

## Document control (hidden slide)



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## Abbreviations & Glossary (hidden slide)

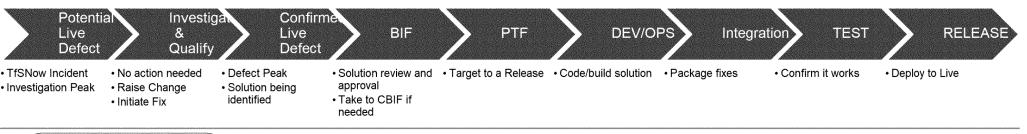


- Live Defect is a logged Incident that is present on the Live system that is, or appears to be, inconsistent with the agreed design or service specification
- HDR Defect Live Defects that affect, or have the potential to affect, branch operations (financial, experience, or end customer)
- Horizon Defect Review (HDR) a weekly meeting with POL to review HDR Defects. POL need to know the HDR Defects and their status. They share this with postmasters. This is a very important meeting that sees Fujitsu and POL aligned on the HDR Defects
- Investigation Peak is an Incident that is being investigated where the cause and required action are not yet confirmed. A linked TfSNow Incident may well exist and MUST exist if POL need to be aware. The Peak Call Type should be "L" if this is a Live Defect
- Defect Peak is a Peak that is not linked to a TfSNow Incident and that describes the confirmed Live Defect that will be progressed through the SDLC (BIF, PTF, Dev, Test, Release) to live deployment
- Investigation Incident (TfSNow) is an Incident that is being investigated where the cause and required action are not yet confirmed. The Incident MUST be bonded if POL need to be aware
- Defect Incident (TfSNow) is a TfSNow Incident that describes the confirmed Live Defect that will be progressed by a Resolver Group that does not use Peak (e.g. Networks, Security, Unix)
- Potential Live Defect (Peak) is a Live Defect that we are still looking into. There will likely be an investigation Peak open and probably a TfSNow Investigation Incident too. The Peak Call Type should be "L"
- Confirmed Live Defect (Peak) is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A defect Peak will exist with Call Type "#"
- Potential Live Defect (TfSNow) is a Live Defect that we are still looking into that is logged as a TfSNow Investigation Incident. The State will be "Acknowledged, Work in Progress, or Researching"
- Confirmed Live Defect (TfSNow) is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A TfSNow Defect Incident will exist with the State field set to "Fix in Progress"
- OTI is the interface between Peak and TfSNow that allows Incidents to be transferred between the systems and updates to Incidents to replicate
- **KBA** Knowledge Base Article. The term KEL is no longer to be used

#### LDMoaP



- We work at pace to investigate and reach a confirmed outcome. Assigned Team owners to oversee. Some Assigned Teams do not have a clear owner
- Live service trumps Project work for investigation and qualification we land that message and we factor capacity accordingly. Teams escalate to management if there is conflict
- We always seek to identify a workaround and we update the Peak Workaround reference to say Yes/No
- We always look at rapid deployment options for HDR-\*, Priority A/B (with implications & dependencies clearly stated). This MUST be considered at BIF and PTF
- Everything gets targeted to a numbered release fast even if the release has no date
- We need maintenance windows and then we gear up to push through everything we can. And if we need more we ask POL. And if they say no, then the delay is on them.
- If all releases are numbered and sequenced then we can propose dates and ask for more slots from POL. If RM don't have a date then they need to go to whatever POL or POA forum is applicable to get one
- We need a cadence of maintenance windows that are sensible and relevant to the rig availability and current resource availability. POL need to acknowledge that we need regular maintenance windows irrespective of projects hogging rigs. If we are delaying fixes because of resources, rig availability or anything else then this has to be escalated so POL can decide to accept or commission changes
- We need to revisit the option for maintenance releases to go to LST only for pace
- HNG-A removed counter maintenance releases so CBA fixes sit waiting to match a functional release date
- LST implications for sequencing of testing releases need thought
- State the Assigned Teams and state and owner and let them change it if it is incorrect



