

Business Service Management

Service Reporting



Horizon Programme

Business Service Management

Management of the Live Environment
Report No 34 - August 2000

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CONTENTS

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1

Business Service Management

Service Reporting

SECTION	PAGE NO.
1.0 Introduction	3
2.0 Problem Management	4-11
3.0 Outlet Systems Group	12-15
4.0 Transaction Processing	16-20
5.0 The Network on Horizon	21-27
6.0 Post Office Customer Management	28-30
7.0 Network Business Support Centre	31-36
8.0 Horizon System Helpdesk	37-41
9.0 Change Management	42-43
10.0 Business Impact	44-46
11.0 Appendix	47-48

1.0 Introduction

The purpose of this report is to provide information regarding management of the live environment and the effects of Horizon on individual business units. The report aims to provide comprehensive and detailed statistics of issues affecting the live environment. This report is not targeted at any one particular audience but rather it is intended as a reference guide for people who work within the Live Environment.

Operational Performance produce a number of other reports which are targeted to a more specific audience. The data with-in these reports often can be found in more detail within this report. Headlines on each topic are incorporated at the beginning of each section.

Problem Management

August

- 49 problems are currently open.
- 25 of these are owned by PONU the other 24 are owned by ICL Pathway.
- The average time an ICL Pathway problem is open is 97 Core Days
- The average time a PONU problem is open is 119 Core Days.
- Non polling continued to improve from earlier levels in the year however there was another Pathway correspondence server problem on the 22nd August which meant some 2000 offices failed to poll. Root cause of the problem is still under investigation by ICLP.

PROBLEM MANAGEMENT - Business Service Management

Problem Management enables us to keep up to date with any problems or concerns regarding the Horizon System. A problem is formed by a regular occurrence of a similar incident which is then transferred to Problem Management from the Incident Management team. Not all problems are included in this summary however details are available on request.

Month	Total number of PON problems OPEN at the end of each Month.	Total number of ICL Pathway problems OPEN at the end of each Month.
May	25	15
June	25	21
July	24	29
August	25	24

Volumes of PONU Problems opened/closed during August 2000

Week commencing	No. of Problems opened	No. of Problems Closed
31/07/2000	1	5
07/08/2000	1	2
14/08/2000	1	2
21/08/2000	3	1

Volumes of ICL Pathway Problems opened/closed during August 2000

Week ending	No. of Problems opened	No. of Problems Closed
31/07/2000	1	2
07/08/2000	0	0
14/08/2000	0	1
21/08/2000	0	2

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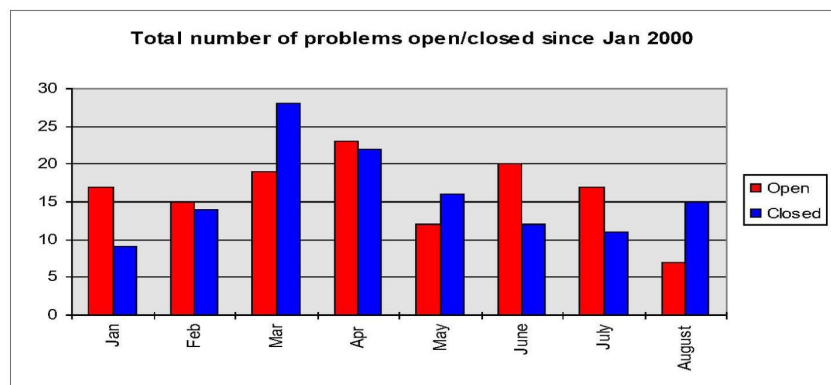
Business Service Management

Service Reporting

New Problems raised in August :-

Problem Id	Date raised	Problem Name	Target Date
P10000228	01/08/2000	Printer Roll Wastage	31/08/2000
P10000229	01/08/2000	Correspondence Server memory leakage	31/08/2000
P10000258	17/08/2000	Plu numbers removed from Horizon System	29/09/2000
P10000259	21/08/2000	ICL Pathway informing offices of known problems, not BSM	11/09/2000
P10000260	23/08/2000	Cashco envisages problems running two receipting processes	06/09/2000
P10000263	29/08/2000	Miscellaneous Transaction Report	29/09/2000
R10000261	23/08/2000	Cwmaman - Screen problems	06/09/2000

Open Versus closed problems since Jan 2000



The graph shows that August has been a good month : it had the lowest number of "New" problems opened this year and twice as many problems were closed than opened.

Open Problems

Business	Max No. of core days open	Min No. of core days open	Mean Average open
Post Office network	260	1	119
ICL Pathway	260	29	97

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Problems Over 6 Months Old

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000004	Receipts & Payments don't balance AFTER migration	Phil Turnock	04/05/2000-29/09/2000	Minimal number of incidents occurring , PON to confirm progression of this problem.
10000005	Receipts and payments do not match ON Migration week	Phil Turnock	24/05/1999-29/09/2000	The majority of incidents originate from migration activity , PON to confirm progression of this problem , or known error.
10000012	Investigators require information from the message store	Theresa Walsh	03/12/1999-29/09/2000	ICLP solution rejected by PON, discussion continue between PON & ICLP
10000021	Contingency for system failure when balancing	Jonathan Rogers	28/09/1999-15/09/2000	Process Maps being reviewed by NBSC. Forwarded to TIP for agreement to implement.
10000026	No business policy for out -of-hours transactions	Jonathan Rogers	07/10/1999-29/09/2000	Draft policy out for review
10000046	Information downloaded to the Network Business Support Centre	Theresa Walsh	10/12/1999-14/09/2000	Root cause analysis is on-going, problem appears to be in the batch interface download overnight

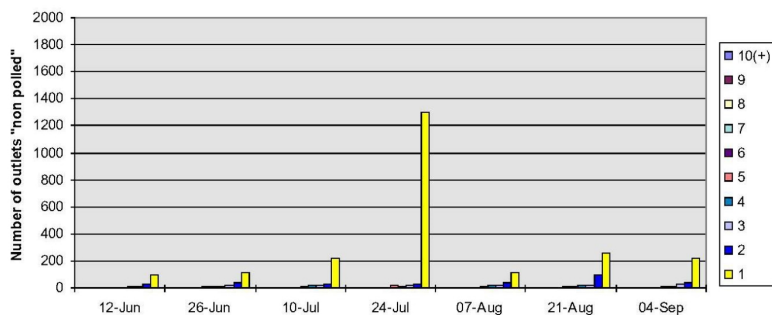
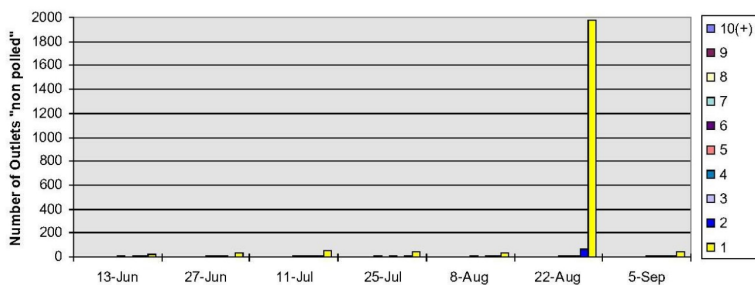
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Service Reporting

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000057	OBC Non-conformance	Nicola Wood	07/01/2000 29/09/2000	OBC process has been revised for CSR+
10000065	Increase volume of Parcel traffic Errors (table 12)	Theresa Walsh	19/01/2000 30/11/2000	ICLP CCN has been accepted, awaiting implementation (not until after CSR+ live)
10000027	Issue Failure of One-Shot Passwords	Stephen Potter	14/12/2000 14/09/2000	Disagreement between PON and ICLP over standard of service. To be escalated.
10000059	Release to the Live Environment (non communicated software releases by ICL Pathway cause problems to the PON Horizon estate)	Stephen Potter	11/01/00 30/09/00	Negotiations continue regarding content of any relevant documentation
10000073	Volume of non polled Office	Mick Theobald	24/01/00 15/10/00	ICLP producing CCN's covering harvesting of marooned transactions and identifying terminals not logged on.

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Non Polling - (Problem No. 10000073)**Non Polling based on the first working day of the week****Non Polling based on the second working day of the week**

Whilst these graphs show a far higher incidence of non-polling on Monday, it is pleasing to note that the number of non-polled outlets has not grown in relation to rollout

NB. The 24th July shows a high level of non polled offices. This was solely due to a problem with the Pathway Correspondence server within that week. A report on this problem was issued by Deidre Coniss (ICLP). It covers the July incident but not the August one shown above. (ICLP have confirmed that a separate report will cover this). Root cause of the problem is still under investigation by ICLP.

Non Polled Offices (Problem No. 10000073)

ICL Pathway are working on draft CCN's around the following issues :

1. Harvesting marooned transactions from non-polling offices : target for CCN
15/09/00
2. Alerting offices when one or more counters are not logged on : target for CCN
22/09/00

These changes if agreed would be unlikely to be implemented before January 2001. This being the case , BSM are looking at some form of manual intervention which could be implemented in the meantime.

Additionally, ICL Pathway are working on a process to indicate when an outlet's communication links have failed without reliance on the non-pollled office report. Scripts have been agreed with ICL Pathway to allow them to contact an office when remote health checks still indicate a non-polling problem after two days. Outlets will be asked to be asked to perform certain actions which will enable Pathway to identify the cause of the problem more accurately. The inconvenience caused by asking an office to reboot to solve an ISDN link problem has been recognised and action is in progress to identify a method of only rebooting the ISDN card and thus making the process quicker.

ICL Pathway are still investigating the impact of continued polling failures on the ability of outlets to take the Siemens SPM card.

Non conformance Issues**1. Girobank Postmaster's Daily Record (PDRs)**

ISSUE: Girobank have agreed to accept printed versions of the daily report forms for Deposits (G4631) and Withdrawals (G4632) from all Horizon offices. However, the continued acceptance of these forms is dependent on the level of errors received at Girobank being reduced. The errors largely relate to factors that prevent the forms being read by Optical Character Recognition equipment.

