

Document Date: 20/10/2000  
Version 1.1

Document Type L/001  
Reference No.: SRP/APR/001

## **Service Management**

## **High Level Process Description**

## **Service Improvement**

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## 0. DOCUMENT CONTROL

### 0.1 VERSION HISTORY

Version	Dated	Change Details
A	20/04/2000	First draft for discussion
B	26/05/2000	Draft for BSM input
C	18/07/2000	Draft for initial BSM review
D	18/09/2000	Draft following initial BSM review incorporating changes based on comments received.
1.0	10/10/2000	Approved, but not implemented due to instructions from the National Rollout Project Board.
1.1	20/10/2000	Updated in line with TOR from National Rollout Project Board

### 0.2 DOCUMENT REFERENCES

Ref.	Title	Version	Reference
1.	Business Service Management Change Control Procedures	Draft A	L/001 CHE/CCC/002
2.	Service Review Process		
3.	High Level Problem Management Process		L/001 PRB/APR/001
4.	Business Service Management Supplier Performance - Horizon User Groups Generic Process	0.2	??
5.	Service Configuration Process	1	CNF/APR/002
6.	Service Development Plan	v1.0	

### 0.3 DISTRIBUTION LIST

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#### 0.4 DOCUMENT AND CHANGE CONTROL

The BSM Change Control Team is responsible for maintaining and changing all the documentation created in Business Service Management. For further information on the existing documentation or procedures [Ref. 1] please contact the Change Control Manager.

#### 0.5 GLOSSARY

BSM	Business Service Management - a dedicated function within the Post Office Network Unit that supports the automated (Horizon enabled) platform.
BET	Business Environment Team - part of BSM
BU	Business Units
CI	Configuration Items
CR	Change Request
ED	Expert Domain
NBSC	Network Business Support Centre
OSG	Outlet System Group - part of BSM
PON	Post Office Network
SIP	Service Improvement Proposal
SIT	Service Improvement Team
SLA	Service Level Agreement
SRF	Service Review Forum

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## 1. INTRODUCTION

### 1.1 OVERVIEW

The Horizon Service Improvement Process is intended to give users the facility to raise proposals to improve the Horizon Service. The proposals raised will be assessed and may be progressed by PON.

This document describes the Service Improvement Process. The process defines the way in which service improvements are proposed, assessed, developed and managed. It also defines the way in which the Process interfaces with other PON functions and processes.

The Service Improvement Process forms part of the overall PON Business Service Management methodology.

### 1.2 DEFINITION

**Service Improvement** - A Service Improvement is an original proposal intended to improve, change or enhance an existing process, design or specification.

### 1.3 SERVICE IMPROVEMENT AND PROBLEM MANAGEMENT

Although both disciplines are concerned with improving the service, Problem Management is concerned with actions to restore service to its 'specification', Service Improvement is about improvements to allow the service to exceed specification. The definition of Service Improvement should be contrasted with the definition of Problem, below.

**Problem** - A Problem is an underlying cause which may result in Incidents. A Problem potentially exists when a defect in the specification, design, production, implementation, or use of any of the service components results in any aspect of the service not meeting contractual specification [Ref. 3].

### 1.4 SCOPE

#### 1.4.1 Fit

The Service Improvement Process is a new process. It is additional and complementary to existing processes for identifying and developing change, and is not a replacement for PON change processes such as PIP, Service Development Plan, etc.

Contact points for the progression of Service Improvements will be established in the relevant areas of PON. At present these include:

- Service Development Team
- Horizon Maintenance Team
- Internal Account Management
- Transaction Processing

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Other contacts will be set up as and when identified, or as the need arises.

#### 1.4.2 Coverage

The Service Improvement Process concentrates principally on an iterative and evolutionary approach to improvement. It is possible that occasionally major step change improvements (e.g. new services) may be identified within the process, but these will be managed as discrete projects outside the process.

Overall responsibility for the end to end administration of the process will rest with the Service Improvement Team.

The Service Improvement process caters for improvements to the Horizon Service, and will be applied to:

- all Horizon operational services and, where these are affected by improvement proposals, all their feeder, client and support services whether operated within PON or by other service providers and suppliers;
- all Horizon infrastructure and environments including those of feeder, client and support services;
- all Horizon related operational documentation at process and procedure levels.

The Service Improvement Process will be suitable for extension to other PON business areas, systems, and services, as determined by PON.

