ICL Pathway	**ICL Pathway Customer Service: Service Management Operations Manual**	Ref: CS/MAN/004
		Version: 1.0
		Date: 24/08/98

Document Title: ICL Pathway Customer Service: Service Management Operations Manual

Document Type: Operations Manual

Abstract: Details of the Service Management processes and procedures performed to provide the Pathway solution

Status: Approved

Distribution:

Peter Burden	Stephen Muchow
Paul Curley	Nam Pandher
Ann-Marie Dick	Mik Peach
David Fletcher	Martin Riddell
Jeremy Lindegaard-Stewart	Paul Westfield
Martin Molloy	John Wright

ICL Pathway Library

Author: John Russell/Helen Pharoah

Comments to: Helen Pharoah

© 1998 ICL Pathway Ltd

0 Document control

0.1 Document history

Version	Date	Reason
0.1	1/5/98	Working draft
0.2	1/7/98	New material incorporated suggested by P Burden.
0.3	22/7/98	New material incorporated.
0.4	30/7/98	New material incorporated.
1.0	24/08/98	For approval

0.2 Approval authorities

Name	Position	Signature	Date
Peter Burden	Service Management Manager		

0.3 Associated documents

Reference	Vers	Title	Source
BP/CON/22	7.3	Authorities Schedule A06 Charging Mechanism	
	0.3	Horizon Service Review Forum	POCL Service Management
CR/FSP/008	7	Post Office Not Available for Benefit Encashment	ICL Pathway
CS/FSP/0003	2.0	PAS/CMS Helpdesk Call Enquiry Matrix	ICL Pathway
CS/MAN/002	1.0	ICL Pathway Customer Service: System Support Centre (SSC) Operations Manual	ICL Pathway
CS/MAN/003	1.0	ICL Pathway Customer Service: Operations Unit Operations Manual	ICL Pathway
CS/MAN/005	0.3	ICL Pathway Customer Service: Information Systems and Process Operations Manual	ICL Pathway
CS/MAN/006	1.0	ICL Pathway Customer Service: General Information Operations Manual	ICL Pathway
CS/PRD/0010	0.1	Horizon User Satisfaction Surveys	ICL Pathway
CS/PRD/0011	0.1	Service Visit Record Process	ICL Pathway
CS/PRD/0013	0.1	BPS Card and PUN Production and Distribution Process	ICL Pathway

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service**   Ref: CS/MAN/004
                    Management Operations Manual   Version: 1.0
                                                                  Date: 24/08/98

CS/PRD/0014	0.1	BPS Temporary Token Production and Distribution Process	ICL Pathway
CS/PRD/0015	0.1	BPS Card Receipt and Issue at Post Office	ICL Pathway
CS/PRO/0019	2.0	Release 1c Helpdesk Operations: Processes and Procedures	ICL Pathway
CS/PRD/024	0.5	Process for Managing PO Outlet changes during 1c	ICL Pathway
CS/PRO/0033	0.2	Management Care Visits	ICL Pathway
CS/PRO/0047	0.4	NR2 Payment Card Helpline Processes and Procedures Description	ICL Pathway
CS/PRO/0048	0.3	NR2 Horizon System Helpdesk Processes and Procedures Description	ICL Pathway
CS/PRO/057	0.1	Reference Data Delivery - Interim Loading Process	ICL Pathway

0.4   Abbreviations

AP	Automated Payment
BA	Benefits Agency
CAN	Change Advice Note
CAPS	Customer Accounting and Payment Strategy
CMS	Card Management Service
COPS	CAPS Operations
CS	Customer Service
De La Rue	De La Rue Card Systems
DSS	Department of Social Security
EPOSS	Electronic Point of Sale System
EVP	Extended Verification Procedure
FAD	Financial Accounting Division (of the Post Office)
FE	Foreign encashment
HSH	Horizon System Helpdesk
ICL	International Computers Limited
ID	Identity
IT	Information Technology
ITSA	Information Technology Services Agency
MCVP	Management Care Visit Process
MIS	Management Information Statistics
NPO	Nominated post office
OBC	Operational Business Change
OSP	One Shot Password
PAS	Payment Authorisation Service
PCHL	Payment Card Helpline
PIN	Personal Identity Number
PM	Postmaster
PMMC	PostMaster's Memory Card
PO	Post Office
POCL	Post Office Counters Limited
PUN	Pick Up Notice
RDT	Reference Data Team
RHL	Regional Helpline
RML	Royal Mail Ltd
RPOI	Restricted Post Office Indicator

SMC	Service Management Centre
SVR	Service Visit Record
TBA	To be agreed
UKSS	ICL UK System Support

0.5   Changes in this version

Addition of new information: Overview, Reference data delivery - interim process, and Change to the list of 1500 post offices.

Terminology corrected: 'Customer Service' to 'Service Management' (when referring to the unit within Customer Service), 'Post Office' to 'post office' (when referring to an outlet), 'CFM' to 'ICL Outsourcing', 'PDA' to 'POCL Service Management' and 'Sorbus' to 'ICL System Service'.

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service**   Ref: CS/MAN/004
Management Operations Manual   Version: 1.0
Date: 24/08/98

0.6   Table of content

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

1

Introduction

The objective of this manual is to provide details of the operations performed by ICL Pathway Customer Service - Service Management in support of the Customer.

2   Scope

Operations described in this manual apply only to the Service Management unit of Customer Service, as follows:

- Customer management

- Customer satisfaction

- Horizon System Helpdesk (HSH)

- Payment Card Helpline (PCHL)

- System Management Centre (SMC)

- Cards, PUNs and temporary tokens

- Operational Readiness Reviews

- Operational Service Reviews

- Operational business change - outlets

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

ICL Pathway Customer Service: System Support Centre (SSC) Operations Manual (Ref. CS/MAN/002)

ICL Pathway Customer Service: Operations Unit Operations Manual (Ref. CS/MAN/003)

ICL Pathway Customer Service: Information Systems and Process Operations Manual (Ref. CS/MAN/005)

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

ICL Pathway Customer Service: General Information Operations Manual (Ref. CS/MAN/006)

3

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

Overview

The Service Management unit has the prime responsibility within Customer Service for the Pathway operational services that interact most directly with our customers - our customers in this context being POCL staff, DSS staff and DSS beneficiaries. Thus the responsibilities include:

- Services provided to Postmasters in terms of helpdesk and engineering assistance in the operation of the Horizon solution and equipment.

- Production and delivery services relating to benefit cards, PUNs and temporary tokens.

- Helpdesk services to DSS and POCL staff (as well as DSS beneficiaries) in terms of answering queries in relation to benefit cards, PUNs and temporary tokens.

All these services are delivered by suppliers to ICL Pathway and, working with these suppliers, it is the objective of the Service Management unit to ensure that all such services are delivered in line with their relevant Service Level Agreements.

Additionally, the perception of the services delivered is monitored to ensure that all aspects of customer satisfaction are kept at a high level.

Finally, the Service Management unit has responsibility for managing outlet change - that is, for managing relocations, refurbishments and so on in the live Post Office estate.

The prime customer interfaces for the Service Management team are the corresponding service management teams within POCL and DSS.

4

Customer management

4.1 Horizon Service Review Forum

This section outlines the agreed terms of reference for the Horizon Service Review Forum.

The nature, extent and associated performance of the services provided by ICL Pathway are specified in the Related Agreements. These contracts must always be used as the definitive source of information and interpretation of the contracted service.

At a lower level, the DSS, POCL and ICL Pathway have jointly developed a Service Management Framework to support working level co-operation and day to day control of the live service environment. The framework establishes a structure of core functions and control mechanisms to underpin the effective management of an end to end service.

The Horizon Service Review Forum is a key element of the overall Service Management Framework.

4.1.1 Horizon Service Review Forum

The Horizon Service Review Forum provides a regular opportunity for senior managers from the DSS, POCL and ICL Pathway to meet, review and discuss the overall performance of ICL Pathway's systems and services in the live environment.

The forum is a tripartite event to provide focus upon the mutual interests of the DSS, POCL and ICL Pathway. However, from time to time there may be separate review meetings between the DSS or POCL and ICL Pathway to review and discuss matters of exclusive interest, for example, AP and EPOSS services.

The Horizon Service Review Forum is concerned with maintaining satisfactory levels of service at an operational and practical level. Separate forums exist to consider, decide upon and escalate matters of a contractual/commercial nature, that is, the Contract Administration Groups and Contracts Steering Group. If any contractual or commercial issues do arise at the Horizon Service Review Forum, the details are noted and referred on to the appropriate forum for consideration, discussion and determination.

4.1.2 Context of meetings

The Horizon Service Review Forum addresses all facets of the ICL Pathway contracted services, primarily focusing upon:

1. Review of Performance Reports and relevant Management Information Statistics (MIS).
1. Quantitative and qualitative assessment of the services.
1. Review of major incidents and/or significant outstanding problems.
1. Matters escalated from the DSS or POCL internal Service Review processes.
1. Review of impending changes or enhancements to the live service environment.
1. Development and monitoring of service improvement initiatives.
1. Implementation Requirements (non Roll-Out).

A typical agenda for the Horizon Service Review Forum appears in the *DSS Agreement Schedules D5 & E5 and POCL Agreement Schedules D5, E5, F5, G7, H5.*

4.1.3 Frequency of meetings

4.1.3.1   Each month

It is recognised that the Related Agreements formally provide for quarterly Service Review meetings. However, for the time being it is anticipated that the Horizon Service Review Forum will meet on a monthly basis. This reflects the early and evolving state of the live environment. The monthly meeting will normally be within 10 working days of ICL Pathway publishing their Performance Reports and MIS data. Other meetings may be arranged on an ad-hoc basis.

4.1.3.2   Every third month

Prior to each third monthly meeting, ICL Pathway will also provide information about the level of any remedies applicable during the preceding service period. The circumstances which have given rise to the performance deficiencies will be considered at the Horizon Service Review Forum and output in the form of a report to the Contract Administration Group(s).

4.1.4 Attendees

4.1.4.1   DSS and POCL

Both the DSS and POCL have each appointed/empowered a Business Manager and Liaison Manager to undertake Service Management functions. The respective roles and responsibilities of these individuals are detailed in the *DSS Agreement Schedules D5 & E5 and* POCL *Agreement Schedules D5, E5, F5, G7, H5.* The Business Manager(s) will attend the Horizon Service Review Forum and may be accompanied by other DSS/POCL personnel as necessary.

4.1.4.2   ICL Pathway

ICL Pathway will appoint/empower an Operational Service Manager, Service Manager and Service Helpdesk Manager to undertake Service Management functions. The respective roles and responsibilities of these individuals are detailed in the *DSS Agreement Schedules D5 & E5 and POCL Agreement Schedules D5, E5, F5, G7, H5.* The Operational Service Manager will attend the Horizon Service Review Forum and may be accompanied by other ICL Pathway personnel as necessary.

4.1.5 Current constitutions

The present constitution of the Horizon Service Review Forum is as shown in the block diagram that follows.

```
                    ┌─────────────────────────────────────────┐
                    │      HORIZON SERVICE REVIEW FORUM        │
                    └─────────────────────────────────────────┘

              ┌──────────────┐   ┌──────────────┐  ┌──────────────┐
              │ Operational  │   │Business Manager│ │Business Manager│
              │Service Manager│  │    POCL       │  │    DSS        │
              │              │   │  (Chairman)   │  │               │
              │Stephen Muchow│   │  Graham Beck  │  │  Paul Hanson  │
              └──────────────┘   └──────────────┘  └──────────────┘

PRESCRIBED                       ┌──────────────────────────────┐
ATTENDEES                        │         Secretariat          │
                                 └──────────────────────────────┘

POTENTIAL     ┌──────────────┐   ┌──────────────┐  ┌──────────────┐
ATTENDEES     │Service Manager│  │Liaison Manager│ │Liaison Manager│
              │              │   │    POCL       │  │    DSS        │
              │ Peter Burden │   │Dave McLaughlin│  │Jacki Patterson│
              └──────────────┘   └──────────────┘  └──────────────┘

              ┌──────────────┐   ┌──────────────┐  ┌──────────────┐
              │              │   │              │  │Incident Problem│
              │    Others    │   │    Others    │  │Manager Manager│
              │              │   │              │  │ Phil    Margi │
              │              │   │              │  │ Lewis   Wilson│
              └──────────────┘   └──────────────┘  └──────────────┘
```

4.1.6 Relationship between the Horizon Service Review Forum and contract management groups

The Horizon Service Review Forum supports and informs the Contract Management function. The forum has no authority to take decisions of a contractual or commercial nature. The associated Contract Management function is outlined in Schedules A4 to the Authorities Agreement, DSS Agreement and POCL Agreement.

