



Problem Management

Status Report

For Month - August 2001

<i>Author</i>	Des Hansbury	<i>Reference</i>	BSM/PM/SR/AUG/001
<i>Version</i>	1.0	<i>Classification</i>	Status Report
<i>Date</i>	7 Sept 2001	<i>Status</i>	Final

<i>Authority</i>		<i>Signature</i>	<i>Date</i> 07/09/2001
POCL	Kevin Lenihan		

Distribution

1. BSM Lead Team
2. Dave Hulbert
3. Kate Elliot
4. BSM Problem Management Team
5. Problem Co-ordinators

Table of Contents	Pages
Section 1 :- Introduction	2
Section 2 :- Management Summary	3 - 4
Section 3 :- New Problems	5 - 6
Section 4 :- Problem Management Volumetrics	7 - 8
Section 5 :- Problem Management Development/Initiatives	9
Section 6 :-Performance Measures	10
Appendix : Problems Over 3 Months Old	11 - 19

Section 1 - Introduction

1.1 Purpose

The purpose of this report is to provide Business Service Management with a status report of problems managed by the Problem Management team for the month of August 2001.

1.2 Context

The report will focus on the management of 'open' problems and provides details of ongoing development and operational activity during the month.

1.3 Problem Definition / Classification

A 'Problem' :-

- is a record of an underlying cause which may result in Incidents;
- potentially exists when a defect in the specification, design, production, implementation, or use of any of the service components results in any aspect of the service not meeting expectations;
- will be raised when the impact of the defect (e.g. the level and severity of the related incidents) is substantial enough to warrant action to eradicate it.;
- will be deemed to exist when it is logged on a PON or ICL Pathway Problem Management system;
- will be closed when it has been agreed that the underlying cause has been fixed or removed.

Section 2 - Management Summary

- 2.1 August has seen a fall in new problems - Problem Offices issues accounted for 7 (47%) of the 15 new problems opened this month. The usual average is 20 - 25 new problems, but as August is the main holiday month, I expect this to be a blip.
- 2.1.1 Interestingly, an issue that the holiday period highlighted was an increase of calls to the Horizon Helpdesk from 'holiday relief' staff in sub offices. ICLP have supplied data to highlight this issue and I am concerned that PON will also be feeling the impact of this - not only in helpdesk support terms, but also in respect of error notices, increased administration costs and a poor service to customers and clients. I am pursuing the issue of training for 'holiday relief staff' as this is an area where I believe a short term fix which was implemented during roll out is now beginning to fail.
- 2.1.2 We have still got a lot of issues in relation to Bureau work and environmental issues - the challenge for us at present is to crack these and some of our other long standing issues. One of the main problems tackled this month related to Frensham Way Post Office. The action arising is detailed below - after many twists and turns the office is closing but a new office is opening with a different FAD code and name in approximately 8 weeks - negotiations with the council continue at present. I feel that the Territory could have been a lot more actively involved, but thankfully we had a lot of support from Don Grey on this, which made the difference in bringing the issues to a close.
- 2.2 As reported last month, the lack of movement on Toolset development has been escalated to find what the issues are. The proposed changes on Impact Assessment are long overdue and this delay merely causes frustration after all the effort undertaken to identify a more simplified, streamlined process.
- 2.3 A report highlighting the way forward for Problem Management was produced for the Head of Operations and Head of BSM earlier this month. Currently awaiting agreement on the recommended changes.
- 2.4 The key problems and issues which have provided the main focus for us this month were in relation to :-
- 2.4.1 **Frensham Way Post Office**
As stated above, this month saw the height of activity that we've had at this office. Originally it was going to close following a hastily organised meeting chaired by Don Grey - then the council and local MP became involved and

eventually the council recognised that their procrastination and earlier intransigence was a major factor in the office having to close. The council has now agreed to give the office a 3 month lease to enable an ISDN solution to be trialled and they will pick up all associated costs should it fail. The office will open on the intended new site, but with a new name, FAD and different postmaster. In the meantime, the 'exit' package for the postmistress at Frensham is still being finalised and the office actually ceases trading on 7 September. The delay in opening the new site is linked to getting the ISDN line installed - negotiations with the council are still taking place over the longer term issues involved.

2.4.2 **Non Polling**

I raised this issue at the Cross Domain Problem Management (XDPM) meeting earlier this month because Mike Woolgar had informed us that 'a senior source' in ICLP was reluctant for him to go to any Non Poll meeting. Dave Law agreed that my suggestion for a 'check step' meeting to look at the whole area of non poll reporting was a sensible way forward. Mick Theobald has subsequently set the meeting up for 19 September and hopefully we can get a more effective management information stream that is agreeable to all parties.

