

Service Review

Business Service Management

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**Post Office Limited
Business Service Management**

Supplier & Service Performance Team

**POL Service Review Framework :
Updated Draft**

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Version 0.4

Contents

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1.0 Introduction

The following sets out the hierarchy and structure for service review for the automated network incorporating Horizon.

This includes service review processes :

- between POCL and ICL Pathway,
- between POCL and Post Office Customer Management Ltd (POCML)
- review processes internal to POCL which feed the service review hierarchy.
- review processes which incorporate relevant interfaces with iT.

This is illustrated in **appendix a. [DN: appendix needs updating]**

2.0 Approach

Prior to the introduction of Service Management disciplines, there were no precedents or theories on how the service review process should be designed.

There are, however, several ways in which it could be viewed :

- Structure it around Service Level Agreements (SLA) and Operational Level Agreements (OLA).
- Study initial incident and problem management and look at where the areas of focus should be.
- Only review the service when it appears that it needs to be reviewed (i.e. when a contractual or documented agreement fails).
- Identify each relevant service supply chain and base review around this.
- Formulate a generic structure and fit each relevant review process into this.

The approach taken has been to identify all those areas which can contribute to an assessment of supplier performance and cluster these into several 'review zones'.

All current contractual service level agreements and operational level / interface agreements have been identified. A basis for each agreement to be reviewed both at an operational level and at a more senior management level has been developed using appropriate high level and operational forums.

A generic structure that will be applied to each service review forum, including a clear path (within a hierarchy) for escalation and delegation, has also been developed.

It is also recognised that imposing a structure does not rule out the potential for ad hoc service review forums but it is important that should they happen, there is an agreed and clearly understood feed into the existing review structure.

3.0 Theory

The theory behind the service review structure is one of escalation and delegation, with consistent format and clear purpose at all review forums, irrespective of business level.

The nature of the service is complex. In order to maximise the benefit of the service review process, agreed service levels should be viewed from two perspectives - at a senior management level and at an operational level.

Review at an operational level should be detailed and specific and should have a focus on the relevant operational level agreements supporting the appropriate Service Level Agreement. The representatives at this part of the review process should be close to the operation and should be able to :

- report on the overall performance status of the specific part of the service
- identify and record associated risks, issues and problems with this part of the service
- offer informed opinion on the service which can be escalated and easily understood
- deliver delegated and/or escalated actions and ensure results are communicated

Higher level review will cover all aspects of the service. This high level of review will not be able to focus on the fine detail of each supply chain. Therefore they will have a two way feed with the operational review groups. This will allow them to :

- deal with those issues that have been escalated.
- become informed of the operational situation via the status reports which are communicated from each forum.
- delegate actions to specific forums.

Each SLA should therefore feature at least twice in the hierarchy - once as part of the overall service review and once at the review forum which focuses on the specific part of the service to which it refers.

Each OLA should only be reviewed at an operational level - they are put in place to enable a supply chain to function more effectively and discussion around them should be kept at this level.

The failure of an SLA will be discussed and possibly remedied at high level but the action to monitor the remedial action and ensure it doesn't happen again should sit at the operational level.

4.0 Service Review Structure

The structure has three key business levels which together form the service review hierarchy :

Senior Management level
Operational level
Business Unit level

Within the operational level, there are five review 'zones' which will combine to produce quality information to feed the senior management review groups - the Automated Services Forum and the Horizon Service Review Forum. The zones are :

New Requirements
Live processes and systems
Live Environment
Other interfaces

Each of the service review forums will either be internal to Post Office Counters or will be cross domain, involving representatives from both POCL and the supplier - either Pathway, POCML or iT.

The structure is discussed below and is illustrated in **appendix b**.

4.1 Senior Management Forums

It is here that the contractual agreements are reviewed at the highest level. There are two key bodies in of people involved in this service management framework and these are described as follows :

4.1.1 Horizon Service Review Forum (HSRF)

This forum will concentrate on :

- reviewing the Pathway performance and associated MIS reports
- making quantitative and qualitative assessment of the service
- reviewing major incidents and significant outstanding problems
- assessing matters escalated from the operational review forums
- reviewing pending changes
- identifying/monitoring service improvement initiatives

4.1.2 Automated Services Forum (ASF)

The focus of this group will be similar to the HSRF but will be purely from a POL

perspective to assess the impact of automated services across the business operations.

