



Post Office Ltd and Fujitsu Services Sense & Respond Action Plan



This document details the action plan associated with each of the discussion points below:

Contents	Page Number	Date Raised
HSD Management of PM Expectations	2	22/08/06
Counter Printer Improvements	4	22/08/06
Updates to PMs on Incidents on Progress	8	22/08/06
Flattening HSD Calls Across the Week	10	22/08/06
Improved Management of Intermittent Comms Faults	11	22/08/06
BT Engineering	15	22/08/06
Process For GSM Deployment	16	22/08/06
Quality of Swap-out Kit	18	22/08/06
Peripheral Spares on Site	21	22/08/06
POL Advice to Branches	22	22/08/06
POL Communication Plan	24	22/08/06
POL Communication Rebooting	26	22/08/06
Opportunities to Gain Postmaster and End User Feedback	27	19/04/07
Improving Postmaster Understanding Further on Software	28	19/04/07
Improving Postmaster Understanding Further on Hardware Fixes	29	19/04/07
Improving Communication for Online Service Faults	30	19/04/07
Improving the Reboot Process	31	19/04/07

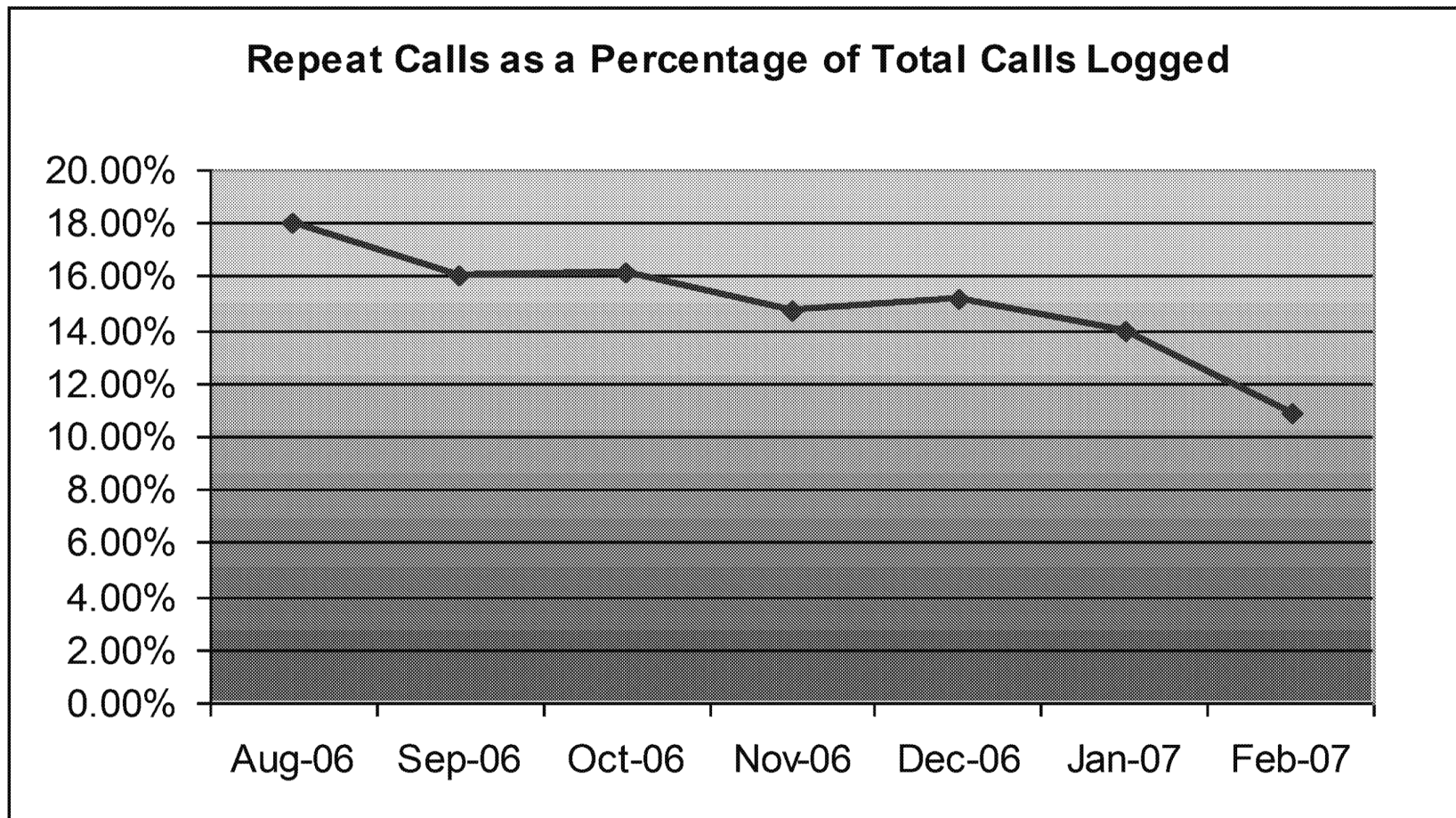
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

HSD – Management of PM Expectations			
Issue	• process – making caller more aware of the process involved in resolving their issues • timescales – advising caller of timescales • remote Activity – letting caller know what is happening 'behind the scenes, e.g. remote diagnostics • actions already taken by branch – allowing the caller (especially the more experienced callers) to let the HSD know what attempts they have made to remedy the situation prior to call, i.e. not assuming no attempt has been made • call reference/closure of calls – call references are infrequently given to the callers, and calls are closed without the caller's acceptance		
FJS owner	Rebecca Epifano		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
New HSD Script	New H/W call script written and implemented to advise PM of: • Expected arrival time of engineer • Agents no longer request PMs to repeat actions already taken in an attempt to resolve incident • To provide call reference to PMs.	Action Complete. On monitor.	Measure of success, to monitor the number of repeat calls. Please see graph below, which clearly shows a drop in Repeat Calls as a Percentage of Total Calls Logged over the past 8 months.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Counter Printer Improvements			
Issue	Expand the laminate distribution		
FJS owner	Rebecca Epifano / Ian Venables		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Distribution of laminates	Laminates ready to print for distribution – to be confirmed if this is worthwhile due to possibility of new printer. Sign off for new Epson Printers received. Close Action.	CLOSED	
Liaise with 3 rd party (Transact) and analyse repair stats	Transact provide a monthly analysis of chargeable repairs. For 2006, figures showed an increase in label media damage repairs, which was due to the re-designed postal order being issued. When postal orders went live they jammed, spoiled, or misaligned during feed, this resulted in extra printer calls being logged for example in May 2006 an extra 1600 calls were logged. Various initiatives were taken to try and reduce this particular call type such as HSD liaising with the end user and liaising with FMS and repairers to add stickers to the printers which were a Do & Don't Advice List on how to print Postal Orders.	CLOSED	This did provide a slight drop and downward trend in the number of calls logged for Counter Printers, for July 2006 please see the graph below. However the number of calls logged started to increase again due to the ageing of the equipment.
Labels with helpful hints on printing provided to branches and stuck on Counter Printers	As linked with above action.	COMPLETE & CLOSED	As per above.
HSD call script to be modified	More appropriate diagnostic questioning & improved familiarity with printer. HSD Call scripts were re-modified again (March 2006) to look into reducing the number of engineer visits required.	COMPLETE & CLOSED	Initially decrease in calls passed to engineering – this then increased due to increased call volumes.
Post Office advice to branches – Postal	Complete	COMPLETE	Reduction in paper feed problems observed.