#### 1.4.3 Start and Finish Points

The Service Improvement Process will commence at the point that potential Service Improvements Proposals (SIPs) are proposed, whether through Service Review, network input or any other source. The directly managed process will cease when:

- 1) A business owner accepts responsibility for progressing the proposal.
- 2) The service improvement enters the Service Delivery Plan process.
- 1) The service improvement enters the PIP or OBC process

Despite the transfer of direct responsibility for the proposal at these points, the Service Improvement Team will continue to monitor and record progress of the service improvement on the SIP database and produce reports based on this information.

The Service Improvement Process will cease altogether at the point that an improvement has been implemented, or when it has been rejected for business reasons and has been given the status of "closed". Service improvement proposals will remain open on the database until implemented. Records will be maintained of all 'closed' service improvement proposals.

### 1.5 OBJECTIVES

The primary purpose of the Service Improvement Process is to harness business experience to achieve continuous improvement to the Horizon service and associated



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SLAs.

A key secondary purpose of the Service Improvement Process, in conjunction with the Service Review Process, is to ensure that users are empowered to influence the design and direction of the service. This is particularly important in the context of PON automating the customer facing business processes and concentrating on conformance.

#### 1.1.1 Objective 1

To improve the quality, performance and resilience of the service and the levels of performance provided to users, customers and clients.

#### 1.1.2 Objective 2

To focus PON staff and systems effectively towards providing the greatest improvement in service in the shortest time possible.

#### 1.1.3 Objective 3

To provide an efficient process for dealing with the small scale changes that will form the bulk of the Service Improvement Proposals, that as well as progressing them effectively will also protect PON from wasting effort unnecessarily.

#### 1.1.4 Objective 4

To foster in counter staff and agents a sense of ownership of the Horizon Service.

## 2. PRINCIPLES

In order to meet the objectives the Service Improvement Process must follow these principles:

1. Subpostmasters, counter staff and all end users must have the opportunity to raise improvement ideas.
1. Service improvement originators may be involved in the analysis and development of service improvement proposals.
1. All service improvement proposals must be logged on a central database, and progress recorded on the database. The database must provide a life-cycle audit trail for every proposal that is logged.
1. The progress of service improvement proposals must be communicated to originators and to the user community.
1. Service improvements proposals must be assessed against consistent and relevant criteria.
1. Operational responsibilities for the capture, analysis, and development of service improvements, and the management of the process, must be clearly defined.
1. Responsibility for the detailed analysis and development of a proposal is allocated on a case by case basis, the allocation being based on factors such as technical capability, resource availability, and the ownership of the business area that potentially will benefit.
1. Service improvement proposals will be deemed to be closed when the improvement has been introduced or has been rejected by the business.
1. The introduction of service improvements will be subject to Change Control and

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Post Implementation Monitoring. [DN - due to the lack of a comprehensive change control system within PON, this principle is currently not achievable.