2.4.3 **LFS**

LFS bar coded labels are now in place. Authorised Temporary Procedures (ATPs) 39,47,57 and 60 have been withdrawn and problems 279, 328, 357 and 377 were placed on monitor pending imminent closure. The SAPADS upgrade 4.6 failed however and has been re-scheduled for 8 October. The Materials Replenishment Programme (MRP) cannot be piloted until the upgrade has been successful, therefore problem 457 - Cash Declarations - continues to drag on with no progress. If the October upgrade fails it will be after Christmas before the next attempt.

2.4.4 **White Screens in Your Guide**

A request was put to Cap Gemini Ernst & Young (CGEY) on 3 August to make changes to the error message currently received by kiosks as a result of the 3am reboot; this change was to aid ICL Pathway in the diagnostics of the problem. In addition, to help offices and end-users in those cases where a white screen occurs for other reasons, a change request was put to CGEY to revert the kiosk to the home page after fifteen minutes of non-activity. CGEY have not yet responded to these change requests, despite being raised at the Star Chamber of 3 September - now escalated to Graham Shervington.

Business Service Management - Problem Management

Section 3 - New Problems**Problems Raised between 01/08/2001 and 31/08/2001**

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000591		LFS Daily cash declarations, process unclear for SSU offices	Clear communication to Shared Stock Unit outlets of the correct way to use ID numbers for cash declarations followed by a reduction in queries to help lines regarding this problem.	27/9/2001	09/08/2001
Action Resolution	A high volume of calls to HSH have been made from outlets experiencing problems with daily and weekly cash on hand figures not matching up. This affects outlets with Shared Stock units that use ID numbers to declare cash and will affect the level of non conformance (P10000457). The HSUG, LFS workbook and Balancing with Horizon guide cover the use of ID numbers but the level of detail is not sufficient. Horizon Project are working on a communication to outlets.				
P10000592	PC0068889	*YG* - White screens on YG kiosks	1) Agreed & deployed scripting for NBSC and HSH 2) ID & eliminate root cause(s) of white screens.	20/9/2001	13/08/2001
Action Resolution	White screens are a symptom of virtually everything that could possibly go wrong with the YG Kiosk, so sorting out quite what the causes are is proving problematic. So far, ICL Pathway have swapped data centre hardware (produced some improvement), and in specific cases swapped Kiosks. They are also fairly sure that the 3am reboot is causing large numbers of white screens, and have proposed to stagger the times of rebooting. Other than that, they are still collecting data of a technical nature, concentrating their efforts on network monitoring. Results to date would appear to point to the web server as a potential source of trouble. A change request has been made of CGEY (software providers) in an attempt to alleviate the effect on Subpostmasters and end-users; no-one in CGEY has yet been found to acknowledge this request.				
P10000594		Incorrect instruction on TVL counterfoil	MBS issued to TVL network. Longer term, instruction to be removed from bar coded TVL counterfoils.	27/9/2001	21/08/2001
Action Resolution	There is a new bar-coded TV Licence transaction which will run alongside the existing TVL transaction. There are no despatch requirements for the new bar-coded transaction. However, TVL Counterfoils for August were printed with an incorrect instruction to send to Data Central. It would appear that only August counterfoils were affected. If this is confirmed with IAM the problem can be closed.				

