



Problem Management

Status Report

For Month - October 2001

<i>Author</i>	Des Hansbury	<i>Reference</i>	BSM/PM/SR/OCT/001
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POCL	Kevin Lenihan		

Distribution

1. BSM Lead Team
2. Dave Hulbert
3. Richard Ashcroft
4. BSM Problem Management Team
5. Problem Co-ordinators

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Section 1 - Introduction

1.1 Purpose

The purpose of this report is to provide Business Service Management with a status report of problems managed by the Problem Management team for the month of October 2001.

1.2 Context

The report will focus on the management of 'open' problems and provides details of ongoing development and operational activity during the month.

1.3 Problem Definition / Classification

A 'Problem' :-

- is a record of an underlying cause which may result in Incidents;
- potentially exists when a defect in the specification, design, production, implementation, or use of any of the service components results in any aspect of the service not meeting expectations;
- will be raised when the impact of the defect (e.g. the level and severity of the related incidents) is substantial enough to warrant action to eradicate it.;
- will be deemed to exist when it is logged on a PON or ICL Pathway Problem Management system;
- will be closed when it has been agreed that the underlying cause has been fixed or removed.

Section 2 - Management Summary

- 2.1 The number of problems opened in October (27) was a bit above the recent average, primarily due to 'Your Guide' issues (7 = 26%). As usual, 'Problem Offices' accounted for a high percentage of the new problems (11 = 41%). The 'Your Guide' problems, whilst large in number do not reflect a major concern however - more an improvement in the visibility of issues which are largely resolved quite quickly.
- 2.1.1 The larger pieces of work that Problem Management are involved in - often driving business conformance / activity have not yet been included in our statistics. The process to deal with these is currently being defined, but for information purposes, the main areas of activity have been :-
- Bad debts - involving Territories, Legal Services and Transaction Processing ;
 - Part Time Outlets Data - establishing baseline info. and involved in establishing change control processes;
 - Training for Holiday Relief staff - gathering baseline data to support case for National Training to deliver;
 - Centralised reference points for Business policy - to improve visibility for PM and NBSC use.
- 2.1.2 On top of all the above, there has been a lot of activity this month in relation to the reorganisation of the Your Guide (YG) centre and we are getting to grips with process changes that are necessary to support the reshaped infrastructure.
- 2.1.3 The key problems and issues which have provided the main focus for us this month were in relation to :-
- 2.2 **Non Polling**
The numbers have levelled out a bit and remain relatively low although still unacceptable - pending implementation of the 'rectification plan'. A 'lap top' solution has been tested in a development environment and the 'live environment' test will be carried out at one office during November. If all goes well, there will be a pilot in the South East involving 4200 offices (test will be at the worst 5 non poll offices per day in that region) and a full roll out (if the pilot is successful) in Jan - March 2002.

2.3 **Your Guide (YG) Issues**

As mentioned in the opening paragraphs, YG issues were more prevalent this month. The main problems were :-

2.3.1 • P10000592 White Screens

White screens picked up again after a major incident on 28 September, when Energis, concerned about network congestion, invoked a service-related contingency and reduced the bandwidths - too far! 90% of the Horizon network was affected at one stage, with a commensurate effect on Your Guide kiosks. Since then, Energis have continued to monitor the network and have agreed to restore bandwidth to the previous level, except between 3 and 4 am, which is when the YG Kiosks all reboot and try to contact the web server then white out when they can't.

2.3.2 • P10000632 Service Interruption 26/09/01

Meantime, two other causes of white screens were identified. The service interruption on 26 Sept related to a corrupt rules base on the firewall; the security feature which determines access to the server failed, thereby forbidding access to legitimate machines. An eventual hardware swap appears to have solved this one.

2.3.3 • P10000643 Failure of YG Network 06/10/01

The failure of the entire network on 6 October was due to another hardware problem, in that an entire comms switching panel at Bootle data centre failed, therefore denying any communications at all between kiosk and server. Although Horizon could continue to function via Wigan, there is no such back-up for Your Guide. In the absence of a report from Nortel, the owners of the kit that failed, Energis have been asked to provide assurance that they have a plan to deal with any such recurrence.