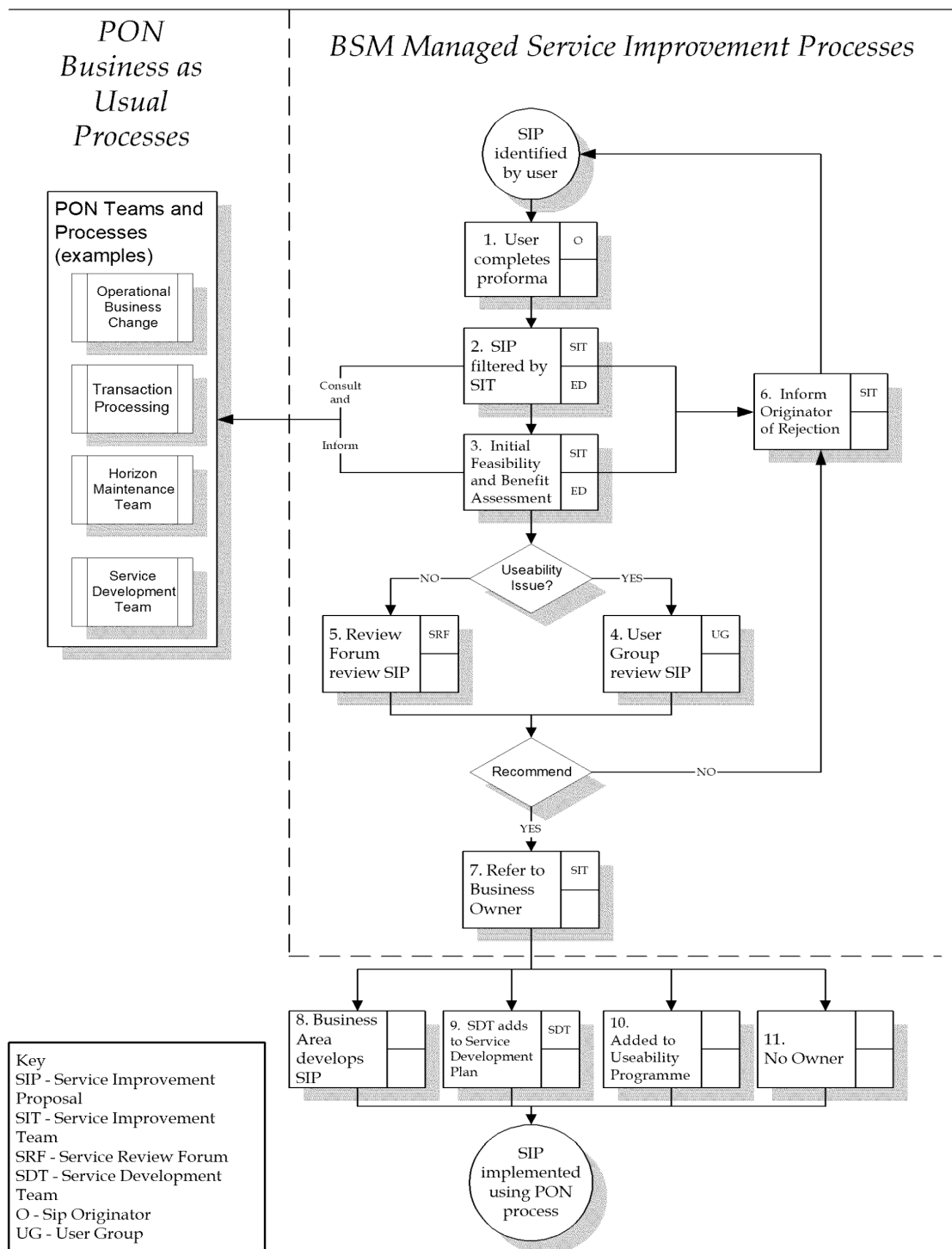


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### 3. SERVICE IMPROVEMENT

#### Horizon Service Improvement Process



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Box	Actions	Role	Issues
1.	<p><b>Service Improvement Proforma raised</b></p> <p>Service Improvement Proposals (SIPS) may be identified via a number of sources e.g.</p> <ul style="list-style-type: none"><li>• User idea</li><li>• Senior Manager visit</li><li>• RNM meeting</li><li>• etc.</li></ul> <p>Service improvement originator completes SIP form and forward to BSM Service Improvement Team (SIT).</p> <p>The SIP form will contain areas for:</p> <ul style="list-style-type: none"><li>• title;</li><li>• description of improvement;</li><li>• reason for improvement;</li><li>• anticipated benefits achieved by the improvement.</li></ul> <p>Originators will be encouraged to provide as much detail as possible at this stage.</p>	Originator	<p>2. Form / Input method to be devised</p> <p>2. Facility to be appropriately publicised</p>
3.	<p><b>Service improvement Proposal filtered by Service Improvement Team (SIT)</b></p> <p>The SIT ensures that SIP form is complete and that the meaning is clear. Should this be the case, then the SIP will be registered on the SIP database.</p> <p>The Service Improvement Team carry out initial</p>	BSM SIT	<p>4. SIP database required</p> <p>4. Method for searching:</p> <ul style="list-style-type: none"><li>• SIP database</li><li>• Problem database</li><li>• Service Development Plan</li><li>• Configuration databases (can this be the primary source for searching?)</li></ul>

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	<p>assessment in order to check that the service improvement is not:</p> <ul style="list-style-type: none"> <li>c) An existing service improvement (SIP database)</li> <li>c) A previously rejected service improvement (SIP database)</li> <li>c) A recognised problem (Problem Management database)</li> <li>c) Included in an imminent software release or other development work (Configuration Management database, Service Development Plan, Release Plan)</li> </ul> <p>(In these circumstances the originator will be informed that the proposal is already being addressed, or has previously been rejected.)</p> <p>Or</p> <ul style="list-style-type: none"> <li>c) A previously unrecognised problem which will need to be raised via the Problem Management Process (REF. 3).</li> </ul> <p>The Service Improvement team may need to refer to the originator, and/or to an Expert Domain (ED) in order to clarify any uncertainty.</p>		<p>5. Contacts for consultation to be specified</p> <ul style="list-style-type: none"> <li>• Service Development team</li> <li>• Horizon maintenance team</li> <li>• Internal Account Management</li> <li>• Transaction Processing</li> <li>• Other??</li> <li>• Problem Management for referrals?</li> </ul>
6.	<p><b>Initial Feasibility and Benefit Assessment</b></p> <p>A small team will meet on a regular basis to carry out an initial assessment of feasibility. The team will consist of:</p> <ul style="list-style-type: none"> <li>• The BSM SIT Manager</li> <li>• Meeting administrator (BSM)</li> <li>• Horizon Maintenance representative</li> <li>• Service Development team representative</li> </ul>	SIT +	