## Background



- POA has operated a Live Defect Management and Incident Management process throughout the whole term of the contract
- This slide deck takes all of the previous methods and augments them with some new fields and field values that support an improved end to end process for Incidents and Defects
- The new processes also align to the agreed 2021 definitions of a Live Defect and a branch impacting defect which have been defined with POL
- The effective management of Incidents and Defects requires the consistent use of systems by all specialist support staff and also, regrettably, relies on many manual processes
- The information in this slide deck is meant as a quick guide for all specialist support staff (MAC, 3LS, 4LS & Architects) using either Peak or TfSNow
- Specific communications have been held at team level and a Live Defect Management guide document will shortly be released to Dimensions as a fuller description

## It all starts with an Incident being logged



- An Incident is defined in the HNG-X contract as "any perceived abnormal or undesirable occurrence relating to the Services"
- Incidents for the Live environment that POL need to be aware of must be logged in the Fujitsu service management toolsets, TfSNow, and bonded so it is visible in the POL service management toolset, ServiceNow
- Incidents can relate to many aspects of the HNG-X solution but if they relate to the Live system then they have the potential to be Live Defects
- This may not be apparent at the outset so the situation will need to be under constant review
- If at any point the Incident is deemed to be a Live Defect, then the following slides become relevant

#### What is a Live Defect?



- Live Defect
  - Is present on a LIVE system
  - Is within Fujitsu's scope of obligations
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - Is, therefore, a fault that may need fixing
- There may be a workaround, but the underlying issue still meets the criteria above

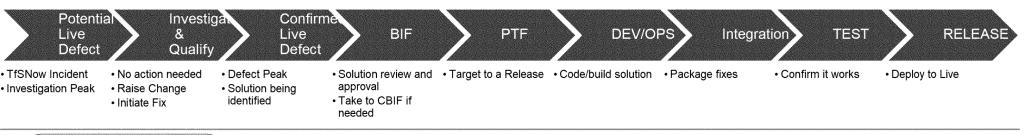
To ensure that Live Defects are easily identifiable, support staff should do the following:

**TfSNow** – add the LiveAffectingDefect CI **Peak** – add the ##LiveAffectingDefect Collection

## Live Defect progression...



- A Live Defect will start out as a Potential Live Defect until sufficient investigation has taken place
- Assuming that there is a fault, this will progress to be a Confirmed Live Defect (if it is not a fault then the Live Defect will be closed)
- A Confirmed Live Defect will need to go through the POA processes before the fix is eventually deployed to Live
- The flow below shows the progression path for a Live Defect



#### What is a HDR Defect?



- Live Defects that affect, or have the potential to affect, branch operations are known as HDR Defects
- HDR Defects can only apply to the Live system and are a specific classification of a Live Defect
- HDR Defects are shared with POL and progress on them is reported weekly
- HDR Defects are the highest priority of Live Defect and are communicated to postmasters by POL as part of its new ways of working
- Progress on HDR Defects is highly visible

### How do you identify a HDR Defect?



- The Horizon Defects Review (HDR) scope will be those Live Defects that also have at least 1 of the following attributes (HDR Defects):
  - Affects, or has the potential to affect, <u>branch financial outcomes</u> (add the "HDR-Fin" Collection)
  - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
  - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)
- There may be a workaround, but the underlying issue still meets the criteria above
- The HDR Defect may be under investigation and is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential HDR Defect)

To ensure that HDR Defects are easily identifiable, support staff should do the following:

**TfSNow** – add the relevant HDR-\* Cl **Peak** – add the relevant HDR-\* Collection

## **HDR Live Defect Tracking & Reporting**



■ HDR – tracks the whole lifecycle of HDR Defects





<sup>•</sup> Raise Change Investigation Peak

Initiate Fix

<sup>·</sup> Solution being identified

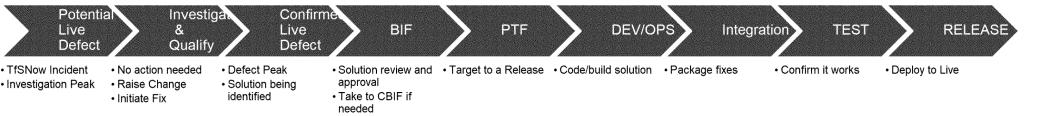
approval

<sup>·</sup> Take to CBIF if needed

#### What about non-HDR Defects



- All Live Defects will follow the lifecycle shown
- If they are non-HDR Defects then these will not be reported to POL but will be reported on and managed by Fujitsu