The latest data received from Girobank shows a significant deterioration. This is due to a combination of more offices presenting PDRs which fail and an increase in the number of forms rejected from these offices. Unfortunately, the data is now being provided monthly, without a weekly breakdown, so it is not possible to ascertain if there was a general deterioration or a weekly blip. Girobank have not been able to provide any more information. They will be concentrating on monitoring the effect that the introduction of the new forms (linked to the roll out of CSR+) has on the failure rate.

The table below shows performance to date recalculated to a four week format.

Week Nos.	Live Offices	Total PDRs	Total Failed PDRs	Number of Failed Offices	Percentage Failed
50 - 01	2429	156,542	1465	887	0.94
02 - 05	3589	207,112	1100	791	0.53
06 - 09	4897	322,060	1919	1353	0.60
10 - 13	6879	445,444	1882	1413	0.42
14 - 17	8493	602,420	4500	2045	0.75

2. Passwords

ISSUE: Monitoring of requests for One Shot Passwords (OSP) identified a significant level of non conformance which if maintained will impact on resources in both POCL and ICLP.

The fall from June to July in the extrapolated full network rate of requests for OSPs was maintained in August. There was also a fall in the percentage of these calls attributable to non conformance.

Outlets Systems Group

- Overall status is currently Green.
- Improvements have been made in recent months in relation to HAPS. The only area for concern this month concerns the targets for delivery of transactions to clients. This has now been Amber or worse for the past 5 months.

Area	August	July	June	May	April
OSG Overall	 G	 G	 G	 A	 G
Work Area					
HAPS	 G	 G	 A	 A	 A
OBC - EPOSS	 G	 G	 G	 A	 G
OBC - September CTO	 G	 G	 G	 G	 G

Critical Success Factors for Horizon**Area : HAPS**

	Criteria		Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	Timescales for file delivery i.e. normally by 23:59 on Day A, in "exceptional circumstances by 03:00 on Day B (As detailed in OLA for AP Service)	 G	25	All OK	 G	 G	 A	 G
2.	ICL Pathway Management Support Unit reports received by OSG daily by 10am.	 G	5	All OK	 G	 G	 A	 A
3.	ICL Pathway Management Support Unit reports to match the appropriate transfer file contents.	 G	15	All OK	 G	 G	 G	 G
4.	Transfer Files returned to ICL Pathway with an "Error" status, should be returned to HAPS on Day B (the txns. would be harvested by ICL Pathway on Day A)	 G	20	All OK	 G	 G	 G	 G
5.	*Targets for delivery of txns. to clients, for txns performed at the counter on Day A.: Day B - 97%, Day C - 99%, Day D - 100% (see note at bottom of page)	 A	20	Average for month: Day B - 97.3% Day C - 99.5% Day D - 99.7%	 A	 R	 R	 A
6.	An accurate Non-polluted Office Report detailing offices that appear more than once (as 1 day) in a seven day period, to be delivered daily to OSG by ICL Pathway.	 G	15	All OK	 A	 A	 A	 A

Note : ICL Pathway have never achieved the target of 100% of all transactions delivered by day D
 If they miss any targets by as little as 0.1% then the measure **MUST** be amber , as these targets are contractually agreed (Schedule E08)
 When non-routine failures occur (perhaps ICL Pathway server failure) and targets are missed by a large amount then the measure is set as Red.

OSG Critical Success Factors for Horizon**Area : OBC - EPOSS**

	Criteria		Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	OSG to manage the verification and authorisation of OBC files in a timely manner, i.e. for product changes to be in place before their planned start date.	 G	40	All OK	 G	 G	 A	 G
2.	OSG to communicate changes to relevant groups of the business to ensure that background processes/procedures supporting the change are in place.	 G	15	All OK	 G	 G	 G	 G
3.	Number of keying errors by POCL Reference Data Team	 G	30	All OK	 A	 A	 A	 G
4.	Number of data preparation errors on OBC forms by OSG	 G	15	All OK	 A	 A	 A	 G

**Overall
Status :*****Definition Of Status****GREEN:** Current status indicates that there are no known issues.**AMBER:** Current status indicates that there are some known issues (but not significant issues and there are actions in place to resolve these).**RED:** Current status indicates that there are major issues.**WHITE:** Work has not begun on the criteria and the status is therefore unknown.

OSG Critical Success Factors for Horizon -**Area : OBC - AP (September Client Take On)**

	Criteria		Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	CTO packs to OSG by - 26/06/00	 G	7	All OK	 G	 G	 G	 G
2.	OBC9's to ICL Pathway by - 04/07/00	 G	7	All OK	 G	 G	 G	 G
3.	OBC 4/5's to RDS team by - 04/07/00	 G	7	All OK	 G	 G	 G	 G
4.	Reference Data to be with ICL Pathway by - 10/07/00	 G	7	All OK	 G	 G	 G	 G
5.	Test cards to be with ICL Pathway by - 17/07/00	 G	7	All OK	 G	 G	 G	 G
6.	ICL Pathway Test File & Verification Report to be delivered to OSG by - 03/08/00	 G	7	All OK	 G	 G	 G	 G
7.	Number of errors found during initial verification process	 G	5	All OK	 G	 G	 G	 G
8.	File sent to Girobank by -09/08/00	 G	24	All OK	 G	 G	 A	 G
9.	Number of clients not authorised for release, or authorised with a known ref. data fault for - 20/08/00	 G	29	All OK	 G	 G	 G	 G

Transaction Processing

- First tranche of staff in post to cope with the increased number of errors from Horizon offices. These staff were allocated to individual teams for clearing the increases upto May 2000.
- Latest forecast of extra staff members are now in line with the original forecast.
- Pathway Performance on Business Incident Management (BIM's)

The performance of Pathway on the 24 hour turnaround is extremely poor this month. However Pathway, when challenged, have for the third time decided to amend the way they measure performance. The new process has been documented and will be introduced next month. The 5 day performance however has been agreed and Pathway have accepted that their figures which show a much better performance are incorrect. The underlying issue is the continuing poor performance for resolving these issues. Errors cannot be cleared until this is resolved.

Changes in Trends and Forecasts

The latest trends show the learning curve returning to the expected baseline by 30 weeks after conversion. The figures are now influenced more by the results from offices converted since Xmas and show an improvement on the original forecast. The pre-implementation projects also appear to have had an impact.

3. Extra Staff Required in TP

	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	Jul-01	Aug-01	Sep-01	Oct-01	Nov-01	Dec-01
Original Forecast	38	26	31	32	27	19	15	7	4	2	0	0	0
Latest Forecast	38	32	34	33	29	21	15	10	6	3	0	0	0
Actual													

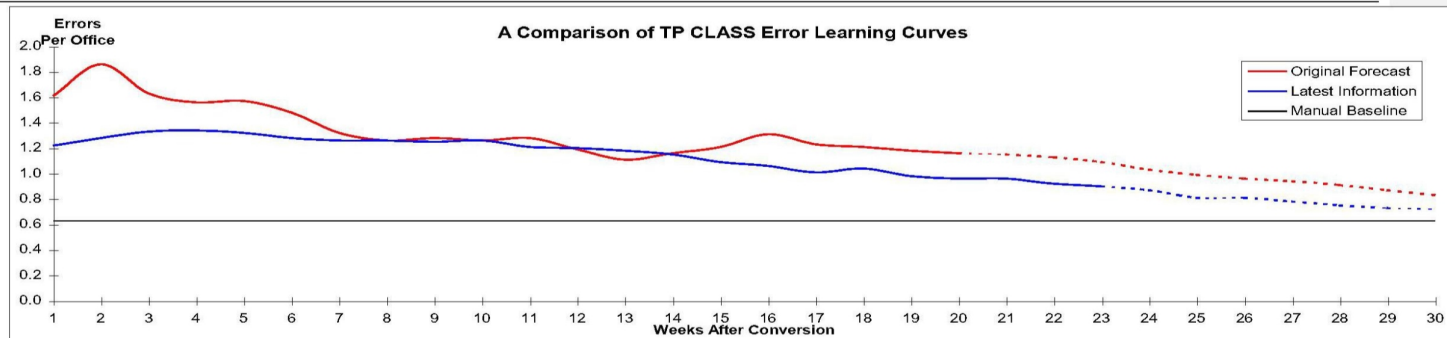
* Figures stated are for the beginning of each month

Comments

1. First tranche of staff up to May 2000 appointed from an internal panel. These staff were allocated to individual teams for clearing the increased number of errors from Horizon offices. Additional staff being picked in June 2000 onwards from the external recruitment exercise.
2. Although the length of the learning curve used has increased to week 30 after conversion, the latest forecast of extra staff required this year are still in line with the original forecast. This is due to applying the improved average error clearance rates achieved in TP.
3. The latest forecast is based on the error rate for Horizon offices returning to the manual baseline by 30 weeks after conversion. 2nd forecasts for extra staff required if learning curve extended to 40 weeks before returning to the baseline removed.

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**Comments**

- This is a revised learning curve based on errors produced in the last 15 weeks at Horizon offices. The height of this curve is not as severe during the early stages after conversion as that originally used in January 2000. Errors produced per office in the 1st weeks after conversion, based on the last offices to go live, are shown in the table below.

- The length of the current learning curve is 20 to 30 weeks. The mid period figures for weeks 7 to 15 remain well above the baseline. Figures for weeks 15 to 30 at the tail of the learning curve, now increasingly based on the results of offices rolled out since Xmas, show an improvement on earlier offices.

- From the latest information available for converted offices, the learning curve is assumed to return to the manual baseline after 30 weeks.