Business Service Management - Problem Management

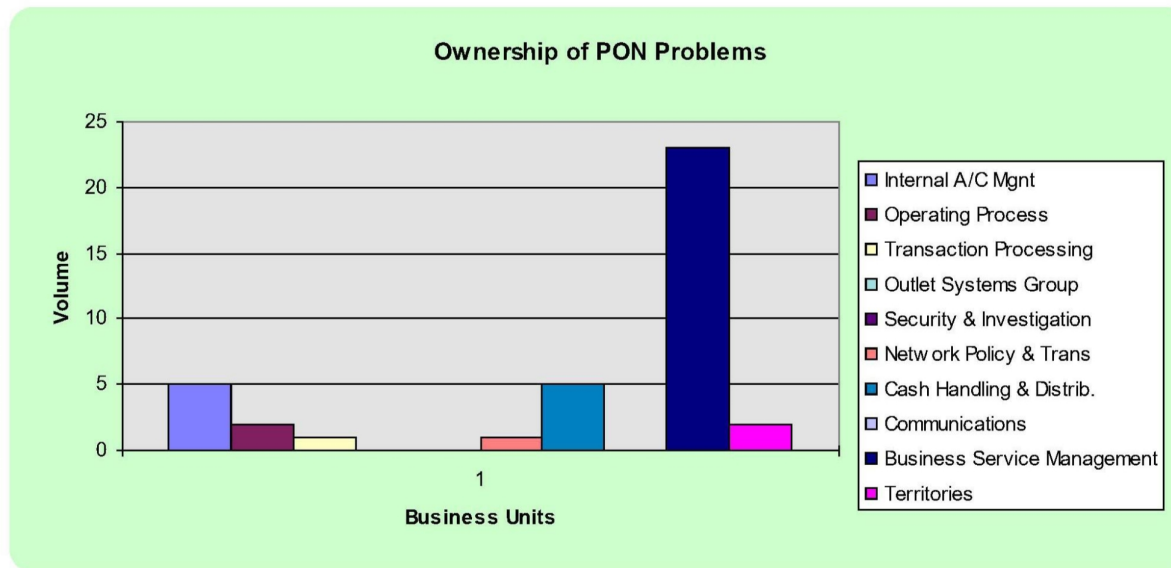
Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000598		First Glasgow Ticket and Travel Scheme	Price changed on Horizon (01/09/01).	2/9/2001	29/08/2001
Action Resolution	A price increase was originally requested by the client for First Glasgow Bus Tickets. The client then cancelled the change but it was too late to stop the price increase on the system. An Authorised Temporary Procedure has been implemented				
P10000599		Problem Office - Nunhead Nr Station (169007)	Establish if the errors have been caused by the system.	29/9/2001	29/08/2001
Action Resolution	Office believes discrepancies have been caused by the system. Impact assessments sent out. Initial action will be to discuss the problem with the Eastern Territory Horizon Liaison Manager.				
P10000600		Training: Parkfield Road 203246 - Problem Office	Calls to return to average 4 per month	31/10/2001	30/08/2001
Action Resolution	Training office. Problem opened 31/08/01. Sent for impact assessment and to the territory for comment				
P10000601		Training: Netherlee 222832 - Problem Office	Calls to be down to an average of 4 per month.	31/10/2001	30/08/2001
Action Resolution	Problem opened 31/08/01. Sent for impact assessment and to the territory for comment				
P10000602		Training: Great Moor 175432 - Problem Office	ICL Pathway Calls to be down to an average of 4 calls per month	31/10/2001	30/08/2001
Action Resolution	Pincl No. requested from pathway for this problem .Training for the office requested from the Territorial Problem Co-ordinator 30/8/2001				
P10000603		Training: Pendre 371632 - Problem Office	Calls to be reduced to an average of 4 calls per month.	31/10/2001	30/08/2001
Action Resolution	Pincl No. requested from pathway for this problem. Training for the office requested from the Territorial Problem Co-ordinator 30/8/2001				

Business Service Management - Problem Management

Section 4 - Volumetrics

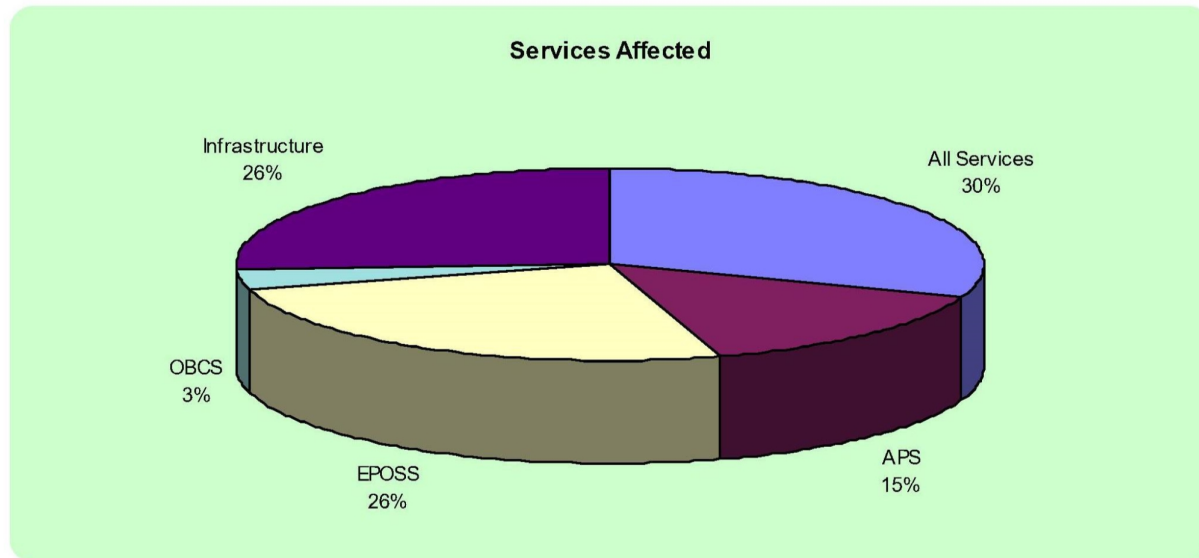
No. of Problems Open 1 - 20 Days	No. of Problems Open 21 - 40 Days	No. of Problems Open 41 - 60 Days	No. of Problems Open 61 - 80 Days	No. of Problems Open 81 - 100 Days	No. of Problems Open >100
8	3	4	2	6	39

