

ICL Pathway Implementation Strategy (Release 1c)Ref.: IM/STR/0021
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Abstract: This paper documents the strategy through which the Horizon counter infrastructure is implemented in the Post Office network. In particular this version covers the activities required to upgrade IGL & release 1b outlets to support the functionality introduced at release 1c.

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0 Document control**0.1 Document history**

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0.2 Approval authorities

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0.3 Associated documents

	Reference	Vers	Date	Title	Source
1	IM/STR/0003	1.2	28/5/97	Implementation strategy for release 1b	Mark Fisk
2.	TD/ARC/0001	1.0	21/10/96	Technical Environment Description	Alan Ward
3	IM/STR/0014	1.0		Implementation Security Strategy	Eamonn Long
4	IM/PRC/006	2.0	2/6/97	Operation Aspects of the Horizon Field Support Officers for release 1b	M Fisk

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5.	IM/STR/0011	1.0		Bar Coding of Post Office and Counter PC	Dave Howells
6.	IMP/STR/0015	4.1		In Office Migration Strategy for release 1c	Caroline Freerer
7.	IM/ACS/0005	0.1	18/3/97	DSS/POCL Implementation Part D - Rollout Acceptance Specification	Pamela Barlow
8.	IM/STR/0019	0.3	16/10/97	Training Requirements for Horizon Releases 1a to 1c	Lorraine Holt
9.	N/A			IGL Counter infrastructure installation document	Paul Underwood
10.	PA/STR/0006	1.0		Release 1c Release Contents Description	Steve Warwick
11.	RS/FSP/0003	1.0	1/11/96	Security Functional	P Harrison
12.	IM/STR/0016	2.1	2/4/97	Horizon Field Support Officer Strategy	M Fisk
13.	BD/SRC0001	0.1	31/10/97	Documentation Change Process	Marlene Henderson

0.4 Abbreviations

APT	Automated Payments Terminal
BA	Benefit Agency
BAD	Benefit Agency District
BOS	Back Office System.
CM	Configuration Management
D2D	Design to Distribution Ltd
DSS	Department of Social Security
FAD	Finacial Authortisation Document
ICL	International Computers Ltd.
IGL	Initial Go Live
ISDN	Integrated Services Digital Network
IT	Information Technology
LAN	Local Area Network
PC	Personal Computer
PDA	Programme Delivery Authority

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PO	Post Office
POCL	Post Office Counters Ltd
PSTN	Public Switched Telephone Network
RLM	Regional Liaison Manager
UTP	Unshielded Twisted Pair
WAN	Wide Area Network
WTL	Workplace Technologies Ltd

0.5 Changes in this version

Document updated after formal inspection of the document.

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1 Introduction

This document has been produced as one in the series of strategy documents reflecting the processes involved in the implementation of the Horizon counter systems. Specifically the document provides the high level overview of the processes required to install the Horizon counter infrastructure in outlets targeted at release 1c.

1.1 Purpose

The purpose of the document is to describe the high level overview of the activities related to the implementation of the Horizon counter system for release 1c. Acceptance of the strategy results in the production of lower level processes and procedures which document the implementation programme in more detail.

Where related activities are documented in other strategy papers this document will make reference to them accordingly.

Any changes to the implementation strategy will be reflected by change proposals to this document or other related documents. At intervals accepted change proposals will be incorporated in to new versions of this document.

1.2 Scope

The scope of the document is as follows;

- To provide a high level overview of the implementation processes for the Horizon counter environment and provide direction to related documents associated with the delivery of release 1c systems to post office outlets.
- To detail the implementation strategy sufficiently to allow production and agreement of lower level procedural and work instructions resulting from agreement of this document.

1.3 Implementation Overview

At release 1c the target outlets are summarised in Table 1 below;

Environment	Process	Relevant Section
IGL 10 Initial Go Live outlets	• User Awareness Event	Section 8
	• Site preparation and modification	Processes as documented and agreed for release 1b (Ref.[1])
	• User training	Section 8
	• Outlet upgrade	Section 6

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	activities (including in office data migration) <ul style="list-style-type: none">• After care support	Section 8
Release 1b Approx. 190 outlets installed at release 1b.	<ul style="list-style-type: none">• User training• Outlet upgrade activities (including in office data migration)• After care support	Section 8 Section 6 Section 8

Table 1

Each of the environments are described in the following sub sections.

1.3.1 IGL outlets

The activities performed for IGL outlets apply to 10 specific outlets in the POCL South Wales and South West region. The upgrade activities at these outlets occur over a specified migration weekend, the details of which is published through upgrade schedules. Site survey and preparation activities will be carried out using the processes established at release 1b. (Ref. [1]) and as such are not discussed further in this document.

1.3.2 Release 1b outlets

These activities are performed at outlets which have been installed with the Horizon counter system at release 1b and are upgraded to support release 1c. The activities include a swap out of the base unit, keyboard and counter printer at each position. The upgrade activities at these outlets will occur during the operational day on a defined working day (Monday to Friday). Some disruption in the outlets may be experienced, in that the existing Horizon service will not be available, whilst the upgrade from release 1b to release 1c takes place. However, during this period manual backup procedures will be invoked.

The replaced items will be removed from the outlet using the packaging in which the new equipment was delivered.

2 About this document

The implementation strategy has been developed from a series of workshops between PDA, ICL Pathway and the third party suppliers, where all aspects of the implementation programme for release 1c have been discussed and agreed.

