

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

### Changes in v1.1

1. Added What's New
2. Added numerous diagrams to aid understanding
3. Removed requirement for Development (ManDays) to be entered on any Peak and also removed Development (ManDays) as a criteria for submission to CBIF
4. Refined criteria to be reviewed at BIF to guide what is taken to CBIF
5. Added additional references for Response Category and Root Cause field values
6. Added additional clarification that deferred Peaks that still require investigation are assigned Call Type "L" not "#"
7. Added guidelines for use of the "Additional comments (Customer visible)" field in TfsNow
8. Updated Actions

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### What's New?

This document describes a number of changes to the Post Office Account ways of working and use of systems. This section provides highlights but the entire document should be read to gather awareness of all changes being implemented.

Our interactions need to be system and process driven, not people and experience – and that will create a clear audit trail too.

We need to limit the dependency on meeting-specific reports or embedded tables in minutes to show progress on important matters.

Transparency is key – to the fullest sensible extent, POL need to see everything – and they need to be able to see it in their systems or from consistent reports from our systems. That way, POL are informed and able to make decisions for us or with us.

### New terms

Throughout this document, there are new terms and phrases that will need to be understood so we increasingly use a common language. The main ones are:

- **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”

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- **OTI** – is the interface between Peak and TfSNow that allows tickets to be transferred between the systems and updates to tickets to replicate

### Investigation Peaks becoming Defect Peaks

- Peaks can exist to investigate Incidents. These are known as Investigation Peaks
- Some Peaks are linked to TfSNow Incidents allowing for updates to flow over the OTI between TfSNow and Peak (and via bonding to POL ServiceNow)
- When the investigation work has concluded on an Investigation Peak and a Live Defect has been confirmed then one of the following actions need to be taken – most likely by Development
  - If the Investigation Peak has been raised internally and is not linked to a TfSNow Incident then its Call Type just needs changing to “#” - Defect Identified
  - If the Investigation Peak is linked to a TfSNow Incident then the Investigation Peak must be cloned to create a new Defect Peak. The Defect Peak must be given the Call Type “#” - Defect Identified. The Investigation Peak must have the Defect Peak reference added to the last progress update. The Investigation Peak must then be closed with an appropriate Response Category and Root Cause being added. This Defect Peak reference will then flow back to the TfSNow Incident (via the Investigation Peak progress update) and also to the POL ServiceNow Incident (if applicable). The TfSNow Incident will then also be closed. Future tracking of progress will then be done using Peak by monitoring the Defect Peak created until it is fixed and released to live

### TfSNow Incident needed for things POL should know

- Fujitsu must not raise and manage Incidents that POL should be aware of without having a bonded TfSNow Incident raised
- Creating a Peak to investigate an Incident is not sufficient if the Incident is something POL need to be aware of. In that scenario Fujitsu MAC need to be contacted to create a new and bonded Incident in TfSNow. This will cause a new Peak to be raised into which the investigation Peak contents must be moved and the investigation Peak closed. This ensures a link exists from the new Peak back to the POL ServiceNow Incident

### New fields in Peak

Some new fields have been added to Peak that must be used from this time:

- **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
- **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
- **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 later in the document)
- **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 later in the document)

### New field values in Peak

Some new values have been added to existing fields that must be used to improve Peak reporting and tracking:

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- **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
- **Collection ##LiveAffectingDefect** (formerly ##LiveAffectingSoftwareFault). This Collection must be set when the Peak meets the criteria for a Live 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
- **Collections of “HDR-Fin” or “HDR-Exp”** for HDR Defects

Renewed importance for Peak fields

A number of existing fields have become important and must be completed for all Peaks:

- **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>>
- **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
- **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:
  - “39 General – User Knowledge” – caused by lack of knowledge with the user
  - “40 General – User” – caused by an action performed by the user which was outside expected use
  - “41 General – in Procedure” – caused by not following defined procedure
- **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:
  - “63 -- Final -- Programme approved - No fix required” – for Peaks rejected at CBIF
  - “66 -- Final -- Enhancement Request” – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects but enhancement requests
  - “68 -- Final -- Administrative Response” – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects

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- “95 -- Final – Advice after Investigation” – for Peaks tagged with the **##LiveAffectingDefect** Collection that were subsequently qualified as not being Live Defects
- “100 -- Final -- Route call to TfS” – for Peaks tagged with the **##LiveAffectingDefect** Collection that were subsequently qualified as not being Live Defects within Peak

New field values in TfSNow

- **Configuration Item** of – HDR-Fin, HDR-Exp and LiveAffectingDefect for Incidents and Problems
  - **LiveAffectingDefect** must be set when the TfSNow Incident meets the criteria for a Live Defect at the earliest possible opportunity
  - **“HDR-Fin” or “HDR-Exp”** for HDR Defects

Renewed importance TfSNow fields

- **State** – will allow reporting on Potential Defects and Confirmed Defects
  - Acknowledged – Fujitsu is aware of the Incident but is not yet working on it
  - Work In Progress/Researching – Fujitsu is investigating the issue described in the Incident
  - Fix In Progress – Fujitsu has confirmed that the Incident requires an action to fix it – most likely linked to a Change ticket
  - Suspend – action is complete by Fujitsu or is required from another entity
- **Additional comments (Customer visible)** – this must provide a latest status view – at least periodically and for POL bonded Incidents mainly – so it can be easily understood by any reader. Peak uses a dedicated field for this and uses the following format:
  - Business impact: <<description of the business impact, succinct>>
  - Status update: <<description of current status – succinct>>
  - Next action: <<next action to be taken and expected date for next update>>

BIF

- BIF now needs to check certain fields have been updated as part of the review process. In particular, it needs to set specific CBIF flags if POL involvement is needed.
- The forecast man days effort will no longer be a deciding factor for submission to CBIF
- The date of the BIF meeting and the notes made at the meeting will be held in Peak removing the need to create or review separate minutes

CBIF

- Peaks to be taken to CBIF will be identifiable from criteria based on data fields on a Peak
- Submissions to CBIF will use a new proposal form to ensure the meeting focusses on the decision and not the articulation of the topic. The proposal will be stored as a file attachment in the Peak
- POL are expected to make a decision based on the proposal (as they would for a CWO)
- The date of the CBIF meeting and the notes made at the meeting will be held in Peak removing the need to create or review separate minutes

PTF

- The date of the PTF meeting and the notes made at the meeting will be held in Peak removing the need to create or review separate minutes



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### HDR

- This is a critical meeting which sees POL and Fujitsu having mutual awareness of the main Live Defects that could affect branch operations and the progress being made on them
- The Horizon Defects Review (HDR) meeting is the new name for what was the Known Error Review Forum (KERF)
- It is a joint Fujitsu and POL weekly forum to manage HDR Defects that meet the stated definition
- POL will maintain a list of all HDR Defects and their progress
- Fujitsu will provide updates on the HDR Defects it is tracking using a weekly report that will extract information from Peak for the applicable Defect Peaks. Hence the importance of the Peak field values
- Fujitsu will also provide updates on Peaks that were deferred from releases where they meet the HDR Defect criteria as these are, by definition, Live Defects

Diagrams - TBC

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### Introduction & Overview

#### The Goal...

To implement the defined list of improvements in this document in substantive part by...

**31<sup>st</sup> July 2021**

...and to have completed all improvement including any early challenges and snags by

**31<sup>st</sup> August 2021**

#### Purpose & Scope

- By running a series of Streams of work we will systematically drive improvements across POA
- The Streams will likely overlap and may well change format as progress is made
- Although active participation in a Stream may be low for some, it is critical that there is a common understanding or we will not achieve cross functional change
- Stream members may change over time
- Each Stream will have a set of actions to complete – initially derived from this document
- The team can add additional actions as needed
- POA needs to urgently evolve to a cross functionally agreed set of ways of working so that it can be explained to any interested party with ease
- Our interactions needs to be system and process driven not people and experience – and that will create a clear audit trail too
- We need to limit the dependency on meeting-specific reports or embedded tables in minutes to show progress on important matters
- Transparency is key – to the fullest sensible extent, POL need to see everything – and they need to be able to see it in their systems or from consistent reports from our systems. That way, POL are informed and able to make decisions for us or with us
- That means we need to be clearer and consistent about what we mean by Incidents, Problems, service management toolsets, Peak, KB, Live Defects, Live Defect Management, BIF, CBIF, HDR, Release Notes, RAM/RAB deferred Live Defects and probably more
- We need to agree the functions of the various platforms and meetings to ensure it all joins up (this document is a start)
- If POL is tracking it – or applying governance to it – then so should we – and our process should be in advance of theirs so we have no surprises
- We do not have all the tools and integrations we would like, so the goal is to make the best possible use of what we have already
- We need to protect our internal systems from a need for routine disclosure – so we can work our way
- We need to ensure any POL desires on our ways of working relate to contracted obligations and suit how our systems and people work – unless we are commissioned to change any of those – as this is more likely to be consistent and reliable
- For this to succeed we need considerable cross functional support coupled with manager and team member engagement

#### The Streams

- Stream 1 – Incident & Problem (links to Peak, Key Meetings & Live Defect Management)

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- Focuses on clarifying how Incidents & Problems should be managed and reported on including their relationship to Live Defects and the integrations with POL's ServiceNow and Fujitsu's Peak systems
- Stream 2 – Use of Peak (3LS, 4LS & Release)
  - Focuses on the Peak Incident management features and their links to Live Defect Management and Release Management
- Stream 3 – Live Defect Management
  - Defines an improved way to capture Live Defect information and report on it both internally and to POL
- Stream 4 – BIF, CBIF, PTF and HDR
  - Refines the ways these key meetings are managed and integrates them with the revised ways of working on Incidents, Problems, Peak, Release and Live Defects

Each Stream documents the key elements that reinforce an existing way of working or state a new way of working. This content will be embedded into existing account documents for it to be formalised. Each Stream will then contain references to any System Changes made (optional), the One-Time Actions needed to move to the defined ways of working, and then the New Ways of Working that will describe what is different from how things are done today.

Actions that have been completed are scored out. The One-Time Actions that are underway at the moment are highlighted in green although some of the other actions may also be partly active too.

### Terminology – Overview

We need to be clearer and consistent about what we mean by, and how we use, various tools and processes within POA. The following entries are intended as an initial simple summary. They will be expanded on as the workstreams progress and sub elements will also be reviewed too. They cover Incidents, Problems, Peak, Release, Live Defects, Live Defect Management, BIF, CBIF, HDR and the KB.

#### *Incidents*

- All Incidents which require the awareness or involvement of POL must be created and managed in TfSNow and be bonded so that they replicate to POL ServiceNow. Although actions and progress may happen in other tools, systems and processes, the primary source of all relevant content MUST be TfSNow.

#### *Problems*

- All Problems must be raised in TfSNow and be reviewed on an agreed schedule with POL. As Problems cannot be bonded, additional work will be needed to manually share updates and hold mutual reference numbers.

#### *Peaks*

- Peaks can be used for many purposes. Where Peaks relate to Incidents initiated from TfSNow, the relevant Peak updates MUST be synchronised with TfSNow. Peaks raised outside of an Incident MUST also be raised as TfSNow Incidents if they require the awareness or involvement of POL. Peak is the only system used to record and manage Live Defects.
- Peaks do not need to be shared with POL. If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any Peak so that the Incident that POL see is a suitable complete reference. Progress updates for POL on HDR Defects will take latest extracts from the Peak system and provide the update in a report.

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### *Release*

- Release Notes must state all Peaks that are being closed when the Release goes live. There must be a report showing the Peaks and any associated POL HDR Defect references so that POL are able to keep their tracking in sync.

### *Live Defects*

- A Live Defect is defined as an issue that:
  - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - 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, branch financial outcomes (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)
- When the HDR Defect is being investigated there will be a TfSNow Incident open and bonded. POL may track status using their ServiceNow Incident reference or may create a ServiceNow Problem record and manage it with that reference. All progress during investigation is to be added to the TfSNow Incident so that it is visible to POL in their corresponding Incident. It is POL's responsibility to keep their Problem record up to date if they have opened one.
  - Note: If the Incident has been escalated to a Problem in TfSNow then updates on the investigation work will be provided within the weekly status update report which shows confirmed Live Defect
- When a HDR Defect is confirmed then a specific defect Peak reference will be added to the closing comments in the TfSNow Incident. Fujitsu will then manage the HDR Defect in Peak and will provide status update reports – from Peak – to POL at their weekly HDR meeting.
- Non-HDR Defects will be managed internally by Fujitsu using Peak. Reports will be available for POL to show overall progress but it is not intended that every non-HDR Defect will be discussed.