4.2 Operational Level Forums

Operational level forums are clustered into several areas or zones and are described in this section.

Operational reviews will focus on specific processes, systems, users and suppliers and will enable those closest to the operation to review it, initiate improvements and deal with actions arising.

The detailed level of discussion can then be summarised and escalated to the senior management forums.

4.2.1 New Requirements

This area needs to be included within the review hierarchy so that there is an established feed of information around new products and new software releases.

4.2.2 Processes

These review forums, listed below, are based on the various operational processes that contribute to managing the automated network.

There will be two main aspects to these reviews - the process itself and the part of the operation that each supports.

For example, the Problem Management review forum will review how the Problem Management process is working. Procedural discussion may include :

- if impact assessments are being completed correctly or
- if the end to end resolution of problems is meeting expected time scales

This group would also provide information on the operation, which may include how many problems are open, what they concern and if they threaten the agreed service levels.

This format will be followed through all the operational process reviews which are :

- Problem Management Forum
- OBC Product review
- OBC Network review
- Service Improvement process
- Business Continuity

4.2.3 System groups

There are four identified operational areas for systems:

- **Transaction Data Forum**

This will focus on the associated system performance and the related SLA's concerning transaction file delivery and should combine discussion around agreements with iT that could impact on the service.

- **Reference Data Forum**

This will look at the reference data system and file delivery and will also be linked to the OBC processes and associated relationships with iT

- **Automated Products Forum**

This will focus on the AP system performance and the related SLA's concerning transaction file delivery and should also combine discussion around agreements with iT that could impact on the service.

- **Logistics Feeder Service (LFS) Forum**

As LFS goes live, this element will be built into the review process

4.2.5 Live Environment

The live environment part of the review examines the impact that automation is having in the Network. It takes two forms - impact reviews and impact reports.

4.2.5.1 Impact Reviews

- **User Groups**

The user groups will take place frequently across the network. The aim is to capture the views and opinions of system users and provide a structure for these to be fed to the appropriate sources to be actioned.

This source of information should also be able to offer a strong opinion on the quality of support that is received from the Horizon System Helpdesk and should therefore provide a more quantitative view on how they actually perform against the contractual agreements.

- **Joint outlet visits**

There is a managed schedule of regular joint visits by ICL Pathway managers and POL managers to post office branches across the network. Feedback obtained from these visits (qualitative) and questionnaires (quantitative) which are left behind is summarised and fed into the HSRF.

- **Territorial Input**

Territorial representation is via the Heads of Retail Network at the ASF.

4.2.5.2 Impact Reports

Management information is used to support the service review process - be it through standard business mechanisms (e.g. Business KPI information) or specially focused /commissioned pieces of analysis

4.2.6 Other interfaces

4.2.6.1 Post Office Customer Management Ltd

This will provide detail on the overall quality of front line helpdesk support.

Though this part of the review structure is not directly related to the management of Pathway, there will be information on call types, volumes and referrals to the Horizon System Helpdesk which will also add value to the review process.

4.2.6.2 Post Office iT services

Each one of the system review groups, that look at systems which rely on iT support, will manage this relationship and build it into that operational review forum.

4.2.6.3 Logistics

There is a requirement for a review of the SAPADS system and a feed of information from this forum concerning the related service level agreements.

4.3 Business Units

Each business unit or business area that provides representation to any of the templated review forums will need to have an effective internal review procedure.

This will ensure that the review forum representatives are informed and able to make decisions and recommendations with regard to their business unit and any relevant interfaces it may have with the processes and systems under review.

4.4 Commercial Interface

There is a part of the review hierarchy which will require discussion with the commercial team.

For instance, any issue arising from the operational review forums that may have contractual implications should be referred to the Horizon commercial team.