The structure of the document is as follows;

- Overview of the post office environments that are encountered during release 1c.
- Communication strategy with the post office used at this release.
- The hardware strategy, that is the hardware environment encountered and operated at this release.
- Outlet upgrade strategy used to deliver the release to the outlet (which includes equipment delivery, installation and in office migration).
- Data centre implementation strategy used at this release.
- User awareness and training strategy used to educate the post office user population in readiness for the release.

2.1 Related Implementation documentation

The implementation of release 1c is detailed through the following document structure, summarised in figure 1 below relative to day 0 (the installation day).

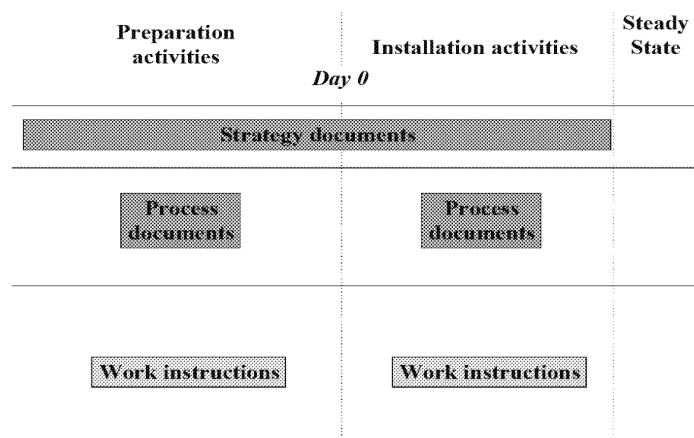


Figure 1

- The strategy documents provide an overview of the implementation, training and In-office migration activities that are used to deliver release 1c and take outlets through to the steady state support.

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- The process documents provide specific details for key activities in the implementation life cycle. The documents describe specifically those activities which prepare the environments ready for the introduction of release 1c and those which are used to take outlet environments after they have been prepared through to the steady state support during the installation
- The work instructions provide the day to day operational instructions used in the implementation life cycle.

3 Post office environments

The Horizon counter infrastructure was implemented in around 200 post offices as part of release 1a (IGL offices) and release 1b.

3.1 Initial Go Live Outlets

The IGL outlets were each installed with one counter system using equipment specified for these outlets (Ref.[9]). The system connected to a dedicated Pathway campus supporting the infrastructure which enabled the Benefit Encashment Service across BT ISDN. The users of these systems are now familiar with the Horizon environment.

3.2 Release 1b Outlets

The release 1b outlets were installed using the high level procedures detailed in the implementation strategy (Ref. [1]). Horizon counter systems were installed as either a single position or multiple position outlet, depending on information supplied by POCL and determined during the Site survey process (Ref. [1]). The outlets connected to a dedicated Pathway campus supporting only the Order Book Control Service introduced at release 1b across BT ISDN. The users of these systems are already familiar with the Horizon environment.

3.3 The counter environment

The Horizon counter equipment is physically installed in outlets in either a “Counter”, or a “Back Office” position.

- A “Counter” is a customer facing serving position where day to day operations are performed.
- A “Back Office Position” is a location and business profile which does not provide a customer facing role but from which transactions can still be carried out. No “Back Office Positions” are encountered at this release.

The number of counter and back office positions varies between the different outlets.

3.3.1 Numbering of counters

Counters in the POCL network do not use any fixed scheme when numbering or labelling counter positions. For example;

1. Counters are numbered 1-x left to right as viewed from the serving side.
or
2. Counter positions are identified using letters of the alphabet (A-Z as viewed from the counter side).

To overcome this, the implementation strategy specifies standard labelling of counter positions for the rollout as follows;

- Counter positions are numbered 01 - xx, where x is the number of positions from left to right as viewed from the counter side.
- If there is a back office system then it is always the gateway server.
- Numbering of positions is as follows;
 - (i) gateway server is always position 01
 - (ii) Counter positions are numbered 02 - xx
 - (iii) Open plan positions are numbered after all counter positions have been allocated.

Horizon equipment installed at the counter will be labelled with the counter number (See section 3.4). It is this counter number that is used during the auto configuration system introduced at this release.

The strategy is best explained using a series of examples.

Example 1 Single counter position

In this example there is only one system installed and as such will always be position number 1. This system is the gateway and affords the connection for the office printer.

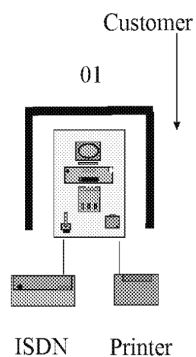


Figure 2

Example 2 3 counter position

In this example , three scenarios are shown.

The first is where the gateway system is installed at counter position 01. The ISDN connection can be installed in the same area as the gateway system.

The second scenario is where the ISDN connection cannot be located with the gateway system. In this situation additional cabling is installed such that the gateway system still remains in position 01.