### *Live Defect Management*

- All Live Defects must be rigorously managed until fixed. The status of all Live Defects must be known at all times and they must be shared with POL: the more branch impacting ones at POL's Horizon Defects Review meeting; and the rest by a helpful report. Fujitsu must assure POL that Live Defects are well managed and must keep POL aware of progress.

### *BIF*

- All confirmed Live Defects must go through the Business Impact Forum (BIF) and must have all the required meta data and tags added/checked.

### *CBIF*

- All Live Defects that are Priority A or B or require >2 days work, or relate to an Incident raised by POL will go to the Customer Business Impact Forum (CBIF) for a decision. CBIF may be a component part of the POL HDR weekly meeting.



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### *HDR*

- The Horizon Defects Review (HDR) meeting is the new name for what was the Known Error Review Forum (KERF). It is a joint weekly forum to manage HDR Defects that meet the stated definition. POL will maintain a list of all HDR Defects and their progress. Fujitsu will provide updates to the HDR Defects being tracked. There must be a POL Problem reference and a corresponding Fujitsu Incident, Peak or Problem reference. The updates to the Fujitsu tickets will be shared at the HDR meeting. This is a critical meeting which sees POL and Fujitsu having mutual awareness of the main Live Defects and the progress being made on them.

### *KB*

- The Fujitsu KB is an information repository used for support purposes. Any observed defects will be recorded as a KBA but the progress to investigate and address them will be done via Peak(s) and/or Incident(s). KBAs do not need to be shared with POL as the tracking needs to be on the Peak and/or Incident. If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any KBA so that the Incident that POL see is a suitable complete reference.

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Stream 1 – Incident & Problem (links to Peak, Key Meetings & Live Defect Management)

- o Team – Steve Bansal, Sandie Bothick & Matt Hatch

### Managing Incidents

- o An Incident is defined in the HNG-X contract as “any perceived abnormal or undesirable occurrence relating to the Services”
- o Incidents for the Live environment that POL need to be notified of and 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
- o Fujitsu must ensure TfSNow Incidents are raised and bonded where POL notification is required (e.g. when relevant KBAs are created, or faults are identified whilst doing other work such as testing or problem determination)
- o Service Operations should only use TfSNow for communicating Incidents between Fujitsu and POL
- o Incidents cannot be raised by email by POL or Fujitsu. Incidents must be raised in TfSNow by Fujitsu or in ServiceNow by POL
- o The Summary field should be understandable by most readers as this feeds Peak and also shows on reports
  - For system monitoring this is set by SMC, bonded Incidents it comes from POL, otherwise it's Fujitsu staff (MAC & Security) that choose its content
- o The Incident should be a complete and comprehensive self-contained reference to the status of an Incident
- o Incident progress MUST be shown on the Incident ticket and cannot be managed via separate emails. Emails must be added to the Incident ticket if relevant to demonstrating progress or status
- o The Incident should appear to be integral – the fact that 3<sup>rd</sup> and 4<sup>th</sup> line use a different toolset should not be apparent
- o There should be no references visible to POL (going forward) to toolsets used by Fujitsu that are not accessible to POL such as Peak or KBA for status information (as these are Fujitsu internal) – a Peak reference is acceptable for a reference to a defect Peak that is being progressed. References for Fujitsu use only must be maintained
- o Incidents must be updated to contain relevant updates from systems such as Peak (but not private updates) and relevant parts of KBAs (not the internal instructions)
- o Incidents raised as Fujitsu internal that do not need to be notified to POL may contain internal system references
- o Incident updates should contain meaningful and appropriately detailed technical content
- o Incident updates, and in particular updates summarising the current status, should be written in plain English to be understandable to most readers
- o A clear statement of the latest status and the next action should be obvious within the Incident. This needs to be the last, or very recent, update
  - The “Additional comments (Customer visible)” field must provide a latest status view – at least periodically and for POL bonded Incidents mainly – so it can be easily understood by any reader. Peak uses a dedicated field for this and uses the following format:
    - Business impact: <<description of the business impact, succinct>>
    - Status update: <<description of current status – succinct>>

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- Next action: <<next action to be taken and expected date for next update>>
- For bonded Incidents we need to use the agreed set of categories, sub-categories and CIs so that the replication interface retains the settings. The original setting will stand throughout the life of the Incident. You cannot change the Category/Sub-Category or it breaks the replication link. You can change the CI but it will be retained Fujitsu side but will not replicate
- We need to use the designated open and close categories to better monitor Incident categories
  - Open category – TfsNow has Configuration Items that should be used
  - Closure code – TfsNow has these and they should be used
- Incidents outside of the Fujitsu domain that are identified by Fujitsu are passed to POL ITDSD. If there are no consequential implications for Fujitsu then the TfsNow Incident will be set to Suspended to await feedback to help us advance our KB (perhaps for the agreed Suspend period and then we close). If there are implications then we leave the Incident open as we need to know the outcome
- Only the originating organisation can close an Incident
  - Incidents we have marked as requiring a fix should be closed in TfsNow with the defect Peak reference added as that is what will be tracked and managed to conclusion
  - For Incidents closed that relate to process or user issues then we should propose system improvements – and this should be done in conjunction with an equivalent process for Peaks closed with the same reasons
- Fujitsu will set an Incident to Suspended in TfsNow until POL close their original Incident
  - *Note: Resolved in TfsNow only means that the last assigned Resolver Group has completed their action – but it may require other actions by other Resolver Groups. Therefore, Resolved is not replicated to ServiceNow or POL will wrongly assume it is Resolved and will likely close their Incident. When all possible actions are complete and MAC believe it is truly Resolved then they will request POL to close it.*
  - When POL close an Incident it notifies MAC and MAC can then close the TfsNow Incident
  - Incidents in a Suspended state are reviewed weekly between the MAC and POL teams and it is included in the monthly SMR pack
    - Where the Incident is Suspended as no further action by Fujitsu is possible then after 10 days the Incident will be closed. When the Incident is set to Suspended the following text will be added as the final update “Please be aware that the incident will automatically be closed after 10 days if no response is received from you.”
- Fujitsu must tag Incidents that POL are tracking (mostly for HDR) so it is aware of Incidents where POL have an interest so that it can review content and status frequently. Adding any relevant POL references, such as the POL Problem reference, should be considered
- A Live Defect is defined as an issue that:
  - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - Incidents that meet the definition of a Live Defect must have the “LiveAffectingDefect” CI added in TfsNow
  - The State field values must be used
    - Acknowledged – Fujitsu is aware of the Incident but is not yet working on it
    - Work In Progress/Researching – Fujitsu is investigating the issue described in the Incident
    - Fix In Progress – Fujitsu has confirmed that the Incident requires an action to fix it – most likely linked to a Change ticket

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

- Suspend – action is complete by Fujitsu or is required from another entity
- An Incident that has the LiveAffectingDefect CI and State of Acknowledged/Work In Progress/Researching is a potential Live Defect. Suspend will also be classed as a potential Live Defect too for simplicity
- An Incident that has the LiveAffectingDefect CI and State of Fix In Progress is a confirmed Live Defect
- The POL Horizon Defects Review 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, branch financial outcomes (add the “HDR-Fin” CI)
  - 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” CI)
  - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the “HDR-Exp” CI)
- When the HDR\* CI is applied to an Incident, Fujitsu MAC will also email the Fujitsu Duty Manager email alias and a POL designated alias to provide an email early warning that a new HDR Incident has been raised
- Incidents carrying a HDR\* CI will have the POL Problem references added to the Incident to enable cross-checking
- Incidents carrying a HDR\* CI will still be classified as potential or confirmed Live Defects using the classifications mentioned above
- Peaks that are cloned that have a ServiceNow reference cannot be closed by EDSC until the cloned Peak that was created is also closed or has its Call Type changed to “#”. The original Peak must be kept open until the cloned Peak is closed and updates must be applied to the original Peak so that the related TfSNOW and ServiceNow Incidents continue to receive updates. For Peaks cloned for GDC for GDPR obfuscation reasons this will only apply up to April 2020 as from that date the original Peak was obfuscated and a clone was not created
- Peaks that are closed that have a ServiceNow reference with the reason being that a cloned Peak is now to be tracked will be sent back to Peak by MAC to reopen the Peak as this must be maintained to ensure the continued automatic flow of updates to the originator
- Recurring Incidents and Incidents with follow up actions require a Problem record to be created. The Incidents are linked to the Problem
- To ensure we avoid updates being overtly associated with an individual, meetings, updates, and reports relating to Incidents must be system driven from the relevant tickets – not separate emails or meeting comments
- We need management reports for Incidents to see trends. This needs to be part of the monthly SMR and/or internal Service Operations meetings:
  - Open, Active and Closed Incidents
  - Live Defect Incidents – potential and confirmed
  - HDR Defects – potential and confirmed
  - For each, show views based on:
    - Open category & Close codes
    - CI associations
    - Internal response times by type/priority
    - Branch Code - an Incident may relate to one FAD (Branch Code will be set to the nnnnnn FAD by either Fujitsu or POL) but it may relate to many FADs (Branch Code set to POA SMC by Fujitsu or MAC by POL)
- Service requests should not be accepted as Incidents, but whilst they are very few (those that relate to investigations are now re-directed through other channels) this will be accepted and reviewed periodically



# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

### Managing Problems

- Problems must be logged in the Fujitsu service management toolset, TfSNow
- Problems cannot be bonded, like Incidents, to cause mutual replication between the Fujitsu and POL service management toolsets so each organisation needs to maintain its own records independently
- POL need to provide their Problem reference for Fujitsu to record and link to its own Problem & POL also may need to provide status updates back to Fujitsu – we need to escalate POL inefficiencies at SMR as well as at the inter-company Problem Review Meeting
- Fujitsu internal Problems are managed entirely in TfSNow
- If a Problem is tracking a Live Defect then the Problem needs to hold the Peak reference as that is where progress will be actively updated and reported
- Peaks related to Fujitsu Problems will need to have the Fujitsu Problem reference added so the association is clear when checked from either system
- *Note: Fujitsu use Problem tasks and manage the updates to those*
- Major Incidents will lead to Problems being raised to close out on all findings
- Fujitsu MAC will notify Problem of underlying issues identified from Incidents –these tend to relate to Unix, NT etc (TfSNow Resolver Groups) and no Peaks (Peak has its own processes)
- Problems also use the State field – Acknowledged, Work In Progress, Researching, Fix In Progress, Suspend – to record and track status
- Problems should have the HDR applicable CI added if applicable
- Problem reporting should how HDR tagged Problems
- Incidents where the resolution is a fix to address a Live Defect may be both a Peak and a Problem (the former for management, the latter for joint process validation)

### Actions

#### System Changes

1. **Sandie** – add CIs for HDR-Fin and HDR-Exp and apply to current applicable Incidents- [completed 24.06.2021 – new functionality that does not affect historical Incidents]
2. **Sandie** – add CI for LiveAffectingDefect and apply to current applicable Incidents [completed 08.07.2021 – new functionality that does not affect historical Incidents]
3. **Sandie** – review and update the close categories for Fujitsu use

#### One-Time Actions

1. **Sandie/Steve(s)/Matt H** – check that the sections on Managing Incidents and Managing Problems are accurate
2. **Sandie/Steve(s)/Matt H** – check that the system changes, one time actions, and new ways of working capture all of the required detail so nothing is missed
3. **Sandie/Steve(s)** – We need a comms to go to ALL TfSNow users to remind them that
  - any Incident that POL need to be notified of or be aware of must be logged in TfSNow and bonded. Raising a Peak only is not correct
  - we do not reference KBAs, Peaks or internal content in TfSNow bonded Incidents and that 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

