POST OFFICE

Horizon Programme

Business Service Management

Management of the Live Environment
Report No 33 - June 2000

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Version	1.0	Classification	
Date	17/07/2000	Status	Issued
Authority	Adele Kilcoyne		

Business Service Management   Service Reporting

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1.0 PURPOSE

- The purpose of this report is to provide information regarding management of the live environment and the effects of Horizon on individual business units. The critical success factors (CSF's) within the report are intended to highlight the impacts on areas of key performance as defined by business units.

- It is really about where we are 'feeling the pain' - as historical data builds up we will be able to analyse and report trends more effectively.

- This report also contains performance statistics for the Horizon System Helpdesk (HSH) and Network Business Support Centre (NBSC) to provide visibility of potential problems. These will be analysed in relation to the CSF's to identify potential links, which in turn will feed into the service improvement process.

- The Horizon Service Review Framework provides a basis for improvements on Service failures to be progressed.

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2.0   HORIZON SYSTEM HELPDESK:
       Source : Richard Butler : Business Service Management
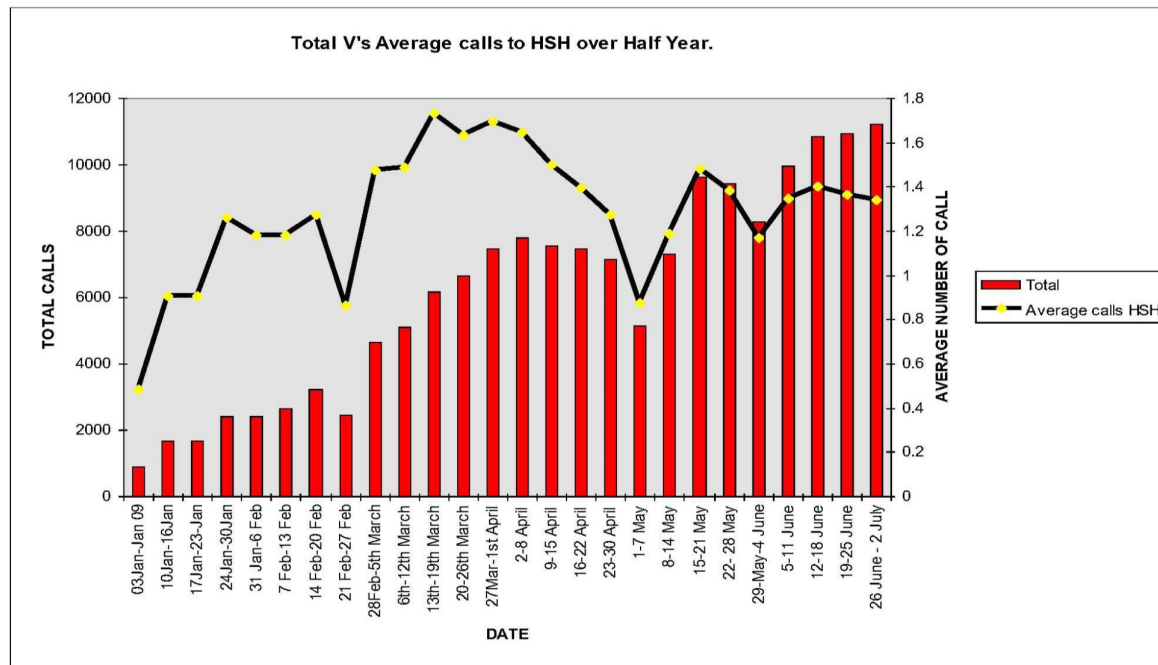
The graph above shows that although call volumes are continually increasing the level of average calls has decreased since March. The level of average calls seems to be levelling off at about 1.3 calls per office per week. The drops in call volumes at the beginning and end of may are caused by Bank Holidays.

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2.1 Number of calls to HSH and breakdown of categories for June

Call Category	total calls w/c 29/05/00	calls per office w/c 29/05/00	total calls w/c 05/06/00	calls per office w/c 05/06/00	total calls w/c 12/06/00	calls per office w/c 12/06/00	total calls w/c 19/06/00	calls per office w/c 19/06/00	Total calls w/c 26/06/00	calls per office w/c 26/06/00
Advice & Guidance	3206	0.45	4034	0.54	4013	0.52	4169	0.52	4497	0.54
Hardware	504	0.07	527	0.07	608	0.08	687	0.09	638	0.08
Implementation	197	0.03	236	0.03	249	0.03	301	0.04	272	0.03
Network	43	0.01	99	0.01	86	0.01	52	0.01	165	0.02
Operations	1126	0.16	1153	0.16	1043	0.13	1207	0.15	1245	0.15
Other	992	0.14	1112	0.15	1110	0.14	1182	0.15	1137	0.14
Reconciliation	3	0.00	5	0.00	2	0.00	6	0.00	14	0.00
Security	47	0.01	92	0.01	78	0.01	75	0.01	75	0.01
Software	1193	0.17	1513	0.20	2270	0.29	1885	0.23	1688	0.20
Cash Account	964	0.14	1192	0.16	1394	0.18	1394	0.17	1496	0.18
TOTAL CALLS	**8275**	**1.17**	**9963**	**1.35**	**10853**	**1.40**	**10958**	**1.37**	**11227**	**1.34**
MIGRATED OFFICES	**N/A**	**7084**	**N/A**	**7407**	**N/A**	**7727**	**N/A**	**8027**	**N/A**	**8362**