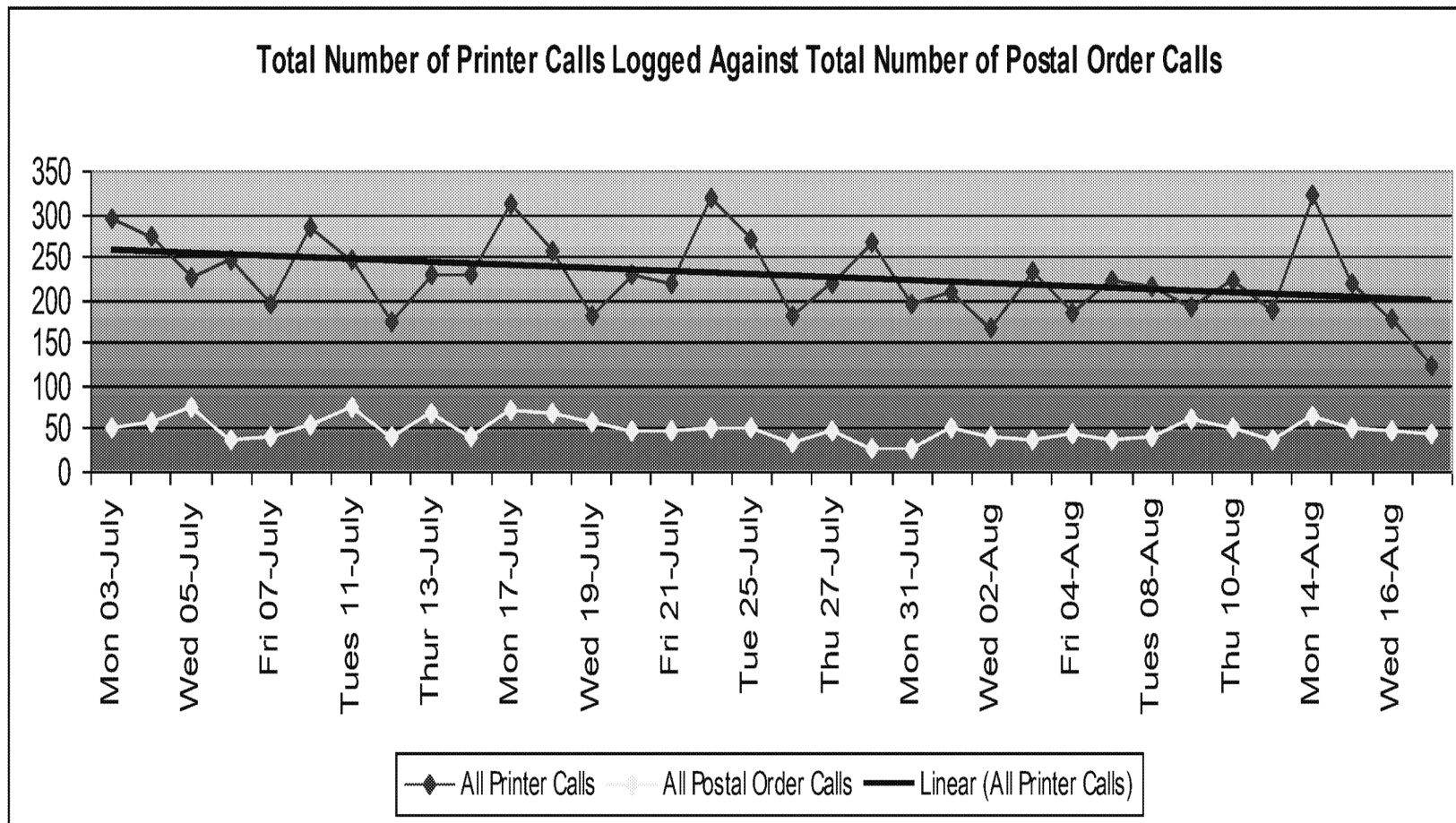
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Orders to be stored flat		& CLOSED	Due to current situation with Counter Printers and the sign off for the Epson Printers this is now closed.
Software Fix implemented	Complete	COMPLETE & CLOSED	No improvement seen in call volumes.
Sense & Respond analysis at HSD of call volumes	Ongoing, this is now focusing on the number of calls logged for Epson Printers, and focusing on the number of swaps and visits, which has been done for the pilot sites.	Ongoing	This analysis is going to be ongoing during the Epson roll-out. As of the end of March, 3046 Epson Printers have been rolled out, For March 158 calls were logged with the desk for Epson Printers with 25 of these requiring an engineer visit.

