

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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

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

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 [completed 21.07.2021 — no action required]

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 use separate emails to share progress that is not embedded into the Incident updates
 - less qualified individuals may read Incident content so it must be well worded and should use language that is understandable to most readers
 - anyone should be able to 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

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- 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 [completed 20.07.2021 – latest view shown below for information]

PO ServiceNow Category	PO ServiceNow Sub-Category	POL Config Item	Fujitsu TfsNow Category	Fujitsu TfsNow Sub-Category	Fujitsu Config Item
Operating System	Unavailable	Fujitsu Dynamics	A Application	HNGL-L-PoC	Fujitsu Dynamics
Operating System	Performance Degraded	Fujitsu HNGL-L-PoC	B BPPO	FP03 Software Software	ADMIN - FP03
Operating System	Usage Query	ADMIN - FP03	O Operational	OP01 Central Systems H/W failure	ADMIN - OP01
Data Centre	Unavailable	ADMIN - OP01	O Operational	OP02 Central Systems S/W failure	ADMIN - OP02
Data Centre	Unavailable	ADMIN - OP02	O Operational	OP03 Central Systems N/W failure	ADMIN - OP03
Data Centre	Unavailable	ADMIN - OP03	O Operational	OP04 File Transfer problem	ADMIN - OP04
Data Centre	Proactive Alert/Warning Received	ADMIN - OP04	O Operational	OP05 Remote Systems H/W failure	ADMIN - OP05
Data Centre	Power Issue	ADMIN - OP05	O Operational	OP06 Remote Systems S/W failure	ADMIN - OP06
Data Centre	Power Issue	ADMIN - OP06	O Operational	Backoffice Azure	Fujitsu Azure
Data Centre	Request for Information	Fujitsu Azure	P PODG	Client Cannot Connect to PODG	PODG - Connect
Data	Unavailable	PODG - Connect	P PODG	Client Issue File Corrupt	PODG - File Corrupt
Data	Data Corrupted	PODG - File Corrupt	P PODG	Client Issue File Format Issue	PODG - Format Issue
Data	Encryption Failed	PODG - Format Issue	P PODG	Client Issue File Missing	PODG - File Missing
Data	Data Lost	PODG - File Missing	P PODG	Client Issue File Request Resend	PODG - Resend
Data	Backup/Restore Failed	PODG - Resend	P PODG	Client Request Master password Reminder	PODG - Password
Data	Insufficient Privileges	PODG - Password	P PODG	Date File processing Failure	PODG - Processing
Data	Unavailable	PODG - Processing	P PODG	File Transfer Delayed	PODG - Delayed
Data	Failover Issue	PODG - Delayed	P PODG	File Transfer Failure Initiated by Client	PODG - Failure Client
Data	Transfer Failed	PODG - Failure Client	P PODG	File Transfer Failure Initiated by PODG	PODG - Failure PODG
Data	Transfer Failed	PODG - Failure PODG	P PODG	File Transfer Undelivered	PODG - Undelivered
Data	Transfer Failed	PODG - Undelivered	P PODG	Interruption to Data Processing	PODG - Interruption
Data	Insufficient Capacity	PODG - Interruption	P PODG	Invalid End Point Configurations	PODG - End Point
Data	Insufficient Capacity	PODG - End Point	P PODG	Invalid Route Configurations	PODG - Route
Data	Request for Information	PODG - Route	P PODG	No Connection from PODG Multiple Clients	PODG - Multiple Clients
Data	Request for Information	PODG - Multiple Clients	P PODG	No Connection from PODG Single Clients	PODG - Single Clients
Application	Hanging/Frozen	System - SD06	S Software	SD06 System Freezer/Slow	System - SD06
Application	Error Received by user	System - SD08	S Software	SD08 System Error Message	System - SD08
Application	Proactive Alert/Warning Received	System - SD21	S Software	SD21 Reported software error	System - SD21
Application	Performance Degraded	System - SD26	S Software	SD26 Mids and Tids	System - SD26
Application	Failover Issue	System - SD27	S Software	SD27 Rotator/Stock Unit	System - SD27
Application	Functional Issue	CHS - Local Collect	A Application	CHS - Local Collect	CHS - Local Collect
Application	Functional Issue	PBS payments	A Application	PBS Payments	PBS payments
Application	Functional Issue	PBS banking	A Application	PBS Banking	PBS banking
Application	Functional Issue	Ingenico ePortal	A Application	Ingenico ePortal	Ingenico ePortal
Application	Functional Issue	DRS	A Application	DRS	DRS
Application	Functional Issue	Track & Trace	A Application	Track & Trace	Track & Trace

