



## Branch Issue Manager – Issue Referral Process

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**Document Title:** Branch Issue Management Process

**Document Type:** Process Document

**Release:** Not Applicable

**Abstract:** The role of the Post Office Account Branch Issue Manager is to manage system problems that affect individual or groups of Post Office Branches. As a result, the impact of the problem on Post Office business will be minimised, and service levels/customer satisfaction is maintained. Root causes to problems will be identified, and actions applied to ensure that the circumstances do not recur.

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*Note: See Post Office Account HNG-X Reviewers/Approvers Role Matrix (PGM/DCM/ION/0001) for guidance.*



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## 0.2 Document History

Version No.	Date	Summary of Changes and Reason for Issue	Associated Change - CP/PEAK/PPRR Reference
0.1	13/11/2006	Documentation of the Branch Issue Management Process	
0.2	13/11/2006	Issued for review.	
0.3	13/11/2006	Draft version addressing review comments.	
1.0	16/2/02007	Issued for approval.	

## 0.3 Review Details

Review Comments by :	N/A
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<b>Mandatory Review</b>	
Role	Name
Service Delivery Management Manager	Liz Melrose (*V0.1)
Branch Issue Manager	Denise Miller (*V0.2)
<b>Optional Review</b>	
Role	Name
POA Branch Network SDM	Ian Mills
POA Problem Initiator	Jeet Rhugani
<b>Issued for Information – Please restrict this distribution list to a minimum</b>	
Position/Role	Name

( \* ) = Reviewers that returned comments

## 0.4 Associated Documents (Internal & External)

Reference	Version	Date	Title	Source
PGM/DCM/TEM/0001	1.0	13/6/06	Fujitsu Services Post Office Account	Dimensions



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(DO NOT REMOVE)			HNG-X Document Template	
PRB/APR/007v3	3	18/06/2003	POL Generic Problem Management Guidelines for Problem Branches	POL
SVM/SDM/PRO/0003	1.0	06/11/2006	POA End-To-End Customer Complaints Procedure – Joint Working Document	Dimensions

**Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.**

## 0.5 Abbreviations

Abbreviation	Definition
POL-SCT	Post Office Limited Service Control Team
SDM-M	Fujitsu Services Customer Services Service Delivery Management Manager
FJ-S	Fujitsu Services
POA-SSC	Post Office Account – Software Support Centre
BNST	Branch Network Support Team
FMS	Field Maintenance Services
BS-ORF	Branch Services – Operational Review Forum
BS-SF	Branch Services – Service Forum
BNST	Branch Network Services Team
CS	Fujitsu Services Customer Services Division
POA	Post Office Account
BIM	Branch Issue Manager
HSD-IMT	Horizon Service Desk – Incident Management Team
SDM	Service Delivery Manager
SDU	Service Delivery Unit

## 0.6 Glossary

Term	Definition
Joint Visit	A branch visit which at which FJ-S are asked to attend along with British Telecom, and or Post Office Limited
Postmaster	The generic term applied to a Post Office Limited appointed Agent

## 0.7 Changes Expected



Changes

## 0.8 Accuracy

Fujitsu Services endeavours to ensure that the information contained in this document is correct but, whilst every effort is made to ensure the accuracy of such information, it accepts no liability for any loss (however caused) sustained as a result of any error or omission in the same.

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# 1 Introduction & Scope of Document

The Post Office Account Branch Issue Manager is part of Post Office Account Service Delivery Team and has 2 key areas of responsibilities

**Reactive:** The BIM is involving in an ongoing Incident / Problem investigation which require an on-site presence to fully investigate & diagnose the fault, when other Service Management processes and procedures have exhausted their normal limits of investigation.

As a result, the impact of the problem on Post Office business will be minimised, and service levels/customer satisfaction is maintained. Root causes to problems will be identified, and actions applied to ensure that wherever possible the circumstances do not recur. The Root Cause is an input into the BIM proactive responsibilities.