The decimal figures above show the percentage chances of an office phoning on each category. For example : 0.01 would mean that there is a 1% chance that the office will be ringing on that topic ; whereas 0.43 would indicate that there is a 43% chance that the office will be phoning on that category.
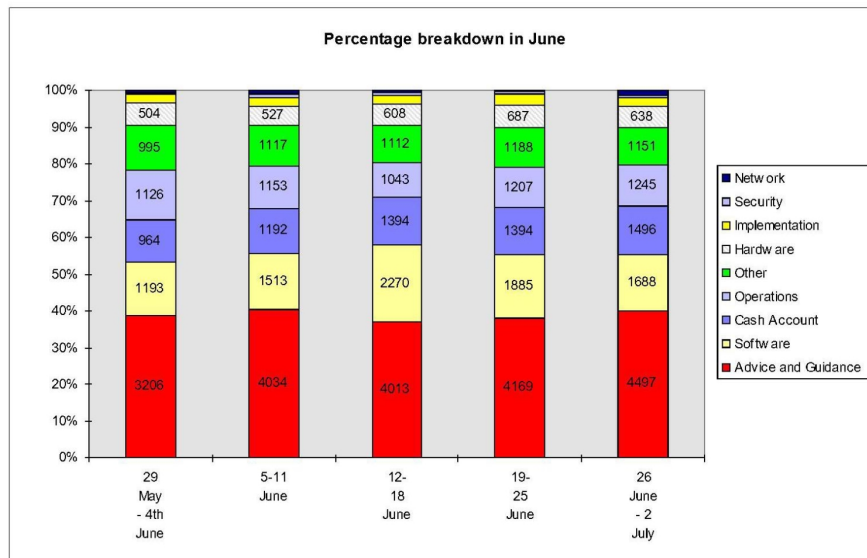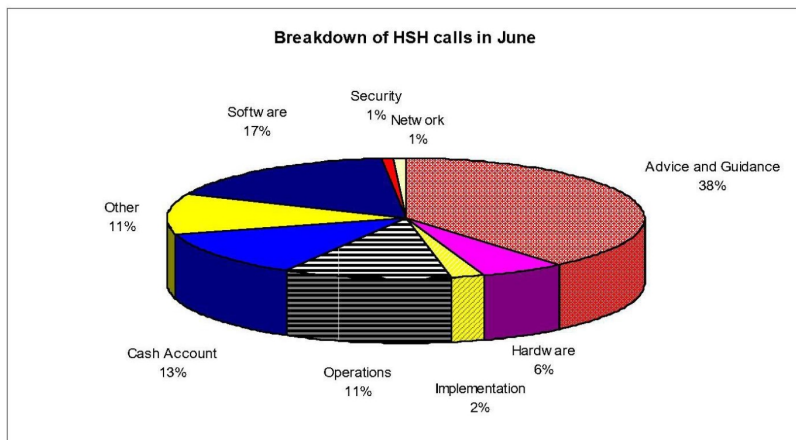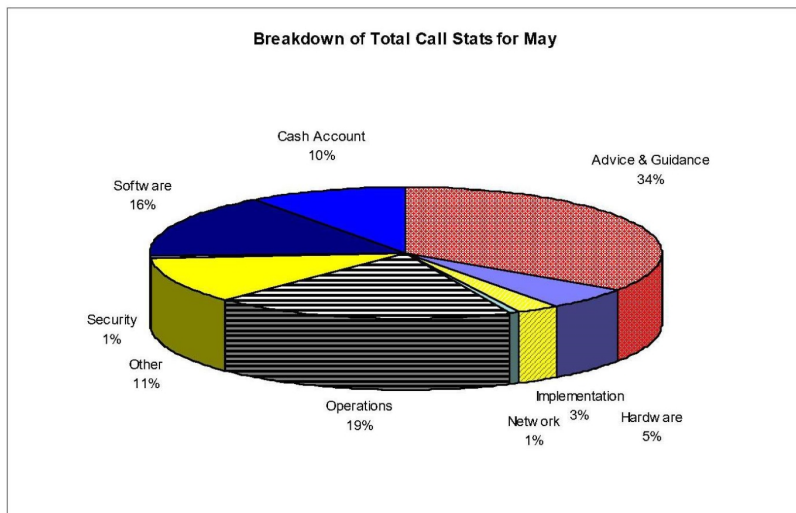

From the graph it can be seen that the percentage of calls received within each category has been stable over the past month. Only Software calls seemed to increase during the third week of June. This increase in software calls may have been due to a "blue screen" on log-in. HSH reported that they received 320 calls in a timescale where they would normally only expect 100.

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2.2 - Pie chart to show percentage of calls per category for May & June 2000

Breakdown of Total Call Stats for May

Cash Account 10%
Advice & Guidance 34%
Software 16%
Security 1%
Other 11%
Operations 19%
Network 1%
Implementation 3%
Hardware 5%

Breakdown of HSH calls in June

Software 17%
Security 1%
Network 1%
Advice and Guidance 38%
Other 11%
Cash Account 13%
Operations 11%
Implementation 2%
Hardware 6%

The pie chart shows that that the level of calls with in each category remains fairly stable. There has been a 8% fall in the amount of operations calls. This was largely due to a 3% increase in cash account calls and a 4% in crease in advice and guidance calls.
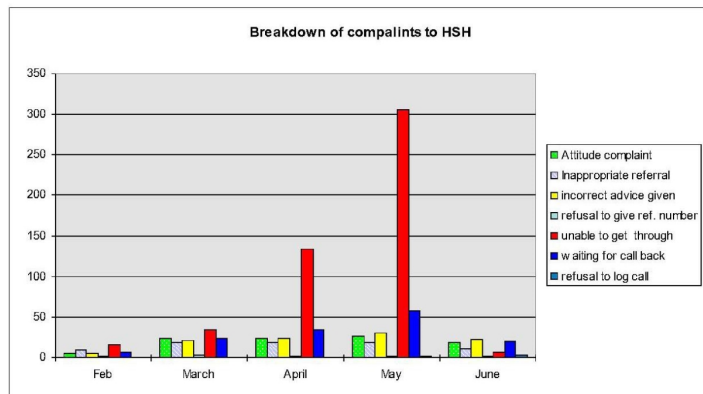
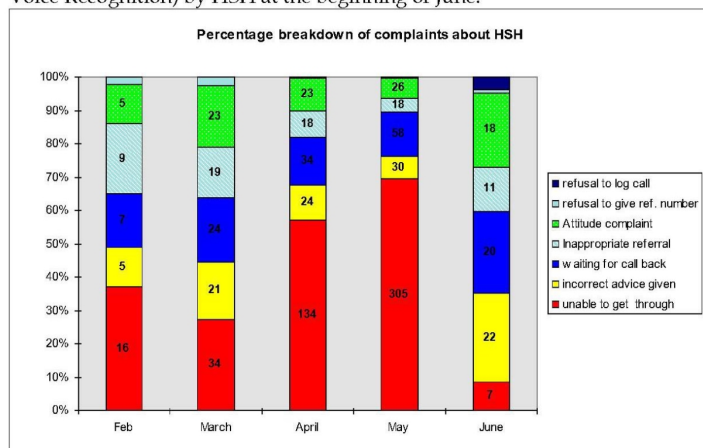*[FILENAME * Lower \p * MERGEFORMAT]*

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2.3 Complaints received about HSH since February 2000
Richard Butler : Operational Performance.

Breakdown of compalints to HSH

Legend:
- Attitude complaint
- Inappropriate referral
- incorrect advice given
- refusal to give ref. number
- unable to get through
- waiting for call back
- refusal to log call

The graph shows that the main area for concern is the rising number of people who had increasing difficulty contacting the helpline between February and May. The reason for the increase in people failing to get through to HSH was due to the surge in calls at the end of April and beginning of May regarding revaluation. This issue had been resolved by June hence the fall in complaints in this category. It is worth noting that June recorded the lowest complaints in this category since records began earlier this year and this may well be linked to the introduction of IVR (Interactive Voice Recognition) by HSH at the beginning of June.

Percentage breakdown of complaints about HSH

Legend:
- refusal to log call
- refusal to give ref. number
- Attitude complaint
- Inappropriate referral
- waiting for call back
- incorrect advice given
- unable to get through

The chart above shows that the biggest area for concern is the increasing percentage in complaints relating to "wrong advice" being given by HSH operators.

