POA Improvements – Streams 1-4
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Changes in v1.2

1. Changed the word 'ticket' to a correct defined term where unclear
2. Updated the CBIF selection criteria to include BIF explicitly tagged Peaks and moved the content to Appendix E as a set of work instructions
3. Added references to using the BIFApproved and BIFRejected Collections
4. Applied emphasis that defect Peaks can only be closed when the fix is released to live
5. Updated Appendix A to add steps to challenge "Re-target" and force to PTF
6. Inserted Appendix B to add anomaly checks for TfSNow
7. Renumbered Appendix B to Appendix C and updated it to use Live Defect and correct some grammar errors
8. Response Category value "30 -- Pending -- TL confirmed" will cease to be used
9. Target Release – the values of "Requested For" and "Released at" will cease to be used
10. Removed references to Simon Wilson as the team work for Steve Evans
11. Watermark changed to "POA INTERNAL"
12. Consolidated Peak document update list action into Live Defect Section (moved Root Cause list to this action)
13. Improved wording to clarify that a Live Defect is one that is present on the LIVE system and something likely to need a fix (it can also be present on a test system but if it is not present on the live system then it is not a Live Defect)
14. Added definition for KBA
15. Updated screenshots to be more specific on the screen item they applied to
16. Updated the descriptive text for the ##LiveAffectingDefect Collection in Peak
17. Removed Root Cause values as reasons to treat as No Fault Found as too inconsistent at this time
18. Adding cloning instruction screenshots
19. Added new Response Category "120 -- Final -- Cloned to create Defect Peak" to be used when cloning an investigation Peak to create a defect Peak
20. Clarified technique for Peaks declared as on "monitor"
21. Added reference to Release Peaks and Peaks that have been Baselined
22. Clarified that only one HDR-* CI or Collection should be set and if both could apply then use HDR-Fin
23. Clarified that when Release Management set the Planned Out Live date they use the date the first time the fix was deployed to the live environment (irrespective of rollout schedules that may decide on the rollout to the whole live environment)
24. Added recommendation that Peaks that are resolved but not ready to be closed as the resolution action is to be 'monitored' can remain in a non-closed state but must have a Forecast Date added to the Response so that this warns the support specialist and team leader that the review date has arrived and the Peak should be reviewed for closure
25. Added statement that Release Management processes will apply to 3rd party deployments that are within the Fujitsu scope of responsibilities. For example, Ingenico fixes will be deployed under releases and Peaks will be Targeted At, Proposed for, and Reported In release numbers identified for Ingenico fixes – currently 90.xx
26. Corrected the incorrect references to RAM/RAB
27. Added new step that on a release, SSC will ensure relevant KBA updates are checked and completed
28. Added new approach for progressing fixes through the release process faster – with consideration for a hot-fix
29. Added a screenshot for the Release Management "Reset Dates" feature
30. Added screenshots to explain the difference between an internal Fujitsu Progress update and a replicated Response update

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31. Enhanced the description of the HDR report generation process and moved to Appendix D as a work instruction
32. Revised the description stating deferred Peak as always Live Defects – some are not if they relate to test environments
33. Updated Actions, removing ones completed

Changes in v1.1

1. Split Streams 5-7 to a new document
2. Added What's New to provide a pseudo Executive Summary for new readers before they delve into the detail
3. Added screenshots and diagrams to aid understanding
4. Removed requirement for Development (ManDays) to be entered on any Peak and also removed Development (ManDays) as a criteria for submission to CBIF
5. Refined criteria to be reviewed at BIF to guide what is taken to CBIF
6. Added additional references for Response Category and Root Cause field values
7. Added additional clarification that deferred Peaks that still require investigation are assigned Call Type "L" not "#"
8. Added guidelines for use of the "Additional comments (Customer visible)" field in TfSNow
9. Added criteria currently being used to derive content for CBIF and HDR
10. Added Appendix A to show some data validation checks that certain teams are advised to build in to and expand upon within their own local processes
11. Added Appendix B to show draft criteria for not acting on defects – the potential policy we will write to remove any subjectivity from decisions to close defect Peaks or not open Peaks from Jiras
12. Updated Actions

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What's New?

This document describes a number of changes to the Post Office Account ways of working to improve the end-to-end process of Live Defect Management. It describes how the systems should be used and how various teams will need to interact to ensure an effective end-to-end process is followed and can be tracked and reported on. This section provides highlights but the entire document should be read to gather awareness of all changes being implemented.

The 4 Streams were introduced in the June 2021 All Hands, with an update provided in the July 2021 All Hands update:

Streams 1-4

Stream 1 – Incident & Problem
(TfSNow, ServiceNow)

Stream 3 – Live Defect Management
Cross-functional process
Horizon Defects Review (HDR)

Stream 2 – Peak
(Incident, Defect)

Stream 4 – Key Meetings
(BIF, CBIF, HDR)
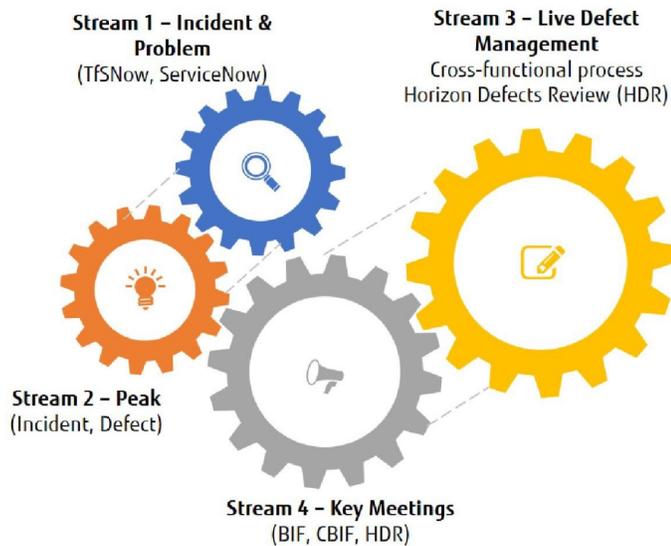
➤ Work OUR way
➤ System & Process Driven
➤ Management Reporting (Command & Control)

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Our interactions needs to be system and process driven, not people and experience – and that will create a clear audit trail too.

We need to limit the dependency on meeting-specific reports or embedded tables in minutes to show progress on important matters.

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Transparency is key – to the fullest sensible extent, POL need to see everything – and they need to be able to see it in their systems or from consistent reports from our systems. That way, POL are informed and able to make decisions for us or with us.

