers
 - The law and regulations

BAU learning – distance learning packs

Provide details on specific products and services and examples of conversations with customers. They assist postmasters and/or their Assistants (as applicable) in confidently introducing these products and services to customers.

- Savings
- Life Protection
- Travel Insurance
- Travel Money
- Motor & home insurance
- Everyday Banking Services
- Customer Referrals
- Passport check and send
- DVLA services

- Self Service Kiosks
- MoneyGram
- Drop and Go
- Inland Mail
- International Mail

- Vulnerable Customers
- PCI DSS branch audit

Annual mandatory compliance training

The Compliance workbooks for the below are available via  and Horizon. The test is available on Horizon.

- Financial Services
- Insurance
- Anti-Money Laundering and Counter Terrorist Financing
- Prohibited and Restricted Items
- Information Security and Data Protection
- Mails Compliance

Additional support materials:

An Operational Training Guide which contains detailed information on how to process transactions and undertake back-office procedures is provided to each postmaster, and/or their staff (as applicable) during their classroom training.

Work aids

To provide a reminder of key processes that need to be completed in branch.

Work aids are handed out at classroom training and are available as a PDF on Branch Hub.

- ATM
- Remittances
- Investigating Discrepancies

Also available as a PDF on Branch Hub are;

Tablet user work aids

- Tablet device
- DVLA
- Passport
- SIA (Security Industry Authority)

'How to' videos

To provide practical demonstrations on key operational elements of running a branch. There are 23 videos providing guidance on transactions, processes and procedures