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3.0   NETWORK BUSINESS SUPPORT CENTRE.
        Source : Richard Butler : Business Service Management.
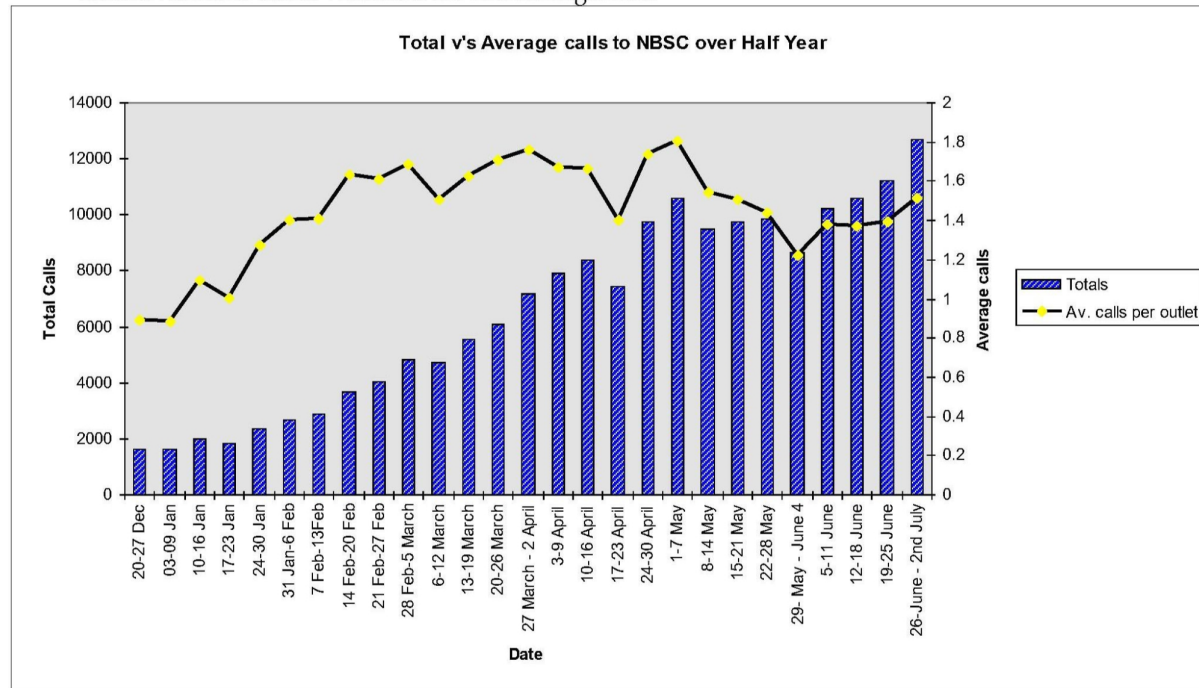

The graph shows that although total calls are rising average calls are continuing to fall since rollout recommenced on the 24th January. average calls now seem to be levelling off around 1.5 calls per office per week. (The troughs in the graph 17-23 April & 29 May - 4 June are caused by Bank Holidays when a lower number of calls were received).

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3.1 Calls to Regional Helpdesks.
(source : Leon Sayers)
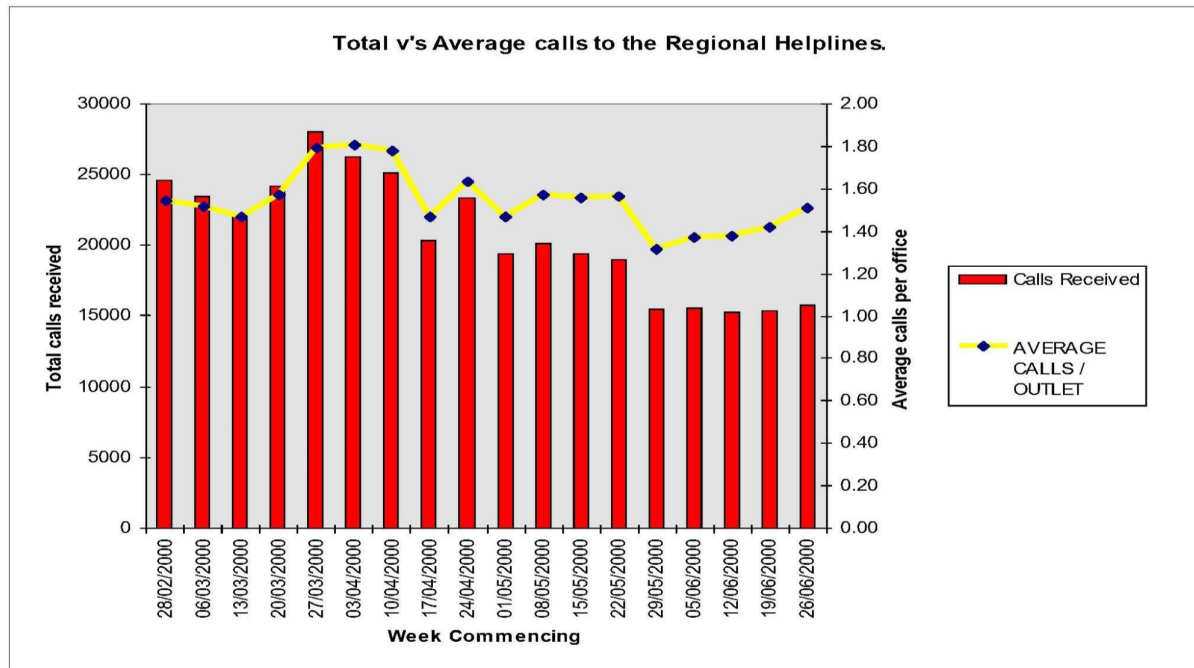
The level of calls to Regional helplines has continued to fall as offices become automated and therefore phone the NBSC instead of their regional helplines. Total calls over the last month have however remained fairly static despite the migration of some 300 outlets a week this may suggest that some migrated outlets still phone their regional helpline instead of the NBSC. The average level of calls to the Regional Helpdesk is around 1.5 calls per office per week. This is comparable to the average calls to the NBSC. (shown on the previous page).

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3.2 Number of calls NBSC and breakdown of calls for June period.

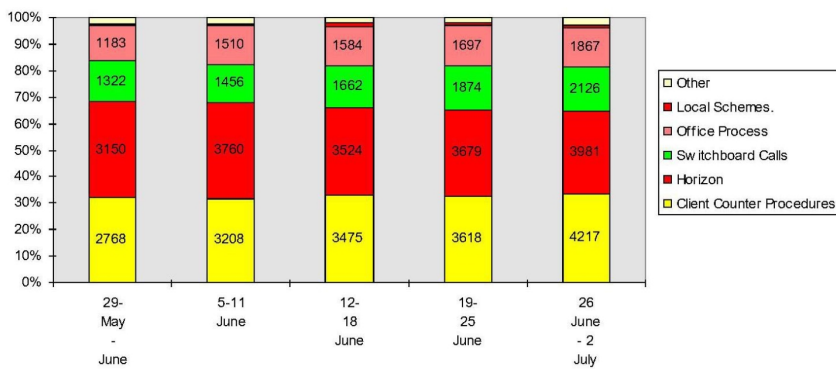| Call Category	total calls w/c 29/05/00	calls per office w/c 29/05/00	total calls w/c 05/06/00	calls per office w/c 05/06/00	total calls w/c 12/06/00	calls per office w/c 12/06/00	total calls w/c 19/06/00	calls per office w/c 19/06/00	total calls w/c 26/06/00	calls per office w/c 26/06/00
Horizon	3150	0.44	3760	0.51	3524	0.46	3679	0.46	3981	0.48
Client counter procedure	2768	0.39	3208	0.43	3475	0.45	3618	0.45	4217	0.50
Local Schemes	37	0.01	57	0.01	110	0.01	121	0.02	109	0.01
Office process	1183	0.17	1510	0.20	1584	0.20	1697	0.21	1867	0.22
Switchboard*	1323	0.19	1456	0.20	1661	0.22	1873	0.23	2126	0.25
Non-conformance**	(not rept)	(not rept)	(not rept)	(not rept)	1	0.00	1	0.00	51	0.01
Complaints	74	0.01	93	0.01	72	0.01	49	0.01	88	0.01
Utilities/ Electricity	52	0.01	59	0.01	73	0.01	75	0.01	106	0.01
Utilities / Gas	44	0.01	55	0.01	50	0.01	69	0.01	110	0.01
Utilities/ Water	20	0.00	33	0.00	23	0.00	18	0.00	25	0.00
TOTAL CALLS	**8651**	**1.22**	**10231**	**1.38**	**10574**	**1.37**	**11202**	**1.40**	**12680**	**1.52**
MIGRATED OFFICES	**N/A**	**7084**	**N/A**	**7407**	**N/A**	**7727**	**N/A**	**8027**	**N/A**	**8362**

** Non conformance calls relate to those offices which are phoned by the NBSC for not correctly conforming to OBCS procedures.

