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Problem Management Operational Review Forum

Terms of Reference

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0. DOCUMENT CONTROL

0.1 VERSION HISTORY

Version	Dated	Change Details
0.1	22/11/99	Initial draft for discussion.
0.2	27/6/00	Circulated to enable agreed final version
0.3	22/2/01	Updated & circulated to enable final version
1	19/03/01	Updated section 0.3 with the correct job title for Dave Law and Paul Curley. First authorised version.

0.2 DOCUMENT REFERENCES

Ref.	Title	Version Number	Reference
1.	Business Service Management Document Review & Change Control Procedure	1	CHE/CCC/002
2.	ICL Pathway/PON Interface Agreement for the Problem Management Interface	0.3	CS/IFS/009
3.	Service Management Framework Service Review	0.1	CS/POL/005

0.3 DISTRIBUTION LIST

Name	Title	Team
Julian White	Head of Operations	BSM
Kevin Lenihan	Service Quality Manager	BSM
Sue Stewart	Service Review Manager	BSM
Eszter Meszaros	Change Analyst	BSM
Paul Curley	Service Manager	ICL Pathway
Dave Law	Strategic Service Manager	ICL Pathway

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 existing documentation and procedure [Ref. 1], please contact the Change Control Manager.

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0.5 GLOSSARY

BSM	Business Service Management	Organisational unit in Post Office Network, Operations Directorate
HSRF	Horizon Service Review Forum	High level cross domain Meeting
ICL Pathway		Horizon Service Supplier
No.	Number	
PMORF	Problem Management Operational Review Forum	Operational cross domain Problem Management meeting
PON	Post Office Network	BSM is part of PON
Ref.	Reference	
SIO	Service Improvement Opportunities	Potential improvements identified.
SMF	Service Management Framework	Reporting infrastructure

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0.6 CONTENT

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1. INTRODUCTION

1.1 PURPOSE

The purpose of the Problem Management Operational Review Forum (PMORF) is to review the performance of the problem management service, and consists of representatives from the Problem Management units of PON Business Service Management and ICL Pathway Customer Service.

1.2 SCOPE

The scope of Problem Management covers a variety of services within ICL Pathway and PON. It is important that the PMORF does not duplicate work reviewed by other Service Review groups. Inevitably there will be overlaps, so it is important that each group informs others of any 'linked' discussions. For example, problems will be discussed in other Operational Review Forums in which the problem pertains to their particular area, for example, the Reference Data Operational Review Forum will discuss Reference Data Problems. It is important that any issues with the problems that are being dealt with are reported back to the Problem Management Forum for review and action.

1.3 OBJECTIVES

The main areas PMORF will focus on are:
- Performance against the Interface Agreement [Ref.2];
- Performance of the cross-domain problem management operation/process;
- Adherence of problem management to the cross-domain problem management procedures;
- Quality of information being passed across the domains;
- Synchronisation of databases;
- Problem Management volumetrics;
- Types/categories of problems being raised.

2. POLICY

2.1 BUSINESS SERVICE MANAGEMENT

The Terms of Reference have been developed in line with the policy of the Service Management Framework Service Review document [Ref.3.]. The SMF Service Review document forms part of a group of documents that also include:
- Incident Management;
- Business Continuity Management;
- Change Management;

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- Service and Performance Reporting.

It is important that members of Problem Management Forum and anyone involved in related activities are conversant with the contents of the Framework documents.

3. MEETING PROCESS

3.1 ATTENDEES

The Problem Management Operational Review Forum will be chaired by the representative of the PON Business Service Management team. The secretariat will be provided by the hosting organisation.

Key attendees will be derived from:
- PON BSM Problem Management;
- ICL Pathway Customer Service Problem Management.

It is important that all representatives are suitably empowered to speak and act on behalf of their respective domains. If an attendee can not attend a meeting, it is the responsibility of the attendee to appoint a suitable substitute to take their place.

3.2 INPUTS

The following reports/inputs will be provided to the meeting:
- Problem Management Database reports;
- Service Improvement proposals;
- Issues raised to the forum from PON or ICL Pathway;
- Minutes and actions of the previous meeting.

3.3 MEETING AGENDA

3.3.1 Basic agenda

The basic structure for the Agenda will, on the whole remain constant. However, attendees can request items to be added or removed from the Agenda as and when appropriate.

3.3.2 Agenda distribution

Three working days prior to the meeting, the host organisation will distribute the standard agenda, accompanied by a list of the problems and issues they wish to table for discussion. * The other organisation will return their problems and issues to enable visibility at least 3 working days prior to the meeting. All issues for discussion which are not covered by the standard agenda will be addressed at the meeting under 'Any Other Business'.

* All problems raised should be in the agreed template format (see Appendix A).

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3.3.3 Meeting duration

The Chairperson will aim to keep the duration of the meeting to a maximum of three hours.