## Understanding the status of a Live Defect



- To be able to effectively track and report on Live Defects, numerous fields must be completed and maintained
- This will vary depending on whether the Live Defect is being managed through TfSNow or Peak

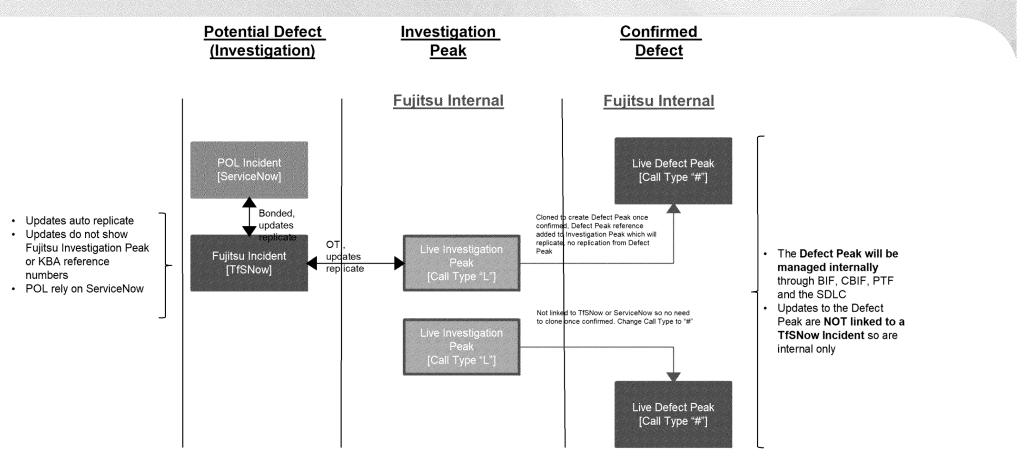
#### **TfSNow**



- We do not reference KBAs, Peaks or internal content in TfSNow bonded Incidents. The TfSNow Incident must contain all relevant content and be a comprehensive self-contained reference to the status of an Incident. The only Peak reference that should be added is for defect Peaks (if applicable)
- The Summary field needs to be well worded and understandable by most readers as it will be used in reports for management and POL and will affect the description fed to POL and into our own Peak system
- We should not using separate emails to share progress that is not embedded into the Incident updates
- Less qualified individuals may read Incident content so it must be well worded and should use language that is understandable to most readers
- Anyone should be able to quickly determine the current status and the next action on an Incident so as to be in no doubt that the Incident is under full control. The most effective way to do this is to make updates in "Additional comments (Customer visible)" that convey this message and avoid updates that lack context
- Category/Sub-category must not be changed on bonded Incidents or it will break the replication link
- We should use the relevant open and close categories when handling Incidents applying additional caution with bonded Incidents to use the mutually agreed settings
- The LiveAffectingDefect CI is needed for Live Defects
- The HDR\* Cls are needed for special category Incidents and this will be set by Fujitsu management and will trigger a new Fujitsu MAC alerting process
- The State field is important as it is now used to report status
- When an Incident is placed into Suspend as no further Fujitsu action is applicable then the text of "Please be aware that the incident will automatically be closed after 10 days if no response is received from you." Is to be added. After 10 days, these Incidents should be closed

#### Incident - Peak - Defect





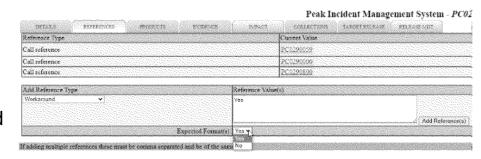
#### Peak



#### New fields in Peak

- POL Problem reference using the prefix "POLPRB-" so it is obvious and also searchable. Most likely only required when the Peak is declared to be a HDR Defect (see screenshot showing location of Reference fields)
- Fujitsu Problem reference using the prefix "FJPRB-" so it is obvious and also searchable. Most likely to be updated by the Fujitsu Problem Manager to ensure the link is clear (see screenshot showing location of Reference fields)
- Workaround to state "Yes/No" state if an accepted workaround has been implemented. If the field is blank or contains "No" then no workaround has been identified (see screenshot for how to set the value)