The Horizon Service Review Forum provides reports to the Contract Administration and Contracts Steering Groups for contract monitoring purposes and the consideration or determination of any contractual issues. In particular, the Contract Administration Groups considers the overall performance of ICL Pathway services for the purpose of invoice authorisation and the application of remedies where appropriate.

4.1.7 Preliminary activities

Following receipt of the ICL Pathway monthly Performance and MIS reporting pack both the DSS and POCL conduct their own internal Service Review meetings. Separate terms of reference exist within each organisation for these forums. In general, the meetings provide an opportunity for representatives from a variety of business units and working groups in the DSS and POCL to:

1. Review the ICL Pathway performance and MIS reports.

1. Discuss the prioritisation, progress and resolution of outstanding problems.

1. Facilitate operational feedback about the contracted services.

1. Review Service Management processes and procedures.

1. Identify improvement opportunities.

The internal Service Review meetings are normally chaired by the respective
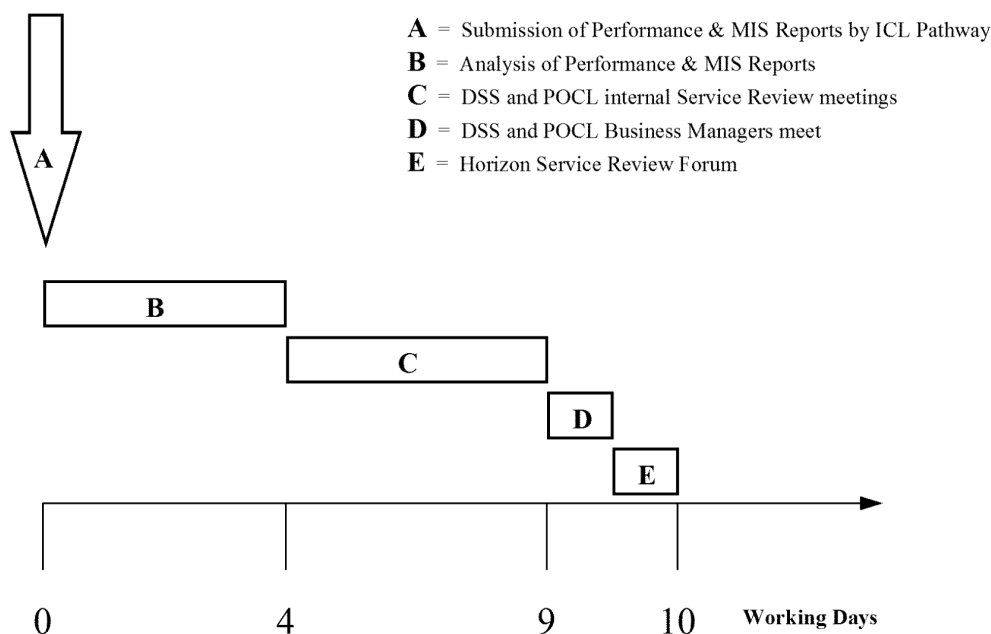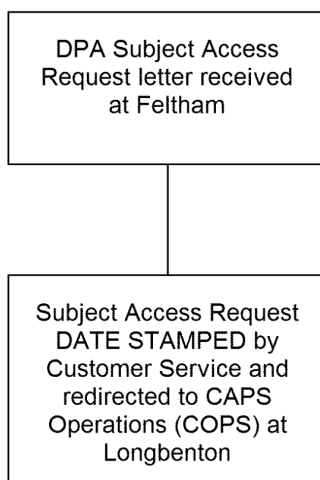
Liaison Managers and the ICL Pathway Service Manager is usually invited to attend. Counterparts from the other organisations' Service Management team may also be invited on a regular or ad hoc basis. The full Horizon Service Review Forum provides a primary route for the escalation of matters that cannot be resolved at the DSS and POCL internal Service Review meetings.

Following the internal Service Review meetings ,the DSS and POCL Business Managers are briefed by their respective Liaison Managers. Subsequently, the two Business Managers will meet in advance of the full Horizon Service Review Forum to highlight and discuss matters of mutual interest or concern.

The target timeframe for preliminary activities leading up to the Horizon Service Review Forum is shown in the following diagram.

A = Submission of Performance & MIS Reports by ICL Pathway
B = Analysis of Performance & MIS Reports
C = DSS and POCL internal Service Review meetings
D = DSS and POCL Business Managers meet
E = Horizon Service Review Forum

4.2 Subject access request process

DPA Subject Access Request letter received at Feltham

Subject Access Request DATE STAMPED by Customer Service and redirected to CAPS Operations (COPS) at Longbenton

In the unlikely event that a written inquiry is received from a member of the public pertaining to Subject Access Requests under the Data Protection Act, it must be taken immediately to a member of the Service Management unit in Customer Service.

The CS staff member must stamp the letter as RECEIVED, with the current date and forward it to BA CAPS COPS, Longbenton.

No acknowledgement, or other contact with the subject is required.

5

Customer satisfaction

The customer satisfaction functions of Customer Support are concerned with the following:

- Service Visit Record (SVR) cards.
- Satisfaction surveys.
- Management care visits.

5.1   Service Visit Records (SVR) cards

This section defines the procedure by which Service Visit Records (SVRs) are distributed to Horizon users, that is, Postmasters or Sub-Postmasters. The feedback card allows the Postmaster to comment briefly on the quality of the service provided by an engineer during his visit, including any related contact through the Horizon System Helpdesk (HSH). The card is then received, analysed and action is then taken by ICL Pathway according to the content of the card.

The process is illustrated in the block diagram and described in the text that follows.

5.1.1   SVR production

ICL Pathway are responsible for the initial design and production of the SVR, plus any subsequent updates or amendments. A sample SVR is given at the end of this section.

The feedback section of the SVR is reply-paid. The Royal Mail invoice Pathway for the cost of the reply-paid service.

5.1.2   SVR distribution

5.1.2.1   Within ICL

ICL Pathway arrange for batches of SVRs to be printed and then provide them to the ICL System Service SVR Co-ordinator for distribution to their engineers.

ICL Pathway process new orders for batches of SVRs on request by the ICL System Service SVR Co-ordinator.

5.1.2.2   Within post offices

Each time a ICL System Service engineer visits a post office, he completes the front sheet of the SVR and obtain a signature from the Postmaster verifying its content. The engineer then retains the top copy, leaving a copy of the SVR and attached Feedback Card with the Postmaster. The Postmaster should keep the SVR copy for his records and then complete the feedback card and return it to ICL Pathway.

ICL System Service and ICL Outsourcing have a similar internal procedure for handling the SVRs that complements the ICL Pathway procedure described here (see document Reference ICLS/PATHWAYUKSS).

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service**   Ref: CS/MAN/004
                    Management Operations Manual   Version: 1.0
                                                                  Date: 24/08/98
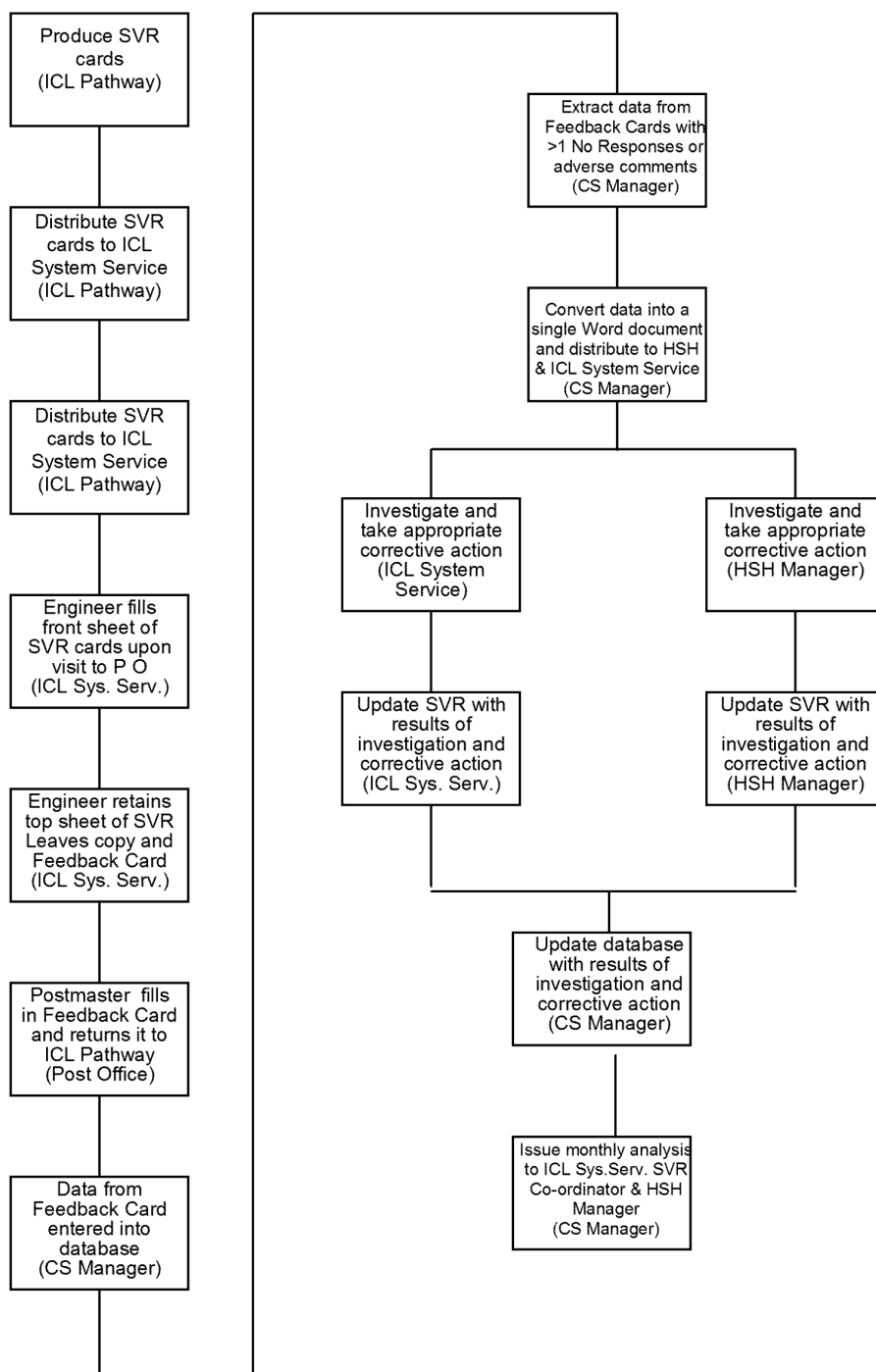
5.1.3 SVR Analysis

The Feedback Card asks seven brief questions about the service provided by ICL System Service or ICL Outsourcing. Against each question the Postmaster need only tick a box for Yes, No or, where relevant, N/A. There is also space for brief comments. Each card has a unique serial number.