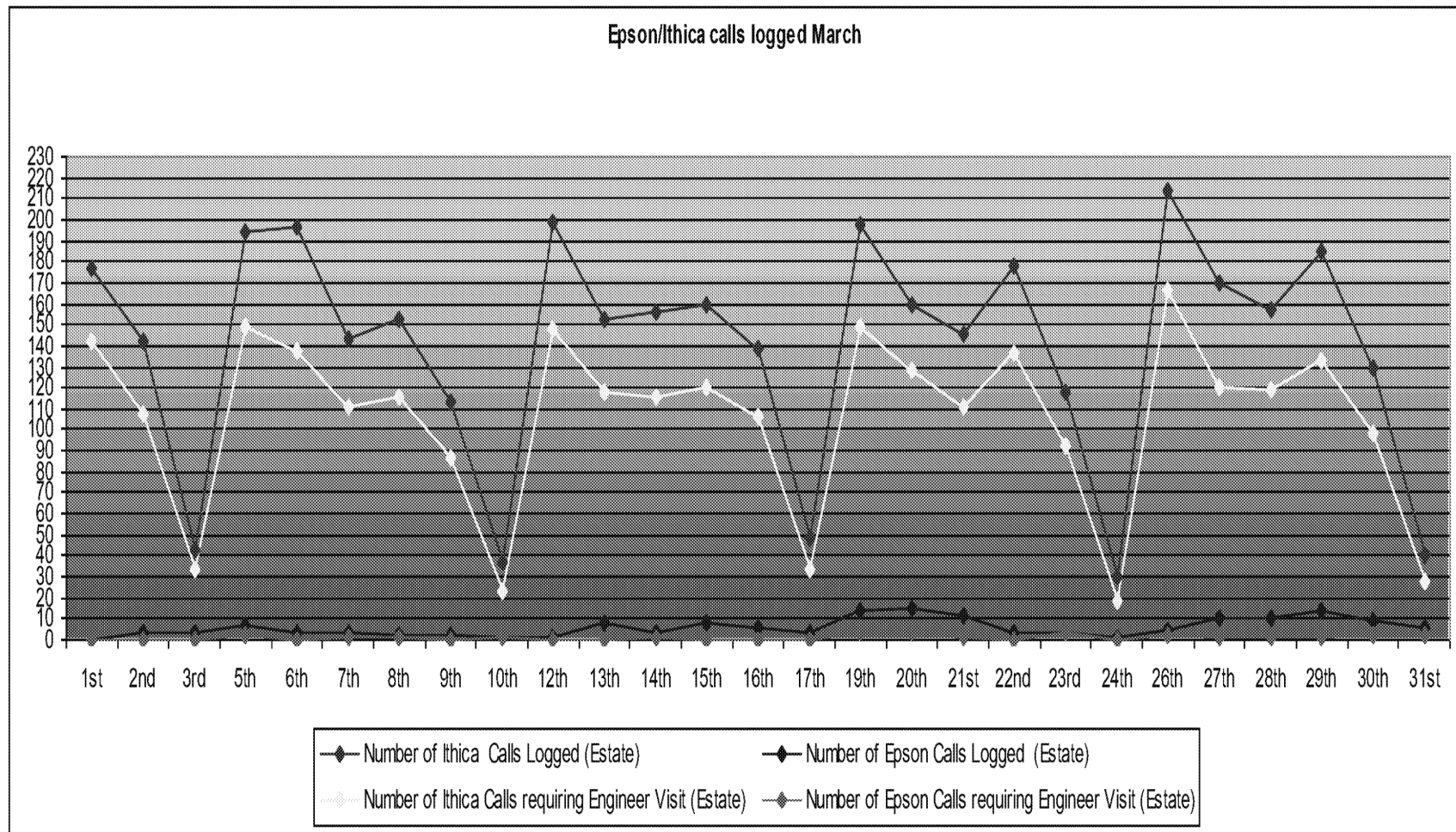
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



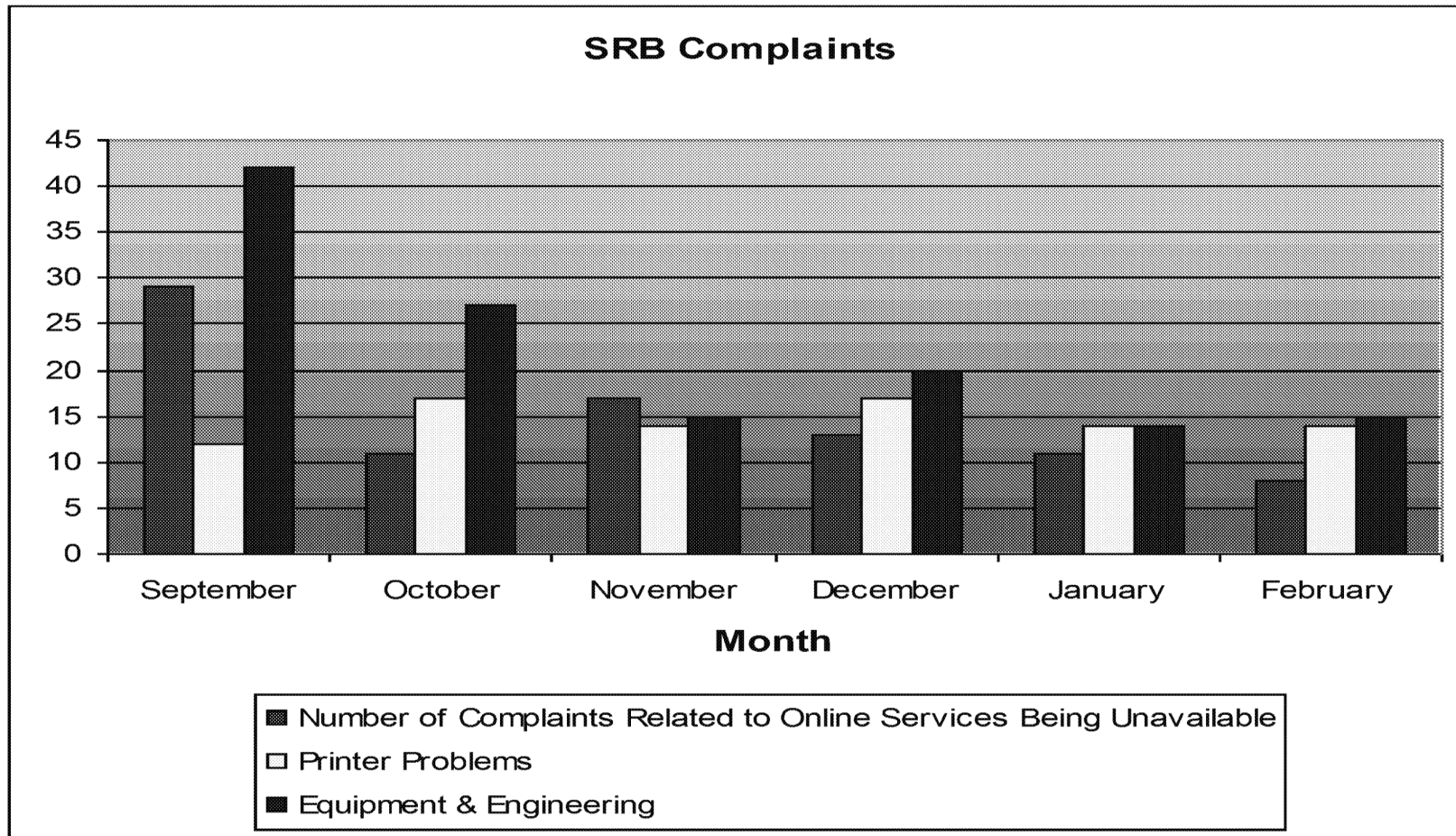
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Updates to PMs on Incidents in Progress			
Issue	HSD / Engineering • update calls to branch on online services • diverted engineers comms to branch		
FJS owner	Rebecca Epifano / Ian Venables / Ian Mills		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Improve updates to branches with comms faults,	In discussion with POL, and BT. Looking into possibility of the HSD (CMT) agents having access to the BT system in order to look for up to the minute updates. Next meeting with BT to take place on 2nd April. Discussion and investigations are still ongoing. In addition to this, further training is going to be provided to CMT on the various different companies that make up BT as a whole, as a call can fall with various parts of BT at different stages, this can then be communicated back to the Postmasters.	Ongoing	When / if implemented this will be monitored through the number of repeat calls from Postmasters requesting an update.
Improvement of information from Engineering Service to HSD to pass to Branches	2 daily conference calls 10:30 & 16:00 between HSD & Engineering Service to proactively manage & escalate calls under threat of missing ETA / WIP increase & complaints. IMT phone PMs if any engineers have had to be diverted to another call.	In progress On Monitor	The measure of success will be a reduction in the number of repeat calls and a reduction in the number of complaints linked to online services and engineering. The trend for the number of repeat calls has decreased over the past 8 months. The number of complaints has been tracked below, and the trend shows a decrease in all areas of complaints over the past 6 months.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Flattening HSD Calls Across the Week			
Issue	HSD / Engineering Unnecessary peaks at key points in the week		
FJS owner	Rebecca Epifano / Ian Mills		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Using IVR to filter non urgent calls	IMT started investigating peak calls. Request to NBSC to see if we could change the IVR message to say "we're currently experiencing high call volume, if your call isn't URGENT, please call back later" our peak times are between 09:00am and 10:00. NBSC refused this request.	CLOSED	N/A
HSD/IMT and CMT to give a clearer indication to the PM regarding expectations and possible routes of resolution. This will negate a large amount of calls back into the desk from the PM.	Changes have been requested by Branch Network Service Manager to the HSD/IMT standard communication given to the PM. This gives a clearer indication of actions required by BT/Fujitsu and sets a clearer expectation.	In progress	The measure of success will be the number of repeat calls from Postmasters requesting an update. As seen before the general trend for this in the past 8 months is a decrease.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Improved Management of Intermittent Comms Faults				
Issue	Management of intermittent faults • Improved comms to branches around activities. • Better monitoring of branches reporting intermittent outages • Collation of calls and more proactive investigation			
FJS owner	Ian Mills			
Improvement Action		Progress	Proposed date of completion	Evidence of improvement
Potential Backup Solutions		Backup solutions are being implemented to ensure that Branches are not without comms. GSM Modems are being deployed where possible. This commenced from late 2006. Further to this the distribution and strategic positioning of GSM Modems has been developed to improve accessibility	March 2007	Continued progression has been made with continued deployment and usage of BNR. However changes to the working method in CMT should also prove beneficial. Both of these actions have increased Branch Availability, the graph below shows the % increase to Branch Availability as a result of GSM.
Changes to the operations carried out by CMT are being discussed. Total ownership of incident from initial call to closure.		Discussions took place with CMT regarding total ownership. CMT recognise a need for change and a plan has been discussed. Change to reporting is also being looked at to ensure a more accurate view of the Branch comms.	Jan 2006	CMT working method changed at the end of February 2007. The measure of success will be a reduction in the resolution time of OLS calls. As can be seen from the graph below since January, the figures show a gradual decrease in resolution time.
Measures to be input in order to identify and recognise trends of issues and assist pro-active investigation.		Continuation of the +3 report. Additional reporting mechanisms to be investigated to aid pro-active monitoring.	Jan 2006	Measure of success will be a reduction in the resolution time of OLS calls. Further analysis on intermittent calls is ongoing, currently looking at reiterations within BT, with feedback going to BT. Once again the figures below show a gradual decrease.