Summary of Early Learning Curve Information

	Week After Conversion	1	2	3	4	5	6
CLASS Errors Produced	<i>Latest (wks 8 - 22)</i>	1.22	1.28	1.33	1.34	1.32	1.28
Per Office	<i>Original (wks 34 - 43)</i>	1.62	1.86	1.63	1.56	1.58	1.48

Notes

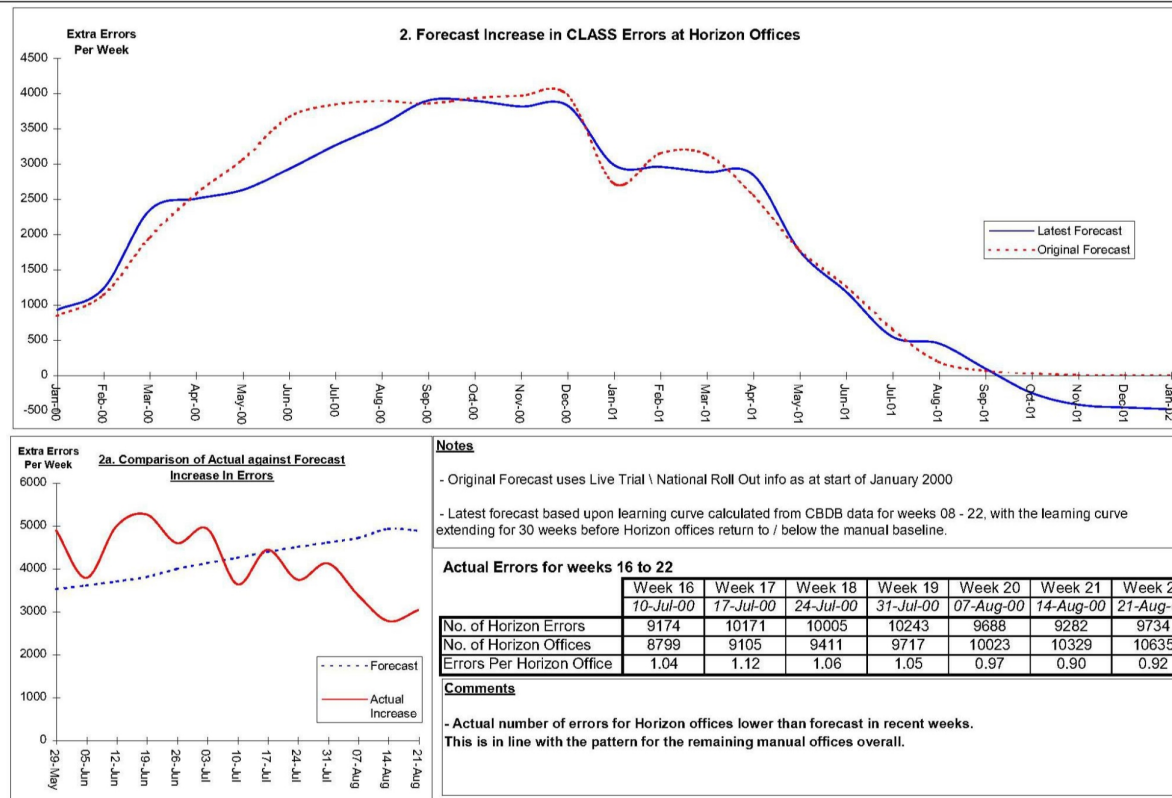
- Average number of errors produced for Horizon offices based on CBDB data for the last 15 weeks (weeks 08 - 22).

- Manual Baseline before Live Trial / NRO calculated at 0.63 CLASS errors per office.

- The dotted line indicates where it is assumed that the learning curve returns to the manual baseline

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Level Of Manual Amendments on Paper Copy of Electronic Cash Account

	AUG -99	SEPT -99	OCT- 99	NOV -99	DEC- 99	JAN- 00	FEB- 00	MAR -00	APR- 00	MAY -00	JUN- 00	JUL- 00	AUG -00
Number of Amendments	294	423	1056	1515	740	377	572	775	1148	710	986	1097	1036
% Automated Outlets Making Amendments	11.3%	12.4%	11.0%	6.6%	4.2%	2.7%	2.6%	2.4%	1.9%	1.2%	1.2%	0.8%	0.9%

Comments

The main cause of the problem is that many tables on the Cash Account are not mandatory for completion and some postmasters are realising this once the account has been printed, thus the information has not been captured.

Impact

- Extra resource needed to input data into the system.
- Client Information distorted if not completed.
- Postmasters pay impacted - knock on effect could be more challenges on remuneration to TP

Research is being done to identify why theses figures are still increasing

The Network on Horizon

- **Coping Curve**

The outlet coping curve shows that offices are now coping at a similar level to NRO & NRO1 and better than the live trial offices.

- **Mystery Shopper**

Overall the number of customers queuing for more than 5 minutes is lower in the offices with Horizon than those without. When Horizon is first implemented it can cause waiting times to increase, but once it has been in place for a few months the system becomes more efficient.

- **Phone around/average Balance Times**

Average Balance time : 2 hour 23 Minutes

- **Subsequent Balance Support**

96.79%	Of offices requesting Second Balance Support received it
93.50%	Of offices requesting Third Balance Support received it
92.74%	Of offices requesting Fourth Balance Support received it

- **SPMR Resignations**

The levels of sub-postmaster resignations do not seem to have significantly increased during the Horizon rollout phase.

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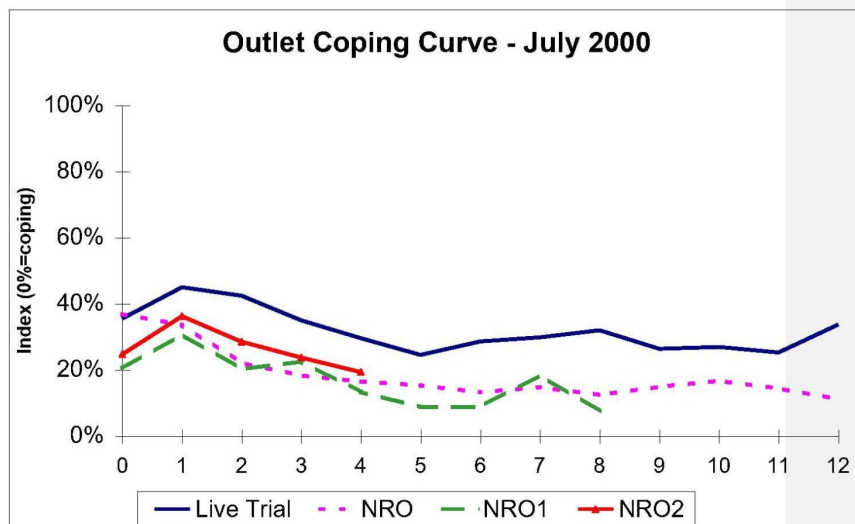
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Outlet Coping Curve

Jackie Stubbs : Counters Business Consultancy

The chart below shows an update of the coping curves for Horizon offices and includes:

- number of calls to HSH;
- number of calls to NBSC;
- number of cash account errors from the QPA database;
- time to produce a cash account.



The chart above shows the following curves:

- live trial
- NRO - national rollout before Christmas 1999
- NRO1 - national rollout in January and February
- NRO2 - national rollout in March and April

The sample size for time to prepare a cash account is too low for NRO2 and so this has not been included.

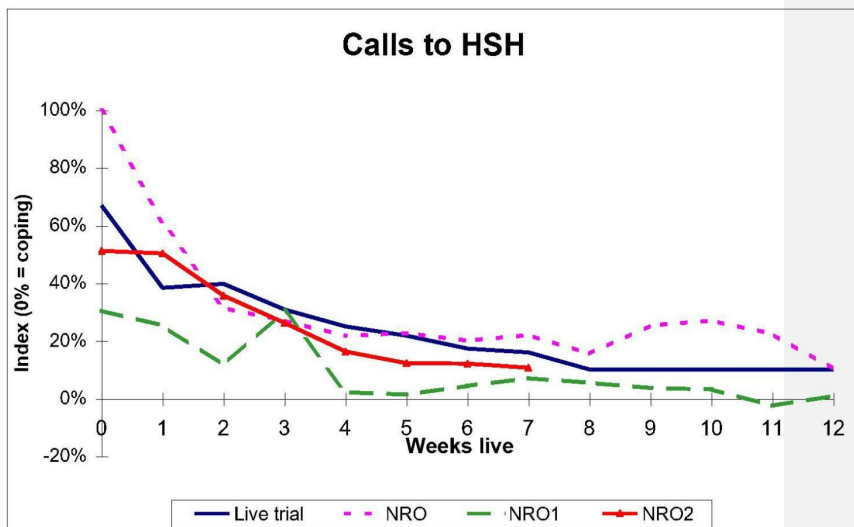
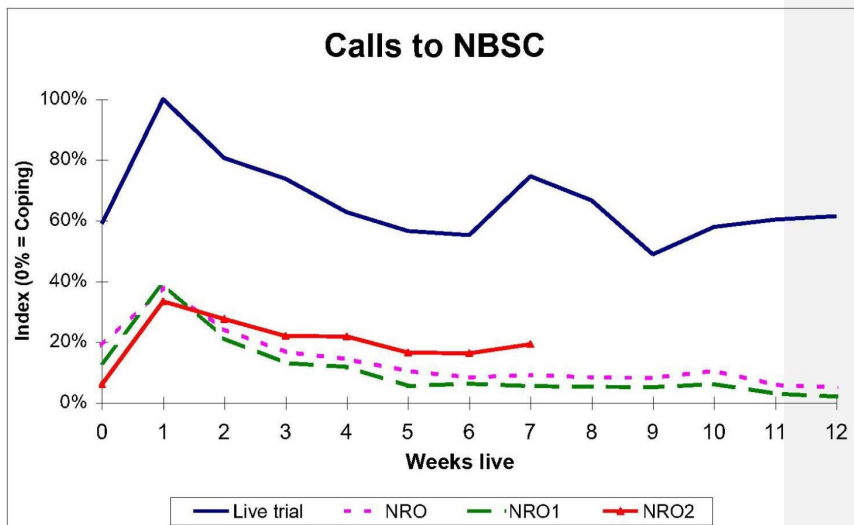
The outlet coping curves show that offices are now 'coping' at a similar level to NRO and NRO1, and better than the live trial offices.

