RMG BU Quality Management Report

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Author & Dept:	Neneh Lowther
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Approval Authorities:

Name	Role	
Mark Arnold	Head of Business Management	
Bill Membery	Quality and Compliance Manager	

0 Document Control

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0.2 Document History

Only integer versions are authorised for development.

Version No.	Date	Summary of Changes and Reason for Issue	Associated Change - CP/PEAK/PPRR Reference
0.1	07 Feb 2011	First draft copy for Business Management	
1.0 2011-02	01-Mar-2011	Approval version for February 2011 (should say January)	
1.1	30 Mar 2011	Update for February 2011 Report	
2.0 2011-02	01-Apr-2011	Approval version for February 2011	
2.1 2011-03	18-Apr-2011	Update for March 2011	
3.0 2011-03	28-Apr-2011	Approval version for March 2011	
3.1 2011-04	09-Apr-2011	Update for Apr 2011	
4.0	27-May-2011	Approval version for April 2011	
4.1 2011-05	31-May-2011	Update for May 2011	
5.0 2011-05	28-Jun-2011	Resynchronised dated versioning and corrected formatting. This is the report for May 2011.	
5.1 2011- 06	27 Jul 2011	Update for June 2011	

0.3 Review Details

Review Comments by:	
Review Comments to:	Neneh Lowther, Bill Membery + RMGA Document Management

Mandatory Review	
Role	**Name**
Head of Business Management	Mark Arnold (but see below)
Quality and Compliance Manager	Bill Membery
Change Manager	Ken Westfield* (reviewed in Mark Arnold's absence)

Optional Review	
Role	**Name**

(*) = Reviewers that returned comments

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Position/Role	**Name**

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0.4 Associated Documents (Internal & External)

References should normally refer to the latest approved version in Dimensions; only refer to a specific version if necessary.

Reference	Version	Date	Title	Source
PGM/DCM/TEM/0001 *(DO NOT REMOVE)*	See note above	See note above	RMG BU Generic Document Template	Dimensions
PGM/DCM/ION/0001 *(DO NOT REMOVE)*			RMG BU Document Reviewers/Approvers Role Matrix	Dimensions

0.5 Abbreviations

Abbreviation	Definition
BMS	Business Management System
ISO	International Organisation for Standards
PCI DSS	Payment Card Industry Data Security Standard
RMG BU	Royal Mail Group Business Unit
BV	Bureau Veritas – Fujitsu external compliance auditors

0.6 Glossary

Term	Definition
ISO 9001	Quality management systems – Requirements (International Standard)
BS OHSAS 18001	Occupational health and safety management systems – Requirements (British Standard)
ISO 14001	Environmental management systems - Requirements for use (International Standard)
ISO 27001	Information technology – Security techniques – Information security management systems – Requirements (International Standard)

0.7 Changes Expected

Changes

0.8 Accuracy

Fujitsu Services endeavours to ensure that the information contained in this document is correct but, whilst every effort is made to ensure the accuracy of such information, it accepts no liability for any loss (however caused) sustained as a result of any error or omission in the same.

0.9 Security Risk Assessment

Security risks have been assessed and it is considered that there are no security risks relating specifically to this document.

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1 Purpose

This document is the monthly report on the suitability, adequacy and effectiveness of the Quality Management system across the Royal Mail Group Business Unit (RMG BU).

This management system includes:

1. Fujitsu Business Management System (BMS)

2. RMG BU local processes and procedures

3. RMG BU Second and Third parties

This document is the main input to the regular management review of the RMG BU's Management System which is undertaken in compliance with ISO 9001 clause 5.6 Management review and ISO 27001 clause 5.1.

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2 Management summary

Item	Summary	Details [CTRL] Click to follow link
1	An Integrated Assessment Schedule (click this link) detailing both external and internal audits has been published. This is now on SharePoint and will be discussed at the next Quality Management Review on 14th June 2011.	
2	No new observations have been raised since January 2011. 2 non-conformances and 1 observation remain outstanding, 10 new observations have come out from the E7Y audits.	
3	The quarterly management review was held in June 2011. Further management reviews will be scheduled for September and December 2011. A copy of the QMR minutes is stored on SharePoint. A reminder has been sent for the actions of this meeting and they will need to be responded to before the September meeting.	