*Top ten categories for Switchboard calls in June

Lost Call	241	Security	166
Alliance & Leicester Giro	193	Stores	443
Transferred to HSH*	2805	Wrong Number	1241
Human Resources	341	Post Office Depts.	531
Security	166	DVLA/MVL	151
Equipment	113	Stock Centre	143

*The calls transferred to HSH includes : PMR rung wrong helpdesk ; Horizon Navigation Calls & problems stemming from an NBSC query where Incident Analyst has to transfer the call to HSH.
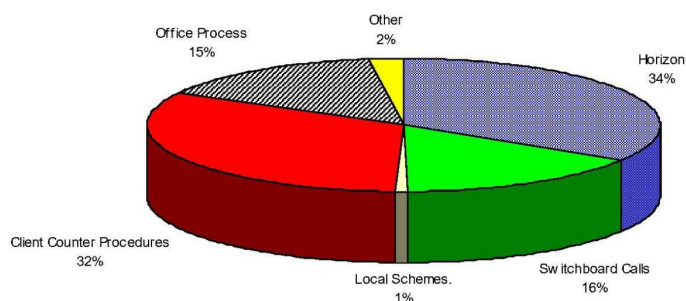
NBSC % Breakdown and Call Volumes during June

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3.3 Pie chart to show Monthly breakdown of calls to NBSC

Breakdown of NBSC calls in month of June

Office Process 15%
Other 2%
Horizon 34%
Client Counter Procedures 32%
Local Schemes. 1%
Switchboard Calls 16%

3.4 Post Office Customer Management Tier 1

NBSC – Incident Resolution – Month of June

Time taken to resolve	0 - 15 Minutes	15 - 30 Minutes	0.5 - 1 Hour	1 - 1.5 Hours	1.5 - 2 Hours	2 - 3 Hours	3 - 4 Hours	4hrs - 1 Day	1 day- 1 week	1 Week+
Tier 1	85.0%	2.7%	2.8%	1.8%	1.6%	1.9%	1.0%	2.0%	1.0%	0.1%
Tier 2	29.2%	32.0%	22.1%	5.9%	2.0%	1.6%	0.7%	4.1%	2.0%	0.3%

NBSC CSF's

Measure	Target	March	April	May	June
End Users (Quantitative)	%	%	%	%	%
Calls answered within 15 seconds	85%	89%	86%	79%	85%
%Calls answered < 1 minute	95%	94%	93%	85%	94%
Overall % Abandoned	≤ 5%	2%	3%	8%	3%
% Incidents resolved at Tier 1	75%	64%	68%	69%	70%

Commented [RL1]:

The table above shows how Tier 1 have improved in recent months as operators become familiar with using the knowledge base. The graph (page 12) shows that towards the end of June Tier 1 were beginning to meet their Service Level Agreements.

Update on NBSC year to date

The tables below cover the year to date figures from 1st of January to the 30th June 2000.

Calls received / abandoned

	Achieved	Target (CSF)
Calls Offered	178,693	N/A
Calls Answered	170,430	N/A
Calls Abandoned	8,263	N/A
% of calls Abandoned	4.6%	5.0%

Calls answered within 15/60 seconds

	Total Number answered	% answered	Target (%)
Calls answered in 15 secs	150,136	84.0%	85%
Calls answered in 60 secs	163230	91.3%	95%

Calls to resolution

	Achieved	Target
Average call length (secs)	202	N/A
Average wait before :-		
Answered (secs)	12	10
Abandoned (secs)	28	N/A
Longest Wait before		
Answered (Secs)	1,132 (18 mins)	60
Abandoned (secs)	1,560 (26 mins)	60
Resolution Rate	68.7	75

Summary

- Service Level Agreements (SLA's) have currently not been met over the last 6 months. The main areas for concern centre around calls answered within 60 seconds and the longest waiting time before a call is either answered or abandoned.

- The resolution rate over the last 6 months has averaged at 68.7% and therefore failing its SLA of 75%. Improvement in this area is however progressive and figures for June show that calls to resolution averaged at 70 for the month with the target beginning to be met during the latter days of the month (see graph over page) .

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3.5 Tier 1 Incidents resolved in June
(*see Appendix A for definition of Tier 1/ Tier 1 Admin.)

Percentage of Incidents Resolved by Tier 1 between 01/06/2000 and 30/06/2000
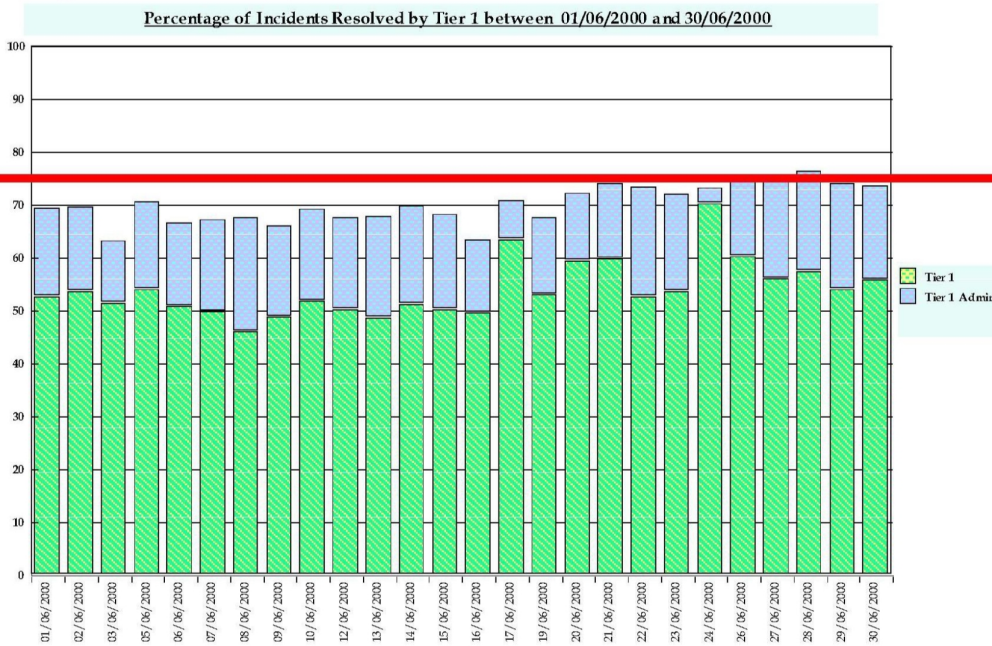
75% of calls to be resolved at Tier 1

Legend:
- Tier 1
- Tier 1 Admin

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4.0 Transaction Processing

Information supplied by Lynn Kelly
4.1 Extra staff required in TP

3. Extra Staff Required in TP

	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	Jul-01	Aug-01	Sep-01
Original Forecast	36.0	36.0	37.0	38.0	38.0	38.0	38.0	26.0	31.0	32.0	27.0	19.0	15.0	7.0	4.0	2.0
Latest Forecast		36.0	38.0	38.0	38.0	38.0	38.0	32.0	34.0	33.0	29.0	21.0	15.0	10.0	6.0	3.0
Actual	31.0															

* Figures stated are for the beginning of each month

Comments

- First tranche of staff in post to cope with the increased number of errors from Horizon offices. These staff were allocated to individual teams for clearing the increased number of errors from Horizon offices.

