| ICL Pathway | Scheduling Strategy | Ref:IM/STR/040 |
| --- | --- | --- |
| | COMMERCIAL IN CONFIDENCE | Version:3.0 |
| | | Date:22/10/99 |

**Document Title:**    Scheduling Strategy

**Document Type:**    Strategy

**Abstract:**    Documents the strategy by which the Scheduling of the Rollout Events will occur to achieve installation of Horizon counter system in the post office outlets.

**Status:**    Approved

**Distribution:**

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# 0     Document control

## 0.1   Document history

| Version | Date | Reason |
|---------|------|--------|
| 0.1 | 12/02/98 | First draft of the document for limited circulation only |
| 0.2 | 02/03/98 | Second draft incorporating comments |
| 0.3 | 5/5/98 | Third draft incorporating comments and including updates to thinking around the POCL readiness review and rescheduling. |
| 0.4 | 19/5/98 | Updated with comments, issued for comment / approval. |
| 0.5 | 29/07/98 | Updated with comments, issued for inspection. |
| 0.6 | 21/09/98 | Updated with comments, issued for inspection |
| 1.0 | 2/11/98 | Definitive Version - Issued for approval |
| 2.0 | 5/5/99 | Updated to include the capability to enable annual agreement for additional zero activity dates & Revised approval authority. Issued for approval. |
| 2.1 | 18/10/99 | Section 3, Schedule Optimisation added, dlist amended, Gkaton removed from list of approval authorities, redundant sections on Parcel Force and BA Equipment Indicator removed. |
| 2.2 | 26/10/99 | Updated in line with inspection, conducted 21/22 October. Changes revision tracked. |

## 0.2 Approval authorities

| Name | Position | Signature | Date |
|------|----------|-----------|------|
| Bob McDermott | Rollout Manager | | |
| Steve Grayston | Horizon Implementation Rollout Mgr | | |

## 0.3 Associated documents

| Reference | Vers | Date | Title | Source |
|-----------|------|------|-------|--------|

| 1 | IM/STR/0025 | 5.0 | 22/10/99 | High Level Counter Rollout Strategy | B McDermott |
| 2 | BP/TRN/001 | 2.0 | 10/11/97 | Training and User Awareness Baseline document | L Holt |
| 3 | PATH/29/036 | 0.1 | 17/11/97 | BA/POCL Counter Automation User Awareness – MIB event | M Taylor |
| 4 | IM/PLA/011 | 1.0 | 08/03/99 | Infrastructure Programme Plan Version 9. | S Burgess |
| 5 | IM/PLA/010 | 13.0 | 26/10/99 | Installation  Programme Plan Version 13. | M.Roberts |
| 6 | IM/REQ/18 | 2.0 | 22/10/99 | In-Office Installation Requirements | W Herd |
| 7 | IM/REQ/011 | 1.0 | 20/10/98 | Counter Hardware Ordering Requirements | I Openshaw |
| 8 | IM/REQ/37 | 0.3 | 31/1/99 | Inspectorate Requirements | J Bates |
| 9 | IM/REQ/030 | 1.0 | 3/12/98 | Site Preparation Requirements | M Fisk |
| 10 | IM/REQ/005 | 4.0 | 3/12/98 | Survey Requirements | M Fisk |
| 11 | IM/REQ/014 | 1.0 | 27/5/98 | Training Scheduling and Minimum Training Compliance | A Barkham |
| 12 | IM/STR/049 | 3.0 | 22/10/99 | Split Implementation Strategy | B McDermott |
| 13 | IM/STR/055 | 1.0 | 22/9/99 | Compliant Offices Document | M. Hauxwell |
| 14 | IM/DOC/018 | 1.0 | 15/12/98 | Scheduling Terms & Definitions | C Tebbs |

## 0.4 Abbreviations

| BAD | Benefit Agency District |
| DRI | Designated Responsible Individual |
| FAD | Financial Accounting Division |
| HSHD | Horizon System Help Desk |
| NHIT | National Horizon Implementation Team |
| IP | Implementation Programme |
| IPP | Implementation Programme Plan |
| IU | Implementation Unit |
| InfrU | Infrastructure Unit |
| InstU | Installation Unit |
| ISDN | Integrated Services Digital Network |
| POCL | Post Office Counters Ltd |
| RoDB | Rollout Database |
| ReadU | Readiness Unit |
| RGM | Regional General Manager |

RFI          Ready For Installation

SIP          Split Implementation Programme

UAE          User Awareness Event

WTplc        Workplace Technologies plc

**ICL Pathway**       **Scheduling Strategy**       Ref:IM/STR/040
Version:3.0
**COMMERCIAL IN CONFIDENCE**       Date:22/10/99

## 0.5 Common Terms

| | |
|---|---|
| Suppliers | References to suppliers includes POCL in their Supplier capacity |
| Live | The Horizon system is installed and fully functional, however stock unit migration has not yet taken place and the outlet itself is not ready to proceed with business through the Horizon system |
| Operational Service | An outlet is said to be in Operational Service in scheduling terms when the Horizon system has been installed and its stock units migrated. |
| Implementation Programme | Four distinct groups of outlets that are managed as separate rollout programmes. |
| Sub Programmes | Groups of outlets within an Implementation Programme that are composed of as number of BA Districts, these represents a geographic region of variable size |

## 0.6 Changes in this version

All changes are highlighted.

## 0.7 Table of content

# 1. Introduction

This document has been produced as one in a series of strategy documents reflecting the processes involved in the implementation of the Horizon counter systems.