This will establish clarity on the contractual position to assess if the issue requires escalation and if so, what back up information may be needed to support the case.

4.5 Supplier & Service Performance Team

This team will be the focal point for managing the review hierarchy and the associated management information ensuring that concise, value adding reports are produced to inform the senior management forums.

5.0 Support Processes

There are a number of support processes that are embedded into service review :

5.1 Incident Management Process

Any one off incidents which may arise from forums such as the user groups will be fed to incident management and resolved through that channel.

5.2 Problem Management Process

Each forum will be advised to use this process to log all problems and allow them to be managed in the established manor. Any problems which relate to the contracted service will then be reported from the problem management review forum and also will be logged in the respective status report from the appropriate forum.

5.3 Change Management Process

Business Service Management will deliver an automated solution for change in the operational environment that will interface with the Product Development Process, Product Implementation Process and Operational Business Change. This will be supported by configuration management.

5.4 Service Improvement Process

Each forum should forward Horizon service improvements for processing and managing through this channel. This process is also used for managing improvement proposals direct from branches and other users in relation to the Horizon service

5.5 Risk/Issue Management Process

Any risks and/or issues that are raised should be managed locally (i.e. within that specific forum) or raised as problems.

6.0 Individual forum structure

In order that the service review hierarchy is effective, a generic structure needs to be embedded into each of the service review forums.

This should contain the following and is illustrated in **appendix c**.

6.1 Reports that drive the agenda :

- Clear and relevant reports that feed the forum with an agreed format which are produced to an agreed time scale in advance of the service review forum.
- Production of the reports should be controlled by an established business area.
- Supply of information and data for the reports should be agreed and documented.
- Reports should drive at least part of the agenda for the service review forum and should include details of associated SLA's and OLA's and updates on work in progress relating to issues, risks, problems or improvements.

6.2 Meeting format :

- Agreed and established list of attendees empowered to represent their part of the service under discussion.
- Clearly defined roles and responsibilities, including nominated chairperson, note taker and facilitator (if deemed to be necessary).
- Clearly defined purpose and objective(s).

6.3 Discussion should be based upon :

A prioritised agenda likely to include :

- Review of the relevant contractual agreements - SLA's
- Review of the operational process - OLA's
- Service Improvements discussed
- Work in progress relating to problems, issues or service improvements
- Risks/Issues relating to the specific service
- Matters requiring escalation or which need to be delegated

6.4 Outputs from the forum :

- Service Review Feedback form detailing the overall status of service, including issues escalated/delegated for communication to higher level forum.
- Minutes of the forum documented and distributed.
- Problems proposed and data fed to established resolution channel.
- Service Improvements recorded and responsibility for progression agreed
- Actions documented and responsibility allocated.

7.0 Management Information

A successful review process will be highly dependant on quality management information.

The nature and level of information required will be specific to each review forum and will be determined and agreed by that review forum (with input from Supplier & Service performance team as required). However, as a minimum, each operational review forum will be asked to complete a one sheet proforma that summarises the key information. (**appendix d**)

These will be collated by the Supplier & Service Performance team and included in the report that feeds the Horizon Evaluation Review Forum

8.0 Time scales

The review structure relies on timescales that are strictly adhered to.

9.0 Summary and Aim

The aim of the service review process is :

‘to provide the Automated Services Forum and the Horizon Service Review forum with quality management information to enable effective supplier management and continuous service improvement’

To do this we will establish a clearly defined service review hierarchy where each forum has a clear route for both escalation and delegation where all forums have a generic structure and a clear purpose.

This structure will be embedded onto existing forums and used when designing and developing new ones.

Though we believe that all forums have been captured, the proposed structure allows for new groups to be added, or indeed existing ones removed, with relative ease.

The development of underpinning operational level agreements is seen as critical and is to be emphasised when new forums are needed.