**Proactive:** The BIM is also responsible for analysing trends and anomalies experienced at Branch level. These can be indicative of estate wide issues, and therefore require investigation. Whilst the BIM can be involved in the investigation the responsibility may lie within another SDU.

Issues, or potential issues, may be identified to the BIM either by a direct referral or via one of the Client or FJ-S Support and Review forums attended by the BIM.

The Branch Issue Management role is administered by the allocation of two BIM territories, North and South. However, the 'boundaries' are fluid with respect to the workloads and operational requirements of the POA.

The aim of this document is to detail the BIM Processes and functions how the BIM interacts with other Fujitsu Services POA processes and SDU's in order to investigate and resolve stranded issues.





## 2 BIM Reactive Responsibilities

In the event of an ongoing Incident / Problem investigation, during which other Service Management processes and procedures have exhausted their normal limits of investigation, the Incident will be referred for a BIM visit. The BIM will attend site and investigate the issues at the branch, looking for root cause and other previously non-identified issues, which may contribute to the branch incident. The BIM looks at environmental, system and configuration elements of the branch.

As a result, the impact of the problem on Post Office business will be minimised, and service levels/customer satisfaction is maintained. Root causes to problems will be identified, and actions applied to ensure that wherever possible the circumstances do not reoccur. The Root Cause is an input into the BIM proactive responsibilities.

### 2.1 The BIM Referral Process

The BIM Referral Process is the process which must be followed to engage a BIM in the investigation of ongoing Fujitsu Services related system problems that affect individual or groups of Post Office Branches.

The instigation of all reactive investigations within the Branch Issue Management Process is via the BIM Referral Form (see appendix 1). This document must be completed by the team raising the request and should provide a complete history of issues and previous investigations.

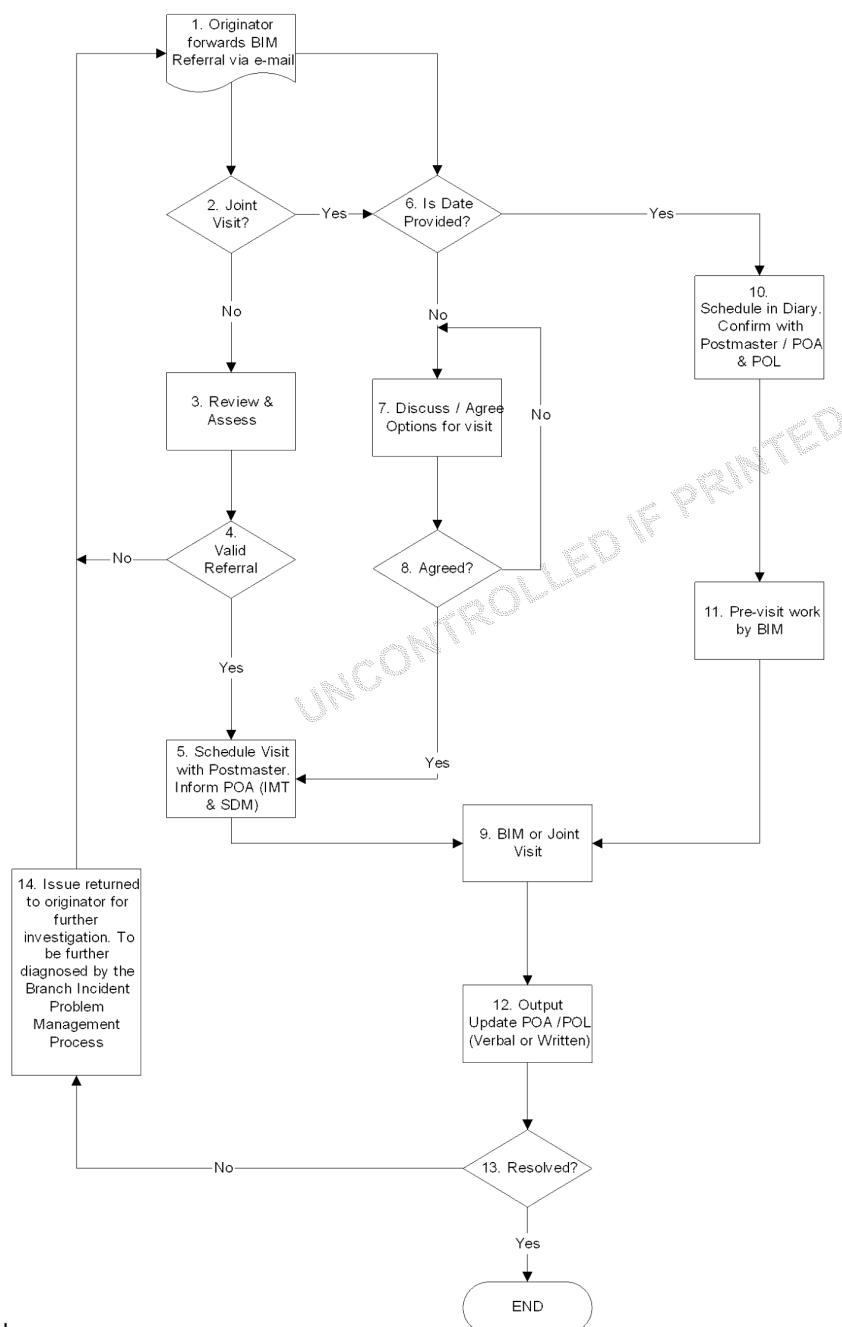
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## 2.1.1 BIM Referral Process Flow