2.4 **First Rate Issues**

P10000567 Customers unable to contact First Rate

P10000571 Non receipt of pre-order currency in outlets

P10000630 Offices receiving incorrect First Rate orders

2.4.1 After a bit of stalemate and no real movement on these problems, a meeting took place on 8 October to get both visibility and action.

- **567** - First Rate (FR) have had problems with the system crashing, but aren't in a position to renew the system due to lack of funds associated with the current contract (Investment appraisal process is part of potential new deal). A suggestion was made that they have a contingency plan and that NBSC would be that contingency and be paid accordingly - that is now being looked into.
- **571** - Due to the low numbers of outlets being affected by this problem, the amount of failures falls within the failure rate for the Special Delivery service, so although it is disappointing, it looks as though there isn't any more we can do.
- **630** - The database used by First Rate will be validated to make sure all office details are correct, and the process used at the pick and pack centre will be checked to see where the failures are occurring and how they might be stopped.

2.5

Slow Running At Counters

The problem has been ongoing for a considerable length of time. The day to day slow running (navigating from screen to screen etc.) has been difficult to prove and could be user perception. However, the Adjust Stock & Slow Rollover has been known about since April.

- A fix was devised for the problem but a side effect of this was that the order of reports generated would be different. POL therefore said that the fix was unacceptable as it stood.
- ICLP began working on the side effect to the fix. This had the effect of making the fix 'bigger' in size to the system.
- The Counter_S10R_DELTA package, which contains the 'Slow running Adjust Stock/ Balance snapshot' fix as one of its components was piloted on 30/10/01. The pilot offices were to be monitored over the balance period and if the fix proves successful, it will be released to the rest of the live estate - we are currently waiting for details of the success of the fix.

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Section 3 - New Problems**Open Problems Raised between 01/10/2001 and 31/10/2001**