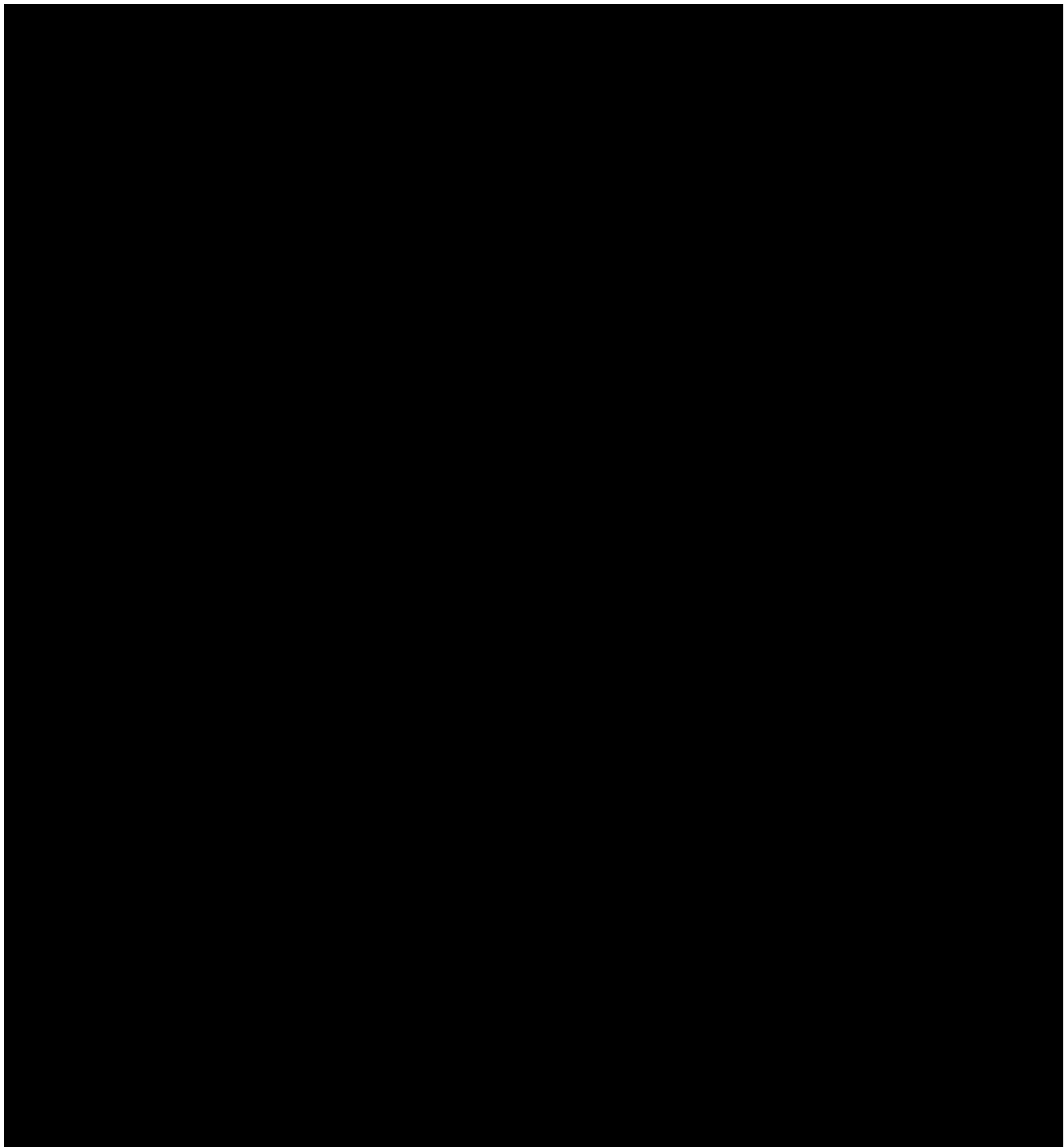
Further refresher training

Further classroom training courses are available to postmasters to further enhance their learning journey. Postmasters can ask for support by contacting [REDACTED]

3.2 Knowledge articles

Information is also available on [REDACTED] to help branch staff enhance their training and boost their knowledge. The following is not an exhaustive list but the information available on [REDACTED] includes:

- Help with Transaction Correction processes
- Help with completing and monitoring reversals
- Help with weekly and monthly stock unit processes
- Help with IT issues
- Branch Operational Training Catalogue
- All Compliance Workbooks
- The Compliance Calendar
- Operational Training Guide
- Distance Learning Packs



4 Where to go for help

4.1 Additional policies

This policy is one of a set of policies. [REDACTED]
[REDACTED]

4.2 How to raise a concern

Any postmaster, any postmaster's staff or any Post Office employee who suspects that there is a breach of this Policy should report this without any undue delay.

If a postmaster or any postmaster's staff are unable to raise the matter with the area manager of the relevant branch or if a Post Office employee is unable to speak to her or his line manager, any person can bring it to Post Office's attention independently and can use the Speak Up channels for this purpose. Any person can raise concerns anonymously, although disclosing as much information as possible helps ensure Post Office can conduct a thorough investigation.

For more details about how and where to raise concerns, please refer to the current Speak Up Policy
[REDACTED]
[REDACTED]

Please note that a postmaster may also contact the National Federation of Sub-Postmasters (NFSP) for help and support, by contacting their helpline on 01273 452324 or by emailing admin@nfsp.org.uk.

4.3 Who to contact for more information?

If you need further information about this policy or wish to report an issue in relation to this policy, please contact the [REDACTED]

5 Governance

5.1 Governance responsibilities

The Policy sponsor, the Group Chief Retail Officer of Post Office, takes responsibility for policies covering their areas.

██ who is responsible for ensuring that the content is up to date and is capable of being executed. As part of the review process, they need to ensure that the minimum controls articulated in the policy are working or to identify any gaps and provide an action plan for remediation

Additionally, ██ is responsible for providing appropriate and timely reporting to the Risk and Compliance Committee and the Audit, Risk and Compliance Committee as required.

The Audit, Risk and Compliance Committee is responsible for approving the Policy and overseeing compliance.

The Board is responsible for setting Post Office's risk appetite.