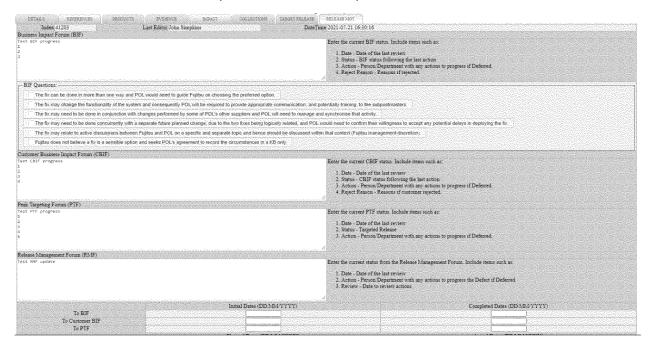




## Updated RELEASE MGT tab



■ Release Mgt tab – Initial and Completed dates and text box - We need to know the stage we are at in the fixing process, the date it initially entered the stage and when the stage was completed and the notes from the meetings at which it was discussed (see screenshot)

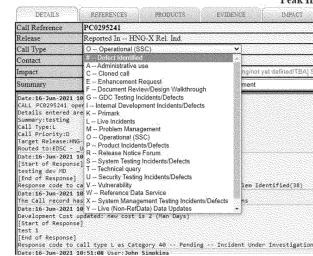


#### Peak – critical fields and their values



- Collection ##LiveAffectingDefect. This Collection must be set when the Peak meets the criteria for a Live Add Incident to Collection ##LiveAffectingDefect - Software fault that affects the Live service [Public] Defect at the earliest possible opportunity. It is likely that Call Type "L" will frequently carry this ##tag but it will not always be the case so needs selectively applying
- Call Type must be set to "#" Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type "L" Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection
- Collections of "HDR-Fin" or "HDR-Exp" for HDR Defects







## Peak - important fields



- Call Type must be set to "#" Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type "L" Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection
- Summary must be written so as to be understandable by most readers. This will need more thought when Peaks are raised.

  Management should amend this during weekly clean-ups (careful to preserve links where raised in another system)
- Impact tab and free form field to articulate impact, status and next steps so it is easy to understand for anyone. This will be maintained for HDR Peaks weekly. For other Peaks it can be as needed

Business impact: [as used currently, mention how many branches are affected if helpful]

■ Status update: [description of current status – succinct]

Next action: [next action to be taken and expected date for next update].

#### apact text

Business impact: Prev and Cancel buttons are incorrectly made available to the Postmaster during the End-Of-Session script. Resulted in a Bureau Pre Order transaction being duplicated upon next login, causing a branch accounts discrepancy. The discrepancy was raised by the Postmaster to Post Office for investigation. Fujitsu have put monitoring in place which is checked on a weekly basis, and reported to Post Office if any further occurrences are identified. A single instance of the issue has been identified over the last year.

Status update: Fujitsu have put monitoring in place which is checked on a weekly basis. The Defect has been qualified, and Targeted At R71.20

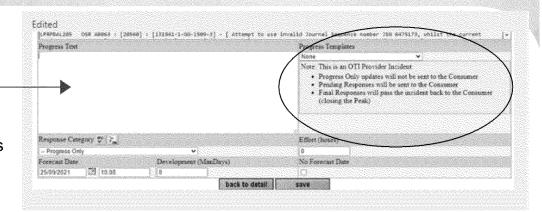
Next action: Awaiting R71.20 counter release

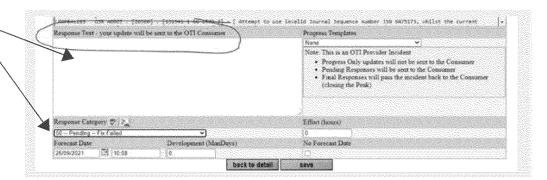
- Priority which must be validated at all times so it is accurately shown as this will affect reporting and decision making
- Assigned Team must show which team is currently responsible for taking the next action or ensuring action is taken
- Product Group and Product We need to know the part of the system that the Live Defect relates to for reporting and quality purposes