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000634		Office transfers/closures	Measures in place to close the gap and decide whether an automated solution is appropriate in light of known plans i.e. ERA	31/1/2002	02/10/2001
Action Resolution	The final cash account figures at an office transfer/closure are reported on a manual Final Account form (P242). This form is normally printed as part of the annual revision process but as there are no plans to revise/reprint manual CA forms this leaves a gap as far as a final balance is concerned. Still awaiting information from legal services as to the requirements of the Business. No update from FSA team as this problem is not being discussed until 7 November at their team meeting.				
P10000641		Training- Dunkeswell 173519- Problem Office	Calls to reduce to an average of 4 per month.	31/12/2001	08/10/2001
Action Resolution	The office has been making a higher than average amount of calls to both help desks. These calls have been regarding basic advice and guidance, which after the amount of time the office has been live, should not really be a problem. Training has been requested for the outlet from the region. Awaiting response from the RLM/AM				
P10000642		Training- Weoley Hill 418201- Problem Office	Calls reduced to an average level of 4 per month.	31/12/2001	08/10/2001
Action Resolution	The office has been making a higher than average amount of calls to both help desks. These calls have been regarding basic advice and guidance, which after the amount of time the office has been live, should not really be a problem. Training has been requested for the outlet from the region. Awaiting response from the RLM/AM				
P10000644		Datestamps - broken or with incorrect date	Knowledge Base case to advise offices how to proceed with an inoperable datestamp.	30/11/2001	15/10/2001
Action Resolution	Discussions with the Retail Line and Network Transformation teams indicate most areas make local arrangements such as using a generic "Territory" stamp or one from a closed outlet. The Network Change Mgr. is looking at whether a new process is needed or whether these local practices can become standard practice. The security arrangements will need to be looked into so that there is an audit trail of where each stamp has been used. Due to the NCM's commitments with other issues, some of which have a higher financial priority, the next update has been agreed for 30/11/01.				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000646	PC0070864	*YG* - Your Guide Printer Failures & Spares Supply	Legible prints delivered to the user.	03/12/2001	16/10/2001
Action Resolution	There are two identified causes of failure. Firstly, there is a buildup of static that does not earth properly, causing the printer to fail, and secondly the printer heads are found to be dirty, perhaps as a result of being shipped in that condition. After a Divisional Alert was raised in ICL Pathway, delivery of the spares that had been requisitioned was expedited, giving a total of 12. Whether this will be sufficient is being monitored. The printer heads issue is being tackled on two fronts; the paper is no longer being pre-loaded, enabling a visual inspection of the heads before the printer leaves the factory, and the engineers have been equipped with aerospray canisters and will clean the heads as part of routine maintenance..				
P10000648	PC0070809.	S10 Girobank reversal	Root cause identified, and a fix produced and delivered to all S10 outlets.	17/11/2001	17/10/2001
Action Resolution	After the S10 software drop five outlets were having problems reversing Girobank transactions on the Horizon node that they were originally processed through. They did however manage to reverse them on the gateway node. Potentially, all outlets with more than one terminal could be affected, but to date it seems that only these five have. We haven't been provided with any reason why it should have only affected these outlets nor has the root cause been identified.				
P10000650	PC0070940	Training Pontardulais 253642 - Problem Office	Calls to reduce to average of 4 per month.	31/12/2001	17/10/2001
Action Resolution	The office has been making a higher than average amount of calls to both help desks. These calls have been regarding basic advice and guidance, which after the amount of time the office has been live, should not really be a problem. Training has been requested for the outlet from the region. Awaiting response from the RLM/AM				
P10000651		Training Weeting 136112 - Problem Office	Calls to reduce to on average 4 calls per month.	31/12/2001	17/10/2001
Action Resolution	The office has been making a higher than average amount of calls to both help desks. These calls have been regarding basic advice and guidance, which after the amount of time the office has been live, should not really be a problem. Training has been requested for the outlet from the region. Awaiting response from the RLM/AM				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000652	PC0070939	Training: Brockley Road 070007 - Problem Office	Calls to reduce to average of 4 per month.	31/12/2001	17/10/2001