The charts overleaf show the individual attributes which make up the outlet coping curve.

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Note : Figures for the August coping curve will be available from 21st September

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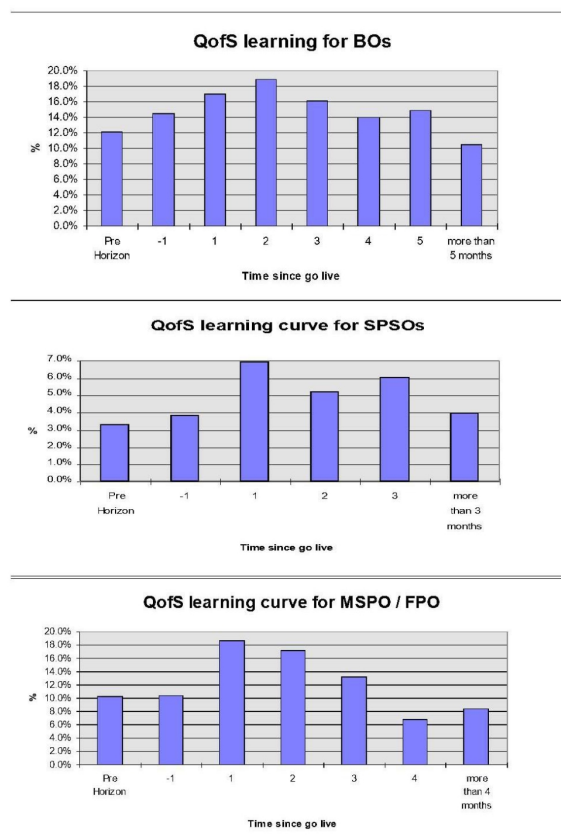
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Mystery Shopper - Horizon Learning Curve - July 2000

Kjetil Fuglestad : Post Office Consulting

In order to ensure that the effect of Horizon is more fully understood, learning curve analysis has been carried out including all NRO offices by contract type. This analysis was based on Mystery Shopper data for the last 12 months up to and including July, but excluding November and December.



It can be seen from the diagrams that performance in all offices types is adversely affected in the first 2-3 months after going live with Horizon. There is some evidence to suggest that the long term impact on Q of S may be positive in BOs, MSPOs and FPOs. However, it should be pointed out that sample sizes are small so the extent of this effect remains uncertain.

Please note : The results quoted in this report for SPSOs are not directly comparable to those in the official Mystery Shopper reports, due to the complex weightings that are applied in the official results.

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Operational Performance

August Phone Survey

100 postmasters were contacted in August and asked a series of questions the results of which are shown in the table below.

- **Not including printing how long did you spend completing the balance after closing on Wednesday ?**

Type of Average Used	Average Time
Mean	2 hours 23 minutes
Median	2 hours
Mode	2 hours

- **How easy do you find the Horizon System to Use ?**

How easy do you find system to use ?	Number responding	Percentage
Very Easy	15	26.3%
Fairly Easy	37	64.9%
Fairly Difficult	4	7.0%
Very Difficult	1	1.8%

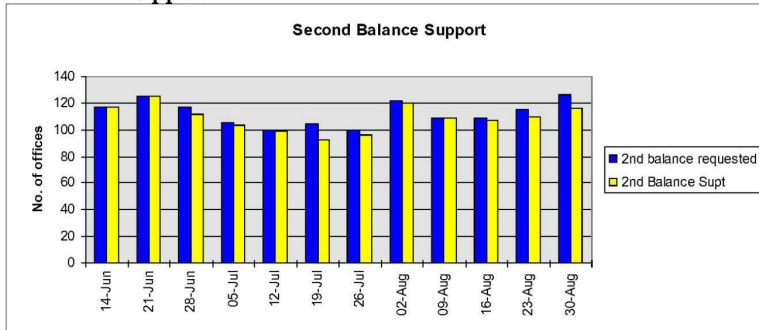
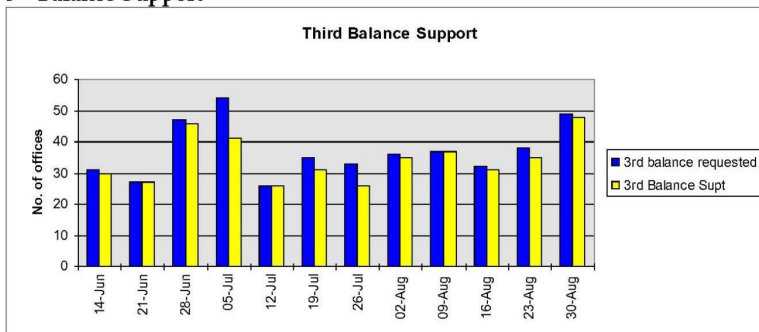
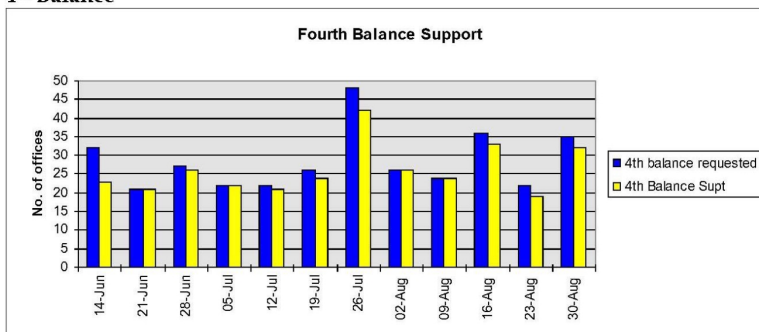
Question/ Response	If you require help on the system would you first.....	If you require help on Post Office Business would you first.....
a) Consult the relevant office documents.	51.8%	40.8%
b) Call the HSH	28.6%	14.3%
c) Call the NBSC	1.8%	18.4%
d) Do something else (this was either phone another sub postmaster or call their RNM)	7.1%	10.2%
e) (a)/(b)	8.9%	14.3%
f) (a)/(c)	0	2.0%
g) (a)/(d)	0	0
h) (b)/(c)	1.8%	0
No of responses:	56	49

The results show that the majority of people who require help on the system would consult the relevant documentation first. 89.3% of respondents would either consult the documentation first or call the HSH , showing most people know the correct helpline to call with system failures. The figures regarding help on post office business however show that 28.6% of people either consult their documentation and phone HSH or just phone HSH first rather than the NBSC.

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- Balance Support Statistics over last quarter

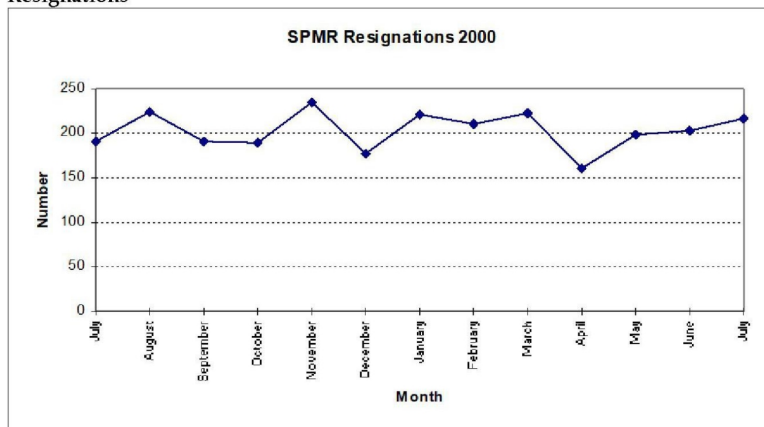
2nd Balance Support**3rd Balance Support****4th Balance****Over the last Quarter :-**

96.79%	Of offices requesting Second Balance Support received it
93.50%	Of offices requesting Third Balance Support received it
92.74%	Of offices requesting Fourth Balance Support received it

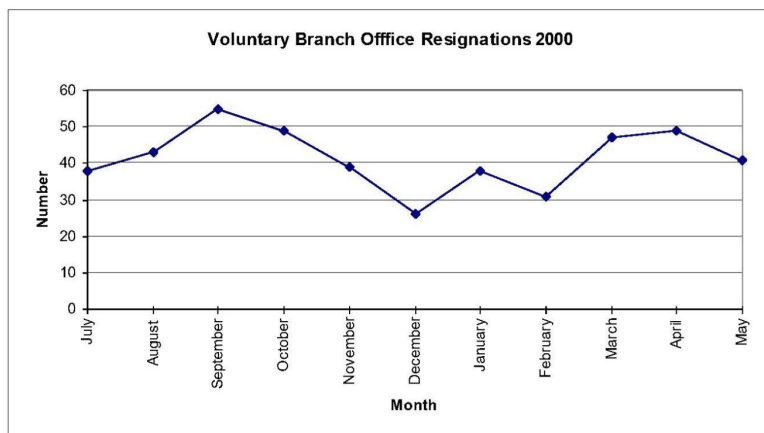
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Operational Performance

Resignations

The graph above shows that the level of Sub Postmaster resignations has remained relatively stable despite the continuing rollout of Horizon. At the beginning of September 1999 there were only 323 offices on Horizon by August 1999 this figure had risen to 11,000 offices yet there does not appear to be any sharp increases in the levels of Sub Postmaster resignations. While some Sub Postmasters have stated the introduction of Horizon as reason for their resignation ; it appears that overall levels of resignations are not out of the ordinary.



The graph above shows that the level of Branch Office resignations has not been adversely effected by the Horizon Rollout.

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Operational Performance

Post Office Customer Management

- Five out of the six main SLA's were achieved and this is a marked improvement from previous months.
- This month an additional SLA has been agreed , this centres around the average wait to answer being 10 seconds or less. The target was achieved for August with the actual time to answer being 8 seconds.