3.3.4 Agenda template

Figure 1

Ref.	Description
1.	Introduction/Agenda Review
2.	Agree minutes of the last meeting & review action log. Action owners to submit updates prior to the meeting. Confirm progress or closure.
3.	Review outstanding problem by exceptions • Critical examination of the measures and effectiveness of the problem management process.
4.	Service Improvement Discuss and develop improvement opportunities to make the problem management process more effective and efficient.
5.	New Changes Discuss and implement changes dictated by new requirements, new releases and organisational changes.
6.	Review the problem management volumetrics • Co-ordinating the data held on the problem management database of each of the two organisations. • Review Volumes of 'open' problems
7.	Issues for escalation Identify all issues which impact on target service but the forum is unable to progress.
8.	Any Other Business Review issues escalated to the forum by the subordinate operational and/or cross-domain groups. The Chairperson will check with each attendee whether there is any other related business that they wish to address within the forum. Members are encouraged to give sufficient

	advance notice to allow for any necessary pre-work to be carried out.
9.	Review the meeting in order to identify improvements in the meeting process.

If a significant number of key representatives find they are unable to attend the next arranged meeting, and can offer no suitable stand in, the Chairperson will decide if the next meeting can go ahead or if the date should be re-arranged. If the date is to be changed all potential attendees will be contacted and a new date agreed.

3.4 OUTPUTS

The following outputs have been identified:
- Actions – raised closed and carried forward;
- Service Improvement Opportunities – Sponsored or rejected;
- Issues for escalation or referral;
- Minutes of the meeting (See Appendix B), these will be distributed to the attendees and saved in both the organisational libraries.

3.5 FREQUENCY OF MEETINGS

The Problem Management Operational Review Forum will meet on a calendar monthly basis. This will be timed to occur between ICL Pathway publishing the latest performance reports and the Horizon Service Review Forum meeting, typically the second week of the month.

3.6 ESCALATION AND REFERRAL

3.6.1 Escalation

Escalation should be considered to be an exceptional resort, and the reasons for resorting to escalation should be examined for each occurrence. Escalation to a higher level will normally occur either:
- When an issue is causing increased concern through time delay and consequent business impact, or
- When it has not been possible to reach agreement on some aspect of the definition or management of the issue.

Escalation from the PMORF will be to the HSRF.

3.6.2 Referral

The PMORF will refer issues that are outside its scope to the appropriate service review forums.

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4. APPENDIX A

Agreed template for raising Problems that will be discussed.

X DOMAIN PROBLEM MGT FORUM

PROBLEM UPDATES

Problem		Date Problem was raised	Problem Manager (Name)	Explanation of what the Problem is	No. of Associated Incidents (last 4 weeks)	Status report detailing current activity and proposed next steps
Name	Ref No					
Title of Problem	Both PON and ICLP ref. No's		Both PON and ICLP	Brief summary		Latest position - this can then be cross referred to @ each meeting. **Each organisation should complete this from their own perspective - prior to the meeting.**

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5. APPENDIX B

EXAMPLE OF THE MINUTES

Minutes of the Problem Management Operational Review Forum
[Date and Venue]

1. Present:
[Attendees present at the meeting]

2. Apologies:
[Members of the PMORF not present at the meeting]

3. Actions:

Action No.	Action	Actionee(s)	Target completion date	Progress Update	Status
[Action No. to reflect date and action no.]*	[Description of action]	[Initials of PMORF member responsible for ensuring action is completed]	[Date that action is expected to be completed by]	[Details and date of of update given - to explain status]	[N or I or M or C]

* Example- at the meeting of 27 June, Action Point 1 would read AP270601

(Status codes: N = New, I = In Progress, M = Monitoring, C = Closed)

4. Problems raised:

Date	Reference No.	Description	Problem Manager	Status
	[Reference No. of the problem as logged on the PON or ICL Pathway Problem Database]	[Brief description of the problem]	[Names of the PON/ICL Pathway Problem Managers]	[N or I or M or C]

Notes:
1. The Problem Reference number will be added retrospectively to the above table once the problem has been logged within either the PON or ICL Pathway helpdesk and a reference number has been allocated to the problem.
1. The status codes are the same as those used for the actions

5. New Service Improvement Opportunities (SIO) [Process under development]:

Date	Reference. No.	Description	SIO Manager	Status
	[Reference No. of	[Brief description of the	[Names of the	[N or I

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the SIO]	SIO]	PON/ICL Pathway Problem Managers]	or **M** or **C**]

Notes:

1. The Service Improvement Opportunity (SIO) Reference number will be added retrospectively to the above table once the IO has been within either the PON or ICL Pathway helpdesk and a reference number has been allocated to the IO.

1. The status codes are the same as those used for the actions

6. Issues [for Escalation to HSRF or referral to another Service Review Forum]:

Date	Reference No.	Issue	Reason for referral/escalation.
	(See note)	[Description of issue that the PMORF is concerned about]	

Notes:

1. Not all issues will require escalation to the HSRF. For those that are, i.e. an issue that requires a decision to be made by the HSRF, the reason for the escalation must be made clear within the table.

1. The reference number for Issues will be as follows:

    I-xxxxxx.yy   xxxxxx = day/month/last two digits of the year

    yy = issue number

    e.g. I-160200.01

1. If an issue is raised within the PMORF that is not relevant to the forum, it must be stated what action has been taken to progress the issue externally