Action Resolution	The office has been making a higher than average amount of calls to both help desks. These calls have been regarding basic advice and guidance, which after the amount of time the office has been live, should not really be a problem. Training has been requested for the outlet from the region. Awaiting response from the RLM/AM				
P10000653	PC0070875	*YG* - Mark III Printer Hopper Orientation	1) Determination of cause of the print sticking to the roof of the hopper 2) a cure.	19/11/2001	17/10/2001
Action Resolution	The change of the orientation of the hopper from vertical to horizontal, required by the development of the Mark III kiosk, resulted in prints being stuck to the roof of the hopper from where they could not easily be extracted. Work by Barcrest identified the cause as being the internal fan which, once switched off, allows the print to descend to the bottom of the hopper, as designed.				
P10000655		Unavailability of nominated offices	Amendment to process maps made and T1 Admin. & Retail Line informed of changes.	30/11/2001	18/10/2001
Action Resolution	The key concerns of the Retail Line seem to be:1. Offices being made aware of the fact that a Cash Centre is closing or that Rems. have failed for whatever reason, along with a view on when the situation is likely to be resolved. This should if possible include an instruction on how to proceed/who to call if in difficulty. 2. RLMs need to know which outlets have sufficient cash. CHD could have a link into this in terms of information on which Rems have failed.3. Outlets need to know whether to accept Royal Mail premium services.				
P10000656		Girobank data not matching CTS Data	In the event there are differences, Post Office Limited should be in a position to inform clients of the difference. ICL Pathway should provide timely BIMS to TP with full scheme breakdown	30/11/2001	18/10/2001
Action Resolution	ICL's Problem Manager is trying to establish whether there are others in Pathway/PON who are already progressing the matter.				
P10000658	TBA	Little Eaton FAD 231207 USI	£108 refunded if system discrepancy claim is proved in favour of office.	9/11/2001	22/10/2001
Action Resolution	ICL have admitted a software error. The amount made good by the PM needs to be reimbursed. Currently with ICL MSU (Mike King).				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000659		OPTIP File rejections caused by Ref. Data Mismatches.	3 months without further occurrences of OPTIP file rejections caused by this problem	30/11/2001	22/10/2001
Action Resolution	A number of files from ICLP were rejected by OPTIP because there was a mismatch between the products' end dates. The files eventually got through to the CBDB which enabled the clients to be paid. This occurred back in August and once in September, but to date there has been no further occurrence.				
P10000661		Problem Office - The Oval (324227)	Visit to be undertaken by the retail line to discuss the problems to avoid any further complaints/ incidents being raised on the same issue.	30/11/2001	23/10/2001
Action Resolution	The office has called in again raising the same issue of AP transactions making all other transactions disappear from the stack. This was previously shown to be user error due to the Postmaster not looking at what he was doing at the time of the transaction and, when a card failed, proceeding with the same key strokes as if the card had scanned. These key depressions are enough to take the postmaster into the settlement screen and finish to fast cash. The RLM/AM was made aware of the situation, and informed me that the Postmaster has been given his notice because of this and other numerous related issues.				
P10000662		Increase in calls to NBSC due to rollout of SAPADS 4.6	Solution to offices not able to get through to Inventory Teams to be sought. Standard response to all the complaints which have arisen.	30/11/2001	24/10/2001
Action Resolution	Since the SAPADS 4.6 software upgrade cash centres are having problems processing remittances. I am awaiting information as to why this has occurred. Outlets are also suffering because they are having difficulties contacting certain cash centres, so are unable to alter remittances.				
P10000664	TBA	Holiday Relief Subpostmasters	Produce a report & recommendation about whether to pursue the matter or drop it.	16/11/2001	31/10/2001
Action Resolution	The perception is that Relief Subpostmasters (cover for holidays) are a drain on resources (increased demands on help desks, more errors) . It has been suggested that improvements could be achieved by creating some sort of training programme. A report and recommendation on whether to pursue this notion is currently being considered by the Head of Service Operations.				