-Additional staff being picked up from June 2000 onwards from the external recruitment exercise.

- Although the length of the learning curve used has increased to be up to 30 weeks after conversion, the latest forecast of extra staff required this year are still in line with the original forecast. This is due to applying the improved average error clearance rates acheived in TP over the last 6 months.

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4.2 Overall c/a learning curve for CLASS errors

A Comparison of TP CLASS Error Learning Curves

Legend:
- Original Forecast (red)
- Latest Information (blue)
- Manual Baseline (black)

Y-axis: Errors Per Office (0.0 to 2.0)
X-axis: Weeks After Conversion (1 to 30)
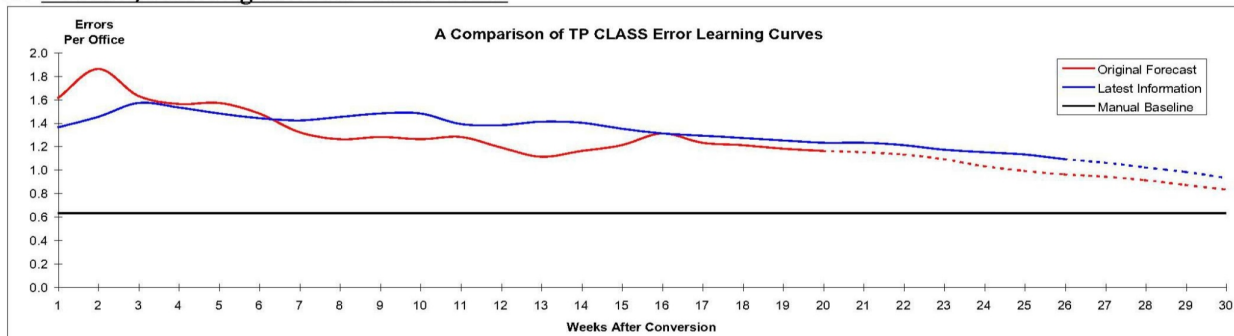
Comments
- This is a revised learning curve based on errors produced in the last 15 weeks at Horizon offices. The height of this curve is not as severe during the early stages after conversion as that previously used. Errors produced per office in the 1st weeks after conversion, based on the last offices to go live, are shown in the table below.

- The length of the current learning curve is at least 20 to 30 weeks. The mid period figures (weeks 6 to 19)and the tail of the learning curve (over 20 weeks after conversion) remain well above the baseline .

- From the limited information available for converted offices at the moment, the learning curve is assumed to return to the manual baseline after 30 weeks.

Summary of Early Learning Curve Information

	Week After Conversion	1	2	3	4	5	6
CLASS Errors Produced	Latest (wks 51 - 13)	1.36	1.45	1.57	1.53	1.48	1.44
Per Office	Original (wks 34 - 43)	1.62	1.86	1.63	1.56	1.58	1.48

Notes
- Average number of errors produced for Horizon offices based on CBDB data for the last 15 weeks (weeks 51 - 13).

- Manual Baseline before Live Trial / NRO calculated at 0.63 CLASS errors per office.

- The dotted line indicates where it is assumed that the learning curve returns to the manual baseline

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4.3 Forecast Increases in Errors

2. Forecast Increase in CLASS Errors at Horizon Offices

Extra Errors Per Week

Legend:
- Latest Forecast
- Original Forecast

2a. Comparison of Actual against Forecast Increase In Errors

Extra Errors Per Week

Legend:
- Forecast
- Actual Increase

Notes

- Original Forecast uses Live Trial \ National Roll Out info as at start of January 2000

- Latest forecast based upon learning curve calculated from CBDB data for weeks 51 - 13, with the learning curve extending for 26 to 30 weeks before Horizon offices return to / below the manual baseline.

Actual Errors for weeks 7 to 13

	Week 07	Week 08	Week 09	Week 10	Week 11	Week 12	Week 13
	08-May-00	15-May-00	22-May-00	29-May-00	05-Jun-00	12-Jun-00	19-Jun-00
No. of Horizon Errors	8388	8549	9501	9278	8360	9760	10223
No. of Horizon Offices	6,107	6,413	6,746	6,963	7,269	7,575	7,881
Errors Per Horizon Office	1.37	1.33	1.41	1.33	1.15	1.29	1.30

Comments

- Longer learning curve causes latest forecast figures to be greater than original forecast

- Latest Forecast drops below the manual baseline in Sept 2001 because of the fall in Misbalance errors as a result of Horizon.

4.4 Level Of Manual Amendments on Paper Copy of Electronic Cash Account

	JUN-99	JUL-99	AUG-99	SEPT-99	OCT-99	NOV-99	DEC-99	JAN-00	FEB-00	MAR-00	APR-00	MAY-00	JUN-00
Number of Amendments	413	378	294	423	1056	1515	740	377	572	775	1148	710	959
% Automated Outlets Making Amendments	20.9%	14.4%	11.3%	12.4%	11.0%	6.6%	4.2%	2.7%	2.6%	2.4%	1.9%	1.2%	1.2%

Comments

The main cause of the problem is that many tables on the Cash Account are not mandatory for completion and some postmasters are realising this once the account has been printed, thus the information has not been captured.

Impact

- Extra resource needed to input data into the system.
- Client Information distorted if not completed.
- Postmasters pay impacted - knock on effect could be more challenges on remuneration to TP

Recent figures show a considerable improvement over earlier months.

5.0   OUTLET SYSTEMS GROUP

Critical Success Factors for Horizon.

Source : Paul Sumner/ Jeannette Strong, Outlet Systems Group

*Definition Of Status

GREEN: Current status indicates that there are no known issues.
AMBER: Current status indicates that there are some known issues (but not significant issues and there are actions in place to resolve these).
RED: Current status indicates that there are major issues.
WHITE: Work has not begun on the criteria and the status is therefore unknown.

