

Fujitsu Services	POA Customer Service Incident Management Process Details	Ref:	CS/PRD/074
		Version:	2.0
	Procedure	Date:	20-JAN-2005

Document Title: POA Customer Service Incident Management Process Details

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Originator & Dept: Mike Stewart Customer Service Operations

Contributors: Rob Milner, Peter Thompson

Internal Distribution: Peter Thompson, John Holman-Dine, Carl Marx, Tony Wicks, Mike Woolgar, Dean Felix, Ian Daniel, Julie Welsh, Graham Mockridge.

External Distribution:

Approval Authorities: *(See PA/PRO/010 for Approval roles)*

Name	Position	Signature	Date
Carl Marx	Infrastructure & Availability Manager		
Dave Baldwin	Director Customer Services		

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0.0 Document Control

0.1 Document History

Version No.	Date	Reason for Issue	Associated CP/Pin/ICL
0.1	04/07/00	First draft – to detail the baseline Incident Management process	
1.0	13/11/00	Developed for approval	
1.1	13/11/02	Updated to reflect SPOC2 upgrade	
1.2	05/11/04	Updated with a complete rewrite of the Process after workshops within the POA Support Groups. To support the change in Post Office Business for On-Line Services	
2.0	20/01/05	Updated 2.5.3 with minor comments to reflect the section 2.4.2 of the Problem management Process CS/PRD/021	

0.2 Review Details

Review Comments by :	
Review Comments to :	

Mandatory Review Authority	Name
Infrastructure & Availability Manager	Carl Marx
Director Customer Service	Dave Baldwin
Optional Review / Issued for Information	
Peter Thompson	Data Centre & Operations Manager
John Holman-Dine	Network Service Manager
Tony Wicks	Business Continuity Manager
Mike Woolgar	Problem & Availability Manager
Dean Felix	Service Delivery Manager

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Julie Welsh	Service Delivery Manager
Ian Daniel	Service Delivery Manager
Graham Mockridge	Service Transformation Manager

(*) = Reviewers that returned comments

0.3 Associated Documents

Reference	Version	Date	Title	Source
PA/TEM/001	8.0	19/12/02	Fujitsu Services Document Template	PVCS
CS/IFS/008	1.0	23/12/02	POA/POL Interface Agreement for the Problem Management Interface	PVCS
CS/PRD/074	2.0	05/11/04	POA Incident Management Process	PVCS
CS/PRO/110	2.1	11/10/02	POA Problem Management Database Procedures	PVCS
PA/PRO/001	10.0	02/02/04	Change Control Process	PVCS
CS/QMS/001	1.0	04/11/04	Customer Service Policy Manual	PVCS

Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.

0.4 Abbreviations/Definitions

Abbreviation	Definition
HSH	Horizon Systems Helpdesk
ISO	International Standards Organisation
ITIL	Information Technology Infrastructure Library
KEL	Known Error Log
MSU	Management Support Unit
PAM	Problem & Availability Manager
PM	Problem Manager
PO	Post Office
POA	Post Office Account
POL	Post Office Limited

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SDMs	Service Delivery Managers
SDU	Service Delivery Unit
SLA	Service Level Agreement
SMC	Systems Management Centre
SRRC	Service Resilience & Recovery Catalogue
SSC	System Support Centre
VIP	VIP Post Office, High Profile Outlet

0.5 Changes in this Version

Version	Changes
2.0	Changes to 2.5.3 to reflect the details in the Problem Management Process CS/PRD/021

0.6 Changes Expected

Changes
None

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1.0 Process Introduction

The following terms are defined to assist understanding of this process:

- An **Incident** is defined as:
‘Any event that is not part of the Standard Operation of a Service and that causes, or may cause, an interruption to, or a reduction in, the quality of that Service’
- A **Problem** is defined as the underlying root cause of one or more Incidents.
- A **Known Error** is an Incident or a Problem for which the root cause has been diagnosed and a work round or cure has been identified.
- A **Trend** is an identifiable pattern or tendency.
- A **Permanent Fix** is a solution to an issue which has resolved the root cause so the issue will not re-occur
- A **Work-around** is a solution to an issue which has restored service but has not resolved the root cause so the issue may re-occur.
- A **Fault** is an event that has led to loss of service or has increased the possibility of loss of service

1.1 Principles of Incident Management

The Incident Management Process should ensure that all reported incidents are recorded and dealt with in a consistent and structured manner.