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	<p>The meeting will:</p> <ul style="list-style-type: none"> <li>• reject proposals that are not feasible</li> <li>• assess proposals to determine Scorecard PIs impacted</li> <li>• classify proposals as usability or other</li> <li>• select a Service Review Forum to consider each non-usability proposal</li> </ul> <p>Results will be logged on the SI database, and the SIPs will be forwarded to the appropriate forum or user group.</p>		
7.	<p><b>User Group Review SIP</b></p> <p>User groups will consider the SIPs put before them and decide whether to recommend them. The criteria employed will be:</p> <ul style="list-style-type: none"> <li>• operational feasibility</li> <li>• operational desirability</li> </ul>	UG	
8.	<p><b>Service Review Forum review Service Improvement Proposal</b></p> <p>On receipt of a service improvement proposal from the Service Improvement team the review forum should first agree that the proposal and the related configuration items are relevant to the forum.</p> <p>If the proposal is not relevant to the forum it should be returned to the Service Improvement team for re-allocation</p> <p>For those proposals deemed relevant to the forum, the forum must then agree whether or not the improvement is worthwhile progressing.</p>	SRF	<p>9. Criteria required (both PON and ICLP)</p> <ul style="list-style-type: none"> <li>• Cost benefit - method needed</li> <li>• Scorecard</li> <li>• ICLP criteria</li> </ul>

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	<p>Criteria used will include:</p> <ul style="list-style-type: none"> <li>• Cost benefit - rough estimates only</li> <li>• Impact on scorecard performance indicators</li> <li>• ICLP criteria</li> <li>• Impact on SLAs</li> </ul> <p>The review forum may reject a service improvement proposal at this stage.</p>		
10.	<p><b>Rejection</b></p> <p>Rejection at any stage of the process will be notified to the SIT, who will update the SI database, and will inform the originator of the rejection and the reasons.</p>	SIT	
11.	<p><b>Refer to Business Owner</b></p> <p>SIs considered by the user groups or SRFs will be returned to the SIT with the group recommendation.</p> <p>If rejected, the SIT will inform originator of rejection - see 6.</p> <p>The SIT will assess the referral of recommended SIs. This will normally be based on the business area with the greatest benefit or impact on scorecard performance indicators, although SIs recommended by SRFs may come with indications as to appropriate referral. The SI will be</p>		

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	referred via the SI contact in the business area.		
12.	<b>Business Area Develops SIP</b>  PON Business Areas already have methods for developing and implementing change. The sole difference in the case of SIs is the requirement to keep the SIT informed of the progress of the SI.		
13.	<b>Service Development Team adds SI to Service Development Plan</b>  The Service Development Team already has methods for developing and implementing change. The sole difference in the case of SIs is the requirement to keep the SIT informed of the progress of the SI.		
14.	<b>Added to Usability Programme</b>  There is currently no recognised responsibility, programme or budget to enable ongoing small usability improvements to Horizon. It is recommended that this be established. Potential homes for the function are: <ul style="list-style-type: none"><li>• BSM</li><li>• Horizon Maintenance</li><li>• Service Development</li></ul>		
15.	<b>No identifiable business owner</b>		

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	<p>It is likely that there will be recommended SIs for which it is difficult to find a business owner, either because there is no direct correlation with the Scorecard or other performance indicators, or because the benefits are spread thinly across a number of business areas.</p> <p>At this stage no policy exists as to how to manage this sort of issue, and it is not certain that the issue will arise. However, experience with Problem Management indicates that it is likely to.</p> <p>In the first instance it may be possible to ask the SIT to manage these issues, until a better understanding is reached as to their frequency and validity.</p>		
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#### 4. SUMMARY OF ROLES AND RESPONSIBILITIES