New terms

Throughout this document, there are new terms and phrases that will need to be understood so we increasingly use a common language. A diagram is provided below this list. The main ones are:

- **Live Defect** – is a logged Incident that is present on the Live system that is within Fujitsu's scope of obligations and is, or appears to be, inconsistent with the agreed design or service specification. It is, therefore, a fault that is likely to need fixing
- **HDR Defect** – Live Defects that affect, or have the potential to affect, branch operations (financial, experience, or end customer)
- **Horizon Defect Review (HDR)** – a weekly meeting with POL to review HDR Defects. POL need to know the HDR Defects and their status. They share this with postmasters. This is a very important meeting that sees Fujitsu and POL aligned on the HDR Defects
- **Investigation Peak** – is an Incident that is being investigated where the cause and required action are not yet confirmed. A linked TfSNow Incident may well exist – and MUST exist if POL need to be aware. The Peak Call Type should be "L" if this is a Live Defect
- **Defect Peak** – is a Peak that is not linked to a TfSNow Incident and that describes the confirmed Live Defect that will be progressed through the SDLC (BIF, PTF, Dev, Test, Release) to live deployment
- **Investigation Incident (TfSNow)** – is an Incident that is being investigated where the cause and required action are not yet confirmed. The Incident MUST be bonded if POL need to be aware
- **Defect Incident (TfSNow)** – is a TfSNow Incident that describes the confirmed Live Defect that will be progressed by a Resolver Group that does not use Peak (e.g. Networks, Security, Unix)
- **Potential Live Defect (Peak)** – is a Live Defect that we are still looking into. There will likely be an investigation Peak open and probably a TfSNow Investigation Incident too. The Peak Call Type should be "L"
- **Confirmed Live Defect (Peak)** – is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A defect Peak will exist with Call Type "#"
- **Potential Live Defect (TfSNow)** – is a Live Defect that we are still looking into that is logged as a TfSNow Investigation Incident. The State will be "Acknowledged, Work in Progress, or Researching"
- **Confirmed Live Defect (TfSNow)** – is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A TfSNow Defect Incident will exist with the State field set to "Fix in Progress"
- **KBA** – Knowledge Base Article. The term KEL is no longer to be used
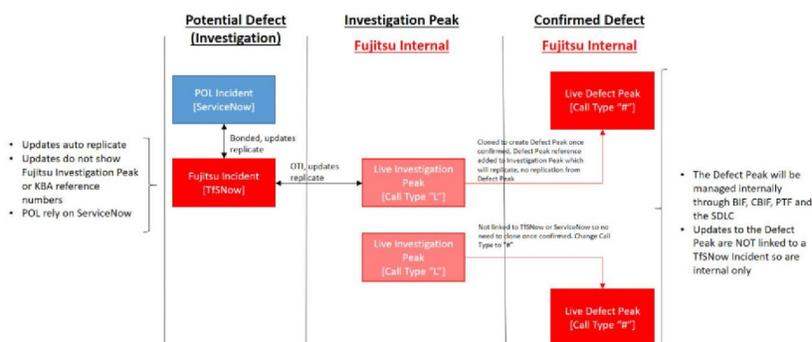
The diagram below shows the links between ServiceNow, TfSNow and Peak as well as the differences between Investigation Peaks and Defect Peaks:

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Incident – Peak – Defect

Investigation Peaks becoming Defect Peaks

- Peaks can exist to investigate Incidents. These are known as Investigation Peaks
- Some Peaks are linked to TfSNow Incidents allowing for updates to flow between TfSNow and Peak (and via bonding to POL ServiceNow)
- When the investigation work has concluded on an Investigation Peak and a Live Defect has been confirmed then one of the following actions need to be taken – most likely by Development
  - If the Investigation Peak has been raised internally and is not linked to a TfSNow Incident then its Call Type just needs changing to "#" - Defect Identified
  - If the Investigation Peak is linked to a TfSNow Incident then the Investigation Peak must be cloned to create a new Defect Peak. The Defect Peak must be given the Call Type "#" - Defect Identified. The Investigation Peak must have the Defect Peak reference added to the last progress update. The Investigation Peak must then be closed with an appropriate Response Category and Root Cause being added. This Defect Peak reference will then flow back to the TfSNow Incident (via the Investigation Peak progress update) and also to the POL ServiceNow Incident (if applicable). The TfSNow Incident will then also be closed. Future tracking of progress will then be done using Peak by monitoring the Defect Peak created until it is resolved and released to live

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New fields in Peak

Some new fields have been added to Peak that must be used from this time:

- o **POL Problem reference –** using the prefix "POLPRB-" so it is obvious and also searchable. Most likely only required when the Peak is declared to be a HDR Defect (see screenshot later in the document)
- o **Fujitsu Problem reference –** using the prefix "FJPRB-" so it is obvious and also searchable. Most likely to be updated by the Fujitsu Problem Manager to ensure the link is clear (see screenshot later in the document)
- o **Workaround –** to state **"Yes/No"** state if an accepted workaround has been implemented. If the field is blank or contains "No" then no workaround has been identified (see screenshot later in the document)
- o **Release Mgt tab – Initial and Completed dates and text box -** We need to know the stage we are at in the fixing process, the date it initially entered the stage and when the stage was completed and the notes from the meetings at which it was discussed (see screenshot later in the document)

New field values in Peak

Some new values have been added to existing fields that must be used to improve Peak reporting and tracking:

- o **Call Type** – must be set to "#" Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type "L" Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection

New field values in Peak

Some new values have been added to existing fields that must be used to improve Peak reporting and tracking:

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- o **Call Type** – must be set to "#" Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type "L" Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection

- o **Collection ##LiveAffectingDefect** (formerly ##LiveAffectingSoftwareFault). This Collection must be set when the Peak meets the criteria for a Live Defect at the earliest possible opportunity. It is likely that Call Type "L" will frequently carry this ##tag but it will not always be the case so needs selectively applying. The Collection descriptive text is "Fault that is present on the Live system that is inconsistent with the agreed design and/or service specification"

- o **Collections of "HDR-Fin" or "HDR-Exp"** for HDR Defects

- o **Target Release** – the values of "Requested For" and "Released at" will cease to be used
- o **Collection ##LiveAffectingDefect** (formerly ##LiveAffectingSoftwareFault). This Collection must be set when the Peak meets the criteria for a Live Defect at the earliest possible opportunity. It is likely that Call Type "L" will frequently carry this ##tag but it will not always be