# POA Improvements

## Improved Ways of Working & Actions Required

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- 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 look at an Incident and quickly determine the current status and the next action 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 that convey this message and avoid updates that lack context
  - they must not change the Category/Sub-category 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\* CIs are needed for special category Incidents and this will be set by Fujitsu management
  - 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
  - We need any local Work Instructions or process documents updating to reflect these changes
  - We need to raise Incidents when internal Peaks relate to Incidents that POL should be aware of
4. **Sandie** – confirm the mutually applicable open and close categories and CIs with POL and document for both parties to be clear
  5. **Sandie** – review the TfSNow close codes that Fujitsu needs to be able to use and amend accordingly – cascading instructions to TfSNow users if needed
  6. **Sandie/Matt H** – Review Duty Manager handbook and update to cover any of the changes made in this stream
  7. **Matt H/Sandie/Steve(s)** – Identify current reports and frequency produced by SMC relating to Incidents
  8. **Matt H/Sandie/Steve(s)** – update the list of reports that SMC produce to cover the new areas of interest (include Luke too) and identify management processes to review weekly
  9. **Sandie** – notify MAC that Incidents can be closed when a defect Peak reference is provided and the investigation Peak is closed by 3LS or 4LS
  10. **Sandie** – Request POL distlist for HDR notifications (POL owned @postoffice.co.uk)
  11. **Sandie** – MAC need to be told to add a manual HDR alerting process to their processes. A WI for how to issue HDR email alert messages and an Outlook email template are needed
  12. **Sandie** - We need to ask MAC to ask stack owners (Unix, NT, DBA, Security, Networks, SMC, SMG) to keep the State field up to date
    - o The State field values must be used
      - Acknowledged – Fujitsu is aware of the Incident but is not yet working on it
      - Work In Progress/Researching – Fujitsu is investigating the issue described in the Incident
      - Fix In Progress – Fujitsu has confirmed that the Incident requires an action to fix it – most likely linked to a Change ticket
      - Suspend – action is complete by Fujitsu or is required from another entity
  13. **Sandie/MAC team** - We need to apply the CI and State field value checks to existing Incidents
  14. **Steve Ba/Sandie/Matt H** – identify all documents that need to be updated to formally implement all these changes:
    - a. MAC WIs
    - b. Major Incident procedures

# POA Improvements

## Improved Ways of Working & Actions Required

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- c. Incident procedures
  - d. Problem procedures
  - e. Duty Manager handbook
  - f. Other...
15. **Matt H** – ensure Peaks related to Problems have the Fujitsu Problem reference clearly added to the References field for future reporting (format will be FJPRB-PRBnnnnnnnn)
  16. **Matt H** – ensure that Problems have the HDR relevant CI added and that these show on the Problem dashboard
  17. **Sandie** – we need a process for new Incidents raised when a Peak is determined by any team to need alerting to POL that creates a new Peak that has the content of the original Peak copied across so as to ensure the updates continue to flow through TfSNow and ServiceNow. The original Peak should then be closed as it has been superseded
  18. **Sandie** – we need MAC to ensure that any Peak ticket that is closed that has been cloned and for which continued TfSNow updates are still needed (e.g. it is bonded to POL) is sent back to Peak for the Peak to be reopened. Otherwise the TfSNow incident will stagnate as no Peak updates will be received and manual chasing will be needed to get progress updates on the cloned Peak
  19. **Steve Br** – arrange a briefing call with all relevant POA managers to explain this stream
  20. **Steve Br** - Investigate how Post Office Cloud systems and processes will affect these processes and ways of working

### New Ways of Working

1. **Sandie/SDMs** – We need to regularly check that any Incident that POL need to be notified of or be aware of has been logged in TfSNow and bonded
2. **Sandie** – We need to regularly check
  - that we do not reference KBAs, Peaks or include internal content in TfSNow bonded Incidents and that the TfSNow Incident 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)
  - Incidents are being updated and that we are not using separate emails to share progress that is not embedded into the Incident updates
  - Incident updates are well worded and use language that is understandable to most readers – challenging and coaching where needed
  - the current status and the next action on an Incident is clearly stated so any reader is in no doubt that the Incident is under full control – challenging and coaching where needed
  - the Summary field is well worded and understandable by most readers
  - the relevant open and close categories are being used when handling Incidents – applying additional caution with bonded Incidents to use the mutually agreed settings
  - the LiveAffectingDefect CI is being set for Live Defects
  - the HDR\* CIs are being set by Fujitsu management where applicable (and that the POL Problem Reference is also added to the Incident)
  - 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.” has added. After 10 days, these Incidents should be closed
3. **Sandie/Steve Ba** – create a process/report to share Incidents and Peaks closed due to process or user issues with POL monthly to encourage POL to consider system enhancements to improve error repellence
4. **Sandie/Steve Ba** – create a weekly report and review process to check that HDR Incident updates are reading well and are up to date

# POA Improvements

## Improved Ways of Working & Actions Required

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5. **Sandie** - Close Incidents when investigation Peak is closed and a defect Peak Reference is provided
6. **Matt H** – ensure slow responses to Problem updates by POL are escalated and covered at the monthly SMR
7. **Matt H** – ensure Peak reporting of Peaks tagged as relevant to Problems is received and used to help drive Problem management

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# POA Improvements

## Improved Ways of Working & Actions Required

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### Stream 2 – Use of Peak (3LS, 4LS & Release)

- o Team – Adam Woodley, Tariq Arain, Matt Swain, Tomi Okelola – plus John Simpkins & Mark Wright

#### Peak

- o The use of Peak and the updates to the tickets must be consistent and documented. That takes the onus off the people and it enables anomaly reporting and management oversight
- o If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any Peak so that the Incident that POL see is a suitable complete reference
- o If any 3LS, 4LS or Architect creates a Peak in the course of their normal duties that matches the definition of Live Defect:
  - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
  - Is, or appears to be, inconsistent with the agreed design or service specification

...then it must be given the ##LiveAffectingDefect Collection and an Incident must be raised in TfSNow if one is not already open.
- o If a Peak has had the ##LiveAffectingDefect Collection added, and it also has at least 1 of the following attributes (Horizon Defect Review):
  - Affects, or has the potential to affect, branch financial outcomes (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)
- o If a Peak raised independent of TfSNow is subsequently qualified as being an Incident that POL should be aware of, then Fujitsu MAC need to be contacted. Fujitsu MAC will create a new TfSNow Incident which will be bonded and then assigned to 3LS. This will create a new Peak. The content of the original Peak must be copied to the new Peak so that updates can automatically flow back to TfSNow. The original Peak should be closed citing that it has been superseded by a Peak linked to TfSNow
- o When the investigation into an issue defined in a Peak originating from TfSNow is concluded, the ‘investigation’ Peak can be closed
  - If the investigation Peak is an existing clone then the Peak can have its Call Type changed to “#” (for GDC obfuscated Peaks this will apply to any cloned Peaks created prior to April 2020)
  - The investigation Peak has not been cloned then it needs to be cloned to create a defect Peak (for GDC obfuscated Peaks this will apply to any Peaks obfuscated since April 2020)
  - The defect Peak reference should be added to the investigation Peak as part of its closure activity. The defect Peak reference will then be mentioned in the TfSNow Incident so that it replicates to POL ServiceNow
- o The interface between TfSNow and Peak (OTI) must protect the internal system references to Peaks of KBAs and updates should appear to all be generated in TfSNow – except for a reference to a defect Peak that is shared for future tracking purposes
- o The Summary field needs to be written so as to be understandable to most readers as it will be used in internal management and external POL reports
- o New fields are being introduced to help Live Defect Management tracking and reporting and these will need to be completed by various parties as the Peak progresses

# POA Improvements

## Improved Ways of Working & Actions Required

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- See section Live Defect Management – Key Fields in Peak
- Cloning processes and rules need to be applied consistently:
  - Cloning must carry forward all References and it must show cloned from and cloned to support chain of events tracking
  - Cloning should be for specific purposes:
    - Assignment to GDC (so we can redact/obfuscate)
      - *Note: Since April 2020 UK Bridge do not clone Peaks but instead they obfuscate the original so it can be widely shared and updated whilst maintaining any links to TfsNow Incidents. Peaks cloned prior to this date that remain open will have broken the auto links to any TfsNow Incidents*
    - Splitting into multiple threads linked to a single origin (e.g. Data Centre & Counter, phased fix – urgent perhaps by script/refdata and follow-on for code)
    - Disassociating from the TfsNow incident (e.g. documentation, follow-on to an initial response to an Incident)
    - Creating the defect Peak to progress the Live Defect to resolution
    - Creating Test Only Peaks where the test in a particular environment can't mirror the entirety of the issue described e.g. 3<sup>rd</sup> party connections are not available. This is rare. Testing is then done on the clone in that environment. The master defect Peak is still open as it may be used for the full testing in LST. The Test Only Peak will be closed once testing is completed successfully
- Peaks raised in Test or Dev that also relate to the Live environment will not have Call Type "L".
  - Test will raise a new Peak within the release being tested for unexpected Live Defects and then assign it to the Developers. It has a Call Type "P" by default
  - The Developers & Architects decide if it relates to Live and must set the relevant Live Defect meta data as described above
- Peaks that are cloned that have a ServiceNow reference cannot be closed by EDSC until the cloned Peak that was created is also closed or has its Call Type changed to "#". The original Peak must be kept open until the cloned Peak is closed and updates must be applied to the original Peak so that the related TfsNow and ServiceNow Incidents continue to receive updates. For Peaks cloned for GDC for GDPR obfuscation reasons this will only apply up to April 2020 as from that date the original Peak was obfuscated and a clone was not created
- Peaks that have been held by EDSC due to having been cloned and having a ServiceNow reference must be periodically reviewed to ensure updates from the cloned Peak are applied
- Peaks that are closed that have a ServiceNow reference with the reason being that a cloned Peak is now to be tracked will be sent back to Peak by MAC to reopen the Peak as this must be maintained to ensure the continued automatic flow of updates to the originator
- Rules on use of Call Type need restating so we ensure greater consistency
- All Peaks must be owned by a team whose manager will check that progress is being made
- We need regular management quality checks – use of fields, age of tickets, progress being made – and this needs to be summarised and reported upwards to ensure executive visibility and confidence
  - The report created by Fujitsu MAC is useful but does not appear to cause action to be taken
- The origin of a Peak – SPM, POL, SMC, Fujitsu – is identifiable by scraping the Contact Name: field – but this isn't readily query-able until it is in Excel so we will need Excel reporting
- 'Private' Peak updates can be added to the Progress field. They stay in Peak and are not replicated across the OTI

# POA Improvements

## Improved Ways of Working & Actions Required

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- Updates added the Response field are replicated across the OTI
- The References field is manually maintained so can miss Incident or KBA references. SMC may add KBA into reference text instead of into the References field which limits query-ability
- Peaks closures:
  - Incident related Peaks are closed when the investigation phase has concluded and no further action is needed, when further info required (as it passes back to TfSNow), or when the next action needs to be assigned to another TfSNow Resolver Group (the Peak is no longer needed)
  - Incident related Peaks are closed when the investigation phase has concluded and we have a confirmed Live Defect. This would see a cloned Peak raised as Call Type “#”. If the Peak is not linked to a TfSNow Incident bonded to POL then the Peak can just be reassigned to Call Type “#”
  - Defect Peaks are closed when the Release they are targeted at is deployed – ideally by automating the process – this will probably be Peaks at Status “F”
  - All other Peaks are closed based on team/process specific rules – as per current processes
- Peaks closed as user/process error should be considered along with TfSNow Incidents closed for the same reasons to provide a monthly report to POL to recommend enhancements in order to improve error repelling. A likely source of these will be Peaks closed with the following Root Cause values:
  - “39 General – User Knowledge” – caused by lack of knowledge with the user
  - “40 General – User” – caused by an action performed by the user which was outside expected use
  - “41 General – in Procedure” – caused by not following defined procedure
- Peaks/Incidents closed as “66 – Final – Enhancement Request” should also be reported on monthly to POL to recommend enhancements are submitted to Fujitsu. KBAs also needs to be updated to show the outcome was that POL need to raise an enhancement request
- An Incident may relate to one FAD but it may relate to many FADs – this is recorded in the Business Impact text showing the number of branches affected
- To ensure we avoid updates being overtly associated with an individual the updates should be system driven from the relevant ticket – not separate emails or meeting comments
- We need to define a Peak extract process that will brand, classify and version control content. It must also redact/obfuscate to remove PII and remove internal only Progress updates

### Release

- Deferred Peaks from RAM/RAB should be recognisable against the release they were deferred from and the release to which they are subsequently targeted
- RAM/RAB can only defer Peaks – it CANNOT defer Jira's or other things stored outside of Peak
- Deferred Peaks are by definition Live Defects. The RAM/RAB lead must ensure:
  - the ##LiveAffectingDefect Collection is set
  - the “Deferral Agreed” Collection set
  - The Call Type set to “#” if the Live Defect is confirmed and a fix can be progressed, or the Call Type set to “L” if the Live Defect still needs further investigation
  - Target Release Type changed to “Proposed for” for subsequent update via BIF/PTF
  - If the deferred Peak has at least 1 of the following attributes (Horizon Defect Review):



# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

- Affects, or has the potential to affect, branch financial outcomes (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)
- Release Notes must list all Peaks that are fixed and being deployed. The extract/report must also show the POLPRB- reference for HDR Defects and the Fujitsu Problem references if they have been tagged to be tracked by the Problem manager(s). This is achieved by clicking the button to the right of the listed Peaks in the Release Note which creates an Excel spreadsheet that can attached to the TfSNOW Change ticket (format similar to below):

Call Reference	Summary	POL Problem Ref	Fujitsu Problem Ref
PC0295314	LST:20.94: Proper messages has to display instead of Agent events in DCM_LREC.DCM_CREATE_LREC_C4D jo		
PC0295403	LST:20.94: Too many D records in LREC file		
PC0295711	PBS Pilot:INC8349716 : Amex tns not settled as expected when reconciling DRS2 reports		
PC0295725	PBS: INC8354763 (TFSNow) : INC0388718 Lloyds £300 withdrawal [MCSUK-16376]		

- Release Notes will not list:
  - the Peaks that are being deferred (as they are not fixed yet)
  - any clone Peaks raised by Test for Test Only actions (as these are not additional Live Defects but are just a tracking mechanism for the Test team)
- The action of deploying the Release should cause the relevant Peaks on the Release Note to be closed. As a minimum it should ensure all are set to Status “F” and alert the originator that the fix is deployed and they are asked to close the Peak
- Hotfixes are a mini release and will use the new 3-node release numbering xx.yy.zz where the primary 2 nodes are the release that they relate to and the third node is the hotfix number. Peaks that form part of a hotfix will be targeted at the 3 node Release
- Release Management will maintain the Target Release date table:
  - All past Releases must state the actual release date for deployment (if phased, this should be the Pilot release date when at least 1 live branch saw new code installed)
  - All future Releases must show the latest anticipated release date for deployment – irrespective of who will be leading the deployment
  - The Target Release screen should be used to make universal changes to Peaks when release information changes
  - Hotfix releases must also be included in the date table
  - Targeted Releases with no stated deployment date must be reported on and validated to ensure progress – or the intentional lack of it – is defined by process and cannot go unnoticed

### Actions

### System Changes

4. **John**—create a button alongside the listed Peaks on the Release Note that gather the content for easy copy and paste into the TfSNOW Change ticket to include an Excel extract option [completed 09.07.2021 — new functionality that does not affect historical Peaks]

# POA Improvements

## Improved Ways of Working & Actions Required

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Call Reference	Summary	POL Problem Ref	Fujitsu Problem Ref
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PC0295725	PBS: INC8354763 (TFSNow) : INC0388718 Lloyds £300 withdrawal [MCSUK-16376]		

Close

### One-Time Actions

1. **Adam/Sandie** – check which documents on the use of Peak/TfSNow/POA ways of working need to change to what is described in this document
  - a. Application Support Strategy
    - i. Needs full explanation of the new Live Defect key fields
    - ii. Root Cause values need explaining
      - 1 Architecture
      - 6 Design - Platform Design
      - 7 Design - High Level Design
      - 8 Design - System Outline
      - 13 Development - Build Scripts
      - 14 Development - Code
      - 15 Development - Low Level Design
      - 16 Development - Reference Data
      - 21 Requirements
      - 24 Cfg Mgt - Config Data Error
      - 26 Integration - Build
      - 31 Test - Test interpretation
      - 32 Test - Script
      - 33 Test - Data
      - 34 Test - Environment
      - 37 General - Network Change
      - 38 General - Hardware Fault
      - 39 General - User Knowledge
      - 40 General - User
      - 41 General - in Procedure
      - 42 Gen - Outside Program Control
      - 43 General - Operational Change
      - 96 Gen - Investigation On-Going
      - 97 General - 3rd Party issue
      - 99 General - Unknown
  - b. SSC WIs
  - c. Peak User Guide
2. **Adam/Tariq/Simon** - 3LS, 4LS or Architects who create Peaks in the course of their normal duties that matches the definition of Live Defect:
  - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
  - Is, or appears to be, inconsistent with the agreed design or service specification

...then it must be given the ##LiveAffectingDefect Collection and an Incident must be raised in TfSNow if one is not already open.

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

- If a Peak has had the ##LiveAffectingDefect Collection added, and it also has at least 1 of the following attributes (Horizon Defect Review):
  - Affects, or has the potential to affect, branch financial outcomes (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)
- 3. **Adam/Tariq/Simon** – If a Peak raised independent of TfSNow is subsequently qualified as being an Incident that POL should be aware of, then Fujitsu MAC need to be contacted. Fujitsu MAC will create a new TfSNow Incident which will be bonded and then assigned to 3LS. This will create a new Peak. The content of the original Peak must be copied to the new Peak so that updates can automatically flow back to TfSNow. The original Peak should be closed citing that it has been superseded by a Peak linked to TfSNow
- 4. **Sandie** – We need a process to be able to link Incidents raised AFTER a Peak to the original Peak content (explore why can't you bond a TfSNow Incident raised from Peak)
- 5. **Adam/Tariq/Simon** - 3LS, 4LS & Architects need to know that when the investigation into an issue defined in a Peak originating from TfSNow is concluded, the 'investigation' Peak can be closed and a cloned defect Peak should be created. The defect Peak reference should be added to the investigation Peak as part of its closure activity. The defect Peak reference must replicate back to TfSNow so that it can replicate to POL ServiceNow
- 6. **Adam/Tariq/Simon** – The new fields and the existing fields now used for Live Defect Management need to be accurately completed (see Live Defect Management – Key Fields in Peak)
- 7. **Adam/Tariq/Simon** – The Summary field needs to be written so as to be understandable to most readers as it will be used in internal management and external POL reports
- 8. **Adam** – Guidance on the reasons for cloning needs restating to ensure consistency across teams (awareness of the UK Bridge new process for GDC GDPR obfuscation should also be cascaded)
- 9. **Adam** – Rules on use of Call Type need restating so we ensure greater consistency
- 10. **Adam/Tariq** – Guidance on when Peaks can be closed needs restating so we ensure greater consistency
- 11. **Adam/Steve Ba/Sandie** – Peaks closed as user/process error should be considered along with TfSNow Incidents closed for the same reasons to provide a monthly report to POL to recommend enhancements in order to improve error repelling
- 12. **Adam/Steve Ba/Sandie** – Peaks/Incidents closed as "66 – Final – Enhancement Request" should also be reported on monthly to POL to recommend enhancements are submitted to Fujitsu. KBAs also needs to be updated to show the outcome was that POL need to raise an enhancement request
- 13. **Adam/Tariq** - Manager reports will need to be created to enable spot checks on Peak data entry quality and to encourage new habits – fields filled in, fields read well, clones created for correct situations
- 14. **Sandie/Steve Ba** - SMC need to ensure KBA references are added to the Peak References field
- 15. **Matt S** - Release Management to populate all past and future release dates (where known) on the Target Release screen – this only needs to cater for historic releases mentioned in ##LiveAffectingDefect tagged Peaks (this will limit the historical scope)
- 16. **Matt S** – Release Management need a process for closing Peaks, or the Peak closing process, as a step in the deployment process for a release linked to the closure of the Release Note [N/A]



# POA Improvements

## Improved Ways of Working & Actions Required

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17. **Matt S** - Release Management will need to ensure the TfSNow Change ticket lists all of the Peaks in the relevant Release Note and shows the applicable POLPRB- reference and Fujitsu Problem references (if stored in the Peak) using the new feature added to help extract the data from all identified Peaks
18. **Matt S** – Hotfixes are a mini release and should use the new 3-node release numbering-system
19. **Matt S** – identify Release Management documents that need to be updated
20. **John** - Conduct feasibility work to check how Peak extracts can be created – branded, obfuscated, redacted, exclude Progress updates etc – for potential future sharing commitments
21. **Adam** – Notify the SSC team and create a process so that Peaks that are cloned that have a ServiceNow reference cannot be closed by EDSC until the cloned Peak that was created is also closed or has its Call Type changed to “#”. The original Peak must be kept open until the cloned Peak is closed and updates must be applied to the original Peak so that the related TfSNow and ServiceNow Incidents continue to receive updates. We need to agree, implement and document a frequency for doing this. Is weekly enough? If updates are demanded more frequently then MAC will be chasing so it will become apparent quite quickly if higher frequency updates are needed. For Peaks cloned for GDC for GDPR obfuscation reasons this will only apply up to April 2020 as from that date the original Peak was obfuscated and a clone was not created
22. **Adam** – we need a process for new Incidents raised when a Peak is determined by any team to need alerting to POL that creates a new Peak that has the content of the original Peak copied across so as to ensure the updates continue to flow through TfSNow and ServiceNow. The original Peak should then be closed as it has been superseded
23. **Adam** – we need SSC to understand that MAC may reopen Peaks by assigning them back to the Peak resolver groups to ensure that any Peak ticket that is closed that has been cloned and for which continued TfSNow updates are still needed (e.g. it is bonded to POL) is kept open to ensure updates continue to be provided. Otherwise the TfSNow incident will stagnate as no Peak updates will be received and manual chasing will be needed to get progress updates on the cloned Peak
21. **Steve Br** - Look at reporting tools to remove dependency on individuals and their Excel skills
22. **Steve Br** – arrange a briefing call with all relevant POA managers to explain this stream
23. **Steve Br** - Investigate how Post Office Cloud systems and processes will affect these processes and ways of working
  - MS mentioned Jira – is this what we are now expected to use? Or is it Peak?
  - MW mentioned the new cloud systems will use Jira not Peak
  - TA mentioned 4LS do not have access to the POL JIRA system unless in the P2C team. What are the FJ views and processes around POL JIRA?

### New Ways of Working

1. **Adam/Sandie** – update documents on the use of Peak/TfSNow/POA ways of working that need to change to what is described in this document
2. **Adam/Tariq/Simon/Sandie** – regular checks should be made to ensure 3LS, 4LS or Architects who create Peaks in the course of their normal duties that relate to the Live system where POL should be notified are contacting Fujitsu MAC to raise an Incident and determine how to ensure the Peak is correctly associated
3. **Adam/Tariq/Simon** - The fields relevant to Live Defect Management tracking and reporting need to be completed by various parties as the Peak progresses
4. **Adam/Tariq** - Investigation Peaks are to be closed when a Live Defect is confirmed – once a clone has been created for the defect Peak

# POA Improvements

## Improved Ways of Working & Actions Required

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5. **Sandie/Adam/SMC** - The Summary field needs improving to make more sense to more readers as it will be used in internal management reports and external POL reports
6. **Adam/Tariq** - Call Type “#” is for confirmed Live Defects only and needs to be used by the teams
7. **Adam/Tariq** - Peaks that relate to the Live system should have their Call Type set to “L” until they are confirmed or qualified out
8. **Adam/Tariq/Simon** - Current progress and status must be in the Peak and not in separate emails, minutes or documents. Such external content must be added to the Peak
9. **Adam/Tariq/Simon** - Managers will need to conduct spot checks on Peak data entry quality and encourage new habits – fields filled in, fields read well, clones created for correct situations
10. **Adam/Tariq/Simon** - 'Private' Peak updates can be added to the Progress field – but caution should apply in case the content is ever accidentally shared
11. **Adam** – Check cloning consistency periodically
12. **Adam** – Check Peak closure guidance is being followed
13. **Adam/Steve Ba/Sandie** – Peaks closed as user/process error should be considered along with TfSNow Incidents closed for the same reasons to send a monthly report to POL to recommend enhancements in order to improve error repelling
14. **Adam/Steve Ba/Sandie** – Peaks/Incidents closed as “66 – Final – Enhancement Request” should also be reported on monthly to POL to recommend enhancements are submitted to Fujitsu. KBAs also needs to be updated to show the outcome was that POL need to raise an enhancement request
15. **Matt S** – Release Management must maintain the Target Release dates and ensure they propagate to associated Peaks – at least weekly
16. **Matt S** – Release Management must use the 3-node release numbering system for hotfixes and must target the relevant Peaks at the hotfix reference
17. **Matt S** - Release Notes must list all Peaks that are fixed and being deployed and be shared with POL – and show the POLPRB- reference and Fujitsu Problem references if stored in the Peak (to enable other functions to validate status). This is achieved by clicking the button to the right of the listed Peaks in the Release Note which creates an Excel spreadsheet that can attached to the TfSNow Change ticket (format similar to below):

