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0.0 Document Control

0.1 Document History

Any hardcopy of this document is NOT UNDER CHANGE CONTROL unless otherwise stated.

Version No.	Date	Reason for Issue	Associated CP/PinICL No.
0.1	25/9/00	First draft for internal CS review	
1.0	7/11/00	Issued as Approved	

0.2 Approval Authorities

Name	Position	Signature	Date
Paul Westfield	Infrastructure Services Manager		

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
CS/QMS/001			CS Policy Manual	ICL Pathway CS
CS/QMS/002	0.1		CS Process Manual (under development)	ICL Pathway CS
CS/QMS/004	1.0	7/11/00	CS Support Services Operations Manual	ICL Pathway CS
CS/QMS/005	1.0	7/11/00	CS Operations Services Operations Manual	ICL Pathway CS

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CS/MAN/006	3.0	18/02 00	CS General Information Operations Manual	ICL Pathway CS
CS/PRO/048	1.0	15/06/99	NR2 Horizon System Helpdesk Processes and Procedures Description	ICL Pathway CS
CS/PRO/105	1.0	29/02/00	Local Procedure when raising a Purchase Order	ICL Pathway CS
CS/PRD/022	1.0	06/01/98	Process Team Terms of Reference for Internal Operations Manual	ICL Pathway CS
CS/PRD/029	4.0	05/08/99	Process for Operational Business Change - Outlet	ICL Pathway CS
PA/PRO/020	1.1	28/02/99	Purchasing Goods and Services	ICL Pathway CS
CR/SPE/005	1.0	20/08/98	Specification for the APS Reconciliation Reports - for Release NR2	ICL Pathway CS

0.4 Abbreviations/Definitions

Abbreviation	Definition
BRE	Business Research Establishment
BSA	Business Support Analyst
CA	Contracting Authorities
CP	Change Proposal
CS	Customer Service
CSPM	Customer Service Problem Manager
FRMS	Fraud Risk Management Service
HSH	Horizon System Helpdesk
HSSM	Horizon System Service Management
IRF	Invoice Request Form
MCVP	Management Care Visit Programme
MIS	Management Information Systems
MSU	Management Support Unit
MTBF	Mean Time Between Failures

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Abbreviation	Definition
NBSC	Network Business Support Centre, part of POCL's organisation
OBC	Operational Business Change
ORR	Operational Readiness Review
OSR	Operational Service Review
POCL	Post Office Counters Limited
PORF	Purchase Order Request Form
PPD	Processes and Procedures Description
QMS	Quality Management System
RED	Reconciliation Exception Database
SLAM	Service Level Agreement Monitor
SLCA	Service Level Contract Administrator
SMB	Service Manager - Benchmarking
SMC	System Management Centre

0.5 Changes in this Version

Version	Changes
1.0	Upgraded to Approved

0.6 Changes Expected

Changes
Following future reviews

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0.7 Table of Contents

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1. Introduction

This manual describes the operations of the Infrastructure Services Unit within ICL Pathway Customer Service.

2. Scope

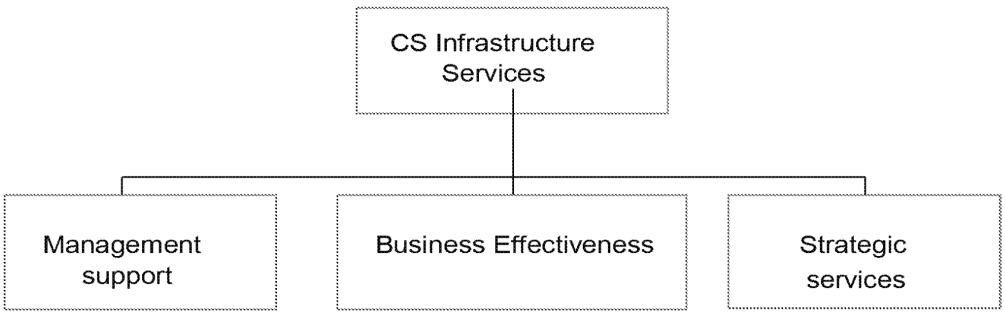
This manual describes only the operations associated with the Infrastructure Services Unit.

In addition to this manual, process documents, lower-level procedures and work instructions have been produced to describe the operations in more detail. This manual has references to these documents throughout the main body of the text; the *Associated Documents* section gives full references.

3. Overview

The purpose of the CS Infrastructure Services Unit is to support ICL Pathway Customer Service in the day-to-day delivery of the ICL Pathway solution.

The unit is organised to cover three areas as shown in the following diagram.



The functions carried out in these areas are:

- **Management Support**

  The Management Support Unit supports the ICL Pathway operation in the following areas:

  - Management Information Systems
  - Information technology equipment
  - EPOSS and APS transaction reconciliation
  - Performance benchmarking

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- **Business Effectiveness**

  The Business Effectiveness Team (BET) provides business process engineering and quality management consultancy to the CS organisation. The work performed by the BET includes:

  - development and maintenance of the CS Policy and Process manuals;
  - alignment of CS cross-domain policy and processes;
  - development and maintenance of the CS Operations Manual;
  - development and maintenance of CS process definitions;
  - provision of advice and guidance on the development of operational procedures;
  - audit of operational procedures.

- **Strategic Services Unit**

  The Strategic Services Unit works to ensure:

  - That services required by POCL, agreed and offered by ICL Pathway at the Post Office Counter & NBSC are available when needed and meet our service level commitments
  - The Horizon systems being operated within Post Office Outlets are properly implemented and remain useable for the Post Master (& NBSC) when conducting everyday business
  - A high level of customer satisfaction is attained and sustained

4. Management support

The Management Support Unit supports the ICL Pathway operation in the following areas:

- Management Information Systems
- Information technology equipment
- EPOSS and APS transaction reconciliation
- Performance benchmarking

The following sections describe the operations in these areas in more detail and refers to the lower level 'work instructions' where they are available.

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4.1 Management Information Systems

The efficient provision of information to the customer, ICL Pathway and ICL / Fujitsu staff about the performance of the ICL Pathway system is a key part of the MIS component of the ICL Pathway solution. This activity is managed by MSU in ICL Pathway Customer Service, with emphasis placed on the following specific areas:

- The monitoring of service performance (in accordance with Service Level Agreements, where applicable), raising and in some cases resolving any issues arising there from
- The support of the activities of the CS organisation and the broader Pathway ICL organisation through the provision of management information(MI) on both a regular and ad-hoc basis
- To support Post Office counters Ltd (POCL) through the provision of information on an ad hoc basis

In practical terms, this is achieved by means of a number of clearly identifiable data extraction, processing and reporting activities that can be categorised according to the nature of the requirement, i.e. what they are driven by:

- Legislative obligations
- Contractual obligations
- Good business practice
- Issue management and investigation

For the most part, these activities are periodic (daily, weekly monthly or quarterly) but some are event driven. The following table identifies the specific deliverables according to frequency:

Activity	Driver	Frequency
Service Performance Report	MI	Weekly
Service Review Book	Contract	Monthly / Quarterly
Vital Statistics Report	MI	Monthly
Business Incident Management Report	Contract	Monthly
SLA Remedial Calculations	Contract	Quarterly
Ad Hoc Query	Customer	As Req
Outlet Data Maintenance	MI	Daily
Powerhelp Data Extraction	MI	Daily
HSH Performance Reporting	MI	Daily
Non polled Outlet Reporting	MI	Daily

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4.1.1 Producing and scheduling MIS reports

4.1.2 Ad hoc report queries

This section describes how MSU deals with ad hoc report queries in a controlled manner to provide a response within five working days. Requests for ad hoc reports come from a single point of contact within POCL Service Management, or internally from departments within ICL Pathway

The procedure is completed by one of the MSU Information Analysts as follows:

1. When MSU receives an ad hoc report query, (via the Ad Hoc Query Mailbox) on an *Ad Hoc Query Request Form*, the analyst updates the *Ad Hoc Query Database* with details of the request and issues an immediate confirmation of receipt by return of e-mail. The Analyst will also estimate the length of time the report will take to produce or advise if the information cannot be supplied.
2. The Ad Hoc Query Database enables MSU to control the requests that it receives. If an ad hoc report is requested on a regular basis the Analyst asks the requestor to confirm the frequency with which the report is required and if the expectation is that the report is to continue, MSU will request the originator to raise the appropriate Change Request documentation.
3. If the Analyst estimates that the ad hoc report will take longer than 5 days to complete, agreement with the requestor is sought for an extension to the timescale. This is confirmed by e-mail via the Ad Hoc Query Mailbox.
4. When the report has been run and the results sent to the requestor, or if the requestor cancelled the request, the Analyst will close the request and file details of the report within the Ad Hoc Query Database

4.1.2.1 Weekly Service Performance Report Production

MSU publishes a Weekly Service Performance Report for the ICL Pathway Management Team and others (on a need to know basis.) This report is Generally contains data one week in arrears to enable the data to be collected from the outlets. Wherever possible though, an up to date position is reflected within this report. A reporting week falls Sunday through to the following Saturday.

This report identifies key areas within the Horizon solution and analyses volumetric and service performance information.

The MSU Information Analysts complete the report.

1. Obtain Transaction volumetrics from the Data Warehouse using the Business Objects reporting tool for the applicable transaction streams requiring analysis. Obtain Help Desk call details and volumetrics from the

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Powerhelp system or local databases using either the Business Objects reporting tool or Access queries.

2. Analyse the information retrieved according to the requirements of the report – these are ongoing and can change week on week
3. Present the data in the agreed manner – either in tabular or graphical format. Include a written analysis of any trends and observations.
4. Alert respective departments within ICL Pathway of any adverse performance noted. This should be completed via the PinICL system.
5. Pass the completed report sections to the Intranet Administrator to place into the Customer Service Intranet site.
6. Issue hard copies of the report to the Management Team or others as requested.

4.1.3 Service Level Agreements

The following sections describe how MSU monitors and maintains Service Level Agreements for all ICL Pathway contracts that are under formal change control.

4.1.3.1 Maintaining Service Level Agreements

ICL Pathway stores and maintains service performance measures and related data within a software application called the Service Level Contract Administrator (SLCA). MSU maintains all parameters that relate to the service levels on the SLCA via File Controller access.

MSU uses the SLCA to:

- Raise a CP for a change of service performance measure agreed between customer, ICL Pathway and associated supplier
- Change parameter values via the *Maintain performance measure* facility in the SLCA
- Change the effective 'from date' for all changes made
- Log changes using the audit module within the SLCA application giving cross-references to the changes
- Check that the electronic changes are reflected within the commercial contracts of the Customer, ICL Pathway and associated supplier

The SLCA is also the means by which MSU applies manual performance measures to the Service Level Agreement Monitor System (SLAM) at the end of each service period.

MSU uses the SLCA for manual update to:

- Enter details from source data in the format and structure defined in the contract standing data application
- Validate data before input and after input before commit

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- Log changes using the audit module within the SLCA
- Retain all source data used as input for audit purposes
- Input manual performance measures source data in the required time-frame for the period under review

4.1.3.2 Monitoring Service Level Agreements

ICL Pathway has responsibilities to demonstrate to its customer that it:

- Monitors service delivery in all areas where performance measure criteria exist
- Applies service management at all levels with alerts raised where service falls below expectation

MSU will be using the Service Level Agreement Monitor application software to do this once the feed of information into the Data Warehouse is considered to be accurate enough to facilitate reporting in this manner. This is currently under review.

Until this situation is reached, SLA conformance information is obtained from MSU developed data bases and information supplied from the Pathway suppliers:

HSH Telephony: Conformance information calculated by OSD and delivered to MSU daily

HSH Call to Resolution: Call details obtained by OSD and delivered to MSU daily where conformance is calculated

System Service: Call details obtained by OSD, amendments to call duration are calculated by OSD and supplied to MSU on a daily basis where conformance is calculated

Data File Delivery: TPS – MSU run SQL query against Data Warehouse

APS / OBCS – Pathway development supply to MSU

Data Delivery: APS ref Data / OBCS Stops / Ref Data – calculated by MSU

The SLAM application is a service management review tool that:

- Facilitates service level monitoring of all aspects of the delivered service by the Customer Service management team
- Provides daily exception reports (via a traffic light presentation) for all performance measures that fail to conform to agreed levels
- Identifies failure at both the minimum acceptable and termination review levels where applicable
- Provides top level visibility of the delivered service to all members of the ICL Pathway senior management team

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- Makes service performance reports available for the monthly service review forums between ICL Pathway and customer, and ICL Pathway and suppliers

Access and use of SLAM is via password control. This enables MSU to control which service levels that each user sees.

Users are:

- ICL Pathway Customer Service management and MSU
- ICL Pathway Senior Management
- Customer/Suppliers option at future releases of the product

4.1.4 Business volumetrics

The ICL Pathway programme is significantly affected by the level and variance of business volumetrics. The baseline for volumetrics is the reference source of the Workload Brief, subsequently updated and maintained as the Workload Compendium. This is a customer-owned document from which the MIS Unit generates enhanced supporting business volumetrics on behalf of ICL Pathway.

The outputs from this impact analysis are the prime source of data for planning and sizing activities carried out by the ICL Pathway development teams and by ICL Pathway's suppliers.

When a new version of the Workload Compendium is issued, the MIS Unit carries out an impact analysis on any changed areas. If the level of change in any area is greater than 5%, the MIS Unit notifies the ICL Pathway Director, Finance and Commercial to enable contractual variance analysis to be carried out and provides associated impact analysis data.

Supplementary impact can arise from changes to supplier-related volumetrics as described in the following sections. They are dealt with and processed in the same manner as changes to the Workload Compendium.

After carrying out the impact analysis of any changes, the MIS Unit update the ICL Pathway Business Volumetrics portfolio. This portfolio is the means by which business volumetric changes are communicated to ICL Pathway.

Implementing business volumetrics processing is described in associated work procedures and instructions held by the MIS Unit.

4.1.4.1 Horizon System Helpdesk volumetrics

The MIS Unit maintains Horizon System Helpdesk (HSH) call volumetrics. The HSH volumetrics model provides data about HSH call volumetrics during the whole life of the ICL Pathway system. In particular, it produces daily and monthly analyses.

The outputs from the model are a main source of data for planning and commercial use by the HSH supplier as well as for sizing activities by the ICL Pathway development teams.

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The key input parameters that contribute to re-appraisal of the HSH call volumetrics model and result in a new issue of the model are changes to:

- Workload Compendium
- Horizon plan
- ICL Pathway commercial model
- System MTBF parameters

Less significant changes that result in reappraisal of the HSH call volumetrics model and result in an update to the current model are:

- Minor adjustment in roll-out programme profile
- Correction to key commercial ratios
- Minor update to ICL Pathway commercial model
- Minor changes in Workload Compendium
- Minor changes in Horizon plan

In addition to the above, MSU and the HSH Manager hold a quarterly review of the key ratios relating to inappropriate calls handled by the HSH. Where they agree, they adjust the key ratios accordingly and release a new version of the current HSH model.

Before releasing a new version of the model, either within ICL Pathway or externally, the MIS Unit ensures that the Director, Customer Service, validates the model and the Director, Finance and Commercial, authorises it. ICL Outsourcing receives a copy of each variant of the HSH call volumetric model output.

MSU updates the ICL Pathway Business Volumetrics portfolio with details about changes to the HSH model. This portfolio is the means by which business volumetric changes are communicated throughout ICL Pathway.

Implementing HSH call volumetrics processing is described in associated work procedures and instructions held by MSU.

4.1.4.2 Ad hoc analysis volumetrics

MSU deals with ad hoc analysis volumetrics as they arise. It obtains source data either from the existing volumetrics models or by specific enquiry to the ICL Pathway MIS Data Warehouse by access to a Business Objects Universe.

MSU only accepts requests for ad hoc data volumetrics from sources who are authorised to have access to the data. Requestors must make requests to MSU on an *Ad Hoc Query Request Form*. The MIS Unit supplies the form to the requestor either electronically or as a hard copy.

MSU reviews requests for ad hoc volumetrics and, if it finds them acceptable, gives the requestor an estimate of:

- Delivery time

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- Format of results
- Constraints that limit the resolution of the query
- Limits to be applied

If it is unable to progress the query, MSU gives:

- Reasons for not progressing the query or for delay
- Costs that may need to be met
- Limitations of use of any data to be provided

MSU aims to provide a response to all queries within a time-frame commensurate with business need and cost in an effective and professional manner.

Implementing ad hoc volumetrics query processing is described in associated work procedures and instructions held by MSU.

4.1.5 CS intranet site

The CS Infrastructure Services unit provides and maintains an intranet site for use by ICL Pathway Customer Service and senior ICL Pathway management. The site address is currently:

IRRELEVANT

The site is based on a Windows NT Personal Web Server; the documents are created using MS FrontPage.

Currently, the site provides the following facilities and information:

- Management information reports
- Discussion forum
- ICL Pathway CS organisation and contact information
- Noticeboard
- CS procedures and operations manuals
- Site search

The CS intranet site administrator is responsible for maintaining and developing the site. This includes the following tasks:

- Updating and archiving reports
- Managing usernames and password access to report pages
- Updating organisational information. Note that staff are expected to update their own personal and contact details
- Managing the discussion forum
- Ensuring that procedures and operations manuals on the site are updated to reflect the latest versions of documents in the ICL Pathway library

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More detailed information and the procedures for carrying out these tasks are available on the site at:

IRRELEVANT

4.2 Information technology equipment

The CS Infrastructure Services Unit is responsible for ordering all Office Desktop equipment for ICL Pathway. The process involves a number of people and departments within and outside ICL Pathway:

- The originator of the request for IT equipment
- The CS Infrastructure Services IT administrator who manages the ordering process
- The ICL Pathway Accounts Department which raises the purchase order and pays the invoice
- The supplier who supplies the goods or service

The following description of the process is divided into three sections:

1. Raising an order
2. Processing an order
3. Receiving the goods

4.2.1 Raising an order

To raise an order:

1. The individual originating the order identifies the requirement and technical specifications of the equipment.

   For standard desktop equipment, for example, PCs and printers, CS Infrastructure Services are able to advise on what to purchase and the suppliers to use so a detailed technical specification need not accompany such requests. For non-standard orders, for example, specific software or servers, it is the responsibility of the originator to determine the specifications and technical requirements

2. The originator checks with CS Infrastructure Services to see if the proposed supplier is already registered on the ordering system.

   If there is a known supplier, the originator checks with the CS IT department to find out if they have the supplier's information. For a new supplier, the originator provides the supplier's bank details and a copy of the supplier's company letterhead showing the VAT number with the purchase request

3. Having established the specification and technical requirements the originator completes a *Purchase Order Request Form (PORF)*. Refer to *Local*

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Procedure when raising a purchase order (CS/PRO/105) when raising the order

4. The originator takes the completed PORF to his or her department manager for approval
5. The originator sends the completed PORF to the IT administrator in the CS Infrastructure Services Unit together with any quotations they have obtained and any Change Proposals they have raised

4.2.2 Processing an order

To process an order after the originator has completed the PORF:

1. The IT administrator checks the PORF and decides whether the order is a standard, blanket, or call off order. See *Purchasing Goods and Services (PA/PRO/020)* for more details. He or she then assigns a reference number to the order
2. The IT administrator checks that the correct cost centre code has been used and obtains authorisation of the completed PORF from the manager of the CS Infrastructure Services Unit.

   If an order is rejected, the IT administrator informs the originator of the reason for the rejection
3. The IT administrator enters the order details on to the Oracle Database and passes the PORF to the Accounts Department for the purchase order to be raised. The Accounts Department creates the purchase order, adding supplier account codes and giving the purchase order a unique number
4. The Accounts Department returns a hard copy of the purchase order to the CS IT department within 24 hours of receiving the PORF
5. The IT administrator attaches a copy of the purchase order to the rest of the order information and enters the details of the order onto a spreadsheet for reference purposes, such as monthly analysis
6. The IT administrator faxes the purchase order to the supplier together with an order Acknowledgement Form
7. The supplier faxes the Acknowledgement Form back to ICL Pathway to acknowledge receipt of the order and advise ICL Pathway of the expected delivery date
8. The IT administrator emails the originator with the expected delivery date so that the originator can arrange to accept the delivery when it arrives

4.2.3 Receiving the delivery

To receive the delivery:

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1. When the goods are delivered to ICL Pathway, the IT administrator is contacted and informs the originators asking them to collect and sign for the goods.

   Note: CS Infrastructure Services do not store deliveries. Once they have advised the originator of a delivery, the originator must make arrangements to collect the goods.

   If the goods are delivered off-site, the supplier sends a copy of the delivery note to the CS IT administrator. An appropriate person on-site checks and signs for the goods and informs the CS IT administrator of any problems

2. The IT administrator files a copy of the delivery note with the rest of the order documentation

3. The supplier sends the invoice directly to the ICL Pathway Accounts Department
   The Accounts Department checks the invoice against the original purchase order. When they are satisfied that the invoice matches the purchase order, they send the invoice to the originator

4. The originator checks the invoice against the delivered goods to confirm that they also match and, if so, returns the invoice to the Accounts Department for payment

4.3 EPOSS and APS reconciliation

Reconciliation incidents may arise for a number of different reasons. In all cases there is a mismatch between the information held in different parts of the ICL Pathway system. The task of the Management Support Unit (MSU) is to investigate and financially resolve reconciliation incidents. If a similar reconciliation incident occurs a number of times, the MSU identifies it as a problem incident to be managed through the problem management process.

Possible incidents that may occur are:

- Rejected transactions
- Unmatched transaction reversals
- Transaction rejection by HAPS (APS)
- Transaction rejection by TIP
- Incidents raised by clients
- Incidents raised by customers
- EPOSS counter reconciliation report errors

Reconciliation and Business Incidents will be jointly investigated by the Business Incident Administrator and the Business Support Analyst as directed by the Business Incident Team Leader.

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4.3.1 Daily APS and EPOSS reconciliation report retrieval and checking

Prior to release CSR+, APS reports are obtained via Business Objects Reporting tool running on the APR universe held on the MIS client within CS / MSU. Reports are generated automatically via the Document Agent Server and are available at 08.00hrs daily.

Prior to release CSR+, EPOSS reports are delivered to CS / MSU via e mail having been extracted from the central systems by CS /SSC. Reports are available daily at 08.00hrs

Following the implementation of release CSR+, the full set of APS and EPOSS reconciliation reports are delivered automatically to the appropriate folder held on the MIS Client PC situated within MSU. These reports are available daily at 08.00hrs. In the event that a system problem prevents this automatic process from being completed, both APS and EPOSS reports will be extracted from central systems by CS / SSC and delivered to CS /MSU daily via e mail to be available at 08.00hrs.

The Business Incident Administrator will retrieve and print the reports daily and distribute to the Business Support Analyst who will investigate any incidents or queries identified

4.3.2 Investigating reconciliation incidents

This section describes the general procedure that the MSU follows to investigate all types of reconciliation incidents. The MSU:

1. Receives notification of the incident via a PinICL from the HSH that includes details of the transactions that have failed
2. Raises a report on the Business Incident Management System (BIMS) including details of the rejected transaction. Where applicable a Manual Error Report (MER) is issued
3. Investigates the reason for the transaction rejection by checking the transaction details for invalid or corrupted fields
4. Finds the correct details and adds them to the BIMS report
5. Issues the BIMS report to POCL

4.3.3 Dealing with recurring reconciliation incidents

This section describes the procedure to deal with recurring reconciliation incidents.

This procedure is jointly carried out by the MSU and the Customer Service Problem Manager (CSPM). The CS Problem Manager investigates the incident after the Management Support Unit has dealt with the financial reconciliation.

The procedure is as follows:

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1. If the same or similar reconciliation incident occurs more than once, the MSU reports it as a problem incident to the Customer Service Problem Manager (CSPM) by sending an email requesting investigation of the incident.

   The email contains details of the type of incident and the PinICL reference number. In addition, the MSU passes hard copies of all similar incidents to the CSPM

2. The CSPM progresses the incident investigation after the MSU has carried out financial reconciliation. The MSU requests a response time from the CSPM of less than two weeks

3. The CSPM sends a progress report detailing the findings of the investigation to the MSU on an agreed date

4. On receiving the progress report, the MSU updates the existing RED incident report

5. If POCL or the Horizon System Service Manager (HSSM) request further investigation of the problem incident, the MSU issues an updated RED incident report to POCL and HSSM for information

Invoicing If a MER is issued to supply details of missing or erroneous transactions, Pathway are liable for an agreed charge. MSU manager and POCL agree on a monthly basis the level of this charge based upon the number of MER's issued. If agreement cannot be reached between the two parties, a Case Law referral form is completed by the MSU manager and passed to Pathway Commercial for discussion and agreement with POCL commercial. The subsequent decision is then used as a precedent for similar incidents which may occur.

4.3.3.1 Dealing with reconciliation enquiries

Enquiries resulting from POCL being unable to complete a reconciliation of the ICL Pathway reports to their internal totals are referred to the Horizon System Helpdesk.

The Helpdesk logs the call and provides a call reference number. If the query is resolved during this initial call, the Helpdesk closes the call.

If the Helpdesk is unable to resolve the query, it passes the call to the ICL Pathway MSU reconciliation team who take over ownership of the call and communicate directly with POCL to resolve it.

The reconciliation team logs all the calls that they receive requiring investigation as reconciliation queries and maintains a full audit trail.

4.3.3.2 Archiving the reports

Customer Service hold electronic copies of all reconciliation reports for seven years and are able to provide copies of any reconciliation report or file on request within this period.

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4.4 Performance benchmarking

The purpose of performance benchmarking is to determine and agree the benchmark transaction times that enable monitoring of service performance against contracted POCL service levels. The *Service Levels and Remedies Contract Schedules Eo8 (APS)* and *Fo8 (EPOSS)* define the maximum contracted transaction times for various counter transactions.

1. The Service Manager - Benchmarks (SMB) reviews the Contract Schedule and identifies and agrees with POCL the transaction types that require benchmark transaction times to be derived
2. He obtains the existing process flow maps and transaction times which relate to these transaction types from POCL
3. The SMB develops a process flow map for each identified transaction type using process management software.

   The process flow map contains all the manual and system components required to carry out the transaction and connects them in serial and parallel flows based on the logical performance of the procedure. To ensure consistent results and the practicability of the procedure, the performance of the transaction follows the documented counter procedure described in the relevant Processes and Procedures Description (PPD)
4. The SMB develops provisional benchmark times for components within the process flow map and incorporates these times in the process flow map, ensuring that the map reflects the most efficient practical sequence of activities and hence the critical path.

   Any amendments to the map are made through, where necessary, the change control process
5. The SMB aggregates the corresponding manual and system component times on the critical path to produce an overall transaction time. The SMB highlights to the appropriate managers any potential non-conformance to the maximum contracted transaction time
6. The SMB reviews the process flow map and provisional benchmark transaction time with POCL to identify and agree any changes required. Where necessary, the SMB incorporates any agreed changes into the process flow map and benchmark times through the change control process
7. For each transaction, the SMB identifies the system components that require measurement and develops test scripts for the measurement exercise. The test scripts comprise the activities that must be carried out in order to observe each system component. The confidence level and accuracy requirements are also identified in order to determine the number of observations required

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8. The SMB ensures that a configuration replicating the counter environment and appropriate test data are available for the exercise and arranges for a Business Research Establishment (BRE) consultant to video the exercise.

   The SMB may also invite POCL to attend the exercise if this is felt to be appropriate

9. During the measurement exercise, the SMB carries out the transactions on the system in accordance with the test scripts. This is recorded by the BRE consultant using a broadcast - quality video camera. Each second of the film in record mode is extended to 25 seconds in playback mode in order that the system component times may be observed precisely and to an accuracy of 4/100ths of a second.

   From the film of the measurement exercise, the SMB calculates the mean of each system component time together with its standard deviation and confidence interval

10. The SMB examines the effect of the measured system component times on the process flow maps and the provisional benchmark transaction times and amends them accordingly.

    Any potential non-conformances to the maximum contracted transaction times perceived at this stage are highlighted to the appropriate managers

11. The SMB produces a report detailing the results of the benchmarking exercise

12. POCL reviews the report with a view to agreeing the process flow maps, benchmark transaction times and system component measurement methods. The SMB provides audit capabilities which comprise the inspection of the results of the system component measurement exercise

13. The SMB examines any changes proposed by POCL to the report and, where appropriate, agrees and incorporates them through the change control process

14. The CS Infrastructure Services Manager and POCL jointly agree and sign-off the benchmark report to indicate their acceptance of the proposed benchmark counter transaction times

15. The SMB ensures that the target times for system components that require in live operation are added to the relevant service level contract schedules through the change control process. The target times are derived from the agreed benchmark report and reflect the maximum time allowable for the component without having an impact on the overall transaction time

16. The SMB ensures that management information relating to the performance of system components that require measurement in live operation is available on a monthly basis

The SMB analyses the monthly system performance management information and assesses the impact of performance on transaction times. The SMB will review benchmark transaction times in response to reported poor live

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performance and highlight to the appropriate managers any potential non-conformance to the maximum contracted transaction times

17. The SMB reviews the benchmark transaction times following POCL notification of a potential failure to meet any benchmark system component times which are not measured in live operation

18. The SMB reviews the maximum contracted and benchmark transaction times following any agreed changes in product, software or counter procedures. POCL determines when such a review is required

4.5 Other benchmarking activities

The SMB also undertakes transaction benchmarking for purposes other than monitoring service performance against contracted POCL service levels. For example, benchmark transaction times may be needed to ensure that supplier charges are appropriate. In general, such benchmarking follows the same procedure as for performance benchmarking. However, the people involved and the report contents differ with the specific requirements of each exercise.

5. Business Effectiveness

The Business Effectiveness Team (BET) provides business process engineering and quality management consultancy to the CS organisation. The work performed by the BET includes:

- development and maintenance of the CS Policy and Process manuals;
- alignment of CS cross-domain policy;
- development and maintenance of the CS Operations Manual set;
- planning and control of process and quality projects;
- development and maintenance of CS process definitions;
- provision of advice and guidance on the development of operational procedures;

5.1 Development and maintenance of CS PE and Q methodology

The methodology is updated at the discretion of the Business Effectiveness Manager to incorporate new ideas or changes in the way of working. The methodology is approved by the ICL Pathway CS Director. The methodology is recorded in the ICL Pathway library.

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5.2 Alignment of CS cross-domain policy

Members of the BET meet with nominated post office managers, on an as required basis, to develop and agree service management policy. The policy is published in jointly approved Service Management Framework documents.

Chairmanship of joint ICL Pathway and post office meetings is alternated between the ICL Pathway Business Effectiveness Manager and the nominated post office chairman. The chairman is responsible for publishing an agenda and circulating minutes.

5.3 Development and maintenance of the CS Operations Manuals

As input to the ICL Pathway Quality Management System, Customer Service develop and maintain a set of Operations Manuals. The set of five manuals detail the following information in relation to each of the CS units:

- Unit Organisation charts
- Unit responsibilities/deliverables
- Cross reference to operational processes, procedures and work instructions
- Operational interfaces

Update and reissue of each manual is the responsibility of the manual owner, normally designated as the unit manager but may differ. The BET is responsible for ensuring that regular reviews take place and that the manuals reflect conformance to latest policy and practice and also that latest versions are lodged within the ICL Pathway document library.