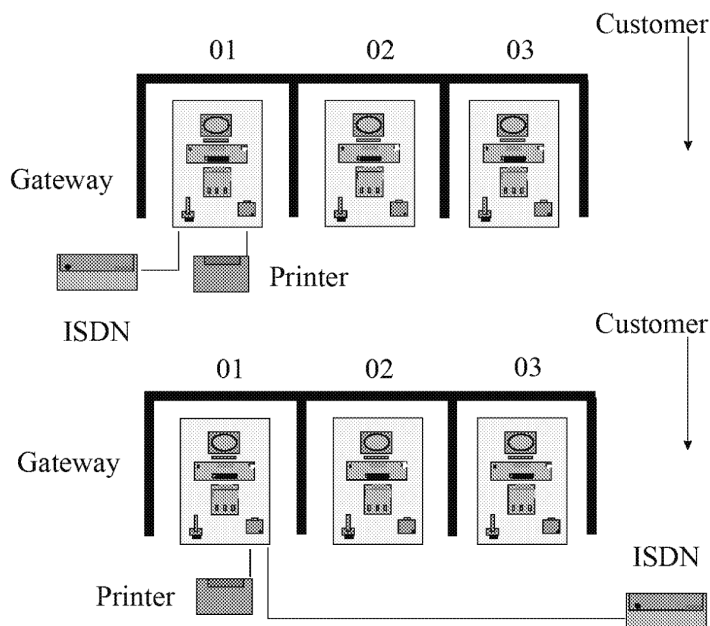
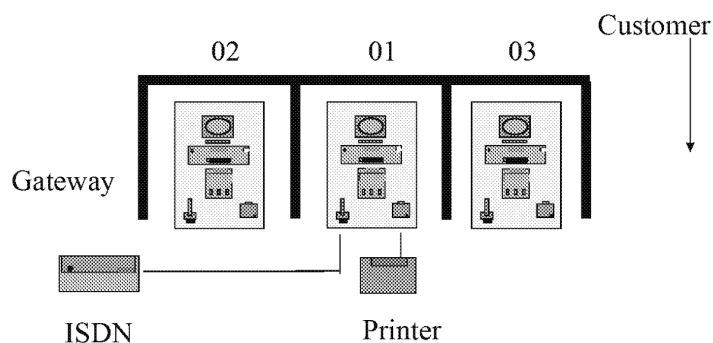


Figure 3

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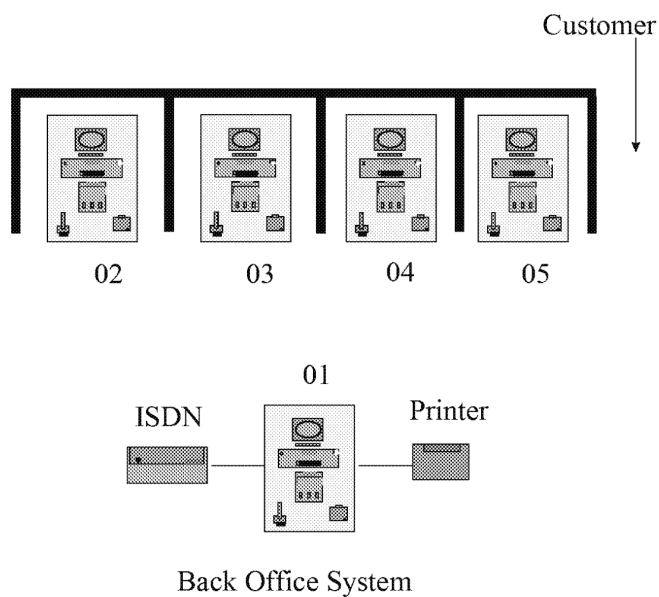
The third is where the gateway server cannot be installed in the target counter position. This may be because there is insufficient room to install the office printer at counter position 1. In this situation the gateway server will be located in the next available position, however the gateway will still be labelled as position 01. **This scenario cannot be used without prior approval from the ICL Pathway rollout manager.**

**Figure 4**

Example 3 4 counter position and a back office system.

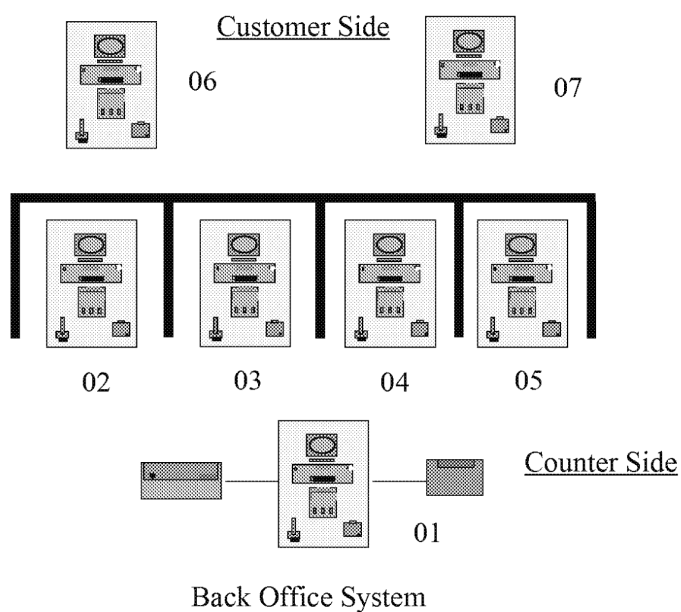
In this example there is “Back Office” system installed. This system is the gateway system, which also affords the connection for the office printer.

The counter positions number from the “Back Office” system from 1. The counter positions number from 02 through to 05.

**Figure 5**

Example 4 outlet with Open Plan Positions

In this example there are two Open Plan Positions. The Back Office and counter positions are numbered first followed in sequence by the Open Plan Positions.

**Figure 6**

3.4 Outlet Identifiers

In order that each outlet can be tracked during the rollout a unique identifier is established. The identifier is derived from information relating to its location, as identified below.

- The database reference for each outlet is a unique key. The key is an allocated number in the range 1-40,000 which is associated with individual offices. This reference is an internal identifier which is only within the database.
- An additional key is also associated with each outlet based on the FAD code (the Post Office identifier for outlets). The rollout project will refer to this code as the Post Office Code.