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3　Introduction

This section of the report covers the Fujitsu Business Management System (BMS) which defines how we work. The key components of the BMS can be found on Café VIK at

IRRELEVANT

3.1　BMS Updates

Updates to the BMS are received from Group Quality each month and the RMG BU Quality Manager reviews these and highlights anything that will have an impact on the account.

A full history of BMS Updates can be found at

IRRELEVANT and BMS Changes

under development can be found at

IRRELEVANT

The next BMS Quality forum is to be held on 23rd June 2011and the account is required to produce for this a lessons learned quality review and a Quality management Highlights and lowlights reports.

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4   Assessments

4.1   Integrated Assessment Plan

Details of all these assessments are shown on the Integrated Assessment Schedule and maintained by the RMG BU Compliance and Quality Team and held on the RMG BU Business Management SharePoint site. Integrated Assessment Schedule (click this link) and Audit Calendar.

4.2   Assessments conducted

4.2.1   Summary

No internal assessments have been completed on the account since January 2011. Due to the continued external audits and remedial work required by the customer, no new assessment reports have been produced. Details of future assessments are detailed on the Integrated Assessment Schedule (click this link).

Ernst and Young have undertaken their annual audit on behalf of PO Ltd in January/February/March. Their report has been provided to RMG BU for initial comments. RMG BU has commenced plans for the remediation of the findings and these are to be provided to PO Ltd before the beginning of July 2011.

4.3   Assessments planned

4.3.1   B.V External Audit

The Account has been advised by Group Quality that we are going to be externally audited in September 2011 by B.V. The scope for the audit will include, Supplier Management, Customer Solution Architecture, and Service Delivery Management.

Initial work has started with the architecture, design and document management teams to review all relevant documentation for these audits. Fujitsu Sourcing has also been advised of the areas the auditors are likely to require evidence of. The Service Delivery team have also agreed to review their documentation and outstanding non-conformances prior to the audit.

Discussions have been held with John Wright (BA) and agreement reached that because of the high level of customer audit, the BMS team will not audit RMG BU more than 15 days per year.

The existing ISO 9001 certification has now been successfully renewed by our external certification body *Bureau Veritas Certification*, following their planned assessment of our relevant operational policies & processes conducted over the last few months.

4.3.2   Royal Mail Group Business Unit (RMG BU)

As a requirement of the BV audit in September, we are expected to conduct a minimum of 4 internal audits. To ensure RMG BU has sufficient resources to manage these and other customer audits, an internal cascade has been issued to request internal Quality Assessors. It is proposed that the audits will be conducted across the following areas; Commercial & Outsourcing, Incident Management, User Management, Security Services and Document Management. The initial scope of these audits is prepared and when resources are available they will be undertaken.

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A plan of these audits is available at . Integrated Assessment Schedule (click this link) and Audit Calendar.

Supplier workshops have commenced with visits to Touch and Hypercom. A review of the outcome of these workshops will be held within the next month in preparation for the external Link assessment in July. The Quality and Compliance team will be undertaking service health checks against ISO 20000 (ITIL) in July following plans. At the request of the Fujitsu BMS team, a matrix of all controls from standards with their owners and relationships to the BMS has been requested as an initial part of this work.

4.3.3   Delivery Assurance

Fujitsu Delivery Assurance team have advised that they are planning to undertake an audit of the RMG BU in the first week of October 2011.

4.3.4   Link Audit

PO Ltd have advised that the LASSIS 1.6 Link Audit of all processes, agreements, technology and security around Pin Pads will occur in July 2011

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5 Corrective action

5.1 Current status

The current status of corrective action on the Account is shown in the table below.

5.2 Changes since last month

No new observations have been raised since January 2011. 2 non-conformances and 1 observation remain open. There are 10 new observations from the E&Y audits that were undertaken between January and February 2011.

Assessor	Assessment	Open	Overdue	Closed	Total	Status
BSI	BSI/7431833	1	1	0	1	R
	BSI/7492972_7560946 ISO 27001 Stage 2	1	1	0	1	R
BA	GHQ/PSD/RMG/RoyalMail Account/080610	1	1		1	
TOTAL (current)		3	3	0	3	
TOTAL (last month)		0	0	0	0	
Change						

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6 Process Improvement

6.1 Quality Leads

Management support is required as part of the RMG BU Compliance Framework to identify new Quality Leads across all areas of the customer lifecycle.