When returned to ICL, the card is received in the central mail room of the ICL Pathway office in Feltham (FEL01). It is then delivered to the Service Management department and passed to the Customer Satisfaction Manager for entry into a database, which is updated daily.

The database holds all the information from the feedback cards, as follows:

Unique serial number

Date	Call No.
Contact Name	Position
Post Office	FAD Code
Postcode	Tel No
Service Provided by	Service Unit
Arrival	Completion

Yes, No or N/A response against each of the seven questions

Free text comments or suggestions

The free text comments may relate to ICL System Service engineers or the HSH.

There is a field in the database for ICL System Service or HSH responses, for actions taken by them, plus a date column for when the response was received from them.

A field entitled Action Required is also available to help the ICL Pathway Customer Satisfaction Manager note any additional actions required.

5.1.3.1   Individual card analysis

Immediately after entering the data from each feedback card into the database, those which show one or more No responses to any of the questions, or have negative comments/ suggestions, are electronically extracted and converted to a Word document as a single SVR. These are sent to the ICL System Service SVR Co-ordinator, or the ICL Outsourcing Horizon System Helpdesk Manager, according to who the particular issue relates.

ICL System Service or ICL Outsourcing then investigates the issue and takes appropriate corrective action, in accordance with their own internal procedure. This includes contacting the Postmaster directly to obtain further details. Once resolved, ICL System Service or ICL Outsourcing should contact the Postmaster to confirm resolution of the issue.

Details of the cause of the issue and the action taken are entered on the electronic SVR, and noted as complete. The completed SVR is then returned electronically to ICL Pathway Customer Satisfaction by the ICL System Service SVR Co-ordinator, or the ICL Outsourcing Horizon System Helpdesk Manager, within 10 working days of receipt. For issues of a more serious nature, reasonable endeavours must be made to return the completed electronic SVR within five working days.

The ICL Pathway Customer Satisfaction Manager then updates the database with

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

details of the returned, completed SVRs.

The ICL Pathway Customer Satisfaction Manager must contact either the ICL System Service SVR Co-ordinator or the ICL Outsourcing Horizon System Helpdesk Manager immediately if an SVR is not completed within 10 working days, to establish the reason for the delay and to agree a satisfactory method of resolution.

5.1.3.2   Top level analysis

Routine, monthly analysis is performed giving basic statistics, as follows:

1. Percentage of feedback cards returned compared with total visits made. A figure for the total number of visits made in the month is obtained from ICL System Service and entered onto the spreadsheet.

1. Percentage of positive and negative responses by question.

1. Comments on key areas of satisfaction, or dissatisfaction.

The ICL System Service SVR Co-ordinator and the ICL Outsourcing Helpdesk Manager receive a copy of the report every month.

5.1.4 Review meetings

Review meetings are held monthly between the ICL Pathway Customer Satisfaction Manager, ICL System Service SVR Co-ordinator and ICL Outsourcing Helpdesk Manager.

These meetings are part of a general 'satisfaction' review, but specific to the SVR procedure. They ensure that correct procedures are adhered to, that statistics are analysed, that all necessary actions have been taken, that outstanding issues have been dealt with, or that a plan of action is agreed.

5.1.5 Back-up of historical data

Hard copies of the Feedback Cards are filed in numerical order by ICL Pathway and held for a period of six months before they are destroyed.

The electronic data (database) is held on hard disk and backed-up onto diskette. The data is held for three years before being destroyed.

5.1.6 Charitable donations

ICL Pathway make a donation to charity for every feedback card returned. The amount and charity chosen by ICL Pathway may change from time to time.

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

SAMPLE SVR

1. Top Sheet
Service Visit Record

Date _____ Call No. _____

Contact Name   Position
Post Office   FAD Code
Postcode   Tel No

Service Provided by   Service Unit
Arrival   Completion

Service required/fault details

Action taken

Equipment detail

Type/Bar/Serial (old)_____
Type/Bar/Serial (new)_____

Signature_____
(for and on behalf of the customer)

Name_____
(in block capitals please)

2. Bottom Sheet
Feedback Card

Date _____ Call No. _____

Contact Name   Position
Post Office   FAD Code
Postcode   Tel No

Service Provided by   Service Unit
Arrival   Completion

I am committed to providing you with the best service possible but to do this I need your help. Please take the time to complete this form and in recognition of your reply we will make a donation to charity.

Stephen Muchow

Director - Horizon Customer Service

	YES	NO	N/A
1. Overall were you satisfied with the service provided in response to your call?			
2. When you placed your call was__ adequate help provided?			
3. Were you given an expected time of arrival for the Representative?			
4. Was the estimated time of arrival achieved?			
5. Were you kept informed of the progress of your service call?			
6. Was the service provided in a courteous and efficient manner?			
7. Did the service avoid disrupting your business?			

Comments or suggestions (especially where you have answered No).

0
0
0
1

TOP COPY - ENGINEER
MIDDLE COPY - CUSTOMER
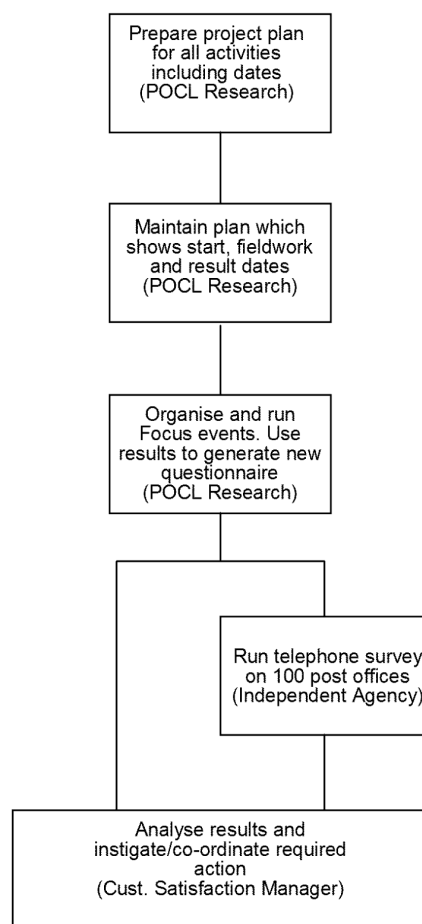*Horizon Customer Service*   BOTTOM COPY - ICL COPY

TOP COPY - ENGINEER
MIDDLE COPY - CUSTOMER
Horizon Customer Service   BOTTOM COPY - ICL COPY

5.2

Satisfaction surveys

This section defines the procedure by which Post Office Counters Limited (POCL) Research Department prepare for and carry out User Satisfaction Surveys during the implementation of releases 1b and 1c of the Horizon system. This section also explains how the survey results are documented and reported back to ICL Pathway for action, as appropriate.

The process is illustrated in the block diagram and described in the text that follows.

```
          ┌─────────────────────────┐
          │   Prepare project plan   │
          │      for all activities  │
          │      including dates     │
          │     (POCL Research)      │
          └────────────┬────────────┘
                       │
          ┌────────────┴────────────┐
          │   Maintain plan which    │
          │  shows start, fieldwork  │
          │    and result dates      │
          │     (POCL Research)      │
          └────────────┬────────────┘
                       │
          ┌────────────┴────────────┐
          │     Organise and run     │
          │    Focus events. Use     │
          │  results to generate new │
          │       questionnaire      │
          │     (POCL Research)      │
          └────────────┬────────────┘
                       │
              ┌────────┴────────────┐
              │                     │
              │      ┌──────────────┴──────────┐
              │      │   Run telephone survey   │
              │      │    on 100 post offices   │
              │      │   (Independent Agency)   │
              │      └──────────────┬──────────┘
              │                     │
          ┌───┴─────────────────────┴───┐
          │    Analyse results and       │
          │ instigate/co-ordinate required│
          │           action             │
          │  (Cust. Satisfaction Manager)│
          └──────────────────────────────┘
```

5.2.1   Initial preparation

The basic actions consist of preparing a project plan for all activities, including dates for each task; also performing initial Focus events, targeting a small cross section of Users to help compile questionnaires for broader telephone surveys.

POCL Research Services and ICL Pathway meet whenever required during the course of the project to communicate progress or resolve issues. No set dates are established, and the meetings occur as and when necessary. However, results from the Focus Events are presented at the Satisfaction Forum.

5.2.2 Project plan

A colour-coded plan is produced and maintained by POCL Research Services. It indicates when Go Ahead for the activity is to be approved by POCL Service Management, when the fieldwork is to be expedited and when the results are due.

The above details apply to each release stage of 1c of the Horizon implementation.

5.2.3 Focus events

A Focus event is a meeting chaired by POCL Research Services. It is attended by a small number of Postmasters, picked by POCL Research Services, who are at an appropriate stage in the implementation of Horizon. There are normally eight Postmasters at each event. Four Focus events are held in quick succession in towns located within the chosen geographical implementation areas, for example, Bristol and Newcastle.

With input from ICL Pathway a discussion document is assembled by POCL Research Services which is used as an informal script to help ensure all relevant topics are covered during the event. However, the events are designed to allow the Postmasters to air their views on any aspect of the implementation or services of Horizon if they feel it is relevant. It is the Chairman's responsibility to ensure that all the topics are covered and the meeting keeps to the agenda.

The results of the Focus events will be used to develop a more specific questionnaire which will form a telephone survey of a further 100 post office sites.

5.2.4 Telephone surveys

Using the data gathered during the Focus events, a telephone questionnaire was generated by POCL Research Services. This questionnaire is much more formal, and is performed by an independent, outside agency. The telephone surveys were timed to be carried out once the planned 190 sites for Release 1b had been implemented. The whole procedure, from Focus event to telephone survey, was started from scratch for Release 1c.

5.2.5 Areas covered by surveys

The initial Focus events are designed to be informal, but the event should address the following areas:

> Communication
>
> User Awareness Event
>
> Training
>
> Survey
>
> Installation and Modifications
>
> Follow up Visits
>
> General: Helpdesks/Documentation/Using the System

These topics will again be used to compile the more scripted telephone surveys.

5.2.6 Survey results

The results of the Focus events may themselves indicate problem areas that require immediate and specific corrective action, or areas where customer satisfaction has been particularly positive.

The results of the telephone surveys give a more comprehensive and specific analysis of a much larger cross section of Horizon users. Again these results enable

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service**
                   Management Operations Manual

Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

ICL Pathway to pinpoint specific areas of concern or satisfaction and take relevant action.

The ICL Pathway Customer Satisfaction Manager receives the reports of both the Focus event and telephone surveys, and instigates and co-ordinates any required actions.

The Horizon users are contacted with regard to the general results of the surveys and the sort of actions that will be taken, when appropriate.

The appropriate methods of communication with users, suppliers and internally, will be considered on receipt of the survey results.

5.3   Management care visits

In order to monitor the user's perception of ICL Pathway's Post Implementation Customer Service, Service Management manage the Management Care Visit Programme (MCVP). The MCVP involves senior ICL Pathway representatives visiting selected post offices and collecting feedback using a predefined interview pack.

The process is illustrated in the block diagram and described in the text that follows.

5.3.1 Purpose

The purpose of the MCVP is to monitor the user's perception of ICL Pathway's Post Implementation Customer Service. The interviews allow ICL Pathway to gain an understanding of the user's (Postmaster's) problems, concerns, suggestions and good news. Where and when relevant, ICL Pathway can act upon this information as an aid to resolving problems, taking pre-emptive action and learning from good news and positive feedback.

This programme is non-contractual, and is managed within the Service Management department of ICL Pathway.

The MCVP is performed annually, with visits around 500 post offices per year after full roll out of the programme (1999 onwards). Until that time a small number of post offices were visited in Q4 of 1997 and around 200 will be visited in 1998. Cumulative analysis is carried out internally on a monthly basis, and results published quarterly.