Summary :

Area	🚦	Status of Previous Reports			
		-1	-2	-3	-4
OSG Overall	🟢 G	🟠 A	🟢 G	🟢 G	🟢 G
Work Areas :					
HAPS	🟠 A	🟠 A	🟠 A	🟢 G	🟢 G
OBC - EPOSS	🟢 G	🟠 A	🟢 G	🟠 A	🟢 G
OBC - July CTO	🟢 G	🟢 G	🟢 G	🟢 G	🟢 G

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5.1 Area : HAPS

	Criteria	🚦	Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	Timescales for file delivery i.e. normally by 23:59 on Day A, in "exceptional circumstances by 03:00 on Day B (As detailed in OLA for AP Service)	🟢 G	25	All OK	🟠 A	🟢 G	🟢 G	🟢 G
2.	ICL Pathway Management Support Unit reports received by OSG daily by 10am.	🟢 G	5	All OK	🟠 A	🟠 A	🟢 G	🟠 A
3.	ICL Pathway Management Support Unit reports to match the appropriate transfer file contents.	🟢 G	15	All OK	🟢 G	🟢 G	🟢 G	🟢 G
4.	Transfer Files returned to ICL Pathway with an "Error" status, should be returned to HAPS on Day B (the txns. would be harvested by ICL Pathway on Day A)	🟢 G	20	All OK	🟢 G	🟢 G	🟢 G	🟢 G
5.	Targets for delivery of txns. to clients, for txns performed at the counter on Day A.: Day B - 97%, Day C - 99%, Day D - 100%	🔴 R	20	Average for month: Day B - 98.1% Day C - 99.5% Day D - 99.7% Targets missed on 22 days out of 24. Tracked under OSG P101.	🔴 R	🟠 A	🟠 A	🟠 A
6.	An accurate Non-polled Office Report detailing offices that appear more than once (as 1 day) in a seven day period, to be delivered daily to OSG by ICL Pathway.	🟠 A	15	ICL Pathway failed to raise incidents with HSH for 5 offices on 27/06/00.	🟠 A	🟠 A	🟢 G	🟢 G

This issue is being resolved (problem No. 10000073) by the improvements being made to the cause of office problems. A meeting is due to be held by members of PON and Pathway on10/07/2000 to agree processes to limit the time taken to resolve non-polled offices. See page 24 for an update on the progress of this.

🟠 A

5.2 Area : OBC - EPOSS

	Criteria	🚦	Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	OSG to manage the verification and authorisation of OBC files in a timely manner, i.e. for product changes to be in place before their planned start date.	G	40	All OK	A	G		
2.	OSG to communicate changes to relevant groups of the business to ensure that background processes/procedures supporting the change are in place.	G	15	All OK	G	G		
3.	Number of keying errors by POCL Reference Data Team	A	30	1 error - no impact	A	G		
4.	Number of data preparation errors on OBC forms by OSG	A	15	2 minor errors - no impact	A	G		

Overall Status :   G

6.0 PROBLEM MANAGEMENT - Business Service Management

Problem Management enables us to keep up to date with any problems or concerns regarding the Horizon System. A problem is formed by a regular occurrence of a similar incident which is then transferred to Problem Management from the Incident Management team. Not all problems are included in this summary however details are available on request.

A summary of PONU's problem database at the end of April is shown in the table below. This data is retrieved on a monthly basis by a problem manager and then analysed by a member of the Operations Performance Team.

Month	Number of PON problems opened during last 6 months	Month	Number of ICL Pathway problems opened during last 6 months
December	19	December	17
January	23	January	20
February	23	February	13
March	21	March	8
April	23	April	13
May	25	May	15

Number Of PON problems currently open	Number of ICL Pathway problems currently open
25	21

6.1 Volumes of PONU Problems opened/closed during June 2000

Week commencing	No. of Problems opened	No. of Problems Closed
05/06/2000	1	1
12/06/2000	1	3
19/06/2000	2	2
26/06/2000	4	2

Volumes of ICL Pathway Problems opened/closed during June 2000

Week ending	No. of Problems opened	No. of Problems Closed
05/06/2000	5	4
12/06/2000	1	0
19/06/2000	4	0
26/06/2000	2	0

6.2 Listed below are the details for the problems which have been open for 6 months or more:

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000005 **Priority - 3**	Receipts and payments do not match ON Migration week	Phil Turnock	**24/05/1999** 28/07/2000	• The majority of incidents originate from migration activity, PON to confirm progression of this problem, or Known Error.
10000004	Receipts and payments do not match AFTER Migration week	Phil Turnock	**04/05/1999** 28/07/2000	• Minimal number of incidents occurring, PON to confirm progression of this problem
10000012	Investigators require information from the message store	Theresa Walsh	**03/12/1999** 13/07/2000	• ICLP solution rejected by PON, discussion continue between PON & ICLP
10000014	Girobank forms to be used on the Horizon system (PDR's)	Dennis Wong	**19/08/1999** 30/07/2000	• Enlivenment of Giro PDR's is complete, back-log of offices should be using Ecco+ style PDR's by end of July 2000
10000021	Contingency for system failure when balancing	Jonathan Rogers	**28/09/1999** 30/07/2000	• Process maps being reviewed by NBSC

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000026	No business policy for out -of- hours transactions	Jonathan Rogers	07/10/1999 29/09/2000	• Policy scheduled for deployment by end of July 2000
10000031	Readiness of new products/services to go -live	Jonathan Rogers	28/10/1999 31/07/2000	• Guideline line process document to be produced by the Legacy Helpdesk Manager - slow progress being made
10000046	Information downloaded to the Network Business Support Centre	Theresa Walsh	10/12/1999 14/09/2000	• Root cause analysis is on-going, problem appears to be in the batch interface download overnight
10000065	Increase volume of Parcel traffic Errors (table 12)	Theresa Walsh	19/01/2000 30/07/2000	• ICLP CCN has been accepted, awaiting implementation
10000027	Issue Failure of One-Shot Passwords	Dennis Wong	14/12/2000 09/07/2000	• ICLP response times being reviewed, current response times render process ineffective - Meeting scheduled for 04/07/00
10000059	Release to the Live Environment	Dennis Wong	11/01/00 12/07/00	• PON appointed a Release Manager to interface with ICLP for minor releases

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000073	Volume of Non-Polled Office	Mick Theobald	24/01/00 14/07/00	This issue has recently received high profile awareness; the following is a statement which outlines the nature and scope of the problem and additionally the actions taken by Business Service Management to resolve the situation. ICL Pathway have a contracted Service Level Agreement to deliver all Automated Payment transactions to Post Office Network by Day D (i.e. no office should remain unpolled for a period of time in excess of 3 days).. Owing to the inability of certain ICL Pathway investigative and diagnostic processes to react quickly enough to initial non-polling incidents, in a number of cases the length of time a specific office remains unpolled has significantly exceeded the contracted SLA. In some instances, this has reached the level whereby payments are not transmitted to clients who then issue the customer with a reminder or, as in some cases, instigate disconnection procedures. The key root causes identified so far are: • BT faults. The largest percentage of polling failures are caused by problems in the BT ISDN network . Pathway are working with Energis in this area. • Problems cleared by gateway swaps and/or reboots. Analysis is being performed on fault reports for gateway PCs which have been swapped out as a result of non-polling incidents. Similar work is being carried out to ascertain why reboots can resolve polling failures. ICL Pathway have enhanced their E2E process for managing non-polled offices, with a new version of their process document being reviewed within PON. In addition ICL Pathway have been actioned to identify technical contingencies to recover 'trapped' transactions at an outlet that has not been polled longer than 3 core days. This includes the following: • swapping processor/ removing to a centralised location to extract • downloading to a laptop • satellite links From a PON perspective, Business Service Management has undertaken the task of investigating the end to end solution including how data can be recovered out of offices and to the client in a controlled manner, if feasible. • **Current volumes of non-polled offices as at 30/06/00 are: 5 @ 3 days, 2 @ 4 days, 1 @ 5 days, & 1 @ 7 days. An update will be supplied in the HERF Report.**

