



POA Customer Service Incident Management Process
Details
Process

Ref: CS/PRD/074
Version: 4.0
Date: 02-Aug-2005

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0.0 Document Control

0.1 Document History

Version No.	Date	Reason for Issue	Associated CP/PEAK/PPRR Reference
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.	
2.1	25/02/05	Updated format used to include introduction of IMT and to conform to ITIL best practice and BS15000.	
3.0	23/03/05	For approval	
3.1	27/06/2005	Updated to reflect move to HSD and comments from HSD.	
4.0	02/08/2005	For approval	



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0.2 Review Details

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(*) = Reviewers that returned comments

0.3 Associated Documents

Reference	Version	Date	Title	Source
PA/TEM/001			Fujitsu Services Document Template	PVCS
CS/IFS/008			POA/POL Interface Agreement for the Problem Management Interface	PVCS
CS/PRD/021			POA Problem Management Process	PVCS
CS/PRO/110			POA Problem Management Database Procedures	PVCS
PA/PRO/001			Change Control Process	PVCS
CS/QMS/001			Customer Service Policy Manual	PVCS
CS/SER/023			Horizon HSD – Service Description	PVCS
CS/FSP/002			Horizon System Helpdesk Call Enquiry Matrix and Incident Prioritisation	PVCS
CS/REQ/025			Horizon HSD: Requirements Definition	PVCS
CS/PRD/122			POA Major Incident Escalation Process	Draft
CS/PLA/015			HSD Business Continuity Plan	PVCS

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

N.B. Printed versions of this document are not under change control.

0.4 Abbreviations/Definitions

Abbreviation	Definition
HSD	Horizon Service Desk
ISO	International Standards Organisation
ITIL	Information Technology Infrastructure Library
KEL	Known Error Log (in the context of this document, this is a workaround and diagnostic database)
MSU	Management Support Unit
PO	Post Office
POA	Post Office Account
POL	Post Office Limited
SDMs	Service Delivery Managers
SDU	Service Delivery Unit
SLT	Service Level Targets
SMC	Systems Management Centre
SRRC	Service Resilience & Recovery Catalogue
SSC	System Support Centre
VIP	VIP Post Office, High Profile Outlet
A+G	Advice & Guidance
BCP	Business Continuity Plan
RFC	Request For Change
KEDB	Known Error Database
IMT	Incident Management Team
PSE	Product Support Engineers
SMT	Service Management Team
OMDB	Operational Management Database
POA HSD PI	Post Office Account Horizon HSD Problem Initiator
NBSC	Network Business Support Centre



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0.5 Changes in this Version

Version	Changes
4.0	Updated to reflect comments received.

0.6 Changes Expected

Changes
None

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1.0 Introduction

1.1 Process Owner

The owners of this process are the Fujitsu HSD Operations Manager and the POA Service Delivery Team Manager responsible for the Fujitsu contract.

1.2 Process Objective

The objective of this document is to define the process for Incident Management in the POA environment. For the purpose of this document an Incident is defined as:

“Any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service.”

This process applies to all Incidents received by the POA HSD, where they are related to the Fujitsu outsourcing contract. N.B calls presented to POA HSD that should be placed with the NBSC are transferred/ referred from POA HSD to NBSC.

The scope of the process is from the receipt of an incident by the HSD, through to the successful workaround or resolution of the incident.

For clarity it should be noted that the HSD/IMT are responsible for managing/owning Incidents and the POA Problem Initiator is responsible for managing/owning Problems, as defined by ITIL.

1.3 Process Rationale

The primary goal of the Incident Management process is to restore normal service operation as quickly as possible, thereby minimising adverse impact to the business. In turn this ensures the highest level of service quality and availability. Normal service operation is defined here as service operation within Service Level Targets (SLT).

This process takes account of the requirements of improved service to be delivered to POL, through the introduction of the HSD. The implementation of the IMT is documented and is aimed at delivering improved understanding and communication between POL and POA leading to an increase in the perceived service level within POL.

2.0 Inputs

The inputs to this process are:

- All Incidents reported by Contact with the HSD. Contact is defined as voice or Tivoli Alert as the methods of communication with the HSD and fall into the following categories:
 - Business process error
 - Hardware or software error
 - Request for information e.g. progress of a previously reported Incident
 - Network Error
- Severity and SLT information.
- Evidence of an Error.
- System Alerts received automatically from OMDB. Due to the urgent nature of these alerts they will be dealt with directly by SSC, with an update of workaround or resolution supplied to HSD. It should be noted that these alerts enter the process at step 3, and are not subject to steps 1 & 2 of this process.