The Rollout of the Horizon System is critically dependant on the efficiency of the scheduling process. The process is not complex in respect of each post office but when dealing with approximately 18,500 post offices it produces a logistic complexity. To manage the large number of events involved in the rollout a database has been developed (the Rollout Database RoDB). The concept behind the RoDB is to develop a database that interfaces between all parties involved in the delivery of the Rollout and schedule their appropriate events.  The main interfaces are illustrated below:
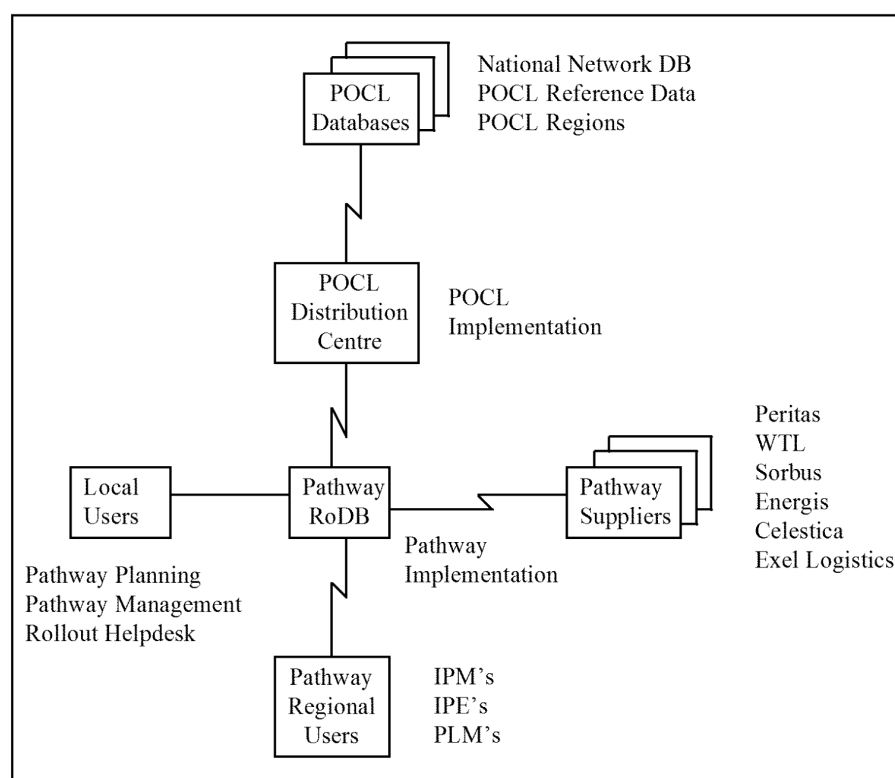


Fig 1.0

## 1.1 Scope

This document describes the strategy of how ICL Pathway and its suppliers will schedule the Rollout events. There will be appropriate references to requirements documents from which the detailed specification of scheduling for each party will be produced.

# 2. The Scheduling Process

## 2.1 Overview

The scheduling process has been defined around the management of Implementation Units (IU) of post offices scheduled in line with the Split Implementation Programme as defined in the Split Implementation Strategy Ref [12]. Throughout the programme each post office outlet is assigned to three different kinds of Implementation Unit.

**Readiness Review Unit (ReadU)** is a four weekly cut of outlets that is delivered to POCL to check the readiness of each outlet to enter the implementation programme.

**Infrastructure Unit (InfrU)** is a weekly cut of outlets that will progress through the infrastructure phase of the programme in the same time cycle.

**Installation Unit (InstU)** is a weekly cut of outlets that will progress through the installation phase of the programme in the same time cycle.

Each of the above units relate to a stage in the implementation process, the creation of each of these is dependant on the successful completion of the previous stage.

The diagram below illustrates the high level scheduling processes which will be applied to each outlet during the course of its implementation. This shows that a greater number of outlets than the beat rate as defined in ref [5] will need to be put into the front end of the SIP in order to maintain the weekly beat rate. The maximum number of outlets that can be entered into a given stage of the SIP will be governed by Supplier contracts & in agreement with POCL.

See example diagram below, Fig 2.0.

**ICL Pathway** — **Scheduling Strategy**

COMMERCIAL IN CONFIDENCE

Ref:IM/STR/040
Version:3.0
Date:22/10/99

| Outlet Bucket | 4 Weekly Cut ReadU | POCL Readiness Review | Weekly Cut InfraU | Infrastructure Phase | Weekly Cut InstU | Installation Phase | Steady State Bucket |

Approx 18,527 Outlets

1224 + 4(X+Y+Z) Outlets

306 + Y +Z Outlets

306 + Z Outlets

+306 Outlets Per Week

'X' Drop Outs

'Y' Drop Outs

'Z' Drop Outs

X: Outlets dropping out during the POCL Readiness Review
Y: Outlets dropping out during the Infrastructure Phase
Z: Outlets dropping out during the Installation Phase

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Fig 2.0



The Post Office estate of approximately 18,527 outlets has been divided on a geographical basis into four Implementation Programmes (IP). The IP's are sub divided into Sub Programmes, Benefit Agency Districts which define the relationship between BA and the post offices. The outlets are then further divided into groups defined by the first half of their Post Code, these groups are then sequenced into a geographically optimal order within their BAD to produce a list. Post offices will then be cut from this list at each stage of the programme as illustrated above, at each scheduling point within the process where outlets are cut, rescheduling may take place at key stages between programmes to realign the outlets back into the original geographically optimal sequence.

The flow of scheduling information throughout each phase of the implementation is illustrated in the Split Implementation Strategy [12].

Outlets that are delayed from their targeted progression through the roll out will be suspended within the RoDB, while the issue surrounding their delay is resolved. Once this occurs the outlet will be rescheduled back into the program at an appropriate time and event by assigning it to an alternative Implementation Unit [See Section 3].

## 2.2 Scheduling Constraints

These are the rules which govern the time cycle in which groups of outlets will be entered into and proceed through the SIP.

### 2.2.1 Timing of Events

The timing of the events are detailed in the Split Implementation Strategy - Ref [12].

### 2.2.2 Beat Rate

The Beat rate is defined for the Infrastructure programme in Ref [4] and for the installation programme in Ref [5].

### 2.2.3 Christmas Constraints

As Christmas is the post office's busiest period there is a restriction on when outlets can be entered to carry out work related to the Horizon System. The effects of this are illustrated in Ref [1].

### 2.2.4 Bank Holidays

The effects of Bank Holidays on scheduling have been incorporated into Ref [4] and Ref [5].

### 2.2.5 Additional Zero activity Dates

An opportunity will be provided on at least an annual basis for ICL Pathway and POCL to review the zero activity dates which need to be enforced as part of the scheduling processes. A zero activity day is one in which no disruptive activities will be performed in outlets without the explicit consent of POCL.

### 2.2.6 Outlet requiring particular permission in respect to modifications

It is anticipated that before any modification or preparation work is carried out in some outlets specific permission may be required. This permission may be due to one of the following reasons;

- Outlet is a grade 1 listed building or has grade 1 listed fittings.

- Outlet is part of a franchise/multiple, see Ref [10].

- Outlet is owned by a Landlord, see Ref [10]

Data in respect to Grade 1 listed buildings has been produced by our suppliers and the franchise/multiple data is supplied by POCL. This information is processed in line with procedures defined in the Survey Requirements Ref [10] . Requirements in respect to Landlords consent are also covered in the Survey Requirements Ref [10].