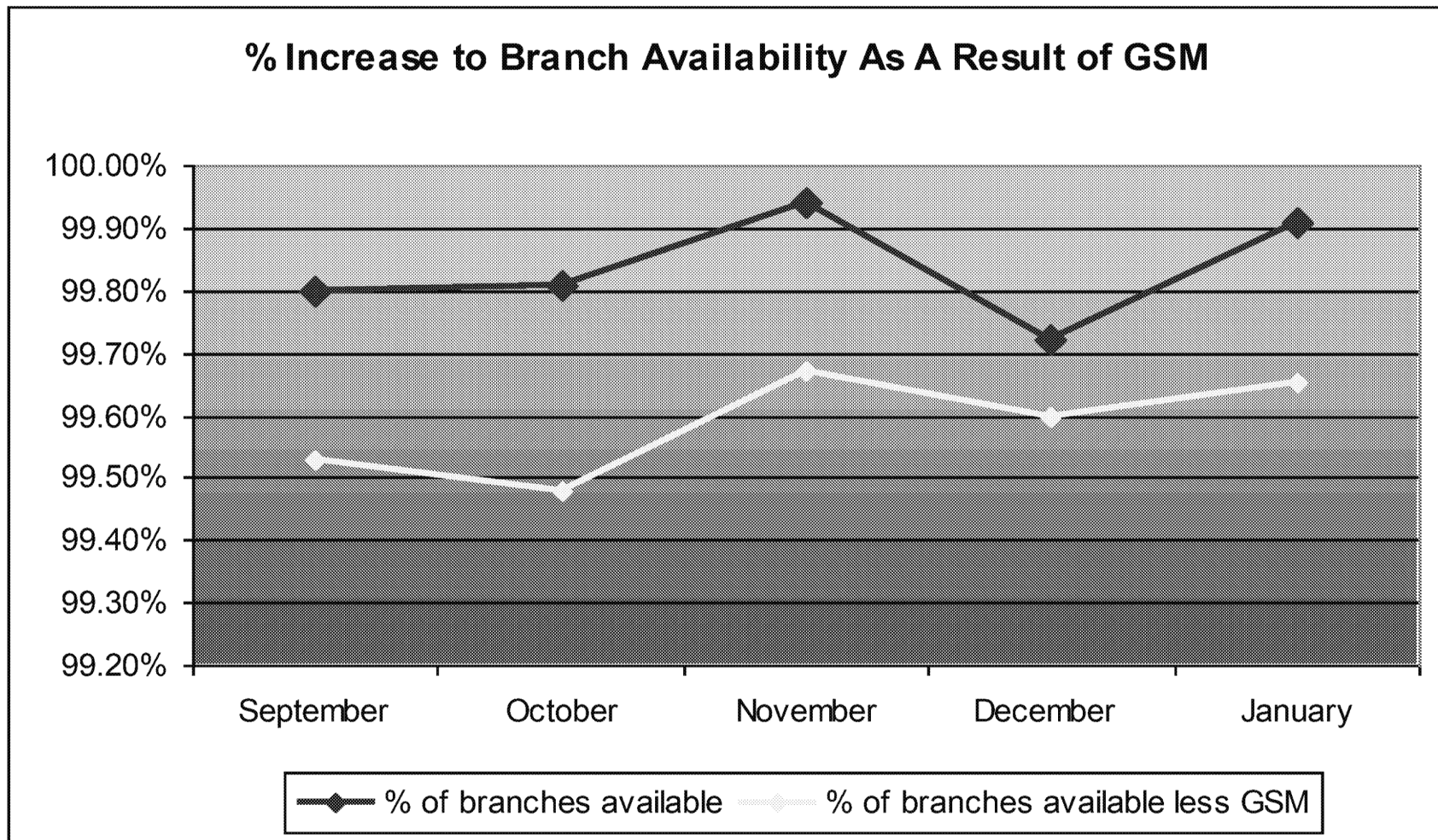
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Improve the information given to the PM regarding action being undertaken to resolve the comms issue.	A change has been instigated to advise the PM earlier in the process of the actions that may be required and to set a controlled expectation. Where resolution has not been gained via the standard process or is outside of the original expectation CMT will be making contact with the branch to explain what the next steps and processes will be. This forms part two of the CMT owning an incident programme.		Measure of success will be a reduction in the number of repeat calls by Postmasters, and a reduction in the number of complaints related to Online Services, both of which have shown a decrease downwards.
---	---	--	---

