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**From:** Macdonald  
Duncan[/O=EXCHANGE/OU=ADMINGROUP1/CN=RECIPIENTS/CN=MACDONALDD2]  
**Sent:** Fri 25/03/2011 1:45:42 PM (UTC)  
**To:** Jenkins Gareth GI [GRO]  
**Subject:** RE: AD11\_007 Urgent - Performance Plus Appraisal Dates

Thanks

That's more than enough.

Duncan

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**From:** Jenkins Gareth GI  
**Sent:** 25 March 2011 13:45  
**To:** Macdonald Duncan  
**Subject:** RE: AD11\_007 Urgent - Performance Plus Appraisal Dates

Duncan,

Over the last year I've been working on the following:

1. At the start of the year I was doing a lot of HNG-X Support. Specifically making sure Data Migration was working OK as branches Migrated and also producing weekly reports on numbers of HNG-X sessions that required recovering. Also hit a few Accounting bugs which needed to be fixed.
2. Working with the counter team to help manage the Peak Backlog
3. I'm a member of the Business Impact Forum which is trying to close down outstanding Peaks
4. I've been involved in a number of Live support issues – including a couple of cases where POL SAP has had major accounting discrepancies. In one such case I was able to explain to the POL SAP support team where they had managed to lose the data in the XI system – even though the XI support team had initially been unable to find it!
5. I was responsible for a number of CPs in R2:
  - a. PING
  - b. High Value Referrals
  - c. Policing MoPs
  - d. Policing Card Refunds
  - e. Offline Banking
  - f. Reason for Stock Adjustments
  - g. Streamline changes for Accreditation failures

In some cases my involvement was primarily in putting together the high level requirements in the CP and the detailed design etc was done by development with little further involvement from me. However I was involved in reviewing all the work and as a contact point with POL – particularly when there were issues.

6. I put together the Migration Strategy for R2 migration and carried this forward and amended it as necessary for R3 and R4. In all cases I was providing support during the overnight DC migrations. They all went smoothly.
7. I had limited involvement in R3 and R4 other than in Migration
8. I spent some time with POL supporting a series of court cases where POL was prosecuting ex-Postmasters for Theft where the Post Masters were claiming a problem with the system. Cases were:
  - a. West Byfleet: For this case I spent some time analysing a year's worth of transactions and explaining to the Defence Expert how Horizon worked. I was required to comment on the Defence expert's reports and spent a week at the court during the Trail including a full day in the Witness box being

examined and cross examined by the barristers. The defendant was found guilty of Theft and Horizon was given a clean bill of health

- b. Porters Avenue: For this case I attended a pre-trial hearing and commented on some reports produced by the defence. At the Trial the postmaster was found guilty
  - c. Bramwell: For this case I was given very little notice and had to comment on the Defence Expert's report at the last minute and then attend the Trial. The trial was really all about how much had been stolen (the Postmaster claimed to have only stolen £45K and was accused of stealing £76K). When the defendant was giving evidence I realise how they were mistaken and informed the Barrister and as a result the Defence accepted that the full amount had been taken.
  - d. Rinkfield: Again I had a year's worth of transactions to analyse working with the same Defence Expert as for West Byfleet. Having had detailed discussions with the Defence expert (who was always late in producing reports) and also meetings with the Barrister in Newcastle, I attended the Trail in Carlisle. At the start of the Trial the Post office did a deal where the Theft charge was dropped and the defendant pleaded guilty and agreed that there was no problem with Horizon, so I wasn't needed.
9. I'm now working on some R5 and R6 CPs:
- a. PO Essentials
  - b. Client File Delivery where I am supporting Pete J – my role is looking at the accounting implications and working with the POL SAP team
  - c. New MA: moving from Streamline to HMS
  - d. Starting work on switching the A&L interface to Santander
10. I've also provided some support for a bid to introduce IntelliQ to POL to help analyse transactions for fraud

For most of these I've been working with David Hinde as PM so he may be able to provide some feedback if you need it.

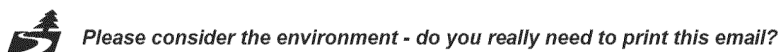
Does that give you what you need?