### 2.2.7 No Fixed Counter Outlets

These outlets will be entered into the Infrastructure programme when suitable survey processes have been agreed.

### 2.2.8 Non-Cash Account Outlets

These outlets may proceed through the infrastructure programme but will not be entered into the installation programme until they have been converted to cash account status.

### 2.2.9 ISIS (Security Capitalisation Project)

There are a number of POCL Projects running in parallel with the Horizon automation project. The most significant of these is ISIS which up until recently has been know as the Security Capitalisation Project. Management around this project has been detailed in a separate proposal, Ref [13].

### 2.2.10 Other Constraints

Other scheduling constraints include:

- Known outlet refurbishment requirements, (This should be highlighted at Readiness Review).

- Non - ISDN data communications, (This will restrict entry into the installation programme if a suitable solution is not available.).

# 3. Schedule Optimisation

## 3.1 Drop Out Rates

Pathway anticipate that it will be necessary to schedule a greater number of outlets into the installation programme than will actually be installed, this is due to attrition caused by outlet suspension and aborts. A proportion of these will occur prior to the training and installation weeks and others during these weeks. Based on current experience this is anticipated to be 13% with 7.2% attrition happening before user training commences and 5.8% attrition from user training or other activities during the installation week. Actual installation drop out rates will be closely monitored and reviewed with POCL on a monthly basis. The number of outlets being scheduled into the rollout programme will then be altered accordingly to attain beat rate and to recapture any shortfall against plan.

In order to compensate for the drop out rate the number of outlets scheduled into the rollout needs to be evaluated by the following formulae.

Number to be Scheduled (X) – Number dropped Out (fX) = Beat Rate (Y)

E.G. for a 13% drop out and 306 beat rate

$X – 0.13X = 306$

$0.87X = 306$

$X = 306/0.87 = 352.$

5.8% of 352 = 20, 306 +20 = 326, providing an interim figure prior to the start of training and installation at week –3, relative to an installation week of –1. It is anticipated that ECCO outlets, which are subject to an extended training window, will never be chosen as offices to cap.

The maximum guaranteed migrations in any given week is 315, the number of migrations will need to be reduced in line with this unless additional HFSO capacity is available, see section 3.4.1.
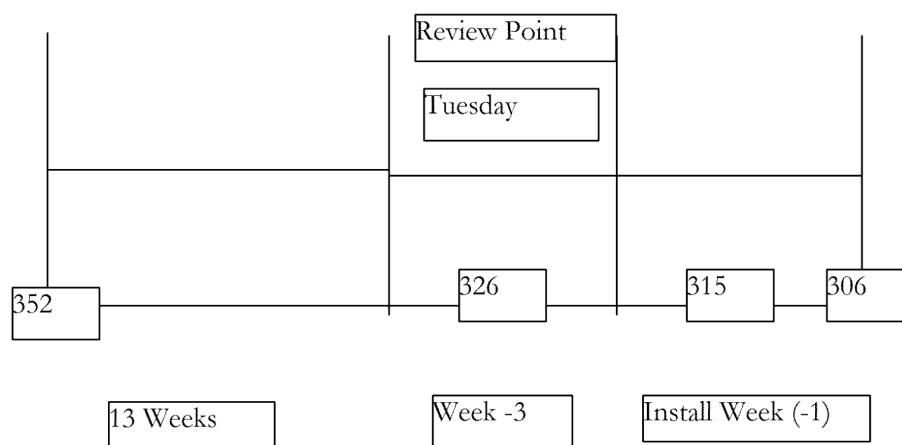
There will be a variation in weekly drop out rates around the anticipated mean of 13%, this variation will be greater on a daily basis and greater still on a regional basis due to the decreased sample size.

## 3.2 Displacement Factor

Some outlets, with a valid reason, will be displaced from their target installation week into alternative installation weeks due to unavailability of outlet personnel and other outlet related problems. During a period of steady beat rate the net displacement should be zero. However in reality the number displaced will vary from week to week, these fluctuations will exaggerate peaks and troughs in the number of outlets installed per week.

Exel and POCL will look to minimise displacement as outlined in Ref [6].

## 3.3 Rescheduling

Outlets which have previously been suspended from the installation programme will either be closed or released back into the programme at a later date. The release point for these outlets will principally be based upon geographic proximity and resource profiles. Rescheduling may be used to smooth the rollout profile where suitable outlets are released from suspension.

When rescheduling outlets back into the installation programme the number of outlets currently in the target installation unit, for the particular IP region, will be assessed in relation to the position of the installation unit in the timecycle. Rescheduling will then take place to bolster Installation Units with the aim of attaining an even beat rate plus a small margin of contingency.

## 3.4 Outlet Capping

### 3.4.1 Resource Constraints

Due to the uncertainty of drop out rates, displacement and outlet release it is evident that there will be some variance from the beat rate in the number of outlets available to install in each rollout week. It is anticipated that generally suppliers will be able to cope with these fluctuations, although this cannot always be guaranteed.

The maximum number of outlets guaranteed to be installed by Exel is the beat rate + 12%, ie 306 + 37 = 343.

The maximum number of outlets guaranteed to be migrated by HFSO's is 315.

Reasonable endeavours will be employed to complete additional activities to those guaranteed.

### 3.4.2 Capping Reviews

If, by the Tuesday of Week –3 relative to an Installation Week –1, the quantity of planned installations remains greater than 315, POCL and Pathway will jointly review and agree the number of migrations that can be achieved during the forthcoming week. This capping review will consider the following inputs:

- **Additional Outlets:**  Number of outlets remaining in the programme at the time of the capping review above the IP Weekly Constraint as illustrated in section 3.4.3.

- **Additional HFSO Capacity:**   HFSO resource surplus beyond the guaranteed maximum of 315 migrations on a National basis and beyond the agreed weekly IP constraints.  This resource capacity will need to consider rollout attrition rates and a factor of late HFSO unavailability due to sickness, annual leave and other factors.

- **Resource Secondment:**   Cross IP HFSO resource secondment, where this is practical numerically and geographically.

- **Number Deferred:**   Outlets which exceed the weekly capacity for which it is accepted that the migration will occur on a different week to the installation.  See section 3.4.5 for details.

- **Number to be Capped:** number of outlets to be forcibly suspended from the week of the installation programme in question due to resource constraints.

### Capping Formulae

On a national basis there will be an interaction within POCL to consider cross IP secondment of HFSO resource.