3.0 Risks and Dependencies

3.1 Risks

The following define the risks to the successful delivery of the process:

- Break in the communications chain to third parties. Mitigation is to invoke escalation procedures.
- Non-availability of the Powerhelp or HSD ONE systems. Mitigation is given in the HSD Business Continuity Plan.
- Lack of information given to the HSD regarding changes, POL Business updates, request for changes, status of Problems etc. Processes must be followed to lessen this risk, such as the Change Management and Problem Management Processes.
- Unavailability of sufficient support unit staff
- Unavailability of sufficient tools for Incident diagnosis
- Non-availability of KEL or call management systems
- The provision of inadequate staff training within the HSD, SDU's or 3rd party suppliers
- Unavailability of systems for evidence gathering.

3.2 Dependencies

This process is dependent on:

- Effective Incident handling by the HSD
- The known error information being available and kept up to date with all errors as the root cause becomes known to Problem Management

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- HSD knowledge database (HSD ONE) kept up to date with POL business and services knowledge
 - Fujitsu infrastructure support of the HSD tools
 - Appropriate training plans / skills transfer of desk agents.
 - Appropriate training needs to include hardware, software and networks support staff, SDU's and 3rd party suppliers
 - Effective routing of calls to SDUs and third parties
 - Effective escalation procedures and the maintenance thereof within Fujitsu, POL and third parties
 - Governance of Incident / Problem Management procedures
 - Effective feedback to POL through Problem Management, contributing to end user education and reduced Incident rates.
 - Internal feedback to improve the Incident / Management Process.
 - SLT and OLA knowledge and understanding across all Fujitsu and 3rd party support
 - POA, SDU and 3rd party consistent co-operation in incident identification and resolution