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the case so needs selectively applying. The Collection descriptive text is "Fault that is present on the Live system that is inconsistent with the agreed design and/or service specification"

o **Collections of "HDR-Fin" or "HDR-Exp"** for HDR Defects

Note: Only one HDR-* Collection needs to be set and if both could apply then HDR-Fin should be chosen

- **Target Release** – the values of "Requested For" and "Released at" will cease to be used

Renewed importance for Peak fields

A number of existing fields have become important and must be completed for all Peaks:

o **Call Type** – must be set to "#" Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type "L" Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection. The Collection descriptive text is "Fault that is present on a Live system that is inconsistent with the agreed design and/or service specification"

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- o **Summary** – must be written so as to be understandable by most readers. This will need more thought when Peaks are raised. Management should amend this during weekly clean-ups (careful to preserve links where raised in another system)
- o **Impact** – tab and free form field to articulate impact, status and next steps so it is easy to understand for anyone. This will be maintained for HDR Peaks weekly. For other Peaks it can be as needed
    - Business impact: [as used currently, mention how many branches are affected if helpful]
    - Status update: [description of current status – succinct]
    - Next action: [next action to be taken and expected date for next update]
- o **Priority** – which must be validated at all times so it is accurately shown as this will affect reporting and decision making
- o **Assigned Team** – must show which team is currently responsible for taking the next action or ensuring action is taken
- o **Product Group and Product -** We need to know the part of the system that the Live Defect relates to for reporting and quality purposes
- o **Root Cause** – we need to know what type of fix was needed, which when matched to the part of the system affected, gives us further quality data. Some Root Cause options will also lead to Live Defects being qualified out and not reported on. We may exclude the following Root Cause values from Live Defects so these need to be applied with caution:
    - "39   General – User Knowledge" – caused by lack of knowledge with the user
    - "40   General – User" – caused by an action performed by the user which was outside expected use

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- - "41 General – in Procedure" – caused by not following defined procedure
  - **Response Category** – specific values have been identified to enable clarity and to spot exclusions. Although there are many values for this field (which are explained in SVM/SDM/PRO/0875), the following have important meanings – mostly is qualifying Live Defects as <u>not</u> defects and hence allowing their exclusion from reporting:
    - "63 -- Final -- Programme approved - No fix required" – for Peaks rejected at CBIF
    - "66 -- Final -- Enhancement Request" – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects but enhancement requests
    - "68 -- Final -- Administrative Response" – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects
    - "95 -- Final – Advice after Investigation" – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects
    - "100 -- Final -- Route call to TfS" – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects within Peak
    - "120 -- Final -- Cloned to create Defect Peak" – for Peaks that WERE Investigation Peaks and have been cloned to create a defect Peak
    - The value "30 -- Pending -- TL confirmed" will cease to be used
  - **Target Release** – the values of "Requested For" and "Released at" will cease to be used

TfSNow Incident needed for things POL should know

- Fujitsu must not raise and manage Incidents that POL should be aware of without having a bonded TfSNow Incident raised
- Creating a Peak to investigate an Incident is not sufficient if the Incident is something POL need to be aware of. In that scenario Fujitsu MAC need to be contacted to create a new and bonded Incident in TfSNow. This will cause a new Peak to be raised into which the investigation Peak contents must be moved and the investigation Peak closed. This ensures a link exists from the new Peak back to the POL ServiceNow Incident

New field values in TfSNow

- **Configuration Item** of – HDR-Fin, HDR-Exp and LiveAffectingDefect for Incidents and Problems
  - **LiveAffectingDefect** must be set when the TfSNow Incident meets the criteria for a Live Defect at the earliest possible opportunity
  - **"HDR-Fin" or "HDR-Exp"** for HDR Defects

Renewed importance TfSNow fields

- **State** – will allow reporting on Potential Defects and Confirmed Defects

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State	Work in Progress	⌄

- o Acknowledged – Fujitsu is aware of the Incident but is not yet working on it
- o Work In Progress/Researching – Fujitsu is investigating the issue described in the Incident
- o Fix In Progress – Fujitsu has confirmed that the Incident requires an action to fix it – most likely linked to a Change ticket
- o Suspend – action is complete by Fujitsu or is required from another entity
- **Additional comments (Customer visible)** – this must provide a latest status view – at least periodically and for POL bonded Incidents mainly – so it can be easily understood by any reader. Peak uses a dedicated field for this and uses the following format:
  - o Business impact: [description of the business impact, succinct]
  - o Status update: [description of current status – succinct]
  - o Next action: [next action to be taken and expected date for next update]

BIF

- BIF now needs to check certain fields have been updated as part of the review process. In particular, it needs to set specific CBIF flags if POL involvement is needed.
- The forecast man days effort will no longer be a deciding factor for submission to CBIF
- The date of the BIF meeting and the notes made at the meeting will be held in Peak removing the need to create or review separate minutes

CBIF

- Peaks to be taken to CBIF will be identifiable from criteria based on data fields on a Peak
- Submissions to CBIF will use a new proposal form to ensure the meeting focusses on the decision and not the articulation of the topic. The proposal will be stored as a file attachment in the Peak
- POL are expected to make a decision based on the proposal (as they would for a CWO)
- The date of the CBIF meeting and the notes made at the meeting will be held in Peak removing the need to create or review separate minutes

PTF

- The date of the PTF meeting and the notes made at the meeting will be held in Peak removing the need to create or review separate minutes

HDR

- This is a critical meeting which sees POL and Fujitsu having mutual awareness of the main Live Defects that could affect branch operations and the progress being made on them
- The Horizon Defects Review (HDR) Forum is the new name for what was the Known Error Review Forum (KERF)
- It is a joint Fujitsu and POL weekly forum to manage HDR Defects that meet the stated definition
- POL will maintain a list of all HDR Defects and their progress
- Fujitsu will provide updates on the HDR Defects it is tracking using a weekly report that will extract information from Peak for the applicable Defect Peaks. Hence the importance of the Peak field values
- Fujitsu will also provide updates on Peaks that were deferred from releases where they meet the HDR Defect criteria as these are, by definition, Live Defects

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Introduction & Overview

The Goal...

