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Electronic memo

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Subject: AI408: Cash Account Call Analysis Review - Week 1 & Improvement P Ian

Attached is version 1.2 of the above document as agreed on 14/01/00.

Regards,



- CS_REP_057 V1_2.doc



- CS_REP_057 V1_2(95).doc

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ACCEPTANCE INCIDENT 408
CASH ACCOUNT CALL ANALYSIS REVIEW – WEEK
1
& IMPROVEMENT PLAN

Ref: CS/REP/057
Version: 1.2
Date: 14/01/00

Document Title: Acceptance Incident 408: Cash Account Call Analysis Review – Week 1 & Improvement Plan

Document Type: Report

Abstract: This document provides the results of the ICL Pathway review of POCL's findings following their analysis of recorded Cash Account calls for Week 1 (03/12/99) of the AI408 reporting cycle. It also provides the Improvement Plan agreed between ICL Pathway and POCL.

Document Status: DEFINITIVE: V1.2

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0.5 Document Control

0.6 Document History

Version No.	Date	Reason for Issue	Associated CP/PinICL No.
1.0	10/01/00	Report issued following review on 06/01/00	
1.1	12/01/00	Incorporated comments from Adele Henderson and Paul Westfield	
1.2	14/01/00	Incorporated the agreed ICL Pathway/POCL improvement plan.	

0.2 Approval Authorities

Name	Position	Signature	Date
Adele Henderson	POCL		14/01/00
Paul Westfield	IS Manager ICL Pathway		14/01/00

0.5 Associated Documents

Reference	Version	Date	Title	Source
CR/ACD/408 – 2	1.5	11/01/00	AI408 Horizon System Helpdesk – Acceptance Incident 408, Monitoring period 2	ICL Pathway

0.5 Abbreviations

Abbreviation	Explanation
AI	Acceptance Incident
AP	Automated Payment
CAP	Cash Account Period
HSH	Horizon Systems Helpdesk
NBSC	Network Business Support Centre
POCL	Post Office Counters Limited
TSA	Technical Support Analyst

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0.5 Changes in this Version

Version	Changes
1.1	Section 3.2 – results tables. Section 4.1
1.2	Sections 4 and 5

0.5 Changes Expected

Changes

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1 Introduction

In accordance with the monitoring requirements for AI408, the HSH sites at both Stevenage and Manchester are recording all Cash Account calls for a six-week period from 03/12/99. The taped calls are then being reviewed by POCL who will make an assessment as to the HSH's ability to:

- Conform to the narrative contained within the Cash Account scripts
- Give out correct advice avoiding a negative impact on the POCL business

Following the initial review by POCL, a joint exercise was undertaken by ICL Pathway and POCL to re-evaluate any calls, which POCL had assessed as failing the above criteria.

2 Scope

This document highlights the results of the joint ICL Pathway / POCL review and identifies any areas where it is felt that improvements are required to the HSH call scripts or TSA knowledge, to avoid instances in the future of incorrect advice being supplied to the outlets.

An 'Improvement Plan' is also included in order to ensure any changes are delivered in advance of the projected commencement of roll out on 24/01/00.

3 Review Summary

3.1 Initial POCL Results

POCL reviewed 45 calls out of 177 recorded for Cash Account activity on 08 & 09/12/99. Out of the calls reviewed, 13 were deemed to have failed in that by incorrect advice being given by the HSH this could have a negative impact on their business, or the HSH deviated from the Cash Account script.

This returned an initial POCL derived result of 71.1% compliance, (+/- 11%).

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3.2 Joint ICL Pathway / POCL Results

Out of the 13 calls deemed to have failed by POCL, 12 were reviewed jointly by ICL Pathway and POCL, (including representatives from the HSH). One call could not be traced despite extensive searching through the tapes.

All calls reviewed appeared to follow the Cash Account scripts where this was possible, however some ran out of script.

Calls were handled professionally at all times with a good rapport between the HSH TSA and the outlet. At no time did the ICL Pathway reviewers detect any frustration being displayed by the outlet. Where the call failed in terms of the quality of advice given by the HSH, the relationship between the TSA and the outlet did not degenerate, even when the outlet was aware that perhaps the advice being given was incorrect.

Summary of Results:

From analysis of the 13 failures out of a sample of 45 calls:

	POCL view after Initial Review	POCL view after Joint Review	ICL Pathway view after Joint Review
Number of Calls Passed	0	5	13
Number of Calls Failed	13	8	0
(Number of calls where advice was incorrect and the resolution to the problem not covered by the scripts)			(5)
% conformance	71.1	82.2	100
+11% in sample size	82.1	93.2	
- 11% in sample size	60.1	71.2	

See following table for detailed results of review.

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Call Reference or FAD	Summary of Call Review	POCL Assessment		ICL Pathway Assessment	Conformance to Cash Account Script
		Initial Result	Final Result		
177306	Outlet had a problem in reconciling redeemed BT and TV stamps following an incorrect transaction. HSH guided the outlet though the process of correcting the TV stamps but did not SPECIFICALLY describe the process for the BT stamps. HSH did in fact give a generic explanation of how to resolve the problem as both the BT and TV stamp correction sequences are similar. The outlets appeared happy with this advice and did not make a subsequent call.	Failed	Failed	Passed	YES – to the point at which specific action applicable to that outlet had to be identified
349136	Problem in the outlet with stock declarations. Initially the TSA gave erroneous advice suggesting the outlet should declare what the system stated and not what was actually on hand. The caller questioned this advice and the TSA reconsidered his statement and the call was eventually brought to a successful conclusion. ICL Pathway do accept that if not for the persistence of the caller, the incorrect advice may have been accepted. The TSA in question will be allowed to hear the call and briefed as to the potential implications of momentary lapses of concentration.	Failed	Failed	Passed	YES – to the point at which specific action applicable to that outlet had to be identified
230704	Problems arose on this call as a new procedure for Family Tax Credit has been introduced and the outlet had difficulties with the system in this area. The call was handled very well initially until the HSH tried to steer the outlet to the Transaction Log. A lengthy and unnecessary procedure was suggested and implemented at the outlet that would have provided no help at all in resolving the enquiry. It transpired that the call could have been resolved simply and quickly with the completion of a new reversal.	Failed	Failed	Passed Improvement to scripts required	YES – to the point at which specific action applicable to that outlet had to be identified
239704	Outlet was trying to reverse an AP transaction completed on the previous day. This is not possible. POCL initially did not ascertain that the transaction was of this type and failed the call.	Failed	Passed	Passed	YES
267427	Could not trace this call on the available tapes.	Failed	Passed	Passed	N/A
368136	Although ICL Pathway feel that this call was handled in 'good faith', the HSH should not have attempted to resolve the enquiry which required a POCL decision as to the application of a business rule for double stock unit roll over. The NBSC bur initially fielded the call then, erroneously by POCL, the caller advised to call the HSH. In line with the policy of not 'bouncing' the caller between helpdesks, the TSA attempted to resolve the call. HSH have no documented business rule for double stock unit roll over.	Failed	Failed	Passed Improvement to scripts required	YES – then script did not cover the applicable business rule.
086130	This call referred to lottery stock units and prize allocations, which often causes confusion at the outlet. In addition to having no formal script within the HSH, there is no reference to this process in the Horizon User Guide. The TSA gave the wrong statement regarding the position and effect of lottery process within the receipts and payments tables within the Cash Account. The call was passed to 2 nd line support for action and we are awaiting the result of this analysis.	Failed	Failed	Passed Improvement to scripts required	N/A
Call Reference or FAD	Summary of Call Review	POCL Assessment		ICL Pathway Assessment	Conformance to Cash Account Script