## 2.1.2 Reactive BIM Process Descriptors





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Process Number	Description
1	<p><b><u>Originator forwards BIM completed Referral Form</u></b></p> <p>The Originator forwards a completed BIM Referral Form via E-mail to the BIM. The originator could be from any of the Fujitsu Services SDU's or another SDM appointed by the SDM-M. If the referral is direct from POL-SCT then the referral will have to have been pre-authorised by the SDM-M</p> <p>All sections of the Referral form must be fully completed. The details within the form are the basis on which the BIM investigations will be based. It is <b>vital</b> that the contact details are <b>fully completed</b>. During the investigation the BIM will have to check the actual on-site details against the reference material provided by the SDU / SDM. If this information has not been provided the BIM is required to return the referral to the originator, and no further action can be taken until the referral has been accurately and appropriately completed.</p>
2	<p><b><u>Joint Visit?</u></b></p> <p>Is a joint required? If yes move to box 7. If No move to box 3</p>
3	<p><b><u>Review and Assess</u></b></p> <p>BIM reviews the referral form and suggests alternative actions or previously untried options. In this case the referral will be returned to the originator with an explanation.</p> <p>Unresolved queries may be referred to the SDM-M for arbitration</p>
4	<p><b><u>Valid Referral?</u></b></p> <p>Once the referral has been validated the BIM considers the best way forward and in particular how best to investigate the issues as defined.</p> <p>Should a referral be rejected; an e-mail will be sent by the BIM to the SDM (c.c. the SDM-M) and to HSD-IMT</p> <p>In the case of the referral having been received from POL, should rejection be necessary, e.g. if the issues are beyond FJ-S remit to investigate or comment upon, then this will be detailed verbally and supported by an e-mail to POL-SCT</p>
5	<p><b><u>Schedule Visit with Postmaster</u></b></p> <p>BIM contacts branch and schedules the visit with the Postmaster, or Officer in Charge. The visit should be scheduled as soon as is possible.</p> <p>The BIM should clarify why the visit is being scheduled, what is likely to be involved and the expected outcome.</p> <p>The BIM will then advise HSD-IMT, via e-mail or exceptionally verbally, of the dates and time. HSD-IMT will update the Daily Report.</p>
6	<p><b><u>Is a date provided?</u></b></p> <p>If a visit has already been pre-scheduled by POL and subsequently passed to FJ-S and the BIM, the BIM will, where reasonable, attempt to accommodate the pre-arranged visit timings.</p>
7	<p><b><u>Discuss / Agree options for a visit</u></b></p> <p>If this is achieved then go to 8.</p> <p>If this is not possible then the BIM will advise the originator of alternative available dates and times so as they may take this up with POL. Go to 7</p>
8	<p><b><u>Agreed?</u></b></p>