5.4 Planning and control of process and quality projects

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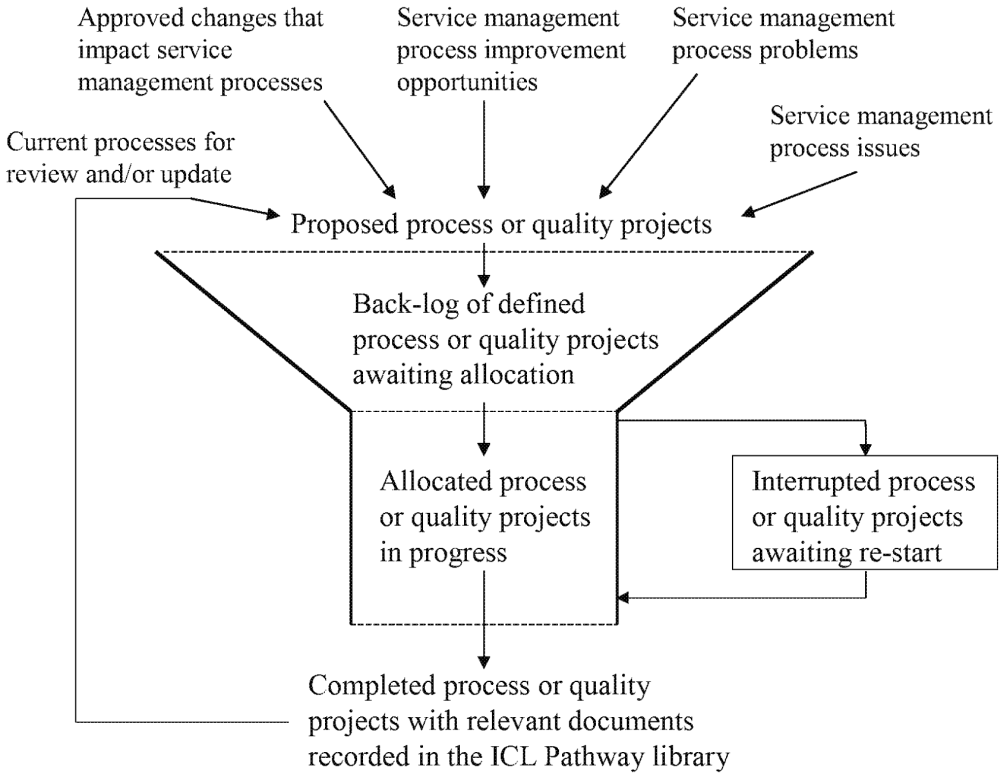

Process and quality projects can arise from:

- an identified need to review or update an existing process;
- an approved change that has service management process implications;
- a service management process improvement opportunity;
- a service management process problem;
- a service management issue (general category that includes issues raised formally and informal communication).

Members of the BET work with project sponsors to create project proposals, which define the:

- project scope;
- business justification;
- date required;
- progress reporting requirements.

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Project proposals are formally approved by project sponsors. Following approval, the projects are entered into the back-log of work awaiting allocation to a BET consultant. The project sponsor is kept updated with the planned start date.

Projects are allocated to BET consultants, taking into account the business justification and the date required. BET consultants manage allocated projects to completion and report progress to the agreed distribution, at the agreed frequency. Any conflicts between the available BET consultancy resource and the project workload are handled initially by the Business Effectiveness Manager. By exception resource issues are escalated to the ICL Pathway CS Infrastructure Services Manager.

By exception resource external to the BET, with appropriate skills, may be used on process and quality projects. In this case there will also be an allocated BET consultant to oversee the work of the external resource and provide support if and when required.

Allocated projects may be interrupted at the discretion of the Business Effectiveness Manager in order to progress higher priority work. The project remains with the allocated BET consultant and is re-started when the higher priority work is cleared. Projects may be re-allocated at the discretion of the Business Effectiveness Manager.

The results of projects are initially published in draft reports and following validation are approved by the project sponsor and other relevant authorities. Draft project reports and approved versions are recorded in the ICL Pathway library.

Any unresolved issues relating to process or quality projects are escalated to the Business Effectiveness Manager immediately via Email and included in monthly reports. The escalation route for issues that cannot be resolved by the Business Effectiveness Manager is the ICL Pathway CS Infrastructure Services Manager.

5.5 Development and maintenance of CS process definitions

Process projects include the development and maintenance of:

- policy statements to support and clarify process definition;
- end-to-end definitions for the key service management processes to facilitate the maximisation of business effectiveness;
- focused process definitions to define how a specific part of the business operates;
- process definitions to evaluate alternative support policies or strategies;
- process flow analysis to identify work load sensitivity and capacity requirements.

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5.6 Provision of advice and guidance on the development of operational procedures

The BET provides, on request or at the discretion of the BET consultants, advice and guidance on the development of operational procedures. This includes:

- helping managers position their operational procedures within the process framework;
- providing additional information relating to cross-organisational interfaces;
- providing guidance on the evaluation of alternative approaches and the selection of the optimum solution;
- helping operational managers resolve procedural issues.

5.7 Audit of operational procedures

The BET ensures Quality Conformance within CS. This is achieved by:

- audits of operational procedures;
- ongoing audit and review of the end-to-end processes.

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6. Strategic Services Unit

6.1 Strategic Services Unit – Terms of Reference

The Strategic Services Unit works to ensure:

- That the services required by POCL, agreed and offered by ICL Pathway at the Post Office Counters & NBSC are available when needed and meet any service level commitments associated with those services

- The Horizon systems being operated within Post Office Outlets are properly implemented and remain useable for the Post Master (& NBSC) when conducting everyday business

- A high level of customer satisfaction is attained and sustained

Strategic Services Unit activities are completed by service management staff, executing those processes implemented through the service management frameworks and agreed with POCL. Those processes are:

The Incident Management Process

The Problem Management Process

The Complaint Management Process

Service Management is provided by the unit to monitor three delivery streams, which support:

- The implementation of Horizon Systems at Post Office outlets
- The operation of the Horizon Systems and use of Horizon Services by the Post Office Outlet (and NBSC) in support of ***Business as Usual*** activity
- The ***Change*** of Horizon Systems and Services supplied to the Post Office Outlet

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Additionally ***Customer Satisfaction*** is monitored by the team, through the complaint management process and management care visit program (suspended – see below)

The work carried out by the Strategic Services Unit is reflected in the model below.