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		Initial Result	Final Result		
188715	The outlet had failed to roll over a stock unit incorrectly. The outlet did not appear to fully understand where in the process they were and were unable to confirm the CAP or balance period. Eventually the call was passed to 2 nd line where the outlet was successfully rolled over.	Failed	Passed	Passed	YES – to the point at which the outlet became confused as to the period in which the stock unit resided
277715	Outlet reported a discrepancy, which could not be resolved. HSH clearly stated that they should check everything even when asked by the outlet if they could accept erroneous figures. If a discrepancy cannot be resolved following full checks, the business rule dictates that the outlet must contact the NBSC for a business decision as to how to proceed. HSH directed the outlet to the NBSC correctly.	Failed	Passed	Passed	YES
'Mr Bull'	Outlet got confused with the stock declaration procedure and had created a discrepancy due to declaring and adjusting stock. Outlet was instructed to re-declare the stock under the same ID to overwrite previous figures.	Failed	Passed	Passed	YES – to the point at which specific action applicable to that outlet had to be identified
Call 056 (1)	Problems were encountered in the outlet following the creation of a supplementary stock unit. A good deal of time was spent trying to ascertain why this happened – this was unnecessary as the main aim should have been to bring the outlet accounts into line. The problem was compounded following advice given to complete a transfer out of this stock unit (which contained no stock, stamps or cash and therefore a negative balance). This only resulted in the discrepancy being increased. The call then became more and more confusing. The outlet was forced to make a further call to the HSH, as the problem was not resolved. (See next entry)	Failed	Failed	Passed Improvement to scripts required	YES – to the point at which specific action applicable to that outlet had to be identified
Call 056 (2)	See above – this is the second call for this identical problem	Failed	Failed	Passed Improvement to scripts required	YES – to the point at which specific action applicable to that outlet had to be identified
313136	Call passed on too early to 2 nd line before analysing problem. Call however resolved successfully	Failed	Failed	Passed	YES – but not to full extent
	TOTAL FAILED	13	8	0	
	TOTAL PASSED	0	5	13	

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4 Improvement Plan

4.1 Improvement Opportunities Identified from week 1

In order to ensure the maximum number of calls are handled correctly it is necessary to implement an improvement plan in line with any contractual requirements to ensure that advice given by the HSH does not impact adversely on the POCL business. The components of this improvement plan have to be developed, tested and implemented within the HSH prior to the expected commencement of roll out on 24/01/00.

From the 13 calls analysed in this joint review, and from experience gained within the ICL Pathway Customer Service Management Information Reporting, specific areas can be identified as causing confusion either in the outlet or at the HSH, these are believed to be:

1. Out of hours stock units (e.g. Lottery) and associated prize allocations
2. Discrepancies and dealing with the entire complex subject of reversals and suspense accounts

In addition, ICL Pathway believe that knowledge within the HSH of the following areas of the POCL business need re-enforcing:

3. Procedures surrounding the use of the transaction log to identify errors
4. Procedures surrounding the transfer between stock units
5. Where a business rule needs to be invoked by the NBSC

There is also a need to ensure that the HSH have the means to quickly acquire knowledge of any new procedures or products, i.e. Family Tax Credit.

Of the areas identified above, ICL Pathway believes separate call scripts need to be developed for points 1 & 2 above, whilst the other areas require review and any deficiencies made good.

In order to complete this work as quickly as possible, both ICL Pathway and POCL have committed to work with the HSH in providing the narrative for the new call scripts and any changes following review of existing scripts, as the areas highlighted are complex in nature and an understanding of the impact of any advice given to the outlet by the HSH is required.



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4.2 Other improvement Opportunities

4.2.1 Compilation of Scripts

ICL Pathway will take the lead in developing the scripts further and use the Helpdesk forum to present any changes and allow POCL feedback and agreement. ICL Pathway will be responsible for ensuring effective Change Control Processes are applied to the scripts document.

4.2.2 Conformance to Scripts

ICL Pathway will re-enforce the use of the first script, which identifies where the SPM is within the system. ICL Pathway will also ensure that all new TSAs follow the scripts conscientiously. POCL will communicate across the Network to ensure that the Outlets understand the rationale behind using scripts within Support Centres.

4.2.3 Audit of Calls

POCL will give ICL Pathway two days notice to undertake an audit of the calls on-site but remote from the TSAs. All cash accounting calls during the audit will be recorded for reference purposes. POCL will identify improvement opportunities and share these with ICL Pathway for implementation.

4.2.4 Proactive Improvement Process

ICL Pathway will adopt a proactive improvement process regarding learning opportunities for dealing with cash accounting calls. They will keep POCL informed of these through the Helpdesk forum. This activity may result in changes to scripts and/or improvements to the training programme.

4.2.5 Call Resolution Coding

ICL Pathway will review their cash accounting call closure codes and POCL will assist in the exercise by sharing their cash account call classification. ICL Pathway will then use this as a tool to identify future improvements.

4.2.6 Interface Agreement

An interface agreement will be established between the HSH and NBSC to identify responsibilities between the Support Centres and agree consistent procedures. This agreement will enable the reduction of inappropriate calls being transferred to either Support Centre. Both parties are committed to working together to jointly reduce the volume of calls falling within this category.