A number of relevant senior ICL Pathway representatives have been selected to carry out the interviews, hereafter known as the interviewers.
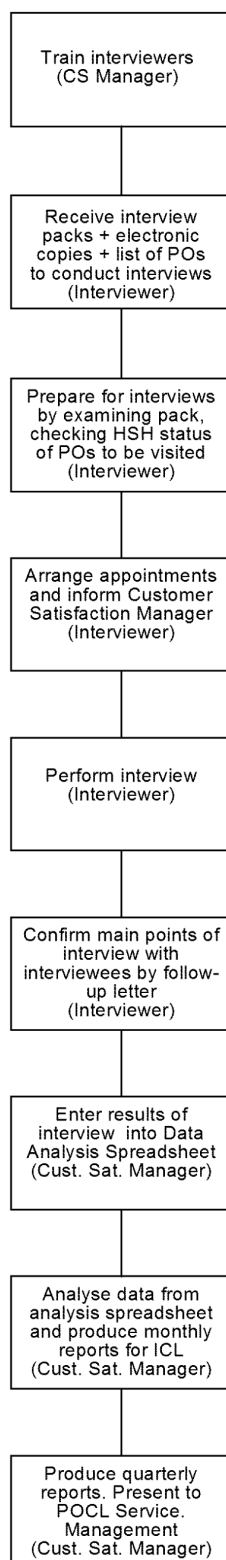
5.3.2 Training

The Customer Satisfaction Manager presents the details of the procedure to the interviewers before they have contact with any post offices regarding the interviews.

The purpose and the goals of the MCVP are presented. The interview procedure and questionnaire are explained in detail and the interview process is established. All other relevant documentation is presented, and any questions or concerns raised by the interviewers are addressed.

```
┌─────────────────────┐
│  Train interviewers │
│    (CS Manager)     │
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│  Receive interview  │
│  packs + electronic │
│  copies + list of POs│
│  to conduct interviews│
│    (Interviewer)    │
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│ Prepare for interviews│
│  by examining pack, │
│ checking HSH status │
│ of POs to be visited │
│    (Interviewer)    │
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│ Arrange appointments │
│ and inform Customer │
│ Satisfaction Manager │
│    (Interviewer)    │
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│  Perform interview  │
│    (Interviewer)    │
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│Confirm main points of│
│   interview with    │
│ interviewees by follow-│
│      up letter      │
│    (Interviewer)    │
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│  Enter results of   │
│ interview into Data │
│ Analysis Spreadsheet │
│  (Cust. Sat. Manager)│
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│  Analyse data from  │
│ analysis spreadsheet │
│ and produce monthly │
│   reports for ICL   │
│  (Cust. Sat. Manager)│
└──────────┬──────────┘
           │
┌──────────┴──────────┐
│  Produce quarterly  │
│ reports. Present to  │
│   POCL Service.     │
│     Management      │
│  (Cust. Sat. Manager)│
└─────────────────────┘
```

Section 5.3.9 of this document is the Interviewer's Summary Guide, which is

designed to be copied and used as a reference guide during the interviews.

It is important for the interviewers to understand why each interview must follow a standard procedure, to ensure all results can be fairly compared and a true analysis obtained.

5.3.3   Preparations and documentation

The interviewers are sent electronic copies of relevant documentation, plus hard copy 'Interview Packs' containing all relevant reference documentation, which should be maintained by the interviewers. These packs must be taken to the interviews.

The Interview Packs contain the Procedure document (including Interviewer's Summary Guide), Phone Script, sample forms and documents (referred to in the questionnaire), the Questionnaire and the list of post offices to be contacted.

Before contacting the post offices, the interviewers must familiarise themselves with recent Horizon System Helpdesk call history. The call history should be assessed to check that there is no reason why the post offices should not be contacted now to arrange a visit. The decision not to visit a particular post office will be made by the Customer Satisfaction Manager (or nominated representative).

5.3.4   Arranging appointments

Once the list of post offices has been received by each interviewer, he or she can start to arrange the visits, after first requesting and having the Horizon System call history checked by the Customer Satisfaction Manager.

Details of the post offices, FAD Code, Address, Phone Number and Contact Name are supplied to the interviewers. Each list is personalised for each interviewer, only containing the post offices to be visited by that interviewer.

The interviewers should first familiarise themselves with the Phone Script (Ref: MCVP 97/script.doc) and then telephone the post offices, using the script, to arrange the appointments.

As each visit is arranged details of the post office and appointment must be sent to the Customer Satisfaction Manager for entry onto an Appointments Database.

The interviewers must ensure the post offices have a contact number and the interviewer's name so that they can contact the interviewer should a problem arise with the arranged appointment. If an interviewer is, in general, difficult to contact they should leave the contact number for the Customer Satisfaction Manager as an alternative.

The interviews should always be arranged at a time to suit the post office. This may involve a lunch time, or in some cases an evening meeting. The interviewers should also stress that the interviews need take no more than half an hour, but that there is no time limit applied.

If the interviews are arranged significantly in advance (more than 10 days) the interviewer should contact the post office nearer the visit (no more than 2 days before) to confirm it can still go ahead.

It is up to the interviewers to obtain directions to the post offices.

5.3.5   The interview

Before going to the post offices the interviewers must familiarise themselves with the questionnaire.

The questionnaire has eleven sections. Before commencing with Section 1 onwards

the interviewers should explain a little more about the purpose and objectives of the visit, as stated in the notes on the front sheet of the questionnaire.

Section 1

This section can be pre-filled, where possible, before the interview, to save time. However, all information must be checked with the interviewees before moving on to the next section.

Section 2

The interviewers should gain a very brief understanding of how the implementation of the post office went in general. This will not form part of the statistics, but it will help ICL Pathway understand if any implementation experiences have influenced the subsequent views of the interviewees, either positively or negatively.

Sections 3 to 10

All the answers to the questions in these sections are analysed. There is an 'N/A' (Not Applicable) option for each question, but it should be avoided if at all possible. When asking each question the interviewers should read out the positive and negative answer options, and only then offer 'N/A' if it appears unavoidable.

Where 'N/A's are recorded the number of post offices that can be analysed against that question is reduced, thus giving a smaller sample of post offices' views.

The interviewers must mark the boxes appropriate to the answers given. The interviewers must not suggest answers or influence answers in any way, other than to try to avoid 'N/A' answers where possible. The interviewer must ensure the interviewees understand the questions fully before they answer.

There is an opportunity for the interviewees to comment further on the response given to each question. The interviewers should ask if there are any comments after each question is answered.

It is especially important to get comments when the questions have a negative answer. This helps ICL Pathway to understand the reasons behind the negative comments, and thus enables them to take any possible corrective action, either generically or for a single post office, if relevant.

Section 11

This section gives the interviewees a chance to express any concerns, problems or suggestions for improvement to the Horizon system or services. The interviewers should also encourage any positive comments or experiences the interviewees can share. This helps to keep this section balanced.

At this point the interviewers should try to engage general conversation in order to get opinions free flowing and less 'closed' than those given during the questionnaire, but remembering to keep the conversation relevant to the purpose of the interviews, that is, about the service provided after implementation.

Questions such as:

'What else would you want ICL Pathway to do to improve services?

What sort of things do we do well and what sort of things do we need to improve on?'

If the interviewees ask any questions, the interviewers should note them down and explain that they are not in a position to answer any specific questions as part of the interview process. If required an ICL Pathway representative could contact the interviewees at a later time to respond to any specific questions. These questions should be noted down in Section 11 or in the additional notes area.

At the end of Section 11 the interviewers must ask whether the interviewees are willing to be contacted again, if necessary, after the interview results are analysed. The interviewers must delete either the 'willing' or 'unwilling' part of the statement accordingly.

The interviews can then be terminated. The interviewers should remember to thank the interviewees for their time and co-operation, and then leave the premises.

5.3.6 Follow up letters

As soon after the visit as possible the interviewers should write to the interviewees confirming the main points of the interview, to ensure there is no future controversy or misunderstanding about the information provided by the interviewees.

The first and last paragraphs of the letter are supplied as a standard. The middle section of the letter is a summary of the interview, as compiled by the interviewers. This does not need to include details about sections 3 to 10 of the questionnaire, but should cover the information provided for sections 1, 11 and any additional notes made.

5.3.7 Feedback reports

The completed questionnaires and reports must be treated as confidential within ICL Pathway. They must be kept securely until they can be passed on to the Customer Satisfaction Manager, as quickly as possible.

The results of the questionnaires are entered on to an analysis spreadsheet (see document reference MCVP 97/analysis97.xls). The FAD code is used as the unique reference for each completed questionnaire. The hard copies are filed securely in numerical order by FAD code. Any questions, concerns or required actions logged are recorded against the FAD code.

5.3.8 Analysis

Pre-designed graphs reflect Positive, Very Positive, Negative, Very Negative results for each section, from 3 to 10.

A report is produced monthly showing graphs with the cumulative results to date and a brief summary on each section's results. Relevant information from Section 11, and any additional notes, is also summarised. This report is for limited distribution within ICL Pathway.

A quarterly report is produced, similar to the monthly reports, which reflects the cumulative, quarterly results. There will also be further recommendations for action on feedback of note.

Results are formally published internally each quarter. The most appropriate method of publication is decided at the relevant time.

The quarterly report is presented to POCL Service Management, via the Satisfaction Forum.

General publication to all post offices is expected to be a brief write-up, using the most appropriate method of publication, which is decided at the relevant time.

Concerns, suggestions or comments which require further action are recorded separately on the spreadsheet as a log for action. The FAD code, name of the post office, and details of the comments are noted, and any actions taken can be recorded. The record is kept open until a satisfactory conclusion is reached. The action can then be marked as closed. The Customer Satisfaction Manager maintains and manages the log.

The post offices are only contacted to follow up any feedback if they agreed at the

FUJ00058496
FUJ00058496

ICL Pathway **ICL Pathway Customer Service: Service** Ref: CS/MAN/004
Management Operations Manual Version: 1.0
Date: 24/08/98

interview to further contact and then, only when considered necessary by ICL Pathway.

5.3.9 Interviewer's summary guide

Preparation

If there are any outstanding questions or concerns regarding the visits or the procedure, contact the Customer Satisfaction Manager **before** contacting any post offices.

You should have received electronically the Phone Script (ref: MCVP 97/script.doc), Questionnaire (ref: MCVP 97/Quest&Report.doc), standard follow up letter (ref: MCVP 97/letter.doc) and MCVP Procedure document (ref: CS/PRO/033). A new questionnaire should be printed for each post office visit (always have a spare questionnaire in your Interviewer's Pack just in case).

You will have received an 'Interviewer's Pack'. This should contain:

- Phone Script
- Questionnaire
- Sample documents
- Interviewer's Summary Guide
- Post office list.

Arranging appointments

First check the Horizon System Helpdesk call history, which will be supplied by the Customer Satisfaction Manager on request. Contact only the post offices on your list. Arrange a time to visit using the phone script. Make sure you cover all the information on the phone script.

Get directions to the post office.

Feed back immediately all appointments made to Customer Satisfaction Manager, giving:

- FAD Code
- PO Name
- PO Contact
- Phone Number
- Date
- Time.

If any appointment details change, notify Customer Satisfaction Manager asap.

The interviews

Section 1 can be completed before the interviews, where possible. You must check this information with the interviewees before moving on to Section 2. Make sure your handwriting is always legible.

Just get any points of note regarding the implementation work, as it may have a bearing on how the interviewees respond to the questionnaire. If nothing out of the ordinary happened during implementation and the interviewees appear fine about it, just enter OK in Section 2.

Do not rush the questions. Make sure the interviewees understand each question

before giving an answer. Read out the four positive and negative options available as answers. Only volunteer the N/A option if you see no alternative.

The *small italic print in brackets* under some questions is for your information only, do not repeat it at the interview. Some reference the sample documents you have in your Interview Packs. These can be shown to help identify the documents referred to in the question.