Regards

Gareth

Gareth Jenkins  
Distinguished Engineer  
Business Applications Architect  
Royal Mail Group Account

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**From:** Macdonald Duncan  
**Sent:** 25 March 2011 12:21  
**To:** Jenkins Gareth GI  
**Subject:** RE: AD11\_007 Urgent - Performance Plus Appraisal Dates

Gareth

Give me a list of the main CPs you've worked on in the last year so that I can 'modernise' my comments.

Duncan

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**From:** Jenkins Gareth GI  
**Sent:** 25 March 2011 12:14  
**To:** Macdonald Duncan  
**Subject:** RE: AD11\_007 Urgent - Performance Plus Appraisal Dates

Duncan,

I've had a quick look and my objectives look OK.

Thanks for sorting this out. Do you need anything from me?

Regards

Gareth

Gareth Jenkins  
Distinguished Engineer  
Business Applications Architect  
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**From:** Macdonald Duncan  
**Sent:** 25 March 2011 11:47  
**To:** Jenkins Gareth GI  
**Subject:** FW: AD11\_007 Urgent - Performance Plus Appraisal Dates  
**Importance:** High

Gareth

Can you please confirm that your objectives are up to date and complete?

I'll hope and get your appraisal done in the next couple of weeks.

Duncan

**From:** Applications Division Communications  
**Sent:** 25 March 2011 11:35  
**Subject:** AD11\_007 Urgent - Performance Plus Appraisal Dates  
**Importance:** High

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## Applications Division Announcement

<b>Reference number:</b>	AD11_007
<b>For:</b>	All Appraisal Managers within Applications Division
<b>Date:</b>	Friday 25 <sup>th</sup> March 2011
<b>Message from:</b>	<b>John Hanley</b> , (Managing Director, Applications Division)
<b>Re:</b>	Urgent - Performance Plus Appraisal Dates

In order to ensure a fast start to the new financial year, it is vital that the 2010/11 appraisals are loaded onto the appraisal system by 30th April. I appreciate that this may differ from previous communications, **but it is imperative that we work to the new date** to ensure everyone is clear of the expectations for the coming year. Therefore if you haven't already done it is important that you schedule appraisal meetings with your team members **as soon as possible**.

It is really important that employees receive clear and realistic messages about how they have done over the year against their objectives and that our Performance Assessment Category (PAC) ratings reflect this and are applied consistently.

You will be familiar with the definitions of the PAC's below in the middle column **but please consider the additional comments in blue in the end column** which expand on these definitions and hopefully make clear the results expected in each category. Please think carefully about these definitions when considering which PAC to award based on the results your team members have actually delivered against their objectives and performance measures.

O	<b>Outstanding</b>	Consistently out-performs beyond the agreed tasks and objectives	<i>Has delivered and can evidence exceptional results time after time that have had a significant impact on organisation performance</i>
E	<b>Exceeds</b>	Frequently exceeds the agreed tasks and objectives	<i>Has repeatedly delivered above and beyond what was expected of them and this can be seen in the results achieved</i>

<b>A</b>	<b>Achiever</b>	<b>Consistently meets the agreed tasks and objectives</b>	<i>Has delivered what was expected of them across their objectives to AS targets</i>
<b>P</b>	<b>Partially Meets</b>	Meets some of the agreed tasks and objectives	<i>Has delivered against some of their objectives but not against others with some room for development to reach the required standard</i>
<b>U</b>	<b>Unsatisfactory</b>	Consistently under-performs relative to the agreed tasks and objectives	<i>Has not delivered to the required standard when assessed against stated objectives and role/level performance expectations</i>
<b>NS</b>	<b>Not Specified</b>	Not yet rated	<i>Should be used for cases where an appraisal has not been possible e.g. long term sick, maternity, new starter</i>

It is important to remember that someone who is consistently, time after time delivering against their objectives (an Achiever) has much to be proud of and this should not be seen as an “average” rating. In order to give your team members a fair PAC rating:

- Focus on **outputs** and **results** – not inputs and activities
- Consider achievement against each *individual objective* on its own merits
- *Avoid “central tendency”* by not selecting the middle PAC rating as a default
- Take a *balanced view* of how the team member has done throughout the year – don’t just focus on most recent events
- PACs should be about individual performance and not pay
- **Be consistent in the approach you take across your team**
- A moderation process will take place to ensure consistency across AD

To support you in completing these activities there is a wealth of information contained within the Managers Toolkit which can be found [here](#).

For further information please contact Matt George from the [Core Division Communications](#) team

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