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Terms of Reference

Author:	John Meagher
Authority:	Andy Radka/Steve Muchow
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VERSION HISTORY

Version	Date	Purpose
0.1	11 November 1999	Draft issued for discussion with customer.
0.2	16 November 1999	Draft containing Pathway comments
0.3	18 November 1999	Final draft for agreement.

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1. Background

Reference data is provided by PONU to Pathway to activate changes to the business parameters of the Horizon service. These changes affect outlet and product information. As an example, the change in the price of a first class stamp from 26p to say 30p would be achieved by passing Pathway a reference data transaction which changes the value of the specific product code from 26p to 30p. The reference data system in its broadest sense includes the capture, storage, processing and transmission of reference data from PONU to Pathway and the subsequent, receipt, validation storage and activation within the Pathway boundary of this and Pathway's own reference data. This 'system' therefore includes operational procedures and computer systems which need to operate as a cohesive whole.

2. Problem Statement

It is vitally important to ensure that data is accurate, appropriate and timely in its transmission and activation in order that the intended, and only the intended, outcomes to the service are achieved.

2.1 Pathway Concerns

Recently, Pathway have raised concerns that various aspects of the end-to-end reference data process would appear not to be operating as efficiently as they need to in order to support rollout and the ongoing live operation. Pathway's concerns are described in ICL Pathway document CR/REP/016, 'Reference Data End-to-End Workshop Briefing'. The document provides statements of the issues, their associated impacts and proposes actions that eliminate or mitigate the problems.

2.2 PONU Concerns

In addition to those concerns identified by Pathway, PONU have identified the following as being in need of review:

- There is a need to formalise the process whereby data issues at the counter are tracked back to RDS and progress reported.
- We do not have agreed OBC lead times.
- We do not have visibility of the RDMC and its process, nor do we (at RDS) have visibility of the data eventually released from the RDMC.

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- We do not yet have formal sign off of the Operational Interface Specification ofr this area (Pathway document, ref: CS/PRD/058).

3. Risks

Among the risks posed by the problems listed above are:

- the corruption of the business data
- the degradation of the service to customers
- the increased loading on the support services - help desks etc.
- the delay to the rollout

Given the problems being encountered in the operational environment and the risks expressed by both PONU and Pathway to the integrity of the business data and the rollout, it was agreed at the Delivery meeting on 10 November to conduct an immediate analysis of the technical and business design to evaluate what steps need to be taken to ensure that reference data can support rollout and the ongoing live operation. and migrate safely to a PONU strategic solution.

4. Objective

The objective of this initiative is the development and execution of a plan of activity which will sufficiently reduce the problems detailed in section 2 above to ensure that rollout can proceed and that ongoing live operating can continue with the minimum level of disruption from inaccurate or defective reference data being released into the live environment

5. Scope, boundary and constraints

The study will take as its scope the development of solutions for the problems detailed in section 2 above. It should consider the systems and processes that affect reference data from its origination within PON and within Pathway and the communication of the data to Pathway's RDMC and on through verification, validation, release authorisation and distribution into the live estate.

If compelling evidence for changes to component IT systems is encountered then these should be documented and submitted them via the Change Control Process.

Any changes proposed should receive priority attention by all parties.

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The boundary will start at the point where a data change (either to Product data or Outlet data) is received into the OBC process. This will either be to the OSG group, in the case of changes to Product data, or directly into the OBC process in the case of Outlet data changes originated from the Regions. It will include the PONU RDS and Pathway's RDMC systems as well as any processes in place to facilitate any element of the data change process.
The end point of the boundary shall be the point where Pathway have validated the data stream immediately prior to it being received at TIP.

Previous discussions between both companies have been hampered by a reluctance to provide full visibility of all aspects of their respective technical and operational design. It is essential therefore for the success of the study that sufficient detailed information is provided to ensure the maximum level of knowledge and inform the development of appropriate solutions. To this end, it is proposed that workshops are supported by the attendance of appropriate members of both the PONU and the Pathway Reference Data and Business Process design teams and that appropriate documentation, if required, is made available.

6. Approach

An analysis of the problems above suggests a two phased approach is appropriate.
A third phase, addressing the longer term strategic objectives of PONU IS/IT may be undertaken subsequently once the issues have been mitigated sufficiently to sustain national rollout.

6.1 Phase 1 - immediate.

This will address the

- the appropriate data to support SIP 16
- the current PinICLs that are outstanding and require resolution

this will be managed by John Bruce, Horizon CSR+ Project Manager and conclude by the end of November.

6.2 Phase 2 - tactical

This will address the current features of the business and technical design that need to be improved to proceed with the rollout and to support live running for the duration of the current reference data system until its migration to a future strategic solution. This will include:

- data quality
- data functionality

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- management
- synchronisation
- volumetrics
- system design

This will be managed by Horizon and conclude by the end of December. Inevitably as this phase is progressed issues will be generated that can only be tackled in the Strategic phase.

6.3 Phase 3 - strategic

This will address the necessity to render the current reference data system to a suitable condition to migrate to the future data management solution. This will require the active direction of the PONU IS/IT strategic unit. The Head of PONU IS/IT will be the overall sponsor of this stage of the work.

7. Method

Whilst many of the concerns documented above are self explanatory and not contested by either Pathway or PONU, others e.g. the 'no-change changes' are insufficiently understood either in terms of the problem that is being caused or the risk that is posed. As part of the first phase of the initiative both parties are required to explain adequately the problems and risks that they raise.

Each concern/problem will be championed by an individual nominated by the respective organisation who has identified the problem. It will be the responsibility of the champion to articulate the definition of the problem.

A series of workshops will be held to ensure a common understanding of each of the problems. The workshops will then devise and agree the actions necessary to convert each of the problems to the desired resolution state.

8. Plan

A plan will be produced as part of the initialisation of the workshops that will set out how the objectives will be achieved. The plan will be used to monitor progress (see section 8 below).

9. Customer

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Given that the reference data system is operating within the live estate, then the customers of the initiative will be Andy Radka for PONU and Stephen Muchow for Pathway. Any recommendations, as part of the output from this initiative, for changes which would require development activity will be sponsored by the customers from their respective delivery elements.

10. Reporting

The initiative will report into the Delivery Meeting which will act as the sponsoring body. A combined (PONU Pathway) weekly report on progress will be provided by the Horizon project manager to Naresh Mohindra and John Dicks.

11. Resources and Responsibilities

It will be the responsibility of each company to resource adequately the activities which naturally occur within their domain. In addition, a project manager will be provided by both organisations to provide guidance and direction, and ensure that issues are managed to resolution.

12. Output

A report will be produced detailing a series of actions to be undertaken by each company. Each action will include a specification of what is required for its completion including an estimate of duration, type and quantity of resource and any enablers and constraints. Actions will be weighted relative to each other using a combination of cost and payback thereby providing a natural prioritisation.

13. Critical Success Factors

Both organisations must commit, within the constraints of their contractual responsibilities, to implement agreed changes in a timely manner.

All planned actions must be technically capable of being implemented with minimum disruption to the live service.

Both organisations must adequately resource the initiative and commit to the availability of such resources and the associated management support.

Both organisations must provide sufficient expertise in andtotal visibility of the operational and technical design features of the existing reference data system.

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