Call Reference	Summary	POL Problem Ref	Fujitsu Problem Ref
PC0295314	LST:20.94: Proper messages has to display instead of Agent events in DCM_LREC.DCM_CREATE_LREC_C4D jo		
PC0295403	LST: 20.94: Too many D records in LREC file		
PC0295711	PBS Pilot: INC8349716 : Amex tras not settled as expected when reconciling DRS2 reports		
PC0295725	PBS: INC8354763 (TfSNow) : INC0388718 Lloyds £300 withdrawal [MCSUK-16376]		
Close			

18. **Matt S** – Release Management must ensure TfSNow Change tickets show all Peaks being fixed along with their applicable POL and/or Fujitsu Problem references
19. **Matt S** – Hotfixes are a mini release and should be managed that way to enable Peaks to be targeted at them and the release dates to be more clearly traceable
20. **Matt S** – Targeted Releases with no stated deployment date must be reported on and validated to ensure progress – or the intentional lack of it – is defined by process and cannot go unnoticed
21. **RAM/RAB** - Deferred Peaks will need to be updated. The RAM/RAB chair will need to ensure:
  - the ##LiveAffectingDefect Collection is set
  - the “Deferral Agreed” Collection set
  - The Call Type set to “#” if the Live Defect is confirmed and a fix can be progressed, or the Call Type set to “L” if the Live Defect still needs further investigation
  - Target Release Type changed to “Proposed for” for subsequent update via BIF/PTF



# POA Improvements

## Improved Ways of Working & Actions Required

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- If the deferred Peak has at least 1 of the following attributes (Horizon Defect Review):
  - Affects, or has the potential to affect, branch financial outcomes (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)

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# POA Improvements

## Improved Ways of Working & Actions Required

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### Stream 3 – Live Defect Management

- Team – Adam Woodley & Tariq Arain – plus John Simpkins

#### Live Defect Management – Live Defect Definition

- All Live Defects are managed in Peak only
- Some classifications of Live Defects are managed in a joint weekly Horizon Defect Review meeting chaired by POL. These are known as HDR Defects
- A Live Defect is defined as an issue that:
  - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - 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, branch financial outcomes (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
  - An Incident may be under investigation that is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential Live Defect/HDR Defect)
- *Note 1: Defects identified and managed throughout the Development and Test stages are not under this Live Defect Management process as they do not relate to the Live system. Hence there are 3 types of defect:*
  - Live HDR Defects
  - Live (Non-HDR) Defects
  - Non-Live Defects (test/dev etc) – not tracked by Live Defect Management
- *Note 2: KBAs can be raised to describe Live Defects but the management of the Live Defect is done by the Peak ticket and this Live Defect Management process*

#### Live Defect Management – Goals

- Live Defect Management must have a designated owner on POA to manage and evolve the processes and systems used
- Staff will need training and guidance on how POA wants Live Defects to be managed and how the systems need to be kept up to date
- Live Defects must be recorded as Peaks and managed using the Peak system
  - Fujitsu may have Problems open for Live Defects but the Problem record needs to hold the relevant Peak reference as this will be where progress updates will be derived
- We must know how many Live Defects there are at any point in time – and importantly, we must know which ones are part of the HDR Defect tracking led by POL and we must store the POL tracking reference on our defect Peak
- We need to be able to differentiate between Live Defects that are still being investigated and are not confirmed, and Live Defects that have been confirmed and require action to resolve
- We need to know the status of all Live Defects and whether there are any issues needing attention

# POA Improvements

## Improved Ways of Working & Actions Required

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- We need to be able to review trends and attributes of Live Defects to identify patterns – for example, we need new reports to show trends, volumes, efficient areas, inefficient areas, process stalled, aging entries, mix by priority, targeted at, time by stage, defects by system area
- Live Defects must be clearly titled so that they can be understood by the majority of readers
- Live Defect status must be clearly stated and be current and not require the reader to read content and come to a summarised view themselves
- All Live Defects must have a clear next action stated that can be tracked
- All Live Defects must be owned by a team at all times whose manager will ensure the right actions are being taken (this can be a different team throughout the lifetime of the Live Defect)
- Managers must ensure that Live Defects within their areas are reviewed regularly and action taken to ensure processes are being followed – this may require manual reviews
- When a HDR Defect is being investigated there will be a TfSNow Incident open and bonded. POL will track status by referring to their ServiceNow Incident. All progress on the investigation is to be added to the TfSNow Incident so that it is visible to POL in their corresponding ServiceNow Incident
  - It is POL's responsibility to keep their Problem record up to date if they have opened one
- If Fujitsu completes its investigation and confirms there is no HDR Defect then the investigation Peak and Incident will be closed with no further actions required. The Peak will be closed with Response Category "95 -- Final – Advice after Investigation" [or "66 – Final – Enhancement Request"] which will see it excluded from Live Defect counts in the future. The HDR-\* Collection should remain so we know it was considered within the HDR meeting
- When a HDR Defect is confirmed as a Fujitsu owned Live Defect, then a new defect Peak will be created that summarises the fault and the required fix and carries all the required meta data tags. The defect Peak reference will be added to the investigation Peak ticket which will then replicate to the TfSNow Incident. The investigation Peak will be closed along with the TfSNow Incident. Fujitsu will then manage the Live Defect in Peak and will provide status update reports from Peak that will be shared with POL for POL to use as part of the weekly HDR meeting
- Live Defects that are not classified as HDR Defects are managed internally by Fujitsu using Peak. Reports will be available for POL to show overall progress but it is not intended that every non-HDR Defect will be discussed
- There are a number of new and updated fields that comprise the key meta data used to manage defect Peaks. These fields must be kept up to date by Fujitsu staff and checked and amended by team managers regularly
- Defect Peaks deferred from RAM/RAB when a release is deployed are, by definition, Live Defects. The RAM/RAB lead must ensure:
  - the ##LiveAffectingDefect Collection is set
  - the "Deferral Agreed" Collection set
  - The Call Type set to "#" if the Live Defect is confirmed and a fix can be progressed, or the Call Type set to "L" if the Live Defect still needs further investigation
  - Target Release Type changed to "Proposed for" for subsequent update via BIF/PTF
  - If the deferred Peak has at least 1 of the following attributes (Horizon Defect Review):
    - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)

# POA Improvements

## Improved Ways of Working & Actions Required

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- 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)
- We need a documented process that reviews any Fujitsu internal Jiras and ensures they are monitored and raised as Peaks when needed so they follow the processes
- We need to hold dates when Releases went live and when future Releases are proposed for so we have an outcome for any defect Peak
- We need to provide a full list of ALL Live Defects closed in a Release with their associated POL Problem references so that POL are also able to manage their HDR process
- Reports are needed for management to show the overall status, trends, and patterns related to all current Live Defects and historical Live Defects
- CBIF rejections will get a POL reference that we will add to the Peak References field and also to the KBA so we know this was a POL decision not to take further action. The Peak will be closed with Response “63 -- Final -- Programme approved - No fix required”
- CBIF submissions will be documented in a file that will be attached to Peak. The file will use the File Type “CBIF Proposal” so it can be readily identified. This will be sent to HDR so that the meeting has the information in advance
- The outcome of BIF/CBIF/PTF meetings will be held in concise notes in the relevant text boxes on the Release Mgt tab. No need for separate minutes
- Peaks that have been tested successfully and are still to be deployed must not be closed and must be routed to RM-x and assigned to “Release to Live” so it is clear that the Live Defect is still present in the system but that its fix has been tested and is awaiting release

### Live Defect Management – Key Fields in Peak

The following are the key fields needed for Live Defect Management:

- **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>>
- **Collection ##LiveAffectingDefect** (formerly ##LiveAffectingSoftwareFault). This Collection must be set when the Peak meets the criteria for a Live 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
- **Priority** – which must be validated at all times so it is accurately shown as this will affect reporting and decision making
- **Collections of “HDR-Fin” or “HDR-Exp”** for HDR Defects
- **POL Problem reference** – using the prefix “POLPRB-” so it is obvious and also searchable
- **Fujitsu Problem reference** – using the prefix “FJPRB-” so it is obvious and also searchable



# POA Improvements

## Improved Ways of Working & Actions Required

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- **Workaround** – to state “Yes/No” state if a workaround has been implemented. If the field is blank or contains “No” then no workaround has been identified. If it is “Yes” then an accepted workaround is in place
  - Workaround is a Reference field and the following 2 screenshots show how to add the field and set its value:

The screenshots show the 'Peak Incident Management System - PC0295141' interface. The top screenshot displays the 'Add Reference Type' dropdown menu with 'Workaround' selected. The bottom screenshot shows the 'Reference Value(s)' field set to 'Yes'.

- **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
- **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
- **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
- **Response Category** – specific values have been identified to enable clarity and to spot exclusions:
  - “63 -- Final -- Programme approved - No fix required” – for Peaks rejected at CBIF
  - “66 -- Final -- Enhancement Request” – for Peaks tagged with the HDR Collection that were subsequently qualified as not being HDR Defects but enhancement requests
  - “95 -- Final – Advice after Investigation” – for Peaks tagged with the HDR Collection that were subsequently qualified as not being HDR Defects
- Management governance and checking is needed to ensure this is how the system is being used – correcting at least weekly

# POA Improvements

## Improved Ways of Working & Actions Required

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### Live Defect Management – Reporting

- From 2 queries/datasets it should be possible to create views of potential Live Defects, confirmed Live Defects, deferred Live Defects, and Peaks needing customer input
- The 2 reports are:
  1. Report to extract all ##LiveAffectingDefect tagged Peaks and show the following columns:
  2. Report to extract all Open Peaks and show the columns as above
- The output fields for both queries are to be:
 

Call Reference, Summary, Date Opened, Product, Product Group, Call Type, Priority, Assigned Team, Status, Root Cause, Collections, References, TfSNOW Incident, SNOW Incident, Workaround, Business Impact, Target Release, Target Release Type, Response Category, BIF Initial Date, BIF Completed Date, BIF Text, CBIF Initial Date, CBIF Completed Date, CBIF Text, CBIF Proposal (exists or doesn't for now), PTF Initial Date, PTF Completed Date, PTF Text, Cloned from, Cloned to, Contact Name

### Actions

#### System Changes

1. **John** – Rename ##LiveAffectingSoftwareFault to ##LiveAffectingDefect and apply to all currently tagged Peaks [completed 15.06.2021 – functionality does not affect historical Peaks]
2. **John** – Rename Call Type "L" to remove "/Defects" from label [completed c17.06.2021 – functionality does not affect historical Peaks]
3. **John** – Add new Workaround field with optional text values Yes/No [completed c22.06.2021 – functionality does not affect historical Peaks]
4. **John** – Add a new Call Type value of "#" [completed c22.06.2021 – functionality does not affect historical Peaks]
5. **John** – Add new HDR Collections of "HDR-Fin" and "HDR-Exp" [completed 15.06.2021 – functionality does not affect historical Peaks]
6. **John** – Update Release Mgt tab to add BIF, CBIF and PTF fields above current list [completed c29.06.2021 – functionality does not affect historical Peaks]
7. **John** – Add the default guidance text to the Impact text box [completed c22.06.2021 – functionality does not affect historical Peaks]
8. **John** – Add a Reference type of POL Problem Reference and enforce POLPRB prefix [completed c17.06.2021 – functionality does not affect historical Peaks]
9. **John** – Add a File Type of "CBIF Proposal" [completed c22.06.2021 – functionality does not affect historical Peaks]
10. **John** – Add text box to the Release Mgt tab for each of BIF, CBIF and PTF [completed 07.07.2021 – functionality does not affect historical Peaks]
11. **John** – Ensure TfSNOW, ServiceNow, ContactName are accessible on the defined reports
12. **John** – Ensure Business Impact field retains its line breaks when extracted in queries to ease readability [completed 09.07.2021 using an Excel workbook with live Peak lookups – functionality does not affect historical Peaks]
13. **John** – Create new Response Category of "77 – Pending – Fix Tested awaiting Release" code for Test to use instead of closing the Peaks [completed 13.07.2021 – functionality does not affect historical Peaks] [Backed out later that day as not required]
14. **John/Steve Br** – Create reports as per the Live Defect Management – Reporting suggestions for review [completed 09.07.2021 using an Excel workbook with live Peak lookups – functionality does not affect historical Peaks]

# POA Improvements

## Improved Ways of Working & Actions Required

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15. **John/Steve Br** – Create reports to spot Response Category values and Call Type “#” mismatches and other related anomalies

