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0.0 Document control

0.1 Document history

Version No.	Date	Reason for Issue	Associated CP/PinICL No.
0.1	25/09/00	Draft for comment	
1.0	07/11/00	Issued with updates to reflect organisational changes in CS	
2.0	24/01/01	Issued as Approved	

0.2 Approval authorities

Name	Position	Signature	Date
Martin Riddell	Operations Services Manager		

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0.3 Associated documents

The version numbers and dates the following table shows are those that were current when this document was written. If you wish to look at one of these referenced documents, search for the document in the ICL Pathway Document Library (PVCS) and refer to the latest version.

Reference	Version	Date	Title	Source
AP/PRD/001	1.1	05/03/99	AP Client Take On Process	ICL Pathway
BP/IFS/007	4.1	13/07/99	Application Interface Specification Reference Data to ICL Pathway	POCL
CS/FSP/016	2.0	12/07/99	APS Token Verification Service Description for release 2	ICL Pathway
CS/IFS/001	2.0	07/06/99	Reference Data Change Control	ICL Pathway
CS/QMS/001			CS Policy Manual	ICL Pathway
CS/QMS/002			CS Process Manual	ICL Pathway
CS/QMS/003			CS Overview Manual	ICL Pathway
CS/QMS/004			CS Support Services Operations Manual	ICL Pathway
CS/QMS/005			CS Operations Services Operations Manual	ICL Pathway
CS/QMS/006			CS Infrastructure Services Operations Manual	ICL Pathway
CS/MAN/006			CS General Information Operations Manual	ICL Pathway

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CS/PLA/011			Business Continuity Test Plan	ICL Pathway
CS/PRD/021			ICL Pathway Problem Management Process	ICL Pathway
CS/PRD/030			Process for Operational Business Change – Product (POCL reference data)	ICL Pathway
CS/PRD/031			ICL Pathway CS Business Continuity Management	ICL Pathway
CS/PRD/032			Cross-Domain Problem Prioritisation	ICL Pathway
Cs/PRO/063			Problem Management Procedures to support the Customer Service, Service Operations Manual	ICL Pathway
CS/PRO/074			Receiving Type A Reference data	ICL Pathway
CS/PRO/075			Receiving Business Change Requests	ICL Pathway
CS/PRO/077			Assessing the Impact of a Change Request	ICL Pathway
CS/PRO/078			Requesting, Managing and loading Type B and C Reference Data	ICL Pathway
CS/PRO/079			APS Token Verification Procedure	ICL Pathway
CS/PRO/080			Internal Verification of reference data at RDIV Counter	ICL Pathway
CS/SIP/002			Business Continuity Framework	ICL Pathway

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0.4 Abbreviations

Abbreviation	Definition
AIS	Application Interface Specification
AP	Automated Payment
APS	Automated Payment Service
CCP	Change Control Proposal
CD	Counter Development
CEM	Call Enquiry Matrix
CM	Configuration Management
CS	Customer Service
CTO	Client take on
DM	Duty Manager
DN	Draft note
EPOSS	Electronic Point of Sale Service
HSH	Horizon System Helpdesk
HSRF	Horizon Service Review Forum, a joint review of the service held between POCL and ICL Pathway
MSU	Management Support Unit
OBC	Operational Business Change
OLA	Operational Level Agreement
OSG	Main ICL Pathway contact in POCL for product change
OTT	Operational Test Team
PinICL	A problem incident notice raised by ICL Pathway
PM	Problem Manager
PMD	Problem Management Database
POCL	Post Office Counters Ltd
RDCC	Reference Data Change Catalogue
RDMC	Reference Data Management Centre (a ICL Pathway database)
RDS	Reference Data System (a POCL database)
RDT	Reference Data Team
SLA	Service Level Agreement
SMC	System Management Centre

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SSC	System Support Centre
TIP	Transaction Information Processing

0.5 Changes in this version

Version	Changes
2.0	Reissued as approved following review

0.6 Changes Expected

Changes
This document will be reviewed annually or when a significant organisational change occurs.

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0.7 Table of Contents

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1 Introduction

The objective of this manual is to provide an overview of the operations performed by ICL Pathway Customer Service Operational Services Department in support of the operational service.

2 Scope

The operations described in this manual apply only to the Operations Services Department and are divided into the following areas:

- Availability management
- Change management
- POCL interface management

This document forms part of a framework of documents covering the overview, processes and procedures surrounding the operation of this department.

The operations performed by the other units in Customer Service are described in the following manuals:

- *CS Support Services Operations Manual (CS/QMS/004)*
- *CS Infrastructure Services Operations Manual (CS/QMS/006)*

Directorate-wide operations, such as booking leave, are described in:

- *CS General Information Operations Manual (CS/MAN/006)*

An overview of the whole of Customer Service and its operations is given in the manual:

- *CS Overview Manual (CS/QMS/003)*
- *CS Policy statements are contained in the CS Policy Manual (CS/QMS/001)*
- *CS Process definitions are contained in the CS Process Manual (CS/QMS/002)*

3 Overview

The Operations Services Unit is responsible for all aspects of live service operation. The unit is divided into a number of units as shown in the following diagram.

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The following sections summarise the objectives and specific tasks of each team.

3.1 Availability management

The overall objective of this team is to ensure that the end-to-end day's operating is successfully carried out by the service operators and that all service disruptions are resolved in a timely manner. Specific tasks are as follows:

- Providing a Duty Manager who is the single point of contact for live service issues. This is covered 7days/week, 24hrs/day.
- Problem Management
- Business Continuity
- Supplier Management of ICL Outsourcing (SMC/SMG/SOS) and Energis, including regular service reviews
- Liasing with APS, TIP and LFS operations and support units on operational issues
- Operational support for change and problem management
- Change management
- Performance management

3.2 POCL Interface management

POCL Interface management covers implementing new business application services, supporting existing business application services, and also reference data changes. Specifically:

- **Reference data management**
  The overall objective of this team is to manage, in conjunction with the RM team and OTT, all aspects of Reference Data delivery to the live environment.
- **Message distribution**

  The unit manages the distribution of messages to the outlet counters.

  - **Application service management**

    This unit is responsible for the introduction and ongoing management of services relating to interfaces, such as APS, LFS and TIP, ensuring the service is delivered within the agreed parameters and operational timetables. Its responsibilities are:

    - Service development including the preparation and review of processes, procedures and documentation, client liaison (including Client Take On), developing support arrangements and participation in test programmes.

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- Service introduction including the development and delivery of a Service Introduction Plan containing details of delivery milestones, SLA and OLA targets and support requirements.
- Ongoing Service Management support for implemented services covering operational reviews and service improvement planning, MIS analysis and problem escalation.

4 Availability management

The following sections describe the different areas of availability management.

4.1 Duty management

This section describes operations relevant to the Duty Manager (DM).

4.1.1 Overview

The Duty Manager (DM) role is undertaken by Service Managers in CS Operations Services on a rota. A Duty Manager handbook contains phone numbers of Service Managers and other contacts, and copies of relevant procedures.

The DM receives escalated calls from:

- The Horizon System Helpdesk (HSH)
- The System Management Centre (SMC)
- The Management Support Unit (MSU) or the System Support Centre (SSC)
- POCL Service Management

The DM decides whether or not the incident needs to be managed through ICL Pathway Problem Management procedures.

The document *DSP/PRO/HH/010* H*orizon System Helpdesk Incident Procedures* explains the types of calls that are escalated to the DM.

4.1.2 Types of call

The prioritisation of calls is described in *Horizon System Helpdesk Incident Prioritisation CS/FSP/005*.

The DM receives calls from the HSH for the following circumstances:

- Specific A priority incidents (the different priority categories are described in *CS/FSP/005*)
- After the action times in the SLAs for both A and B priorities have elapsed

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When necessary, the DM also receives calls out of HSH working hours from the SMC/SSC or the ISD Duty Manager.

4.1.3 Duration of cover

The daily DM rota, (Weekdays only, Operational Hrs 0800-1800), is operated by the Availability team.

At other times the OOH DM is resourced from a pool of ICL Pathway Service Managers. Operational times are 1800-0800 weekly and 24 hour cover at the weekends Sat/Sun.

There is a Daily update at 0800 from the OOH DM to the Daily DM to hand over any outstanding calls or issues.

There is a daily update at 1800 from the Daily DM to the OOH DM to hand over any outstanding calls or issues.

The handovers at the end of each shift on any outstanding problems or issues, are by phone or in person to the relieving DM, although a DM may see a particular problem through to completion, even after their duty period has ended.

4.1.4 Duty management procedure

The overall duty management procedure is as follows:

1. The DM receives a high priority call that may indicate a possible problem
2. The DM finds out the details of the incident, problem or multiple incidents, and may make initial phone calls to the support units to help decide whether a problem exists (see 4.1.5 below).

   If the incident is not a problem, the DM informs the caller to deal with it through the normal A priority channels, ending the procedure.

   If the incident is a problem, the DM initiates the Problem Management Process as in the following steps
3. If the Problem Management Process is initiated, the DM (or maybe the PM Problem Manager, currently under review in PM forum) enters the details of the problem as a progress commentary in a new PinICL call in the PinICL Problem Management Database. The PinICL call is assigned to the Problem Management stack. However, if the problem needs to be dealt with immediately, the DM enters the details on to the database following completion of the immediate action. (If the incident occurred out of hours, then the problem is recorded at the earliest opportunity)
4. The DM appoints the Problem Manager (PM) most capable of handling the problem. In some cases, due to the levels of personnel available, the DM may be the PM, particularly if the incident has occurred outside normal working hours.

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If the appropriate PM is unavailable or unable to manage the problem, the DM escalates the problem to the appropriate Customer Service Manager who will help to decide who the PM should be

5. Following nomination, the DM enters the PM on to the Problem Database as the new owner (assignee) of the problem (this may already be done, see note in 3, currently under review). The PinICL record is updated, closed and possibly reviewed but remains on the Problem Management stack.

4.1.5 Deciding whether a problem exists

To help decide whether an incident is a problem, the DM considers the following areas:

Areas of consideration	Problem criteria
Business impact	• Adverse publicity on ICL Pathway. • Possible affects upon Release dates.
Time scales	• The predicted time to resolve an incident is unacceptable.
Customer dissatisfaction	• Widespread customer dissatisfaction.
Breadth of problem	• The incident affects more than 10 outlets. • Does the problem classify as an MBCI
Cost	• The financial cost to ICL Pathway to resolve the incident is excessive and possibly impacts the ICL Pathway budget.
Complexity	• A variety of resources that need managing are needed to resolve the incident. • Resources external to ICL Pathway are required, such as input from POCL.
Security	• The incident has possible security implications.
Impact on other organisations	• The incident impacts other organisations such as POCL, and they need to be informed.

If the DM is in doubt as to whether an incident is a problem, the incident is resolved as a problem.

4.2 Problem management

This section describes the operations performed by the Problem Manager (PM).

4.2.1 Overview

The prime function of a problem manager is to manage the identification and removal of root cause of any problem. Problem managers are allocated from any unit with Customer Service depending on areas of responsibility or expertise.

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Once a problem has been allocated the problem manager will co-ordinate the resolution of the problem and acts as a point of contact for everyone involved with the problem.

This role is part of the end-to-end process described in the *ICL Pathway Problem Management Process (CS/PRD/021)*. The PM procedure is described in Problem Management Procedures to support the Customer Service Operations Manual (CS/PRO/063)

4.2.2 Problem Recording

Each problem will be entered onto the Problem Management Database. The PM will enter the problem details, an initial impact statement and closure criteria. Each problem will also be allocated a priority depending on the impact.

The Problem Management Database enables the PM to keep a diary of events pertaining to each problem and the PM is responsible for keeping the problem database up to date.

The problem manager is responsible for managing progress against the agreed plan and achieving closure. Problem closure should be with agreement from the originator and be in line with the closure criteria.

4.2.3 Problem review

The PM will agree a plan to resolve the problem and then update the plan in line with any dates agreed. Additionally, selected problems will be reviewed at a regular problem review meeting.

Issues that are brought to the attention of the Horizon Service Review Forum or of a serious nature will be reviewed at the weekly operational (prayers) meeting.

4.2.4 Customer Problem reviews

Problems that have a business impact will be escalated to the Customer and registered on the Customer problem database.

Problems that are escalated to ICL Pathway from the customer domain will be registered onto the Problem Management Database.

These problems are reviewed with the Customer at a monthly meeting. This meeting is held in advance of the Horizon Service Review Forum to enable suitable escalation to the HSRF.

4.2.5 Escalating a problem

The conditions under which problems are escalated are described in Problem Management Procedures to support the Customer Service Operations Manual (CS/PRO/063).

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4.3 Business continuity

A key requirement in the ICL Pathway solution is that of business continuity, which is effected by producing operational processes and procedures to ensure that any component failure has minimal effect on the service provided. Refer to *CS/PRD/031 (ICL Pathway CS Business Continuity Management)* which defines how Business Continuity is managed.

POCL and ICL Pathway recognise the term Business Continuity as having three closely related components:

- **Resilience**
  Steps taken to avert a loss of service or disaster or reduce the likelihood of a disaster or loss of service
- **Contingency**
  Interim processes and procedures adopted during the loss of service
- **Recovery**
  Business and technical arrangements to restore a lost system or service and manage the process of reversion to normal processing and full resumption of service

The principal requirement with respect to the provision of contingency plans is that they should conform to an overall service continuity framework. The document *Business Continuity Framework (CS/SIP/002)* and associated contingency plan documents for each component service of the ICL Pathway solution have been produced and are regularly reviewed to ensure they meet the changing requirements of the service continuity framework.

The Business Continuity Framework document does the following:

- Provides a definition of the Business Continuity Framework and contingency plans as specified in Requirement 830
- Provides a detailed definition of ICL Pathway deliverables associated with business continuity and the methods of review and assurance
- Defines the contents and format of the contingency plans
- Defines the overall test strategy adopted for testing of the contingency plans
- Defines the management processes for the management of Major Business Continuity Incidents

There are contingency plans for all the service elements of the ICL Pathway solution. Most plans cover service elements but a few cover individual ICL Pathway sites, which provide more than one service to the Horizon service.

Each contingency plan provides a summarised description of the service or services within its scope. It also describes the measures already taken to minimise the risk of not being able to provide those services.

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The contingency plan then sets out what actions the relevant service managers need to take to instigate any recovery or contingency procedures specific to the provision of the service or services.

Each business contingency plan defines the initial and on-going test strategies. For each test, a test script has been produced which clearly explains the objectives of the test exercise and all details necessary to ensure that those objectives are achieved.

The document *Business Continuity Test Plan (CS/PLA/011)* brings together the testing requirements of all the contingency plans that have been generated and documents the schedule and methodology to be adopted for business continuity testing, both before National Rollout and on an ongoing basis.

4.4 Supplier management

4.4.1 Overview

The Service Managers within the availability team perform supplier management. The suppliers involved are ISD (Network management, Operations and support), Sequent/IBM (mainframe systems) and Energis (Network provision). Suppliers and service performance is monitored and reviewed on a daily, weekly and monthly basis.

4.4.2 Daily

Regular telephone contact between the Service Managers and suppliers is undertaken. This contact is used to manage issues and incidents that arise on a sometimes, daily basis. The service managers utilise management information from incidents and trends to support this regular contact.

4.4.3 Weekly

The service (and supplier) performance is reviewed at a weekly meeting (names “prayers”). This weekly review looks at the issues and problems arising from the operation of services throughout the week identifying issues and placing actions on suppliers to address those issues.

4.4.4 Monthly

Supplier performance is reviewed formally on a monthly basis, each supplier provides a monthly management report containing the supplier view of service availability, service exceptions, trends analysis and performance statistics. Additionally, ICL Pathway produce monthly MIS statistics giving a view from an incident and problem perspective.

A monthly meeting, chaired by the Operations Services Manager, is held with all suppliers present to review overall and individual supplier performance.

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4.5 Operations Support

4.5.1 Overview

The operations support unit provides administrative support for the Change, Duty and Problem Management processes. Its key responsibilities are to ensure that the Change and Problem databases are kept current and administration activities required by managers with Customer Service are kept to a minimum.

4.5.2 Change management administration

The operations support team is responsible for the following processes with change management:

- Registration of change proposals (CP) from within ICL Pathway that require impacting by Customer Service staff or/and their suppliers.
- The collation and filtration of all impact statements and the response to Change Management with the impacts in a timely manner.
- Reception of supplier change proposals (SCP) for impact within ICL Pathway
- Tracking of approved CP action through to implementation or completion
- Management of actions arising from CP impacting and approval processes
- Production of change management MIS reports specific to Customer Service and its suppliers

All CP or SCPs within Customer Service are managed by the operations support team. The team is the prime interface between customer Service and its suppliers into the ICL Pathway change management system. All CPs or SCPs are recorded onto the CP database and managed through its lifecycle from a Customer Service viewpoint.

CPs are issued daily at various priorities and the team identifies who within CS or its suppliers needs to provide an impact statement. The impact statements are chased and then collated into a CS response, these are provided to CM for review by the PCCB.

A weekly CP review meeting is held prior to the weekly PCCB to review outstanding actions, impact statements and the CP's to be discussed at the PCCB. A nominated manager from with Customer Service attends the weekly PCCB to represent Customer Service.

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4.5.3 Problem Management

The operations support team is responsible for the following processes with problem management:

- Administration of the problem management database
- Weekly reviews of problems with problem managers
- Monthly reviews of problems with the customer
- Management of actions arising from those reviews
- Defining and implementing standards for problem management across customer Service.
- Production of problem management MIS reports

Problem Managers are responsible for the progress of problems that are entered onto the Problem Management Database (PMD). The Operations support unit provides a weekly update to the POCL Problem Database and ensures that regular updates to problem diaries.

The Operations Support unit provides an agenda for the weekly problem review meeting, which is held with selected problem managers to review progress of “hotspots” or specific problems.

The problem database administrator has a regular interaction with the POCL problem database administrator to ensure that the two database remain “in sync”. Database updates from each organisation are sent weekly to ensure that consistency is maintained with problem titles, priorities and problem numbers.

The operations support manager is responsible for defining problem management standards across the Customer Service organisation and ensuring that problems are managed in a professional and consistent manner.

The Ops support unit produces weekly management reports on outstanding problems.

4.5.4 Duty Management

The operations support team is responsible for the following processes with duty management:

- Production of duty management rota on a monthly basis
- Processing of duty managers expenses for out of hours cover
- Maintenance of duty managers folder, which is reviewed monthly to ensure that information is kept current.

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The OST produces and publishes the duty management rota and maintains the duty managers "handbook" which contains up-to-date information on escalation, support contacts etc.

The OST also collates and processes duty managers expenses for out of hours cover claims.

4.6 Change Management

4.6.1 Overview

The Service Manager is responsible to the programme for all changes from an Customer Service viewpoint by gaining an impact view from all units within CS and reviewing those impacts on a weekly basis. Ensuring that CPs submitted by CS staff meet the required criteria, have TDA support and are targeted at the correct release date. This role also requires liaison with the Release management team (RMT), Operational Test Team (OTT) and the rest of the Pathway programme units.

4.6.2 Change timetable

Weekly CS change review meetings are chaired by the Service Manager and are attended by management representatives from Infrastructure Services, Operations and Support. The objective of these meetings is to review the latest position regarding CPs on the PCCB agenda and ensure that all impacts and actions are completed. These meetings are not minuted.

The Service Manager also attends the weekly Project Change Control Board as the CS representative.

4.6.3 OCP changes

An operational change process (OCP) is also in operation. This process covers changes required to the live operation and provides an audit trail for all changes made to the operational estate (Not counter changes). The OCP service is managed and run by ISD on a daily basis. The Service Manager is responsible for the management processes within CS for this service and any service developments.

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4.7 Performance Management

This is a developing area within CS and is currently being established. A performance management system is being implemented to capture performance management data from the live estate. The first phase of the plan involves data capture only and data collection performed on an adhoc basis. The second phase involves automated data collection and an automated feed into a performance database.

The implementation is being conducted against an implementation plan. A meeting is held regularly, generally fortnightly to measure progress against plan and confirm if any new developments are required. It is anticipated that this meeting will develop into a regular performance review of the live systems.

5 POCL Interface Management

5.1 Reference data management

The Reference Data Team (RDT) is responsible for the management of Operational Business Change (OBC) for all reference data.

The RDT is responsible for the control of product reference data, as follows:

- POCL product changes, such as the price of stamps
- Horizon product changes, such as the menu hierarchy
- AP Client and services changes

The RDT is also responsible for delivering a service to the OBC manager for reference data changes to support outlet change.

The end-to-end process is described *in Process for Operational Business Change - Product (CS/PRD/030)*

5.1.1 Overview

5.1.1.1 Change types

The reference data changes that are covered by this process fall into two types: basic and advanced.

Change type	Description
Basic	Basic changes are those that ICL Pathway can implement without

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	prior notice. They consist of changes to reference data that can be implemented with no more than the basic control and release activity by ICL Pathway. The data that forms the content of these changes is referred to as 'Class 1' data.
Advanced	Advanced changes are those which need additional activity by ICL Pathway before the change can be implemented for example, updating the EPOSS screen layout with a new button. Different advanced changes require different activities by ICL Pathway. The activities may be: • Load Type B data (see below for definition of Type B data) • Create Type C data (see below for definition of Type C data) • Manage additional information (see below for definition of additional information) • Test the change • Maintain documentation • Formal acceptance

The types of changes that fall into each category are defined in *the Reference Data Change Catalogue (RDCC) (CS/IFS/001)*.

5.1.1.2 Lead times

In order to successfully implement a change, ICL Pathway need notice of the proposed change in advance of the start date. This allows time to carry out all the necessary activities to implement the change; this notice period is the lead-time.

Different Basic and Advanced changes require different activities to implement the change. The combination of activities affects the lead-time for that type of change. More information about lead times is included in the ICL Pathway/POCL Interface Agreement for Operational Business Change – Product document (CS/PRD/058).

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5.1.1.3 Types of data

Data type	Description
Type A data	Data that is sent electronically from the POCL RDS system to the ICL Pathway RDMC system, over an agreed interface, as defined in the AIS document (application interface specification) see *Application Interface Specification Reference Data to ICL Pathway (BP/IFS/007)*
Type B data	Data that is sent from POCL to ICL Pathway, but not over the interface from the RDS to the RDMC. For various reasons, this data has not been included in the Type A AIS, although the intention is that it becomes Type A data in the future for example, scales tariffs. Type B data is received either via the gateway between POCL and ICL Pathway or as an electronic file by email or on floppy disc, will be passed as an electronic file for example, over email or via a floppy disc
Type C data	Data that ICL Pathway must create to support requested changes to the Horizon system for example, changing EPOSS screen layouts, cash account and other report layouts. POCL must explain what result is expected for ICL Pathway to implement the change, for example, for a new core product, where the new button should go in the menu hierarchy
Additional information	Several changes require additional information or 'objects'. Additional information may be needed as follows: • To allow ICL Pathway to create Type C data, for example POCL may have a bitmap for a new icon to go on a button • For contractual reasons, for example, the list of current AP Client Services needs to be updated as part of requesting or accepting the change • Because objects such as tokens are needed for ICL Pathway to complete the testing phase

5.1.1.4 Activities

The following activities are involved in implementing Reference Data changes:

1. Receiving Type A data - Basic change data
2. Receiving Business Change Request
3. Receiving Type A – Advanced change
4. Receiving Type B data

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5. Receiving additional data
6. Monitoring progress
7. Receiving confirmation
8. Requesting and loading Type B and C data
9. Verifying Reference Data changes
10. Acceptance
11. Releasing change

The activities performed depend on the type of change and are defined in the *RDCC (CS/IFS/001)*.

5.1.2 Product change activities

RDT carry out the following activities to implement product changes:

- **Receiving Type A (and B) data - Basic change**
  Basic changes require only simple reference data changes and can typically be implemented quickly and easily. The document Receiving Type A Reference Data (CS/PRO/074) describes the procedure for the RDT to receive and process Type A Reference data. Some Type A changes now have type B Files (where Item_Version records are updated Type B Migration items are contained as well). These should be progressed together.

- **Receiving a Business Change Request**
  The document *Receiving Business Change Requests (CS/PRO/075)* describes the procedure for the RDT to process Business Change Requests from OSG received via the PC notebooks that are located in the RDT office area.

  Again *Assessing the impact of a change request (CS/PRO/077)* describes the procedure for the RDT to assess the impact of a Business Change Request and to create a plan for implementing the change

- **Receiving Type A data - Advanced change**
  Advanced changes require ICL Pathway Customer Service to undertake additional activities, such as creating Type C data, and take longer to implement. For Advanced changes, POCL submit a Business Change Request to Customer Service.

- **Receiving Type B data**
  As described in Receiving Type A data. Type B data is only received as migration items and progressed along with Type A data.

- **Receiving Additional Information**
  Some changes require additional information or objects from POCL. Additional information may be needed

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- **Monitoring progress**
  The RDT monitor progress on BCRs using the RDCC tool and the RDMC NT workstation

- **Receiving confirmation**
  The RDT checks that all reference data files, and content, have been received from POCL and alerts them if data is missing

- **Requesting and loading Type B and C data**
  The document *Requesting, managing and loading Type B and C Reference Data (CS/PRO/078)* describes the procedure for the RDT to create a request for Counter Development to create Type B and C Reference Data, and to load the data when received from Counter Development on to the RDMC database

- **Verifying Reference Data changes**

  For product changes the data is tested internally and then a verification Report is sent out to OSG who then verify the data and either accept or don't accept it.

  For outlet changes the verification report is produced and sent to the Network Change Authoriser (NCA), of the territory the change is concerned with, who either accepts or doesn't accept the change by returning an OBC24 form.

  The service description for the APS Token Verification Service is described in *APS Token Verification Service Description for Release 2 (CS/FSP/016).*

  The RDT verify APS Client data changes provided by POCL by carrying out the activities described in the document *AP Token Verification procedure (CS/PRO/079)*

- **Acceptance**
  POCL OSG verifies changes to reference data associated with BCRs.

- **Releasing change**
  Once Reference Data has been verified by OSG, it is released to live by the RDT. This procedure is described in *Releasing Reference Data to the Live Environment (CS/PRO/081)*

5.1.3 AP Client service changes

POCL notify Customer Service of AP Client service changes the same way as other reference data changes. Full details are given in *AP Client Take On Process (AP/PRD/001).*

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5.1.4 AP Client Management

The AP Client Migration Manager will coordinate and manage all the AP Client Migration activities and will provide a focal point for liaison with POCL and Clients.

Key responsibilities are to update and issue revisions to programme plans, to report project and stage achievement, to co-ordinate acceptance by the customer, and handover to the follow-on ICL customer services team, and to ensures that all risks to the project are identified, logged, assessed and managed.

5.2 Application Service Management

There are a number of interfaces in place that facilitate the delivery of transaction files between the ICL Pathway and POCL infrastructure. These are different to the ISDN connections to POCL Outlets. The service is responsible for ensuring that transactions, harvested from the POCL Outlets, are delivered to POCL, through the appropriate interface, in accordance with the Service Schedule Agreements. Each interface and its corresponding SLA is managed as an individual service, but in some areas may involve other interfaces.

The service provided is based on the contents of the Service Definition Agreements (Schedule *n*01), Service Levels and Remedies Agreements (Schedule *n*08) and the Service Management Agreement (Schedule *n*05). These are contract controlled documents and separate schedules are in place for each interface (*n* = character depicting specific interfaces).

There are three interfaces:

APS, TIP and LFS.

5.2.1 The Service Introduction Plan (SIP)

As an aid to the Service Manager in delivering a full operational service around the interface in question, a Service Introduction Plan (SIP) is prepared by the Service Manager (where appropriate), which documents related information, requirements and actions.

For example, a SIP includes plans to date and milestone timescales, work still to be done, relating documentation, SLAs and OLAs, support requirements, contacts and links between interested parties.

There are no pre-defined contents lists for SIPs. These are determined for each individual SIP, depending on the type of service.

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5.2.2 Pre-Live Activities (Generic)

The following activities take place for each interface in preparation for Live service. Some of the activities may over-spill into Live operation of the service.