Make sure you ask for any other comments after each question is answered, especially where negatives have been given.

When you get to Section 11 try to contain the responses to relevant issues, concerns and always ask if there are any good news stories the interviewees can share with us. Encourage discussion about their views. Use the additional notes section if needed.

Delete the 'willing/unwilling to be contacted again' statement as appropriate.

Thank the interviewee for their time, shake hands, and leave the premises.

Follow Up Letters

A standard letter should be completed. The middle section should be your summary of the interviewee's views, questions, concerns, etc, but not the responses to Sections 3 to 10 of the questionnaire.

Feedback Reports

Keep the completed questionnaires and reports confidential and secure. Return them to the Customer Satisfaction Manager as soon as possible.

Reprint the questionnaire and add it to the Interview Pack ready for your next Interview. If you are doing more than one a day make sure you take enough copies of the questionnaire with you.

5.4   Notification of changes to sites

The Service Management unit has the responsibility for keeping the POCL Service Management team aware of any changes to the sites used by key suppliers of service to POCL/DSS. Thus any change to the delivery sites used by GiroBank for the PCHL service, by De La Rue for card, PUN and temporary token production and despatch, by ICL Outsourcing for HSH and SMC services and for the operation of the central suite of servers is notified to the manager of the POCL Service Management team.

6   Horizon System Helpdesk

The Horizon System Helpdesk (HSH) provides Post Office Counters Ltd counter staff with a single point of contact for dealing with all problems relating to the Horizon IT equipment installed on the counter. Additionally it provides a single point of contact for technical interface queries from DSS (CAPS) staff via the ITSA Service Helpdesk. Any calls received that are inappropriate to this helpdesk are re-directed to the appropriate service point, if sufficient information is available.

The relationship of the Service Management business unit with the HSH is that of manager. The everyday running of the HSH is performed by ICL Outsourcing, but should the need arise where management decisions are necessary, Service Management should be consulted. For full details of the operation of the HSH, reference should be made to:

- For Release 1c: Release 1c Helpdesk Operations: Processes and Procedures (Ref. CS/PRO/0019).

- For NR2: NR2 Horizon System Helpdesk Processes and Procedures Description (Ref. CS/PRO/0048).

7

FUJ00058496
FUJ00058496

ICL Pathway **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

Payment Card Helpline

Girobank are the supplier of the Payment Card Helpline (PCHL) for ICL Pathway. This service provides a 24 hour, 365 days a year, bi-lingual (Welsh and English language) helpdesk facility for enquiries on matters relating to payment cards and temporary tokens. There are two different helpdesk facilities provided within the PCHL, the first being a Card Management Service (CMS) which deals with all enquiries regarding cards, Pick Up Notices (PUNs) and temporary tokens. The second facility is a Payment Authorisation Service (PAS) which deals with calls relating to the status of automated benefit payments.

The Card Management Service (CMS) Helpdesk provides a single point of contact for all enquiries relating to benefit payment cards, PUNs and temporary tokens. The majority of calls are from customers, although some are from Post Office Counters Ltd staff and DSS Office staff.

The Payment Authorisation Service (PAS) Helpdesk provides Post Office Counters Ltd staff and DSS Office staff with a single point of contact for dealing with all enquiries relating to the status of automated benefit payments. It does not deal with enquiries from the public, with the specific exception of a customer payment error call.

Call types are defined in the Call Enquiry Matrix as follows:

- For Release 1c: PAS/CMS Helpdesk Call Enquiry Matrix (Ref. CS/FSP/0003).

- For NR2: NR2 - PCHL Call Enquiry Matrix (Ref. CS/FSP/009).

The relationship of the Service Management business unit with the PCHL is that of manager. The everyday running of the PCHL is performed by Girobank, but should the need arise where management decisions are necessary, Service Management should be consulted. For full details of the operation of the PCHL, reference should be made to:

- For Release 1c: Release 1c Helpdesk Operations: Processes and Procedures (Ref. CS/PRO/0019).

- For NR2: Payment Card Helpline Processes and Procedures Description (Ref. CS/PRO/0047).

8

System Management Centre

The Systems Management Centre (SMC) is responsible for the overall management of the end-to-end Pathway solution. It has the following key objectives:

1. To monitor the system effectively, to ensure the effective running of the end-to-end operational workflow, through pro-active monitoring of system events and either directly, or through liaison with other suppliers, ensure appropriate action is taken on all events.

1. To ensure all calls, either voice or generated through above events are logged in a call logging system and managed through to resolution.

1. To monitor performance of all aspects of the end-to-end system and providing recommendations for the optimisation of performance.

1. To provide a software distribution function to all specified target systems as specified in Appendix 1 of the Pathway/ICL System Service Service Agreement SBOO1.

1. To control the hardware and software asset information.

For steady state, the SMC operates 24 hours per day 365 days per year and assumes the role of the Horizon System Helpdesk outside of the Horizon System Helpdesk normal hours of operation. (For release 1c, the service is provided 0800 to 2100 Monday to Saturday.)

The relationship of Service Management business unit with the System Management Centre (SMC) is that of manager. The everyday running of the SMC is performed by ICL Outsourcing, but should the need arise where management decisions are necessary, Service Management should be consulted. For full details of the operation of the SMC, reference should be made to SMC Operations Manual SM/OPS/001.

9

Cards, PUN and temporary tokens

The Service Management Unit has the responsibility of managing the production and distribution of benefit cards, PUNs and temporary tokens.
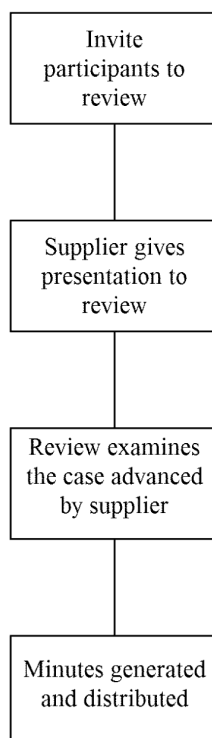
10

Operational Readiness Reviews

Prior to the implementation of new Horizon Releases, ICL Pathway must ensure that its service suppliers are ready to deliver their services for the new environment. A key element in this activity is to hold an Operational Readiness Review (ORR) with each relevant supplier.

The responsibility for organising ORRs lies with those Service Managers within ICL Pathway Customer Service who have supplier management responsibility.

ORRs are held whenever a major new Horizon Release is to be implemented. The review itself is held at a convenient time between the Monday of the final week of Model Office Rehearsal 2 and the Friday of the first week of Model Office Test.

The ORR provides the opportunity for suppliers to demonstrate to Pathway their readiness to deliver service for the forthcoming Horizon release.

The ORR procedure is illustrated in the following diagram and described in the text that follows.

```
┌─────────────────┐
│     Invite      │
│ participants to │
│     review      │
└─────────────────┘
         │
┌─────────────────┐
│  Supplier gives │
│ presentation to │
│     review      │
└─────────────────┘
         │
┌─────────────────┐
│ Review examines │
│ the case advanced│
│   by supplier   │
└─────────────────┘
         │
┌─────────────────┐
│ Minutes generated│
│ and distributed │
└─────────────────┘
```

The Service Manager invites the following people to the review:

- Pathway: MD - John Bennett.

  Finance Director - Tony Oppenheim.

  Customer Service Director - Stephen Muchow.

  Quality Manager - David Groom.

  Other Customer Service staff as appropriate.

- Supplier: The people invited will vary from supplier to supplier but should include management up to Director level.

The format of the review is a presentation by the supplier, with opportunities for ICL Pathway to examine the case put forward by the supplier.

The presentation should include the following topics:

1. Management organisation and responsibilities.

1. Service structure - what/how/when - should be primarily related to the forthcoming release but can look forward to subsequent releases. An overview of the services to be provided should be included.

1. Progress against the suppliers Project Management Plan.

1. Service delivery process:

   (a) Preparation -

   - Staffing.

   - Training.

   - Equipment, for example, telephony.

   - IT hardware/software.

   - Services.

   - Procedural documentation (including Quality Assurance Manual) - this documentation should be brought to the Review.

   - Escalation process.

   (b) Execution -

   - Performance/capacity.

   - Location(s).

   (c) Contingency -

   - Problem management.

   - Alerts/escalation management.

   - Recovery.

   (d) Service Levels -

   - Reporting.

   - Analysis.

   - Control mechanisms/problem management.

   - Performance measures.

   - MIS feed into Data Warehouse.

5. Experience of current service - lessons learned.

1. Compliance with security requirements, for example, staff vetting, IT infrastructure access, physical security.

1. Status on suppliers subcontractors.

1. Dependencies - on Pathway, on others.

1. Issues - focus on forthcoming release but look forward to succeeding release(s) and also cover any generic relationship issues.

1. Outstanding actions.

The supplier may optionally rehearse the presentation to the Pathway Service Manager in advance of the ORR.

The ORR is chaired by the Pathway Customer Service Director, or his nominee.

Minutes are taken by the relevant Pathway Service Manager and distributed to attendees.

11

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

Operational Service Reviews

The purpose of an Operational Service Review is to provide a regular opportunity for reviewing the service provided to ICL Pathway by each of its suppliers.

The review includes assessment against the contracted performance measures and consideration of financial remedies.

The responsibility for holding Operational Service Reviews lies with the Service Manager within ICL Pathway Customer Service who has supplier management responsibility for the relevant supplier.

Operational Service Reviews are held on a monthly basis. This is normally within two working days of ICL Pathway publishing Performance Reports and MIS Data. Typically, publication is on the eighth working day of the month.

Operational Service Reviews are part of a broader set of service performance review activities that take place each month.

Performance Reports and MIS Data, which are generated by the Information Systems and Process unit within ICL Pathway Customer Service, are initially reviewed within CS and then despatched to suppliers. Additionally, each quarter, ICL Pathway provide information about the level of any remedies applicable during the relevant service period.

Following Operational Service Reviews with suppliers, the Performance Reports and MIS data and, quarterly, remedies, are reviewed with ICL Pathway's sponsors.

The Operational Service Review procedure is illustrated in the following diagram and described in the text that follows.
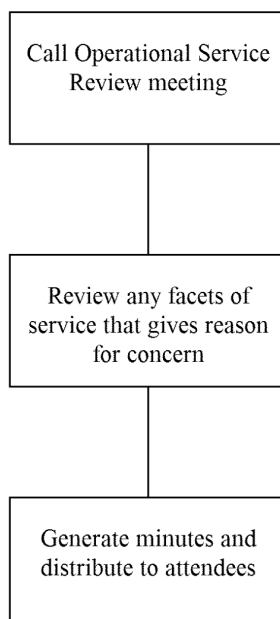
```
┌─────────────────────────┐
│  Call Operational Service│
│     Review meeting       │
└─────────────────────────┘
             │
             │
┌─────────────────────────┐
│   Review any facets of   │
│ service that gives reason│
│       for concern        │
└─────────────────────────┘
             │
             │
┌─────────────────────────┐
│   Generate minutes and   │
│   distribute to attendees│
└─────────────────────────┘
```

Call Operational Service Review meeting. Attendees are as follows:

- Pathway: Service Manager (every meeting).

    Customer Service Director (Quarterly meetings).

    Finance Director (Quarterly meetings).

    Customer Satisfaction Manager (as required).

- Supplier: Operational Service Managers (every meeting).

    Service Director (Quarterly meetings).

    Commercial Manager/Director (Quarterly meetings).

The Operational Service Review may address any facet of the service provided by the supplier, but primarily focuses upon the following agenda:

1. Review of Performance Reports and Management Information Statistics.
1. Quantitative and qualitative assessment of the services.
1. Review of significant outstanding problems and of plans to address them.
1. Review of inhibitors to service provision and/or quality of service.
1. Review of impending changes or enhancements to the service environment.
1. Development and monitoring of service cost/process improvement initiatives.
1. Consideration of Remedies (Quarterly intervals).