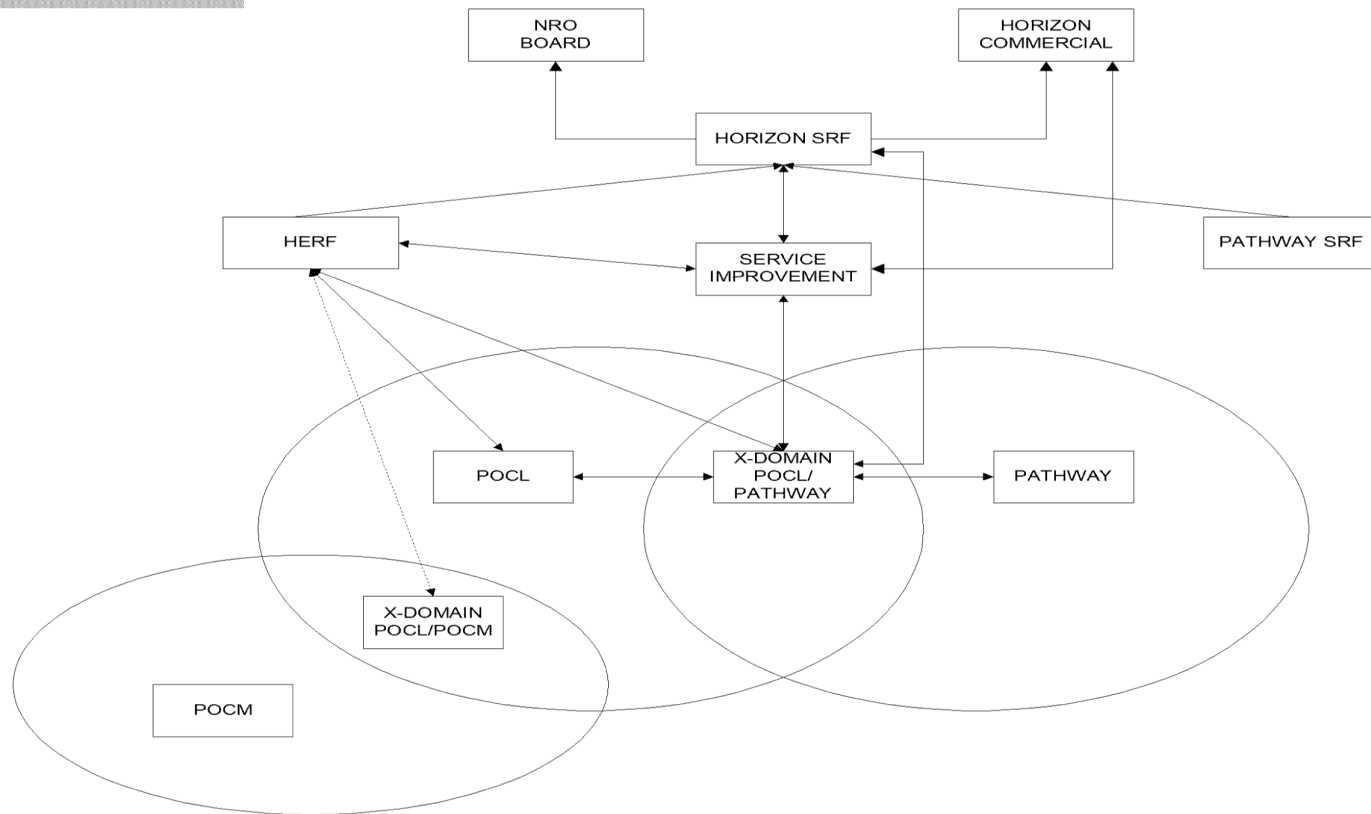
Terms of reference have are written for the operational groups which give each element of the review process the necessary focus and attention to ensure that any deficiencies are identified and improvements introduced so that the benefits that an automated network offers are maximised.

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[DN: slightly out of date, eg names of boards etc but relevant as a demonstration of concept etc.]

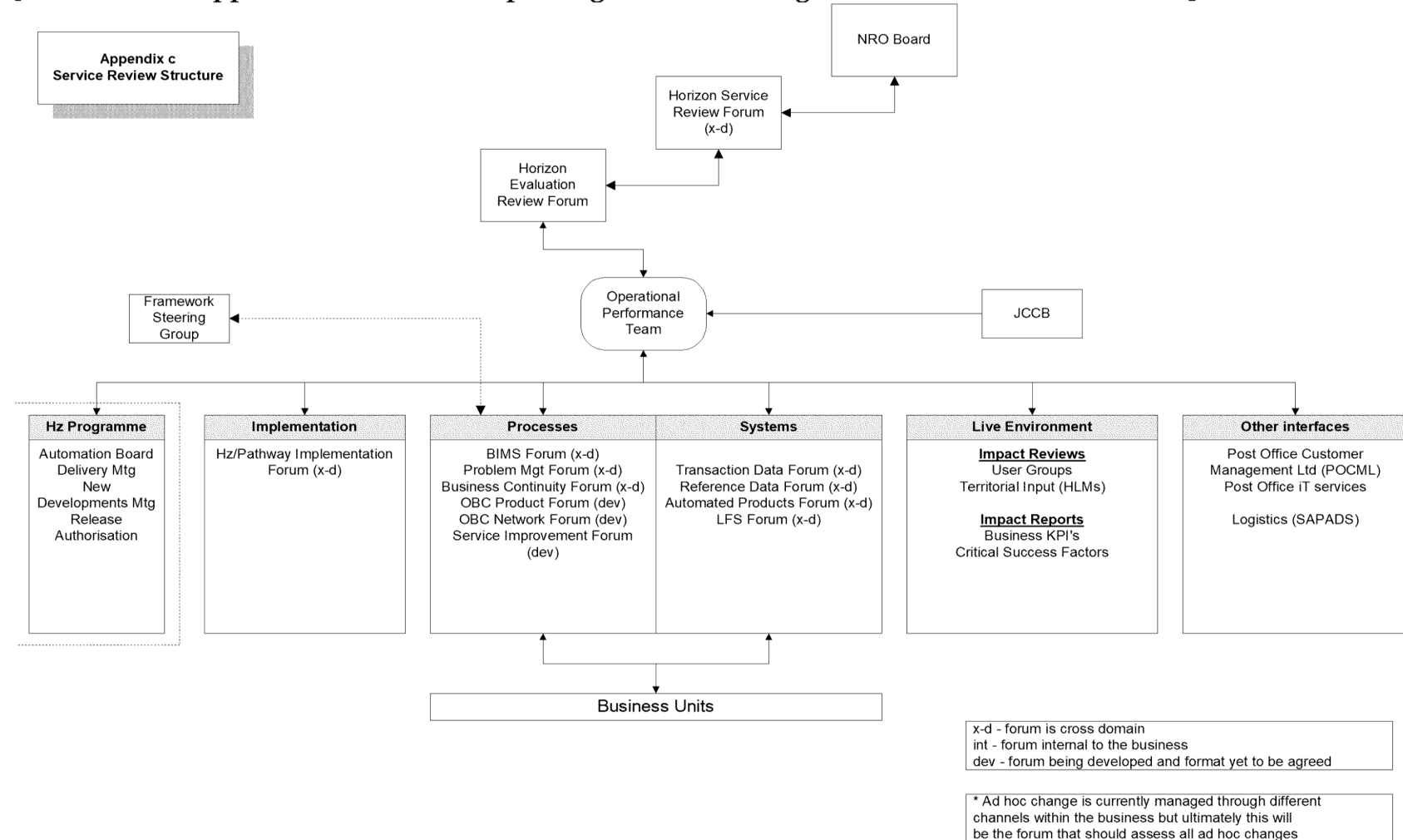
Appendix a
SERVICE REVIEW CONCEPT
- POCL VIEW



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[dn should be appendix b and needs updating to reflect changes to forums which now exist]