### One-Time Actions

1. **Management (Adam/Tariq/Matt S)** – this information (and especially the definition of Live Defect and HDR Defect) needs to be cascaded, explained, tracked and enforced with immediate effect to all relevant team members
2. **Current Assigned Team lead** – for all Peaks in your stack
  - a. If the Peak is assigned to the wrong Assigned Team then re-assign it
  - b. If the Peak:
    - i. Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
    - ii. Is, or appears to be, inconsistent with the agreed design or service specification
  - c. Then-
    - i. Add the ##LiveAffectingDefect Collection
    - ii. If the issue in the Peak:-
      - Affects, or has the potential to affect, branch financial outcomes, 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
    - iii. If the cause and required action to remedy are:
      - Still being investigated then set the Call Type to “L”
      - Are confirmed set the Call Type to “#”
    - iv. Update all of the following fields to the most currently accurate value:
      - Workaround
      - Product Group
      - Product
      - Priority
      - Impact – this now has 3 components – and this field will be shared with POL:
        - Select all current text in the field and COPY, press DELETE to reset the whole field, paste copied text between the <<>> on the newly presented Business Impact line. Check the wording is as helpful as it can be as POL may see this in future
        - Business impact:- <<as used currently, mention how many branches are affected if helpful>>-
        - Status update:- <<description of current status – succinct – so ALMOST anyone would understand>>-
        - Next action:- <<next action to be taken and expected date for next update – so it is clear what is being done and by when>>-
    - If the Call Type is “#”, also update:
      - Root Cause
    - References
      - a. If a KBA reference is not shown but appears in the detail text then add it to the References field so it can be queried easily



# POA Improvements

## Improved Ways of Working & Actions Required

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- d. Otherwise make sure the ##LiveAffectingDefect Collection is not set
3. **Adam/Sandie/Steve Ba** - Once all Peaks have been reviewed and updated, then where the HDR-\* Collection has been added we need to add the POL Problem reference to References
  4. **Steve Br** – confirm any changes to the HDR ToR if the list of HDR tagged Peaks is longer than feels sensible
  5. **Adam/Sandie/Steve Ba** - Once all HDR Peaks are tagged, the Business Impact field needs to be well written and checked weekly
  6. **Adam** – what documents need updating to formalise all this?
    - Application Support Strategy
    - SSC WIs
    - Peak User Guide
  7. **Adam/Steve Br** – what reports are needed to help police the use of the system and alert to anomalies?
  8. **Tariq** – review all current Jiras and provide a report on those that are still present in the Live system – no matter how trivial – for review
  9. **Chris** – notify test team that Peaks that have been tested successfully and are still to be deployed must not be closed and must be routed to RM-x and assigned to “Release to Live” so it is clear that the Live Defect is still present in the system but that its fix has been tested and is awaiting release
  10. **Steve Br/Steve Ba/Tariq/Adam/Graham** – when the final list of Live Defects is visible, identify policy statements and decision criteria that can be defined that sees defect Peaks either closed or actioned where currently they seem to have stagnated
  11. **Steve Br** – we need to assign a Defect Manager on POA to own and evolve Live Defect Management
  12. **Steve Br** – Draft a Live Defect Management document for Dimensions
  13. **Steve Br** – Write examples of text for Business Impact or Status update
  14. **Matt S/Sarah P** – populate the Target Release screen with all required release dates
  15. **Matt S/James** – Populate Release Mgt tab
  16. **Steve Br** – Create a “CBIF Proposal” template
  17. **Steve Br** – Agree a process for CBIF Proposal creation
  18. **Steve Br** – Check tagging of closed Peaks (Status “F” or “C”) where the Release is yet to be deployed
  19. **Steve Br** – arrange a briefing call with all relevant POA managers to explain this stream
  20. **Steve Br** – Investigate implications of Post Office Cloud on ways of working. Check how Live Defects are being recorded in AWS JIRA and be sure it is aligned to this Live Defect Management process or that an agreed alternative way of working is defined and agreed at DE/VP level

### New Ways of Working

The identified fields necessary for Live Defect Management must be kept up to date.

1. **Adam** - Mandate weekly refreshes of Impact field for all HDR- tagged Peaks (and ideally all ##LiveAffectingDefect tagged Peaks)
2. **Steve Br/Adam** - Implement a management process to check the new fields and ensure they are correctly used for the next few weeks until habits form
3. **Adam/Tariq** – Change the process to create a defect Peak with Call Type “#” that will be managed to release at end of investigation and close the original Peak. If the confirmed Live Defect is from a cloned Peak then the cloned Peak can just have its Call Type changed to “#”
4. **Tariq** – advise Developers to promote to Call Type “#” when diagnosis made
5. **Tariq** – Jiras must be regularly checked and any that need action should be raised as Peaks
6. **Steve Br** - We need reports to spot Response Category values and Call Type “#” mismatches



# POA Improvements

## Improved Ways of Working & Actions Required

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# POA Improvements

## Improved Ways of Working & Actions Required

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### Stream 4 – BIF, CBIF, PTF and HDR

- Team – Steve Bansal, Sandie Bothick, Adam Woodley, Tariq Arain, Matt Swain, Tomi Okelola, James Guy – plus cascade to all 3LS, 4LS, and Architects

#### BIF

- BIF is a Fujitsu internal meeting
- When a Developer is ready for BIF to consider their proposal then they must
  - Set BIF Action flag on the relevant Peak
  - If the Peak:
    - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
    - Is, or appears to be, inconsistent with the agreed design or service specification
  - Then
    - Add the ##LiveAffectingDefect Collection
    - If the cause and required action to remedy are:
      - Still being investigated – then set the Call Type to "L"
      - Are confirmed – set the Call Type to "#" and also update:
        - Root Cause field is up to date
    - Ensure Workaround field is up to date
    - Ensure Product Group field is up to date
    - Ensure Product field is up to date
    - Ensure Priority field is up to date
    - Ensure Impact field is up to date
- All Peaks with the BIF Action flag set will be reviewed at BIF
  - This will include all defects Peaks with the ##LiveAffectingDefect tag
  - It will also include other Peaks that may relate to other topics such as environments or Peaks that the Developers wish to discuss at the forum
- If a Peak had previously been rejected - as more information was required - then it will have the BIF Action flag set again when the Developer is ready to re-present their proposal
- BIF must consider the proposal (as it does currently) and also validate the following data values for defect Peaks:
  - If the Peak:
    - Relates to the LIVE system only (this excludes Test, RDT, and internal tasks)
    - Is, or appears to be, inconsistent with the agreed design or service specification
  - Then
    - Ensure the ##LiveAffectingDefect Collection is set
    - If the cause and required action to remedy are:
      - Still being investigated – then set the Call Type to "L"
      - Are confirmed – set the Call Type to "#" and also update:
        - Root Cause field is up to date
    - Ensure Workaround field is up to date
    - Ensure Product Group field is up to date
    - Ensure Product field is up to date
    - Ensure Priority field is up to date
    - Ensure Impact field is up to date
    - Check if the new HDR Collections of "HDR-Fin" or "HDR-Exp" should apply. If it needs applying then the chair must alert Steve Bansal, Adam Woodley and Sandie Bothick. If the issue in the Peak:

## POA Improvements

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- Affects, or has the potential to affect, branch financial outcomes, 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
- Check if there are conditions that would mean the Peak needs POL input and advice must go to CBIF:
- \* The fix can be done in more than one way and POL would need to guide Fujitsu on choosing the preferred option.
  - \* The fix may change the functionality of the system and consequently POL will be required to provide appropriate communication, and potentially training, to the subpostmasters.
  - \* The fix may need to be done in conjunction with changes performed by some of POL's other suppliers and POL will need to manage and synchronise that activity.
  - \* The fix may need to be done concurrently with a separate future planned change, due to the two fixes being logically related, and POL would need to confirm their willingness to accept any potential delays in deploying the fix.
  - \* The fix may relate to active discussions between Fujitsu and POL on a specific and separate topic and hence should be discussed within that context (Fujitsu management discretion).
  - \* Fujitsu does not believe a fix is a sensible option and seeks POL's agreement to record the circumstances in a KBA only.

- The BIF chair must record, in Peak on the Release Mgt tab, what decisions are made:

[illegible]

- The new BIF date fields (Initial and Completed) will need to be completed during, or after, the BIF meeting (not before or it will affect status reporting)
  - Initial date - will hold the date of the first BIF the Peak was first presented at – this value should not change
  - Completed date - will hold the last BIF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last BIF meeting
- The outcome of BIF discussions should be added to the BIF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate in BIF minutes

## POA Improvements

## Improved Ways of Working & Actions Required

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- If the Peak is to go to CBIF this will be determined by the field values and the BIF chair should not set the PTF Action flag
  - If the Peak does not need to go to CBIF then the PTF Action flag will be set
- The definition of BIF in the contract ASM schedule needs to be updated

## CBIF

- CBIF is a joint meeting with POL
- CBIF will continue to exist and it will be merged with the HDR meeting
- CBIF will evolve to being more system driven (more explanation below)
- Items to be discussed at CBIF must have a "CBIF Proposal" that has been created in advance using the agreed template (see right) and approval process so it is clear that this is what the decision needs to be made on (not additional dialogue during a meeting)
- Peaks to be discussed at CBIF are determined by Peak data items so it is system driven:
  - PTF Action is not set
  - PTF Initial and Completed dates are still blank
  - BIF has been completed – the new BIF Completed date is prior to today
  - The Peak has the ##LiveAffectingDefect Collection
  - Priority is A or B
  - Peak originated from a POL raised ServiceNow Incident
  - Peak has one of the CBIF criteria checked from BIF
- Peaks required to go to CBIF will be identifiable via system query and report and will be shared in advance with POL so that the meeting can focus on the decision not the familiarisation
  - If we need to invite an SME to elaborate (only for exceptional submissions) then the SME will be invited. If the submission text is well worded then SME attendance should not be required – as is currently the case when CWOs are approved
- The CBIF representative must record, in Peak on the Release Mgt tab (but not in the presence of POL), what decisions are made:

FURTHER RESTRICTED - COMMERCIAL IN CONFIDENCE			
Customer Service Impact Forum (CSIF) Proposal			
Title	<Simple Title>	Reference	<Peak ref>
Author	<Name>	Code	<ref/min/typ>
Description			
<Description - probably derived from the Peak but not requiring the reader to have access to the Peak>			
Impact			
<Probably Derived from the Impact field in the Peak >>			
Options			
< A B C etc or just show none>			
Recommendations			
<What do Fujitsu believe is the best option >>			
Implications / Considerations			
<What are the Implications/considerations PCL needs to understand when making its decision>			

CWE Playlist	DISCLOSURE RELEVANCE	Ref.	See page 1 heading
	COOPERATION IN CONDUCTANCE	Vendor	See
Obtain/Modify Device Refs	UNCONFIRMED & SUSPECTED	Over	Vendor/Over
		Page No	1 of 1

[illegible]

- The new CBIF date fields (Initial and Completed) will need to be completed during, or after, the BIF meeting (not before or it will affect status reporting)
  - Initial date - will hold the date of the first CBIF the Peak was first presented at – this value should not change



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- Completed date - will hold the last CBIF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last CBIF meeting
- The outcome of CBIF discussions should be added to the CBIF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate in CBIF minutes
- If the Peak needs to go back to the Developer then it should be assigned to the Developer team
- If the Peak can proceed as discussed then the PTF Action flag will be set
- If the Peak is to be discussed next time (as POL wish to seek wider feedback within their own organisation) then the PTF Action flag will not be set and this will cause the Peak to reappear on the weekly report
- CBIF rejections must get a POL reference which we add to the Peak and also to the KBA so we know this was a POL decision. The Peak is then closed with Response Category “63 -- Final -- Programme approved - No fix required”
- There will need to be a weekly report seen by management of what is to be presented at CBIF, and what the status is of open CBIF items and POL decisions
- There is no definition of CBIF in the contract – it says BIF – this needs to be addressed

### PTF

- PTF is a Fujitsu internal meeting
- All Peaks with the PTF Action flag set will be reviewed at BIF
  - This will include all defect Peaks with the ##LiveAffectingDefect tag
  - It will also include other Peaks that may relate to other topics such as environments or Peaks that the Developers wish to discuss at the forum
- If a Peak needs to be re-presented at PTF then it will have the PTF Action flag set again
- PTF must consider the proposal (as it does currently) and additionally be mindful that any that carry a HDR Collection or that have been presented at CBIF must get additional scrutiny – and potentially prioritisation – as progress will be reported to POL weekly
- The PTF chair must record, in Peak on the Release Mgt tab, what decisions are made:

- The new PTF date fields (Initial and Completed) will need to be completed during, or after, the PTF meeting (not before or it will affect status reporting)
  - Initial date - will hold the date of the first PTF the Peak was first presented at – this value should not change
  - Completed date - will hold the last PTF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last BIF meeting

# POA Improvements

## Improved Ways of Working & Actions Required

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- The outcome of PTF discussions should be added to the PTF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate in PTF minutes

### HDR

- There is an updated Terms of Reference (currently v2.2) but it has yet to be presented for sign off. CBIF will need adding at some stage once Fujitsu are ready with the internal CBIF processes
- Overview of the process:
  - Fujitsu takes new items as Incidents to HDR not KBAs or Peaks
  - Fujitsu must ask POL for their Problem reference so it can be added to the Fujitsu Incident (and any related Peaks) so we have the POL reference
  - Fujitsu embeds any relevant KBA or Peak content into the Incident it shares
  - Fujitsu tags its Incidents and Peaks with the applicable HDR-\* CI or Collection tags
  - Fujitsu does not reference its KBAs (and does not share them with POL in their native form)
  - The only Peak reference is the defect Peak reference Fujitsu raises when the cause is known and a fix is to be taken through the fixing process. Fujitsu will close the investigation Peak and the linked Incident as the confirmed defect Peak reference will be the one that will be managed from this point
  - If a KBA, or internal Peak, is created that identifies a condition that meets the definition of HDR Defect then Fujitsu raises an Incident by contacting Fujitsu MAC with the relevant KBA content in it and Fujitsu MAC bonds the Incident and alerts POL
  - Updates on potential Live Defects is provided via bonded Incident updates
  - Updates on confirmed Live Defects is provided by defect Peak weekly reports
  - The above ensure POL has visibility at all times either from their ServiceNow Incident or by maintaining their ServiceNow Problem ticket (POL will need to transpose data from the weekly Fujitsu reports into its Problem tickets)
  - As this is an early warning forum too, we will also issue an email alert to the Fujitsu Duty Manager distribution list and a POL distribution list to alert interested parties
- Summary
  - Potential HDR Defects will be reported automatically to POL via the service management toolset replication driven by Fujitsu updates to the TfsNow Incident
  - Actual HDR Defects (including any deferred) will be shared with POL weekly by an extract report from Peak that will be sent to POL in advance of the meeting showing the latest update
  - New CBIF content will be shared with POL on a weekly report from Peak that will include the proposal and will be sent to POL in advance of the meeting
  - Updates to CBIF content will be shared with POL weekly by a extract report from Peak that will be sent to POL in advance of the meeting showing the latest update
- The Incident will be worked by Fujitsu if it is within the Fujitsu scope of obligations – otherwise it will be passed to POL ITDSD to assign to the relevant POL third party
- POL will probably convert the ServiceNow Incident to a ServiceNow Problem – but that is their choice
- If Fujitsu completes its investigation and confirms there is no HDR Defect then the investigation Peak and Incident will be closed with no further actions required. The defect Peak will be closed with Response Category “95 -- Final – Advice after Investigation” to say the HDR Defect was not confirmed

# POA Improvements

## Improved Ways of Working & Actions Required

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- For the purposes of Live Defect Management, Fujitsu will use Peak references not TfsNow Problem references
- Fujitsu will provide its view of status – from its systems – and manage any difference of opinion with POL
- Fujitsu will provide weekly updates prior to the meeting
  - Potential Live Defects – no action required as the updates will already be in POL ServiceNow
  - Confirmed, active CBIF, and deferred Live Defects – by sharing the latest update on the defect Peak we are managing our side in the form of a report.
  - CBIF new Live Defects – for decision by sharing the pro-forma proposal in a report and inviting a decision
  - *Note: Any reports will be checked and sent in advance of the HDR meeting so POL can add it to their Problem ticket and ensure they are ready to provide a decision to the CBIF new Live Defects*
- The HDR meeting needs to evolve away from a “talking shop” to one of quick facts that demonstrate systematic control and confidence. Fujitsu should reduce the number of attendees
- If POL need more information, the Fujitsu ticket owner is tasked to get it and add it to our ticket – or we get the CBIF proposal updated for resubmission. The new information must be added to the system
- POL need to hold the Fujitsu Incident or defect Peak reference in their Problem ticket so they know what to ask us for an update on – and what to apply our report updates to in their system
- The HDR minutes need an overhaul for Fujitsu. This is the Fujitsu specific meeting and yet it lists numerous Live Defects that are not related to Fujitsu and the minutes are sprawling and hard to follow. POL will be advised that:
  - They need to make it clear which HDR Defects are within Fujitsu's scope of obligations
  - They need to show the Fujitsu Live Defect reference (ServiceNow/TfsNow Incident or defect Peak)
  - They need to show Fujitsu's latest update
  - A summary view at the top is needed - New, Open, Closed, by Severity, by area affected, and trend
- Any ad-hoc calls should only be required when the next scheduled meeting is too far away. Updates from Fujitsu must come from the Incident update or defect Peak report with any additional comments made during the meeting being added to the Incident or defect Peak
- There is no definition of HDR in the contract – this needs to be addressed

### KB – Info only

- The Fujitsu KB is an information repository used for support purposes
- Any observed Live Defects will be recorded as a KBA but the progress to investigate and address them will be done via Peak(s) and Incident(s)
- KBAs do not need to be shared with POL as the tracking needs to be on the Peak and Incident raised to progress them
- If the awareness or involvement of POL is applicable then there will be a TfsNow bonded Incident and this will contain all relevant parts of any KBA so that the Incident that POL see is a suitable complete reference
- If POL accept a Live Defect – namely decide that no action is required – then the KBA will be updated accordingly and will have the POL applicable reference added so it is clear that it

# POA Improvements

## Improved Ways of Working & Actions Required

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was not fixed by POL decision. This is a contract responsibility on POL to record these and issue Fujitsu with a notification

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# POA Improvements

## Improved Ways of Working & Actions Required

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Release Mgt tab – for BIF, CBIF and PTF

DETAILS	REFERENCES	PRODUCTS	EVIDENCE	IMPACT	COLLECTIONS	TARGET RELEASE	RELEASE MGT.
Index	41247	Last Editor		John Simpkins	Date/Time		2021-07-08 16:39:48
<b>Business Impact Forum (BIF)</b>							
						Enter the current BIF status. Include items such as: 1. Date - Date of the last review 2. Status - BIF status following the last action 3. Action - Person/Department with any actions to progress if Deferred. 4. Reject Reason - Reasons if rejected.	
<b>Customer Business Impact Forum (CBIF)</b>							
						Enter the current CBIF status. Include items such as: 1. Date - Date of the last review 2. Status - CBIF status following the last action 3. Action - Person/Department with any actions to progress if Deferred. 4. Reject Reason - Reasons if customer rejected.	
<b>Peak Targeting Forum (PTF)</b>							
						Enter the current PTF status. Include items such as: 1. Date - Date of the last review 2. Status - Targeted Release 3. Action - Person/Department with any actions to progress if Deferred.	
<b>Release Management Forum (RMF)</b>							
						Enter the current status from the Release Management Forum. Include items such as: 1. Date - Date of the last review 2. Action - Person/Department with any actions to progress the Defect if Deferred 3. Review - Date to review actions	
		Initial Dates (DD/MM/YYYY)			Completed Dates (DD/MM/YYYY)		
To BIF							
To Customer BIF							
To PTF							
		Planned Dates (DD/MM/YYYY)			Actual Dates (DD/MM/YYYY)		
Out Development							
Out Integration							
Into LST							
Out LST							
Into Production							
Status	Z New	Group	HNG-X 20.94.04		Owner	Save Changes	

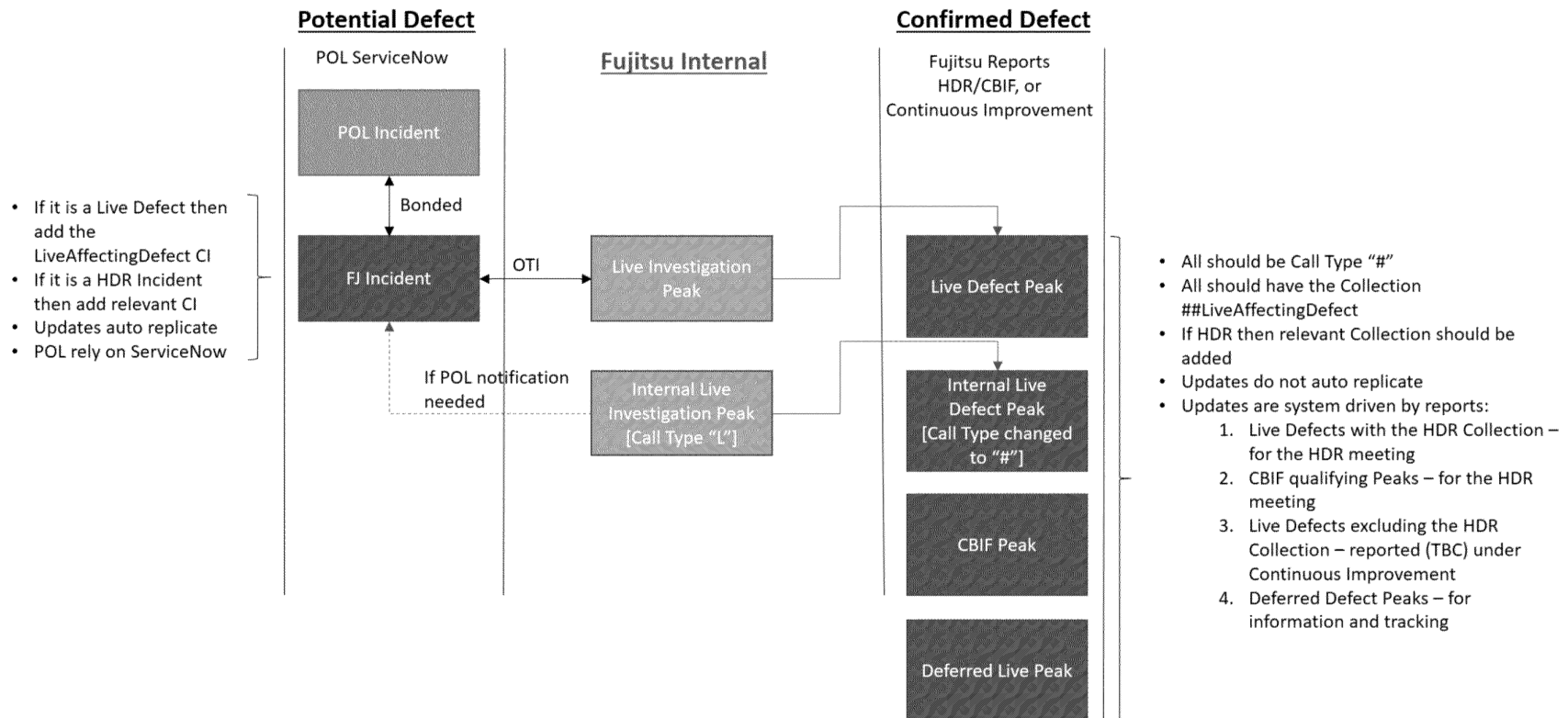
# POA Improvements

## Improved Ways of Working & Actions Required

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CBIF / HDR Diagram

## Incident – Peak – Defect – HDR – CBIF



# POA Improvements

## Improved Ways of Working & Actions Required

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### Actions

#### System Changes

1. **John S** – add CBIF selectable criteria to be completed during BIF
  - The fix can be done in more than one way and POL would need to guide Fujitsu on choosing the preferred option.
  - The fix may change the functionality of the system and consequently POL will be required to provide appropriate communication, and potentially training, to the subpostmasters.
  - The fix may need to be done in conjunction with changes performed by some of POL's other suppliers and POL will need to manage and synchronise that activity.
  - The fix may need to be done concurrently with a separate future planned change, due to the two fixes being logically related, and POL would need to confirm their willingness to accept any potential delays in deploying the fix.
  - The fix may relate to active discussions between Fujitsu and POL on a specific and separate topic and hence should be discussed within that context (Fujitsu management discretion).
  - Fujitsu does not believe a fix is a sensible option and seeks POL's agreement to record the circumstances in a KBA only.