Minutes from the Review are produced by the ICL Pathway Service Manager and distributed to attendees.

12

Operational business change - outlets

ICL Pathway provides services to implement standard changes, as defined in the contractual change service matrix. Standard changes are those that can be identified and prepared for in advance, and that do not require software code changes. Many of these changes are supported by changes to reference data. Standard changes are either related to POCL Outlets, for example, relocating an office, or to the Products sold at POCL Outlets, for example, changing the price of stamps. Information relating to Operational Business Change - Products can be found in the Customer Service: Operations Unit Operations Manual (Ref. CS/MAN/003).

A Change Proposal/Request is raised to include the change service matrix as a contractual document, together with the mechanism for using these processes to by-pass the Change Request process for standard steady state changes.

The volume of change covered by the contract is declared in the Authorities Schedule A06 (Ref. BP/CON/022). Thereafter, all outlet changes are chargeable.

12.1 Change types

Outlet changes are categorised into the following types:

- **Delayed opening**

Closed for less than one day and Pathway are <u>not</u> informed.

Note: The postmaster MUST complete the End of Day procedures.

- **Emergency closure**

Minimal notice is given of closure and it can only be temporary arrangement.

The closure may last from less than one day, up to the point that an alternative Nominated Post Office is available or the office re-opens or permanently closes.

- **Simple re-opening**

It only applies following an emergency closure when no site visit or data change is needed before re-opening.

- **Standard closure**

All non-emergency closures. Notice is given. All permanent closures are standard.

- **Refurbishment (same counter configuration)**

Office closes, Pathway remove & relocate same equipment.

- **Open/relocation/ refurbishment (new counter configuration)**

Re-opening where site visit (including refurbishment) or data change required.

New opening.

Relocation: move equipment etc from one site to another, with same FAD code.

- **Office details**

Details about the office change and Pathway need notice to implement the change successfully (not FAD code).

- **Planned outlet reference data**

Data that supports changes to the information about the PO retail network.

FUJ00058496
FUJ00058496

ICL Pathway   **ICL Pathway Customer Service: Service**   Ref: CS/MAN/004
                  Management Operations Manual   Version: 1.0
                                                            Date: 24/08/98

- **Outlet data only**

Data that supports changes to the information about the PO retail network and does not impact Pathway, can be implemented with no manual intervention by Pathway.

12.2 Card and payment management

Emergency and standard closures, refurbishment and relocation all require processes for managing benefit cards and payments during outlet closures. The closure types are as follows.

12.2.1 Temporary closures:

1. Short term   Any duration when there is no alternative NPO notified to Pathway.

2. Medium Term   Requires 1 days notice & expected for a closure of at least 3 days.
   - no card re-issue

3. Medium Term   Requires 3 days notice & expected for a closure of 7 days or more.
   - with card re-issue

12.2.2 Permanent closures (require 2 weeks notice)

The result of a permanent closure is the permanent transfer of all beneficiaries from the closing office to the alternative one and the removal of all equipment from site. If a temporary closure lasts for a significant period of time, POCL may initiate permanent closure procedures, or a subset of those procedures, for example, transfer the beneficiaries and remove the counter terminal but do not remove the ISDN connection.

These timescales are not restrictive, the availability of other information, for example, alternative NPO is the defining factor. The times are indicative and POCL may select whichever closure type is appropriate and in line with their agreement with DSS. Pathway will implement the change as requested. (see CR/PRD/024 for further details of payment methods during office closure).

12.3 Change to the list of 1500 post offices

If POCL request a change to the list of non-Horizon-automated 1500 post offices authorised to make foreign encashments, they raise a Change Request which Pathway impact and cost. If accepted, Service Management manage the generation of a new spreadsheet which they pass on to CSRM for subsequent implementation by the SSC.

12.4

Top level processes - outlet

The table below gives the top level view of the processes for outlet change. The four elements of each change are as follows:
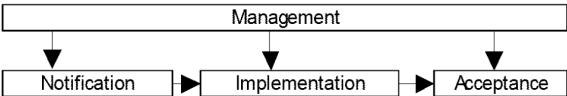
1. Management

1. Notification

1. Implementation

1. Acceptance.

The services that make up each element are given, for the different change types.

The last column gives the assumptions that have been made during the creation of these processes. Pathway can manage changes that do not meet these assumptions as exceptions to the process. They are managed by the OBC Service Manager as part of the service so-ordination task and may require different notice periods.

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

	Management			Assumptions:
	Notification → Implementation → Acceptance			(NB deviation from these assumptions will be managed through the Service Co-ordination activity)
Emergency Closures	Helpdesk call	Service co-ordination Card & Payment mgt Equipment change	Call closure	* CANs and Authenticated helpdesk calls remove the need for explicit purchase orders
& Simple Re-opening	Helpdesk call	Service co-ordination Card & Payment mgt	Call closure	* Pathway are not notified of closures lasting < 1 day
Standard Closures	Change Advice Form	Service co-ordination Card & Payment mgt Equipment change Infrastructure change Ref Data management	Sign off	* Pathway are told of closures and openings immediately, therefore, do not monitor closures * Estimates are based on offices having 2 counter positions
Refurbishment - no change in counter configuration	Change Advice Form	Service co-ordination Card & Payment mgt Infrastructure change Equipment change	Sign off	* All offices are closed during refurbishment * A day is 8hrs of a working day
Open/ Relocation /Refurbishment - for change in counter configuration	Change Advise Form	Service co-ordination Card & Payment mgt Infrastructure change Equipment change Ref Data management Training	Sign off	* POCL provide a compliant counter where possible - including provision of electical circuitry * Only Pathway equipment is moved - e.g. not scales, APPU or fixtures & fittings
Office details	Change Advise Form	Service co-ordination Ref Data management Details Change	Acceptance	* tba
Planned Outlet Reference Data	Change Advise Form	Service co-ordination Transfer data Change Control Error management	Acceptance Release to live	
Outlet Data only		Transfer data Change Control	Release to live	

12.5

Change Advice Note (CAN) details

The Change Advice Note from POCL to ICL Pathway that requests the implementation of change should contain the following information. If the information is not provided in the CAN, the assumptions made will be given in the CAN Response Form (ICL Pathway's acceptance of the request for change).

All	FAD
	Reason for change
	Contact name & numbers / addresses
	Due date & time of completion
	Automated office
	Authorised signature
Closures	Duration
	Payment instructions e.g. short term Suspend FE or medium term
	Alternative NPO & card re-order (medium term)
	Security of equipment / Equipment removal
	Confirmation of cards' status i.e. secured, destroyed, transferred
For all site visits	PO Name
	PO Address
	Outlet phone number
	Number of counters
	Date and Time of access to site
- opening only	New PO Name
	New PO Address
	New PO phone number
	Staff to be trained
	ISDN line install/move/removal
	Configuration changes
Data	Unique CAN Number (to be copied onto ref data file)
	Contact details for data queries
	Data start date

12.6

Release 1c

These processes supersede the release 1c processes for outlet change (Ref. CS/PRD/024).

However the following points must be noted:

1. There is no medium term temporary closure process for card & payment management at Release 1c.

1. Pathway can only install equipment for new openings or relocations if there is a compliant counter, at Release 1c.

1. Reference data is sent manually from POCL to Pathway at Release 1c, only for details about those offices involved in Release 1c, and is updated manually by Pathway.
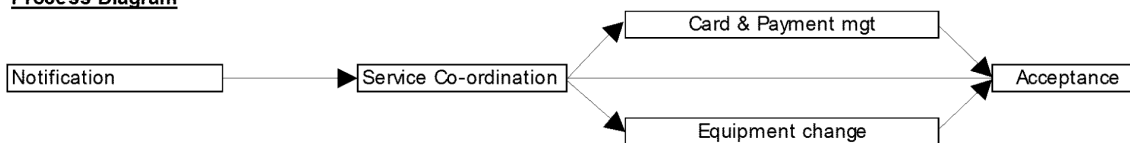
12.7

Second level processes - outlet

12.7.1 Emergency outlet closure & simple re-opening processes

Note: It is assumed that POCL do not amend Reference Data with details of emergency closures.

Emergency closure

Process Diagram

Process Step	Actors	Activities
Notification	POCL	Inform beneficiaries of actions to be taken
	POCL	Inform Alternative Post Office about closure & expected increase in business volumes
	POCL	Notifiy DSS of emergency closure
	DSS	Prepare regional offices for increase in workload
	POCL	RHL call HSH to inform Pathway of emergency closure & its duration
		(NB all other callers reporting closures are directed to the RHL)
	HSH	Carry out caller authentication [method tb a see PA/PRD/004]
Service co-ordination	HSH	Raise Powerhelp call, confirm POCL contacts & give RHL call reference number
	(HSH	If office is non-automated, notify Rollout of closure)
	RHL	Phone HSH weekly with status report, if duration of closure is not initially known
		(NB closure status may go from short term to medium term)
	RHL	If medium term, provide Alternative NPO and state whether cards should be re-ordered
	RHL	Confirm PM has secured benefit, PMMC cards & PIN at office until re-opening
	RHL	Confirm security of Horizon equipment with HSH, or request its removal
	RHL	Confirm access times if equipment removal required
	HSH	Arrange for engineer to visit site, if equipment is at risk
	HSH	Inform PCHL of short term/ medium term emergency closure & details
	HSH	Cancel other, pre-arranged visits to site, if necessary
	HSH	Notify SMC
	SMC	Disable counters [method tba]
	TBA	Manage notification of TPS, APS, MIS [method tba]
	HSH	Escalate, if necessary [see CS/PRD/021]
	HSH	Report number & type of incidents to CS OBC [method tba]
	CS OBC	Manage commercial aspects of closures
Card & Payment Mgt		
(short term)	PCHL	Suspend Foreign Encashment count
(medium term)	PCHL	Re-direct payments to Alternative NPO & re-order cards if requested (not RPOIs)
		(if a card re-order has been requested, the unissued cards in the original NPO will be stopped by PCHL)
(both)	POCL	PM/RNM secure un-issued benefit cards until office re-opens
	RML	Secure undelivered cards until collected, or return to PCHL after 14 days
	PCHL	If cards are returned by RML, [JW to confirm action]
	HSH/PCHL	Direct all office opening queries to POCL Helpline
	HSH/PCHL	Direct all customer payment queries to DSS (e.g. for RPOIs)

Equipment change		
(if equipment is at risk)	POCL	PM/ RNM complete system shutdown [method tba] & secure PMMC card & PIN
	UKSS	Following system shutdown: remove Pathway equipment
	UKSS	Obtain PM sign off on engineer site visit form
	UKSS	Conduct basic check/clean & secure equipment for re-installation
	UKSS	Manage inventory changes of Pathway equipment
	UKSS	Notify HSH that the job is complete

Acceptance	HSH	Confirm all actions complete & close call

(NB If this closure becomes permanent, POCL will invoke the Standard Closure Process)

Simple re-opening

(NB this can only follow an emergency closure and if no site visit is required)

Notification	POCL	Inform beneficiaries of re-opening
	POCL	Inform Alternative NPO of re-opening
	POCL	Inform DSS temporarily closed office has re-opened
	POCL	RHL call HSH, provide HSH call ref number & request re-opening activities
	HSH	Carry out caller authentication [method tbx a see PA/PRD/004]

Service co-ordination	(HSH	If office is non-automated, raise call & notify Rollout)
	HSH	Otherwise, confirm no site visit is required (else, invoke Standard Opening Process) & raise call
	HSH	Inform PCHL of re-opening
	HSH	Notify SMC
	SMC	Run s/w catch up and prepare system for use & confirm with HSH
	TBA	Manage notification of TPS, APS, MIS [method tba]
	HSH	Escalate, if necessary [see CS/PRD/021]
	HSH	Report number & type of incidents [method tba]