6.2 Quality and Compliance Framework

RMG BU has contractual, legislative and compliance requirements placed upon it by its stakeholders and evidence that these are met is required as part of its Customer Lifecycle Gateways and as part of its internal and external audits.

RMG BU has developed a draft framework which will be discussed at the next Quality Management Review on 7th June 2011.

RMG BU has discussed informally with PO Ltd the concept of a governance framework and they are interested in the idea. They like us can see business benefits of undertaking targeted audits of specific areas of a framework as it would save the costs, resources and time spent in the many audits that RMG BU and PO Ltd are required to undergo. PO Ltd agreed to look at the idea in further depth and discuss with RMG BU following the Ernst and Young audit.

Internally, RMG BU has begun to adopt some of the concepts defined in the framework for new business. As a result of the Framework, discussions are being undertaken on joint business impact assessment to ensure that controls to meet these are included.

RMG BU has also begun discussing with BMS how this framework will link into its processes.

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7   Measures

7.1   Customer Satisfaction and Complaints

We have completed a full review of the CSIP, CSS and USAT process for the RMG BU.

A new format and structure has been agreed with PO Ltd. We have adopted the Corporate CSS approach and the first quarterly customer interview will be conducted in June 2011.

7.1.1   Customer Satisfaction Interview Programme - CSIP

As part of the formal CSIP, we follow up with the client as to the areas they would like us to focus on. These may not necessarily be areas of dissatisfaction, but areas they are requesting we continue to focus on. A draft action plan has been created to address these areas and is now being reviewed by senior management before being sent to PO Ltd for approval.

The CSIP target for RMG BU for 2011/2012 is shown below.

Customer	Previous Interview Date	CSIP Scores 10-11	CSIP Interview Dates				Target for FY 11/12	Stretch for FY 11/12
			Q1	Q2	Q3	Q4		
Royal Mail (Post Office)	31/01/11	8.0			Q3		8.0	8.5

7.1.2   User Satisfaction - USAT

Customer satisfaction data covering complaints and the USAT surveys from the monthly analysis of service performance are included below.

Complaints for June

There has been an improvement on nearly all the USAT scores this month. It is the second time in the past 12 months that the overall score has been 4.6. Focus within Engineering and HSD will continue.

Complaints remain low, 7 complaints received from a total of 10525 taken in June-11

Justified Complaints

Engineer Call Handling 1x

Engineer ETA 1x

HSD Call Handling 1x

Un-Justified Complaints

Online Services 2x

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No response Required Complaints – Both Not Valid

Engineer ETA 1x

HSD Process 1x

USAT surveys are conducted each month by the Help Desk contacting a sample of Postmasters (typically less than 50% respond to these requests). The USAT survey data for May has been added and this continues to show little change in the levels of satisfaction quoted which remains at acceptable levels. There is a service improvement plan in place to address the issues that led to the low score for Q4 this month compared to the score of 4.5 in April.

	Apr-11	May-11	Jun-11
Q1	4.4	4.4	4.5
Q2	4.4	4.4	4.6
Q3	4.3	4.4	4.6
Q4	4.5	4.1	4.5
Q5	4.5	4.6	4.7
Q6	4.5	4.6	4.7
Q7	4.4	4.6	4.5
Average	4.4	4.4	4.6

	USAT Questions
Q1	How satisfied were you with the manner your call was initially taken by the Helpdesk?
Q2	How satisfied were you that the agent that took your call, understood the problem you were having?
Q3	How satisfied were you with the agents' ability to deal with the problem you were having?
Q4	How satisfied were you with the communication you received about your engineering visit?
Q5	How satisfied were you with the manner the engineer conducted himself upon arrival at site?
Q6	How would you rate the knowledge/skill demonstrated by the engineer who attended site?
Q7	How satisfied were you with the quality of service that was provided by your engineer?

8 Communication

Proposals for updating the Quality page on the RMG BU SharePoint site are to be discussed as part of the Business Management initiative.

9 Quality Forum

The next BMS Quality Forum is scheduled for June 23rd.

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