4. **Sandie** – review the TfsNow close codes that Fujitsu needs to be able to use and amend accordingly – cascading instructions to TfsNow users if needed [completed 21.07.2021 – information cascaded to Fujitsu MAC]
5. **Matt H** – Review Duty Manager handbook and update to cover any of the changes made in this stream
6. **Matt H/Sandie/Steve(s)** – Identify current reports and frequency produced by SMC relating to Incidents
7. **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. Likely to add to the Friday Peak report
8. **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 [completed 21.07.2021]
9. **Sandie** – Request POL distlist for HDR notifications (POL owned @postoffice.co.uk)
10. **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
11. **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
- 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
 - [completed 21.07.2021 – spoken to SMC too. Fujitsu MAC now monitoring]
12. **Sandie/MAC team** – We need to apply the CI and State field value checks to existing Incidents [completed 20.07.2021 for HDR Incidents]

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13. **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- SVM/SDM/PRO/0001
 - c. Incident procedures- SVM/SDM/PRO/0018
 - d. Problem procedures- SVM/SDM/PRO/0025
 - e. Duty Manager handbook- SVM/SDM/MAN/2378
 - f. **Awaiting Steve Ba approval**
14. **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-PRBnnnnnnn)
15. **Matt H** – ensure that Problems have the HDR relevant CI added and that these show on the Problem dashboard
16. **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 [completed 20.01.2021 – Fujitsu MAC team updated]
17. **Sandie** – we need MAC to ensure that any Peak 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
18. **Steve Ba** – arrange a briefing call (to include Steve Br) with all teams if helpful
 - a. **SMG** 28.07.2021 11:00-12:00
 - b. **Networks** 05.08.2021 11:00-12:00
 - c. **SDMs & MAC & SMC** 04.08.2021 – 13:00-14:00
 - d. **Developers** 04.08.2021 – 14:00-15:00
 - e. **Release Mgt** 09.08.2021 – 14:00-15:00 & 12.08.2021 14:00-15:00
 - f. **Test** 04.08.2021 15:00-16:00
 - g. **Bus Dev** Steve Evans (TBC)
 - h. **SSC** 02.09.2021 11:00 – 12: 00
 - i. **Unix/Wintel** Andy Hemmingway (TBC)
19. **Steve Br** - Investigate how Post Office Cloud systems and processes will affect these processes and ways of working

New Ways of Working

4. **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 [completed 20.07.2021]
 - a. Outcome - New HDR report has been produced and will be checked weekly by Fujitsu MAC. This will be added to the Friday Peak/TfS report
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

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- 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 that could avoid the occurrence of the issue
 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 [completed 20.07.2021]
 - a. Outcome - New HDR report has been produced and will be checked weekly by Fujitsu MAC. This will be added to the Friday Peak/TFS report]
 5. **Sandie** – Close Incidents when investigation Peak is closed and a defect Peak Reference is provided [completed 21.07.2021]
 - a. Outcome – Part of new MAC process
 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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Stream 2 – Use of Peak (3LS, 4LS & Release)

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

Actions

System Changes

- 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]

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 txns not settled as expected when reconciling DRS2 reports		
PC0295725	PBS: INC8354763 (TfSNow) : INC0388718 Lloyds £300 withdrawal [MCSUK-16376]		

- John** – update cloning process to capture a reason why the clone is being created [completed 11.08.2021]
- John S** – change cloning to ensure Collections, References, and all Key Fields are carried across [completed 10.08.2021]

Time Actions

- Adam/Sandie** – check which documents on the use of Peak/TfSNow/POA ways of working that need to change to match is described in this document. See action 6 for Stream 3 (duplicate)
- Adam/Tariq** – 3LS, 4LS or Architects who create Peaks in the course of their normal duties that matches the definition of Live Defect:

- Is present on a LIVE system
- Is, or appears to be, inconsistent with the agreed design or service specification
- Is, therefore, a fault that is likely to need fixing

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

- 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)
- [covered at team communication session led by Steve Br. Local reinforcement needed]
- Adam/Tariq** – 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

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that it has been superseded by a Peak linked to TfSNow [covered at team communication session led by Steve Br. Local reinforcement needed]

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** – 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 [covered at team communication session led by Steve Br. Local reinforcement needed]
6. **Adam/Tariq** – 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) [covered at team communication session led by Steve Br. Local reinforcement needed]
7. **Adam/Tariq** – 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 [covered at team communication session led by Steve Br. Local reinforcement needed]
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 that could avoid the occurrence of the issue
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 [removed as SMC do not use Peak – error]
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]
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
 - a. **Work Instructions – WIP with Sarah Payne**
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

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20. **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
21. **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~~
22. **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 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. **Adam/Matt S** – arrange a briefing call (to include Steve Br) with all teams if helpful
23. **Steve Br/John S** – create and publish some FAQs to help make information in this document more accessible. Consider tool tips if practical
24. **Steve Br/John S** – add a helpful documents list into the FAQ section to point to Application Support Strategy and Live Defect Management documents
25. **Sandie** – Is the Peak/TfSNow mapping below correct:
- | Suspected hardware fault | Unidentified Root Cause |
|--|-------------------------|
| Stuart Honey has commented “Not sure this should be unidentified Root Cause as if someone suspects it is hardware then this should be investigated by another area i.e. Computer centre if it is counter, Ingenico if pinpad etc?” | |
26. **Steve Br/John S** – consider streamlining of the Assigned Team list. A streamlining or review of the current dev teams (Crypto-DEV, Agent-DEV, Host-Dev etc) may be helpful here as many teams are effectively name just 1 person deep for example.
27. **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/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** – ~~The fields relevant to Live Defect Management tracking and reporting need to be completed by various parties as the Peak progresses~~

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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
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** – 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** – 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** – ‘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 that could avoid the occurrence of the issue
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 be 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 trans 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. **PMS/QFP** - Deferred Peaks will need to be updated. The party obtaining agreement to defer 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

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- 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)
 - 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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Stream 3 – Live Defect Management

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

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 17.06.2021 – functionality does not affect historical Peaks]
3. **John** – Add new Workaround field with optional text values Yes/No [completed 22.06.2021 – functionality does not affect historical Peaks]
4. **John** – Add a new Call Type value of "#" [completed 22.06.2021 – 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 29.06.2021 – functionality does not affect historical Peaks]
7. **John** – Add the default guidance text to the Impact text box [completed 22.06.2021 – functionality does not affect historical Peaks]
8. **John** – Add a Reference type of POL Problem Reference and enforce POLPRB- prefix [completed 17.06.2021 – functionality does not affect historical Peaks]
9. **John** – Add a File Type of "CBIF Proposal" [completed 22.06.2021 – 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]
15. **John/Steve Br** – Create reports to spot Response Category values and Call Type "#" mismatches and other related anomalies [completed as a checklist – see Appendix A]
16. **John** – Remove "30 – Pending – TL confirmed" Response Category [completed 26.07.2021]
17. **John S** – amend the descriptive text for ##LiveAffectingDefecet to "Fault that is present on the Live system that is inconsistent with the agreed design and/or service specification" [completed 02.08.2021]
18. **John S** – add new Response Category "Cloned to create Defect Peak" [completed 06.08.2021]
19. **John S** – add text box to ask user why they are cloning. Write the response into the start of the clone [completed 05.08.2021]
20. **John S** – develop capability to have specific people alerted if specific Collections are added or removed [completed 05.08.2021]