On a regional level, local agreement will be reached as to whether or not the weekly IP constraint can be exceeded to accommodate additional outlets, taking into account factors such as additional HFSO capacity, resource secondments and deferred migration. An example formulae for how this may be evaluated is outlined below:

Number to be Capped = Greater of (Additional Outlets – (Additional HFSO Capacity +Resource Secondment + Number Deferred))

OR (Sum of Daily Caps)

E.G.

IP = 3

Additional Outlets = 10

Additional HFSO Capacity = 4

Resource Secondment = 1

Daily Caps = 1

Number Deferred = 2

Number to be Capped = (10 –  (4 + 1 +2) OR (1) = 3.

NB.  If the Number above works out to be negative then consideration will be given to rescheduling additional outlets into user training and installation in line with the forthcoming installation week.

### 3.4.3  Daily/Weekly Constraints

Additional consideration will need to be given to capping outlets where the daily limit within an IP has been exceeded.  IP daily and weekly constraints are defined below:

**IP Weekly Constraint**:  Will be determined from dividing the National Weekly total at the capping point, 326, proportionally across all IP's.  This is an additional constraint to the national limit of 315.

**IP Daily Constraint**:  Will be determined by dividing the number of outlets to be scheduled at the time of the Installation Unit cut per IP by 5 and rounding up to the nearest whole number.  This is an additional constraint to the National limit of 315 and IP Weekly constraints.

| IP | Daily IP Constraint | Weekly IP Constraint | IP % of Total (Post 1999) |
|----|---------------------|----------------------|---------------------------|
|    |                     |                      |                           |
| 1  | 11 (+Pre - Committed resource) | 47 | 14.43 |
| 2  | 19 (+Pre - Committed resource) | 87 | 26.77 |
| 3  | 20 (+Pre - Committed resource) | 93 | 28.41 |
| 4  | 22 (+Pre - Committed resource) | 99 | 30.39 |

**Daily Additional Outlets; Daily Additional HFSO Capacity, Number Deferred:** are all similar to the parameters employed in the weekly calculation other than daily figures apply rather than weekly.

**Number Rescheduled:**  Outlets which exceed daily capacity which can be rescheduled within the target week.

**Pre-Committed Resource:**  If outlets are rescheduled within the target week due to valid exceptional circumstances then the guaranteed daily limit will be increased proportionally for the appropriate IP on the day in question.  Valid exceptional circumstances are detailed in Ref [6].  Deferral of migration may occur where sufficient HFSO resource is not available to cope with increased daily rates of this manner.

**Daily CAP Formulae**

The Daily IP constraints may be exceeded by local agreement, factors similar to these employed for weekly Cap rates will be considered plus the possibility of rescheduling installation within the target week.  An example formulae is provided below, this will need to be assessed for each day of the week.

Number to be Capped = (Daily Additional Outlets – (Daily Additional HFSO Capacity + Number Rescheduled + Number Deferred))

E.G.

IP = 2

Daily Additional Outlets = 2

Daily Additional HFSO Capacity = 0

Number Rescheduled = 1

Number Deferred = 0

Number to be Capped = (2) – (0+1+0)= 1

If the Sum of the number of outlets that need to be capped due to daily constraints is greater that the weekly calculation then this will be the number of outlets that need to be forcibly removed from the programme.

### 3.4.4 IP Weekly Target Proportions

Due to the unpredictability of rollout drop outs it will not be possible to maintain an even proportion of outlets within each IP at all stages of the rollout. However by aiming to achieve a proportional rate of installations and adjusting the programme entry levels on an IP basis to cope with variations in regional drop out rates, proportional installation rates will be closely achieved over the course of the rollout. The IP targets relating to key national totals are outlined in the table below, the figures do not represent additional constraints on top of any previously stated but are representative of scheduling targets.

| IP | Weekly IP Scheduled Proportions | Weekly IP Capping Pt Proportions | Weekly IP Migration Proportions | Weekly IP Beat Rate Proportions | IP % of Total (Post 1999) |
|---|---|---|---|---|---|
| | | | | | |
| 1 | 51 | 47 | 45 | 44 | 14.43 |
| 2 | 94 | 87 | 84 | 82 | 26.77 |
| 3 | 100 | 93 | 90 | 87 | 28.41 |
| 4 | 107 | 99 | 96 | 93 | 30.39 |
| Tot | 352 | 326 | 315 | 306 | 100 |

### 3.4.5 Deferred Migrations

If at the capping review the number of additional migrations in the target week under review cannot be accommodated by the resource available after considering resource secondments, attrition rates and additional HFSO capacity then the following will be considered:

- If it is foreseen that Migration resource will be available within 5 days of the installation date, then installation can proceed, migration can be deferred to a later date subject to agreement from outlet managers to a suitable migration date.

- If migration can not take place within 5 days but can within 10 days, installation can still take place but migration will be deferred to 5-10 days after install, with refresher training provided by ICL Pathway at no charge.

- If migration can not take place within 10 days then installation can proceed as long as the outlet can work manually with the Horizon equipment on the counter (if not the office will need to be suspended, see Section 3.4.8). Migration will be deferred to a later and a new training course scheduled by Pathway at no charge.

The decision to defer an outlets migration will be taken jointly by ICL Pathway and POCL, this will be subject to Knowledgepool course availability where appropriate.

### 3.4.6  Beat rate Achievement

Wherever possible enough outlets must be retained beyond the capping point to enter the installation week with sufficient outlets to achieve the target beat rate, to do this we must account for the current attrition rate.  Currently this would mean entering training with 326 outlets to account for an attrition rate of 5.8% of the total number scheduled (352) to hit the beat rate of 306.

Where the attrition rate prior to the capping review point is greater than the anticipated level it will not be possible to enter the install week with the desired level of outlets and it is likely that the beat rate will not be attained.  Therefore where permitted by the capping reviews, the number of outlets proceeding beyond the capping point should allow the beat rate to be surpassed to maintain the average beat rate.

### 3.4.7  Additional Capping Considerations

ICL Pathway will use reasonable endeavours to supplement HFSO resource with ICL Pathway field based resource to enable agreed activities to go ahead where anticipated post cap attrition does not occur.

Where HFSO resource permits entry of > 343 outlets beyond the capping point, Exel will be included in the capping review.