Role	Responsibilities	Located
Service Improvement Originator	Initiate service improvements, complete SIP form and forward to Service Improvement team.	Anywhere, but principally in Horizon enabled POs
User Group	Receive service improvement ideas from the Originators or from within the group. The User Group will carry out an assessment of operational feasibility and desirability, and further development if required.	Network
BSM Service Review Team	The Service Review Team are responsible for defining the structure of and supporting Service Review Forums, and for managing User Groups.	BSM
BSM Service Improvement Team.	The BSM Service Improvement Team will have overall responsibility for the management and monitoring of service improvement proposals once they have been passed on from the Originator. This is a new function and team to cater for the Service Improvement Process. Responsibilities include: <ul style="list-style-type: none"> <li>• running and maintaining the Service Improvement Database;</li> <li>• carrying out the initial filtering of SIPs against existing initiatives;</li> <li>• chairing and providing secretarial support for the feasibility and benefit assessment meetings;</li> <li>• providing individual feedback on SIP progress to SIP originators;</li> <li>• managing communication to users on the SIP process and status.</li> </ul>	BSM
Service Review Forum	The Service Review Forums are an established structure of forums that consider the operation of the Horizon Service.  SRFs will consider SIPs referred to them, and decide whether to recommend the development and implementation of the SIP.	Horizon operational areas/EDs/BSM
Service Improvement Contact	Service Improvement Contacts will be operational managers who will take on an additional role to act as the interface for business areas with the	

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	<p>Service Improvement Process. They will carry out the following functions:</p> <ul style="list-style-type: none"> <li>• on request represent their business area in order to provide expert opinions on SIPs at the filtering stage;</li> <li>• on request represent their business area in order to provide expert opinions on SIPs during the initial feasibility assessment, including where necessary attending the feasibility meeting;</li> <li>• accept referrals of SIPs when recommended by Service Review Forums and User Groups;</li> <li>• keep SIT informed of the progress of referred SIPs.</li> </ul>	
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## 5. MEASURES

The purpose of measures is to understand whether PON is achieving the process objectives. Measures are needed to show:

- whether or not the process is being followed;
- how efficiently it is working;
- how effective it is at meeting each objective.

Process / Action Measured	Group
Service Improvement - Number of SIPs reported	General
Service Improvement - Time to analyse and assess benefit/ impact	Speed
Service Improvement - Time from initial acceptance to successful referral	Speed
Service Improvement - Time from initial acceptance to successful implementation	
Number of SIPs rejected	Quality
User Satisfaction with the system	Quality
Progress reporting targets met	Quality
Service Improvement Process costs	Cost
Service Improvement management support costs	Cost

## 6. TOOLS

The following tools will be needed to allow the process to operate successfully.

Tool	Description
Service Improvement Database (BSM toolset)	Means or recording all relevant information about a SIP and to record progress.
Service Improvement Workflow (BSM Toolset)	To enable paperless exchange, referral, and augmentation of SIP records.
Problem Management Database (Exists)	Means or recording details of all problems.
Configuration Management	Contains reference to all documents relating to the

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Database (Exists)	Horizon service and the links and dependencies between them.
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## 7. APPENDIX A - SERVICE IMPROVEMENT PROPOSAL FORM

### HORIZON SERVICE IMPROVEMENT PROPOSAL

1.	<b>Title</b> <i>Please give your proposal a name.</i>	
2.	<b>Service Improvement Description</b> <i>Give a detailed description of the proposed improvement. Which part of the service do you think should be changed and what is the exact change that is required to make the improvement work.</i>	
3.	<b>Purpose of the Proposal</b> <i>Describe why you think the proposal will improve the service and what will be better as a result of implementing this change.</i>	
4.	<b>Benefits</b> <i>What benefits do you think will be achieved by implementing this change.</i>	

<b>Originator</b>	
<b>Name</b>	
<b>Office/Work Area</b>	
<b>Contact Phone No.</b>	

**Please forward completed form to the BSM Service Improvement Team**

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## Example

### HORIZON SERVICE IMPROVEMENT PROPOSAL

1.	<b>Title</b> <i>Please give your proposal a name.</i>	Green Giro Milk Token Icon
2.	<b>Service Improvement Description</b> <i>Give a detailed description of the proposed improvement. Which part of the service do you think should be changed and what is the exact change that is required to make the improvement work.</i>	Currently the Green Giro Milk Token Icon is not on the screen used for inputting Green Giro Cheque details. My proposal is that the Milk Token icon be moved to the Green Giro screen so that associated milk tokens can be input at the same time as the Green Giro details.
3.	<b>Purpose of the Proposal</b> <i>Describe why you think the proposal will improve the service and what will be better as a result of implementing this change.</i>	This should reduce the time it takes to carry out this transaction and prompt counter staff to issue milk tokens while the customer is at the counter.
4.	<b>Benefits</b> <i>What benefits do you think will be achieved by implementing this change.</i>	This change should also prevent counter staff from forgetting to enter milk tokens issued onto the system and improve the accounting of milk tokens.