Problem Management is focused on finding the solution, whereas Incident Management is focused on restoring the service.

2.0 Incident Management Process

2.1 Functional Overview

The purpose of this process is to ensure that:

- All reported faults are recorded as Incident Records.
- Incident Records are allocated a unique identifier to allow individual referencing.
- Incident Records contain the following information: timestamp when the fault occurred or was logged, originator, recording user identifier, status, priority, escalation history, incident category, fault description, fault resolution.
- The Incident has a clearly identifiable owner. This allows the user reporting the incident to have a single point of contact and gives the owner of the incident the responsibility for ensuring it is dealt with through the complete lifecycle of the incident.
- Incidents Records are automatically escalated or re-assigned if they meet determined criteria.
- Faults requiring a fix solution to be developed or remaining unresolved are escalated to Problem status.
- Incident Records are analysed and correlated to determine failure patterns and predict common failures in other resources.

2.2 Process Benefits

This process provides the following benefits:

- reduced business impact of Incidents by timely resolution, thereby increasing effectiveness
- improved monitoring, allowing performance against SLAs to be accurately measured
- improved management information on aspects of service quality provided by a centralised source.
- better staff utilisation, leading to greater efficiency
- elimination of lost or incorrect Incidents and service requests
- Contribute towards ISO and ITIL compliance
- improved User and Customer satisfaction.
- Improved image/reputation of Fujitsu Post Office Account.

2.3 Scope

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The scope of this process includes all elements that make up the controlled (live) environment

It does not include development environments.

2.4 Owner

PAMs (To be confirmed)

2.5 Process Description

2.5.1 Fault Receipt and Logging

A fault may be reported via several channels:

- Event monitoring (manual or automated).
- A Post Master may identify a fault situation has occurred.
- A 3rd Line Service Delivery Unit (SDU) may discover a fault
- An other Post Office Account (POA) representative may discover a fault
- A Change implementation may fail.

Typically, the fault will be reported via a telephone call to the HSH or an abnormal event discovered by SMC.

2.5.2 Classification and Prioritisation

An initial review by HSH or SMC will determine how the Incident record should be classified and what priority should be assigned to the resolution of the fault. In addition, the HSH / SMC will determine if other similar Incidents have been reported or if an existing Problem record exists. In this case, the Incident records will be linked to ensure satisfactory resolution of all associated faults.

2.5.3 Investigation and Diagnosis

HSH and SMC will determine whether they are able to resolve the Incident and will make use of problem determination scripts and Knowledge databases as appropriate. Incidents which cannot be resolved by HSH / SMC will be re-assigned to the appropriate 3rd Line SDU for further investigation. If a fault is deemed to require escalation the POA Problem & Availability Manager (PAM) will be contacted.

If the 3rd Line SDU determines that they are unable to resolve the Incident or a Service Level Agreement escalation point has been reached the POA PAM will be informed. If agreement has been reached that the Incident is now a Problem, the PAM will raise a call on the PMDB as in accordance with 2.4.2 of the Problem Management Process CS/PRD/021. The PAM or a recognised Service Manager will be allocated to manage the Problem.

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2.5.4 Escalation

In the event of an incident being escalated the POA PAM will, in discussion with PO Ltd, determine if the incident is major and requires active management. If it does the PAM will be the central point for communication to POA management and PO Ltd and will have responsibility for restoring service as quickly as possible.

2.5.5 Resolution

An identified resolution (permanent fix or work-around) will be implemented, potentially via the Change Management (work-around) or Release Management (permanent fix) processes. Successful implementation of the solution must be verified with the fault reporter in order to ensure that all reported symptoms have been resolved.

2.5.6 Closure

Following verification with the fault reporter, the Incident record should be closed. The HSH / SMC will determine a Closure Code, identify potential learning points identify if the incident could re-occur, determine if the incident was due to an underlying problem and if so, raise an associated Problem Record or link to a current Problem Record. The HSH/SMS would then change the incident status to closed.