Card & Payment Mgt		
(short term)	PCHL	Unsuspend FE count (there is one-day's grace for beneficiaries who do not know the office has re-opened)
(medium term)	PCHL	Re-direct payments back to original NPO and re-order cards if required
		(if a card re-order has been requested, the unissued cards in the Alternative NPO will be stopped by PCHL)
	POCL	PM/RNM collect undelivered benefit cards (if less than 14 days) for issue as normal
	POCL	Direct all customer payment queries to DSS
	DSS	Call PCHL to issue new cards when required

Acceptance	HSH	Confirm all activities are complete & close call

12.7.2 Standard outlet closure process

Standard closure
(includes permanent closure)

Process Diagram
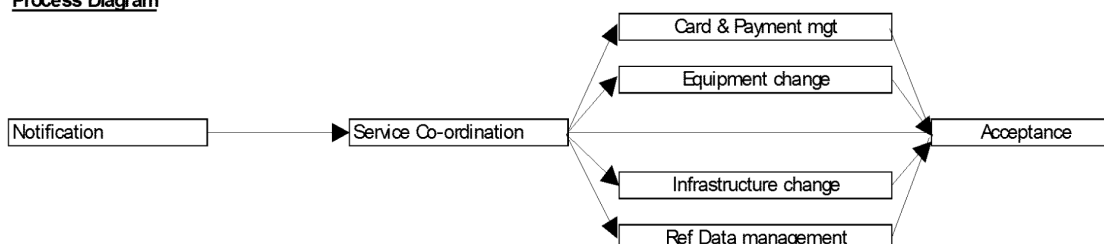
Process Step	Actor	Activities
Notification	PCCL	Inform beneficiaries of actions to be taken
	PCCL	Inform Alternative Post Office about closure & expected increase in business volumes
	PCCL	Inform DSS of temporary closures
	DSS	Prepare regional offices for increase in workload
	PCCL	PCCL Authoriser sends Pathway a Change Advice Note (CAN)
	CS CBC	Impact change & send CAN Response form detailing Pathway services & assumptions
Service co-ordination	CS CBC	Schedule changes
	CS CBC	Ensure all parties are aware of closure [method tba] (PCHL, HSH, UKSS, SMC, SSC, ICL Outsourcing Networks, ICL Outsourcing N.I., CSRD and Rollout)
	PCCL	RHL to contact HSH if agreed time of visit to be changed [tba]
	CS CBC	Manage delivery of change, including variations to standard services
	TBA	Manage notification of APS [method tba]
	CS CBC	Escalate, if necessary [see CS/PRD/021]]
	CS CBC	Report number & type of changes for invoicing [method tba]
	CS CBC	Manage update of Dispatch One, Auto config tool, 'Live Notification Report' & Active Outlets Table

Card & Payment Mgt

(temporary closure):
- (short term)	PCHL	Suspend Foreign Encashment count
- (medium term)	PCHL	Re-direct payments to Alternative NPO & re-order cards if requested
		(if a card re-order has been requested, the unissued cards in the original NPO will be stopped by PCHL)
- (both)	PCCL	PM/RNM secure un-issued benefit cards until office re-opens
	RML	Secure undelivered cards until collected, or return to PCHL after 14 days
	PCHL	If cards are returned by RML, [JW to confirm action]
	HSH/PCHL	Direct all office opening queries to PCCL Helpline
	HSH/PCHL	Direct all customer payment queries to DSS

(permanent / long term closures *)
* requires 2 weeks notice
		(NB may have started as temporary closure)
	PCCL	Send closure & alternative office details to DSS CAPS
	DSS	Update payment records & send to PAS/CMS
	PAS/CMS	Update beneficiary records & to order new cards & payments for Alt NPO
	PAS/CMS	Update PCHL & DLR
	PCCL	PM/RNM destroy old benefit cards from permanently closed office

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

cont/…

Equipment change (site visit required)		
	POCL	PM/RNM to complete system shutdown [method tba]
	HSH	Schedule engineer to site, if permanent closure or kit at risk during temp closure
	UKSS	Remove Pathway equipment, once shutdown is complete (i.e. not scales/APPU etc)
	UKSS	Manage inventory changes of Pathway equipement
- (temp closure only)	POCL	PM/RNM secure PMMC card & PIN
	UKSS	Conduct basic clean/check & secure equipment waiting for re-installation
	SMC	Disable counters [method tba]
- (permanent only)	UKSS (tba)	Retain PMMC cards, or instruct postmaster to send them to Pathway FREEPOST address
	UKSS	Remove re-useable LAN components
	UKSS	Return equipment for rework/refurbishment [method tba]
	ICL Outsourc-ing Networks	Manage cessation of ISDN
	CS CBC	Manage system and data purging [method tba]
- (both)	UKSS	Obtain PM/RNM sign off on engineer site visit form
	UKSS	Notify HSH when job is complete, to close call
	HSH	Escalate, if necessary [see ref 9]
Infrastructure Change	POCL/Owner	Manage removal of Pathway electric circuitry & other fittings (permanent closure only)

Ref Data Management*

* for futher details see ref data change processes

(temp & perm closures)	POCL	RDP send closure details to Pathway, via POCL Authoriser (with CAN Number)
	CS RDRM	Raise Ref Data Release Note
	CS RDT	Manage update of data in RDMC & feeds to MIS & counters
	CS RDRM	Escalate, as necessary [see ref 9]
(permanent only)	POCL	RDP send closure data to DSS CAPS
	DSS	Send closure details to Pathway to update PAS/CMS
Acceptance	CS CBC	Confirms POCL have signed off engineer's site visit form
	CS RDRM	Ref Data Release Manager signs off Ref Data Release Note
	CS CBC	Manages submission of 'invoice' for call-off against blanket purchase order (method tba)

12.7.3 Outlet refurbishment process (same counter configuration)

Refurbishment

(no change in counter configuration - assumes office closure)

Process Diagram

Process Step	Actor	Activities
Notification	POCL	Inform beneficiaries of actions to be taken
	POCL	Inform Alternative Post Office of closure/ re-opening during refurbishments & relocations
	POCL	Inform DSS of closure/ re-opening during refurbishments & relocations
	DSS	Prepare regional offices for temporary increase in workload
	POCL	POCL Authoriser sends Pathway CS a Change Advice Note
	CS CBC	Impact change & send CAN Response form detailing Pathway services & assumptions
Service co-ordination	CS CBC	Schedule Changes
	CS CBC	Ensure all parties are aware of closure (method tba) (PCHL, HSH, UKSS, WTL, SSC, ICL Outsourcing Networks, ICL Outsourcing N.I., CSRD and Rollout)
	POCL	RHL to contact HSH if agreed time of visit to be changed (tba)
	CS CBC	Manage delivery of change, including variations to standard services
	SMC	Disable counters during temporary closure (method tba)
	TBA	Manage notification of TPS, APS, MIS (method tba)
	CS CBC	Escalate, if necessary (see CS/PRD/021)
	CS CBC	Report number & type of changes for invoicing (method tba)

Card & Payment Mgt

Temporary closure

- (short term)	PCHL	Suspend Foreign Encashment count
- (medium term)	PCHL	Re-direct payments to Alternative NPO & re-order cards if requested
		(if a card re-order has been requested, the unissued cards in the original NPO will be stopped by PCHL)
- (both)	PM/RNM	PM/RNM secure un-issued benefit cards until office re-opens
	RML	Secure undelivered cards until collected, or return to PCHL after 14 days
	PCHL	If cards are returned by RML, [JW to confirm action]
	HSH/PCHL	Direct all office opening queries to POCL Helpline
	HSH/PCHL	Direct all customer payment queries to DSS

Re-opening

- (short term)	PCHL	Unsuspend FE count (there is one-day's grace for beneficiaries who do not know the office has re-opened)
- (medium term)	PCHL	Re-direct payments back to original NPO and re-order cards if required
		(if a card re-order has been requested, the unissued cards in the Alternative NPO will be stopped by PCHL)
- (both)	PM/RNM	PM/RNM collect undelivered benefit cards (if less than 14 days) for issue as normal
	POCL	Direct all customer payment queries to DSS
	DSS	Call PCHL to issue new cards when required

<div align="right">cont/…</div>

ICL Pathway   **ICL Pathway Customer Service: Service   Ref: CS/MAN/004
Management Operations Manual**   Version: 1.0
Date: 24/08/98

cont/…

Infrastructure Change	POCL	Provide compliant counter
	Refurbisher	Conduct survey & provide basic modifications for compliant counter
	CS OBC	If non-compliant counter, manage re-survey and quote [CP required]
	Refurbisher	Maintain site survey plans [method tba]

| Equipment change | | |

(closure)	HSH	Raise call & schedule engineer to site
	POCL	PM/RNM to complete system shutdown [method tba] & secure PMMC card & PIN
	UKSS	Once shutdown complete, remove Pathway equipment, including LAN components if required
	UKSS	Conduct basic check/clean & secure equipment waiting for re-installation
	ICL Outsourc-ing Networks	Manage changes to ISDN, as required
	UKSS	Manage Pathway inventory changes, as required

(opening)	POCL	Confirm site is ready for re-installation (method tba)
	UKSS	Install equipment & LAN components
	UKSS	Request (via HSH) SMC to prepare counter software
	SMC	Run urgent s/w catch up and prepare system for use
	SMC	Confirm system is ready for use
	POCL	Swipe PMMC card with PIN, under engineer instruction
	UKSS	Test re-installation
	UKSS	Obtain PM/RNM sign off on engineer site visit form & inform HSH install complete
	HSH	Inform PCHL of re-opening
	HSH	Escalate, as necessary [see CS/PRD/021]
	HSH	Confirm all opening actions are complete & close call
	SMC	Run non-urgent s/w catch up

| Acceptance | HSH | Confirm POCL have signed off engineer's site visit form to CS OBC [method tba] |
| | CS OBC | Manages submission of 'invoice' for call-off against blanket purchase order [method tba] |

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**
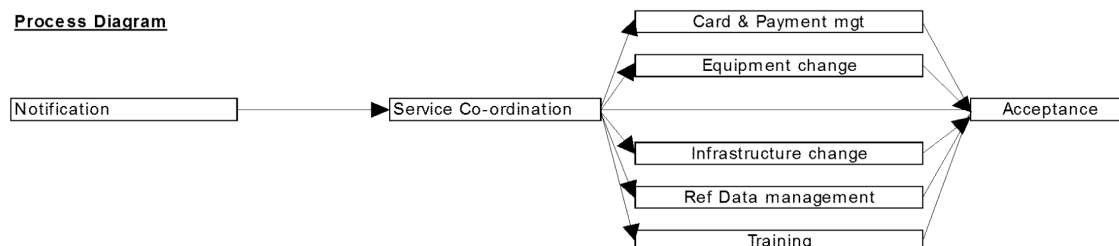
Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

12.7.4 Outlet open / relocation / refurbishment processes

Open/Relocation*/Refurbishment^

* (if FAD code changes, relocation is standard closure & new opening)
^ (when refurbishment requires change in counter configuration - assumes office closes)