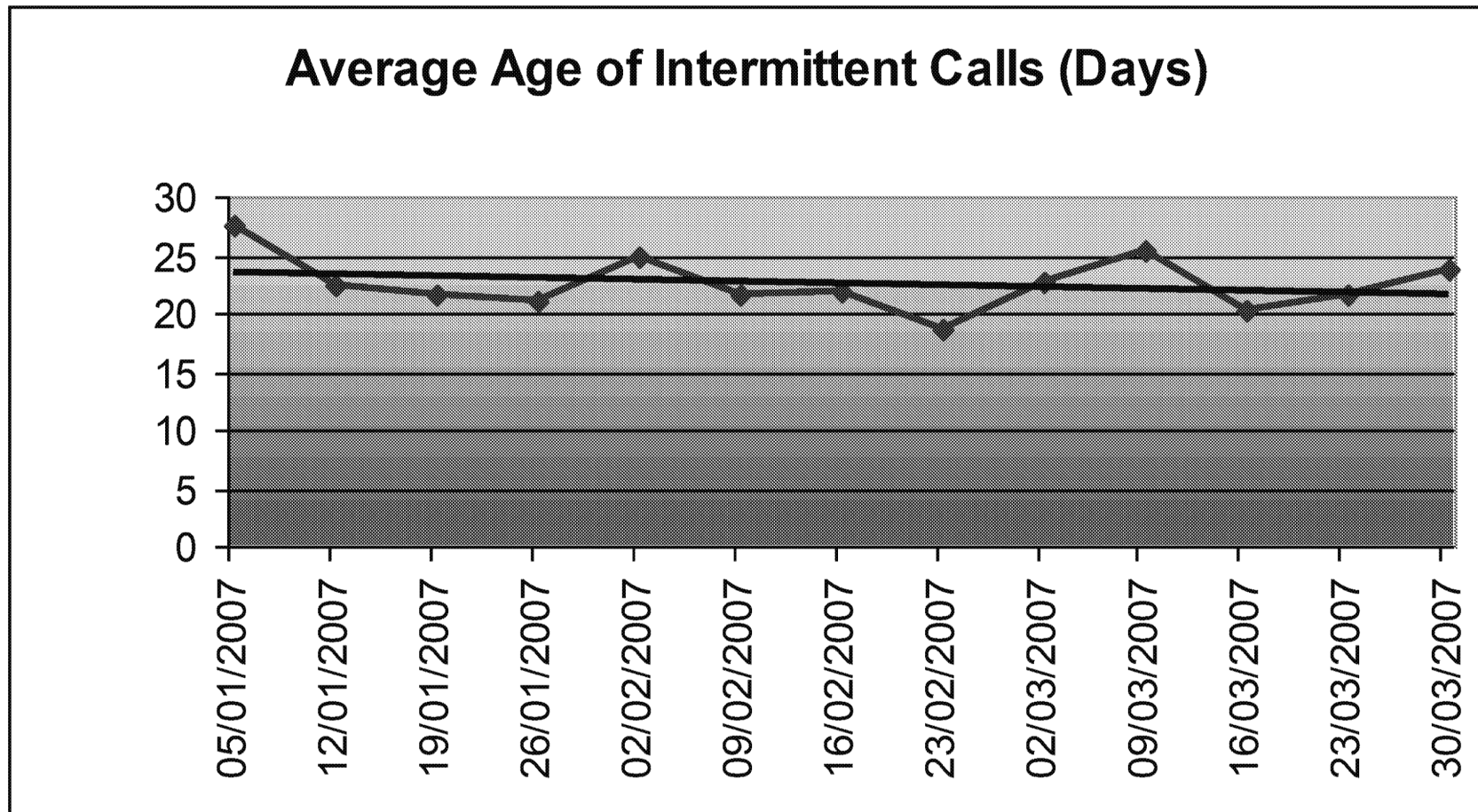
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

BT Engineering			
Issue	Knowledge of engineers attending – very often, BT Broadband engineers arrive on site where an ISDN engineer is required and vice-versa		
FJS owner	Ian Mills		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Fujitsu Services to look into BT arranging appropriate ISDN or ADSL engineer prior to wrong engineer being booked	Not believed to be an issue. Checks have indicated that this has happened less than 3 times over the past couple of years. BT ISDN and BT Wholesale are run as separate sections of BT (Ofcom requirement) and therefore this issue should never happen again	CLOSED	