To implement the defined list of improvements in this document <u>in substantive part</u> by…

31st July 2021

…and to have completed all improvement including any early challenges and snags by

31st August 2021

Purpose & Scope

- o By running a series of Streams of work we will systematically drive improvements across POA
- o The Streams will likely overlap and may well change format as progress is made
- o Although active participation in a Stream may be low for some, it is critical that there is a common understanding or we will not achieve cross functional change
- o Stream members may change over time
- o Each Stream will have a set of actions to complete – initially derived from this document
- o The team can add additional actions as needed
- o POA needs to urgently evolve to a cross functionally agreed set of ways of working so that it can be explained to any interested party with ease
- o Our interactions needs to be system and process driven not people and experience – and that will create a clear audit trail too
- o We need to limit the dependency on meeting-specific reports or embedded tables in minutes to show progress on important matters
- o Transparency is key – to the fullest sensible extent, POL need to see everything – and they need to be able to see it in their systems or from consistent reports from our systems. That way, POL are informed and able to make decisions for us or with us
- o That means we need to be clearer and consistent about what we mean by Incidents, Problems, service management toolsets, Peak, KB, Live Defects, Live Defect Management, BIF, CBIF, HDR, Release Notes, agreed deferred Live Defects and probably more
- o We need to agree the functions of the various platforms and meetings to ensure it all joins up (this document is a start)
- o If POL is tracking it – or applying governance to it – then so should we – and our process should be in advance of theirs so we have no surprises
- o We do not have all the tools and integrations we would like, so the goal is to make the best possible use of what we have already
- o We need to protect our internal systems from a need for routine disclosure – so we can work our way
- o We need to ensure any POL desires on our ways of working relate to contracted obligations and suit how our systems and people work – unless we are commissioned to change any of those – as this is more likely to be consistent and reliable
- o For this to succeed we need considerable cross functional support coupled with manager and team member engagement

The Streams

- Stream 1 – Incident & Problem (links to Peak, Key Meetings & Live Defect Management)
  - o Focusses on clarifying how Incidents & Problems should be managed and reported on including their relationship to Live Defects and the integrations with POL's ServiceNow and Fujitsu's Peak systems

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- Stream 2 – Use of Peak (3LS, 4LS & Release)
  - Focusses on the Peak Incident management features and their links to Live Defect Management and Release Management
- Stream 3 – Live Defect Management
  - Defines an improved way to capture Live Defect information and report on it both internally and to POL
- Stream 4 – BIF, CBIF, PTF and HDR
  - Refines the ways these key meetings are managed and integrates them with the revised ways of working on Incidents, Problems, Peak, Release and Live Defects

Each Stream documents the key elements that reinforce an existing way of working or state a new way of working. This content will be embedded into existing account documents for it to be formalised. Each Stream will then contain references to any System Changes made (optional), the One-Time Actions needed to move to the defined ways of working, and then the New Ways of Working that will describe what is different from how things are done today.

Actions that have been completed are scored out. The One-Time Actions that are underway at the moment are highlighted in green although some of the other actions may also be partly active too.

Terminology – Overview

We need to be clearer and consistent about what we mean by, and how we use, various tools and processes within POA. The following entries are intended as an initial simple summary. They will be expanded on as the workstreams progress and sub elements will also be reviewed too. They cover Incidents, Problems, Peak, Release, Live Defects, Live Defect Management, BIF, CBIF, HDR and the KB.

Incidents
- All Incidents which POL should be aware of must be created and managed in TfSNow and be bonded so that they replicate to POL ServiceNow. Although actions and progress may happen in other tools, systems and processes, the primary source of all relevant content MUST be TfSNow.

Problems
- All Problems must be raised in TfSNow and be reviewed on an agreed schedule with POL. As Problems cannot be bonded, additional work will be needed to manually share updates and hold mutual reference numbers.

Peaks
- Peaks can be used for many purposes. Where Peaks relate to Incidents initiated from TfSNow, the relevant Investigation Peak updates MUST be synchronised with TfSNow. Peaks raised outside of an Incident MUST also be raised as TfSNow Incidents if they require the awareness or involvement of POL.
- Peak is the only system used to record and manage Live Defects.
- Peaks do not need to be shared with POL. If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any Peak so that the Incident that POL see is a suitable complete reference. Progress updates for POL on HDR Defects will take latest extracts from the Peak system and provide the update in a report.

Release
- Release Notes must state all Peaks that are being closed when the Release goes live. This must be included in the related Change ticket

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- o There must be a report showing the Peaks and any associated POL HDR Defect references so that POL are able to keep their tracking in sync
- o Release dates must be held in Peak so that Peaks can be tracked to deployment

Live Defects

- o A Live Defect is defined as an issue that:
  - Is present on a LIVE system
  - Is within Fujitsu's scope of obligations
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - Is, therefore, a fault that is likely to need fixing
  - The Horizon Defects Review (HDR) scope will be those Live Defects that also have at least 1 of the following attributes (HDR Defects):
    - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)
    - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
    - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)

    Note: Only one HDR- Collection needs to be set and if both could apply then HDR-Fin should be chosen*

  - There may be a workaround, but the underlying issue still meets the criteria above
  - The HDR Defect may be under investigation and is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential HDR Defect)
- o When the HDR Defect is being investigated there will be a TfSNow Incident open and bonded. POL may track status using their ServiceNow Incident reference or may create a ServiceNow Problem record and manage it with that reference. All progress during investigation is to be added to the TfSNow Incident so that it is visible to POL in their corresponding Incident. It is POL's responsibility to keep their Problem record up to date if they have opened one.
  - Note: If the Incident has been escalated to a Problem in TfSNow then updates on the investigation work will be provided within the weekly status update report which shows confirmed Live Defect
- o When a HDR Defect is confirmed then a specific defect Peak reference will be added to the closing comments in the TfSNow Incident. Fujitsu will then manage the HDR Defect in Peak and will provide status update reports – from Peak – to POL at their weekly HDR Forum.
- o Non-HDR Defects will be managed internally by Fujitsu using Peak. Reports will be available for POL to show overall progress but it is not intended that every non-HDR Defect will be discussed.

Live Defect Management

- o All Live Defects must be rigorously managed until resolved.
- o The status of all Live Defects must be known at all times and they must be shared with POL: the more branch impacting ones at POL's Horizon Defects Review Forum; and the rest by a separate report. Fujitsu must assure POL that Live Defects are well managed and must keep POL aware of progress.

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BIF

- o All confirmed Live Defects must go through the Business Impact Forum (BIF) and must have all the required meta data and tags added/checked.
- o The dates of BIF meetings, the outcome, and the reasons for CBIF submission must be recorded in the Peak.

CBIF

- o CBIF submissions will be based on criteria held in Peak.
- o The criteria are shown later in this document and that criteria will be agreed with POL.
- o CBIF will become part of the POL HDR weekly meeting.