4.1 Ownership of Open PON Problems



Business Service Management - Problem Management

4.2 Breakdown of Services Affected



Section 5 - Problem Management Development / Initiatives

- **Adopt an Office** The themes for September visits include :-
 - P & A Weekly Report P2311ma (b);
 - Slow Running Counters;
 - Postal Order Weekly Reports;
 - Reboots.We are still looking at improving the links to Supplier Performance to ensure that our useful front line feedback gets combined with that arising from the Senior Manager Visits. In the meantime, the information received remains a useful feed into the PM process.

- **Problem Co ordinator Liaison** The ongoing work in terms of the PC liaison role will make a definite impact on the effectiveness of this network. The associated 'Service Charter' was launched at the PC meeting 17 August and the first visits got underway last week. This may pave the way for an OLA as part of a restructure of the PC network. (see item on 'Infrastructure Change' below).

- **Staffing** As reported last month, Carole Conway and Russell Scott have now left the team and Paul Smith has returned. But as always there's plenty of activity here and I've agreed to second Nicola Wood to the Change Implementation Team with effect from 10 September. This is another good example of a wider 'Operations team' approach to staffing that I believe is important both for practical workload considerations but also for personal development

- **Infrastructure change** As mentioned in the management summary, a paper proposing future (medium / longer term) strategy for Problem Mgt in PON was delivered to the Head of Operations and Head of NBSC during w/c 15 August. I am currently awaiting feedback before I can progress these changes.

Business Service Management - Problem Management

Problem Management Performance Measures: August 2001

Mechanism	Target	Performance	Comments
Problems opened, having previously been rejected	<10% of problems opened having been previously rejected.	☺ Achieved; 0% of problems opened had previously been rejected	This measure has been achieved every month since measurement began.
ATPs Implemented	100% implemented within 3 days of the problem being opened	☺ Achieved; 100% of ATPs implemented to target.	2 ATPs implemented. This measure achieved for the 3 rd month running.
Problem Impact Assessment : Problem Manager's Performance	100% problems sent to Impact Assessors within 24 hours of status change to Open.	☹ Not achieved; 79% of problems sent to all Impact Assessors to target.	Deterioration from last month (82%).. The 3 problems which failed were 1 LFS, 1 YG & 1 EPOSS. In all 3 cases, most Impact Assessments were sent on time, but one or two assessments for each problem were sent outside the target time.
Problem Impact Assessment : Impact Assessors' Performance	100% of assessments completed & closed within 48 hours of being sent by Problem Manager	☹ Not achieved; 69% of problems sent for Impact Assessment completed to target.	Slight improvement over last month (60%).
Duty Manager's assessment	100% proposed problems assessed & either allocated to a Problem Manager or rejected within 24 hours of proposal	☺ Achieved; 100% allocated or rejected to target.	Improvement from last month (96%)..
Average number of days a problem remains open before & after root cause analysis (RCA)..	This measure is in 2 parts: Days from problem raised to root cause identified. Days from root cause identified to problem closed. No baseline target exists at present.	92% of closed problems, raised in the year to 31/08/2001, had a root cause annotated. Average time from raised – RCA = 15 days Average time RCA – closed = 52 days.	Percentage has improved from last month (79%). Both average times have deteriorated slightly; last month's averages were: Raised - RCA = 14 days RCA - Closed = 45 days.