3.4.1 Post Office Code format

The Post Office Code used during the implementation programme is a unique reference which relates to the Post Office Identifier and counter number. The format used is:

123456AAAXX,

where

123456	Post Office FAD code	<ul style="list-style-type: none">• Provided by POCL for each outlet
AAA	<u>This field is currently reserved for future use.</u>	<ul style="list-style-type: none">• 001 is default for all outlets.
XX	Node id. A code relating to the Position of Horizon equipment in the outlet.	<ul style="list-style-type: none">• 01 for gateway• xx relating to counter position

Table 2

The format of the code and its use is explained in the following example

Example - outlet with FAD Code 123456 and 4 counter positions

The Pathway Post Office Code format for this outlet is

123456001.

This is the outlet identifier used in the rollout process. The identifier is translated to a bar code and was installed during the Implementation process. It is this code which is scanned by Exel during the asset information gathering phase.

12345600101 - 12345600104

These codes were used during the implementation process at release 1b. The identifiers are translated into bar code format and are installed on the Base Unit at each Counter position. It is this code which is used during the auto configuration stage of the Installation process (see section 6). For each outlet sufficient bar codes are produced to allow for 24 nodes in the outlet. Each outlet is installed using two bar code sheets.

The first sheet contains detachable bar code labels which are installed in a plastic wallet attached to the base unit.

The second sheet is left with the outlet manager for safe keeping. This sheet can be used during the installation or replacement programme should the first bar code become damaged or lost.

If neither of the bar code sheets are available then the auto configuration process can still continue in the outlet through the invocation of a manual procedure which is based on the counter position of the Horizon equipment in the outlet.

Details of the production of bar codes and their distribution is documented in the Bar Code strategy (Ref. [5]).

4 Communication during the Rollout Programme

This section documents the communication strategy that operates throughout the implementation programme for release 1c. To achieve this, working practices adopted during the life cycle of release 1b are adopted (Ref. [1]). Post Office representatives working together with ICL Pathway, plan, organise and communicate the principles of the implementation programme to post office counter staff and any third party suppliers operating on behalf of ICL Pathway. (Ref. [13]).

- All correspondence, telephone calls or visits to outlets by ICL Pathway and/or any subcontractors will always present the single interface of ICL Pathway.
- All personnel working in this environment will be security vetted to a standard agreed with the POCL via the PDA.
- All representatives will be identifiable through the use of a common ICL Pathway identity card. The exception to this rule is BT who will continue to use their own pass.

This is detailed further in the following sections.

4.1 Correspondence

Any written correspondence which is delivered to outlets as part of the implementation programme will be reviewed and agreed with PDA before being dispatched.

4.2 Telephone Calls

All telephone calls to post office outlets are scripted, such that the nature and content of the call is agreed with PDA before any call is made.

4.3 Security vetting procedures

All personnel employed under the Horizon programme, who visit outlets are vetted to a standard agreed with POCL. To achieve this personal details are passed to PDA in an agreed format.

- Full name and address, Date and place of Birth, National Insurance Number.
- Signed passport photograph of the employee taken with a light or white coloured background. The photograph should not be attached to any of the paper work with paper clips or staples.
- Specimen signature

Once security approval has been reached the information is passed to ICL security where a ICL Pathway pass is produced. The ICL pass shows the picture, signature,

serial number and expiry date. The information is also passed to the Post Office Regional Help Line.

Oulet managers, at his discession, may authenticate the validity of the issued pass through the Post Office Regional Help Line before access is allowed.

4.4 Behaviour on site

All personnel who visit or represent the Horizon rollout programme who deal with Post Office staff are expected to conduct and present themselves to the standards detailed in Ref. [3].

5 Horizon Counter Hardware Strategy

The hardware strategy at release 1c for the environments described in section 1.3 can be summarised in the following table;

Environment	Hardware strategy	Further information
IGL	Remove existing system Install complete Horizon systems	Section 6
Release 1b	Remove base unit and keyboard Install upgraded base unit, keyboard and counter printer	Section 6

Table 3

5.1 Additional hardware upgrades and maintenance

During the live operation of release 1c additional hardware upgrades and maintenance visits are required to the post office outlets. In summary these visits incorporate;

- Possible modification and remedial works to the post office environment to support the Horizon infrastructure. This work is to be identified as a result of post implementation inspections carried out by POCL and agreed with ICL Pathway. Examples are repositioning of shelves and replacement monitor stands
- On going counter equipment maintenance visits

The activities surrounding the above visits are to be documented and either agreed with or distributed to PDA in a series of lower level procedural documents.

5.2 Horizon equipment packaging

For release 1c the replacement counter equipment is prepared and packaged prior to shipment to an outlet.

All the equipment is functionally tested during this process. The hardware configurations are created when equipment is packaged in sealed containers known as overshippers.

5.2.1 IGL outlets

The 10 IGL outlets implemented at release 1c are installed using counter equipment packaged in overshippers configurations detailed in Ref. [1]. Each gateway overshipper will be supplied with two Post Master Memory Cards.

5.2.2 Release 1b outlets

Outlets currently operating at release 1b will require the base unit, keyboard and counter printer to be swapped during the upgrade programme. These items are packaged in a mini overshipper ready for delivery to an outlet as part of the upgrade programme. Only three types of overshipper are required;

Each overshipper comprises a standard counter configuration detailed below, or a variant as described in table 4.