### 3.4.8  Outlet Removal

POCL and ICL Pathway will jointly agree which outlets are to be removed from the programme, so as to maximise opportunities to achieve even scheduling, whilst also maintaining geographic continuity.  Removal of outlets from the installation programme will be on the Tuesday of week -3 relative to the installation week (-1).  POCL, will be responsible for informing postmasters of their outlet suspension from the programme and this will be done on the Wednesday of the capping review week, (Due to the sensitive nature of these calls, the organisation making them will be subject to review to ensure they are being conducted by the most appropriate party).  This will then result in suspension of the outlets via normal processes to inform Suppliers of their removal from the forthcoming scheduled activities, the outlets will then be released to be considered for immediate rescheduling.

## 3.5  Scheduling Review

ICL Pathway and POCL will meet on a monthly basis to review progress todate against Ref [5] and agree the following parameters for the next 4 weeks scheduling activity:

**Installation Programme Attrition Rate:**  The installation programme attrition rate is the percentage of outlets which fall out of the installation programme at some point in the 16 week cycle leading to a reduced number of migrations in the target week.  This will be reviewed and agreed based upon trends in historical data and other influencing factors.  These parameters will be reviewed for each IP.

**The Number of Outlets to be Scheduled:** Will be evaluated from the agreed IP attrition rate and the beat rate from Ref [5], as defined in section 3.1.

**Post Cap Attrition Rate:** The currently agreed attrition rate between the date the cap is applied and the end of a weeks installations and migrations.  This will be reviewed as per the full attrition rate.

**Attrition Factor:** this agreed factor represents the proportion of the post-cap attrition rate which will be retained in the rollout at the capping review point. This factor needs to be evaluated to maximise use of available resources without over committing them such that outlets will need to be aborted during the installation week itself. This will be reviewed based upon historical data relating to HFSO resource utilisation. Attrition rate statistics will be agreed between POCL and ICL Pathway based upon shared data, this data will be baselined prior to monthly reviews.

## 3.6 Assumptions

It is assumed that for the migration of 315 outlets nationally, the division across IP's will be constrained by the weekly IP constraints outlined in section 3.4.3. POCL will use reasonable endeavours to resource migrations beyond IP limitations.

# 4. Rescheduling Processes

## 4.1 SIP Rescheduling Stages

The first stage in the SIP where rescheduling takes place is in selecting outlets for entry into the infrastructure rescheduling terminology is defined in Ref [14]. Outlets undergoing readiness review [Section 4] will be returned to Pathway either as part of a 4 weekly drop as Ack1 or Ack2 or as part of a weekly release of outlets that were previously placed on hold, Ack3 (Wednesday of each week). Outlets that are released after being placed on hold, Ack3's, will be rescheduled back into the programme at the optimal position taking into account geography and the number of outlets in surrounding infrastructure units.

The next key rescheduling stage is prior to entry into the installation programme. The optimal geographic sequence of outlets disrupted during the Readiness Review and Infrastructure phases will be realigned as much as possible prior to entry into the Installation Programme.

The Pathway RoDB will highlight outlets that have been diverted from their optimal position in the implementation sequence at both of these two key stages and present them for rescheduling. Rescheduling will be done by assigning a virtual BA District and Post Code Group to the outlet which will be used solely for determining where in the sequence these outlets will be brought back into the programme (The outlet will retain its own BA District identifier and Post Code for all other purposes). Four separate geographic sequences will be managed in this way, one for each IP region.

## 4.2 Rescheduling during the SIP

Issues arising during the course of the Horizon programme will be managed by the Helpdesk / Regional infrastructure and in some cases will lead to outlets being suspended. This information will be captured on the RoDB by the Rollout Helpdesk who will amend the outlet status to suspended, this data will then be communicated to appropriate Suppliers by means of the overnight interfaces.

When the problems surrounding an outlet suspension have been resolved it will be released via the Rollout Helpdesk to implementation planning for rescheduling. In order to reschedule the outlet back into the programme details surrounding its event history and geography will be investigated and considered in line with the high level programme plans. Once the optimal programme re-entry point is determined the outlet will be rescheduled via the RoDB, the Implementation Planning team will simply assign the outlet to the appropriate implementation unit. This will cause the outlet to fall in line with the new implementation unit such that its subsequent event target weeks will be updated and issued to appropriate suppliers.

## 4.3  Rescheduling - Geographic Considerations

An outlet may be rescheduled back into the Horizon Programme on one of the following basis:

1.  Rescheduled back into its own geographic area, having been released from suspension prior to field based resources moving out of the locality.

2.  Rescheduled with a group of outlets that is close to the geography of its original group and is being visited at a later period of the rollout.

3.  Clustering, where rescheduling of type 1 and 2 is not viable, consideration will be given to clustering.  If a number of outlets in a given area have been suspended and subsequently released over a period of time they will be reintroduced into the rollout programme as a cluster and complete the rollout programme together.  In such circumstances consideration will be given to the availability of field based resources. A cluster may consist of 2 or more outlets.

4.  Where none of the above options are available an outlet will be rescheduled based upon the availability of field based resources.

The above will be determined in consultation with Suppliers, maps and mapping tools will be used where appropriate.

When rescheduling consideration will be given to the number of outlets that have been suspended within a given Infrastructure Unit

Whilst rescheduling during the infrastructure phase consideration will be given to the potential for realignment at the end of the infrastructure phase.  The period available to regroup outlets with neighbouring outlets depends on the time period between the infrastructure and installation phases.

# 5. POCL Readiness Review

The Implementation Planning Department will sequence the post office estate in line with the Infrastructure Programme Plan, Ref. [4]. This plan details the breakdown of the estate into Implementation Programmes (IP), Sub Programmes and finally BA Districts (BAD's).

A four weekly cut of Post Offices will be taken in line with the IPP and issued to POCL 6 weeks prior to the RGM letter issue. The Regions will review the readiness of each outlet to enter the Implementation Program. An indication of the readiness of each outlet will be returned to Pathway 3 weeks after issue of the Post Offices to POCL.

The POCL Regions will also verify reference data related to the ReadU during this period, this will include an assessment of the number of counters positions to be automated for each outlet if this has not previously been determined.

Outlets that are not ready for the implementation program will be put on hold by the POCL Regions while they resolve the associated issues, at which point they will be released to Pathway for inclusion in the SIP. An outlets that has been placed on hold for a significant period of time may miss out on being rescheduled back into the infrastructure program with its own geographic group. Other rescheduling options will then be considered and may lead to the outlet being scheduled back into the program at much later date. Therefore it is in the interest of the outlet manager as well as POCL and ICL Pathway to restrict the time period outlets are placed on hold. Example reasons for placing an outlet on hold are:

- Outlet has been identified for refurbishment which must be completed before being included as part of the Horizon programme.