Business Service Management - Problem Management

Appendix 1: Problems over 3 months old

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
10000046		Information downloaded to the NBSC	For the information on Remedy and on the Region's system to be in sync.	16/9/2001	14/12/1999
Action Resolution	The solution was delayed yet again despite having to be implemented before RLR National Rollout on September 10th. Richard Poulton has advised that PON, Tertio and Admiral are holding a meeting on the 4th September to progress.				
10000073	PC27145	Pathway Non Polling of Offices	Non-polling incidents managed in such a way as to provide transaction data within SLA.	27/9/2001	24/01/2000
Action Resolution	A meeting is required between PON & ICL Pathway to discuss all the issues around non-polling, including reporting. ICL Pathway have consistently cancelled monthly meetings since February, to the point where they have "fizzled out". Problem Manager to address this via ICL's Problem Manager.				
P10000186		Late delivery of ref. data. changes to some outlets	Proof that ICLP can specify the offices that have received any item of ref. data and specification of a process that ensures timely identification of problems from the HSH call logs	29/9/2001	31/05/2000
Action Resolution	Over 100 Horizon offices in Scotland & N. Ireland were unable to process AP swipe cards. Ref. data changes were not fully transferred to a number of offices prior to the automatic reboot deadline of 3.00 a.m. - hence message to end some products was received but not the replacement product message. Immediate problem resolved by reboot. A Change request has been submitted to Pathway which will meet the requirements needed to address this problem. Awaiting confirmation that CR has been approved, and target implementation date.				
P10000202	PC0060430	Inadequate procedures for office closures	Improved procedures for outlet closures to include a check for any non polled transactions / cash accounts	7/10/2001	27/06/2000
Action Resolution	Awaiting confirmation from Pathway that they are confident the new procedures they have introduced are robust enough to move the problem to monitor status.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000227	PC0052508	Unmatched reversed/reversing at EOD	Complete eradication of this fault ensuring AP transactions: a) cannot be reversed after or during end of day process b) all reversals which are accepted refer only to transactions completed on the same working day.	30/11/2001	27/07/2000
Action Resolution	Fix to prevent reversing over the end of day marker is scheduled for S10. TP agree this is an acceptable release schedule.				
P10000228		Printer Roll Wastage	When the printers use the full potential of paper.	31/12/2002	01/08/2000
Action Resolution	Printer indicates paper running out too early. Horizon printers are indicating that the paper needs changing after approx. 80% of the roll has been used. The problem is apparently linked to a weight sensor in the printer. Current approximate cost per month of wastage: £4000. This problem is being taken on by Mike Balmer (Benefits & Bus. Case Team Leader). Mike is due to provide feedback on progress made at the next Horizon service review forum.				
P10000229	PC0051640	Correspondence Server issues.	Identification and resolution of root cause in order to ensure no disruption to, or impact on, the network arising from correspondence servers	30/11/2001	01/08/2000
Action Resolution	The necessary changes have been made to the Operational Change Proposal procedures. ICL's Problem Manager will be conducting an audit of the amended process during September. A Business Continuous Volume backup was carried out as part of a recent shutdown & rebuild of Bootle Correspondence server 1. This was successful. However, a full report has not yet been received. The above mentioned audit & report, subject to content, should provide closure of the problem.				
P10000258		PLU numbers removed from horizon system	1.Improvement to procedures followed by the Change process.2. Communication to go out to outlets to inform them of the reasons why the numbers were removed and also to let them know about the system speeding up after a few weeks.	31/10/2001	17/08/2000
Action Resolution	The Terms of Reference for a Change Impact Panel are being worked on. However, the recommendation for the introduction of the Panel needs to be escalated to the BSM Lead Team, given the lack of buy-in from the Change Control Team.				
P10000274		Outlets unable to follow Inward Rem Procedure	All Cash Centres, Hemel Stock Centre and all Outlets using the correct pouches.	01/10/2001	12/09/2000
Action Resolution	A problem was found with the first batch of bar-coded labels supplied to NSSC for use with items sent in packages other than grey remittance pouches. Awaiting a new start date from CHD. In the meantime it has been discovered that NSSC still hold over 100 000 grey remittance pouches printed with incorrect barcodes. May require the ATP to be re-introduced.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000292		Horizon outlets not sending FINAL version of cash account	1.A Counter News article to emphasise the need for the correct version to be sent. 2 A reduction in the number of trial accounts noted. 3 It is hoped that the PIA Team will take this work on in the month of September. (Subject to agreement)	9/9/2001	22/09/2000
Action Resolution	Closure criteria: 1. (MET) Two Counter .News articles have been published. 2 (MET) There has been a noted reduction. 3 It is hoped that a decision will be made by Sept 10 th .				
P10000293	PC0054259	(CSR+) Differences between TPS harvested AP txns & OPTIP	All differences are satisfactorily resolved	30/11/2001	25/09/2000
Action Resolution	Fix is scheduled for S10.				
P10000299		Incorrect postal order paid summary docket used	1. Reminder Counter News article 2. Reduction in PO QPA errors 3. TP data input compatible Horizon report developed	29/9/2001	26/09/2000
Action Resolution	Development of an acceptable Horizon generated form is now in the final stages of design, and a feasibility study has been carried out. Problem Manager is meeting TP Development Team on September 3rd to finalise details. It is hoped that by September 30th a decision will have been made by the Business as to whether or not to put a Change Request to ICL Pathway.				