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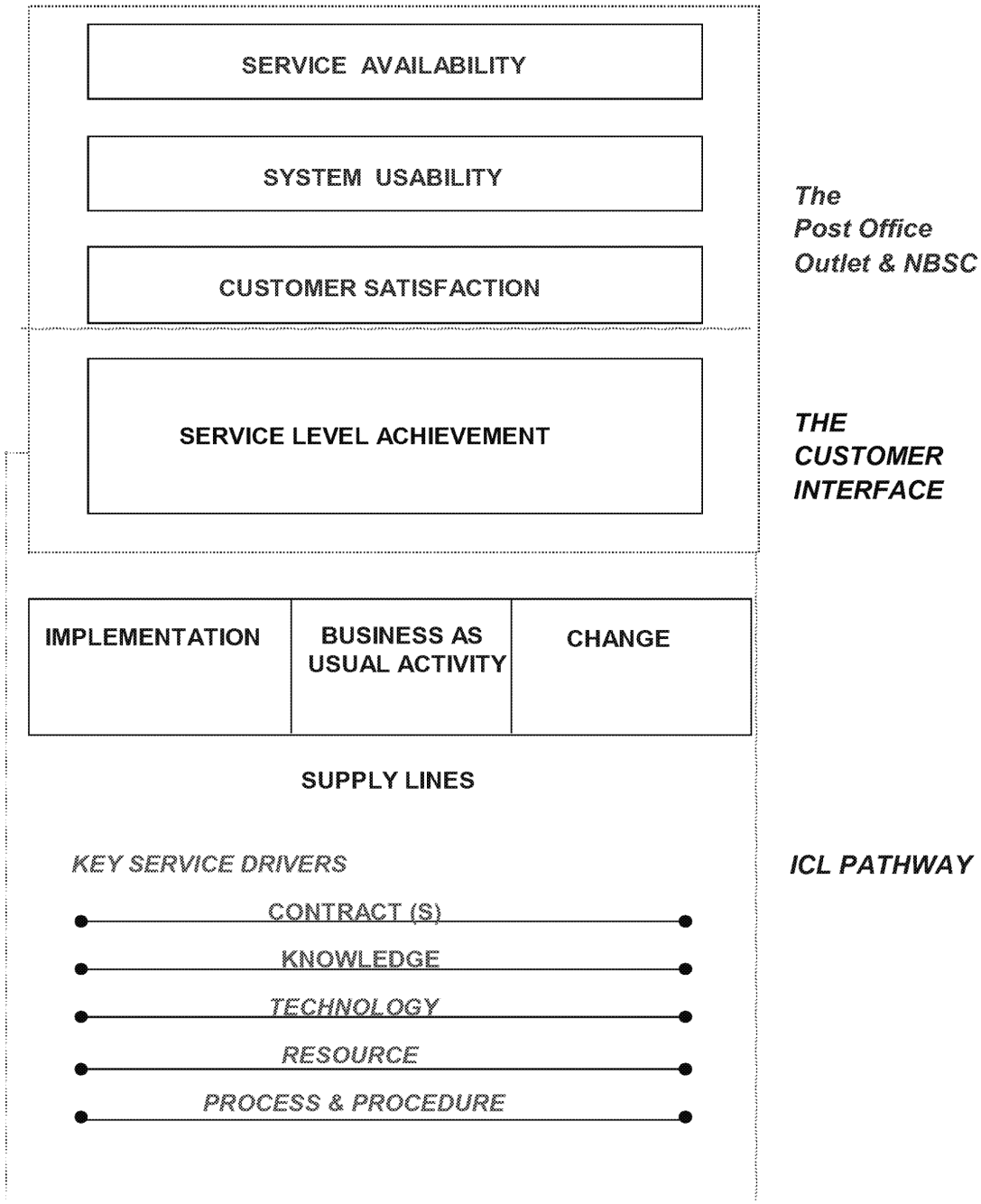
STRATEGIC SERVICES - MANAGEMENT MODEL



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6.2 Change Management

The Strategic Services Unit provides services to implement agreed changes to the installed state of an Horizon counter system within an outlet; That is changes that occur, as a result of POCL conducting change within the Post Office Retail Network - supporting activities such as open, close or relocate an outlet.

6.2.1 Overview

Agreed changes are those defined as requirements within the Operational Business Change catalogue, agreed between POCL and ICL Pathway – document ref CS/REQ/006. Agreed changes are changes that are identified and prepared for in advance and do not require software code changes. Through change ICL Pathway supports the delivery the following post office outlet activity.

- EMERGENCY Outlet Closure
  ICL Pathway receives minimal notice of closure and the closure can only be temporary and is short term generally <3 days.
- SIMPLE Outlet Re-opening
  This only applies following an emergency closure when no site visit or Reference Data change is needed before re-opening
- PLANNED Outlet Closure
  Any closure other than an emergency closure. Planned closures can be either temporary or permanent.
- PLANNED Outlet Refurbishment (same counter configuration)
- PLANNED Outlet Opening, Outlet Relocation or Outlet Refurbishment (new counter configuration)
- ADVANCED AND BASIC Reference Data Changes to Office Details

6.2.2 Process for outlet change

The process to implement each type of outlet change includes the following stages:

- The receipt and processing of the change order from POCL, to defined time scales
- The scheduling and delivery of individual services to the Post Office Outlet, by ICL Pathway

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- The end to end management of the delivery process, which links all of the change services together, and ensures the successful delivery of the change
- The final acceptance of the change by the Post Master at the Post Office Outlet

The end to end management of the change delivery process is the responsibility of change service controllers within ICL Pathway customer service. The following document set governs the delivery of outlet change activity to the Post Office Outlet.

[CS/REQ/006 – OBC Change Catalogue]

[CS/PDN/015 – Outlet Change Service Descriptions]

[CS/PDN/017 – Outlet Change Schedule of Service Prices] [Under review and awaiting agreement with the customer]

[CS/IFS/003 – ICL Pathway/POCL Interface Agreement for Operational Business Change – Outlet]

[CS/PDN/029 – The Management Process for Operational Business Change – Outlet]

6.2.3 Service Monitoring

There is a continuous stream of change activity, which is active work in progress. The delivery of change is the subject to daily monitoring and on going telephone and electronic mail discussion with suppliers and customers.

A unit database is used to monitor and control operational changes and a new tool [OCMS] is planned for delivery at the end of February 2001 to enhance this monitoring capability. A completion record for all changes is sent to the customer.

Additionally any major supplier issues (which are rare in this area) are fed in to the monthly supplier review for action and resolution. Likewise any major customer issues are introduced the monthly customer review (Network Transformation Team Meeting) for action and resolution.

