

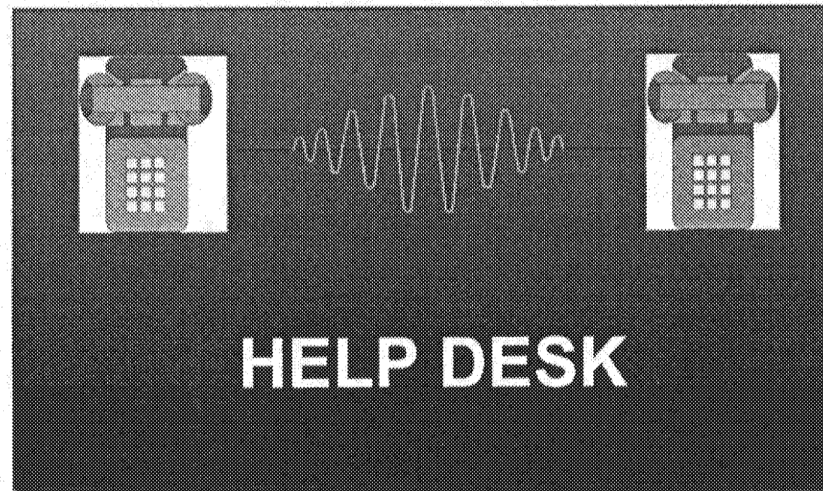
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Copy to Jan Tophan

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HORIZON HELP DESK STUDY

Final Draft Report



file - HELP DESK

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Horizon Help Desk Study Problem Definition



How do POCL provide a flexible, responsive environment for providing the Help services to support commercial initiatives such as Horizon and the Automated Distribution System (SAPADS)?



Meeting Objectives & Structure



To provide feedback on the findings of the recent Help Desk Study, relating to the Horizon project, carried out on behalf of Post Office Counters Ltd by PA Consulting Group.

1. Understand problems- background
2. Current capability assessment
3. Strategy for delivery of Business Support
4. Single Point of Contact/Intelligent Front End
5. Next Steps

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Current Horizon Help Desk Services

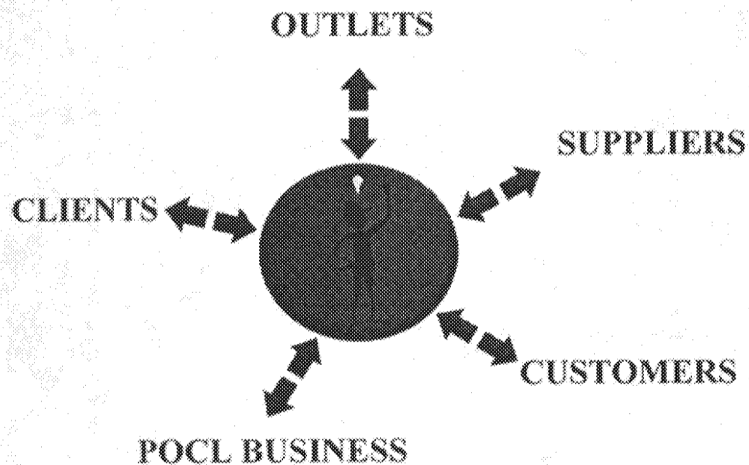
Help Service Name	Service Provider	Customers Supported	Scope of services
Payment Card Help Line	Pathway CFM	External Benefits Customers, POCL, DSS	Payment card enquiries only - Secure Help services
Horizon Systems Help Desk	Pathway Girobank	POCL, DSS	Horizon Technical 1st Line - Implementation
Regional Help Line	POCL	POCL Outlets External PO Customers	Business process enquiries only - procedures & forms
Systems Help Desk	Post Office IT Services	Post Office	IT Systems incidents & problems
External Customer Support	SSL	External Post Office Customers	Regional Helpline
ITSA Help Desk	DSS IT Services Agency	DSS	IT Systems incidents & problems
BA Desks	DSS	DSS	Business process enquiries only
Horizon Training	Peritas	Outlets	Training

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Different Customers Require Different Types of Help Services, But the Outlets Will Require the Greatest Level of Support



Section 1
Understand
problem



Business Advice & Guidance

Reconciliation, Bank Holiday Payments

Product Advice & Guidance

Postal Orders, Insurance, Stamps, Cash and Stock

Business contacts

Contacting RNM, other support groups

Technical Advice & Guidance

How do I print a receipt? How do I calibrate the scales?