- Base Unit, pre loaded with release 1c software.
- Keyboard with integral Magnetic Card Reader and SMART Card Reader.
- Counter printer.

No	Code	Configuration	Variation
06	GSB2C	Single Office gateway	<ul style="list-style-type: none">• Base Unit from standard system fitted with ISDN card and an exchangeable hard disk• Two Post Master Memory Cards
07	GMB2C	Multiple Office gateway	<ul style="list-style-type: none">• Base Unit from standard system fitted with ISDN card• Two Post Master Memory Cards
08	SCB2C	Counter	<ul style="list-style-type: none">• Standard Counter configuration

Table 4

5.2.3 Removal of redundant equipment

For the IGL and release 1b outlets redundant equipment has to be removed as part of the installation process as summarised in table 5;

Environment	Equipment to be removed	Satisfied by
IGL	Existing Horizon counter equipment	Spare packaging and overshipper
Release 1b	Base unit and keyboard	Overshipper and packaging used to deliver replacement items

Table 5

Where equipment is removed the packaging used is clearly labelled showing details of the outlets and serial numbers of the removed items. The redundant equipment is disposed as summarised in table 6;

Environment	Disposal arrangements	Responsibility
IGL	<ul style="list-style-type: none"> Redundant equipment is initially stored at a secure bonded warehouse where the equipment is kept for regression purposes until a pre defined date has been achieved 	Horizon installation teams
	<ul style="list-style-type: none"> Equipment is then returned to ICL Feltham where the base unit disk is cleansed in accordance with agreed security procedures¹ 	ICL Pathway implementation team
	<ul style="list-style-type: none"> Equipment is then available for reuse internally within the Pathway project 	ICL Pathway implementation team

¹ Until the agreed procedures are established, the base units will remain isolated.

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Release 1b	<ul style="list-style-type: none">• Base unit, keyboard and counter printer returned to D2D via installation team• Base unit disk is cleansed in accordance with agreed security procedures²• Keyboard and printer modified to latest modification state• Equipment is then available for reuse within the Horizon project	Horizon installation teams ICL Pathway implementation team ICL Pathway implementation team
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Table 6**5.3 Version Control of Horizon Hardware and Software**

To ensure that the Horizon platform that is delivered to an outlet is the same as that which has been tested in the Test and Integration environment, both the hardware and software is controlled using the strategy detailed in Ref. [1].

² Until the agreed procedures are established, the base units will remain isolated.

6 Outlet upgrade strategy

The implementation of release 1c to the post office outlets is achieved through the preparation activities and the post office establishment activities. The strategy is summarised in this section.

6.1 Preparation activities

Preparation activities are those carried out in advance of the installation day (day 0) and comprise;

- IGL Survey and preparation activities
- Rollout data base activities
- Counter system build activities
- Auto configuration activities
- Communication activities
- User awareness and training activities

6.1.1 IGL Survey and preparation activities

The 10 IGL outlets will be surveyed and prepared using the processes established and adopted for release 1b (Ref. [1]).

6.1.2 Rollout Database Activities

The rollout database is used during the implementation of release 1c. The outlets implemented at IGL and release 1b are applied to the rollout database to facilitate the generation of auto configuration files (ACF's) only.

Control of the programme and generation of rollout schedules will continue to be performed using Excel spreadsheets (Ref. [1]).

6.1.3 Counter System Build Activities

This section provides details on how the equipment that comprise Horizon configuration are built, tested and packaged ready for delivery to a specific outlet. A number of processes are involved to deliver this functionality.

1. Preparation activities

- Overshipper equipment contents are defined by ICL Pathway.
- Test routines are prepared and scripted by the Verification Centre
- Configuration scripts and parameters are prepared and scripted by the Verification Centre.

2. Order activities

- Initial forecasts for Horizon equipment are provided to ICL Pathway by D2D.
- Confirmed orders for Horizon equipment are provided to ICL Pathway by D2D.
- Equipment is delivered to D2D.
- Overshipper requirements for D2D.

3. Collection activities.

- Equipment is packaged in an Overshipper
- Equipment is collected from D2D by Exel

These are described in more detail in the following sections.

6.1.3.1 Overshipper contents

The contents of each of the overshippers, also known as the Bill of Materials, are defined by ICL Pathway.

6.1.3.2 Equipment test routines

All equipment is tested prior to packaging in the overshipper. The test scripts for each item is prepared by the Verification Centre. Where equipment items have configuration switches, or where equipment has pre configuration menus associated with them, these are checked to comply with the Configuration Controlled requirements. Again these are scripted by the Verification Centre.

As each Base Unit is tested, the correct baseline software is applied to the disk, which also includes the Baseline scripts and configuration items. The process is scripted by the Verification Centre.

All scripts generated for the test routines are registered with ICL Pathway Configuration Management. As changes or amendments are made, these are controlled through the normal Change Management routines.

6.1.3.3 Initial forecasts for Horizon equipment

Initial forecasts for equipment comprising the Horizon counter system are passed to equipment suppliers by ICL Pathway. In order that suppliers are aware of the potential numbers of systems required to satisfy the rollout, initial forecasts are obtained on a weekly basis. D2D supply the forecast figures based on information from the rollout schedules. These figures are converted to build figures which are submitted to ICL Pathway.

6.1.3.4 Confirmed orders for Horizon equipment

Confirmed figures are supplied by ICL Pathway to equipment suppliers such that confirmed orders are placed. The figures are estimated to be within +/- 12% of the target. These figures are determined by D2D to ICL Pathway based on the Build figures determined from the rollout schedules.