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Section 4 - Volumetrics

No. of Problems Open 1 - 20 Days	No. of Problems Open 21 - 40 Days	No. of Problems Open 41 - 60 Days	No. of Problems Open 61 - 80 Days	No. of Problems Open 81 - 100 Days	No. of Problems Open >100
16	5	7	3	2	34

4.1 Ownership of Open PON Problems

[EMBED Excel.Chart.5 \s]

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4.2 Breakdown of Services Affected

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Section 5 - Problem Management Development / Initiatives

- **Adopt an Office** The results of this month's visits are currently being summarised.
- **Problem Co-ordinator Liaison** Theresa Walsh has again been out and about on her PC liaison visits this month and feedback received continues to be very positive. There are some interesting learning points arising for us and we are striving to tackle these. Another initiative, linked to the 'Service Charter', is the establishment of OLAs to improve links, accountability and ownership. It's perhaps a bit early for this yet, but nevertheless it's an opportunity to build on what we have currently.
- **Staffing** No changes this month !!
- **PM Process Changes** As outlined in both this month's and the September PM status report, there are a few larger pieces of work that Problem Management are involved in - often driving business conformance / activity. This activity is largely invisible however to the statistics and as a result, we need to alter the way we approach this work to ensure that it is recorded. We are looking at this during November as I feel it's an essential change and compliments the change activity arising from recent discussions with Business Continuity.
- **Recognition**
 - I gave Paul Smith written recognition for his comprehensive work on the Data Extraction Tool user guide - it was a very thorough and professional piece of work which will definitely benefit the team;
 - Theresa received recognition at the PC meeting for her liaison visits which are proving to be very helpful to them;
 - I gave verbal recognition to both Michael Dadra (Network Audit) and Ijaz Bhatti (IAM) for their excellent input and activity as Problem Co-ordinators. Indeed, Ijaz was one of the 'founder members' and has continually played a very valuable and active role which has been vital to the success of the PC infrastructure.

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Problem Management Performance Measures: October 2001

Mechanism	Target	Performance	Comments
Problems opened, having previously been rejected	<10% of problems opened having been previously rejected.	☺ Achieved; 0% of problems opened had previously been rejected	This measure has been achieved every month since measurement began.
ATPs Implemented	100% implemented within 3 days of the problem being opened	N/A	No ATPs implemented this month.
Problem Impact Assessment : Problem Manager's Performance	100% problems sent to Impact Assessors within 24 hours of status change to Open.	☺ Achieved; 100% sent for Impact Assessment to timescale.	Achieved for the second month in a row.
Problem Impact Assessment : Impact Assessors' Performance	100% of assessments completed & closed within 48 hours of being sent by Problem Manager	☹ Not achieved; 84% of problems sent for Impact Assessment completed to target.	Improvement on last month (68%). The three worst areas for failures were National Communications, Network Policy and Security & Investigation.
Duty Manager's assessment	100% proposed problems assessed & either allocated to a Problem Manager or rejected within 24 hours of proposal	☺ Achieved; 100% allocated or rejected to target.	Improvement from last month (90%)..
Average number of days a problem remains open before & after root cause analysis (RCA)..	This measure is in 2 parts: Days from problem raised to root cause identified. Days from root cause identified to problem closed. No baseline target exists at present.	88% of closed problems, raised in the year to 31/10/2001, had a root cause annotated. Average time from raised – RCA = 17 days Average time RCA – closed = 59 days.	Overall %age improved from last month (81%). Average time both before and after RCA is virtually identical to last month; time before RCA has now been stable for 4 months. Time after RCA had increased every month up to September.