6 Document control

6.1 Document version control

Summary

GE policy sponsor	Standard owner	Standard implementer	Standard approver
Martin Roberts (Group Chief Retail Officer)	[REDACTED]	[REDACTED]	R&CC/ARC
Version	Document review period	Policy – effective date	Policy location
4.0	Annual	03/2024	Postmaster Support Policies [REDACTED]

Revision history

Version	Date	Changes	Updated by
0.1	17th August 2020	Draft Version	[REDACTED]
0.2	25th August 2020	Edits after review round	[REDACTED]
1.0	2nd September 2020	Signed off by [REDACTED]	[REDACTED]
1.1	18th March 2021	Amendments to align with postmaster support policies	[REDACTED]
1.2	22nd March 2021	Updates following operational review	[REDACTED]
1.3	30th March 2021	Addition of Minimum Control Standards table Final approved by ARC	[REDACTED]
1.4	28th April 2021	Further references to branch staff included Alignment with other postmaster support policies	[REDACTED]
1.5	25th May 2021	Added linked policy statement to front page Added reference to the Group Investigations Policy to section 2.3 Who Must Comply? Updated link to section 4.1	[REDACTED]
1.6	18 th February 2022	Annual review 1.2 Addition of section stating that a postmaster may authorise someone to act on their/its behalf 1.3 Additional support for ongoing training needs added 2.1 Updated risk appetite statements to include Operational statements 2.4 Updated Quality Assurance and Training leads [REDACTED] Addition of compliance learning, distance learning and “How To” videos to [REDACTED] role. Addition [REDACTED] [REDACTED] role. Cash remittance and balancing support added to [REDACTED]	[REDACTED]

		<p>2.5 Updating [REDACTED] observations by [REDACTED] accreditation and regular updates to [REDACTED] and the ongoing reinforcement and embedding of training procedures for branch added</p> <p>3.1 Additional paragraph on resources for training new branch staff, if they are not sent on a classroom training course. Updated content of training courses. Addition of information on Work Aids and 'How to' videos.</p> <p>7. New image</p>	
2.0	1 st April 2022	Amended version number following approval	[REDACTED]
2.1	5 th July 2022	<p>1.1, 2.4, 4.3, 5.1, 6.1 Updated owner and sponsor</p> <p>6.1 Updated Implementer</p> <p>Font updated to Nunito Sans</p>	
2.2	14 th November 2022	<p>2.4 Addition of [REDACTED] role and adjustments to reflect the role of onsite trainers</p> <p>2.5 Addition of Quarterly product knowledge testing</p> <p>3.1 Increased focus on self-help and self-learning</p> <p>Training duration and content updated throughout</p> <p>3.1 and 7 Removal of reference to Online assessment videos</p>	
2.3	30 th November 2022	<p>2.5 Clarification and change of frequency for controls standard of trainer accreditation.</p> <p>5.2 Added Speak Up contact details</p>	
3.0	27 th January 2023	Updated to full version number following approval at ARC	
3.1	8 th December 2023	<p>2.1 Amended risk exception statement</p> <p>2.2 Updated framework policy name – Contract Termination Decisions Review</p>	
3.2	9 th February 2024	<p>Annual Review</p> <p>1.3 Clarification on accredited trainers</p> <p>Additional information on how all new postmasters (or nominee) will receive full training</p> <p>Confirmation that training can be rescheduled if Onboarding journey delayed</p> <p>2.4 Additional responsibilities added to several roles</p> <p>3.1 Addition and removal of selected training modules</p> <p>[REDACTED]</p> <p>4.2 Added NFSP contact details</p> <p>7.0 Updated appendices to show optional shadowing</p>	
4.0	3 rd April 2024	Updated version number following ARC approval GE replaced with SEG	

6.2 Oversight committee

Oversight committee: Risk and Compliance Committee and Audit, Risk and Compliance Committee

Committee	Date approved
POL R&CC	12 MARCH 2024
POL ARC	20 MARCH 2024

Next review: 31 MARCH 2025

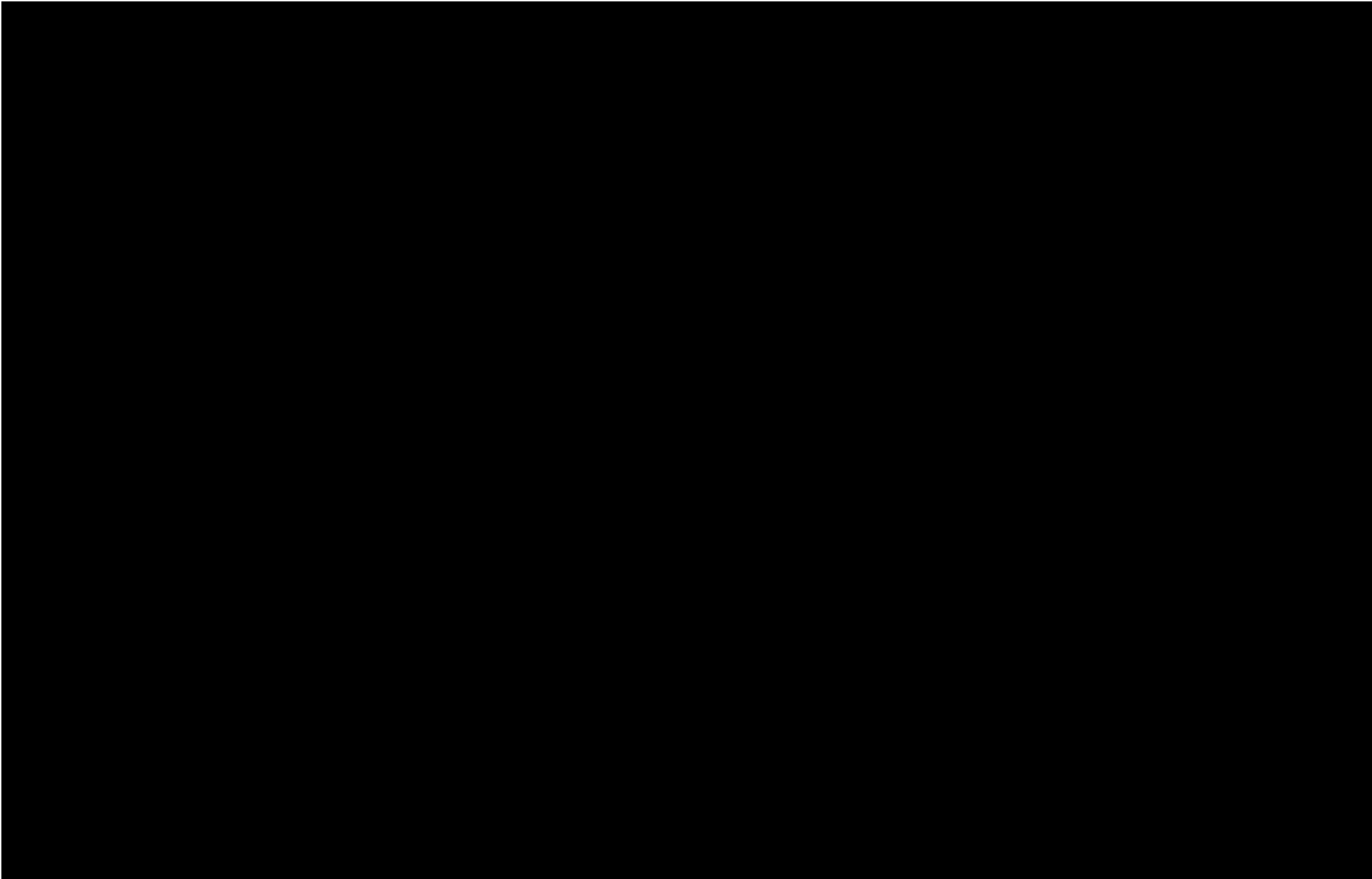
6.3 Company details

Post Office Limited and Post Office Management Services Limited are registered in England and Wales. Registered numbers 2154540 and 08459718 respectively. Registered Office: Finsbury Dials, 20 Finsbury Street, London EC2Y 9AQ.

Post Office Management Services Limited is authorised and regulated by the Financial Conduct Authority (FCA), FRN 630318. Its Information Commissioners Office registration number is ZA090585.

Post Office Limited is authorised and regulated by Her Majesty's Revenue and Customs (HMRC), REF 12137104. Its Information Commissioners Office registration number is Z4866081.

VAT registration number GB 172 6705 02. Registered office: Finsbury Dials, 20 Finsbury Street, London, England EC2Y 9AQ



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