Fault fixing

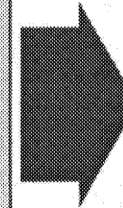
Printers Jammed, the cables dropped out of the back

Non Conformance

POCL/Pathway/DSS have not followed the procedure

Requests

Stock and Cash



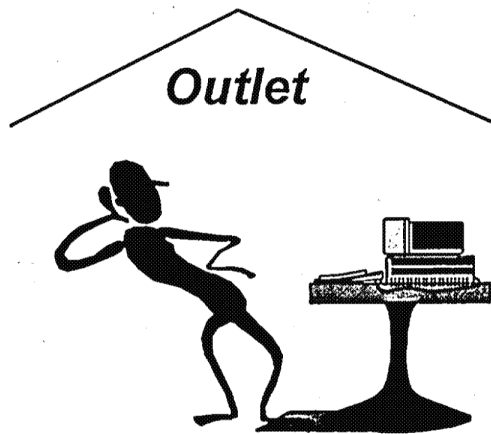
**Highest
Percentage of
Calls will be of a
Business nature
generated in the
main by the
Outlets**

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Characteristics of the Post Office Outlets As They Relate to the Provision of Help Services



*Section 1
Understand
problem*



- One office, one counter, many customers
- No technology fallback position — help the network.
- Image of the Post Office is through the outlet
- Rapid response to meet the customers needs
- Immediate response required for support
- Drive for efficiency and effectiveness

What will Horizon change? - what is the impact on the 20K Outlets?

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The Impact of Horizon on POCL Business Operations



*Section 1
Understand
problem*

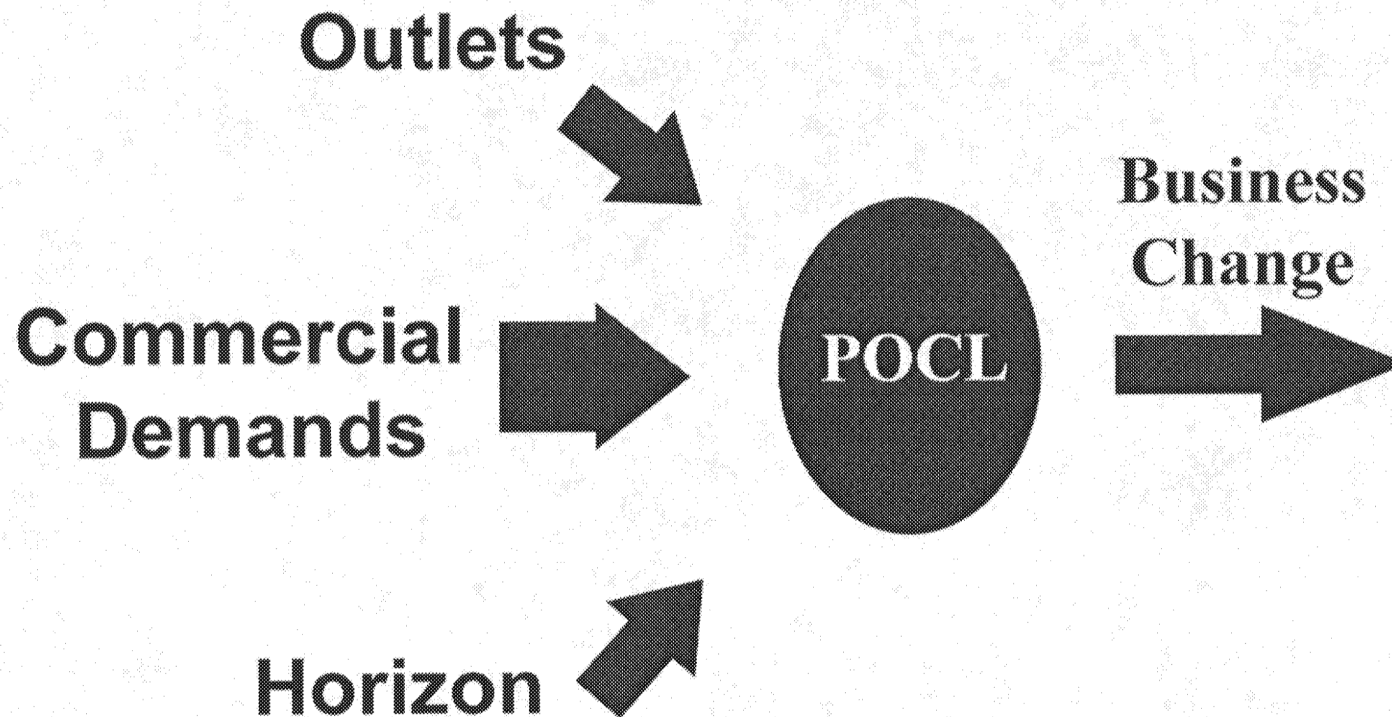
- Horizon is dictating the pace of change required – change too slow.
- Decision processes need to be quicker
- Visibility to customer, clients and suppliers - 3 way exposure
- Prescriptive delivery which demands conformance
- Nature of support required for a real time environment

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Impact of Outlets and Horizon on POCL Business is Driving the Need for Business Change



Section 1
Understand
problem



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Have POCL Anticipated the Business needs of the Outlets and the Implications of Horizon?