6.1.3.5 Equipment Delivery

The equipment items ordered using the process detailed above arrive at D2D. The equipment is checked into the storage area and the confirmed numbers supplied back to ICL Pathway. This equipment is used to build the target overshippers for delivery to outlets.

6.1.3.6 Overshipper requirements and packaging

The requirements for overshipper types is passed to D2D by ICL Pathway.

The overshipper types are derived from information collated in a report format at release 1b. To assist with build process the report provides a consolidation of all the overshipper types required in outlets whose target installation date is 25 working days ahead. This information is extracted on a working day basis.

As such D2D are presented with a requirement for a quantity of overshipper types as detailed in section 3 built to a specified release.

As the overshippers are built in this release they are configured with generic configuration information. This is applied during the build process using scripts provided by the Verification Centre. Each overshipper is then labelled with bar-codes indicating the overshipper type, serial number of the overshipper and the release number. The serial numbers of the equipment stored in the overshipper is collected and marked against the overshipper serial number. Asset data is thus collected on a overshipper basis. This information is stored ready for use later in the process.

Once the overshippers are built they are moved to a buffer area ready for collection a minimum of 10 days before outlet installation.

6.1.3.7 Overshipper collection

Exel are responsible for collecting overshippers from D2D ready for the Installation Process and may collect the overshipper types for outlets up to a maximum of 5 days before installation.

As part of the collection process Exel provide D2D with the expected number of overshippers required for the forthcoming installations.

When overshippers are collected they are scanned using Hand Held Terminals thus providing asset control of the equipment.

6.1.3.8 Equipment Spares

The Exel installation engineers are equipped with sufficient spares to support the rollout programme. The following conditions apply;

- Where an item of equipment fails during the Installation activities only the faulty piece is exchanged with a replacement item of the same type and release state.

The number of spare items is calculated at the start of the rollout programme. These are based on figures provided by Exel and D2D to ICL Pathway.

Consideration is made for the management of the following;

- Recovery and replacement of failed items on installation.
- Recycling of spare systems during the implementation period.
- The use of spare equipment and systems at the end of the implementation rollout.

6.1.4 Auto configuration activities

Auto configuration is introduced for release 1c. The process allows the introduction of a generically configured base unit to an outlet, where after installation the target configuration parameters are applied automatically to the system. The configuration parameters are also known as the personalisation details.

6.1.4.1 Overview of the Auto configuration process

When the installer connects the gateway server to the ISDN connection, powers on the system and scans the bar code during the installation process (see section 3.4.1) sufficient information is configured on the base system to enable a connection to a boot server system installed in the Pathway campus to be made. Should the bar code not be available in the outlet then the outlet details can be entered manually to the system by selection of specific keys³. Specific information relating to that particular post office gateway server is downloaded to the system. At this point the server automatically applies the configuration information and reloads.

After reloading, the gateway server then has sufficient information to establish a connection to the Pathway management centre from which the full configuration file (ACF) is downloaded. The server will then apply this configuration information and reload again.

After the system has reloaded for the second time the server is fully personalised with configuration information specific to that post office outlet and counter configuration. The system is then ready for the secure phase of the operation to start. This is the Post master logon. On completion, the server will then communicate with the Pathway campus to download specific Riposte information. This process may take up to 15 minutes to complete.

Any additional counter servers in the outlet follow the same process except that the first configuration information is obtained from the gateway server and the loading of Riposte information is also obtained from the gateway server.

³ Details to be provided to the Exel support help desk

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Communication with the outlet during the implementation of release 1c is summarised in the table 7. All communication with the outlet conforms with the strategy detailed in section 4.

Environment	Communication	Medium	Responsibility
IGL	• Invitation to User awareness event	Letter	Peritas
	• User awareness event and UAE pack distribution	Presentation and package	Peritas & PDA
	• Contact with outlet manager to arrange installation day	Telephone	POCL Region
	• Invitation to training event	Letter and telephone	Peritas
	• Training event and letter of activities	Presentation	Peritas
	• Installation day	On site attendance	Exel & HFSO
Release 1b	• Programme information relating to the upgrade	Letter	POCL Region
	• Confirmation of receipt of letter	Telephone	POCL Region
	• Contact with outlet manager to arrange installation day	Telephone	Exel
	• Invitation to training event	Letter	Peritas
	• Training event	Presentation	Peritas
	• Installation day	On site attendance	Exel and HFSO

Table 7

6.1.6 User awareness and training

User awareness and training events for implementation of release 1c are summarised in the table 8. Details of the events are provided in section 8

Environment	Event	Timescales
IGL	<ul style="list-style-type: none">• User awareness (PDA)• Training event	At an agreed date In the 5 working day period prior to installation
Release 1b	<ul style="list-style-type: none">• Training event	In the 5 working day period prior to installation

Table 8

6.2 Post Office establishment activities

Post office establishment activities are those carried out on day 0 to the support of the outlet in steady state and comprise;

- Horizon Field Support Officer activities and requirements
- Pre installation activities
- Installation activities
- Acceptance activities
- In office migration activities
- After care support
- Hand over to steady state support

6.2.1 Horizon Field Support activities and requirements

The Horizon Field Support Officers support the outlet manager and staff during the Installation activities. The work instructions specific to the Horizon Field Support Officer are described in a lower level series of documents raised as a result of this document.