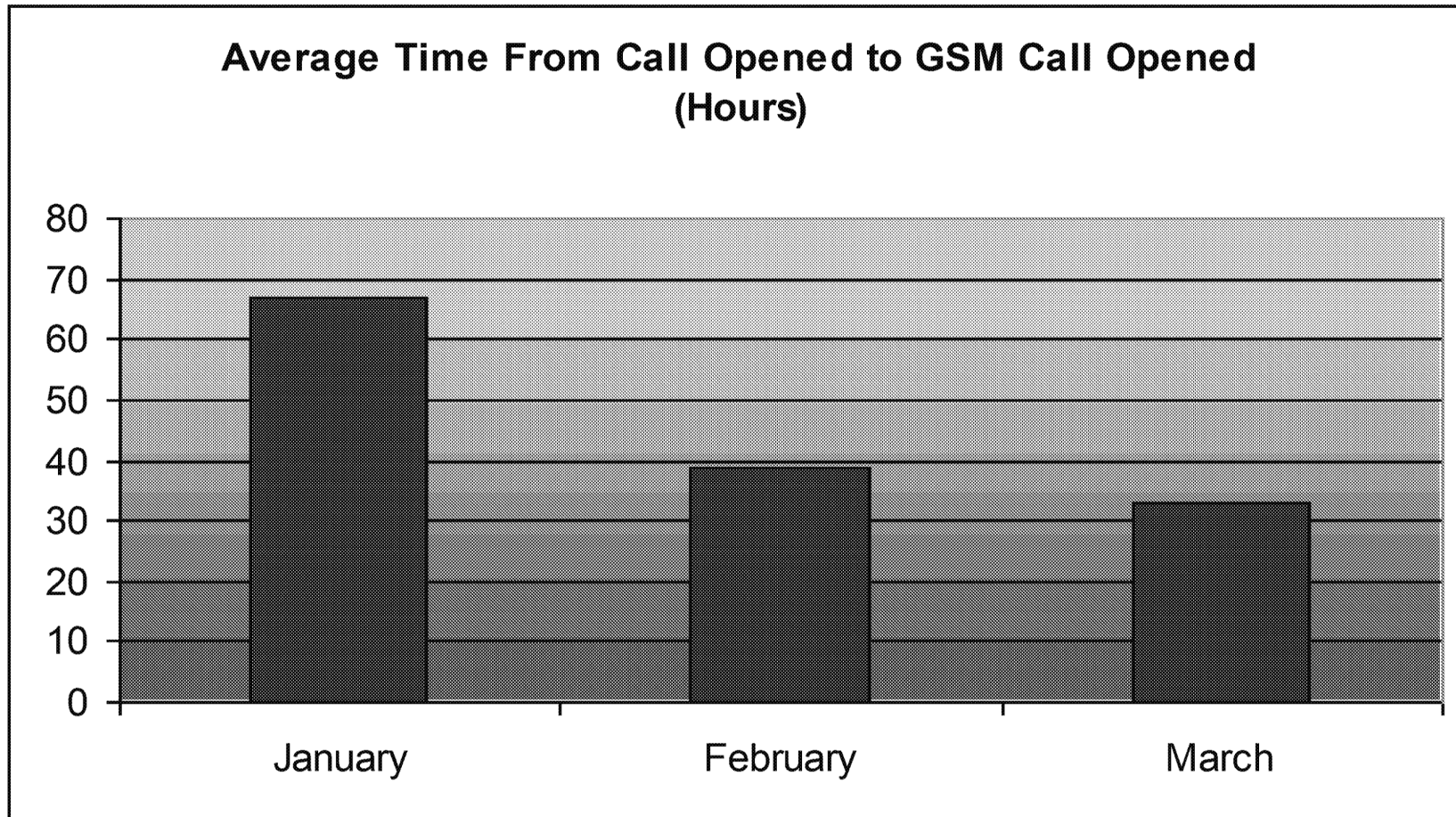
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Process for GSM Deployment			
Issue	• More clarity around the criteria and process for deployment • More engineer technical awareness of the solution		
FJS owner	Ian Mills		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Formal documentation and processes to be defined for GSM deployment and Monitoring. Reporting also to be agreed.	Discussion with CMT have taken place regarding the process of raising a GSM call. Reporting to be added as a function to the Daily Report Data Base. Details of Reporting to be agreed with POL. This will be in line with the CMT operations change.	Jan 2006	Measure of success will be deployment time for GSM modems. A BNR Report has been generated for the first three months of 2007, and although the report is still being modified, it shows a general decrease in the average time between the original call opened to the opening of the GSM deployment call. Please see below.
Implement quicker deployment of GSM.	The distribution and strategic positioning of GSM Modems has been developed to improve deployment time.	COMPLETE & CLOSED	Again the measure of success is the deployment time for GSM Modems.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Quality of Swap-out kit			
Issue	- Better info for engineers on nature of fault – engineers frequently turn up to swap out kit, not knowing the nature of the incident prior to arrival. - Hardware engineer has is faulty – issue with the spares loop?		
FJS owner	Ian Venables		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Implementation of site diaries so that engineers can have the background to any issues at site	In progress – prototype diary being created, pilot will be run for the diaries. Fujitsu plan to have the diary implemented at the pilot sites in May. Copies will be available to look at and provide feedback on at the NFSP Conference in May.	JAN 2007	The measure of success will be a reduction in the number of repeat visits by engineers to branches. This will be monitored once implemented.
Improve information that engineers receive	Improved guidelines provided to engineering desk as to which information to pass to the engineer when allocating the call	Action Complete. On Monitor	The measure of success for this action was going to be the number of repeat visits by engineers. However it has not been possible to obtain this statistic, or any other appropriate stats. However feedback between the desk and engineering community is ongoing via monthly forums.
Improve reliability of spares	Spares quality checks improved at distribution point. Packing quality reviewed and all spares process reviewed. Analysis reports from repairers received on fail on fits.	Action Complete. On Monitor	Measure of success will be a reduction in the number of Fail on Fits. Please see the graph below, which shows the number of FOF for various parts for 6mths from August to January. Although it was felt that the action opposite improved the reliability of spares, this is not reflected in the graph below due to the decreasing MTBF of the kit as time goes by. Further analysis is being done to discover if further steps can be taken, repair analysis for Base Units is now being studied, and a 3

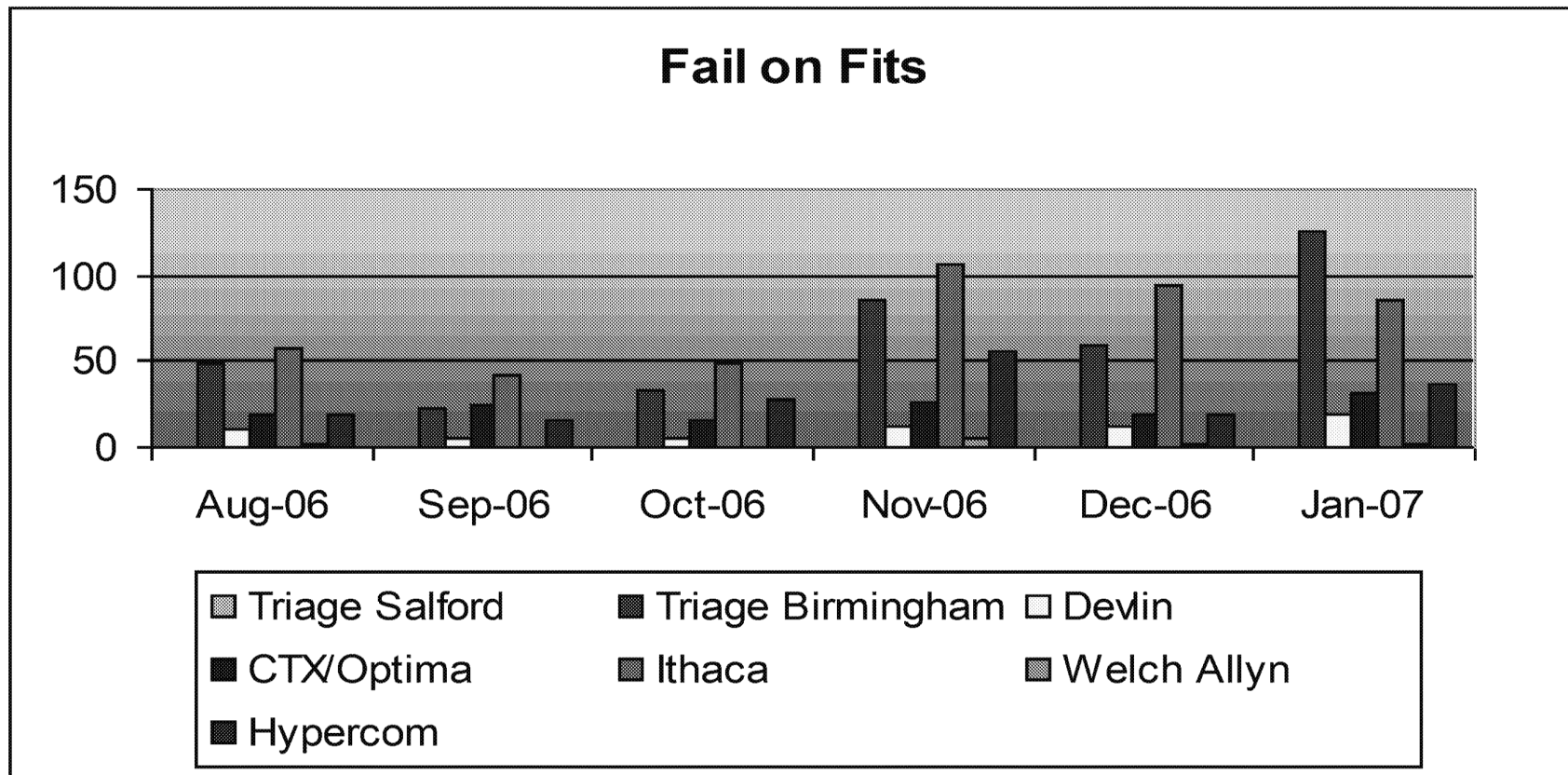
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