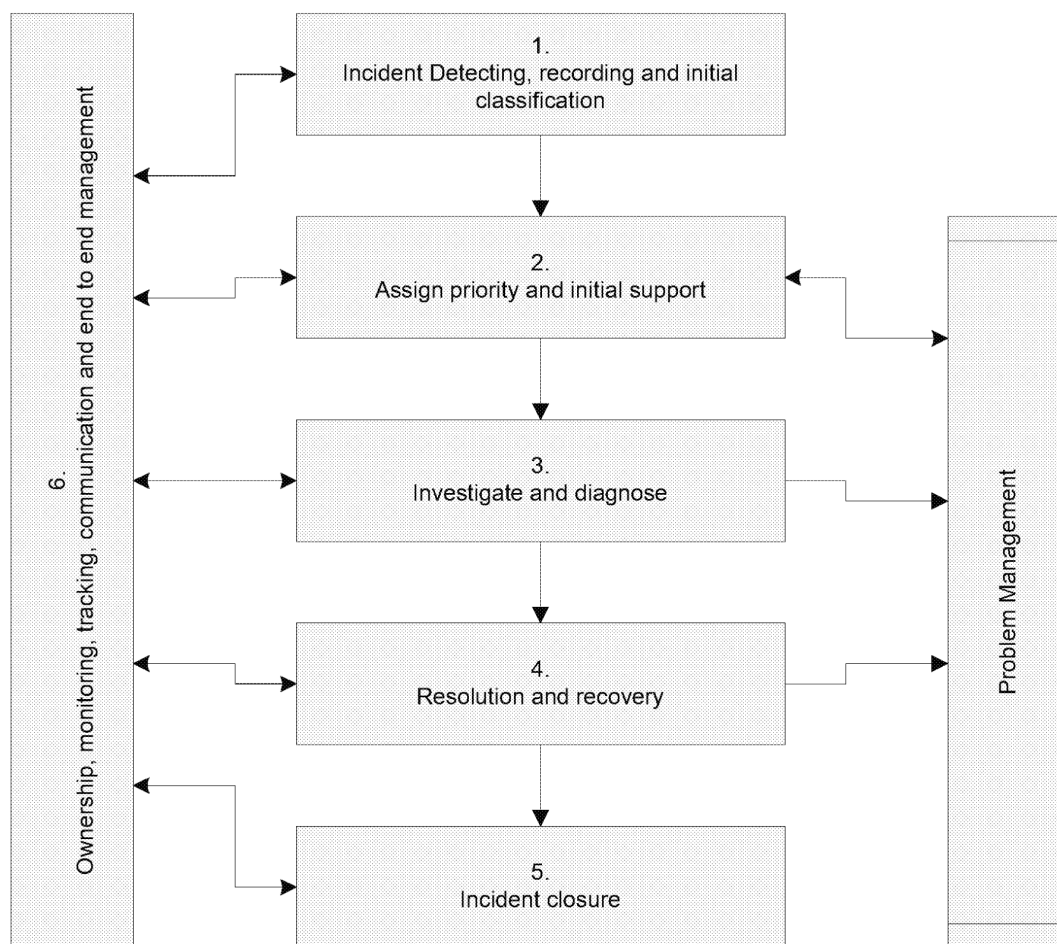
4.0 Resources

The resources required for this process are:

- Process Owners
- Incident Management Team
- Service Management Team
- Problem Management Team
- POA Problem Initiator
- HSD/SMC
- SSC
- SDU's
- Call Management System
- HSD ONE
- Peak
- Despatch 1
- TIVOLI
- Additional remote Management, Operational and Diagnostic tools
- Detailed Process and Procedure documentation