Business Service Management

Operational Performance

Post Office Customer Management Tier 1**NBSC - Incident Resolution - Month of August**

Time taken to resolve	0 - 15 Minutes	15 - 30 Minutes	0.5 - 1 Hour	1 - 1.5 Hours	1.5 - 2 Hours	2 - 3 Hours	3 - 4 Hours	4hrs - 1 Day	1 day- 1 week	1 Week+
Tier 1	85.8%	2.5%	2.3%	1.5%	1.1%	1.4%	0.9%	3.1%	1.2%	0.3%
Tier 2	27.8%	30.1%	21.6%	7.6%	3.0%	2.0%	0.9%	4.7%	1.9%	0.5%

NBSC CSF's

Measure	Target	May	June	July	August
End Users (Quantitative)	%	%	%	%	%
Calls answered within 15 seconds	85%	79%	85%	84%	86.8%
%Calls answered < 1 minute	95%	85%	94%	94%	94.8%
Overall % Abandoned	≤ 5%	8%	3%	3%	2.7%
% Incidents resolved at Tier 1	75%	69%	70%	75%	76.8%
Customer Satisfaction Index	81%	82%	89.5%	86.6%	86.6%
Average wait to answer	10 secs	16 secs	10 secs	11 secs	8 secs

Commented [RL1]:

The table above shows that over the last quarter there has been a significant improvement in the performance of customer management. Two new Service Level Agreements have been added to the report this month ; average wait to answer and the customer satisfaction index.

Summary

Five out of the six main SLA's were achieved and this is a marked improvement from previous months (the only exception being the 95% for calls answered in less than 60 seconds and this only missed by 0.2%). Work continues with progressing the issue of quality measures and the first quarterly customer satisfaction report for May to July is due in Mid September.

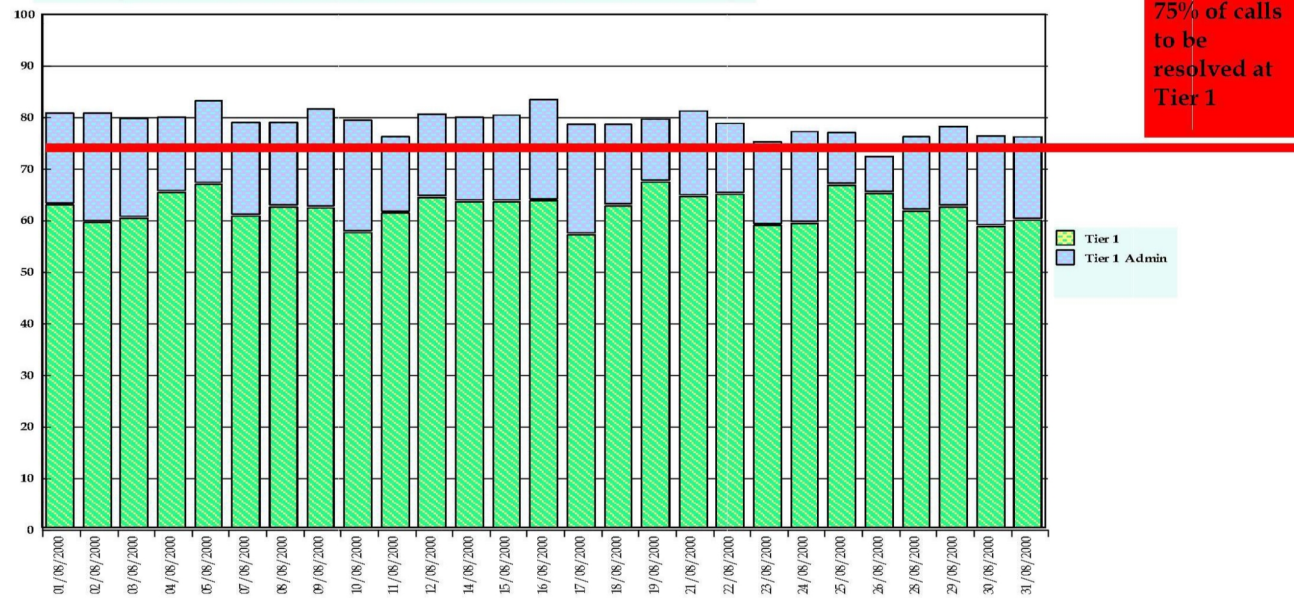
Business Service Management

Operational Performance

Tier 1 Incidents resolved in June

(*see Appendix A for definition of Tier 1/Tier 1 Admin.)

Percentage of Incidents Resolved by Tier 1 between 01/08/2000 and 31/08/2000



75% of calls
to be
resolved at
Tier 1

Business Service Management

Operational Performance

Network Business Support Centre

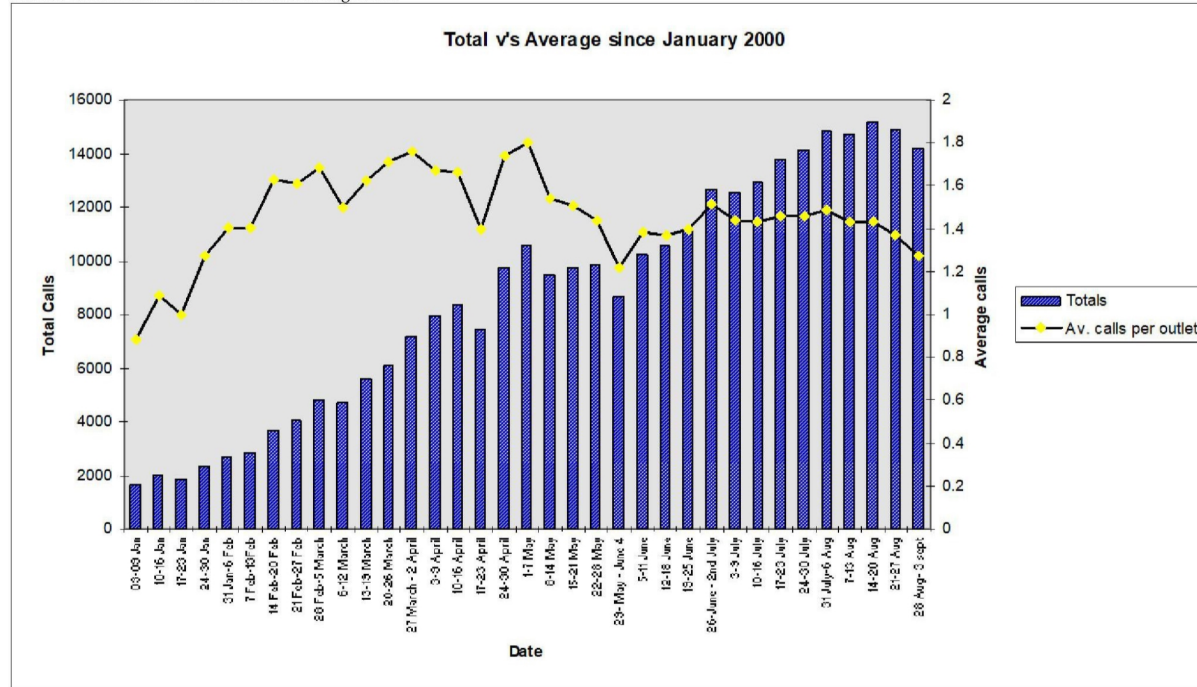
- Average calls to the NBSC are beginning to level off at 1.5 calls per office per week. As with HSH the percentage of calls received in each call category over the last month has remained stable.
- Average calls to Regional Helplines have fallen throughout August.

Business Service Management

Operational Performance

NETWORK BUSINESS SUPPORT CENTRE.

Source : Richard Butler : Business Service Management.



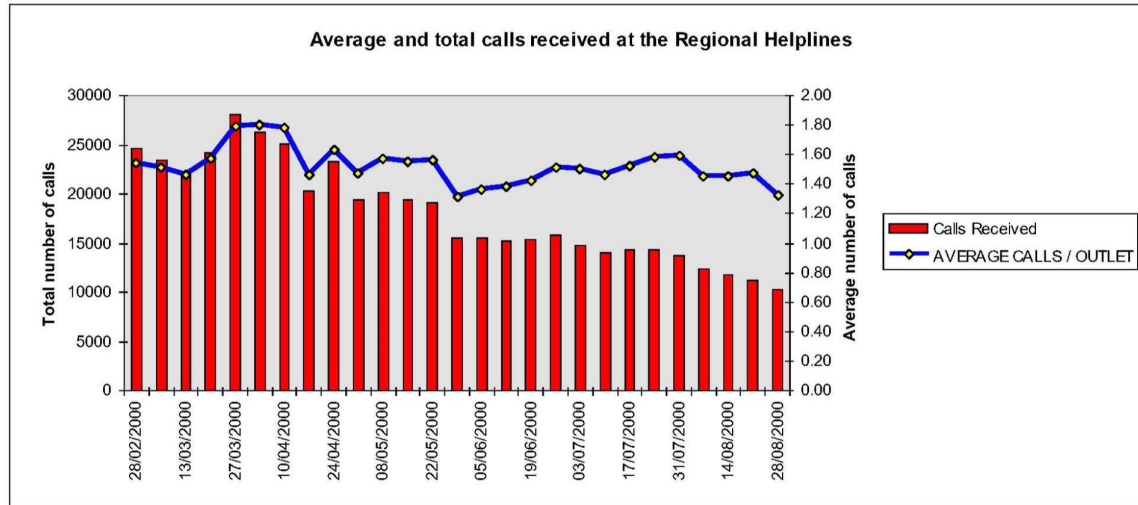
The graph shows that although total calls are rising average calls have generally continued to fall since May. Average calls now seem to be levelling off around 1.5 calls per office per week. (The troughs in the graph 17-23 April & 29 May - 4 June are caused by Bank Holidays when a lower number of calls were received).

Business Service Management

Operational Performance

Calls to Regional Helpdesks.

(source : Leon Sayers)



The level of calls to Regional helplines has continued to fall as offices become automated and therefore phone the NBSC instead of their regional helplines. The average level of calls to the Regional Helpdesk is around 1.5 calls per office per week. This is comparable to the average calls to the NBSC. (shown on the previous page).