Process Diagram

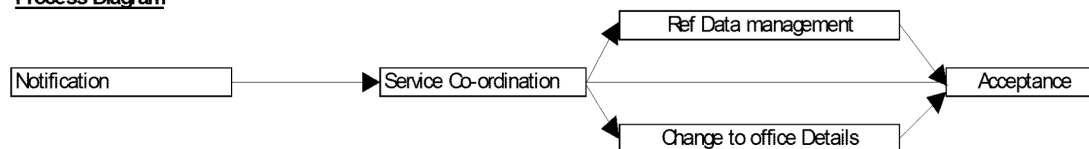| Process Step	Actor	Activities
Notification	POCL	Inform beneficiaries of actions to be taken during closure/ re-opening
	POCL	Inform Alternative Post Office of closure/ re-opening during refurbishments
	POCL	Inform DSS of closure/ re-opening during refurbishments
	DSS	Notify regional offices of temporary increase in workload during closures
	POCL	POCL Authoriser sends Pathway CS a Change Advice Note
	CS OBC	Impact change & send CAN Response form detailing Pathway services & assumptions
Service co-ordination	CS OBC	Schedule Changes
	CS OBC	Ensure all parties are aware of closure & co-ordinate tasks [method tba] (PCHL, HSH, UKSS, WTL, SMC, SSC, ICL Outsourcing Networks, ICL Outsourcing N.I., CSRD and Rollout)
	POCL	RHL to contact HSH if agreed time of visit to be changes [tba]
	CS OBC	Manage delivery of change, including variations to standard services
	CS OBC	Co-ordinate card & payment and ref data management tasks with the physical opening (if office not ready to open on expected date, temporary closure card & payment processes should be initiated)
	CS OBC	Identify whether Relocation moves outlet from 'Local' to 'Remote' categorisation
	TBA	If change of category, amend look-up table in MIS system.
	TBA	Manage notification of TPS [method tba]
	CS OBC	Escalate, if necessary [see CS/PRD/021]
	CS OBC	Report number & type of changes for invoicing [method tba]
	TBA	Confirm ISDN availability at new site
	CS OBC	Manage update of Dispatch One, Auto config tool, 'Live Notification Report' & Active Outlets Table
Card & Payment Mgt		
Relocation	POCL	PM/RNM securely transfer benefit cards to new office (If neither the old nor the new office is open during relocation, temporary closure is initiated - see refurbishment)
Closure during refurbishment		
- (short term)	PCHL	Suspend Foreign Encashment count
- (medium term)	PCHL	Re-direct payments to Alternative NPO & re-order cards if requested (if a card re-order has been requested, the unissued cards in the original NPO will be stopped by PCHL)
- (both)	POCL	PM/RNM secure un-issued benefit cards until office re-opens
	RML	Secure undelivered cards until collected, or return to PCHL after 14 days
	PCHL	If cards are returned by RML, [JW to confirm action]
	HSH/PCHL	Direct all office opening queries to POCL Helpline
	HSH/PCHL	Direct all customer payment queries to DSS
Re-opening after closure for refurbishment		
- (short term)	PCHL	Unsuspend FE count (there is one-day's grace for beneficiaries who do not know the office has re-opened)
- (medium term)	PCHL	Re-direct payments back to original NPO and re-order cards if required (if a card re-order has been requested, the unissued cards in the Alternative NPO will be stopped by PCHL)
- (both)	POCL	PM/RNM collect undelivered benefit cards (if less than 14 days) for issue as normal
	POCL	Direct all customer payment queries to DSS
	DSS	Call PCHL to issue new cards when required
New opening	POCL	Send new office details to DSS CAPS
	DSS	Update records & send to PAS/CMS
	PAS/CMS	Change record to show office as open. Awaiting payments from DSS
	Beneficiary	May request to change NPO to new office

ICL Pathway   **ICL Pathway Customer Service: Service Management Operations Manual**

Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

Infrastructure Change	PCCL	Provide compliant counter
	Refurbisher	Conduct survey & provide basic modifications for installation, if compliant counter
	CS CBC	If non-compliant counter, manage re-survey & quotation [requires a CP]
	Refurbisher	Configuration/network design
	Refurbisher	Capacity management
	Refurbisher	Installation planning
	Refurbisher	Management & co-ordination
	Refurbisher	Maintain site survey plans [method tba]
Equipment change	HSH	Raise call & schedule engineer to site
	UKSS	Manage inventory changes of Pathway equipment
Refurb/ Relocat (closure)	PCCL	PM/RNM to complete system shutdown [method tba]
	UKSS	Once shutdown complete, remove Pathway equipment, including LAN as required
	UKSS	Conduct basic check/clean & secure equipment waiting for re-installation
Refurb (temp closure)	PCCL	PM/RNM secure PMMC card & PIN
Relocat - old office	PCCL	PM/RNM securely transfer PMMC & Pin to new site
(perm closure)	UKSS	Remove re-useable LAN components
	CFM Networks	Manage cessation of ISDN
	CS CBC	Manage system and data purging [method tba]
Refurb & Relocat - new	PCCL	Confirm site is ready for re-installation (method tba)
office (opening) &	ICL Outsourc-	
New Openings	ing Networks	Manage installation/ move of ISDN
	UKSS	Order & receive new equipment, if required
	UKSS	Install equipment & LAN components
	UKSS	Request (via HSH) SMC to prepare counter software
	SMC	Run urgent s/w catch up and prepare system for use
	SMC	Confirm system is ready for use
	PCCL	Swipe PMMC card with PIN, under engineer instruction
	UKSS	Test re-installation
	UKSS	Obtain PMRNM sign off on engineer site visit form
	UKSS	Notify HSH when job is complete
	HSH	Escalate, if necessary [see ref 9]
	SMC	Run non-urgent s/w catch up
Ref Data Management*		* for futher details see ref data change processes
Refurb (temp closure)	PCCL	RDP send closure details to Pathway, via PCCL Authoriser (with CAN Number)
& New openings	CS RDRM	Raise Ref Data Release Note
	CS RDT	Manage update of data in RDMC & feeds to MIS & counters
New opening only	PCCL	RDP send new details to DSS CAPS
	DSS	Send new details to Pathway to update PAS/CMS
Training	PCCL	Provide (or transfer between offices) counter operations manuals and training guides
New opening	PCCL	Complete postmaster training in time for installation, if required
	PCCL	Confirm postmaster training to Pathway [method tba]
	HSH	Mark office as using new staff, for information
Acceptance	CS CBC	Confirms PCCL have signed off engineer's site visit form
	CS RD	Ref Data Release Manager signs off Ref Data Release Note
	CS CBC	Manages submission of 'invoice' for call-off against blanket purchase order [method tba]

12.7.5

Office details change

Details of Postcode (no relocation) / Telephone numbers / Opening times changes

Process Diagram

Process Step	Actor	Activities
Notification	POCL	POCL Authoriser sends Pathway CS a Change Advice Note
	CS OBC	Impact change & send CAN Response form detailing Pathway services & assumptions
Service co-ordination	CS OBC	Manage delivery of change, including variations to standard services
	CS OBC	Escalate, if necessary [see CS/PRD/021]
	CS OBC	Report number & type of changes [method tba]
Change to Office Details		
Postcode	TBA	Identify if change affects contract
	TBA	If yes, update MIS look-up table for local / remote identifiers
	TBA	And update contractual documentation
Opening times	TBA	Update Dispatch One
Telephone number	TBA	Update PAS/CMS for PCHL
Ref Data Management*	* for further details see ref data change processes	
	POCL	RDP send details to Pathway, via POCL Authoriser (with CAN Number)
	CS RD	Raise Ref Data Release Note
	CS RD	Manage update of data in RDMC & feeds
Acceptance	CS RD	Ref Data Release Manager signs off Ref Data Release Note

12.7.6

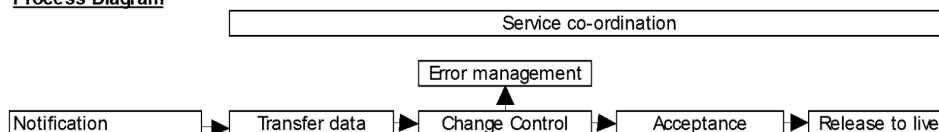**ICL Pathway**   **ICL Pathway Customer Service: Service Management Operations Manual**   Ref: CS/MAN/004
Version: 1.0
Date: 24/08/98

Planned outlet reference data change

Planned Outlet Reference Data Change

- This process supports other outlet change processes that require amendments to reference data

Process Diagram

Service co-ordination

Error management

Notification	→	Transfer data	→	Change Control	→	Acceptance	→	Release to live

Process Step	Actors	Activities
Notification	POCL Authoriser	Submit CAN to CS OBC (with unique CAN No., contact details, & start dates)
	(see outlet process for details of other activities)	
Service co-ordination	CS OBC	Notify CS RDT of requirement for ref data change
	CS RDT	Notify CS RDRM of requirement for ref data change
	CS RDRM	Raise Ref Data Release Note with all CAN details
	CS RDRM / RMF	Schedule activities
	CS RDRM	Monitor activities against schedule, start date of data & escalate as necessary [see ref 9]
Transfer data	POCL RD	Send Type A data over AIS
	RDMC	Load Type A data & return format errors over AIS to POCL RD [incident]
	POCL RD	Resolve Pathway & TIP errors, send correction file & inform Authoriser
	POCL Authoriser	Confirm to CS RDT all data has been successfully sent to Pathway & TIP
	RDMC	Archive all input files & transform data
Change Control	CS RDT	Create "System Label" from CAN, with unique CAN Number
	CS RDT	Identify all files required for each CAN change
	CS RDT	Check all files & raise queries with POCL Authoriser [Incident] - [requirements tba]
	CS RDT	Associate data and error files to correct "System Label"
		& sign off Ref Data Release Note that data is ready for release
Error management	POCL	Resolve error & submit correction file with new CAN & Number to CS RDT
	CS RDT	Associate correction file with "System Label" for original CAN Number
Acceptance	CS RDRM	Release successful changes for POCL Authoriser to review, if required [requirements tba]
	CS RDT	Either notify POCL Authoriser change is available for review, or certify success to them [method tba]
	POCL Authoriser	Receive notification or certification from CS RDT
	POCL Authoriser	Review change, if required [requirements tba]
	POCL Authoriser	Sign off change & confirm to CS RDT
	POCL Authoriser	Reject change & report errors to CS RDT [incident]
	CS RDT	Sign Ref Data Rel Note to confirm POCL acceptance of change
	CS RDT	Raise PinICL for errors [incident]
Release to live	CS RDRM	Confirm change is complete & free from error & sign off Ref Data Release Note
	CS RDRM	Inform CS OBC & wait for confirmation to release
	CS RDRM	Release change to live counters, MIS, other
	TBA	Non- delivery reports [method tba if possible] - [incident]
	CS RDRM	Inform Support of release [tba]
	SMC	Monitor calls for problems with release [incident]
		(problems may arise from counter staff, MIS reports, POCL TP, Accounting, other)
	POCL PM	Report address errors to RHL [incident] - [method of resolution tba]

12.7.7

Outlet data only change

Outlet Data Only change

- The use of this process has not been agreed in principle, but would support changes to POCL organisational information that required no Pathway intervention, other than to process the data

Process Diagram

| Transfer data | ▶ Change Control | ▶ Release to live |

Process Step	Actors	Activities
Transfer data	POCL RD	Send Type A data over AIS
	RDMC	Load Type A data & return format errors over AIS to POCL RD [incident]
	POCL RD	Resolve Pathway & TIP errors, send correction file
	RDMC	Archive all input files & transform data
Change Control	CS RDT/ software	Check all files & raise queries with POCL RD [Incident] - [requirements tba]
	CS RDT	Notify CS RDRM of change
Release to live	CS RDRM	Release change to live counters, MIS, other
	CS RDRM	Record release & notify CS CBC [method tba]
	CS RDRM	Notify support
	TBA	Non- delivery reports [method tba if possible] - [incident]

12.8 Release data delivery - interim process

Until the reference data for NR2 is baselined, the RDT use an interim process to obtain data drops as follows:

1. Receive notification from POCL of a new delivery on the Gateway.
1. Copy the file from POCL to Pathway.
1. Unzip the file.
1. Load the file to RDMC (Live Pilot only).
1. File and notify the relevant people that the file is available.
1. Copy the Loader Report Files back to POCL.

For full work instructions see Reference Data Delivery - Interim Loading Process (CS/PRO/057).