5.0 Process Flow

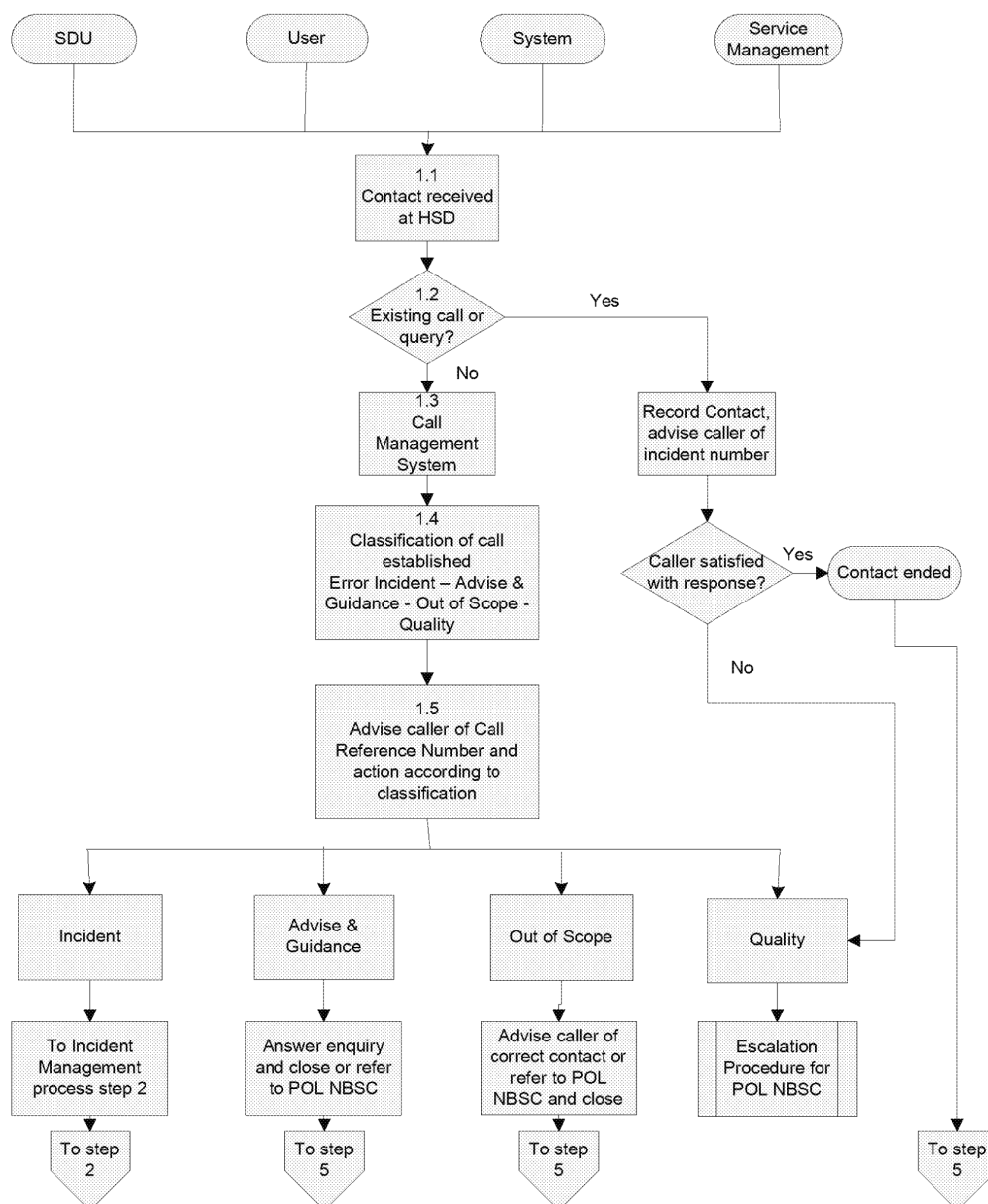
5.1 Level 1 Incident Management Process



5.2 Level 2 Incident Management Processes

5.2.1 Step 1: Incident Detecting, Recording and Initial Classification

Responsible: HSD, users, SDU's, Service Management



Steps

1.1 An Incident is received through contact (see definition in Section 2.0 above) with the HSD from:

- Users
- Fujitsu SDUs
- POA IT Service Management
- Third Parties
- Fujitsu Service Delivery Management

1.2 The caller may be enquiring about an existing Incident. Details are provided and if the response is satisfactory, contact is ended, moving the incident to step 5. If the caller is not satisfied with the response, the relevant Escalation Procedure is invoked. In cases of Incidents that are either taking a long time to resolve or involve multiple SDU's, the HSD alerts Problem Initiator to provide focused management of the Incident.

1.3 For a new Incident, Contact details are recorded if not system generated. Details taken are dependent upon the error reported. Typically they may include:

- The user's name and unique ID number
- Location and contact details
- Alternative contact details (where appropriate)
- Hardware details as appropriate
- Software error details, including application use at point of failure where known
- Business and User Impact
- Description of Incident
- Location access times
- Caller assessment of the priority of the incident.

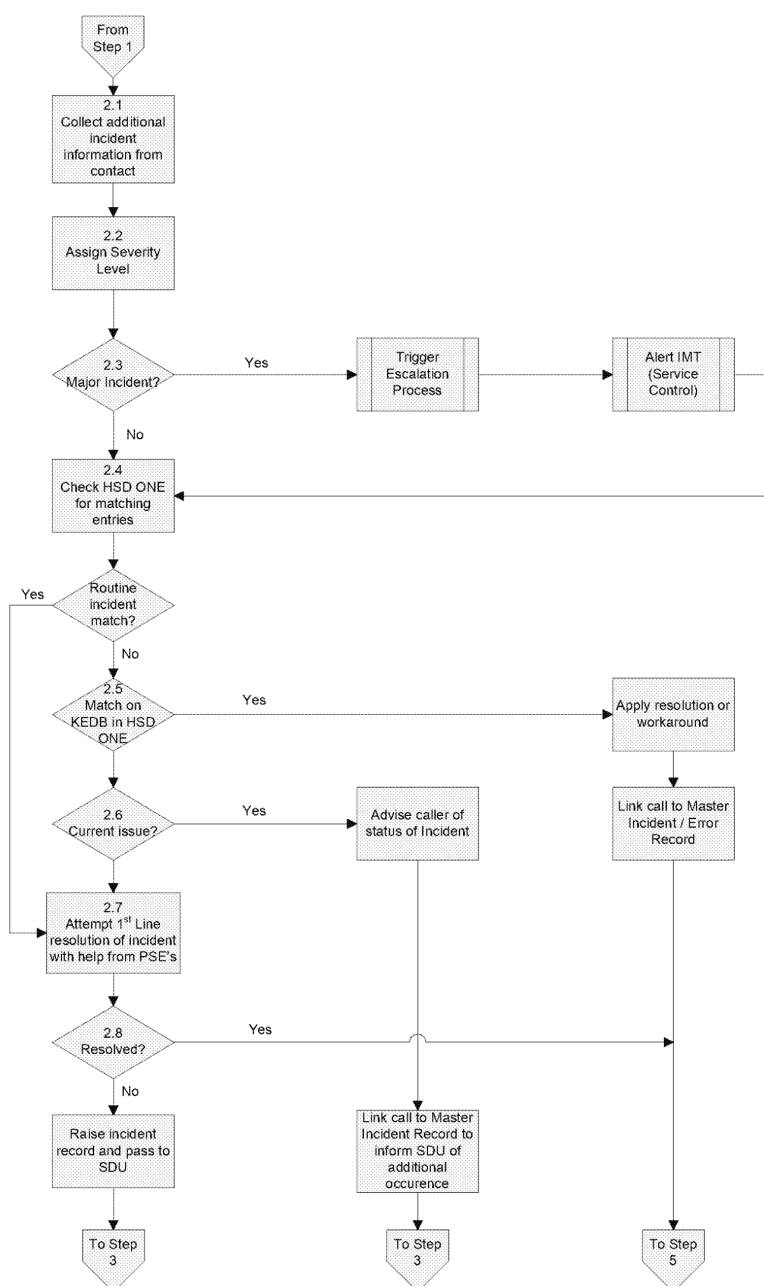
1.4 Classification of Call determined as one of the following:

- Error Incident – invoke Incident Management Process Step 2
- Quality – record details of complaint or compliment and invoke the relevant Escalation Procedure.
- Advice & Guidance – refer to NBSC.
- Out of scope – if the call is not within scope for the services provided by Fujitsu advise the caller of the correct number or refer to POL NBSC and close incident.

1.5 The caller is advised of call reference number and the incident follows the process as appropriate for the nature of the call.

5.2.2 Step 2: Assign Priority and Initial Support

Responsible: HSD



Steps

2.1 The HSD agent collects additional information in order to determine the nature, impact and urgency of the Incident.

2.2 Call Severity is assigned based on the impact and urgency as per the following criteria:

Severity	Importance	Definition
A	Critical	<ul style="list-style-type: none">BUSINESS STOPPED, a Post Office down, unable to process any business, or central system failure which will result in a number of Post Offices being unable to process work.
B	Major	<ul style="list-style-type: none">BUSINESS RESTRICTED, a Post Office restricted in its ability to transact business, e.g. one counter down.
C	Medium	<ul style="list-style-type: none">NON-CRITICAL, a Post Office working normally but with a known disability, e.g. an interim solution (workaround) has been provided.
D	Low	<ul style="list-style-type: none">INTERNAL, an internal HSH/HIT/SMC problem, e.g. a help desk PC or a phone set inoperable.

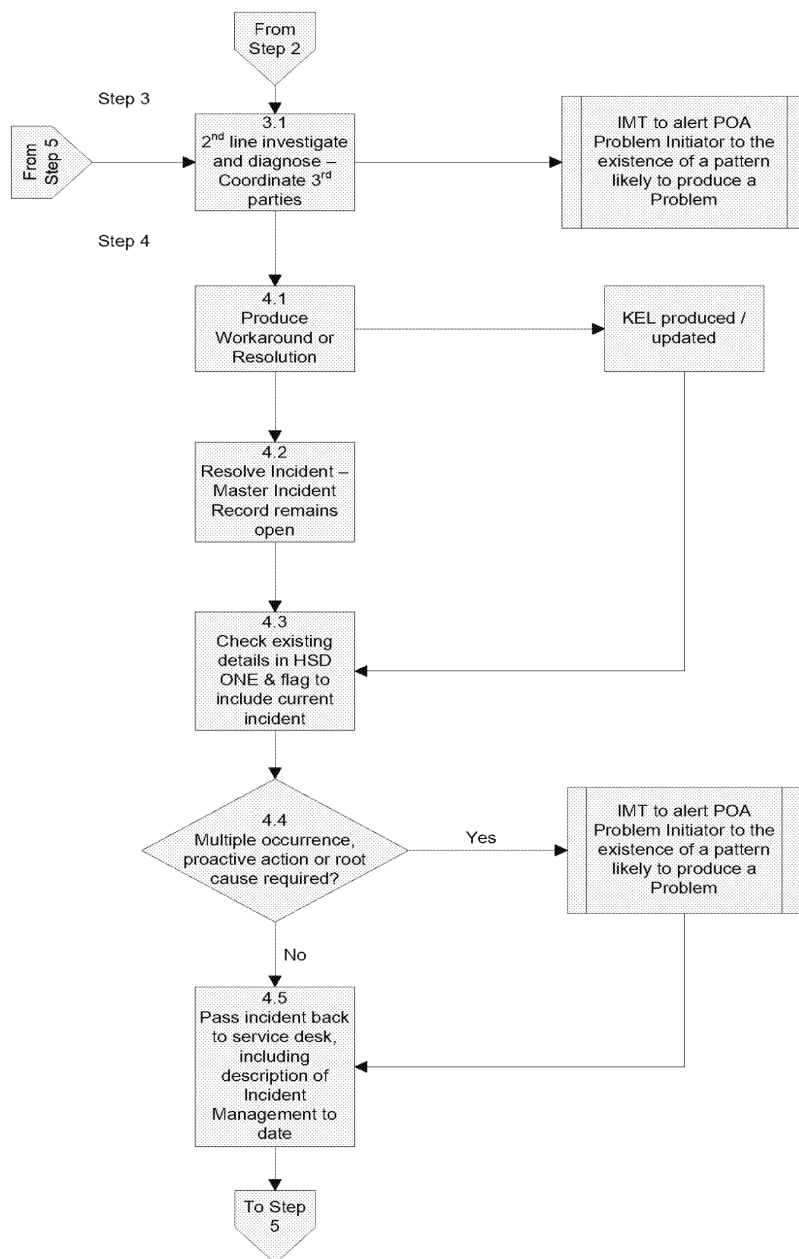
2.3 If the incident is considered a Major Incident as defined in CS/PRD/122 Customer Service Major Incident Escalation Process, Escalation Procedures are invoked.