6.3 - Graph to show PONU Problems

PON Problems Since December 1999
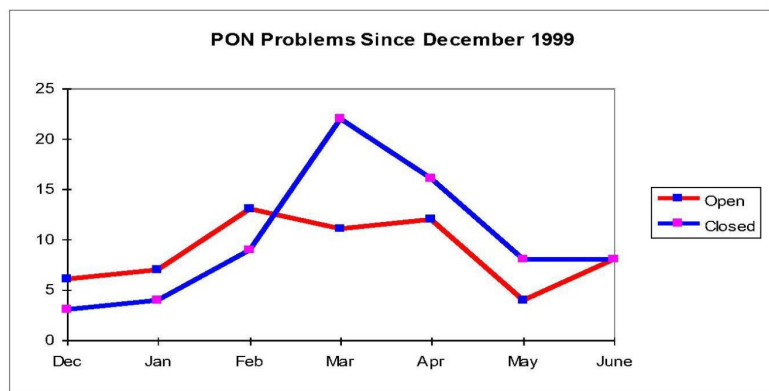
Graph to show ICL problems

ICL Pathway Problems since December 1999
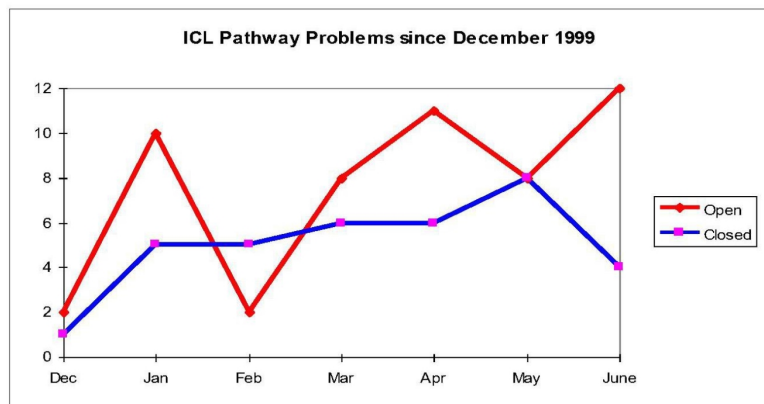
6.4 Percentage split between Pathway and PONU Problems

Percentage of 'Open' Problems
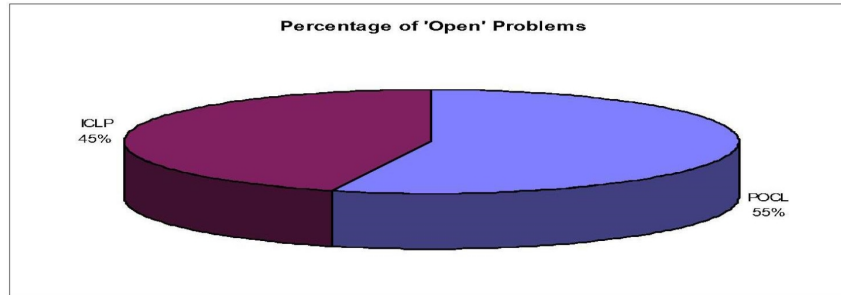
As the pie chart shows above 55% of problems relate to PON issues. The remaining 45% are cross - domain problems which require involvement from ICL Pathway

6.5 Ownership of PONU problems by Business Group.

Ownership of PON Problems
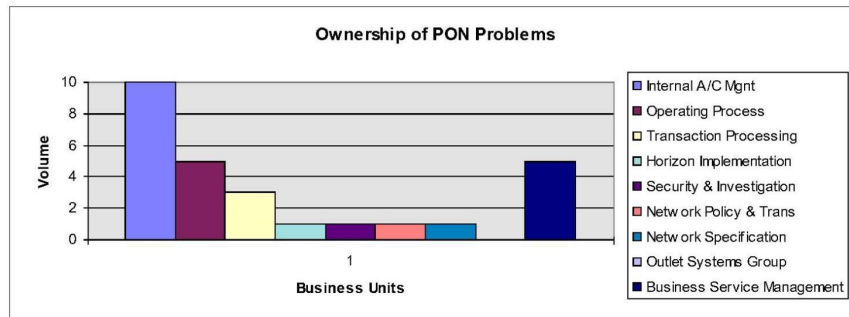
Internal Account Management currently have 10 problems. Of these 95% are product problems where, for example Client Managers are not conforming to the OBC process i.e. Non- completion of an OBC form, or not linking 'Go Live' date with the icon and stock availability. Another reason may be that stock remittances are arriving in outlets prior to being visible on the Horizon system.

6.6 Levels of Services affected by current open problems.

Services Affected
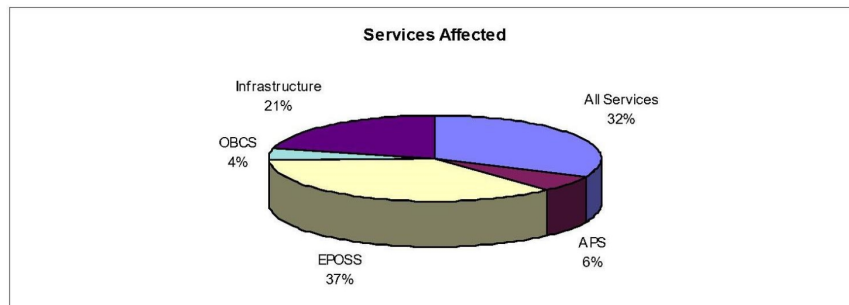
7.0 Non conformance
Des Hansbury - Problem Management

7.1 Passwords

Issue:

Monitoring of requests for One Shot Passwords (OSP) has identified a significant level of non conformance which if maintained will impact on resources in both POCL and ICLP.

Scale:

Each previous monitoring exercise has shown the rate of growth of OSP requests exceeding the rate of growth of the automated network. However, the latest exercise shows the growth rate has stabilised at the level noted in last report (just over 300 per week for a fully automated network).

The changes made to call categories since then, together with further instructions issued to call handlers, have improved the logging of calls so that we can now identify and exclude a number of calls that previously would have been included in the figures. Excluding these calls produces a full network request rate of about 250 per week. Nevertheless, the adjusted figure still leaves a large discrepancy between NBSC and ICLP records. Further changes are, therefore, still necessary to enable us to identify which calls are genuine OSP requests.

Action:

The Incident Analysts will be liaising with Customer Management tier 1 admin. to obtain agreement to the recording of HSH call reference numbers in the call log which will make it much easier to segregate the requests that actually require an OSP for resolution. Further investigation of a sample of the remaining calls can then be carried out to try to establish the reasons for these calls; currently, the call handlers are only able to categorise 57% of calls with any confidence (auditor requests - 25%, non conformance - 32%). The call descriptions suggest that a large percentage of the remaining calls may be due to user error (training issue) or system problems rather than non conformance.

7.2 Girobank Postmaster's Daily Records (PDRs)

Issue:

Girobank have agreed a phased program to accept printed versions of the daily report forms for Deposits (G4631) and Withdrawals (G4632) from all Horizon offices. However, the continued acceptance of these forms is dependent on the level of errors received at Girobank being reduced. The errors largely relate to factors that prevent the forms being read by Optical Character Recognition (OCR) equipment.

Scale:

The table below has been updated from the last report with a further 6 weeks information. It indicates that performance has continued to improve.

Week	Error Offices	Total Offices	Total PDRs	% Error PDRs
01	299	2697	63655	0.74
02	214	2919	60028	0.52
03	195	3215	65209	0.43
04	201	3463	46555	0.55
05	178	3707	54325	0.47
06	292	4100	91838	0.48
07	487	4619	88906	0.74
08	309	4769	102443	0.44
09	265	5069	76353	0.48
10	390	5655	123193	0.44
11	328	6096	112703	0.40
12	365	6593	118341	0.39
13	327	7066	130050	0.33

Action:

The reports continue to be analysed to identify the poorest performing offices which are then contacted by letter. Persistent poor performers are contacted by phone. However, it is proving difficult to make progress with some of these offices because of the lack of specific detail on the errors being made and the postmasters' insistence that they are following the instructions correctly. A possible explanation is that the errors in these cases relate to the boldness of the print presented.