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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21. **John S** – add temporary reminder pop-up until the new fields and values become more embedded
- Events triggering presentation of the pop-up:
 - The Peak Routing is changed
 - The Call Type is changed
 - The Response Category is changed
 - The ##LiveAffectingDefect Collection is added
 - The HDR-Fin or HDR-Exp Collections are added
 - Pop-up wording:
 - Is this a Live Defect? – if so, add the ##LiveAffectingDefect Collection
 - Is the Call Type correct (Live Incident or Defect Identified if applicable)?
 - Does/could this affect branch operations? – if so, add the HDR-Fin or HDR-Exp Collection
 - Is there a Workaround? – if so, add the Workaround References field and set it to Yes
 - Does your last update read well to users not involved in the Peak progress?
 - Have you added a helpful Impact update?
 - Is the Priority correct?
 - Are the Product & Product Group fields correct?
 - Is the Status (Response Category) correct?
22. **John S** – Target Release – remove the values of “Requested For” and “Released at” [completed 19.08.2021]

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. Is present on a LIVE system
 - 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

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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- 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
 - 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/Tariq** – what documents need updating to formalise all this?
 - Application Support Strategy SVM/SDM/PRO/0875
 - i. Root Cause values need explaining and adding to the Application Support Strategy document
 - 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

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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- 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
 - SSC WIs Will be linked to the ASS changes
 - Peak User Guide CS/MAN/011
 - Developer Wiki pages TBC
7. **Adam/Steve Br** – what reports are needed to help police the use of the system and alert to anomalies? [see Appendix A]
 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 [SVM/SDM/PRO/4313]
 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** – confirm a method to track when a fix was ready and then the delay was related to waiting for a slot to deploy as it is the date the fix could have been applied that is key – not the date it was applied
 20. **Steve Br** – confirm a process for managing 3rd party Peaks – such as Ingenico releases
 24. **Steve Br** – arrange a briefing call with all relevant POA managers to explain this stream
 22. **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 – see Appendix A for checks
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-

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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- ~~Defect is from a cloned Peak then the cloned Peak can just have its Call Type changed to “#”~~
~~[covered at team communication session led by Steve Br. Local reinforcement needed]~~
4. ~~Tariq~~ – advise Developers to promote to Call Type “#” when diagnosis made~~[covered at team communication session led by Steve Br. Local reinforcement needed]~~
 5. ~~Tariq~~ – Jiras must be regularly checked and any that need action should be raised as Peaks~~[not a current practice so not necessary going forward]~~
 6. ~~Steve Br~~ – We need reports to spot Response Category values and Call Type “#” mismatches
 - a. Outcome - see Appendix A

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

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

Actions

System Changes

- 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.
- John S/Steve Br** – consider making the CBIF proposal a form in Peak instead that could auto populate some content

One-Time Actions

- BIF
 - Tariq** – ensure the Developers know the important Peak fields as they bring Peaks to BIF [covered at team communication session led by Steve Br. Local reinforcement needed]
 - Matt S** – ensure the BIF Chair knows the important Peak fields to check, set and update as part of the revised BIF process
 - Matt S** – ensure the BIF Chair knows to update the BIF sections of the Release Mgt tab for the Peaks being discussed
 - Tariq/Matt S** – identify any documents that refer to BIF that need to be updated (e.g. Work Instructions)
 - Steve Br** – look at amending the BIF references in the contract documents
 - Matt S/Mick R** – identify reports for what needs to go to BIF, and what came out of BIF (for minutes perhaps)
- CBIF
 - Steve Br** – finalise CBIF Proposal template
 - Steve Br/James** – Define the process for creating and approving CBIF Proposals
 - Steve Br/James** – validate criteria for identifying CBIF candidate Peaks [completed 22.07.2021 and added to this document]
 - James** – ensure the CBIF process knows the important Peak fields to check, set and update as part of the revised CBIF process
 - James** – identify any documents that refer to CBIF that need to be updated (e.g. Work Instructions)

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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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
 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/Mick R/Steve Br** – 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
 - [covered at team communication session led by Steve Br. Local reinforcement needed]
 - **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

POA Improvements – Streams 1-4

Improved Ways of Working & Actions Required

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- Create any BIF minutes by using Peak queries that extract the fields required^[BS1]
- 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 CBIF 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
 - 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** – Incidents 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

Page 18 Comments

BS1 Discuss how we do this with Matt S. Need to record attendees perhaps...
Browell, Steven, 09/08/2021 03:46 PM