- The HSD/SMC agent should also be aware that a **Serious** Complaint may follow the Dissatisfied PM process in the majority of cases whereby the agent alerts IMT of possible escalation to MP/Press/or threatening PO closure. IMT will then notify POL Customer Relations team with details. In this context a Serious Complaint is defined as one threatening contact with Media, Politicians or threatening violence of any form.

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- 2.4 The HSD agent then attempts to resolve the Incident using the resources available. This starts by interrogating HSD ONE to find all information related to the Incident symptoms. If the Incident is routine, i.e. there is a predetermined route for resolution, then the Incident is resolved on the call or referred to the relevant SDU using the HSD Support Matrix in HSD ONE.
- 2.5 If the Incident is not routine, the HSD agent checks for Known Errors listed in HSD ONE and the SSC KEL against records relating to the Incident symptoms. If a match is found, the agent informs the caller of the workaround or resolution available.
- 2.6 If there is no match in HSD ONE or the SSC KEL, the Powerhelp stack is checked for current incidents outstanding. If a match is made, the caller is then advised of the status of the incident and the problem record is updated to reflect the current occurrence.
- 2.7 If no match is made against the Powerhelp stack, the HSD continues with first line resolution of the Incident assisted by the Product Support Engineers (PSE's). IMT are appraised of the position.
- 2.8 If the PSE's cannot resolve the Incident, it is referred to the relevant SDU using the HSD Support Matrix in HSD ONE. IMT are appraised of the position.

5.2.3 Steps 3 & 4: Investigation and Diagnosis; Resolution and Recovery

Responsible: SDU's



Steps

- 3.1 2nd line support stage. The referred SDU investigates and diagnoses the Incident, based on information already taken by the HSD, together with any new information. The SDU also coordinates where sub-contract third parties are involved. If the Incident has no associated KEL, or it is complex and involves multiple SDU's, or if it has been unresolved for an extended period, the IMT will alert the POA Problem Initiator to the existence of a pattern likely to produce a Problem. The POA Problem Initiator is responsible for deciding if a Problem should be raised, in collaboration/discussion with the POA SDM aligned to this area of the business as appropriate.