A decision on how bold the print needs to be in order to be read by the OCR equipment is inevitably subjective in the absence of examples showing what is acceptable. To address this issue a print quality guide is being developed. The PDRs are also being redesigned to remove the need for postmasters to make any alterations or entries.

Business Service Management   Service Reporting

8.0 Change Implementation
(Information supplied by Kate Elliott)

Changes Implemented	Reasons	Method of Communication
Change the "Complete" icon to "Exit"	To inform users of the new wording on the icons which is an enhancement.	Counter News
Queen Mother Coin Covers and Banknote Covers	To advise users how to account for new 'Philatelic Other' Commemorative products	Counter News
Photos on Licences	Introduction of a new product	Counter transaction guide
Viacode (E-mail encrypting service) Record vol. of txns on Table 10G in c/a	Temporary withdrawal of product	Counter News
Treasury of Trees	To advise users on how to account for a new Prestige Stamp Book	Counter News
UKPA	New accounting procedures. Counter Acceptance Charge to be levied at time of checking passport. Items relocated to a new pick list.	Counter News
Swansea CRU conversion	Conversion of CRU area to NSSC (National Secure Stock Centre) See ATP 31	Training support by TP
Queen Mother Coin	New commemorative coin	Counter News
Rod Licences - Withdrawal of old product	Removal of last year's product from system following 01 April price increase	Counter News
Cahoot Internet Bank	New Personal Banking Product	Counter News and Workaid
Handstamping	New table 10 G product - datestamping 1st and 2nd class packets at counter to replace datestamping in sorting offices	Letter to offices - cost met by Internal Account Managers (IAM)
2 Home Care schemes	To advise users of new values of stamps	Letter issued, cost met by IAM
13 Ticket and Travel schemes	To advise users of changes to ticket prices and changes to schemes including new and withdrawn products	Letter issued, cost met by IAM
1 Meals on Wheels schemes	To advice users of new product	Letter issued, cost met by IAM

Business Service Management   Service Reporting

ATPs Implemented (during the period)

Product	ATP no.	Notice	Reasons	Cost
Middlesborough Home Care Stamps	28	1 day	Go-live date was not agreed with the client before OBC was completed, NSSC distributed to meet the system go-live date.	27 letters posted 1st class by BSM
Ashford Ticket and Travel	29	1 day	New Product not available on the system until 19/06/00. This is after the agreed first date of sale with the client (15/06/00).	30 letters posted 1st class by BSM
Sheffield Home Care	30	1 day	Product being received at outlets on 20/06. Not available on the system until 12/07/00. OBC failure.	79 letters posted 1st class by BSM
Swansea CRU Conversion	31	1 day	Problems have occurred on all previous CRU conversions, despite extra action taken this time Software/Reference data was not delivered to 14 offices. These post offices are therefore unable to rem in or out correctly.	Man hours only. ATP kept at NBSC.

ATPs Withdrawn (during the period)

Product	ATP no.	Reasons
Lincolnshire Home Care Stamps	27	Item is now on the picklist for REM's received.
Middlesborough HC	28	Product now visible on system.
Ashford T&T	29	Product now visible on system

8.1 A graph to show the amount of Changes made and Authorised Temporary Procedures (ATP's) over the last 5 months.

Error! Not a valid embedded object.

A sudden escalation in Changes made in March were due to several local schemes changing their price structures with the start of the new financial year . There were , however, a number of Operational Business Changes (OBC) process failures regarding ATP's . This was down to a combination of reasons. One being due to stock arriving in outlets prior to being visible on the Horizon system. Hence the large number of Changes and ATP's in March. Another was Stock Centres agreeing timescales but not adhering to these.
Many of the ATP's were withdrawn in April once the products were able to go through the OBC process.

Appendix A

Glossary of Terms

CBDB - Counters Business Database - All cash accounts are keyed into this and it holds information on client settlement and errors

CLASS - Client Ledger and Settlement System

Day D - the 3rd day after a transaction has been performed at an offices

PIVOT - Postmasters Information and Value of Transactions

Sub Files - Files received by ITIP

Traffic Light System

Business Service Management   Service Reporting

Each CSF has at least one measure attached to it. These are shown in blocks and each block of measures are weighted at 100%. If all are equally important in the block the 100% is divided across the block of measures. This system works well in areas like OSG where there are distinct differences in the importance of each measure. The traffic lights are then used to show the total of the weighting. For example if a CSF has a number of low graded measures on red but the higher ones are all on green this suggests that there are no major issues affecting the CSF and therefore the overall traffic light for that CSF would be green. However in Transaction Processing all the CSF's are equally important which means that if **any** of the measures are adversely affected the impact is high on TP.

Tier 1 /Tier 1 Admin.

Tier 1
 - Involves all first line calls to the helpdesk

Tier 1 Admin.
- This involves calls which can be resolved by Tier 1 but follow a longer set process. These include office process calls such as : RNM paging ; one shot password required ; office closing and burglaries and robberies.

Business Service Management   Service Reporting

APPENDIX B - Call type definitions.

HSH Call descriptions

CALL TYPE	DESCRIPTION
Advice & Guidance	The majority of calls logged under this category are calls aimed at such areas as; Automated Payments Systems (APS) operational enquiry, Electronic Point of Sales System (EPOSS)operational enquiry, General Enquiries, Order Book Control System (OBCS) operational enquiry, and System Access enquiries.
Hardware	These are all aimed at; Equipment damage, central system faults and peripheral failure to areas such as back office printers ,bar code reader, keyboard and monitor touch element etc.
Implementation	These calls are queries concerning; Implementation delay, planned activity reschedule and site preparation issue.
Network	The Network areas here are; the central system, Network failure and Post Office Configuration, Link and Router failure.
Operations	This includes access and user administration failure, EPOSS operation failure, Reference Data issue and System Environment failure.
Other	Includes central system - environmental failure - PO - consumable order request - office environment failure i.e. power - miscellaneous
Reconciliation	Reconciliation calls are in particular aimed at APS, Benefit Encashment System (BES) EPOSS, Reference Data.
Security	One - shot password problems
Software	Software errors included are; expected change not worked, system message displayed on - screen , system operation has changed unexpectedly.

NBSC Call descriptions

CALL TYPE	
Horizon	The majority of calls logged under this category are calls which are proper to Horizon System Helpdesk. This category also includes Horizon issues which the NBSC should deal with, for example - Bill Payment, Banking, Cash Accounting, Reconciliation and Settlement etc.
Client Counter Procedure	This is transactional procedures including how to account for items and how to perform the transaction.
Local Schemes	Contains details of clients for local schemes and transactions types regarding these.
Office Process	This includes burglary, robbery, complaints, office closures, stock shortages, power failures, industrial action, name badge ordering, safe problems, health and safety issues etc.
Switchboard/ Inappropriate Call	Calls that are misdirected or proper to other sections
Utilities - Electricity	Transactions regarding charge accounts for electricity
Utilities - Gas	Transactions regarding charge accounts for gas
Utilities - Water	Transactions regarding charge accounts for gas