The number of Horizon Field Support Officers required to support the introduction of release 1c is determined between Pathway and POCL using the existing processes established at release 1b. (Ref. [4] & [12]).

6.2.2 Pre installation activities

Pre installation activities are those carried out by the Horizon Field Support Officer in conjunction with the outlet manager and comprise;

- Introduction to the outlet manager
- Description of the activities that will occur in the outlet

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- Identification of working areas which will be used by the installation team
- Check that nothing is plugged in to the Horizon power sockets
- Reminder to the outlet manager of the security procedures that are to be followed when the installation team arrives at the outlet.

For the IGL outlets only;

- Power down the existing equipment after all data has been transferred to the Pathway campus
- Removal of the IGL consumables

6.2.3 Installation activities

The installation activities are those carried out by the installation team (Exel and HFSO) and comprise;

- Introduction to the outlet manager.
- Description of the activities that will occur in the outlet.
- Identification of working areas which will be used by the installation team.
- Test of the ISDN communications point.
- Power down of the existing equipment in the release 1b outlets after data has been transferred to the Pathway campus and removal of base unit, keyboard and counter printer.
- Removal of the existing equipment in the IGL outlets. The equipment at each outlet is packaged into a spare overshipper and labelled with details of the outlet. The equipment is stored at a local bonded store.
- Installation of the new or replacement equipment at each counter position. The installation activities are carried out starting with the gateway position first. Only on completion of each position will the installation team start work on the next position.
- Personalisation of the Horizon equipment at each position is performed using the auto configuration system introduced at this release.
- Collection of asset data using the Hand Held Terminal. As overshippers are installed the overshipper bar code is scanned. Should any equipment fail on installation then the failed item is replaced with one of the spare systems carried on the installation vehicle. The Hand Held Terminal is used to scan the serial number of the failed item against the replacement item.

When the equipment has been installed at the gateway position installation team will;

- Hand over of the Post Master Memory Cards to the outlet manager.

The Horizon Field Support Officer will then assist the outlet manager to initiate the Post Master logon procedures at this position and remind him of the security

procedures introduced with these cards. The cards are then used at each position after the equipment has been installed to initiate the Post Master logon procedure.

6.2.4 Acceptance activities

For release 1c the following will apply;

- Authoritative signatures collected on completion of the Horizon equipment installation.
- Authoritative signature collected as part of the Horizon equipment acceptance tests. Completion of the acceptance tests results in a telephone call being made by the Horizon Field Support Officer to the Horizon System Help Desk.
- Only after completion of the acceptance activities will the Exel installer move to the next site.

The Horizon equipment acceptance tests demonstrate to the post master that the equipment that has been installed is functionally operating.

6.2.5 In Office Migration Activities

For release 1c the migration strategy involves the introduction of users in the office to the Horizon counter infrastructure. This will be performed by the Horizon Field Support Officer in conjunction with the Outlet Manager.

The migration strategy is documented in the In office data migration strategy for release 1c (Ref. [6]).

6.2.6 After care support

The Horizon Field Support Officer will ensure that the outlet manager is conversant with the use of training and support documentation and general use of the Horizon system.

6.2.7 Handover to steady state

Completion of the acceptance procedures results in the hardware platform being supported from Steady State. Notification to Steady State occurs 1 working day after systems acceptance. This allows for full migration activities to have been completed.

Details of live outlets (those which have been successfully upgraded to release 1c) are also passed to PDA and BA Data Administration Unit to enable the initiation of BES card distribution.

6.3 Regression

The following regression paths are used during the implementation of release 1c.

6.3.1 IGL outlets

The implementation of the IGL outlets will occur over a specified weekend, which will be detailed in upgrade schedules. One outlet will be identified by PDA to be

upgraded initially to release 1c. The upgrade activities are carried out in conjunction with Pathway campus migration activities and are co-ordinated from a central point. The activities involve demonstration to PDA that all Pathway campus migration activities have been completed and involve the use of Volunteer customers using BES and OBCS functionality. Only on authority from the central control point will the upgrade activities at all remaining IGL outlets commence.

Should regression to existing environment be required then this will be authorised from the central control point⁴. This will involve the de-commissioning of the release 1c environment and re installation of the existing IGL equipment.

6.3.2 Release 1b outlets

The upgrade of release 1b outlets will occur over a pre defined period agreed with PDA. These activities will occur after the upgrade activities for the IGL outlets. As such the Pathway campus (and therefore application components) will have already been through acceptance processes.

Two outlets are identified to be upgraded initially to release 1c. In one of the outlets Volunteer customers will be used to demonstrate the correct operation of OBCS and BES functionality. The activities are co-ordinated from a central control point⁵. Only on authority from the central control point will the upgrade activities commence on a predefined date in the remaining outlets.

The following regression facility will operate for the release 1b outlets. These will only be initiated on the authority of the central control point⁶ and only apply to outlets which have been upgraded to release 1c.

- Swap out of the release 1c equipment and re-installation of the release 1b equipment. The existing equipment will be stored initially in the installers vehicle in an marked overshipper and then in a local bonded store.
- Throughout the upgrade programme, overshippers used to remove the equipment from outlets is clearly labelled with the outlet name and counter position. These are stored at an agreed bonded store, such that if regression to release 1b at the outlet is required, (as initiated from the central control point) the overshippers can be used to revert the equipment back to a 1b outlet.
- In exceptional circumstances, which are to be established between ICL Pathway and PDA, outlets which fail to migrate before a pre defined date may remain at release 1b. The authority and approval for this will be sought through the central control point.