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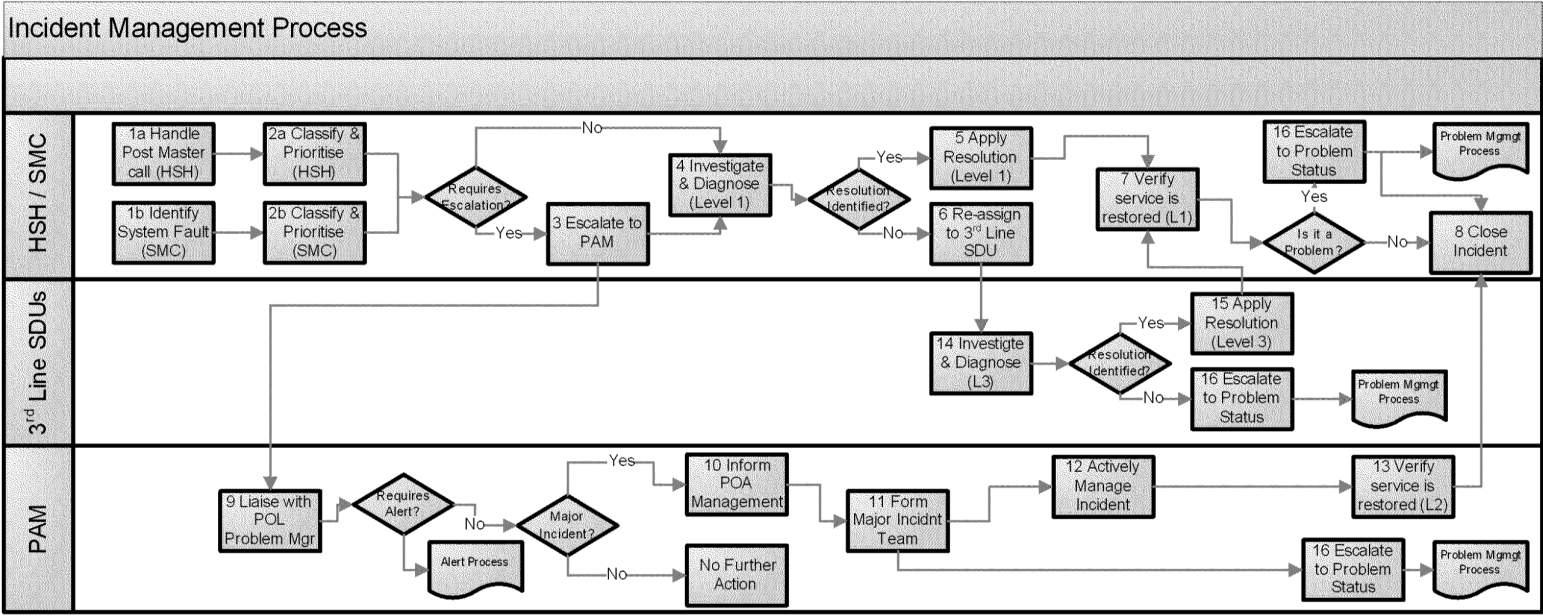
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2.6 Process Steps



The steps identified in the above process flowcharts are described in more detail below. Examples of typical Inputs/Outputs and Typical Data Source/Repository are specified are included, although these will vary dependant upon the specific environment.