P10000302	PC0060137	Message store amendments - no process	Documented / agreed procedures in place	13/9/2001	26/09/2000
Action Resolution	Ownership of the process will be with BSM Supplier Performance team. Problem Manager to progress final agreement of this before brokering agreement with ICL Pathway.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000303		Horizon outlets producing manual cash accounts	Documented contingency instructions produced	27/9/2001	26/09/2000
Action Resolution	Operational Performance & Reporting Manager's report is due for delivery 31/08/01. A decision is then to be made on manual working policy.				
P10000304		Contingency for AP txns when outlet reverts to manual	Contingency arrangements for passing information to Clients agreed and documented	27/9/2001	26/09/2000
Action Resolution	Operational Performance & Reporting Manager's report is due for delivery 31/08/01. A decision is then to be made on manual working policy.				
P10000307	PC0055529	(CSR+) Screen freezes in planned orders	Root cause identified & fix implemented	6/9/2001	28/09/2000
Action Resolution	There have been no further incidents in July or August but this could be because either users are not using the service or are doing reboots if experiencing screen freezes. Without further incidents ICLP cannot investigate. Closure has been agreed with a view to re-opening if necessary when LFS is fully operational.				
P10000340		NBSC access to Business Policies	Clearly defined route brokered & signed off, by which NBSC can access written records of Business Policy on all issues.	30/09/2001	01/11/2000
Action Resolution	Action on Service Quality Manager to progress this problem via Head of Network Management.				
P10000342		LFS Remittance receipt at open plan offices.	A delivery process to be brokered which is acceptable to both PON & CH&D	31/10/2001	03/11/2000
Action Resolution	The bar coded labels for use in outlets are now in place and this has resolved the problem of sending remittances from open plan environments. There is, however, a problem with the format of labels printed by SAPADS which may delay a solution for inward remittances to open plan outlets until Oct 2001.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000358	PC0058014	CSR+ Slow running problem on counters	Investigation undertaken by ICL. The root cause and solution identified and fixed.	29/9/2001	17/11/2000
Action Resolution	The 'slow rollover' fix - PinICL pc0066257, RNA2085, was withdrawn from the S10 release. The latest information is that it will now be released in S10R. ICL P have stated that their developers have resolved the problems and will be testing the fix at outlets that have reported this type of problem to ensure that it works.				
P10000360	PC0056242	Frensham Way FAD 415420 - RHI	All system related problems are resolved and the Postmistress is happy.	11/9/2001	17/11/2000
Action Resolution	Office is still due to shut on 12th September. There are political sensitivities to be managed in the meantime. Steve Gibbs and Colin Baker are negotiating the 'exit' details.				
P10000361	PC0061694	OBC Process - Unplanned Closures	A process to prevent this happening to be put in place	7/10/2001	17/11/2000
Action Resolution	Pathway's review of their end to end closure processes was delayed by work on Your Guide. However, they have indicated that they recognise there is a gap in their process between the initial management of closures as incidents and the point where the OBC process comes into play. To address this they are setting up a data base to track closures which will result in a more proactive approach.				
P10000370		Persistent power supply interruptions	Knowledge Base updated with a business policy to enable advice to be provided for future requests.	01/10/2001	23/11/2000
Action Resolution	A meeting has been set up for 4 September between Network Policy & Transformation, Problem Management, NBSC Incident Mgmt., NBSC Complaints and the Service Review Manager to finalise the details of the process to be followed for queries raised by spmrs about persistent power supply interruptions.				
P10000384		Criccieth 164604- Problem Office	All transactions downloaded successfully to the office to enable balancing. Identification of Root Cause and solutions provided and implemented.	29/9/2001	15/12/2000
Action Resolution	ICL Pathway have sent a letter to Keith Baines detailing their position on all outstanding case law issues. Included in this is their current position on Cricceith - more analysis is being undertaken on the cash account week in question to enable ICL Pathway to come up with a figure which they believe they are liable for after which they will negotiate with Keith. Liz Tuddenham is trying to get a copy of the letter from Keith so we can see the detail.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000386		Inter-Office Transfers being attempted by Horizon offices.	Communication to all offices stating that Inter-Office Transfers can now no longer be done on Horizon. Also to state that using the offices cash to purchase items is not permitted.	6/9/2001	19/12/2000
Action Resolution	Due to Industrial Action, the temporary procedure for the use of Inter Office transfers in extreme circumstances is currently in place. This however will not become business as usual. Kevin Thomson has been asked to provide information which can be held on the Knowledge base to deal with requests of this nature. Awaiting instruction.				
P10000394	PC0060428	Outlet 'temporary closed' procedure failure	Amendments to existing process is agreed between ICL Pathway and PON and clear areas of responsibility are defined and agreed. NBSC and ICLP non-polluted procedures amended and approved.	7/10/2001	04/01/2001
Action Resolution	Feedback from Net. Transformation teams and ICL shows considerable improvement. However, there is concern that implementation of the RLR will worsen the situation because of the reduction in staff 'on the ground'. Audits have been approached to obtain their co-operation when they are present in situations where RNMs would previously have been responsible for notifying NBSC of a closure.				
P10000401		Non conformance relating to OBCS operations	Counter News article to underline correct procedure and also highlight the fact PON is penalised for failures. Acceptable levels of conformance to be maintained.	31/10/2001	12/01/2001