## Peak updates - Internal & External



- When adding Progress to a 'bonded' Peak, the default response option is '– Progress Only' and this does NOT flow back to TfSNow
  - NOTE but it would be visible if we were asked to provide a copy of the Peak as the PDF feature takes ALL content
- If you select a Response Category then any text you add at the same time WILL flow back to TfSNow if the Peak is 'bonded'
- No References are sent to TfSNow for 'bonded' Peak, so all Documents, Baselines, KBs, and Peak references can be added for Fujitsu only access





## Peak - Root Cause & Response Category



■ Root Cause – we need to know what type of fix was needed, which when matched to the part of the system affected, gives us further quality data. Some Root Cause options will also lead to Live Defects being qualified out and not reported on. We will exclude the following Root Cause values from Live Defects so these need to be applied with caution:

```
41 -- Pending -- Product Error Diagnosed
42 -- Pending -- Documentation Error Diagnosed
```

Response Category – specific values have been identified to enable clarity and to spot exclusions. Although there are many values for this field, the following have important meanings – mostly is qualifying Live Defects as not defects and hence allowing their exclusion from reporting:

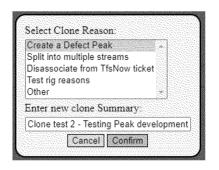
```
62 -- Final - No fault in product
63 -- Final -- Programme Approved - No Fix Required
66 -- Final -- Enhancement Request
68 -- Final -- Administrative Response
94 -- Final -- Advice and guidance given
95 -- Final -- Advice after Investigation
96 -- Final -- Insufficient evidence
97 -- Final -- Unspecified insufficient evidence
98 -- Final -- User error
100 -- Final -- Route call to TfS
120 -- Final -- Cloned to create Defect Peak
200 -- Final -- Call withdrawn by user
```

### **Peak Cloning**



#### Cloning

- when clones are created you will be asked for a reason and this will be captured in the cloned Peak. Selecting "Create a Defect Peak" will auto set the Call Type on the clone to "#"
- You will also be asked to update the Summary so the description is unique and appropriate
- Clones now carry forward many more fields (such as Collections, Reference, Workaround, and Release Mgt meeting fields)



```
Date:11-Aug-2021 09:00:38 User: John Simpkins
CALL PC0250898 opened
Details entered are:-
Summary:test mb problem
Call Type:#
Call Priority:D
Target Release:HNG-X 12.11
Routed to:EDSC - John Simpkins
Date:11-Aug-2021 09:00:38 User: John Simpkins
Clone Reason: Create a Defect Peak
Date:14-Dec-2015 15:52:55 User: Customer Call
CALL PC0244669 opened
Details entered are:-
Summary:test mb problem
```

#### Peak - No Fault Found



These Peak field values mean No Fault Found and will cause Peaks to be excluded when counts are done of defects and progress on investigations into defects (see SVM/SDM/PRO/0875):

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Response Category – 62 Final – No fault in product
Response Category – 63 Final Programme Approved – No Fix Required
Response Category – 66 Final Enhancement Request
Response Category – 68 Final Administrative Response
Response Category – 94 Final Advice and guidance given
Response Category – 95 Final Advice after Investigation
Response Category – 96 Final Insufficient evidence
Response Category – 97 Final Unspecified insufficient evidence
Response Category – 98 Final User error
Response Category – 100 Final Route call to TfS
Response Category – 120 Final Goned to create Defect Peak
Response Category – 200 Final Call withdrawn by user

TfSNow may well then show a defect assigned to a different Resolver Group – but it has ceased to be something to track in Peak

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## HDR reporting - directly from Peak/TfSNow