- Outlet has been scheduled to undertake activities as part of another POCL programme that will introduce serious conflict with the Horizon implementation schedule.

The outlets ready to go ahead with the Horizon implementation programme will then be placed in an RODB table ready for assignment to appropriate infrastructure units. The InfrU are then produced in line with the BAD sequence defined in the Infrastructure Programme Plan, Ref. [4].

# 6. Infrastructure Phase

## 6.1 Activating Infrastructure Units (InfraU)

The number of outlets selected for inclusion in an infrastructure unit will be aimed at achieving the required beat rate of 300 installations per week. This will require a minimum of 300 outlets to be selected, plus a variable number of additional outlets to allow for delays and drop outs. The variable number will be determined by utilising historical data and data modelling tools. Consideration will also need to be given to the number selected for each IP in order to ensure each region stays on target with the Infrastructure Programme Plan, Ref [4].

Once the number of outlets in an InfrU has been selected for each IP these will be logically grouped and activated within the RoDB. This takes place two wee

ks prior to issuing of RGM letters and instigates the issue of start/finish dates for particular events to NHIT, Peritas and WTplc. NHIT receive the target week for issuing the RGM letter, Peritas receive the target week for issuing the Invitation for the Management Infrastructure Briefing (MIB) and the week for the MIB event. Finally WTplc receive the target weeks for Pre Survey Call, Site Survey and Preparation.

From issue of the InfrU two weeks are available to perform preparatory tasks prior to commencement of the SIP proper. This time is utilised by POCL Regions to prepare RGM letters for each of the post offices in the InfrU. It also gives Peritas additional time to organise briefing venues and schedule outlet managers to the appropriate location.

## 6.2 RGM Letter

Each outlet in an Implementation Unit will receive from their post office region an RGM letter. The letter is the first official contact with the outlet. NHIT are required to notify the RoDB by the Wednesday of the appropriate week that the letters have been issued.

## 6.3 Management Infrastructure Briefing

The outlet manger at each outlet in the Implementation Unit is invited to attend a Management Infrastructure Briefing. Details of the contents of the Management Infrastructure Briefing is documented in Ref. [3]. The issuing of the invitation to the MIB is dependant on confirmation that the RGM letter has been sent. The MIB invitation will be issued at least 4 weeks prior to the event being held.

At the MIB, outlet managers will be asked of their availability for the target survey call, survey and preparation weeks. This will help identify potential problems with the scheduling of these activities later in the programme and the information will need to be logged on the Horizon System Help Desk (HSHD). To minimise the need for rescheduling, a DRI (Designated Responsible Individual) should be nominated at the MIB to act on behalf of the Post Master should they be unavoidably absent during identified activity periods.

All outlets with a representative attending a MIB are confirmed via the RoDB. All non attendees are also reported via the RoDB with confirmation that they have been sent a pack of information which describes the forthcoming infrastructure activities.

## 6.4  Site Survey call

The Site Survey call is dependant on a representative member of the outlet having attended a MIB or receiving a MIB pack. This information will be available via the RoDB to WTplc.

A telephone call is made to each outlet to arrange the site survey and preparation dates. Outlet managers will be asked to agree their availability for the survey and preparation activities based on target weeks. If the outlet manager is available then dates will be agreed for the survey and preparation activities. If the outlet manager is not available to attend Survey or Preparation, confirmation that the DRI is available will be sought, in exceptional circumstances where neither is available during the target weeks they are asked for the duration and timing of their unavailability. On the basis that the majority of people take up to 2 weeks holiday at one time, the outlet manager will be advised that the dates will be either 1 or 2 weeks after the target week as appropriate. During the Site Survey call, agreement will be reached with the outlet manager as to whether the survey activities are carried out in the morning or afternoon and that preparations are commenced in the morning. The call will also identify an individual at the outlet who can authorise any work to be carried out. This may be the outlet manager or a Designated Responsible Individual at the outlet.

Consideration will be made for outlets that need to agree the dates/times with their landlords. Two prospective dates/times will be offered and the outlet will be contacted two days following the initial contact to find which date/time is acceptable to the landlord.

Details of the site survey call is provided in the site survey requirements document Ref [10].

Successful calls result in the RoDB being updated with baseline dates for the survey and preparation events and whether the activities are to be carried out in the morning or afternoon. After 3 unsuccessful attempts to contact an outlet a call will be made to the appropriate POCL contact.  At the end of the week all outlets that could not be contacted will be issued to the POCL Region with appropriate information on why they were not successful. The process for managing these post offices back into the programme is outlined in the rescheduling section of this document [Section 3].

## 6.5  Site Survey

The Site Survey is dependant on a date being agreed with the outlet manager at the Site Survey call. The site survey process is defined in detail in the Site Survey Requirements Document Ref: [10]. Following the Site Survey the RoDB will be notified of any additional Re-surveys or Modifications that are required in the outlet. This information determines the additional events to be scheduled for the outlet ie whether the outlet requires a Re-survey and /or Modifications.

The Site Survey work is completed within one working day. Notification of Site Survey being complete on the Baseline date will take place on the overnight interface to the RoDB, this notification will be forwarded the to POCL on the same night. Non completion will be notified via the Rollout Helpdesk and confirmed when complete via the RoDB.

Up to 40% of Site Surveys will be attended by POCL, fluctuations in the number of Site Surveys to be performed around the beat rate will be indicated to POCL and Suppliers by the RoDB approx 10 weeks in advance and via Survey Schedules approximately 1 week in advance. Any decisions to make sustained increases to the number of surveys will be agreed with suppliers as per contracts and notified to POCL as far in advance as possible.

## 6.6 Site Re-survey Call

The Site Re-survey call is dependant on the outlet being registered as requiring a Re-survey at the Site Survey. The Target week for the Re-Survey Call and Re-survey will be in line with the Split Implementation Strategy, Ref [12], unless dates were agreed at the Site Survey call in each of the weeks following the target IU week. If this has occurred all the subsequent Infrastructure events will move forward the same number of weeks. Again if the outlet manager is unavailable during this period the DRI should preside.

The Baseline date & time will be sent to the RoDB following agreement with the outlet. This information will be forwarded to NHIT to organise the appropriate POCL attendance, POCL will attend 100% of resurveys.

## 6.7 Site Resurvey

The site resurvey will be dependant on the date/time being agreed with the post master at the Site Re-survey Call and advising POCL of the requirements for attendance.

On completion of the Re-survey the Actual date will be reported to the RoDB as will notification that the outlet requires screen parts and/or modifications.