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2.7 Procedure Descriptions

Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	1a
Procedure Name:	Handle Call from Post Master (HSH)
Purpose and Scope:	Provide a central point for Post Masters to report a fault (or to request a service). Method of contact is telephone. Also, take calls from other POA related groups
Triggers:	Fault or service request.
Inputs:	Primarily Post Master Phone Call Additionally, calls from POL, POA suppliers, POL Suppliers, other SDUs & POL Customers
Activities:	Raise incident record Collect information on fault
Outputs:	Fault received or inappropriate call. New Incident record.
Interfaces:	Post Office Post Masters
Service Level Criteria:	Requires Completion
Responsibilities:	HSH Staff
Owner:	HSH Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	1b
Procedure Name:	Identify System Fault (SMC)
Purpose and Scope:	Provide a central point for identifying system faults via monitoring of event logs and system management tools
Triggers:	System Event identified.
Inputs:	System Management tools
Activities:	Raise incident record Collect information on fault
Outputs:	Fault received or fault rejected. New Incident record.
Interfaces:	System Management tools
Service Level Criteria:	Requires Completion
Responsibilities:	SMC Staff
Owner:	SMC Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	2a
Procedure Name:	Classify & Prioritise (HSH)
Purpose and Scope:	Determine the classification & prioritisation of the incident. Ensure that the correct level of response is assigned. Assist with the determination of the likely resolving group. To understand the nature and severity of the fault
Triggers:	New incident record.
Inputs:	Information in Incident Record HSH One Intranet SSC KEL Database
Activities:	Classify and prioritise according to pre-defined A/B category Complete Incident record fields as appropriate Obtain and input any additional relevant information Check HSH tools for guidance Determine whether incident requires escalation
Outputs:	Classified and Prioritised Incident Record New Incident record.
Interfaces:	Agreed priority levels VIP Site List VIP Service List VIP File Transfer List
Service Level Criteria:	Requires Completion
Responsibilities:	HSH Staff
Owner:	HSH Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	2b
Procedure Name:	Classify & Prioritise (SMC)
Purpose and Scope:	Determine the classification & prioritisation of the incident. Ensure that the correct level of response is assigned. Assist with the determination of the likely resolving group. To understand the nature and severity of the fault
Triggers:	New Incident Record.
Inputs:	Information in Incident Record Known Error Log database SRRC database
Activities:	Classify and prioritise according to pre-defined A/B category Complete Incident record fields as appropriate Obtain and input any additional relevant information Determine whether incident requires escalation
Outputs:	Classified and Prioritised Incident Record New Incident record.
Interfaces:	Agreed priority levels VIP Site List VIP Service List VIP File Transfer List
Service Level Criteria:	Requires Completion
Responsibilities:	SMC staff
Owner:	SMC Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	3
Procedure Name:	Escalate to PAM
Purpose and Scope:	To ensure that the POA Problem & Availability Manager is aware of an escalated incident
Triggers:	Incident meeting escalation criteria
Inputs:	Incident requiring escalation VIP Sites, Services & File Transfer Lists Duty Lists
Activities:	Contact PAM Ensure PAM aware of all incident details
Outputs:	PAM is aware of and understands incident
Interfaces:	VIP Sites, Services & File Transfer Lists POA Problem & Availability Manager
Service Level Criteria:	Requires Completion
Responsibilities:	HSH / SMC staff
Owner:	Problem & Availability Manager.
Comments:	