Call Reference	Summary	Workeround	Fujitsu Update
PC0291532	INC6541788 : Failed Recoveries (AP client data > 4,000 characters) - FULL FIX	Yes	Business impact: Clerk will be unable to transact certain AP products, e.g. National Express, Drop n Go Open Account, MoneyGram, Bureau Pre-Order. The issue has potential to occur due to APADC scripting caused by excessive length of exported A client data > 4,000 characters.  Status update: Testing has been completed successfully.  Next action: Awaiting deployment in release 71.10.
PC0294005	INC7712618 : FAD: 159405 St <u>Annes</u> 1594052 -Bureau Pre Order Transaction - node 2	Yes	Business impact: Prey and Cancel buttons are incorrectly made available to the Postmaster during the End-Of-Session script. Resulted in a Bureau Pre Order transaction being duplicated upon next login, causing a branch accounts discrepancy. The discrepancy was raised by the Postmaster to Post Office for investigation. Fujitsu have put monitoring in place which is checked on a weekly basis, and reported to Post Office if any further occurrences are identified. A single instance of the issue has been identified over the last year.  Status update: Fujitsu have put monitoring in place which is checked on a weekly basis. The Defect has been qualified, and Targeted At R71.20  Next action: Awaiting R71.20 counter release.
PC0295293	INC8217101 : Inactivity logout for End-Of-Session scripts	Yes	Business impact: Inactivity timeout during the End-Of-Session script for a transaction where payment was being made by a cash withdrawal in the basket, resulted in the transaction auto-settling to cash as per Business Rule BRU-327, but outstanding recovery data resulted in a duplicate transaction being written, resulting in a branch accounts discrepancy. Fujitsu have put monitoring in place which is checked on a weekly basis, and reported to Post Office if any further occurrences are identified. A single instance of the issue has been identified over the last year.  Status update: Fujitsu have put monitoring in place which is checked on a weekly basis. The options to remediate this defect were discussed with POL 21/07/2021 and Fujitsu will also be sharing a summary paper to help POL.  Next action: POL to decide on its preferred course of action.
PRB0047806	Help Screen Freezing on the Counters in Branches	No	Weekly problem update for the 19/07 that will be provided to Lorna Owens (POL)  Update: 19/07/2021: Matthew Hatch: Awaiting an update from POL with reference to 3 POL actions.

## Checklist guide for Peak stack management

Is the Workaround Reference added with Yes selected where a suitable

☐ Has anything changed that would mean the ##LiveAffectingDefect or

If it is Defect Identified, when will it be taken to BIF? Set the BIF Action

If it is Defect Identified, and has been approved at BIF, when will it be

[2] If it is Defect Identified, and has been Targeted in PTF, when will work

When was it last updated - and is that an acceptable timespan?

HDR-\* Collections are no longer correct and should be removed? If so,

workaround is in place?

taken to PTF? Set the PTF Action

start to create the required fix?

Is the Product and Product Group correct?

☐ Is the Response Category correct?



#### There's a Peak in my stack...

A checklist guide for Peak stack owners (and support specialists updating Peaks)

☐ Should this be in my stack? If not, then route it to the right Assigned Have discussions taken place over email or in meetings that should be added to the Peak to ensure a full record is available? ☐ Is the Peak assigned to the correct person (not off sick, still on POA)? If ☐ How long is it since the Peak was raised - and is that acceptable or does a Is it a potential Live Defect? If so, add the ##LiveAffectingDefect Do the latest updates read well and make sense? If not, change them and coach the creator If it is a potential Live Defect, what needs doing to progress it to Defect Is it clear who (specifically) is expected to take the next action? If not, Identified or to qualify it as NOT a Live Defect? make it clear and notify the person expected to act If it is a Live Defect, it should be Call Type "L" or "#" - so change it if ☐ If you are waiting for someone external to your team to take action challenge them to make progress If it is Call Type "# - Defect Identified", is it bonded to POL's SNOW - if so. Peaks with the following Response Categories that have the it needs to be cloned and then closed (it is ok if it is only bonded to ##LiveAffectingDefect Collection should be Call Type "#" as a fix is needed. Change it if necessary ☐ Is it, or could it be, branch impacting – if so, add the HDR-Fin or HDR-Exp 41 -- Pending -- Product Error Diagnosed 42 -- Pending -- Documentation Error Diagnosed ☐ If it has a HDR-\* Collection — is it being treated as high priority — Deaks that are Status "F" should have an accurate Root Cause added regardless of Priority field value? ☐ If it has a HDR-\* Collection — is the Impact field up to date and well before being closed. Make sure it is updated D Peaks recently closed with any of the following Response Categories are worded so that POL will understand it?