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Appendix 1: Problems over 3 months old

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
10000073	PC27145	Pathway Non Polling of Offices	Non-polling incidents managed in such a way as to provide transaction data within SLA.	29/3/2002	24/01/2000
Action Resolution	The outlet manager at High St. CFPO, Stevenage (066 129) has agreed in principal to the testing of the ISDN emulator/laptop solution. A date will be agreed when the CCN has been signed off. ICL Pathway are purchasing the hardware in anticipation of this so as to keep the timescale to a minimum. Earliest expected trial date is the end of November.				
P10000186		Late delivery of ref. data. changes to some outlets	Proof that ICLP can specify the offices that have received any item of ref. data and specification of a process that ensures timely identification of problems from the HSH call logs	30/11/2001	31/05/2000
Action Resolution	The requirement that ICLP can specify the offices that have received any item of ref. data was put to ICL P in a CR along with several other requirements. The quote for the changes was seen as excessive. In past discussions with Pathway, POL had understood that there was originally a possibility that POL's enhanced Reference Data reporting requirements would be met in CSR+; more recently, ICL Pathway suggested that to meet EPOSS enhanced Reference Data reporting requirements would not require costly development and testing.				
P10000202	PC0060430	Inadequate procedures for office closures	Improved procedures for outlet closures to include a check for any non polled transactions / cash accounts	30/11/2001	27/06/2000
Action Resolution	Pathway say they have amended their closure procedures to include a check for any non polled transactions - awaiting process documentation. There have been no further incidents reported.				
P10000227	PC0052508	Unmatched reversed/reversing at EOD	Complete eradication of this fault ensuring AP transactions: a) cannot be reversed after or during end of day process b) all reversals which are accepted refer only to transactions completed on the same working day.	30/11/2001	27/07/2000
Action Resolution	Reversals completed over end of day causing unmatched transaction to reversal. Fix involves barring any reversals which would be completed over end of day marker and providing an error message explaining why it has happened. Fix to be applied in release S10.				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000228		Printer Roll Wastage	When the printers use the full potential of paper.	31/12/2001	01/08/2000
Action Resolution	Latest position - Mike Balmer (Benefits & Bus. Case Team Leader) had established that Dataform were not supplying the rolls to the correct specification and he has now made arrangements for them to do so. However, it is understood that this may not necessarily reduce the amount of wastage. Pathway also confirmed that they cannot alter the setting of the printers to help with the problem and as far as the Horizon Service Review Forum are concerned they have done as much as possible to rectify this. The PON Prob. Mgr will now liaise with the Problem Originator and the Benefits & Bus. Case Team Leader.				
P10000258		PLU numbers removed from horizon system	1.Improvement to procedures followed by the Change process.2. Communication to go out to outlets to inform them of the reasons why the numbers were removed and also to let them know about the system speeding up after a few weeks.	23/11/2001	17/08/2000
Action Resolution	A report & recommendation to the BSM Lead Team, on the change processes employed by BSM, has been produced and is now being considered by the Service Quality Manager.				
P10000274		Outlets unable to follow Inward Rem Procedure	All Cash Centres, Hemel Stock Centre and all Outlets using the correct pouches.	31/12/2001	31/10/2001
Action Resolution	New labels were printed. However, it was discovered that they had an incorrect digit and therefore could not be recognised by the Horizon system. Consequently, the NSSC was unable to use the labels. We are currently awaiting information on when a new supply of labels will be available.				
P10000293	PC52508	(CSR+) Differences between TPS harvested AP txns & OPTIP	All differences are satisfactorily resolved	30/11/2001	12/09/2000
Action Resolution	Fix is scheduled for S10.				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000299		Incorrect postal order paid summary docket used	1. Reminder Counter News article 2. Reduction in PO QPA errors 3. TP data input compatible Horizon report developed	30/11/2001	26/09/2000
Action Resolution	The TP Service Improvement team have submitted a change request and circulated it for internal review. So far only minor amendments have been suggested to the proposals outlined. We hope therefore to be in a position very soon to announce planned implementation of the new Postal Order Office weekly report.				
P10000302	PC0060137	Message store amendments - no process	Documented / agreed procedures in place	16/11/2001	26/09/2000
Action Resolution	Meeting with Richard Brunskill (ICLP) w/c 12/11/01 to go over the proposed process.				
P10000303		Horizon outlets producing manual cash accounts	Documented contingency instructions produced	28/2/2002	26/09/2000
Action Resolution	Awaiting an update on the progress against implementation of the Operational Performance & Reporting Manager's recommendations.				
P10000304		Contingency for AP txns when outlet reverts to manual	Contingency arrangements for passing information to Clients agreed and documented	28/2/2002	26/09/2000
Action Resolution	Awaiting an update on the progress against implementation of the Operational Performance & Reporting Manager's recommendations.				
P10000340		NBSC access to Business Policies	Clearly defined route brokered & signed off, by which NBSC can access written records of Business Policy on all issues.	30/11/2001	01/11/2000
Action Resolution	National Audit have advised that most Consignia policies are on the web site; for Post Office Ltd policies, the relevant directorate should be contacted.				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000342		LFS Remittance receipt at open plan offices.	A delivery process to be brokered which is acceptable to both PON & CH&D	31/01/2002	03/11/2000
Action Resolution	CHD have stated that distribution of the new labels should start early next year. However, targeting the open plan outlets first will cause problems, as the labels are all on a roll. To change the roll every time that an open plan outlet's Rem. is processed would be time consuming Next Steps: CHD to Contact printer to arrange this; CHD to obtain some samples from the printer; CHD to arrange for some testing to be completed; POL to obtain details of the open plan outlets. Once this has all been set up, a communication will be required.				
P10000358	PC0058014	CSR+ slow running problem on counters	Investigation undertaken by ICL. The root cause and solution identified and fixed.	16/11/2001	17/11/2000
Action Resolution	Branches have complained that the system is particularly slow when running Adjust Stock/Balance snapshot. Latest information from Eric Hillier; 'With reference to my mail last week I can now confirm that the 'slow counter' fix was yesterday distributed to 239 counters. The commit exercise failed on two of the counters (reason being investigated) and so the fix is live on 237 counters. The offices will be monitored over the next few days. I will advise you of the plans for the rest of the estate as soon as I have any information.'				
P10000361	PC0061694	OBC Process - Unplanned Closures	A process to prevent this happening to be put in place	30/11/2001	17/11/2000
Action Resolution	Pathway's revised end to end closure process has not been completed to timescale due to staff absence. Update promised at the end of the week. In the meantime Pathway have provided examples of POL failures to follow the OBC process. These have been pursued direct with the Retail Line and Net. Transformation teams in order to understand the reasons why OBC forms are not always completed. Subject of ongoing discussions with Pathway.				
P10000370		Persistent power supply interruptions	Knowledge Base updated with a Business policy to enable advice to be provided for future requests.	23/11/2001	23/11/2000
Action Resolution	A Change Request covering the installation of Uninterrupted Power Supply devices has been submitted in agreement with ICLP but has been returned from the PON commercial team asking why a CR needs raising. Kevin Cox is having to re-submit the CR. No further update.				
P10000384		Criccieth 164604- Problem Office	All transactions downloaded successfully to the office to enable balancing. Identification of Root Cause and solutions provided and implemented.	30/11/2001	30/10/2001
Action Resolution	Still being pursued by the Commercial Team. The letter they expected from ICL Pathway has not arrived. Sue Stewart has asked them to chase again. This has now been going on for nearly a year.				