#### One-Time Actions

- BIF
  1. **Tariq** – ensure the Developers know the important Peak fields as they bring Peaks to BIF
  2. **Matt S** – ensure the BIF Chair knows the important Peak fields to check, set and update as part of the revised BIF process
  3. **Matt S** – ensure the BIF Chair knows to update the BIF sections of the Release Mgt tab for the Peaks being discussed
  4. **Tariq/Matt S** – identify any documents that refer to BIF that need to be updated (e.g. Work Instructions)
  5. **Steve Br** – look at amending the BIF references in the contract documents
  6. **Matt S/Steve Br/John** – identify reports for what needs to go to BIF, and what came out of BIF (for minutes perhaps)
- CBIF
  1. **Steve Br** – finalise CBIF Proposal template
  2. **Steve Br/James** – Define the process for creating and approving CBIF Proposals
  3. **Steve Br/James** – validate criteria for identifying CBIF candidate Peaks
  4. **James** – ensure the CBIF process knows the important Peak fields to check, set and update as part of the revised CBIF process
  5. **James** – identify any documents that refer to CBIF that need to be updated (e.g. Work Instructions)
  6. **James/Steve Br** – identify the POL obligations to provide references for rejected proposals and ensure they are appropriately stored in Peak and on KBAs
  7. **Steve Br** – look at amending the BIF references in the contract documents
  8. **James/Steve Br/John** – identify reports for what needs to go to CBIF (incl CBIF Proposal extracted), and what came out of CBIF (for minutes perhaps)
  9. **Steve Br/James** – agree the process for the weekly report creation, validation, and sharing with POL
- PTF
  1. **Matt S** – ensure the PTF Chair knows to pay special attention to Peaks with a HDR Collection and those that have been to CBIF



# POA Improvements

## Improved Ways of Working & Actions Required

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2. **Matt S** – ensure the PTF Chair knows to update the PTF sections of the Release Mgt tab for the Peaks being discussed
  3. **Matt S** – identify any documents that refer to PTF that need to be updated (e.g. Work Instructions)
  4. **Matt S/Steve Br/John** – identify reports for what needs to go to PTF, and what came out of PTF (for minutes perhaps)
- HDR
1. **Steve Br** – get v2.2 of the ToR agreed and signed off
  2. **Steve Br** – the HDR minutes are not very useful to Fujitsu and need changing. They do not properly articulate what is in the Fujitsu domain
  3. **Steve Br** – amend ToR to incorporate CBIF and the basis of what qualifies for CBIF submission
  4. **Steve Br/John** – identify report format and process for what needs to go to HDR
  5. **Steve Br/Steve Ba** – agree the process for the weekly report creation, validation, and sharing with POL
  6. **Steve Br** – look at how HDR should be referenced in the contract documents

### New Ways of Working

- BIF
- **Tariq** – Developers taking defect Peaks to BIF need to ensure the Peak fields are set as follows
    - Set the BIF Action flag
    - Ensure the Call Type is set to “#”
    - Ensure the ##LiveAffectingDefect Collection is set
  - **Matt S** – ensure that the BIF chair is aware they must:
    - Ensure current Priority is correctly set
    - Ensure Call Type is set to “#”
    - Ensure the ##LiveAffectingDefect Collection is set – except for internal environment Peaks
    - Check if the new HDR Collections of “HDR-Fin” or “HDR-Exp” should apply. If it needs applying then the chair must alert Steve Bansal, Adam Woodley and Sandie Bothick
    - Update the BIF date fields on the Release Mgt tab for each Peak reviewed
    - Add concise note to the BIF text box on the Release Mgt tab. No need for separate in BIF minutes
      - If the Peak is to go to CBIF this will be determined by the field values and the BIF chair should not set the PTF Action flag
      - If the Peak does not need to go to CBIF then the BIF chair should set the PTF Action flag
    - Create any BIF minutes by using Peak queries that extract the fields required
- CBIF
- **James** – The CBIF representative must record, in Peak on the Release Mgt tab (but not in the presence of POL), what decisions are made
    - The new CBIF date fields (Initial and Completed) will need to be completed during, or after, the BIF meeting (not before or it will affect status reporting)
      - Initial date - will hold the date of the first CBIF the Peak was first presented at – this value should not change
      - Completed date - will hold the last CBIF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last CBIF meeting



# POA Improvements

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- The outcome of CBIF discussions should be added to the CBIF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate in CBIF minutes
- If the Peak needs to go back to the Developer then it should be assigned to the Developer team
- If the Peak can proceed as discussed then the PTF Action flag will be set
- If the Peak is to be discussed next time (as POL wish to seek wider feedback within their own organisation) then the PTF Action flag will not be set and this will cause the Peak to reappear on the weekly report
- CBIF rejections must get a POL reference which we add to the Peak and also to the KBA so we know this was a POL decision. The Peak is then closed with Response “63 -- Final -- Programme approved - No fix required”
- PTF
  - **Matt S** – ensure that the PTF chair is aware they must:
    - Check if the new HDR Collections apply, or if the Peaks have been to CBIF to ensure they get proper consideration and priority
    - Update the PTF date fields on the Release Mgt tab for each Peak reviewed
    - Add concise note to the PTF text box on the Release Mgt tab. No need for separate in PTF minutes
    - Create any PTF minutes by using Peak queries that extract the fields required
- HDR
  - **Steve Br/Steve Ba/Adam/Sandie** – the meeting needs to be fed with a report shared in advance for confirmed Live Defects and CBIF updates (potential Live Defects are updated through the service management toolsets)
  - **Steve Ba/Adam/Sandie** – tickets in either Peak or TfSNow need to be robustly managed and management will need to check and coach the teams
  - **Steve Ba/Adam/Sandie** – Incidents tagged with “HDR\*” need to be intercepted early and an alert sent to an agreed distribution list in both Fujitsu and POL

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

### Stream 5 – Security Improvements

- o Team – Geoff Baker & Jason Muir

#### SecOps BAU

- o Priority - Geoff
  - Validate PAM roles for Belfast teams. The superuser roles should be the minimum possible to achieve the operational responsibilities
  - Ensure current levels of logging meet MSCF and contract obligations
  - Shore up the internal PAM monthly verification processes, and add a report and governance for ISM and CISO review
  - All POA users must be reminded that they must follow the account UAM and PAM processes
- o TBC
  - Review SVM/SEC/PRO/0012 and check that the 57 RBAC entries are still correct despite it saying last reviewed 19/08/2020
  - JML form does not link clearly to ROLE and RBAC
  - Account creation - Wintel & other account creation functions should not use cloning
  - Define reports and audience (perhaps all PAM roles) – what do SecOps actually track
  - Define governance to be applied – what do SecOps check is ok and action
  - Update all related documents on UAM and PAM – and contract documents if needed - SVM/SEC/PRO/0006

#### Additional Items

- o Priority- Jason
  - Sort/explain non-compliant admin accounts that contravene segregation of duty rules (to EBMS)
  - Establish a central register of shared, break-glass and local admin accounts – records of and management of (discovery and processes). Arrange call with Jill Smyth, Andy Gibson, John Bradley, Chris Harrison, Gerald Barnes, Geoff Baker, Andy Hemmingway, Tariq Arain, Matt Swain cc: Steve Bansal, Simon Wilson, Graham Allen
    - Consider...
      - Upgrade KeePass to commercial version/better solution
      - Add KeePass content to weekly report
  - Confirm meaning of the PCI pen test obligations in the Security Service Description
- o TBC
  - Look into additional logging, reporting and review of Remote Connectivity activity – or describe 'as is' and seek agreement
  - Investigate the use of the remote Syslog server and determine if any logging should be directed to Netcool. Capacity issues may limit options
  - Counter access – why are counters accessed so frequently, should access be on request not by default to protect our staff and the company from incorrect accusations. We need to restrict RCA capability to escalate privileges. Also need to confirm that commands are read only, counter account is read only, commands are restricted – any doubt and we need to make changes

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

### Actions

#### System Changes

- o TBC

#### One-Time Actions

#### Priority

1. **Geoff** – Challenge and reduce Belfast admin rights to sensible minimum
  - a. Belfast teams creating new granular specific admin roles and assigning team to more specific responsibilities
2. **Geoff** – Create an action plan to address all MSCF gap findings
  - a. Mapping complete. Chasing validation from corporate and then we can identify the actions we need to consider
3. **Geoff** – Review and improve monthly PAM verification process and ensure fully documented. Include the proposed Belfast team checks sent to Andy and Jill too
4. **Steve** – Issue a Red Top reminding POA users to use the account UAM and PAM processes. Sent by Red Top 18.06.2021
5. **Jason** – confirm any POA admin account anomalies to EBMS and either document reason or amend privileges
6. **Jason** – Conduct discovery and collation activity to get the full list of all local admin type accounts
7. **Jason/Steve** – confirm understanding of PCI pen testing obligations.
  - a. These must be initiated by POL so no further action required

#### New Ways of Working

1. **Geoff** – PAM verification process to be reported on monthly within SecOps governance (to include routine validation of superuser roles)
2. **Geoff** – operate the monthly PAM verification process to a higher-level of rigour
3. **SecOps** – Maintain records of all shared/service/local admin accounts and spot check the processes around them

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

### Stream 6 – Elevated Access & Tooling

- o Team – Varied. Mostly a one-time action stream

#### Actions

##### One-Time Actions

##### *APPSUP*

1. **Sandie** – Complete updated APPSUP process document and get all Fujitsu teams to overtly confirm compliance
2. **Adam** – Ensure 4 eyes/peer review happens - NWH or OOH
3. **Steve Br** – Amend both organisations' Change Control documents to show APPSUP is allowed out of process

##### *APPSUP – non-BRDB*

1. **Geoff** – Revoke default privileges once impact quantified
2. **Sandie/Adam** – Update APPSUP document to incorporate findings and changes
3. **Steve Br** – Notify POL of action taken

##### *Interface Interactions Logging*

1. **Steve Br/Wendy** – Confirm with POL that this must be Fujitsu support use only – not for sharing

##### *Transaction Correction Tool*

1. **Steve Br/Seb** – Decommission TC Tool functionality as not used. Completed 14.05.2021



# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

### Stream 7 – Various

- o Team – Varied. Mostly a one-time action stream

### Actions

#### One-Time Actions

#### *Historical Investigations*

1. **Steve Br** – We must log them and manage this differently – we need a process defining internally and with POL
2. **Steve Br** – TfSNow and Peak teams must intercept them and not action but divert to the process
3. **Steve Br** – All staff must realise the need to demand a TfSNow ticket is raised by POL (hence the above intercept will apply) – it cannot come in via email only

#### *Monthly SMR pack*

1. **Steve Ba/Sandie** – Limited Incident data - add trending and patterns
2. **Steve Ba/Sandie** – Highlights page is largely of no value
3. **Steve Ba/Sandie** – Some cumulative failures are not carried forward in stats columns
4. **Steve Ba/Sandie** – We embed minutes of other meetings and list Incidents - it's overly padded
5. **Steve Ba/Sandie** – Needs to add links to HDR Defects

#### *Peripheral Key Logger*

1. **Steve Br** – Decommission functionality as not used
  - Steve Browell asked Dean Bessell again on Thursday 24th June 2021 to check with Lorna Owens and get us a decision. CBIF 12.07.2021 has shown some POL confusion that will be addressed at CBIF 19.07.2021

#### *Documentation*

1. **Steve Br/Matt L** – We need to get all fundamental content gaps identified and actions assigned
  - Outstanding CCD actions
  - Service Descriptions
  - Referenced documents in the contract
2. **Steve Br/Matt L** – Document list:
  - a) Security Service Description SVM/SDM/SD/0017
  - b) Governance Schedule A2 – names, chair and scope of meetings
  - c) ASM Schedule I2 – BIF definition, Peak and KB proprietary references, POL KB references for approved BEDs
  - d) Testing Strategy - 0936 document
  - e) **REQ/GEN/PRO/0735** – new CCD with Steve Evans to complete
  - f) The CBA document Simon mentioned had the wrong Windows version in it
  - g) SVM/SDM/SD/0003 – DC Ops SD – states plans we should be creating [looks to be ok – Steve Br to double check]
  - h) Change Control to mention APPSUP
  - i) Application Support Strategy to mention Peak and Live Defect Management

#### *Governance Meetings*

1. **Steve Br/Dan** – The contract Schedule A2 needs updating
2. **Steve Br/Dan** – Key Meetings must have a Chair, ToR, Agenda, Minutes, correct attendance

# POA Improvements

## Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

3. **Steve Br/Dan** – Working list of key meetings (POL attempting to lead on this):
  - a) Governance Meeting (Supplier Meeting)
  - b) Demand Planning
  - c) RAM/RAB
  - d) Change Control

DO NOT DISTRIBUTE