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## TERMS OF REFERENCE PAST ROLES PROJECT

### Context

After the Inquiry Compensation Hearing in December 2022, it became apparent that POL had recruited into its Remediation Unite team (RU Team) employees who had previously worked for POL in the auditing, investigation, suspension, or termination of Postmasters connected to historic horizon shortfall cases. This risked undermining the integrity of, or the public or postmaster confidence in, the work being done by RU. It also put employees "at risk". RU took a "conflicts paper" to GE on 7 July 2023 and a further paper on 8 November 2023 "past roles paper" recommending work to identify RU employees with potentially problematic historical roles with a view to redeploying them and extending this thinking into the wider business.

### Aim

The aim of this project is to:

1. Review the past roles conducted by colleagues currently employed within the RU and Inquiry teams, to identify any that could be (for want of a better word) potentially problematic. Examples of such roles might include roles in the auditing, investigation, suspension or termination of Postmasters connected to historic horizon shortfall cases. They might be "problematic" because they pose a risk to integrity of independence of work being done now, public or postmaster confidence in that work, they create conflict, or they place our employees at risk.
2. Identify where else in the business (other than RU and Inquiry) such roles might also pose a similar risk.
3. Identify the employees who have those potentially problematic backgrounds and who are working in roles in which that creates an identified risk.
4. Mitigate the risks, including by internal and external comms, provided employee with appropriate support (including EAP support), training and education, and exploring redeployment.

### Scope:

To achieve the Aim the people team will produce MI and a report that details the past employment history of colleagues currently employed in RU, and Inquiry team and elsewhere in the business.

- ***Paying particular attention to:***

#### **Problematic past roles**

- Roles that were involved in the auditing, investigation, suspension or termination of Postmaster's and POL employees.
- Problematic roles as identified between January 1999 and December 2017 (the period of prosecution undertaken by Post Office Ltd).
- Reemployment of colleague's post 2017 who have potential problematic backgrounds between January 1999 and December 2017.
- The information obtained during one-to-one meetings with their line managers to clarify the roles and accountabilities of the colleagues' previous roles.

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**The roles in the wider business in which particular risk could result.**

- Performing an initial assessment of the roles currently undertaken within POL at large in respect of which having worked in such a role could be thought to give rise to the identified risks.

**The risks that could emerge**

- For example: (i) Criticism of employees (say on social media); (ii) Undermining the integrity of the work being performed (for example, giving rise to conflict or the perception of conflict); (iii) Undermining postmaster of the public confidence in the work being performed by POL, or the specific team.

**Next Step Options**

The below list of next steps is likely to form the most likely recommendations made by the People Team to the past roles review panel. Neither the People Team or the review panel is limited to the contents of this option list and may choose to direct next steps outside of, or in addition to, the options below.

- **Convene a “Past Roles Panel” to:**
  - **First: Review the rationale applied to the assessments, in particular:**
    - Whether the past problematic roles are correct
    - Whether the role in the wider business in which particular risk could result are correct
    - Whether the risks identified are correct
    - [Approve any associated internal and external comms]
  - **Second: having established and approved the rationale, to hear individual cases to decide whether colleagues should carry on performing their current roles or whether an ER process should be commenced to redeploy.**
    - All colleagues must be assessed on a case-by-case basis to ensure the consistent and fair treatment of impacted individuals.
    - Panel should direct that further clarity on the colleagues past employment history and detail of roles undertaken where there is some element of ambiguity about the risk.
    - If the panel agrees the colleagues past role gives rise to an identified risk, the panel should decide on the correct approach, which could include:
      - EAP support.
      - Training and education (for teams or individuals).
      - Redeployment into an alternative role.
    - The panel should look to resolve individual cases through support, training and cultural shift, and leaving colleagues in existing roles before looking to redeploy.
    - If the panel considers redeployment is preferable, it shall have regard to colleague expectations, adaptability clauses in employment contracts, the suitability of suitable alternative employment and its suitability for the particular colleague.
    - The panel should also have regard to the operational impact of unsettling or displacing colleagues in relevant parts of the business unit (single points of failure) and agree actions to mitigate.

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Signed: