

# OPERATIONAL SERVICE MANAGEMENT

## BA/POCL Programme

CONGO 4  
(ICL Pathway Release 1c)

### Horizon Service Report

Number 2

Period - January 1998

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

# OPERATIONAL SERVICE MANAGEMENT

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## 1. Introduction

This report is produced by the PDA Operational Service Management team and provides a high level "in-flight" assessment of any threats to overall business continuity in the Congo 4 live service environment. The primary purpose is to identify any issues (actual or potential) that might threaten the Congo 4 roll-out or regression from ICL Pathway services. It should be noted that this report may have an operational bias.

For ease of reference, the report utilises a traffic light system with the following keys -

-  = Immediate Threat to Business Continuity
-  = Potential Threat to Business Continuity
-  = No Threat to Business Continuity

The next full Horizon Service Report is scheduled for 13 March 1998.

## 2. Report Format

### 2.1 ABBREVIATIONS

BA	Benefit Agency
BES	Benefit Encashment Service
CAPS	Customer Accounting & Payment Strategy
COLS	Caps Operational Live Support
CAW	Cash Account Week for Post Offices
CPCS	Customer Payment Computer System
CSU	Card Support Unit
EDS	Electronic Data Systems
HSH	Horizon System Helpdesk
IGL	Initial Go-Live
OBCS	Order Book Control Service
OSM	Operational Service Management
PCHL	Payment Card Helpline
PDA	Programme Delivery Authority
POCL	Post Office Counters Ltd
RLM	Regional Liaison Manager





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### Post Office CAW

Post Office cash account weeks run from Thursday to Wednesday.  
i.e: Week 32 = Thurs 30 Nov - 5 Dec 1997.

### 3. Headlines

#### Volumetrics.

• Payments card customers on CPCS =	19,453
• Number Of active payment cards =	6,432
• Number of commissioned Post Offices =	203
• Number of Counter Positions =	332
• Offices De-commissioned =	2
• Manual Post Offices supporting foreign encashments =	1,492
• Number of encashments for January =	16,827
• Value of encashments for January =	477,309.65
• Number of foreign encashments for January =	75
• Value of foreign encashments for January =	2414.80
• Average value of each encashment =	£28









### 4. End to End Business Continuity



The volume and impact of problems have reduced over the past three weeks following the successful introduction of scheduled software fixes to resolve the card activation and lost transactions problems, plus the actions taken from the customer and payment file failure PIR (post incident review).  
Therefore from an operational point of view there are no major threats to business continuity.

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### 5. Core Elements of the Live service

Infra-structure	BPS	OBCS	CAS /PAS	CMS	TP / Pwy Interface	Fraud & Security	Accounting
							

NB: This section of the report should be interpreted in respect of the perception of the 'end user' and how it will impact their environment.

#### 5.1 Infrastructure

##### Post Office Relocations/Refurbishments

The proposed relocation of Ellington SPSO and refurbishment of Easton Road are progressing as scheduled.

Despite from the SW/SW Region, OSM and ICL Pathway work closely together, the relocation of Hewelsfield SPSO cannot progress due to BT not being able to install an ISDN line at the new location. The telephone exchange at the new location is not ISDNE compliant (an EEC requirement). This has resulted in being de-commissioned with effect from 25 February 1998. It is planned to re-commission the outlet once the ISDN line is available.

Details of this relocation has been cascaded onto the POCL Implementation team for reference within their domain.

A PIR is to be scheduled during March to access the learning points gained from the recent relocations/refurbishments.



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### 5.2 Fraud & Security

PDA Fraud & Security are to perform a risk assessment of the problem of 'Authentication of users to the PCHL for the duration of Release 1c.

### 5.3 Accounting & Reconciliation

Appendix 'A' details an agreed summary of accounting & reconciliation for the January period

### 5.4 User Population Telephone Research

OSM commissioned an external research company to perform a telephone survey of Release 1c Post Offices.  
See Appendix 'B' for management summary.

## 6. BES: Volumetrics

Definitions for the purpose of this report.

A transaction is a broad description of a customer session.

A payment is the Child Benefit allowance money due for one week, or for four weeks ( in case of a four- weekly allowance).