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Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000386		Inter-Office Transfers being attempted by Horizon offices.	Communication to all offices stating that Inter-Office Transfers can 't be done on Horizon. Also to state that using the offices cash to purchase items is not permitted.	31/12/2001	19/12/2000
Action Resolution	Problem Management have been advised that inter office transfers should ONLY be allowed during times of industrial action. The process for cash delivery failure due to industrial action that is in place at the moment only goes as far as escalating the problem to Dermot Martin if the outlet has not received a satisfactory solution from Cash Handling. There are no instructions on the Knowledge Base to deal with calls from outlets i.e. How would the requesting outlet's request be verified? Who would authorise the transfer? Who would liaise with the outlet that the money was being transferred from? Who would physically transfer the cash? How would the outlet giving the cash verify that the instruction was genuine? How would outlets account for it on the system? What about insurance, security? John Brownsill as Problem Co-ordinator for Stocks Ops. is now progressing this.				
P10000394	PC0060428	Outlet 'temporary closed' procedure failure	Amendments to existing process is agreed between ICL Pathway and PON and clear areas of responsibility are defined and agreed. NBSC and ICLP non-poll procedures amended and approved.	30/11/2001	04/01/2001
Action Resolution	Work on Pathway's revised end to end closure process was delayed due to staff absence. Therefore, the list of any outstanding issues requiring POL action has not yet been received as promised.				
P10000401		Non conformance relating to OBCS operations	Communication and action plan agreed to address non conformance. Non conformance errors to be included in TAM/STAM Non conformance to be addressed via bau procedures i.e. PIAs, RLMs. Achievement of targets agreed by OBCS Working Group for each area	31/12/2001	12/01/2001
Action Resolution	A Counter News article, explaining payment of the last foil in an order book at the same time as issuing the customer's new book, published week 32. Further article submitted explaining screen message recalling a book "Pay all valid foils up to and including (date) then impound...." The need for the article was driven by an increasing number of incidents raised by DWP plus liability cases after PM had handed a book back in error. Articles on OBCS non conformance have also been prepared to target different audiences within the Network. These will be published in the Heads of Area editions of Focus Plus, in Trademark for the RLMs and Newsbrief Monthly for senior managers. All will have a general overview on current levels of non conformance plus information on the positive impact of the OBCS Workaid published week 12, as well as proposed next steps. The editions of Focus Plus will also each contain relevant statistical information relating to non conformance in offices in each area				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000416		Northwest Securities business cheque encashment	Develop and deploy a process for the encashment of the business cheques.	9/11/2001	02/02/2001
Action Resolution	This service is being withdrawn from branches at close of business on 31st October 2001. A letter was sent to the branches affected by the withdrawal on 16th October 2001, and a follow up article has been submitted to Counter News and will appear in WK33. As the closure criteria for this problem requires a process to be developed and deployed for the encashment of the business cheques, this clearly will not be met, so the problem will be closed.				
P10000444		No clear policy for dealing with Outlet Environmental Issues	Clear process, responsibilities and ownership established for environmental issues. These should enable PON and ICL to efficiently and effectively deal with office issues which are caused by environmental factors	1/2/2002	01/03/2001
Action Resolution	The problem has been tackled on a case by case basis, but there has been no progress on agreeing a policy to cover future cases.				
P10000453	PC0063140	Llanbedrog 269604 - Problem Office	Further provision of training and a marked reduction in calls to the average for a mature office of 3 per month.	16/11/2001	08/03/2001
Action Resolution	Call volumes have reduced considerably. The error rates do not cause concern. Waiting for the AM and old RNM to discuss the situation. If they agree he has improved he will be allowed to continue, with monitoring.				
P10000457		Incorrect Cash Declarations	All outlets correctly declaring cash both daily and weekly	30/11/2001	12/03/2001
Action Resolution	There is currently confusion about the correct procedure for cash declarations which has led to non-conformance. A small number of outlets have been monitored for some time. The initial level of non-conformance was approximately 80% which was clearly ignorance of the correct procedure, but there are also cases where outlets are refusing to follow the procedure. One problem that has been made clear is that of the cut-off time involved. Solutions are now being looked at to address the issues.				