⁴ Central controlled point co-ordinates all upgrade activities during this period

⁵ Central controlled point co-ordinates all upgrade activities during this period

⁶ Central controlled point co-ordinates all upgrade activities during this period

6.4 Implementation Management

The implementation of the Horizon Counter infrastructure is controlled by the Pathway Implementation Team. This section provides an overview of how the implementation programme is managed and covers the following topics.

- Structure of the Pathway Implementation Team
- Management of change
- Management of “Drop Offs”

6.4.1 Structure of the Pathway Implementation Team.

The Pathway Implementation Team has been constructed to cover all aspects of the Horizon Counter infrastructure rollout activities.

The delivery of a Horizon Counter system to an Outlet involves the inter-working of a number of Organisations and teams under the control of the Pathway Implementation Team. Each are responsible for a specific set of activities which collectively result in the successful implementation of the counter system.

Organisations involved are;

- D2D - who are responsible for the testing and packaging of the Horizon Counter equipment.
- Peritas - who are responsible for the delivery of training and users awareness events.
- Workplace Technologies Ltd - who are responsible for providing the infrastructure within the Outlet to support the Horizon Counter equipment in the IGL outlets.
- Energis - who are responsible for providing the communication infrastructure.
- ICL SORBUS / EXEL - who are responsible for installation of the equipment within an Outlet.
- Verification Centre - who are responsible for the management of software and hardware baselines and the production of D2D build scripts.
- ICL Pathway who are responsible for management of the implementation programme and the interface with PDA and POCL.
- PDA and POCL, who are responsible for managing the interface between ICL Pathway and the implementation of the Horizon infrastructure for the Post Office and Benefits Agency.

6.4.2 Management of Change in the programme

During the implementation programme, changes will occur to planned activities. Changes are controlled through the rollout change management system, which is based on the standard ICL Pathway / POCL change management system and is fact a separate system developed purposely for the quick turn around of implementation

activities. As changes to dates in schedules, impact initially teams involved in the rollout program, the circulation lists are limited to PDA, RLM's, ICL Pathway Implementation Team and suppliers. The change management process also involves the establishment of a Change Review Board for the implementation process.

6.5 Interfaces and Escalation Routes.

Management of the implementation programme is dependant on the establishment of good communication interfaces. When problems are encountered escalation routes are required such that sufficient management focus is applied to the problem area to determine the correct resolution.

To achieve this problems encountered during the implementation are managed through the interfaces described below;

- ICL Pathway suppliers use one interface (known as the rollout help desk) to register problems. The help desk is responsible for the escalation within the ICL Pathway organisation.
- Each IP region (Ref. [1]) is managed through ICL Pathway IP managers. IP Managers interface directly with Post Office Regional Liaison Managers for each IP, through verbal, schedule meetings and written correspondence. IP Managers are responsible for the day to day operations of the rollout and initial management of problems encountered during the rollout specific to their area.
- Central implementation management team, who are responsible for initial management of schedules and for problem escalation.
- Central control point used to co-ordinate activities relating to the upgrade. The control point comprises ICL pathway and sponsor representatives.

6.5.1 Management of "drop offs"

Drop offs are those outlets encountered at release 1c which cannot be implemented within the agreed timescales. Successful implementation is dependant on co-operation between post office outlet managers, POCL RLM's and the Pathway implementation team.

The implementation of release 1c at the IGL outlets is scheduled over a specified weekend. Communication of the activities is a PDA responsibility with assistance from Pathway. Should one of the IGL outlets not be available over the specified weekend, this will result in delay to the implementation programme. PDA are responsible for ensuring availability and access to the outlets for these activities over the specified weekend.

The implementation of release 1c in release 1b outlets is scheduled over a 10 working day period. PDA are responsible for communicating to outlet managers that access will be required over this scheduled period. Where problems are encountered during the scheduling phase of the programme, the outlet will be referred to POCL RLM's and Pathway IPM's for resolution.

6.6 Changes to POCL estate

Planned changes to the POCL estate are managed through the Pathway implementation team during this release. Examples of change are closure and refurbishment. Changes are to be notified to Pathway by PDA using procedures which are to be established and agreed.

7 Data Centres

The Horizon Counter infrastructure for release 1c is supported from the Pathway campus based primarily at Wigan. Replicated builds of the main operational components (Correspondence Server, Agent Machine & Router) are available on standby in the event of major problem. The equipment used is that used through the Model Office Rehearsal and Test.

At the end of the Model Office Test the Pathway campus components are cleared ready for operational use. The service will then be transferred from a test service to a live service and the 190 offices for release 1b will be connected to the Pathway campus using ISDN.

The Pathway campus used to support the IGL and release 1b systems will relinquish the equipment which after secure procedures have been applied will be recycled for use later in the programme.

8 User Training for Horizon

Post Office users in outlets targeted for release 1c are provided with sufficient training programmes to use the Horizon counter system. The training needs and requirements for users at release 1c is documented in Training requirements 1c document (Ref. [8]). In summary these are;

8.1 User awareness event

Only applicable to the IGL outlets. This will be a specific event based on a standard User Awareness event with additional details of the migration weekend

8.2 Release 1c training

Applicable to IGL and release 1b outlet users, providing training in the use of the functionality introduced at this release.

8.3 After care support

Support for the outlet manager and staff, by the HFSO, immediately after installation activities have been completed.

8.4 Specific training

Training programmes for the HFSO, Exel installers and support teams will be developed to support the upgrade programme.