*Section 1
Understand
problem*

- No recognition of the required **pace** for change of the business processes
- No recognition of the **limitations** of the current business infrastructure
- No recognition of the **impact** of introducing short term fixes to address long term business problems
- Need to **deliver** the most appropriate level and scope of **Business Support** relevant to the current limitations

Technology Enabled Business or Technology Inhibited Business

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Assessment of Current Help Arrangements



Section 2
Current
Capability

ICL PATHWAY

- Pathway are capable of delivering against current demand profiles
- No assessment has been made on the impact of differing demand profiles

POCL REGIONAL HELPLINES

- No clear definition of the role and scope of Helplines in supporting Horizon
- Regional Helplines are currently failing their service levels (this is being actively addressed), additional demand will have a significant impact
- Helpline staff will be diverted to support the implementation of Horizon into Outlets - reducing current capability

OTHER HELP SERVICES

- Transaction Processing & POITS - role and responsibilities have yet to be determined in respect of Horizon
- Service Management - will fill in the current void but this is not scaleable

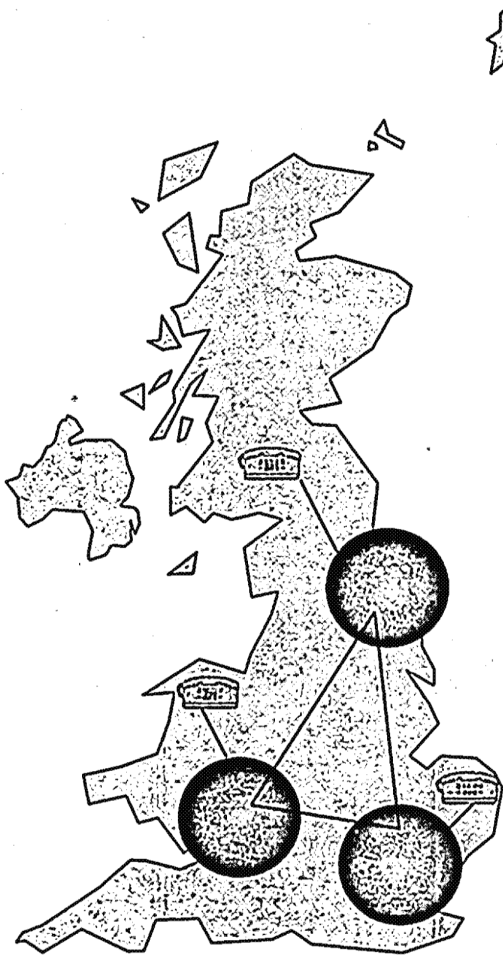
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Business Support Strategy Within POCL to Support an Automated Business



Section 3
Strategy

- ⇒ Single, logical point of contact for all end users irrespective of contact type providing an 'Intelligent Front End' (not easy to train 20K outlets) - standardising around a single tool set coupled with a common set of processes - integrated across domains
- ⇒ Single interface to each domain with clearly defined roles & responsibilities and agreed levels of ownership and accountability, co-ordinated from within Service Management
- ⇒ Information flows must be mapped and agreed to allow common reporting, management information and timely data on end to end performance.
- ⇒ Processes for regular monitoring and review in support of SLAs, will be established, enabling the active management of call volumes
- ⇒ Business Processes will be supported by the Business whilst Horizon Technical Processes will be supported by Pathway
- ⇒ SSL and PCHL will provide all public support services for POCL
- ⇒ Internal and external support teams will integrate with the common process and tool set.



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Centralised Business Support - The Need for Change

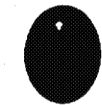
There are limited options for resolving the issues surrounding the support of the outlets

The solution

- provide access, from a single telephone contact number, into an intelligent support organisation able to both resolve calls on first contact or pass on the call to expert domains

The benefits

- ✓ deliver professional management of all Business Support
- ✓ resolution of business support needs on first contact
- ✓ make it easier for the 'end-user' to obtain support services
- ✓ ensure support operations and management are transparent to the 'end-user'
- ✓ provide the basis for continuous improvement - managing change more effectively
- ✓ be more proactive than traditional help desks
- ✓ staffed by people who understand the services supported in a business context
- ✓ release Outlets to deliver what the external customer needs - supporting the strategic thrust of POCL
- ✓ management and visibility of the business would remain with POCL
- ✓ single management structure - reduced management overhead
- ✓ easier to standardise and integrate with external bodies
- ✓ flexible staffing arrangements - easier to manage peak loadings
- ✓ central communication point for the business - providing the opportunity for PUSH communication into the Outlets



Section 4
Intelligent
Front End

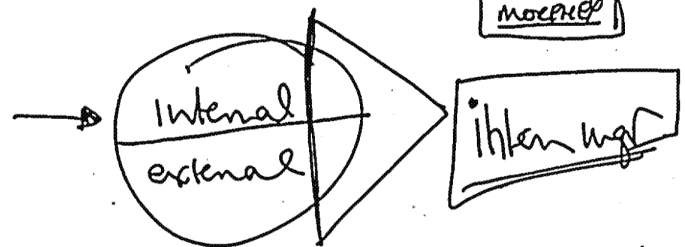
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Outline Plan to Develop And Implement The Business Support Strategy



Section 5
Next Step

1. Present and agree changes required with Horizon Programme Management Team
2. Present to Organisation Development Group.
3. Present and agree the changes required with the CEC members
4. Charge someone to **make it happen**



The solution will require significant business change over a short period of time starting immediately