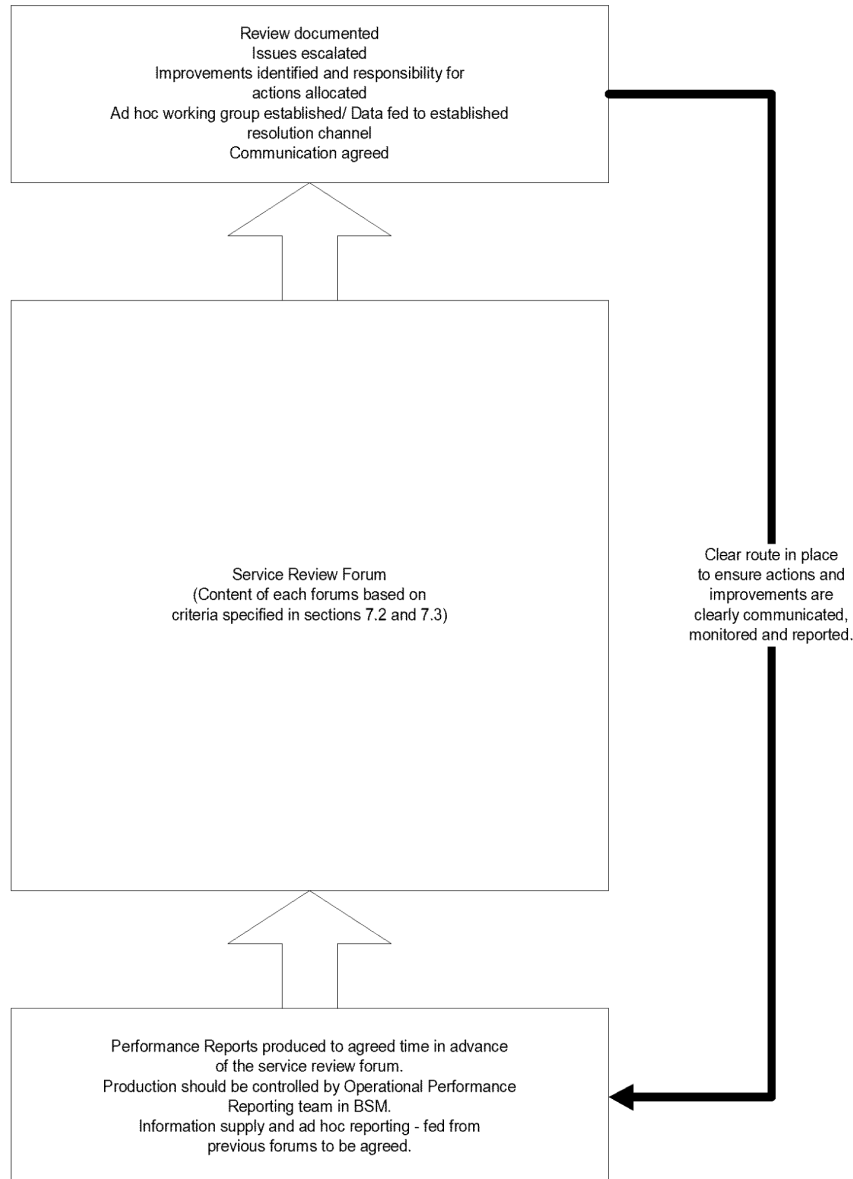


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[DN: should be Appendix c]

Appendix b
Generic Service Review
Forum Structure



SERVICE REVIEW FEEDBACK FORM

Appendix d

This feedback will be used to compile an overall monthly report of the status and issues of each service review forum. The information will be used in two ways:

- 1 To give an overview of each forum and its current status and issues
- 2 To identify issues which require escalation to the Horizon Service Review Forum.

Escalation will normally occur either:

- when an issue is causing increased concern through time delay and consequent business impact or
- when it has not been possible to reach agreement on some aspect of the definition or management of the issue.

Review Forum	
Date of meeting	

Update

Overall Comments

Comments on each related Service Level Agreements or service measurements discussed at the forum
Comments on related Operational Level Agreements

Issues for escalation

Detail of any problems discussed or raised (include actions/owners/dates)

Compiled by:

Date:

This report must be sent to the Service Review Manager by the 10th of the month to allow time for the information to be included in the report for the Horizon

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Evaluation Review Forum

2
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