Business Service Management

Service Reporting

Number of calls NBSC and breakdown of calls for August period.

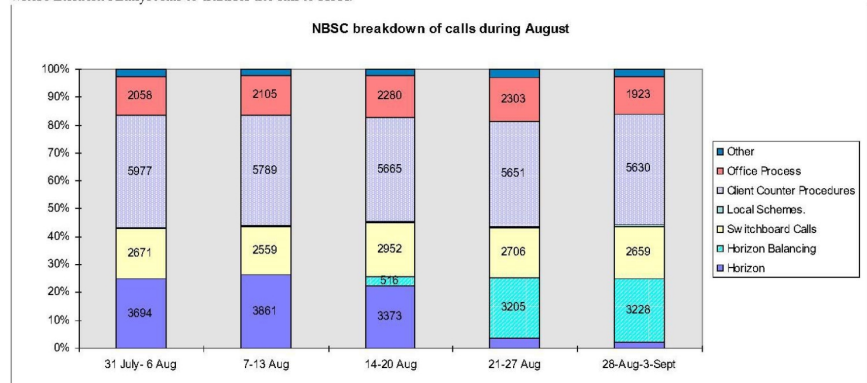
Call Category	total calls w/c 31 st July	calls per office w/c 31 st July	total calls w/c 7 th Aug	calls per office w/c 7 th Aug	total calls w/c 14 th Aug	calls per office w/c 14 th Aug	total calls w/c 21 st Aug	calls per office w/c 21 st Aug	total calls w/c 28 th Aug	calls per office w/c 28 th Aug
Horizon	3,694	0.37	3,861	0.37	3,373	0.32	546	0.05	304	0.03
Horizon Balancing	n/a	n/a	n/a	n/a	516	0.05	3,205	0.29	3,228	0.29
Client counter procedure	5,977	0.61	5,789	0.56	5,665	0.53	5,651	0.52	5,630	0.51
Local Schemes	62	0.01	62	0.01	73	0.01	44	0.00	85	0.01
Office process	2,058	0.21	2,105	0.20	2,280	0.21	2,303	0.21	1,923	0.17
Switchboard*	2,671	0.27	2,559	0.25	2,952	0.28	2,706	0.25	2,659	0.24
Non-conformance**	17	0.00	25	0.00	14	0.00	25	0.00	4	0.00
Complaints	117	0.01	90	0.01	81	0.00	84	0.01	71	0.01
Utilities	225	0.02	189	0.02	212	0.02	217	0.02	183	0.02
Other	9	0.00	42	0.00	38	0.00	132	0.01	98	0.01
TOTAL CALLS	14,830	1.49	14,722	1.43	15,204	1.43	14,913	1.37	14,185	1.27
MIGRATED OFFICES	N/A	9,990	N/A	10,306	N/A	10,614	N/A	10,912	N/A	11,132

** Non conformance calls relate to those offices which are phoned by the NBSC for not correctly conforming to OBCS procedures.

*Top categories for Switchboard calls in August

Lost Call	401	Security	302	National savings	259
Transaction Processing	422	Stores	635	Bureau De Change	267
Transferred to HSH*	4334	Wrong Number	1804	Girobank	258
Human Resources	538	Post Office Depts.	819	Royal Mail	288

*The calls transferred to HSH includes : PMR rung wrong helpdesk ; Horizon Navigation Calls & problems stemming from an NBSC query where Incident Analyst has to transfer the call to HSH.

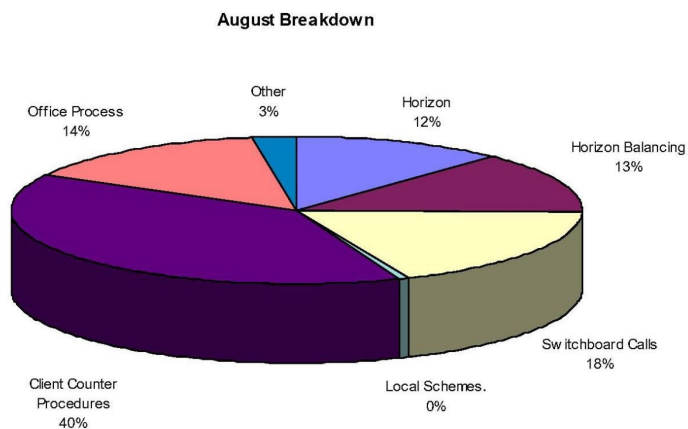
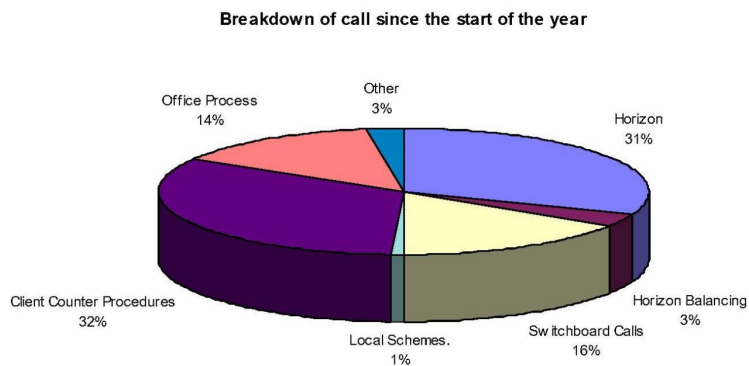


The above graph highlights the stability of calls of calls received at NBSC. Despite the increase in call volumes the percentage breakdown of calls received has remained stable.

Note : with effect from w/c 14th August : Horizon and Horizon Balancing calls have now been separated. The change occurred at the end of the week , hence some Horizon Balancing calls for this week were categorised under the old call type.

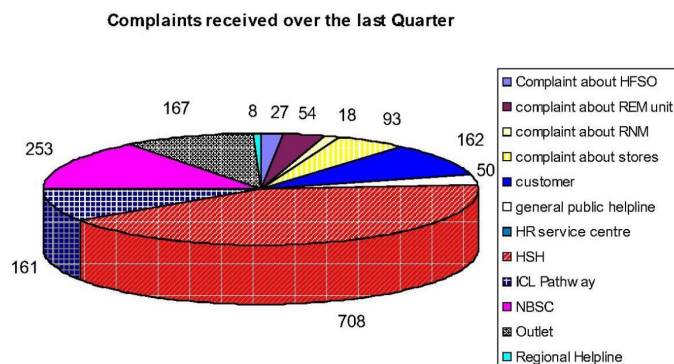
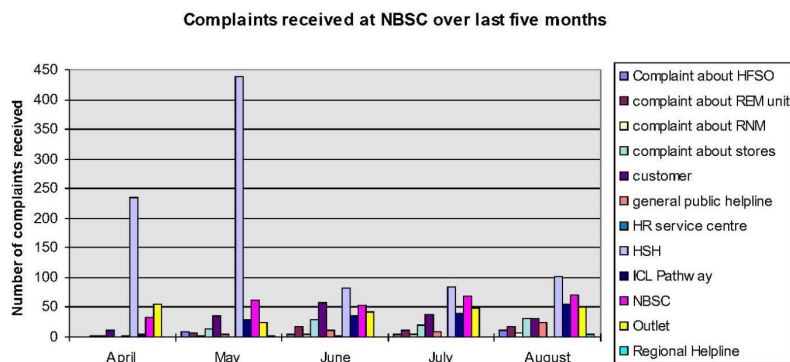
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Pie chart to show total breakdown of calls to NBSC since January 2000



The piechart shows that there has been an 8% increase in calls relating to “client counter procedures” since the start of the year. Horizon calls have recently been split to include Horizon Balancing as a separate call category. This helps to explain the fall in Horizon calls and the rise in Horizon Balancing calls.

[FILENAME *Lower\p *MERGEFORMAT]

Complaints received at NBSC over the previous five months.

The profile of complaints was raised in April 2000 and an agreement for a complaints process between both the Network Business Support Centre (NBSC) and the Horizon System Helpdesk (HSH) has been documented and finalised.

As a result improvement opportunities including the introduction of Interactive Voice Response system at HSH have been identified and implemented and have resulted in a general steadying off of complaints.

The number of complaints being investigated by the NBSC Customer Relations Team has increased, ensuring outlets receive a timely and efficient response. A series of articles highlighting the NBSC Customer Relations team is planned to allow outlets to have a channel to forward complaints to for investigation and resolution.

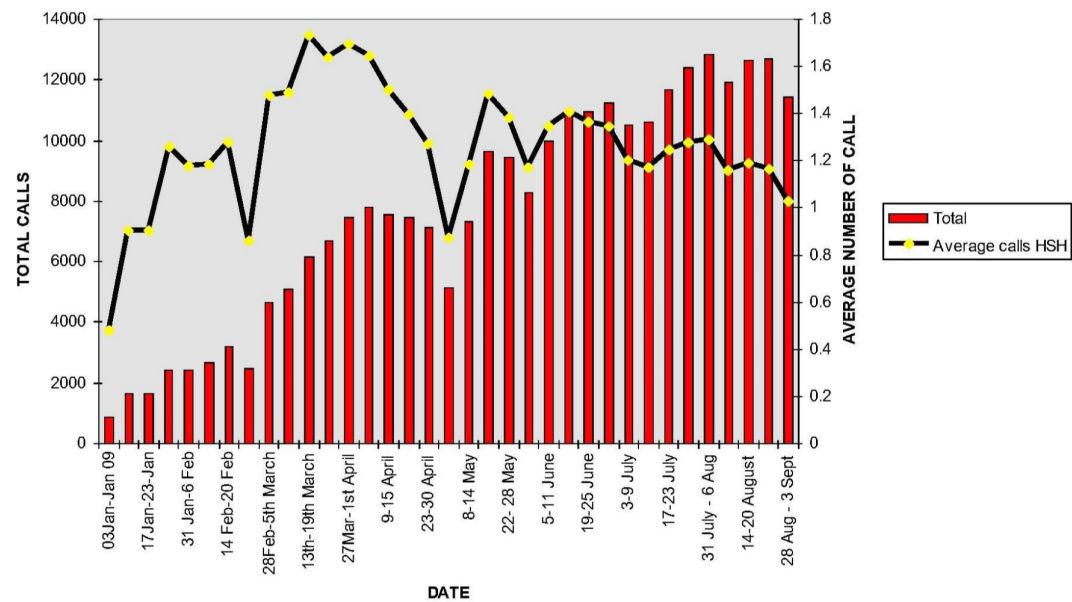
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Horizon System Helpdesk

- The percentage of calls received in each call category has remained stable. (see graph)
- Complaints about HSH were down from the previous months. Despite reaching a high point during May over the last three months complaints about HSH have reduced significantly. (see Graph : HSH Complaints : p.41)

HORIZON SYSTEM HELPDESK:

Source : Richard Butler : Business Service Management

Total V's Average calls to HSH since January 2000.