HDR

- o The Horizon Defects Review (HDR) Forum is the new name for what was the Known Error Review Forum (KERF).
- o This is a critical meeting which sees POL and Fujitsu having mutual awareness of the main Live Defects and the progress being made on them.
- o It is a joint weekly forum to manage HDR Defects that meet the stated definition.
- o POL will maintain a list of all HDR Defects and their progress. Fujitsu will provide updates to the HDR Defects being tracked.
- o There must be a POL Problem reference and a corresponding Fujitsu Incident, Peak or Problem reference.
- o The updates to the Fujitsu tracked Incidents, Peaks and Problems will be shared at the HDR Forum.

KB

- o The Fujitsu KB is an information repository used for support purposes.
- o Any observed defects will be recorded as a Knowledge Base Article (KBA) but the progress to investigate and address them will be done via Peak(s) and/or Incident(s).
- o KBAs do not need to be shared with POL as the tracking needs to be on the Peak and/or Incident.
- o If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any KBA so that the Incident that POL see is a suitable complete reference.

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POA Improvements – Streams 1-4
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Stream 1 – Incident & Problem (links to Peak, Key Meetings & Live Defect Management)

- o Team – Steve Bansal, Sandie Bothick & Matt Hatch

Managing Incidents

- o An Incident is defined in the HNG-X contract as "any perceived abnormal or undesirable occurrence relating to the Services"
- o Incidents for the Live environment that POL need to be notified of and be aware of must be logged in the Fujitsu service management toolsets, TfSNow, and bonded so it is visible in the POL service management toolset, ServiceNow
- o Fujitsu must ensure TfSNow Incidents are raised and bonded where POL notification is required (e.g. when relevant KBAs are created, or faults are identified whilst doing other work such as testing or problem determination)
- o Service Operations should only use TfSNow for communicating Incidents between Fujitsu and POL
- o Incidents cannot be raised by email by POL or Fujitsu. Incidents must be raised in TfSNow by Fujitsu or in ServiceNow by POL
- o The Summary field should be understandable by most readers as this feeds Peak and also shows on reports
  - For system monitoring this is set by SMC, bonded Incidents it comes from POL, otherwise it's Fujitsu staff (MAC & Security) that choose its content
- o The Incident should be a complete and comprehensive self-contained reference to the status of an Incident
- o Incident progress MUST be shown on the Incident in TfSNow and cannot be managed via separate emails. Emails must be added to the Incident in TfSNow if relevant to demonstrating progress or status
- o The Incident should appear to be integral – the fact that 3rd and 4th line use a different toolset should not be apparent
- o There should be no references visible to POL (going forward) to toolsets used by Fujitsu that are not accessible to POL such as Peak or KBA for status information (as these are Fujitsu internal) – a Peak reference is acceptable for a reference to a defect Peak that is being progressed. References for Fujitsu use only must be maintained
- o Incidents must be updated to contain relevant updates from systems such as Peak (but not private updates) and relevant parts of KBAs (not the internal instructions)
- o Incidents raised as Fujitsu internal that do not need to be notified to POL may contain internal system references
- o Incident updates should contain meaningful and appropriately detailed technical content
- o Incident updates, and in particular updates summarising the current status, should be written in plain English to be understandable to most readers
- o A clear statement of the latest status and the next action should be obvious within the Incident. This needs to be the last, or very recent, update
  - The "Additional comments (Customer visible)" field must provide a latest status view – at least periodically and for POL bonded Incidents mainly – so it can be easily understood by any reader. Peak uses a dedicated field for this and uses the following format:
    - Business impact: [description of the business impact, succinct]
    - Status update: [description of current status – succinct]
    - Next action: [next action to be taken and expected date for next update]
- o For bonded Incidents we need to use the agreed set of categories, sub-categories and CIs so that the replication interface retains the settings. The original setting will stand throughout the

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life of the Incident. You cannot change the Category/Sub-Category or it breaks the replication link. You can change the CI but it will be retained Fujitsu side but will not replicate
- o We need to use the designated open and close categories to better monitor Incident categories
  - Open category – TfSNow has Configuration Items that should be used
  - Closure code – TfSNow has these and they should be used
- o The Peak closure codes must map to TfSNow Incident closure codes. As at the date of this document the mappings are as follows:

Peak Closure Code	Fujitsu
Advice after Investigation	POA-Advice & Guidance
Avoidance Action Supplied	POA-Fujitsu Operational
Administrative Response	POA-Administration
Advice and guidance given	POA-Advice & Guidance
No fault in product	POA-No Fault Found/No Action Taken
Duplicate Call	Cancelled
Solicited Known Error	POA-Advice & Guidance
Insufficient evidence	Unidentified Root Cause
Fix Released to Call Logger	POA-Peak Fault Found
User error	POA-User Error
Unspecified Insufficient evidence	Unidentified Root Cause
Call withdrawn by user	Cancelled
Fixed at Future Release	POA-Peak Fault Found
Enhancement Request	POA-POL domain
Suspected hardware fault	Unidentified Root Cause

- o Incidents outside of the Fujitsu domain that are identified by Fujitsu are passed to POL ITDSD. If there are no consequential implications for Fujitsu then the TfSNow Incident will be set to Suspended to await feedback to help us advance our KB (perhaps for the agreed Suspend period and then we close). If there are implications then we leave the Incident open as we need to know the outcome
- o Only the originating organisation can close an Incident
  - Incidents we have marked as requiring a fix should be closed in TfSNow with the defect Peak reference added as that is what will be tracked and managed to conclusion
  - For Incidents closed that relate to process or user issues then we should propose system improvements – and this should be done in conjunction with an equivalent process for Peaks closed with the same reasons
- o Fujitsu will set an Incident to Suspended in TfSNow until POL close their original Incident

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- *Note: Resolved in TfSNow only means that the last assigned Resolver Group has completed their action – but it may require other actions by other Resolver Groups. Therefore, Resolved is not replicated to ServiceNow or POL will wrongly assume it is Resolved and will likely close their Incident. When all possible actions are complete and MAC believe it is truly Resolved then they will request POL to close it.*
- When POL close an Incident it notifies MAC and MAC can then close the TfSNow Incident
- Incidents in a Suspended state are reviewed weekly between the MAC and POL teams and it is included in the monthly SMR pack
  - Where the Incident is Suspended as no further action by Fujitsu is possible then after 10 days the Incident will be closed. When the Incident is set to Suspended the following text will be added as the final update "Please be aware that the incident will automatically be closed after 10 days if no response is received from you."
- Fujitsu must tag Incidents that POL are tracking (mostly for HDR) so it is aware of Incidents where POL have an interest so that it can review content and status frequently. Adding any relevant POL references, such as the POL Problem reference, should be considered
- A Live Defect is defined as an issue that:
  - Is present on a LIVE system
  - Is within Fujitsu's scope of obligations
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - Is, therefore, a fault that is likely to need fixing
  - Incidents that meet the definition of a Live Defect must have the "LiveAffectingDefect" CI added in TfSNow
  - The State field values must be used