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P10000485	PC0064429	Screen freezes when charging Quantum cards	Root Cause Identified and resolved. No more calls made regarding this problem.	30/11/2001	03/04/2001
Action Resolution	Awaiting the release of S10 for diagnostic software to be downloaded to counters. Information from the diagnostics should give a better idea of the full problem and possible solutions.				
P10000486	PC0064430	Quantum cards: Incorrect amounts charged	Root Cause Identified and resolved. No further calls from affected offices.	30/11/2001	31/10/2001
Action Resolution	A fix containing enhancements to the system is available but due to problems during regression testing the release date was rescheduled for S10. As soon as the final 100 outlets have moved to S10, monitoring of calls will be undertaken to gauge the success of the fix.				
P10000520	PC0066318	Lost Data from ICLP Data Warehouse	Ideally, the recovery of the lost data. Fallback; a change to ensure this does not occur again.	30/11/2001	22/05/2001
Action Resolution	Archived audit data at ICLP's data warehouse has been corrupted & no new process has been put in place to prevent re-occurrence. Still awaiting notes of the meeting (26/09/01) from Mike Hannon. ICLP have built pseudo audit servers in the hope that the missing data can be recovered.				
P10000522		Gamesley 279432 - Problem Office	Diagnosis and fix of the problem.	30/11/2001	23/05/2001
Action Resolution	Head of Area (HoA) has decided to offer a 50/50 settlement to the office. PM. to pay 50% and POL pay 50% (for stress etc.). RLM to send letter to office w/c 29/10/01. Agreed to contact HoA in two weeks regarding PM's response.				
P10000524	PC0066995	Noise levels of mobile & PES units on Horizon system	Each Office known to be experiencing problems with either a noisy Mobile Kit or (PES) Personal Earth Station to be investigated and resolved.	30/11/2001	24/05/2001
Action Resolution	There have been complaints from 39 offices about the noise levels of both the Horizon mobile solution & PES units during the Horizon Implementation Project. There are now only 9 outstanding issues.. Most of these outlets are awaiting a quieter fan solution from ICL Pathway, whilst some may be resolved by having their kit replaced for a standard one. Out of the 16 PES Problem Outlets, 2 remain unsolved; Ballykilbeg 373704 & Isle of Iona 144858				

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P10000535	PC0066391	Phantom Transactions	Reasons for the transactions investigated and if a system fault, fix implemented.	24/11/2001	06/06/2001
Action Resolution	No more branches have reported Phantom Transactions and all the cases that have been investigated to date have been resolved, apart from one. At this branch the postmaster does not believe that his queries have been investigated properly. He has been asked to provide specific incidents of alleged Phantom Transactions, but has only provided 2 which have been classed as user error. The Postmaster is not happy with the explanation he has received and refuses to close the call with HSH because he thinks that the system is still not functioning properly. Once this case has been resolved, and assuming no more reports of Phantom Transactions are raised, the problem will be closed.				
P10000567		Customers unable to contact first rate	As the Business is to promote the Tele ordering service for the entire network, First Rate must ensure that they have sufficient resource in place to meet the demand at all times. Especially when promotions are on offer.	17/11/2001	06/07/2001
Action Resolution	The calls to NBSC to request exchange rates have dropped off.- this is probably due to the time of the year. Calls are being monitored in order to build up a profile of calls and also highlight when there is a problem with the First Rate call lines. First Rate are still considering their options with regard to a new telephone system.				
P10000568	PC0068195	Failure to deliver delayed AP txns to clients	ICLP electronic solution for this type of incident obviating the need for TP resource or manual intervention by ICL to resolve.	31/12/2001	09/07/2001
Action Resolution	Fix is likely to be to the process rather than a change to the system. Options available are either using the recommendations outlined in a report being written by Adele Kilcoyne regarding offices needing to operate 100% manually, or for TP to provide extra staff to input manual transactions if required. Awaiting the completion of these reports before OSG (as was) can produce a final recommendation.				
P10000581		PO Local Collect packages without bar-code labels	An ATP to be formulated & a clear procedure for Outlets to follow to be delivered to the Network. As a temp procedure we have been given bar-code numbers to issue to outlets.	23/11/2001	30/07/2001
Action Resolution	There is an article in Counter News week 33 which tells outlets what to do after the ATP for this problem is withdrawn at close of business 17th November. The ATP was originally put in place to aid outlets during the early days of the POLC product - outlets are now to revert to refusing the parcels/packages.				
R10000571		Non Receipt of pre order currency in Outlets.	To find the cause of the service failure, and for currency to be delivered to Outlets within the delivery timescales.	17/11/2001	12/07/2001
Action Resolution	The levels of Service Delivery failures are well within the limit which is set for this service. Although it is disappointing that outlets/customers are still suffering due to the SD failure, it looks as though there is little more that we can do. I will put this problem on monitor to see whether the instances of SD failures increase significantly.				