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	The dates should be advised as at 5
9	<p><b><u>BIM or Joint visit</u></b></p> <p>The BIM visit takes place at the pre-agreed time and for the duration in keeping with that required to resolve the referred issues. This may involve protracted working on site at Branches on one or more days, and possibly outside of normal working hours. Such access or permissions as may be required will be brokered by the BIM with the Postmaster and if necessary escalated to POL-SCT for their sanctioning/ support.</p> <p>If required accesses and or permissions cannot be obtained by the BIM from the Postmaster, then the BIM must immediately inform the SDM-M and POL-SCT defining the situation that has been discovered on site that was not detailed in the referral and did not appear during the pre-visit investigations</p>
10	<p><b><u>Scheduling / Confirmation</u></b></p> <p>The proposed visit date can be accommodated. All parties will be informed as at 5</p>
11	<p><b><u>Previsit work by the BIM</u></b></p> <p>Prior to any visit the BIM researches the background of the Referral and pre-plans their actions, assembling (where necessary) any equipment, testers, detectors or other supporting equipment that will be used to support the investigation.</p> <p>Principal sources of supporting information would typically include interrogation of PowerHelp call histories, gleaned additional information from POA SSC, or Core Services Field Management Services</p>
12	<p><b><u>Output from the visit</u></b></p> <p>Information gleaned from a Branch visit, actions taken to rectify a defined problem or activities required to progress the issues are be communicated back to the SDM by the BIM.</p> <p>The BIM may, if there is a greater business benefit, choose to provide a 'live' update to the referring SDM.</p> <p>The SDM should act upon the information provided and in instances where the BIM is working remotely undertake to communicate the information required for Daily Report Databases or Conference calls to all interested parties. Such mails as are produced must be copied back to the BIM.</p> <p><b>All updates provided must be clearly identified to HSD-IMT so as they can be applied to the Daily Report Database for inclusion in the present reporting period</b></p>
13	<p><b><u>Resolved?</u></b></p> <p>If the identified issues have been addressed and are resolved then the issues will be monitored by the referrer for an agreed period after the visit (one month in the case of the BIM). After that period, providing there has been no reoccurrence, the referral will be closed.</p> <p>If there are still outstanding issues relative to the referral then go to 14</p>
14	<p>If, following a visit to a Branch the circumstances are found to be significantly different to those advised or root cause analysis reveals that it would not be possible for the BIM to progress matters to conclusion, the referral will be returned with comments to the originator. The issue may then be progressed either through the normal Problem Management Process or reviewed with POL by the originator</p>



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### 2.1.3 Communication of Updates.

The BIM will ensure that all pertinent information is communicated back to the SDM as soon as possible. The initial update will be verbal so as to allow the SDM to then communicate the updates to POL. Where the identified issues are not within the FJ-S remit to progress the BIM will also advise POL directly of the specific circumstances. In situations where the BIM may be directly moving on to another issue or location, a fuller feedback in terms of the completed referrals or fuller e-mails will be provided to the SDM on an as soon as possible basis allowing for the working constraints of the BIM role.

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### 3 Proactive BIM Process

The BIM is also responsible for analysing trends and anomalies experienced at Branch level. The BIM will review the monthly statistics i.e. The Branch League Tables to identify exceptionally high instances of call numbers from Branches or other possible indicators of potential issues. These can be indicative of estate wide issues, and therefore require investigation.