## 6.8 Pre Preparation Call

The outlet is to be contacted to confirm the Preparation date unless the outlet required modifications, in which case the preparation date will be reinforced at the time of the Site Modifications event. Where applicable this call is also an opportunity to check that the post master has completed any works they have agreed too

## 6.9 Site Modifications

The site modifications are dependant on quotes for alterations being authorised and the date for the work being agreed with the outlet. If appropriate the landlords consent to carry out the modifications is also required. Site modifications are those activities carried out in an outlet which have to be performed by a specialist organisation.

In some cases it may be necessary to close the outlet to enable the work to be carried out. This usually applies where the modification work carried out in the outlet affects the

security of the outlet. Notification of Modifications being complete on the Baseline date will take place on the overnight interface to the RoDB. Non completion will be notified via the Rollout Helpdesk and confirmed when complete via the RoDB.

All site modifications have to be complete prior the Site Preparations commencing.

## 6.10  Production of outlet labels

As part of the Site Preparation process, document Ref [9], a label is fixed to a wall in the outlet to signify the ISDN circuit position.. These labels have to be ordered in batches of approximately 500 with a 7 week lead time. They will be required for inclusion in the Site Preparation pack which is assembled  the week following the Pre Preparations Call. Therefore the order will need to be placed at least 11 weeks prior to the Preparation.

The labels are produced from information supplied by the RoDB.

## 6.11  Site Preparations

Site preparation activities are those which are carried out after any modification work has been completed to prepare the outlet ready for installation of the Horizon counter equipment. Where applicable an authorised landlords consent form will need to be returned by the outlet manager, this would have been issued to the outlet manager following site survey.

The site preparation work is usually completed within one working day. Notification of Preparation being complete on the Baseline date will take place on the overnight interface to the RoDB within 48 hours of the preparation taking place. Non completion will be notified via the Rollout Helpdesk and confirmed when complete via the RoDB.

Preparation of ECCO outlets will be scheduled to avoid taking place on Wednesdays when cash accounts are balanced.

The only exception to the Preparation being complete in one day is the connection of electrical tails which will be completed within 2 weeks of the Preparation date.

## 6.12  Ready for Installation

Ready for installation occurs a week after the Preparation, which accommodates the return of the Preparation pack and the subsequent issue of the Completion Pack to ICL Pathway. The Completion pack may be held for up to 2 weeks following Prep awaiting the connection of electrical tails by the local electricity board. Arrangements are made for the electrical tail circuits to be connected through the appropriate regional electricity board.

Once a post office is registered as Ready for Installation it is available to enter the Planning phase prior to the Installation Phase.

## 6.13  Inspectorate

The contract defines that 10 percent of the outlets will be inspected for the quality of preparation. Since the introduction of the Split Implementation Plan the timing of this inspection has required revision. Due to the Preparation of the outlet and the Installation of the ISDN now occurring on different days it has been agreed that half the inspections will take place following the preparation and the other half following the ISDN Installation.

The first half of the inspections are selected the week after RFI is achieved unless the outlet requires electrical tails in which case it may be selected the week following completion electrical tail works upto 3 full weeks after the preparation has taken place. Details of this activity including the selection criteria are detailed in the Pre Installation Inspectorate requirements document, ref [8].

This 2 week period is to allow for the confirmation of tail connections. The inspections are then scheduled and the planned Inspection dates, being 2 weeks hence, agreed with the outlet manager. The dates for the Inspection will be available to those parties required to attend the inspection.

On completion of the Inspection the inspector will notify the results to their responsible manager. If the outlet has passed the inspection the inspection report will be issued by post to the responsible manager. If on the other hand it fails the inspection the report will be both faxed and issued by post to the appropriate manager. Resolution of faults highlighted during inspection will be managed by the inspectorate service provider, once resolved the outlet will be re-inspected for confirmation.

# 7. Installation planning phase

At least four weeks prior to the commencement of the Installation Phase and following the Infrastructure Phase there is a 4 week Planning Phase. This phase is for the scheduling of post offices prior to entering the Installation Phase and agreeing baseline dates for key events.

It is anticipated that a buffer of Post Offices that are 'Ready for Install' will be created between the two Implementation Phases. This will have two major benefits, firstly to help ensure there is always enough Post Offices available to enter the Installation Phase at the required rate and secondly providing additional time to ensure optimal sequencing of outlets.

The number of outlets selected for inclusion in an installation unit (InstU) will be aimed at achieving the required beat rate as defined in IM/PLA/010. This will need to account for Drop outs as outlined in section 3.1 and regional proportions as defined in section 3.4.2.

Once an InstU of post offices has been activated in the RoDB related scheduling information will be issued to appropriate suppliers, including POCL for HFSO scheduling. Exel will be issued target weeks for Installation, Energis provided with target ISDN install dates and Peritas issued with target weeks for User Awareness events.

ISDN lines will not be required at outlets which are already installed with ALPS equipment (subject to commercial agreement). Endeavours will be made to agree installation dates for ECCO offices so that they are evenly distributed across the week.

The agreed baseline dates are submitted to the RoDB for the remaining Installation event dates to be calculated.

# 8. Installation phase

The installation phase covers those activities required for the installation and delivery of the Horizon equipment in the post office outlets. Entry to the Installation phase is dependent on the post office completing the Infrastructure phase and Planning phase. On entering the Installation phase the outlet will have agreed Baseline dates for the key events and the appropriate suppliers will have been notified of planned dates for their events. It is envisaged approximately 13% of outlets will drop out of the programme once entering the Installation phase. These drop outs will be rescheduled in line with the processes outlined in Section 3.

Completion of the installation phase results in the outlet moving to the in office data migration and acceptance phase.

## 8.1 RGM Phase 2 letter (Installation Letter)

This letter will be issued to each outlet scheduled into the installation programme prior to outlets being contacted to agree installation dates. The letter will be issued by the Wednesday of the appropriate week.

## 8.2 Installation Appointment Call

Following receipt of the RGM Phase 2 letter outlets will be contacted to agree dates for their Horizon installation and Communications installation. This will also infer acceptance by the outlet manager of a training window in the period immediately prior to the installation.

## 8.3 Forecast to hardware suppliers

Information provided by the RoDB to Celestica allows a forecast to be provided to hardware suppliers for the equipment required to satisfy the installation. The forecast is derived from figures based on the number of counter positions to be automated, number of back office systems and the office printer type, in accordance with Ref. [7].