An encashment is a measure of the work effort in a customer session from the clerk accepting the payment card to returning the card with monies, i.e. one customer is paid all due Child Benefit allowance. Thus, a customer may save several payments before visiting their PO. During such a transaction there will be one encashment of several payments.

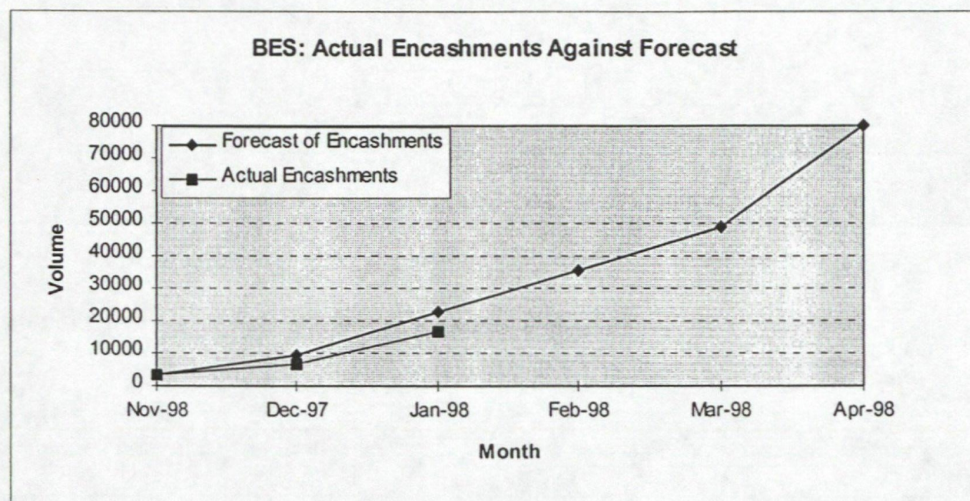
### 6.1 Payments Card Statistics

Month	Cards Issued to POCL	Active Cards	Lost Cards	Stolen Cards	Damaged Cards
Dec 97	3,756	2,451	4	0	4
Jan 98	10,790	6,432	16	4	19



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### 6.2 BES Transactions against Forecast since Release 1c



### 6.3 Volumes of BES transactions

Transaction	Nov 97	Dec 97	Jan 98	Feb 98	Mar 98	Apr 98
Forecast volume of Encashments	3,500	9,200	22,600	35,700	49,000	79,800
Actual volume of Encashments	3,440	6,727	16,835	N/A	N/A	N/A

### 6.4 BES Encashments by POCL Region for January 1998 (calendar month)

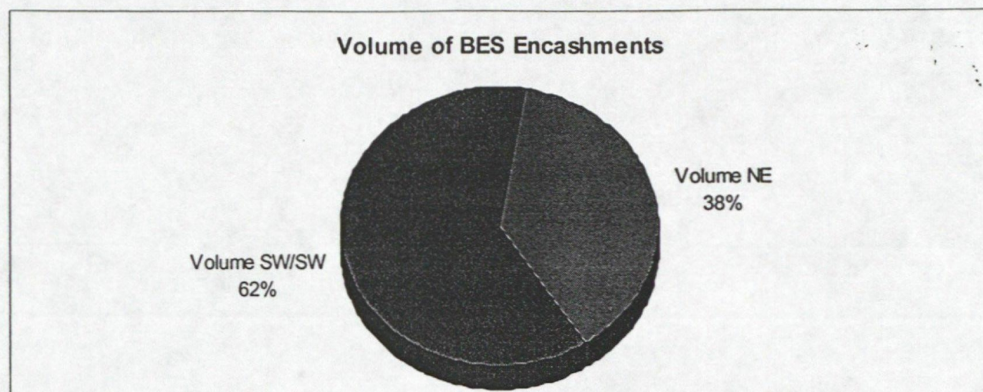
Region	North East	South West / South Wales	Foreign
Volume of Encashments	6,376	10,384	75
Value of Encashments	170,406.95	303,838.50	2,414.80

NB: SW/SW have more cards due to an existing customer base with the ex.IGL offices.



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### Percentage split of Encashments



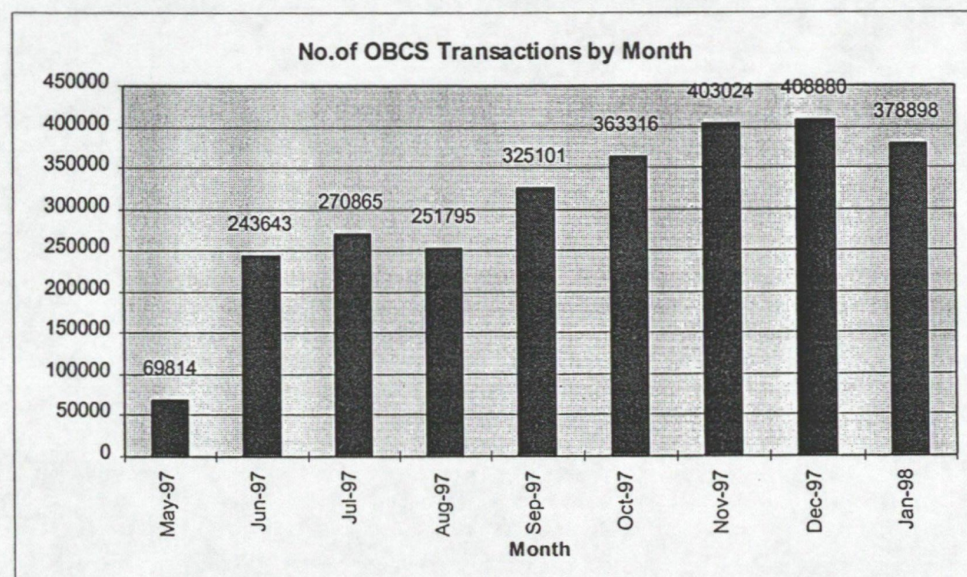
NB: The forecast percentage split is 58% SW/SW and 42% NE, derived from the number of automated offices in each Region.

## 7. OBCS

### 7.1 No. of OBCS Transactions by Type - January 1998

Encash Local	Encash Foreign	Issue/Receive Local	Issue/Receive Foreign	Re-Direct	Total Transactions
322,689	5,515	48,675	1,782	237	378,898

### 7.2 No. of OBCS Transactions by Month

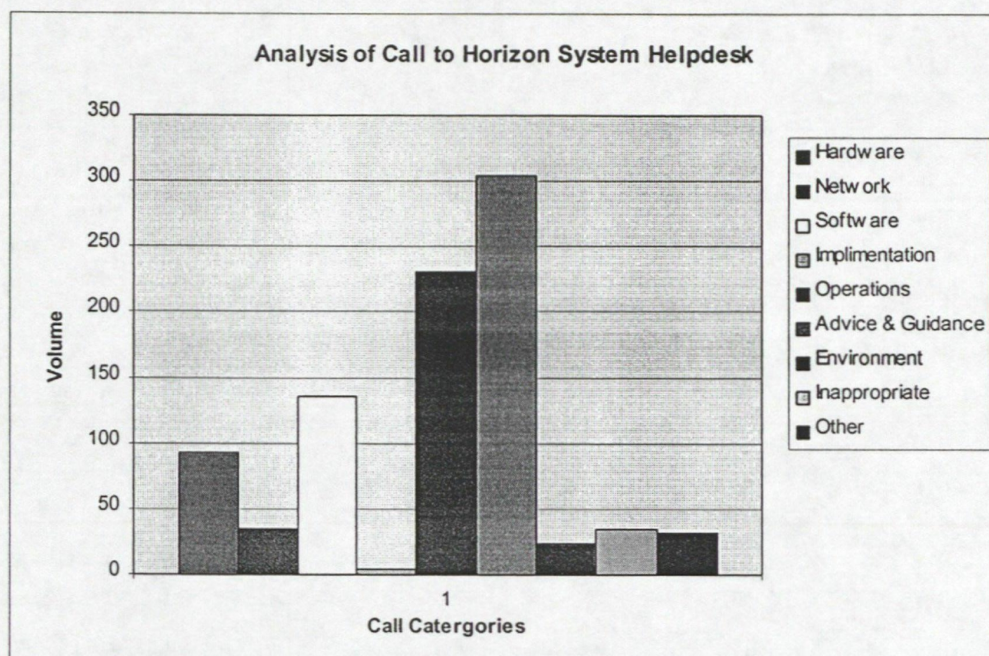




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### 8. Horizon System Helpdesk Volumetrics

#### 8.1 Categories of calls to HSH during January 1998.



NB: This graph includes all calls from POCL, BA & ICL Pathway

#### Breakdown of calls to HSH

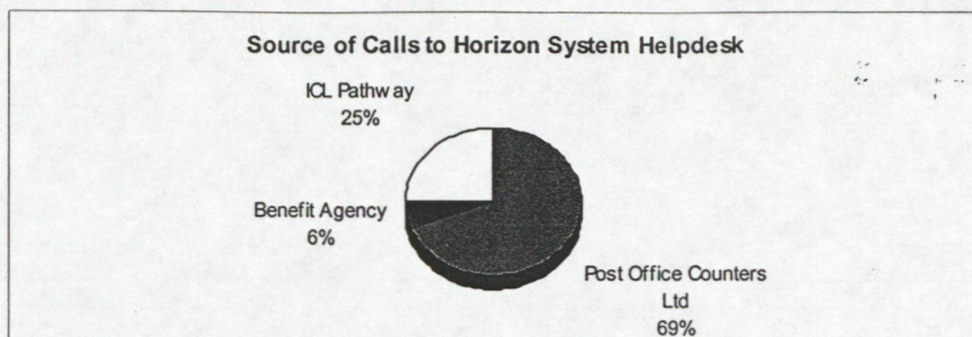
Category	Dec 97	Jan 98
Hardware	82	93
Network	26	35
Software	89	136
Implementation	19	4
Operations	143	231
Advice & Guidance	236	305
Environment	14	23
Inappropriate	32	35
Other	19	32
<b>Total</b>	<b>660</b>	<b>894</b>

NB: Calls relating to A&G and Operations increased due to problems with card activations and lost transactions.



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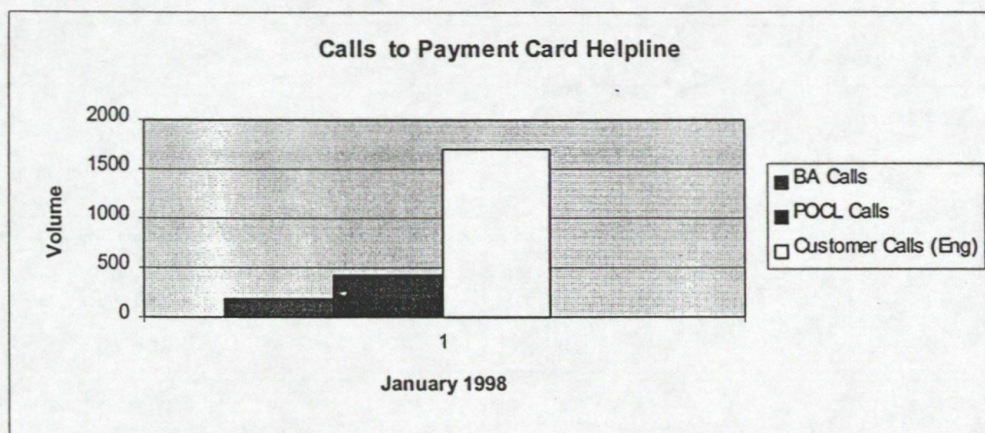
### 8.2 Source of Calls to HSH



### Calls for December 1997

Business	Dec 97	Jan 98
Post Office Counters Ltd	523	619
Benefit Agency	13	55
ICL Pathway	124	220
Total	660	894

### 9. Payment Card Helpline





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### Calls for December 1997

Source of Calls	Dec 97	Jan 98
Post Office Counters Ltd	270	425
Benefit Agency	69	186
Customer Calls (English)	733	1,710
Customer Calls (Welsh)	5	5
Total	1077	2,326

NB: The volumes of calls to the PCHL have increased in line with the volumes of active payment cards.

### 10. Key Incidents / Problems during Release 1c

- ICL Pathway 'maestro' scheduler failed over a weekend period, affecting 10 ex IGL offices
- Release 1c printers not performing to standard required
- Release 1c payment receipts are lower specification to that of IGL
- Files sent to ABED with wrong creation date
- ISDN line problems affecting release 1b offices
- Authentication of users to the HSH & PCHL
- Duplicate payments at Bath Road, due to office unable to harvest
- PMSR report received in ABED did not pick-up Bath Road Duplicate payment
- BES transactions not being committed and subsequently lost after 'full log-out'
- Transactions being lost after experiencing printer failure
- Stop payment not confirmed back to CAPS, following a customer transferring from a BES office to a non-automated office
- Payment cards not activated at Post Offices in NE Region, prior to their issue to the customers
- Disabled customer complaint concerning lack of 'agent' facility at Release 1c
- Increased cash account errors
- Identify Process for outlet changes

(full details are provided in previous reports).

### 11. De-commissioned Post Offices

There has been two de-commissioned offices as of 26 February 1998

1. Blackhorse (349511) - Audit Closure
2. Hewelsfield (346523) - ISDN line not available



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### Appendix 'A'

#### ACCOUNTING AND RECONCILIATION MANAGEMENT SUMMARY

- BROUGHT FORWARD

Two incidents were brought forward.

- RELEASE IC STATISTICS AND SETTLEMENT ADJUSTMENTS

There were 47 new reconciliation incidents. All were cleared.

Exception Type	B/fwd	New	C/fwd	Amount £
Duplicate due to failed recall/re-issue	1		1 (£29.05)	
Stops not confirmed to CPCS ("marooned")	1		1	
Transaction data lost - Duplicated		2		37.15
Reporting Errors - CBOS		13		2,485.70
System time out lost transaction (BES p'ment)		14		587.50
Discrepancy discovered after Cash Account Week		10		341.05
Pathway BS emergency fallback ("99")-txn not finished		6		159.40
Card inactivation problems-fallback encashment required when card activated		1		20.05
PCHL foreign encashment/PO system not reflecting initial change (PSEUDO TXN LOSS)		1		17.10
<b>Total</b>		<b>47</b>		<b>£3,647.95</b>

- GENERAL RECONCILIATION PERFORMANCE

Good general performance of reconciliation work was maintained as volumes increased further.

- IMPROVEMENTS

This period - one incident every 358 transactions (last period one every 220).

Forced logouts committed.

Card arbitration.

Pathway software fixes.

- CONCERNS

Degree of conformance by user population - initiatives identified to reduce impact.



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### Appendix 'B'

#### 1b/1c Upgrade Subpostmasters' Views. Precise

#### 1. Preamble

1.1 50 outlets participated in the telephone survey, 25 in NE and 25 in SW/SW.

1.2 Compared to July 1997, Subpostmasters now feel significantly better informed about the Horizon programme. There is also a significant drop in the perception that the system is easy to use. Users are also less satisfied with the training provided as well as with the system in general. However users think very highly of the helpline service provided. Generally, respondents in the North East were more positive about Horizon than their counterparts in South Wales & South West.

#### 2. Headlines

From the comments made during the interview the following common areas have been identified.

2.1 System log out; Due to an incorrect parameter the user was logged out after a short period of inactivity. This has been fixed.

2.2 Printer; Loading the receipt was found to be difficult. A software fix has been applied and no more calls regarding loading of receipts have been logged.

#### 2.3 Training

2.3.1 The gap between the end of training and carrying out the first transaction was thought to be long and caused a lack of confidence by the user.

2.3.2 There appeared to be confusion as to which Helpdesk to call for advice and guidance. Users were frustrated by the Regional Helplines being unable to answer questions when the question should have been directed to Horizon System Helpdesk or Payment Card Helpline.

2.3.3 Subpostmasters found some guides easier to use than others. Other anecdotal evidence suggests that the counter operations manuals are difficult to use because of the flow charts, while the ICL Pathway training manuals are preferred as they contain pictures of the screen menus.

2.4 POCL Support; There is a perception that NE Region is not as active in supporting the outlets as SW/SW.



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2.5 Implementation; Many comments around the siting of the kit . Also one concern about the number of power cuts having a knock on effect on training.

### 2.6 Actions

The report has been copied to ICL Pathway, POCL regions and POCL Implementation. Comments and proposed action plans are expected by 12 March 1998.

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