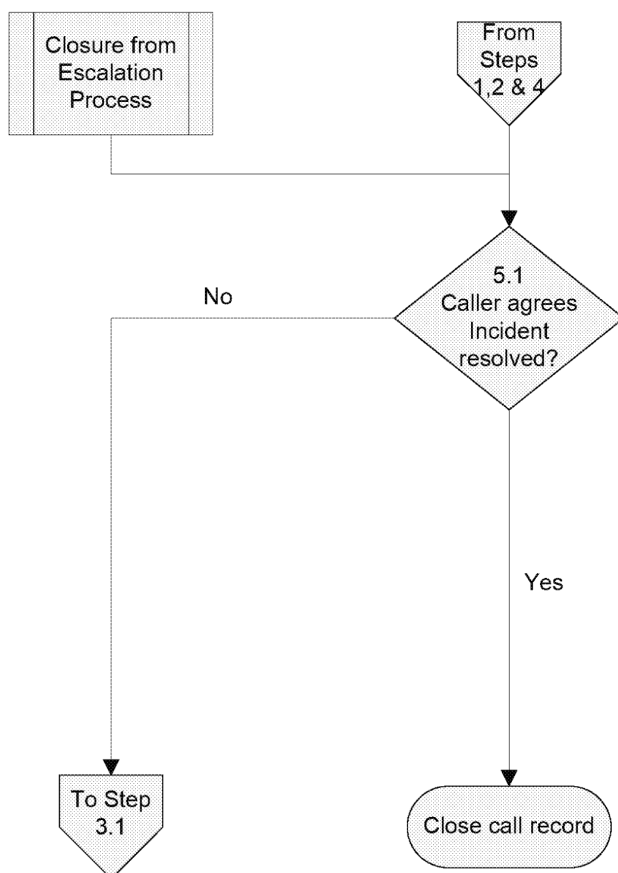
N.B. In order to understand which Problem to relate further occurrences to, IMT will get information on a Problem from the KEL, which has been updated with the problem reference by the POA Problem Initiator. The POA Problem Initiator will also need to input information regarding specific patterns to watch for, as these will be different for each Incident.

Out of hours, SMC will discuss incidents with the Duty Manager, who in turn will discuss incidents with the line of business SDM. It is the responsibility of the SDM to alert the POA Problem Initiator to incidents occurring out of hours that may need to be added to the Problem Management stack. This will be contained in the following mornings daily handover log.

- 4.1 A workaround or resolution is produced by the SDU.
- 4.2 The SDU then either applies the workaround or resolution or passes it to the HSD to implement. The Master Incident Record (if one exists) remains open at this point.
- 4.3 The SDU checks the workaround or resolution has been successful. HSD are responsible for updating details recorded in HSD ONE, from details supplied via the KEL created by SSC. HSD ONE should be identical to SSC KEL in relation to Application Software, but may also contain additional information.
- 4.4 Where this Incident has a number of Calls referenced to it, or where there is a probability that proactive action is required to prevent further occurrences of this Incident the IMT will alert the POA Problem Initiator to the existence of a pattern likely to produce a Problem.
- 4.5 The Incident is then passed to the HSD to manage the closure.

5.2.4 Step 5: Incident Closure

Responsible: HSD



5.1 The Call is then closed with the agreement of the originator. If not, it will be returned to the SDU to be reworked.

5.2.5 Step 6: Ownership, Monitoring, Tracking and Communication

Responsible: HSD, SSC

Throughout the Incident, the HSD retains ownership for monitoring and keeping the call raiser informed of progress, unless the incident is specifically software related, in which case SSC hold the responsibility for confirming details of closure.

The HSD manages the complete end-to-end Incident process.

Activities include:

- Regularly monitoring the status and progress towards resolution of all open Incidents
- Note Incidents that move between different specialist support groups, indicative of uncertainty and possibly a dispute between support staff
- Give priority for Incident monitoring to high-impact Incidents
- Keep affected users informed of progress without waiting for them to call, thus creating a pro-active profile
- Monitors SLT and escalates accordingly. If an Incident has no associated KEL or, it is complex and involves multiple SDU's, or if it has been unresolved for an extended period, IMT will alert the POA Problem Initiator to the existence of a pattern likely to produce a Problem.
- Updating HSD ONE from information supplied from SSC KEL. This may be applied as a direct copy or amended for use by the agents, dependant upon the technical complexity of the update.

6.0 Outputs

The outputs from this process are:

- A Problem referred to the Service Delivery Manager with line of business responsibility, where there have been one or more Incidents for which the underlying cause is unknown
- An update to the Knowledge Database
- A workaround or resolution for a hardware, software or network error
- An answer to a question from a user
- The receipt and onward transfer of information received by the HSD
- A service improvement recommendation.
- Change of operations procedures.
- Change of Business Continuity Plan (BCP) priorities and documentation.

7.0 Standards

This Process conforms to:

- Process Management and Control PA/PRO/038
- ITIL Best Practice

8.0 Control Mechanisms

The contractual measures that apply to this service are described in the Horizon HSD Service Definition (CS/SER/023). This covers service availability, service principles, service definition, incident prioritisation, service targets and limits and HSD performance reporting.

In addition, internal measures may apply for specific productivity and service improvement activities.