## 8.4 Issue Invitation for the User Awareness Event

A minimum of 4 weeks prior to the User Awareness event the outlet will receive an invitation informing them of the UAE venue and reminding them of the dates agreed for data communications & Horizon installation. The RoDB will receive confirmation of the UAE Invite being issued.

Included with the invitation will be a questionnaire in respect of requirements for training. If this questionnaire is not returned within 8 days the outlet will be contacted by telephone to collect the information. This discussion will be confirmed in writing. This process is defined in detail in the Training Scheduling Requirements Document Ref 11.

## 8.5  Firm hardware requirements

A firm committed hardware forecast will be issued to Celestica on a four week rolling basis, 8 weeks prior to installation of the Horizon system.

## 8.6 User Awareness Event

To ensure that all appropriate outlet staff understand the Installation series of events, a User Awareness Event is arranged. Details of the contents of the User Awareness Event is documented in Ref. [2]. Attendance on the User Awareness event will be dependant on the invitations being issued 4 weeks prior to the event.

The User Awareness event is designed to offer a detailed explanation of what is expected of the outlet manager and staff, and what they should expect to happen during this phase. By this stage all the dates appropriate to the outlet manager have been agreed, with the exception of the training date.

Non attendees of the UAE will be sent a User awareness pack to explain the forthcoming events.

## 8.7 Invitation to training

Information collated at the User Awareness Event will allow the training requirements for each outlet to be scheduled and the venues confirmed. Once training venues are established invitations are sent to outlet staff via the outlet manager. Details of the invitation to training is provided in the training strategy Ref. [2]. This process is defined in detail in the Training Scheduling Requirements Document Ref [11].

## 8.8 Auto configuration of the Horizon Counter equipment

All Horizon equipment will be built with a minimal configuration. On installation the outlet specific configuration will be transferred to the counters. To undertake this configuration an Auto configuration system has been developed. This system requires certain reference data for the outlet which is supplied by the RoDB. The interface is triggered 30 days prior to the Baselined Installation date and will be updated with any changes up to the point the Auto configuration system configures the counters.

## 8.9 Outlet Managers Preview Event

This is an optional introductory training course targetted at outlet staff who are unfamiliar with computers or have experienced problems with the current outlet balancing processes. Selection of attendees will take place after the User Awareness Event.

## 8.10 Communications line installation

The ordering and confirmation of the Communications Line (In the majority of cases this will be ISDN) installation date was completed during the Planning phase. Data communications will be installed at the outlet, with the exception of Alps offices that already have an ISDN line that can be utilised by the Horizon system in those offices. Furthermore approximately 2% of outlets will not have ISDN coverage and an alternative means of communication will be installed., under these circumstances the

same scheduling processes will be followed and the most appropriate type of communications link installed

Where an ISDN line is installed it will be monitored by Energis at agreed times relative to the time of install. Should the ISDN line fail this will be detected by Energis and rectified before installation of the Horizon equipment.

Should a failure on the ISDN line be detected within 2 days of the baseline installation date and it is anticipated that the Horizon counter equipment installation may be affected, then telephone escalation to ICL Pathway will occur.

Confirmation of the ISDN installation will take place no more that 2 days after the date of installation.

At this time the full range of communication solutions have not been defined. In the event that an outlet reaches this stage in the programme and a communications solution is still not available ICL Pathway shall suspend the outlet from the programme informing POCL appropriately.

## 8.11 Inspectorate (Phase 2)

The second phase of inspections will be scheduled to follow the Installation of the ISDN line. The outlets will be selected in a similar manner to those selected for phase 1 inspections as outlined in ref [8]. These inspections will be conducted 2 days after ISDN installation where this can be agreed with the outlet manager.

resolution. Once resolved the outlet will be re-inspected for confirmation. There is a very short period for resolution of failures so the systems may be short circuited as long as the audit trail via the Rollout Helpdesk is retained. The process for this escalation is detailed in Ref. [8].

## 8.12 Build of the counter systems

The equipment that will be delivered to the outlet will be tested and packaged into boxes known as overshippers. The forecast information will be available as detailed in Ref. [7]. The appropriate overshippers will need to be available at least 5 days prior to Collection.

## 8.13 User Training

The outlet manager & staff attend a specialised training event to ensure they are suitably prepared to operate the Horizon counter equipment. The Invitation for these training events will have been issued under the constraints defined earlier, at least 4 weeks prior to the event taking place. The training events are scheduled to be complete no earlier than 7 days prior to installation for manual outlets or 10 days for ECCO outlets. Before the installation of the Horizon equipment can take place in the outlet, a minimum number of users must have passed the competency test to use the system. The criteria for minimum training requirements will be agreed by Pathway & POCL training teams.

The RoDB will be notified when the training commences for an outlet and when minimum training compliance has been achieved.

Management of the scheduling of training is detailed in the Training Scheduling Requirements Document Ref [11].

## 8.14 Collection of overshippers

Between 1 and 5 days prior to the Baselined Installation date the appropriate overshippers will be collected from Celestica. Once collected the overshippers will be distributed to the appropriate distribution depot and be available for loading on the delivery vehicle.

## 8.15 Equipment installation

The installation is dependant on the outlet being prepared, the data communications being operable, the minimum training compliance achieved and the Horizon equipment available for installation. The delivery vehicle will be scheduled to arrive am or pm on the Installation day. Dependant on the number of counters Installation will take up to a day to complete, the installation will take place in the outlets hours of business. Once the equipment has been installed and the auto configuration taken place the system is considered to be Live (This is 'Live' in so much as the Horizon system is installed and fully functional and therefore supported by the ICL support infrastructure from that point onwards, however until migration of stock units has taken place the Post Office itself is not ready to proceed with business through the Horizon system). When the system is Live the installer will request a signature from the outlet manager for acceptance of the installation and they will log a call on the HSHD (NB. This may be the Rollout Helpdesk) as confirmation.

## 8.16  Completion of the installation phase (Migration)

Scheduling of migration activities will be done based upon the baseline dates of installation, any deviations in this will be reported via the Helpdesk / Regional infrastructure to affected parties. With the system Live the Migration team will assist the outlet staff in migrating the outlets accounts onto the Horizon system.

On completion of Migration the outlet manager signs the acceptance document for the system in Operational Service. If this is not achieved by 11:30 on the day following notification of Live status a call will need to be logged on the HSHD (NB. This may be the Rollout Helpdesk) to hold the instruction that the system is in Operational Service.

Completion of migration activities will also result in updating the outlet status to Operational, this will be forwarded to POCL and interested Suppliers by means of the overnight interfaces.