Action Resolution	OBCS Work aid published week 12 and training brief week 21. There has been some reduction in non conformance incidents reported by DWP in July. However, an article on multiple scanning released prior to the August Bank Holiday had little effect and multiple scanning incidents were unacceptably high. The reasons for this need to be assessed in order that articles published prior to the Christmas bank holidays are more effective. A pool of Counter News articles have now been prepared and are awaiting authorisation. The OBCS working party will agree a call off schedule so the articles can be published to have maximum impact. The call scripts on Remedy have been improved so calls made to offices deal with the incidents raised more effectively. It is hoped that some training sessions can be held with T1 and T2 operators to consolidate their OBCS knowledge.				
P10000425	PC0063013	PM-Rec. & Payments Misbalance- Cash Declaration	Following delivery of a fix into the live estate, a period of 6 weeks where no further incidents of this type occur.	23/9/2001	14/02/2001
Action Resolution	TP have received notification of a number of incidents that appear to be related to a software fault which causes incorrect (negative / duplicated) cash declarations resulting in receipts and payments misbalances. From the incident details provided by Pathway it is not clear why or how this problem is occurring. The incidents received all seem to indicate that there is a system fault which is allowing / causing Postmasters to make an incorrect (negative and duplicated) declaration. One incident report states " the problem here is the system, during roll over, added this discrepancy transaction again which had the effect of recording cash holdings as £166.07 more than it should have been" In all cases the incidents are resulting in receipt and payment misbalance errors. A fix ,WP 12240, is scheduled to go into testing during w/c 20/8/01.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000428		Winlaton PO claims figure in Suspense Account has doubled	Reason for loss identified and amount cleared from suspense account	6/9/2001	15/02/2001
Action Resolution	Further evidence to prove user error has been forwarded to the RNM. RNM has been on leave. He will look at the evidence and get back to us when he has either spoken to the PM or has further questions.				
P10000440		Obsolete stock at outlets	Full implementation of cessation of products.	20/9/2001	27/02/2001
Action Resolution	Outlets have now been advised to return all obsolete stock to the NSSC as the process will soon change. The change will mean that spmrs. will be accountable for any losses due to not returning old stock to timescales. There will be an appeals process which is currently being agreed.				
P10000441	TBA	Old Isleworth 111025 - Problem Office	PM's calls to reduce to an acceptable level i.e 4 per month.	29/9/2001	27/02/2001
Action Resolution	Phantom Transaction issue has been investigated and no evidence has been found of system error. There are examples of user error and the RNM has been asked to arrange more training for the office. The PM is old and it has been suggested that further training will not add any value. Will need to be assessed on call volumes etc. following training.				
P10000444		No clear policy for dealing with outlet environmental issues	Clear process, responsibilities and ownership established for environmental issues. These should enable PON and ICL to efficiently and effectively deal with office issues which are caused by environmental factors	2/11/2001	01/03/2001
Action Resolution	No evidence that any action has been taken following the issue being raised at April's HSRF. ICL P have been asked to detail what action has been taken in response to the action point accepted at the meeting.				
P10000445		Hemel Hempstead phone lines	A recorded message to confirm busy lines at Hemel Hempstead asking callers to try again later. A contingency set in place to communicate the eventuality of a phone line fault, and to process orders accurately and efficiently in the event of a fault.	28/9/2001	01/03/2001
Action Resolution	NSSC do not have a contingency for failure of phone lines for stock ordering. The NSSC Contingency Planning manager left the business in May and his replacement does not take over until Monday 3rd September. We have been told this problem will be high on his list of priorities once he has his feet under the table.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000453	PC0063140	Llanbedrog 269604 - Problem Office	Further provision of training and a marked reduction in calls to the average for a mature office - 3 per month.	31/10/2001	08/03/2001
Action Resolution	It has been suggested that extra training will not reduce call volumes. The RNM has put together an action plan which will be monitored until 06/10/01. After this date the situation will be reassessed and appropriate action taken.				
P10000457		Incorrect Cash Declarations	All outlets correctly declaring cash both daily and weekly	27/9/2001	12/03/2001
Action Resolution	Monitoring of outlets failing to conform continues. However the level of urgency placed on this by CHD has decreased due to the failure of the SAPADs upgrade which has delayed further the rollout of MRP. A further problem has been identified with the use of ID numbers when declaring cash (P10000591) which could be a contributing factor to the high level of non conformance identified.				
P10000485	PC0064429	Screen freezes when charging Quantum cards	Root Cause Identified and resolved. No more calls made regarding this problem.	30/11/2001	03/04/2001
Action Resolution	Firmware issue is currently with Pathway Development to find reasons for the problem and develop a fix. Software fix/resilience targeted to be sent to counters in S10.				
P10000486	PC0064430	Quantum cards: Incorrect amounts charged	Root Cause Identified and resolved. No further calls from affected offices.	30/11/2001	03/04/2001
Action Resolution	A fix containing enhancements to the system is available but due to problems during regression testing the release date has been rescheduled for S10.				
P10000508	PC0065677	Corruption of Quantum Gas Cards	Root cause identified and suitable fix delivered to the network. No more corrupt cards caused by this problem.	07/09/2001	04/05/2001
Action Resolution	Pathway to be contacted 5/9/2001 to agree closure of problem as the last 2 keyboards to be replaced should have been swapped by then.				