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4.2.7 Helpdesk Forum

A forum has been established consisting of representatives between the HSH, NBSC, ICL Pathway and POCL and the first meeting is scheduled for 27/10/00. This forum will report into the Horizon Service Review Forum. The objectives of this group will be defined and agreed between ICL Pathway and POCL. The group will meet monthly with one of the agenda items being improvement to scripts. They will be targeted at reducing the number of inappropriate calls being transferred between Support Centres. POCL will investigate the possibility of advance notice to the Support Centres of changes that are included in Counter News.

4.2.8 Electronic Link between Support Centres

A feasibility study has taken place to establish whether technologically calls can be transferred between the two Support Centres in real time. The findings from the study need to be agreed and implemented. This would reduce the impact of poor diagnosis within the Outlets.

4.2.9 Horizon Guide to Balancing

POCL have produced a guide to assist postmasters when balancing called "Balancing with Horizon". This guide is expected to be out in the field by the end of January.

Prior to this guide being issued the scripts will be reviewed to ensure that they conform to the detail within the guide.

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5 Timetable for deliverables

Item	Deliverable	By Date	Who
	Compilation of Scripts		
1.	Pre work on new call scripts for lottery stock unit, reversals and suspense account.	11/01/00 Completed	ICL Pathway
2.	Re-enforce current processes and procedures for: I. Procedures surrounding the use of the transaction log to identify errors II. Procedures surrounding the transfer between stock units III. Where a business rule needs to be invoked by the NBSC	11/01/00 Completed	ICL Pathway
3.	New scripts completed and problem areas reviewed	14/01/00 Completed	ICL Pathway / POCL
4.	New documentation presented to HSH TSAs	17/01/00 Completed	ICL Pathway
5.	New documentation introduced into live environment	19&20/01/00	ICL Pathway
6.	Tapes available for review & results jointly agreed	21/01/00	ICL Pathway / POCL
	Conformance to Scripts		
7.	ICL Pathway to re-enforce usage of initial scripts and to instruct new TSAs to use the scripts for resolution.	19/01/00	ICL Pathway
8.	POCL will communicate the rationale for using scripts within the Support Centres to the Network.	28/02/00	POCL
	Audit of Calls		
9.	POCL will give ICL Pathway two days notice of any audit	15/01/00 Completed	POCL
10.	ICL Pathway will record all cash accounting calls during the audit	15/01/00 Completed	ICL Pathway

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Item	Deliverable	By Date	Who
	Proactive Improvement Process		
1.	Proactive improvement plans will be presented to the Helpdesk forum when identified.	27/01/00	ICL Pathway
	Call resolution Coding		
2.	ICL Pathway will implement the new call classification codes.	28/02/00	ICL Pathway
	Interface Agreement		
3.	ICL Pathway and POCL initial meeting to discuss Interface Agreement	14/01/00 Completed	ICL Pathway / POCL
4.	Draft agreement to be issued	19/01/00	ICL Pathway
5.	Follow-up workshop to discuss agreement	27/01/00	ICL Pathway / POCL
6.	Finalised Interface Agreement	28/02/00	ICL Pathway / POCL
	Helpdesk Forum		
7.	Helpdesk Review Forum has been established; first meeting is due to take place. Future monthly meetings will be scheduled	27/01/00	ICL Pathway / POCL
8.	Terms of reference and objectives to be agreed for the Helpdesk Review Forum	28/02/00	ICL Pathway / POCL
9.	Helpdesk Review Forum agenda to include Cash Account script amendments (Pre work to draft amendments will take place prior to this by ICL Pathway). This will be an ongoing exercise.	27/01/00	ICL Pathway
10.	Change control for the cash accounting scripts is via the Helpdesk review Forum but managed within ICL Pathway.	27/01/00	ICL Pathway

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Item	Deliverable	By Date	Who
	Electronic Link between Support Centres		
1.	A meeting to discuss the feasibility study findings will be scheduled	31/01/00	ICL Pathway / POCL
	Horizon Guide to Balancing		
2.	ICL Pathway will review the impact of POCL's balancing guide on the scripts and feedback to POCL.	17/01/00	ICL Pathway