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Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	4
Procedure Name:	Investigate & Diagnose (Level 1)
Purpose and Scope:	Investigate and diagnose Incidents retained within HSH & SMC support and determine how to progress.
Triggers:	Classified and prioritised incident.
Inputs:	Incident record. Known Error Log Database, HSH One Intranet, SRRC Database Existing Problem details. Data within PowerHelp call logging system Problem Management Database
Activities:	Attempt to determine the nature of the fault and its resolution. Search relevant tools and databases for information on similar faults Record relevant information in the Incident record. Determine if other 'similar' Incidents are being reported. Create Master Incident record if necessary
Outputs:	Updated Incident with appropriate details. Master Incident/Problem record. Possible re-route if assignment is determined to be incorrect.
Interfaces:	Known Error Log Database, HSH One Intranet, SRRC Database Data within PowerHelp call logging system Problem Management Database
Service Level Criteria:	Requires Completion
Responsibilities:	HSH / SMC Staff
Owner:	HSH / SMC Managers
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	5
Procedure Name:	Apply Resolution (Level 1)
Purpose and Scope:	A resolution has been identified and must be applied.
Triggers:	Solution found.
Inputs:	Known Error Log Database SRRC Database Skill, expertise and experience of HSH / SMC.
Activities:	Apply the resolution. Update the Incident Record. Determine if resolution successful.
Outputs:	Updated Incident Record. Resolved Incident Record OR.. Still unresolved Incident Record. Change Control (if required)
Interfaces:	Change Control (if required)
Service Level Criteria:	Requires Completion
Responsibilities:	HSH / SMC
Owner:	HSH / SMC Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	6
Procedure Name:	Re-Assign to 3 rd Line SDU
Purpose and Scope:	SMC / HSH support has been unable to identify a resolution for the incident - escalate to 3 rd Line Service Delivery Unit (SDU).
Triggers:	HSH / SMC unable to resolve SRRC/KEL Databases require re-assignment of incident
Inputs:	Incident record with HSH / SMC investigation detailed.
Activities:	Determine the assignment route. Contact 3 rd Line assignee and agree re-assignment. Assign Incident Record to the relevant 3 rd Line team. Capture 3 rd Line reference number (if using different call logging tool).
Outputs:	Incident assigned to appropriate 3 rd Line team.
Interfaces:	3 rd Line SDU
Service Level Criteria:	Requires completion
Responsibilities:	HSH / SMC staff.
Owner:	HSH / SMC Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	7
Procedure Name:	Verify Service is Restored (Level 1)
Purpose and Scope:	Verify that the Incident Reporter is happy that the Incident Record has been successfully resolved.
Triggers:	Resolution applied, Incident believed to be resolved.
Inputs:	‘Resolved’ Incident returned from 3 rd Line SDU OR HSH/SMC Resolution appears to have been successful
Activities:	Contact the user. Confirm that user is satisfied that the Incident has been resolved (or agree to defer closure pending further testing). Determine whether root cause has been identified and resolved Determine whether incident is likely to re-occur
Outputs:	If the user is happy, then ‘Resolved’ Incident. If the user is unhappy (or fault not fixed), then further Investigation & Diagnosis. If fault not fixed, root cause not identified or resolved, or incident likely to re-occur class as problem
Interfaces:	Post Master 3 rd Line SDU Problem Management Process
Service Level Criteria:	Requires Completion
Responsibilities:	HSH / SMC staff
Owner:	HSH / SMC Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	8
Procedure Name:	Close Incident
Purpose and Scope:	Incident resolved, so close the Incident Record
Triggers:	Incident resolved to user's satisfaction. Incident rejected as 'out of scope' or 'invalid'.
Inputs:	Resolved Incident Record.
Activities:	Change Incident Record status to CLOSED. Determine a Closure Code. Identify potential learning points. Identify if the incident could re-occur. Determine if the incident was due to an underlying problem and if so, raise an associated Problem Record or link to a current Problem Record..
Outputs:	Closed Incident Record.
Interfaces:	For underlying problem, Output to Problem Management.
Service Level Criteria:	Requires Completion
Responsibilities:	HSH / SMC staff
Owner:	HSH / SMC Manager.
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	9
Procedure Name:	Liaise with POL Problem Manager
Purpose and Scope:	To inform POL that an escalated incident has occurred and determine the business impact to Post Office.
Triggers:	Escalated Incident
Inputs:	Escalated Incident SRRC Database
Activities:	Understand the scope, nature and impact of the escalated incident. Check SRRC Database for guidance. Contact POL Problem Manager. Agree severity and priority. Agree whether incident is a "Major Incident"
Outputs:	Major Incident
Interfaces:	SRRC Database POL Problem Manager
Service Level Criteria:	Requires Completion
Responsibilities:	Post Office Acct Problem & Availability Manager
Owner:	Post Office Acct Problem & Availability Manager
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	10
Procedure Name:	Inform PO Acct Management
Purpose and Scope:	To ensure that PO Acct Management are informed of the Major Incident as rapidly and effectively as possible
Triggers:	Major Incident defined
Inputs:	Major Incident defined List of POA Management
Activities:	Contact Management with information on Major Incident
Outputs:	POA Management informed
Interfaces:	POA Management
Service Level Criteria:	Requires Completion
Responsibilities:	PAM
Owner:	PAM
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	11
Procedure Name:	Form Major Incident Team
Purpose and Scope:	To determine and assemble the resources required to restore service to Post Office as quickly as possible
Triggers:	Major Incident defined
Inputs:	Major Incident defined
Activities:	Determine the technical and service delivery staff required to restore service as quickly as possible. To ensure all required staff are sure of their responsibilities and communication timetable.
Outputs:	Major Incident Team
Interfaces:	
Service Level Criteria:	Requires Completion
Responsibilities:	PAM
Owner:	PAM
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	12
Procedure Name:	Actively Manage Incident
Purpose and Scope:	To ensure that service is restored as quickly as possible following a major incident. To ensure that all relevant parties are consistently and regularly informed throughout the life of the incident
Triggers:	Major Incident defined
Inputs:	Major Incident defined
Activities:	To ensure appropriate focus on major incident by support groups To ensure regular updates received from support groups To manage customer expectations To provide regular updates to POL and POA Management on status of incident and likely timescales for restoration of service.
Outputs:	Regular updates on status of incident Progress toward restoration of service
Interfaces:	Support Groups POA Management POL Problem Manager
Service Level Criteria:	Requires Completion
Responsibilities:	PAM
Owner:	PAM
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	13
Procedure Name:	Verify Service is Restored (Level 2)
Purpose and Scope:	Verify that the Incident Reporter is happy that the Incident Record has been successfully resolved.
Triggers:	Resolution applied, Incident believed to be resolved.
Inputs:	Active Management of Major Incident has resulted in service being restored
Activities:	Contact POL Problem Manager Agree that service has been restored to POL's satisfaction Communicate this to HSH/SMC Communicate this to POA Management
Outputs:	If POL Problem Manager is happy, then 'Resolved' Incident. If the user is unhappy (or fault not fixed), then : <ul style="list-style-type: none">• Further Investigation & Diagnosis.
Interfaces:	Major Incident Team POL Problem Manager POA Management
Service Level Criteria:	Requires Completion
Responsibilities:	PAM
Owner:	PAM
Comments:	