Business Service Management - Problem Management

Problem Id	ICL Pathway Problem Id	Problem Title	Closure Criteria	Target Date	Date Raised
P10000520	PC0066318	Lost Data from ICLP Data Warehouse	Ideally, the recovery of the lost data. Fallback; a change to ensure this does not occur again.	29/9/2001	22/05/2001
Action Resolution	ICLP have proposed to introduce 'read after write' when recording the data. A letter is due to be sent to ICLP by POCL Horizon Commercial indicating that this is not enough and that a better method of preventing a repeat loss is to create 'parent, grandparent' tapes. No data has as yet been received in respect of the attempt to reconstitute the period of missing data from the correspondence server tapes. Trying to get a meeting set up to decide our position, before meeting ICLP again in September.				
P10000522		Gamesley 279432 - Problem Office	Diagnosis and fix of the problem.	13/9/2001	23/05/2001
Action Resolution	Office is blaming the system on the amounts he is holding in suspense account and is refusing to make them good. ICL have monitored and investigated the site but found no evidence to prove system error. There are examples of user error. PM is threatening to take the issue to the papers. This has been escalated to the HoRN (Carole Pryslak) who is due to meet with the PM W/C 3 Sept.				
P10000524	PC0066995	Noise levels of mobile & PES units on Horizon system	Development of a range of solutions that are acceptable to Subpostmasters and enable Horizon installations to continue.	31/10/2001	24/05/2001
Action Resolution	There have been a number of complaints from offices about the noise levels of both the Horizon mobile solution & Personnel Earth Station (PES) units during the Horizon Implementation Project. Problem Management have been monitoring complaints and the non polled reports to identify potential offices which are passed to Kevin Cox, Horizon BAU Manager for investigation. Following a survey, many of the outlets have or will have their Mobile Horizon kits swapped for a standard kit.				
P10000525		Childwall 185420 - Problem Office	Diagnosis and fix the problems to resolution	6/9/2001	25/05/2001
Action Resolution	Office experiencing losses due to 'system error'. This has been investigated by ICL and no system errors have been detected. HFSO has attended site but has yet to report. RNM is currently on leave. Agreed with PM to discuss next steps with RNM w/c 3/9/01.				
P10000527		Blandford Forum (192518)	Office to be running without experiencing further problems	6/9/2001	29/05/2001
Action Resolution	Awaiting confirmation that an Health & Safety survey of the office has actually taken place.				

Business Service Management - Problem Management