- Liaison with the Development and Design teams to understand the Application Interface and Technical Interface Specifications created.
- Liaison with the Requirements team to review all agreements made and any service descriptions in place, if produced.
- Liaison with the client to commence the production of the OLA based on the SLA and specification details. Eventually to become a formal Operational Review meeting once the service is Live.
- Participation in Workshops to prepare or review procedures (if and when applicable).
- Liaison with internal support services to ensure that they are aware of the SLA and OLA commitments.
- Set up of ICL Pathway/POCL Steering Group with agreed Agenda.
- Liaison with Business Continuity Manager to ensure Business Continuity and Disaster Recovery procedures are documented.
- Involvement in any operational test programmes, where requested.
- Produce or review any related documents within ICL Pathway.
- Review of any related documents produced by third party suppliers.
- Review of any related documented produced by the customer, if requested.
- Participation in the production and review of Incident Matrix.
- Creation of risk registers.
- Creation of project plans, if required.
- Creation of new call categories within CEM, if required.
- Processing of Change Requests submitted through the Change Management process, if required.
- Set up and agreement of Client Take On (CTO) procedures, OLA and schedules (outside of normal service management activities and relating in APS only).
- General, ad-hoc communication with the customer, other internal teams and third party suppliers through phone calls and Email.
- Completion of actions arising from meetings held.
- Production of internal Period Reports, for inclusion in high level Management Reports.

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- Implementation of Disaster Recovery solutions, where appropriate (and in accordance with Change Management Procedures)

5.2.3 Post-Live Activities (Generic)

The following activities either take place as standard processes or are managed on an ad-hoc basis in order to maintain or improve services.

- Chair or attend Steering Meetings (if appropriate and at agreed intervals).
- Chair or attend Operational Review meetings (usually held monthly).
- Escalation point for service related Incidents and Problems. To be managed as per the standard procedures in place. Generally a reactive service.
- Escalation point for service related customer complaints. To be managed as per the standard procedures in place (Incident or Problem Management procedures). Generally a reactive service.
- Review of OLA as part of Operational Review, as and when appropriate.
- Processing of Change Requests submitted through the Change Management process, if required.
- Review of daily transaction delivery reports produced by third party suppliers.
- Review of daily Non-Polled Office Reports produced internally and submitted to the customer (by MSU).
- Review of monthly SLA Management statistical reports produced internally (by MSU).
- Completion of any outstanding Risk Register actions.
- Completion of actions arising from meetings held.
- Manage or review any relating plans, where appropriate.
- Production of internal Period Reports, for inclusion in high level Management Reports.
- Ongoing review of procedures in place (any changes to go through Change Management process). Usually highlighted through Workshops or Operational Review meetings.
- Implementation of Disaster Recovery solutions, where appropriate and in accordance with Change Management procedures.
- Participate in scheduled Contingency Tests, where appropriate.

5.2.4 Ad-Hoc Projects (Non-Generic)

On occasions additional activities require managing as individual projects, but which relate to a generic service that is included in the Application Service Management objectives.

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AP Client Migration is a mini-project within APS (definition of 'Client' being one of the customer's clients that ICL Pathway are to interface directly to). As a mini-project it has a separate set of objectives as follows:

- Maintenance of the Strategy document (contract controlled and agreed between ICL Pathway and the customer).
- Provide Project Management to deliver the project as per the agreed Strategy and detailed project plans.
- Produce and maintain project plans, both internal and customer facing.
- Produce and maintain Risk Register.
- Produce and maintain process and procedural documentation.
- Facilitate the production of client interface specifications.
- Produce and maintain client OLAs.
- Facilitate the surveying and preparation of client sites in accordance with the Technical Interface Specification requirements.
- Escalate project issues or missed deadlines and milestones through formal routes.
- Promote internal awareness to support teams and third party suppliers.
- Facilitate the input and maintenance of client data into the Service Management Software module.
- Facilitate the delivery of software and equipment in accordance with the specifications.
- Review and maintain OLA between customer and ICL Pathway relating to changes to the service.
- Hold internal project reviews on a regular basis.
- Hold reviews with the customer, through AP Steering Meeting.
- Completion of actions arising from meetings held.
- Processing of Change Requests submitted through the Change Management process, if required.
- Production of internal Period Reports, for inclusion in high level Management Reports.
- Ongoing review of procedures in place (any changes to go through Change Management process). Usually highlighted through Workshops or Operational Review meetings.
- Processing of Change Requests submitted through the Change Management process, if required.

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- Escalation point for service related Incidents and Problems. To be managed as per the standard procedures in place. Generally a reactive service.
- Escalation point for service related customer or client complaints. To be managed as per the standard procedures in place (Incident or Problem Management procedures). Generally a reactive service.
- Agree Operational testing activities and produce procedural documentation.
- Agree cut-over procedures with customer.
- Renegotiate deadlines and milestone dates, where required.