These investigations may lead to phone calls to the branch to glean extra information or, if warranted, a site visit. If a site visit is required the BIM will inform POL-SCT of their intention to visit so as to ensure that POL are aware and can advise of any 'external' (non-FJ-S issues) factors of which could prevent a visit. Whilst the BIM can be involved in the investigation the responsibility / ability to progress may lie within another SDU. In this case the BIM will liaise with the other SDU's to ensure progression.

#### 3.1 Information Sources and Interfaces

In order to identify possible areas of concern various potential indicators are reviewed by the BIM. These include:

- The Branch League Table – used to identify specific problem offices over a defined period, and to endeavour to identify trends or Branches affected by similar issues
- Rural Office Strategy – monitoring in conjunction with POL the service and satisfaction levels with the Rural Office network. This information is available as a sub-set of the Branch League Table
- Potential or actual issues raised by:
  - FMS Engineers
  - POL Field Team Representatives
  - National Federation of Sub Postmasters
  - Other internal Service Delivery Units within FJ-S
  - Concerns raised by FJ-S CS Service Introduction Team
  - POA Business Development Group
  - Complaints Management Team

#### 3.2 BIM attendance to Business Support Forums

The BIM is required to attend both the internal and client facing service support forums so as to provide feedback to the SDM's and SDU's of findings and considerations as experience in Post Office Branches.

The forums normally attended include:

- The Branch Services Operational Review Forum (BS-ORF) – POL and FJ-S
- The Branch Services Service Forum (BS-SF) – Fujitsu Services



## 4 Branch Incident Manager Interfaces

### 4.1 HSD – IMT

#### 4.1.1 Roles and Responsibilities

The Incident Management Team is the normal point of contact for the BIM with respect to requesting information about, or activities at a Branch.

HSD-IMT are used as a live interface to generate Help Desk calls so as to prompt required Horizon kit replacements or to communicate issues which need to be addressed by Fujitsu Services.

#### 4.1.2 Daily Report update

A daily service status report is compiled and submitted to the client, which forms the basis for the conference calls. HSD-IMT administers the Daily Report Data Base which generates this information.

Updates required for this report are communicated by the BIM to HSD-IMT verbally if the BIM is still on site at a Branch or travelling onwards to another job. The BIM endeavours to get all updates to the HSD-IMT so as they can be included in the reports from the same day's business. The BIM will get additional supporting information to the SDM as soon as possible. Items that HSD-IMT should include in the Daily Report updates will be highlighted in bold text.

#### 4.1.3 Complaints

Complaints are handled through the Complaints Process managed by the SDM-M (See reference in Related documents). Complaints received by the SDM-M or the nominated Service Delivery Manager may be passed to the BIM's for further investigation.

In this case the SDM-M will detail a service delivery team member to complete a referral form. The BIM will review this as per the detailed BIM process, but responding to the referrer as well as the HSD-IMT where necessary.

### 4.2 Branch Network Service Team

#### 4.2.1 Roles & Responsibilities

This team will produce the referrals relative to the provision of the on-line services. The completed referral will include all the details relative to the branch. The referral will include all the details as listed in the referral form. Since the accuracy of this information is crucial to the investigations, incomplete referrals will be returned to the referrer.

The supporting information section will include a complete history in chronological order of all preceding events and findings from all SDU's previously engaged in trying to address the issues

#### 4.2.2 Complaints

The BNST may advise the BIM of complaints in relation to an element of their area of service delivery. If a complaint is passed to the BIM it will be accompanied by a referral form.





### 4.3 POA Service Introduction

The BIM may be requested to support and advise upon the introduction of new services or to provide field support for development trials

The referrer, requesting BIM support, will complete a referral form (See Appendix A.1) so as to define the location, contact details, history to date and the routes for feedback for information gleaned.

### 4.4 POA Development

Products and Services being trialled by POA Development with the client occasionally require FJ-S perspective feedback. BIM's will support these exercises as representatives of the POA business.