- The graph above shows that although call volumes are continually increasing the level of average calls has decreased since March.
- The drops in call volumes at the beginning/end of May and last week of August are caused by Bank Holidays.

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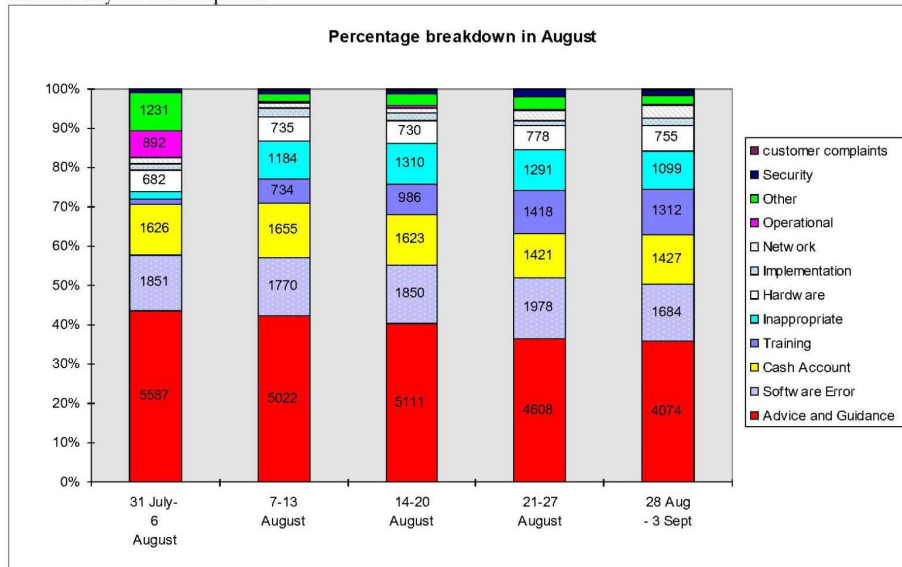
Business Service Management

Service Reporting

Number of calls to HSH and breakdown of categories for August

Call Category	Total calls w/c 31/07/00	calls per office w/c 31/07/00	Total calls w/c 07/08/00	calls per office w/c 07/08/00	calls per office w/c 14/08/00	calls per office w/c 14/08/00	Total calls w/c 21/08/00	calls per office w/c 21/08/00	Total calls w/c 28/08/00	calls per office w/c 28/08/00
Advice & Guidance	5587	0.56	5022	0.49	5111	0.48	4608	0.42	4074	0.37
Other	1231	0.12	243	0.02	374	0.04	418	0.04	256	0.02
Hardware	682	0.07	735	0.07	730	0.07	778	0.07	755	0.07
Implementation	223	0.02	235	0.02	236	0.02	154	0.01	215	0.02
Cash Account	1626	0.16	1655	0.16	1623	0.15	1421	0.13	1427	0.13
Customer Complaint	6	0.00	22	0.00	24	0.00	14	0.00	20	0.00
Network	181	0.02	154	0.01	198	0.02	329	0.03	389	0.03
Operational	892	0.09	50	0.00	70	0.01	65	0.01	24	0.00
Software Error	1851	0.19	1770	0.17	1850	0.17	1978	0.18	1684	0.15
Training	183	0.02	734	0.07	986	0.09	1418	0.13	1312	0.12
Inappropriate	268	0.03	1184	0.11	1310	0.12	1291	0.12	1099	0.10
Security	125	0.01	124	0.01	123	0.01	212	0.02	161	0.01
TOTAL CALLS	12855	1.29	11928	1.16	12635	1.19	12686	1.16	11416	1.03
MIGRATED OFFICES	N/A	9990	N/A	10306	N/A	10614	N/A	10912	N/A	11132

Note : New call categories were introduced on the 4th August. Hence the sharp decrease in "other" calls during the period looked at. Much of the original content of "other" calls are now broken down into two new categories : Training and Inappropriate. The week commencing 7th August shows a rise in these categories as this is the first full week they have been reported.



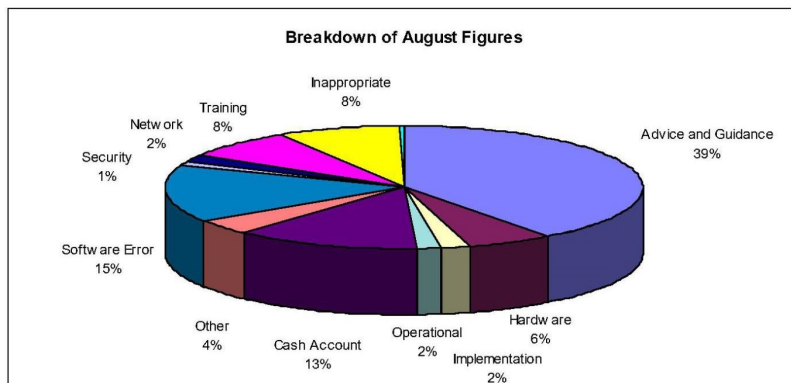
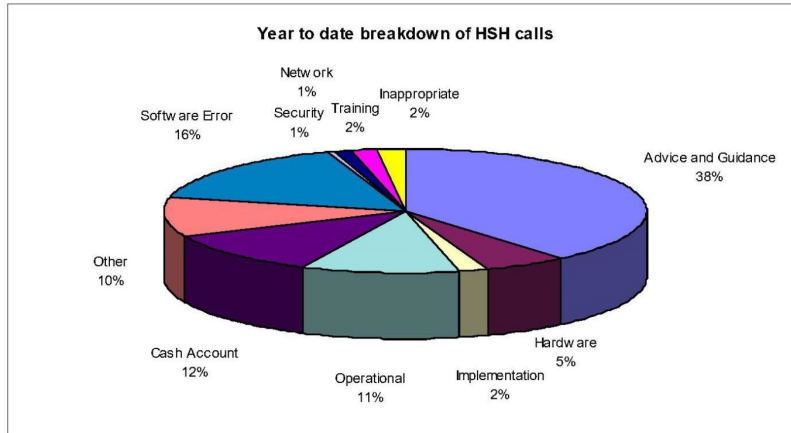
From the graph it can be seen that the percentage of calls received within each category has been stable over the past month.

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Business Service Management

Service Reporting

Pie chart to show percentage of calls per category for Year to date and for July 2000



The charts show that the categories have remained fairly stable this month when compared to year to date figures. Exceptions occur in categories "other" and "Operational", this is because new categories such as "inappropriate" and "training" have been set up since the start of the year. Calls which used to be classed as "other"

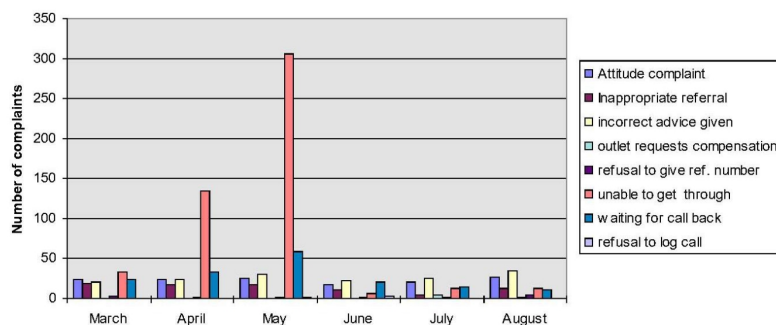
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Business Service Management

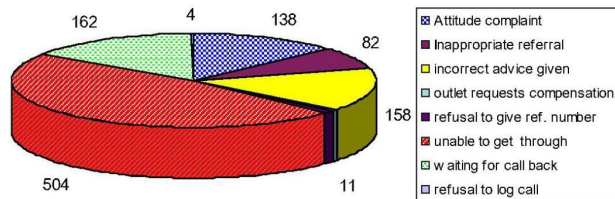
Service Reporting

Complaints received about HSH over last 6 months

Richard Butler : Business Service Management.

Breakdown of complaints to HSH over last 6 months

The graph shows that the main area for concern is the rising number of people who had increasing difficulty during April and May. The reason for the increase in people failing to get through to HSH was due to the surge in calls at the end of April and beginning of May regarding revaluation. This issue had been resolved by June hence the fall in complaints in this category. The introduction of IVR (Interactive Voice Recognition) by HSH at the beginning of June may also have helped to reduce complaints in this category.

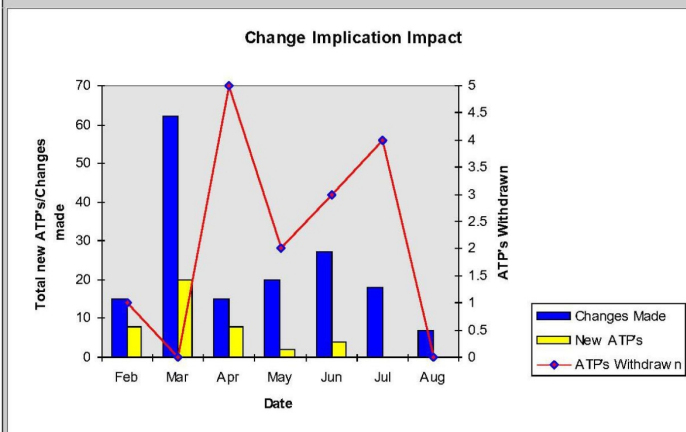
Breakdown of HSH complaints over the last 6 months

The pie chart above shows that the main area for HSH complaint over the last 6 months has concerned failure to get through. As it mentioned above the introduction of IVR during June should help to combat this problem.