All Service Improvement Proposals are carefully assessed and recorded on the SIP database.

The BSM Service Improvement Team will keep you updated on the progress of your proposal and inform you when key milestones are reached.

Should your proposal be rejected you will be informed of the reasons for that decision by the Service Improvement Team.

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**8. APPENDIX B - SERVICE IMPROVEMENT REFERRAL FORM****HORIZON SERVICE IMPROVEMENT PROPOSAL REFERRAL FORM**

1.	Title	2.	SIP No.
3.	Service Improvement Description	4.	Configuration Item to be changed
5.	Purpose of Proposal	6.	Related CIs
7.	Benefits	8.	Related Scorecard KPIs
9.	Referred by		

Originator	
Name	
Office/Work Area	
Contact Phone No.	

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## 9. APPENDIX C - SERVICE REVIEW PROCESS

This appendix gives an overview of the BSM Service Review Process.

### 9.1 PURPOSE

Service Review exists to help maximise the benefits of an automated network by managing the quality of the service provided. A hierarchy of Service Review Forums has been established headed by the Horizon Evaluation Review Forum and the Horizon Service Review Forum, and supported by subsidiary forums focused on specific operational and support services. The purpose of the structure of forums is to provide quality management information to the appropriate people, to enable effective supplier management and continuous service improvement. Service Review also provides a clear structure for escalation and delegation of issues at a senior management level and at an operational level.

### 9.2 SCOPE

Review at an operational level should be detailed and specific and focus on the relevant service level agreements and operational level agreements. Representatives at the forums should be close to the operation and able to:

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

Review at a higher level will cover all aspects of the service and include:

- discussion of SLA performance and action required to rectify failure
- dealing with issues that have been escalated
- receiving information on the operational situation via reports which are produced by each forum
- delegating actions to specific forums

### 9.3 FORUMS AND THEIR PURPOSE

#### High Level Forums

##### ◆ Horizon Service Review Forum

This forum concentrates on:

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



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◆ **Horizon Evaluation Review Forum**

The focus of this group is similar to the HSRF but is purely from a PON perspective to assess the impact of NRO on the business.

**Operational Forums**

◆ **Reference Data Operational Review Forum**

Review of the reference data process through to the point that it is implemented into the live environment.

◆ **Business Continuity Review Forum**

Review of the overall performance of cross domain business continuity process in the live environment.

◆ **Operational Business Change (Network)**

Review of the OBC (Network) service performance and procedures.

◆ **Operational Business Change (Product)**

Review of the OBC (Product) service performance and procedures.

◆ **Problem Management Review Forum**

Review of the problem management service.

◆ **Incident Reconciliation Exceptions Review Forum**

Review of the overall performance of the end to end BIMS service in the live environment.

◆ **Transaction Data Operational Review Forum**

Review of the day to day operational processes and requirements set out in the TP OLA and issues on the TP Risk Register.

◆ **AP Operational Review Forum**

This is currently operating as a steering group and is in the process of being developed into a service review forum.

◆ **LFS Operational Review Forum**

This forum is in the process of being developed in line with the roll out of LFS to outlets

9.4 OUTPUTS FROM THE FORUMS

- Overall status of service for communication to higher level forum.
- Minutes of the forum
- Issues escalated/delegated.
- Problems proposed

Document Date: 20/10/2000  
Version 1.1

Document Type L/001  
Reference No.: SRP/APR/001

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- Service Improvements recorded and responsibility for progression agreed
  - Actions documented and responsibility allocated.

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**Figure 1 - Horizon Service Review Forums - Structure**

**PON Internal Meetings  
to address business issues**

**ICL Pathway/PON cross-  
domain meetings to address  
Horizon cross domain issues**

**ICL Pathway  
Internal  
Meetings**

Horizon Programme Board

Horizon Commercial Forum

Horizon Evaluation Review Forum

Horizon Service Review Forum

ICL Pathway internal review forum

OBC (Network) forum  
OBC (Product) forum

Ref Data Forum  
Transaction Data forum  
IRERF forum  
Problem Management forum  
Business Continuity forum  
AP forum  
LFS forum

Internal Operations Meetings