All requirements will be notified via a referral form. It is the responsibility of the referrer to ensure all contact details are included and that any POL personnel who will also present are aware of the BIM's presence and objectives

The BIM may also be asked for feedback as to the viability or practicality of the introduction of new products or services with respect to their specialist knowledge of Post Office counter operations, processes and service delivery methodology.

### 4.5 Core Services – FMS

The BIM interfaces with Core Services – Field Management Service both at management and field levels. The overall management effectiveness is discussed and reviewed at the BSS-ORF on a monthly basis. More urgent issues are discussed directly with the management by phone in advance of an investigation or from site where clarity is required.

BIM's work with FMS field support engineers on site where potentially kit replacement may be required.

If a BIM raises a call, via HSD-IMT, for kit replacement at a branch; FMS must complete this request in full. The BIM will be in possession of specific or specialist knowledge of the situation and will be requesting replacements accordingly.

BIM requests for Horizon kit replacement are not covered by the normal SLA's. They are logged as FJ-S requests.

All requests are monitored by HSD-IMT and the BIM is advised when the work has been completed. The BIM will verify with the Postmaster that the required works have been completed in full as per the BIM request so as to gain permission to close the call. All non-conformances will be escalated to the SDM-M and Core Services management

When a BIM has specialist knowledge of new products or services or has suggested a Service Improvement that is to be adopted by FMS, the BIM will work with FMS to train the trainers within FMS.

### 4.6 Post Office Ltd Service Continuity Team

The BIM has direct links with POL through the POL-SCT interface. POL-SCT and the BIM openly discuss issues or potential issues to gain the respective business perspectives and to agree a way forwards. Initial contact is typically verbal, backed up where necessary, by e-mail.

Should POL-SCT wish to raise issues with the BIM formally for investigation then all referrals will be instigated via the referral form. These issues are investigated as per the defined process with the exception that at 14, the originator will be from POL and the issues are likely to be Post Office only. At this point POL will e-mail the BIM to advise this so as the BIM may close the FJ-S investigations appropriately.





## A Appendices

### A.1 BIM visit Referral Form

A controlled copy of the form is held on:

\\Atcfs7\pocust\_serv\01Public\POA Service Delivery Team\Branch Issue Management\

This document should be completed for every Reactive BIM visit.

<b>Branch Code</b>		<b>Branch</b>	
<b>Visit date / time</b>		<b>Postmaster</b>	
		<b>OIC</b>	
<b>Address</b>		<b>Telephone No</b> <b>Branch:</b> <b>ADSL:</b>	<b>BIM Attended</b>

#### Overview

<b>Number of devices on line and what they are.</b>	Type	No.	Shop / Private
	Telephone – Cordless		
	Telephone – Wired		
	Fax		
	Streamline		
	PC Modem		
<b>Quiet Test Results (to be performed on all available sockets where possible)</b>			



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<b>ADSL Tester Results</b>  Expected Results: Down Stream - Up Stream Rate: 576                      288 Max: >1000                      >500 Cap: <60                      <60 Mar: >10                      >10 Att: <50                      <40 Pow: >10.5                      >11.5	Time:	Down	UP	
	Rate			
	Max			
	Cap			
	Mar			
	Attn			
	Power			
	Time:	Down	UP	
	Rate			
	Max			
	Cap			
	Mar			
	Attn			
	Power			
	Time:	Down	UP	
	Rate			
	Max			
	Cap			
	Mar			
	Attn			
	Power			
	<b>Isolated MLB test results</b>			

**Other (non-POL approved) electrical items connected in Branch:**

Connected to Horizon discrete circuit (Y/N)



## B.1 Contact Details

As detailed in this document the Branch Issue Management is presently administered by nominally dividing the UK in to two areas which are designated North and South

The Northern Area is covered by

Denise Miller    Telephone **GRO**    e-mail denise.miller **GRO**

The Southern Area is covered by

Nick Crow    Telephone **GRO**    e-mail nick.crow **GRO**

The BIM Team is managed by

Liz Melrose    Telephone **GRO**    e-mail liz.melrose **GRO**

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