			strike & out rule is now in place for faulty base units with the supplier.
--	--	--	--

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Peripheral Spares on Site			
Issue	the possibility of appropriate spares allocation and an associated process		
FJS owner	Ian Venables		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
Evaluate the possibility of appropriate spares allocation	Insufficient spares in loop / risk profile too high, insufficient storage on site & only certain hardware components can be swapped by PM.	CLOSED	

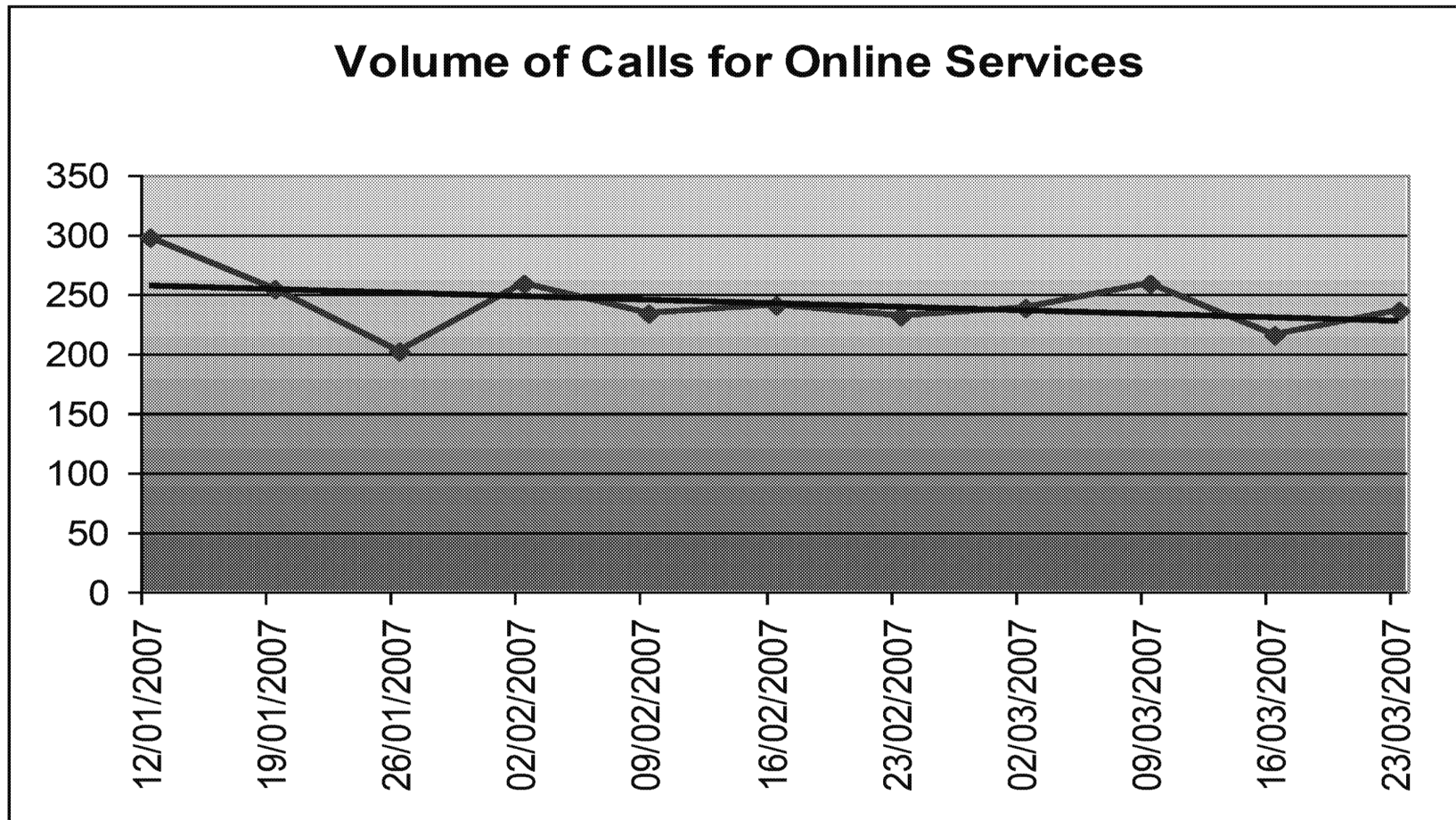
22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

POL Advice to Branches			
Issue	- new branches – new branches to be told 'formally' about what kit is on site and where key components are located within the branch - list of do's and don'ts (general, e.g. not turning away engineers, or connecting extra devices to phone lines)		
POL owner	Adam Martin		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
The possibility of providing a 'calendar pad' / jotter showing a picture of key kit components within a branch which can be used as a point of reference when HSD/engineers talking to branch (RC /IV)	This has now been combined to form part of the Branch Diaries. A variety of information is being put into the site diary.	CLOSED	
Do's and Don't s to be a key activity within the Communications Plan.	1 st Draft Communications Plan has been put together with key actions and this forms part of that plan. A Do's and Don'ts list has formed part of the makeup for the articles on Online Services in April editions of both Focus and the Subpostmaster. This will also form part of the Branch Diary, and finally will be available and distributed at the NFSP Conference in May.	March 2007	The success measure here is a reduction in the number of calls raised for Online Services, please see graph below.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007



22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

POL Communication Plan			
Issue	'Simple Communications' – Plan • known problems/business decisions • bulletin • website information • self help • branch log/inventory/numbered list of equipment		
POL owner	Adam Martin		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
To establish a communications strategy that will be used as a framework for managing communications to branches in an effective way, i.e. to target the right audience at the right time with the right message using the most effective communications medium	Meeting was scheduled for early January between the Communications team and the Online Services Team.	COMPLETE & CLOSED	A successful meeting was had, and a communications strategy is in place, with various actions such as articles on the Online Services team in Focus and Subpostmaster.
Identify owners of key communications methods within the business and suppliers and develop an effective working relationship and understanding of how to access. Identify a "Communications Partner". ☐ Existing POL publications ☐ Supply Channels (e.g. weekly pouch) ☐ Web Site/Internet ☐ Horizon Self Help ☐ Contact Centres	The action opposite has been incorporated into that above.	Identify Owners by December 2006. Clear understanding of how to access by January 2007 Complete &	Existing POL Publications are being used for introductory articles. Supply channels are being utilised such as the Branch Diary. Links between the NFSP and Post Office website are being looked into. Liaison is taking place with NFSP to attend the main conference in May along with any other possible branch meetings.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