State	Work in Progress ⌄

  - Acknowledged – Fujitsu is aware of the Incident but is not yet working on it
  - Work In Progress/Researching – Fujitsu is investigating the issue described in the Incident
  - Fix In Progress – Fujitsu has confirmed that the Incident requires an action to fix it – most likely linked to a Change ticket
  - Suspend – action is complete by Fujitsu or is required from another entity
  - An Incident that has the LiveAffectingDefect CI and State of Acknowledged/Work In Progress/Researching is a potential Live Defect. Suspend will also be classed as a potential Live Defect too for simplicity
  - An Incident that has the LiveAffectingDefect CI and State of Fix In Progress is a confirmed Live Defect
- The POL Horizon Defects Review scope will be those Live Defects that also have at least 1 of the following attributes (HDR Defects):

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- Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" CI)
- Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" CI)
- Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" CI)

Note: Only one HDR- CI needs to be set and if both could apply then HDR-Fin should be chosen*

- When the HDR* CI is applied to an Incident, Fujitsu MAC will also email the Fujitsu Duty Manager email alias and a POL designated alias to provide an email early warning that a new HDR Incident has been raised
- Incidents carrying a HDR* CI will have the POL Problem references added to the Incident to enable cross-checking
- Incidents carrying a HDR* CI will still be classified as potential or confirmed Live Defects using the classifications mentioned above
- Peaks that are cloned that have a ServiceNow reference cannot be closed by EDSC until the cloned Peak that was created is also closed or has its Call Type changed to "#". The original Peak must be kept open until the cloned Peak is closed and updates must be applied to the original Peak so that the related TfSNow and ServiceNow Incidents continue to receive updates. For Peaks cloned for GDC for GDPR obfuscation reasons this will only apply up to April 2020 as from that date the original Peak was obfuscated and a clone was not created
- Peaks that are closed that have a ServiceNow reference with the reason being that a cloned Peak is now to be tracked will be sent back to Peak by MAC to reopen the Peak as this must be maintained to ensure the continued automatic flow of updates to the originator
- Recurring Incidents and Incidents with follow up actions require a Problem record to be created. The Incidents are linked to the Problem
- To ensure we avoid updates being overtly associated with an individual, meetings, updates, and reports relating to Incidents must be system driven from the relevant toolset – not separate emails or meeting comments
- We need management reports for Incidents to see trends. This needs to be part of the monthly SMR and/or internal Service Operations meetings:
    - Open, Active and Closed Incidents
    - Live Defect Incidents – potential and confirmed
    - HDR Defects – potential and confirmed
    - For each, show views based on:
        - Open category & Close codes
        - CI associations
        - Internal response times by type/priority

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- ▪ Branch Code - an Incident may relate to one FAD (Branch Code will be set to the nnnnnn FAD by either Fujitsu or POL) but it may relate to many FADs (Branch Code set to POA SMC by Fujitsu or MAC by POL)
  - o Service requests should not be accepted as Incidents, but whilst they are very few (those that relate to investigations are now re-directed through other channels) this will be accepted and reviewed periodically

Managing Problems

- o Problems must be logged in the Fujitsu service management toolset, TfSNow
- o Problems cannot be bonded, like Incidents, to cause mutual replication between the Fujitsu and POL service management toolsets so each organisation needs to maintain its own records independently
- o POL need to provide their Problem reference for Fujitsu to record and link to its own Problem & POL also may need to provide status updates back to Fujitsu – we need to escalate POL inefficiencies at SMR as well as at the inter-company Problem Review Meeting
- o Fujitsu internal Problems are managed entirely in TfSNow
- o If a Problem is tracking a Live Defect then the Problem needs to hold the Peak reference as that is where progress will be actively updated and reported
- o Peaks related to Fujitsu Problems will need to have the Fujitsu Problem reference added so the association is clear when checked from either system
- o *Note: Fujitsu use Problem tasks and manage the updates to those*
- o Major Incidents will lead to Problems being raised to close out on all findings
- o Fujitsu MAC will notify Problem of underlying issues identified from Incidents –these tend to relate to Unix, NT etc (TfSNow Resolver Groups) and no Peaks (Peak has its own processes)
- o Problems also use the State field – Acknowledged, Work In Progress, Researching, Fix In Progress, Suspend – to record and track status
- o The Problem should have the applicable Configuration Item assigned (HDR Defects):

☰ Configuration Items	Search	Name ▼	Search		
			◄◄ ◄	1 to 20 of 1,235 ►	
▽ All > Name >= HDR					
◯ ☰ Name ▲	☰ Asset tag	☰ Serial number	☰ Company	☰ Managed by	
Search	Search	Search	Search	Search	
● HDR - EXP			POA	(empty)	
● HDR - FIN			POA	(empty)	

- • Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" CI)
- • Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" CI)
- • Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" CI)

Note: Only one HDR- CI needs to be set and if both could apply then HDR-Fin should be chosen*

- o Problem reporting should have HDR tagged Problems
- o Incidents where the resolution is a fix to address a Live Defect may be both a Peak and a Problem (the former for management, the latter for joint process validation)

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Actions

System Changes

- Added CIs for HDR-Exp, HDR-Fin, LiveAffectingDefect

New Ways of Working

1. **Sandie** – We need to regularly check
   - that any Incident that POL need to be notified of or be aware of has been logged in TfSNow and bonded
   - that we do not reference KBAs, Peaks or include internal content in TfSNow bonded Incidents and that the TfSNow Incident contain all relevant content and be a comprehensive self-contained reference to the status of an Incident. The only Peak reference that should be added is for defect Peaks (if applicable)
   - Incidents are being updated and that we are not using separate emails to share progress that is not embedded into the Incident updates
   - Incident updates are well worded and use language that is understandable to most readers – challenging and coaching where needed
   - the current status and the next action on an Incident is clearly stated so any reader is in no doubt that the Incident is under full control – challenging and coaching where needed
   - the Summary field is well worded and understandable by most readers
   - the relevant open and close categories are being used when handling Incidents – applying additional caution with bonded Incidents to use the mutually agreed settings
   - the LiveAffectingDefect CI is being set for Live Defects
   - the HDR* CIs are being set by Fujitsu management where applicable (and that the POL Problem Reference is also added to the Incident)
   - when an Incident is placed into Suspend as no further Fujitsu action is applicable then the text of "Please be aware that the incident will automatically be closed after 10 days if no response is received from you." has added. After 10 days, these Incidents should be closed
2. **Sandie/Steve Ba** – create a process/report to share Incidents and Peaks closed due to process or user issues with POL monthly to encourage POL to consider system enhancements that could avoid the occurrence of the issue

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Stream 2 – Use of Peak (3LS, 4LS & Release)
- o Team – Adam Woodley, Tariq Arain, Matt Swain, Tomi Okelola – plus John Simpkins & Mark Wright
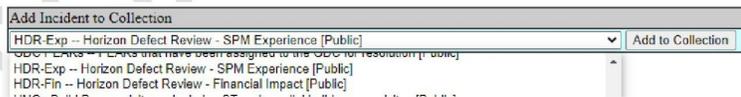
Peak
- o The use of Peak and the updates to Peaks must be consistent and documented. That takes the onus off the people and it enables anomaly reporting and management oversight
- o If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any Peak so that the Incident that POL see is a suitable complete reference
- o If any 3LS, 4LS or Architect creates a Peak in the course of their normal duties that matches the definition of Live Defect:
  - Is present on a LIVE system
  - Is within Fujitsu's scope of obligations
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - Is, therefore, a fault that is likely to need fixing

  …then it must be given the ##LiveAffectingDefect Collection and an Incident must be raised in TfSNow if one is not already open.
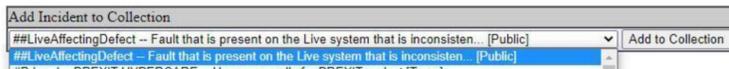
- o If a Peak has had the ##LiveAffectingDefect Collection added, and it also has at least 1 of the following attributes (Horizon Defect Review):
  - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)
  - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
  - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)

  Note: Only one HDR-* Collection needs to be set and if both could apply then HDR-Fin should be chosen

- o If a Peak raised independent of TfSNow is subsequently qualified as being an Incident that POL should be aware of, then Fujitsu MAC need to be contacted. Fujitsu MAC will create a new TfSNow Incident which will be bonded and then assigned to 3LS. This will create a new Peak. The content of the original Peak must be copied to the new Peak so that updates can automatically flow back to TfSNow. The original Peak should be closed citing that it has been superseded by a Peak linked to TfSNow
- o When the investigation into an issue defined in a Peak originating from TfSNow is concluded, the 'investigation' Peak can be closed
  - If the investigation Peak is an existing clone then the Peak can have its Call Type changed to "#" (for GDC obfuscated Peaks this will apply to any cloned Peaks created prior to April 2020)

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- The investigation Peak has not been cloned then it needs to be cloned to create a defect Peak (for GDC obfuscated Peaks this will apply to any Peaks obfuscated since April 2020)
- The defect Peak reference should be added to the investigation Peak as part of its closure activity. The defect Peak reference will then be mentioned in the TfSNow Incident so that it replicates to POL ServiceNow
  - The interface between TfSNow and Peak (OTI) must protect the internal system references to Peaks or KBAs and updates should appear to all be generated in TfSNow – except for a reference to a defect Peak that is shared for future tracking purposes
  - The Summary field needs to be written so as to be understandable to most readers as it will be used in internal management and external POL reports
  - New fields are being introduced to help Live Defect Management tracking and reporting and these will need to be completed by various parties as the Peak progresses
    - See section Live Defect Management – Key Fields in Peak
  - Cloning processes and rules need to be applied consistently:
    - Cloning carries forward all Collections, References and Key Fields and it must show cloned from and cloned to support chain of events tracking
    - Cloning should be for specific purposes and the reason will appear as a prompt when cloning is initiated:
      - Assignment to GDC (so we can redact/obfuscate)
        - *Note: Since April 2020 UK Bridge do not clone Peaks but instead they obfuscate the original so it can be widely shared and updated whilst maintaining any links to TfSNow Incidents. Peaks cloned prior to this date that remain open will have broken the auto links to any TfSNow Incidents*
      - Splitting into multiple threads linked to a single origin (e.g. Data Centre & Counter, phased fix – urgent perhaps by script/refdata and follow-on for code)
      - Disassociating from the TfSNow incident (e.g. documentation, follow-on to an initial response to an Incident)
      - Creating the defect Peak to progress the Live Defect to resolution
      - Creating Test Only Peaks where the test in a particular environment can't mirror the entirety of the issue described e.g. 3rd party connections are not available. This is rare. Testing is then done on the clone in that environment. The master defect Peak is still open as it may be used for the full testing in LST. The Test Only Peak will be closed once testing is completed successfully
      - *Note: if a Peak has been assigned to a Baseline then cloning should be done with caution and include consultation with the Baseline owner in advance*
    - When the [Clone] button is clicked, the following menu is displayed:

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- The user selects from the list ("Create a Defect Peak" is the default option), amends the Summary to give the clone a different and helpful title, and clicks confirm. The reason is captured in the clone Peak:

- If the Defect reason is selected, the clone will be created with Call Type '#'.
  o Peaks raised in Test or Dev that also relate to the Live environment will not have Call Type "L".
    - Test will raise a new Peak within the release being tested for unexpected Live Defects and then assign it to the Developers. It has a Call Type "P" by default
    - The Developers & Architects decide if it relates to Live and must set the relevant Live Defect meta data as described above
  o Peaks that are cloned that have a ServiceNow reference cannot be closed by EDSC until the cloned Peak that was created is also closed or has its Call Type changed to "#". The original Peak must be kept open until the cloned Peak is closed and updates must be applied to the original Peak by EDSC so that the related TfSNow and ServiceNow Incidents continue to receive updates. For Peaks cloned for GDC for GDPR obfuscation reasons this will only apply up to April 2020 as from that date the original Peak was obfuscated and a clone was not created
  o Peaks that have been held by EDSC due to having been cloned and having a ServiceNow reference must be periodically reviewed to ensure updates from the cloned Peak are applied
  o Peaks that are closed that have a ServiceNow reference with the reason being that a cloned Peak is now to be tracked will be sent back to Peak by MAC to reopen the Peak as this must be maintained to ensure the continued automatic flow of updates to the originator
  o Rules on use of Call Type need restating so we ensure greater consistency
  o All Peaks must be owned by a team whose manager will check that progress is being made