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Change Implementation

• Summary



- 0 ATP's were withdrawn in August
- 7 Changes had to be implemented during August.
- No new ATP's were implemented.

Business Service Management

Service Reporting

Change Implementation**Period covered 4th August - 31st August**

Changes Implemented	Reasons	Method of Communication
Prestige Stamp Book Revaluation	The increase in price of two products missed from the main Tariff in April	Counter News
BT Global Cards	To advise users of the changes to these products	Counter News
UKPA 2year extensions	Withdrawal of the free 2 year extension	Counter News
Aberdeen CRU conversion	Offices converting to being supplied by the NSSC	Letter to offices
Redeemed Savings Stamps	To allow the reversal of savings stamps on the system without having to reverse the original transaction as well.	Counter News
5 Ticket and Travel schemes	New and withdrawn schemes	Letter to offices
1 Meals on Wheels scheme	Withdrawn product	Letter to offices

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Business Impact

- The business impact model is a tool which will enable the Service Level Agreements (SLA's) between PON and ICL Pathway to be assessed from a business perspective. The business impact scores will show how any SLA failures are affecting PON and where the most pain is felt.
- The key impacts on the business are the Service Level Agreement failures for file and data deliveries by Day D and Business Incidents.

Business Impact

Sue Stewart and Adele Kilcoyne : Business Service Management

The business impact model is a tool which will enable the ICL Pathway Service Level Agreements (SLA's) to be assessed from a business wide perspective by PON. The business impact scores will show how any SLA failures are affecting the Network and where the most pain is felt.

The model is derived from matrices which contain scores based on the percentage failure of the SLA against the number of offices affected. The model will allow comparison between the SLA results on an even scale rather than identifying which SLA's have failed by the biggest margin.

The matrices are divided into four key areas of the business which are impacted by ICL Pathway's performance (customer, support, client and outlet) and from these an overall score is produced for each SLA.

The scores are as follows:

- 100% shows that the SLA was achieved to the agreed minimum acceptance threshold.
- Scores above 100% shows that the SLA target has been exceeded by ICL Pathway therefore having a positive impact on the business
- Scores below 100% show the extent to which the SLA has failed based on the impact on the business. The historical data will enable decisions to be taken based on sustained failure rather than reacting to 'blips'.
- A score of 0% show that the failure of the SLA is totally unacceptable to PON and should be the focus for immediate action to improve the SLA results.
- N/A means that ICL Pathway are not currently reporting on these SLA's.

Although the matrices scores have been agreed across the business it should be noted that this is currently a learning model. As such the scores may be subject to change if the impact is considered to have a greater or lesser impact than the results suggest.

The table below shows the business impact for the past 6 months. The key impacts on the business are the Service Level Agreement failures for file and data deliveries by Day D and Business Incidents.

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Business Service Management

Service Reporting

Business Impact Scores Table

Service Level Agreement	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00
RDMS reference data file delivery - day D	0	0	0	0	0	0
APS reference data file delivery - day D	0	0	0	0	0	0
APS data delivery - day D	0	0	0	0	0	0
TPS data delivery - day D	0	0	0	0	0	0
OBCS stop list delivery - day D	0	0	0	0	0	0
OBCS data file delivery - day D	0	0	0	0	0	0
Business incidents	0	0	0	0	0	0
Priority A - 4 hours (local)	25	12.5	6.25	43.75	81.25	68.75
Calls answered within 40 seconds	31.25	0	12.5	68.75	68.75	81.25
Priority A - 6 hours (local)	43.75	6.25	0	43.75	43.75	43.75
Calls abandoned	62.5	6.25	18.75	75	100	100
Priority B - 10 hours (local)	62.5	50	56.25	81.25	87.5	87.5
Priority B - 12 hours (remote)	62.5	87.5	43.75	100	150	200
Priority B - 8 hours (local)	75	43.75	75	87.5	150	150
Level 1 calls - 5 minutes	75	62.5	62.5	50	150	150
Calls engaged	75	75	37.5	150	150	150
Priority B - 24 hours (remote)	87.5	62.5	6.25	87.5	81.25	87.5
Level 2 calls - 45 minutes	87.5	75	75	75	75	87.5
Site installation - quality compliance	87.5	87.5	87.5	N/A	#N/A	#N/A
Calls answered within 20 seconds	100	50	50	50	31.25	31.25
Level 2 calls - 30 minutes	100	87.5	87.5	100	150	150
APS reference data file delivery - day C	100	87.5	100	100	100	100
Training course timeliness live delivery	100	100	87.5	87.5	87.5	100
Level 1 calls - 10 minutes	100	100	100	100	100	100
Cash account - 2nd line call back	100	100	100	100	100	100
Training venue quality	100	100	100	100	100	100
Training course quality	100	100	100	100	100	100
Training courses NOT cancelled	100	100	100	100	100	100
Training course competency levels	100	100	100	100	100	100
TPS data delivery - day B	100	100	100	100	100	84.38
OBCS stop list delivery - day C	100	100	100	100	100	100
OBCS data file delivery - day C	100	100	100	100	100	100
Site modification - quality compliance	100	100	150	N/A	#N/A	#N/A
Priority A - 12 hours (remote)	100	100	#N/A	100	100	100
RDMS reference data file delivery - day B	150	100	100	150	100	100
APS data delivery - day B	150	100	100	100	100	84.38
APS data delivery - day C	150	100	100	150	100	150
RDMS reference data file delivery - day C	150	100	150	150	150	150
APS reference data file delivery - day B	150	100	150	150	100	150
OBCS data file delivery - day B	150	100	150	150	100	150
TPS data delivery - day C	150	150	150	150	150	150
OBCS stop list delivery - day B	150	150	150	150	150	100
Cash account - 2nd line availability	200	200	200	200	200	200
Site installation - repair timeliness	200	200	200	200	200	200
Priority A - 8 hours (remote)	200	200	#N/A	200	200	200
Cash account scripts	#N/A	#N/A	#N/A	N/A	#N/A	#N/A
Priority A - 6 hours (intermediate)	#N/A	#N/A	#N/A	200	#N/A	#N/A
Priority A - 9 hours (intermediate)	#N/A	#N/A	#N/A	87.5	87.5	87.5
Priority B - 10 hours (intermediate)	#N/A	#N/A	#N/A	200	200	200
Priority B - 15 hours (intermediate)	#N/A	#N/A	#N/A	87.5	87.5	87.5
Site modification - repair timeliness	#N/A	#N/A	#N/A	84.4	#N/A	#N/A

[FILENAME * Lower\p * MERGEFORMAT]

Appendix A

Glossary of Terms

CBDB - Counters Business Database - All cash accounts are keyed into this and it holds information on client settlement and errors

CLASS - Client Ledger and Settlement System

Day D - the 3rd day after a transaction has been performed at an offices

PIVOT - Postmasters Information and Value of Transactions

Sub Files - Files received by ITIP

Traffic Light System

Each CSF has at least one measure attached to it. These are shown in blocks and each block of measures are weighted at 100%. If all are equally important in the block the 100% is divided across the block of measures. This system works well in areas like OSG where there are distinct differences in the importance of each measure. The traffic lights are then used to show the total of the weighting. For example if a CSF has a number of low graded measures on red but the higher ones are all on green this suggests that there are no major issues affecting the CSF and therefore the overall traffic light for that CSF would be green. However in Transaction Processing all the CSF's are equally important which means that if **any** of the measures are adversely affected the impact is high on TP.

Business Service Management

Service Reporting

HSB Call descriptions

CALL TYPE	DESCRIPTION
Advice & Guidance	The majority of calls logged under this category are calls aimed at such areas as; Automated Payments Systems (APS) operational enquiry, Electronic Point of Sales System (EPOSS) operational enquiry, General Enquiries, Order Book Control System (OBCS) operational enquiry, and System Access enquiries.
Hardware	These are all aimed at; Equipment damage, central system faults and peripheral failure to areas such as back office printers ,bar code reader, keyboard and monitor touch element etc.
Implementation	These calls are queries concerning; Implementation delay, planned activity reschedule and site preparation issue.
Network	The Network areas here are; the central system, Network failure and Post Office Configuration, Link and Router failure.
Operations	This includes access and user administration failure, EPOSS operation failure, Reference Data issue and System Environment failure.
Other	Includes central system - environmental failure - PO - consumable order request - office environment failure i.e. power - miscellaneous
Reconciliation	Reconciliation calls are in particular aimed at APS, Benefit Encashment System (BES) EPOSS, Reference Data.
Security	One - shot password problems
Software	Software errors included are; expected change not worked, system message displayed on - screen , system operation has changed unexpectedly.

NBSC Call descriptions

CALL TYPE	DESCRIPTION
Horizon	The majority of calls logged under this category are calls which are proper to Horizon System Helpdesk. This category also includes Horizon issues which the NBSC should deal with, for example - Bill Payment, Banking, Cash Accounting, Reconciliation and Settlement etc.
Client Counter Procedure	This is transactional procedures including how to account for items and how to perform the transaction.
Local Schemes	Contains details of clients for local schemes and transactions types regarding these.
Office Process	This includes burglary, robbery, complaints, office closures, stock shortages, power failures, industrial action, name badge ordering, safe problems, health and safety issues etc.
Switchboard/ Inappropriate Call	Calls that are misdirected or proper to other sections
Utilities - Electricity	Transactions regarding charge accounts for electricity
Utilities - Gas	Transactions regarding charge accounts for gas
Utilities - Water	Transactions regarding charge accounts for gas

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