☐ NFSP Conferences/Exhibitions		Closed.	
Establish how we can implement effective 2 way communications.	To be discussed later today as part of the workshop.	Next workshop.	
Establish a plan for engaging with Network teams – i.e. BDM teams ☐ Raising awareness of fault resolution and service expectations. ☐ Facilitating greater access to live information on branches with open fault calls. ☐ Establishing a workable escalation route Working with BDM's to resolve issues in branches such as refusal of access to engineers.	Teams are interacting more and more within POL to ensure there is no duplication and to ensure each fully understands what the other does.	Interim information and enquiry process in place January 2007. Longer term engagement plan in place by February 2007. Delivery to commence in April 2007.	Processes have been reviewed and agreed as have escalation routes. The online service team have also made various efforts to visit the network teams around the country whilst they have been travelling. This included a visit to the BDMs based in Cardiff which proved to be a very useful exercise. This will continue to be ongoing.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

POL Communication - Rebooting			
Issue	Rebooting kit shut down message – telling branches know that if they accidentally trigger the Windows Shut Down message, they can hit 'ESC' instead of accepting it.		
POL owner	Adam Martin		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
To form part of the communication plan	This will be a message that will be sent out within the year as part of various update messages that will be sent.		This is to be included in the Do's & Don'ts List which is being communicated in various formats. Unfortunately we are unable to measure the success of this action as it is not possible to break down the stats to show the number of calls that are raised in direct relation to this incident only.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Opportunities to Gain Postmaster and End User Feedback			
Issue	- There are differences between the Postmaster experience and the end user experience. - There are very limited options for feedback from Postmasters and End Users - For example with POEX it is only the complaints which are fed back, and not the suggestions. - Fujitsu and POL provide Postmasters with hints and tips, however they may well have their own hints and tips which we can share with the entire network.		
FJS owner	Rachel Bull and Roberto Chorley		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
1. Develop the opportunity for Postmasters to provide improvement suggestions through an open forum, utilising the Sense & Respond type questioning.	1. RB to liaise with LM/RC, POL and Sense & Respond Representative to progress. Most appropriate to complete this may be through sending out questionnaires rather than face to face workshops, and to keep the topics limited.	10/08/07	The measure of success for each of the 3 improvement actions will be customer feedback, which will be monitored and reported.
2. Look into the opportunity of having a suggestions box at the NFSP Conference to collate any suggestions or hints and tips Postmasters would like to put forward.	2. Suggestions Box was in place at NFSP Conference. Suggestions put forward were collected by Fujitsu Services, to assess for validity.	25/05/07	
3. Implement a stronger link between the feedback gained from POEx and the Service Improvement Team in Post Office Ltd and Fujitsu.	3. RB to raise this with AM to discuss potential progress.	10/08/07	

22/08/06 Birmingham
19/04/07 Rugby

Improving Postmaster Understanding Further on Software			
Issue	- The biggest issue raised by Postmasters is that the system is too slow. - Postmasters want to know why more software fixes are not implemented - Postmasters do not perhaps fully understand the cost and timescales that such a fix would involve.		
FJS owner	Rachel Bull		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
1.Look at the possibility of putting together a one pager displaying the lifecycle of an icon change. This one pager could then be available for distribution at the NFSP Conference. It may also be an information page that could be included in the Branch Diary. 2. Investigate if somebody from a more technical background can attend the NFSP conference to answer the above areas of concern.	1. To liaise with appropriate representative on technical side of things to progress. Will not be available to distribute in pilot of branch diary and so will look at different methods for communication, possibly article in magazine. This is going to be put on hold, as the focus should be on Horizon Online. Various benchmarking procedures have taken place before now and found that transaction speed were within the thresholds. 2. No longer valid. NFSP Conference has been and gone. CLOSE.	03/08/07	Measure of success for this improvement, could be through customer feedback specifically in relation to the speed of Horizon.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Improving Postmaster Understanding Further on Hardware Fixes			
Issue	• Postmasters to become more familiar with terminology used by the HSD. • Managing the expectations of the postmaster in relation to hardware fixes. • Sharing the information that Fujitsu Helpdesk use when allocating a call.		
FJS owner	Rachel Bull and Adam Parker		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
1. The allocation matrix utilised by the desk was shown to all attendees, and there was a suggestion to publish this or make it more available to postmasters. Ideas included publishing it in a magazine, or certainly relating the terminology and resolution times in an article.	1. Raise the possibility initially with AM and LM. Thoughts are that if something is to be published it must be much more high level, than the actual matrix. Have now raised this with Paul Gardner to tie in with HSD Sense & Respond report and improving expectations in order to reduce repeat calls to the desk. Waiting on response.	10/08/07	A reduction in the amount of repeat calls at the Service Desk.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Improving Communication for Online Service Faults			
Issue	- There is confusion over the timescales involved in assessing sites for GSM modems and deploying GSM Modems - There is a misunderstanding surrounding the ongoing fix of a fault once a site has received GSM, with many branches feeling this problem is not been followed up. - Postmasters find it difficult to continually deal with different people at the desk when they have an ongoing OLS fault.		
FJS owner	Ian Mills and Rachel Bull		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
1. Put together a communication on the process for assessing a site for GSM and process for deploying a GSM Unit.	1. Info to be gathered and article written with liaison from POL Comms Team. RB to pull main points from GSM Docs and check with IM that they are correct.	10/08/07	The measure of success for the three improvements will be through customer feedback and the number of complaints on online services.
2. Provide Postmasters with updates on progress for a fault, once GSM has been installed.	2. Already part of CMT development.	03/08/07	
3. Investigate the possibility of allocating a specific individual for a branch with no online services once it has gone past a certain period of time.	3. This action is now in place, with individual ownership for calls as a new process within CMT.	29/06/07	

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007

Improving the Reboot Process			
Issue	It would be helpful to advise Postmasters how long they should leave their Base Unit off for when rebooting.		
FJS owner	Paul Gardner / Sarah Hill		
Improvement Action	Progress	Proposed date of completion	Evidence of improvement
1. To modify HSD scripts to include amount of time Postmaster should leave Base Units off for.	Update 16/05/07 – Action completed, scripts have been modified. HSD agents are now being monitored to ensure the correct expectation is given to PMs.	30/06/07	The evidence of improvement here would be the alteration in call scripts.

22/08/06 Birmingham
19/04/07 Rugby

Action Plan 01062007