> 95 -- Final -- Advice after Investigation 96 -- Final -- Insufficient evidence 97 -- Final -- Unspecified insufficient evidence 98 -- Final -- User error 100 -- Final -- Route call to TfS

correct? If not, have the Peaks re-opened and corrected

62 -- Final - No fault in product

66 -- Final -- Enhancement Request

68 -- Final -- Administrative Response 94 -- Final -- Advice and guidance given

deemed to have been No Fault Found with no fix action needed. Is this

63 -- Final -- Programme Approved - No Fix Required

120 -- Final -- Cloned to create Defect Peak

200 - Final - Call withdrawn by user

22.10.2021 (Steve Browell)

# Checklist guide for TfSNow Assignment Groups FUJITSU



#### There's an Incident in my TfSNow Assignment Group...

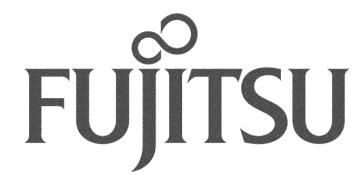
A checklist guide for TfSNow Assignment Group owners (and support specialists updating TfSNow Incidents)

Should this be in my Assignment Group? If not, then route it to the		When was it last updated – and is that an acceptable timespan?
right Assignment Group	О	Have discussions taken place over email or in meetings that should
is the incident assigned to the correct person (not off sick, still on		be added to the incident to ensure a full record is available?
POA)? If not, then reassign it		How long is it since the incident was raised – and is that acceptable
Is the Summary field a clear description that others will		or does a review need doing?
understand?	0	Do the latest updates read well and make sense? If not, change
If the Incident is not bonded to POL ServiceNow, does it have the		them and coach the creator
right Open category?		If the Incident is bonded to POL ServiceNow, does the latest update
Is it a potential Live Defect? If so, add the LiveAffectingDefect CI		to the "Additional comments (Customer visible)" field make it clear
If it is a potential Live Defect, what needs doing to progress it to a		to POL what the status is? If not, add an update that does
confirmed defect or to qualify it as NOT a Live Defect?		Is it clear who (specifically) is expected to take the next action? If
Should POL be aware? If so, the incident will need to be logged by		not, make it clear and notify the person expected to act
MAC with the required specific Categories so it can be bonded to		If you are waiting for someone external to your team to take action
POL ServiceNow so POL can be kept updated with progress		- challenge them to make progress
is it, or could it be, branch impacting – if so, ensure MAC are asked		Is the Incident Suspended as no further Fujitsu action is needed? If
to add the HDR-Fin or HDR-Exp Cl		so, and after 10 working days have elapsed, the incident should be
If it has a HDR-* CI – is it being treated as high priority – regardless		closed
of Priority field value?		If the Incident is being closed, ensure it has the right Closure code
If it has a HDR-* CI – is a recent entry in the "Additional comments		and has the correct minimum dataset added (as per local work
(Customer visible)" field up to date and well worded so that POL		instructions):
will understand it?		o Line of Summary
Is the State field correctly set?		o Root Cause
Is a workaround available (this will show in the Peak – if applicable		o Resolution
- as the Workaround Reference will be set to Yes)? If so, make sure		o Internal/External o Fulitsu SME
that the "Additional comments (Customer visible)" field clearly		Fujitsu SME     POL Stakeholder
states this – especially if this Incident is bonded to POL ServiceNow	В	Incidents recently closed should be checked. If they were closed
Has anything changed that would mean the ##LiveAffectingDefect	_	with no action required by Fujitsu, does the Incident clearly state
or HDR-* Collections are no longer correct and should be removed?		that? If they were closed following action taken by Fujitsu, does the
If so, remove them		Incident clearly state that?
 If it is a confirmed defect, when will the resolution action he taken		

22.10.2021 (Steve Browell)

e.g. is it linked to a TfSNow Change?

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shaping tomorrow with you