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Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	14
Procedure Name:	Investigate & Diagnose (Level 3)
Purpose and Scope:	Investigate and diagnose Incidents retained within 3 rd Line SDU and determine how to progress.
Triggers:	HSH / SMC unable to diagnose OR KEL/SRRC instructs HSH/SMC to re-assign to 3 rd Line SDU.
Inputs:	Incident record with details of investigation so far.
Activities:	Attempt to determine the nature of the fault and its resolution. Record relevant information in the Incident record.
Outputs:	Identified Incident resolution. Possible re-assign to HSH/SMC if assignment is determined to be incorrect. Requirement for Problem record.
Interfaces:	
Service Level Criteria:	As per defined SLA time-limits
Responsibilities:	3 rd Line SDU Staff
Owner:	Incident Manager.
Comments:	

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Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	15
Procedure Name:	Apply Resolution (Level 3)
Purpose and Scope:	A resolution has been identified and must be applied.
Triggers:	Solution found.
Inputs:	Known Error Log Database SRRC Database Skill, expertise and experience of 3 rd Line SDU.
Activities:	Apply the resolution. Update the Incident Record. Determine if resolution successful. Contact HSH / SMC and re-assign for verification and closure
Outputs:	Updated Incident Record. Resolved Incident Record OR.. Still unresolved Incident Record. Change Control (if required)
Interfaces:	Change Control (if required)
Service Level Criteria:	Requires Completion
Responsibilities:	3 rd Line SDU
Owner:	HSH / SMC Manager.
Comments:	

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Version: 2.0

Procedure

Date: 20-JAN-2005

Item	Description
Process Name:	Incident Management Process
Sub-Process:	Incident Management
Diagram Version:	1.0
Procedure Number:	16
Procedure Name:	Escalate to Problem Status
Purpose and Scope:	It has not been possible to determine the cause of an Incident or the resolution has been determined, but it is not possible to implement the solution at this time.
Triggers:	An unresolved Incident record.
Inputs:	An unresolved Incident record
Activities:	Escalate to SDM, PAM or Problem Management Team as appropriate for them to raise record Ensure all details of incident are passed over
Outputs:	A Problem record
Interfaces:	Problem Management Process
Service Level Criteria:	Requires Completion
Responsibilities:	HSH / SMC / PAM / 3 rd Line SDU Staff
Owner:	Problem Manager
Comments:	