6.3 Managing Business As Usual Activity

The Strategic Services Unit monitors the delivery of support for the operation of the Horizon within Post Office Outlets. To this end the unit is concerned that:

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- ICL Pathway Services are available to the Post Office Outlet – when needed
- The Horizon System is available for use at the Post Office Outlet – when needed
- The Horizon System is usable by the Post Master

6.3.1 Overview

The delivery of service in a business as usual environment is clearly focussed on:

- The management to resolution of incidents and problems
- The management of supplier relationships and
- The management of customer relationships

6.3.2 Key Processes

In monitoring the delivery of service, the Strategic Services Unit works within the bounds of the Service Management Framework established between POCL and ICL Pathway. The framework provides the service management team with the tools and rules for doing their job, as defined within the following key processes:

- The Incident Management Process
- The Problem Management Process
- The Customer Complaint Process

When Managing Incidents and Problems the Strategic Services Unit works to ensure:

- The Incident Management process, supports the flow of incidents through the support chain, and that matters relating to the quality and performance of suppliers operating the incident management process are properly addressed and resolved
- The Incident Management process, supports the prompt resolution of incidents and achievement of agreed service levels

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- Incident trends or incidents of major business impact are captured, recorded as problems and are effectively managed through the Problem Management process
- Customer complaints are dealt with both quickly and appropriately

6.3.3 Service Monitoring

A good customer/supplier relationship is essential to the successful delivery of service to the Post Office outlet. To this end both customer and supplier relationships and delivery of service are managed, monitored and reviewed through a tightly controlled review process in which the Strategic Services Unit plays a very active part.

The specific set of reviews the Strategic Services Unit play an active part in are:

- The Cross Domain Problem Management Forum – where problems impacting on both POCL and ICL Pathway are reviewed and progressed on a monthly basis
- The HSH/NBSC Review Forum – where operational matters effecting the delivery of service to the Post Office Counter are managed and customer complaints are dealt with
- The OSD Service Review, where the "key" suppliers performance is reported and reviewed
- The Horizon Service Review Forum where ICL Pathway performance in the delivery of the end to end service is measured

6.4 Key Suppliers

The key suppliers monitored through the OSD Service Review process by Strategic Services are:

- Horizon System Helpdesk – who provide the single point of contact for Post Masters with Horizon System and Service problems
- UK System Service – who provide engineering services at the post office outlet, for both business as usual activity and change

The ICL Pathway Management Support Unit is also a key supplier to the unit. The MSU provides service performance information used by the Strategic

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Services Unit to monitor and improve the service delivered to the customer. The performance data is held on the CS Intranet – a local web site.

Additionally the following document set provide essential information for, the successful, delivery of business as usual activity to the Post Office Outlet.

[CS/FS/005 HSH Incident Prioritisation]

[CS/FSP/002 HSH Call Enquiry Matrix]

[CS/PLA/015 HSH Continuity Plan]

[CS/PRD/021 ICL Pathway Problem Management Process]

[CS/PRD/074 ICL Pathway Incident Management Process]

6.5 Managing Service Implementation

The Strategic Services Unit has an interest in and monitors the:

- Introduction of new sites to live service
- Introduction of new services or software changes to the counter
- Level of customer satisfaction being achieved

Such is the success of the Post Office role out the Strategic Service Unit monitors the implementation of sites through it's supplier the SMC on an exception basis.

6.5.1 Counter Take On

SMC manage counter take on. Strategic Services Unit will manage exceptional issues, which occur at the SMC interface with implementation, if:

- A new outlets fail to pass SMC tests for outlet take on, which includes site health checks
- The business as usual activity conducted by the outlet is impacted, negatively, while the Horizon solution is introduced and integrated in to the office operation

Such issues are generally reported to Strategic Services Unit by SMC or Implementation and are tracked through the POWERHELP call management system.

The counter take-on process executed by the System Management Centre, involves Engineering Service, Horizon Field Support Teams and KnowledgePool and confirms the following is achieved before the Post Office outlet goes live.

a) Operational checks are complete successfully

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b) Minimum training compliance is achieved

c) All implementation calls relevant to the outlet are closed

d) Hardware acceptance and health check is complete successfully

e) Outlet migration is achieved successfully

6.6 Monitoring and Managing Customer Satisfaction

The MCVP process is suspended while ICL Pathway work with the POCL to decide how they wish to progress this activity.

6.6.1 MCVP

To monitor the users' perception of ICL Pathway's post-implementation services, the Strategic Services Unit manages the Management Care Visit Program (MCVP) - a monitoring program implemented to ensure ICL Pathway fully understands the Post Masters view of our service. The MCVP involves senior ICL Pathway representatives visiting selected post offices and collecting feedback using a predefined interview pack. And following the completion of the Horizon Roll Out program it is expected around 500 outlets per annum will be visited.

6.6.2 Training

Before the interviewers have any contact with the post offices, the Strategic Services Implementation Manager will

1. Explains the purpose and the goals of the MCVP
2. Goes through the interview procedure and questionnaire in detail
3. Presents all other relevant documentation
4. Answers any questions and addresses any concerns raised by the interviewers

All interviewers will be briefed to inform them that each interview must follow a standard procedure so that the results can be fairly compared and a true analysis obtained.

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6.6.3 Preparations and documentation

The interviewers will be electronic copies of relevant documentation, plus hard copy interview packs containing all relevant reference documentation. The interviewers maintain the interview packs as necessary and take them to interviews. The interview pack contains:

- Procedure document (including the Interviewer's Summary Guide)
- Phone script
- Sample forms
- Other documents that the questionnaire refers to
- Questionnaire
- List of post offices to contact

The interviewer will then arrange interviews at the Post Office Outlets allocated to them, attend and conduct the interview and complete the MCVP report.

6.6.4 Service Visit Records

In addition to the MCVP the Strategic Services Unit also runs the Service Visit Reply card process, which is used to monitor the service performance achieved by ICL engineers who visit outlets to conduct remedial or change activity.

Through this process Post Masters are able to comment on the quality of the service provided by an engineer during his visit, including any related contact to the Horizon System Helpdesk (HSH).

6.6.5 Routine monthly analysis

The Strategic Services Unit carry out an initial analysis of the returned cards and pick out any issues needing immediate action. Having done this, the cards are then passed to the Management Support Unit for monthly analysis and formal reporting purposes. Generally reports cover:

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- The percentage of feedback cards returned compared with total visits made. ICL System Service provide the number of total visits made
- The percentage of positive and negative responses by question
- Comments on key areas of satisfaction or dissatisfaction