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- o We need regular management quality checks – use of fields, age of Peaks, progress being made – and this needs to be summarised and reported upwards to ensure executive visibility and confidence
  - The report created by Fujitsu MAC is useful but does not appear to cause action to be taken
- o The origin of a Peak – SPM, POL, SMC, Fujitsu – is identifiable by scraping the Contact Name: field – but this cannot be done using standard Peak reporting and requires a custom script to be run. This has been created to help the POA Defect Manager report on this content
- o <mark>'Private' Peak updates can be added to the Progress field. They stay in Peak and are not replicated across the OTI</mark>

No references will be sent across to TFSNow (or beyond) so all Documents, Baselines, KBs, Peak etc can be added as references
- o
- o Updates added the Response field are replicated across the OTI
- o The References field is manually maintained so can miss Incident or KBA references. SMC may add KBA into reference text instead of into the References field which limits query-ability
- o Peaks closures:
  - Incident related Peaks are closed when the investigation phase has concluded and no further action is needed, when further info required (as it passes back to TfSNow), or when the next action needs to be assigned to another TfSNow Resolver Group (the Peak is no longer needed)
  - Incident related Peaks are closed when the investigation phase has concluded and we have a confirmed Live Defect. This would see a cloned Peak raised as Call Type

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"#". If the Peak is not linked to a TfSNow Incident bonded to POL then the Peak can just be reassigned to Call Type "#"
- Defect Peaks are closed **when the Release they are targeted at is deployed** – ideally by automating the process – this will probably be Peaks at Status "F"
- All other Peaks are closed based on team/process specific rules – as per current processes

o Peaks closed as user/process error should be considered along with TfSNow Incidents closed for the same reasons to provide a monthly report to POL to recommend enhancements that could avoid the occurrence of the issue. A likely source of these could be Peaks closed with the following Root Cause values:
- "39   General – User Knowledge" – caused by lack of knowledge with the user
- "40   General – User" – caused by an action performed by the user which was outside expected use
- "41   General – in Procedure" – caused by not following defined procedure

o Peaks/Incidents closed as "66 – Final – Enhancement Request" should also be reported on monthly to POL to recommend enhancements are submitted to Fujitsu. KBAs also needs to be updated to show the outcome was that POL need to raise an enhancement request

o Peaks that are resolved but not ready to be closed as the resolution action is to be 'monitored' can remain in a non-closed state but must have a Forecast Date added to the Response so that this warns the support specialist and team leader that the review date has arrived and the Peak should be reviewed for closure

o The Peak closure codes must map to TfSNow Incident closure codes. As at the date of this document the mappings are as follows:

Peak Closure Code	Fujitsu
Advice after Investigation	POA-Advice & Guidance
Avoidance Action Supplied	POA-Fujitsu Operational
Administrative Response	POA-Administration
Advice and guidance given	POA-Advice & Guidance
No fault in product	POA-No Fault Found/No Action Taken
Duplicate Call	Cancelled
Solicited Known Error	POA-Advice & Guidance
Insufficient evidence	Unidentified Root Cause
Fix Released to Call Logger	POA-Peak Fault Found
User error	POA-User Error
Unspecified Insufficient evidence	Unidentified Root Cause
Call withdrawn by user	Cancelled
Fixed at Future Release	POA-Peak Fault Found
Enhancement Request	POA-POL domain
Suspected hardware fault	Unidentified Root Cause

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- o An Incident may relate to one FAD but it may relate to many FADs – this is recorded in the Business Impact text showing the number of branches affected
- o To ensure we avoid updates being overtly associated with an individual the updates should be system driven – not separate emails or meeting comments
- o For the occasions where Fujitsu is required to share actual Peaks, it will need to define a Peak extract process that will brand, classify and version control content. The process must also redact/obfuscate to remove PII and remove internal only Progress updates. This extract process is not under consideration as at the date of this report

Release

- o Deferred Peaks should be recognisable against the release they were deferred from and the release to which they are subsequently targeted
- o Only Peaks can be deferred – POA Jira's or other things stored outside of Peak CANNOT be deferred
- o Deferred Peaks (that do not relate to test environment findings) become Live Defects. When a Peak is deferred, the Fujitsu party obtaining the agreement must ensure:
  - the ##LiveAffectingDefect Collection is set where applicable

  - the "Deferral Agreed" Collection set
  - The Call Type set to "#" if the Live Defect is confirmed and a fix can be progressed, or the Call Type set to "L" if the Live Defect still needs further investigation
  - Target Release Type changed to "Proposed for" for subsequent update via BIF/PTF
  - If the deferred Peak has at least 1 of the following attributes (Horizon Defect Review):
    - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)
    - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
    - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)

    Note: Only one HDR- Collection needs to be set and if both could apply then HDR-Fin should be chosen*

- o Release Notes must list all Peaks that are fixed and being deployed. The extract/report must also show the POLPRB- reference for HDR Defects and the Fujitsu Problem references if they have been tagged to be tracked by the Problem manager(s). This is achieved by clicking the button to the right of the listed Peaks in the Release Note which creates an Excel spreadsheet that can attached to the TfSNow Change ticket (format similar to below):
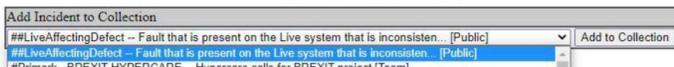

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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Call Reference	Summary	POL Problem Ref	Fujitsu Problem Ref
PC0295314	LST:20.94: Proper messages has to dispaly instead of Agent events in DCM_LREC.DCM_CREATE_LREC_C4D jo		
PC0295403	LST: 20.94: Too many D records in LREC file		
PC0295711	PBS Pilot: INC8349716 : Amex bans not settled as expected when reconciling DRS2 reports		
PC0295725	PBS: INC8354763 (TFSNow) : INC0388718 Lloyds £300 withdrawal [MCSUK-16376]		

Close

- Release Notes will not list:
  - the Peaks that are being deferred (as they are not fixed yet)
  - any clone Peaks raised by Test for Test Only actions (as these are not additional Live Defects but are just a tracking mechanism for the Test team)
- The action of deploying the Release should cause the relevant Peaks on the Release Note to be closed. As a minimum it should ensure all are set to Status "F" and alert the originator that the fix is deployed and they are asked to close the Peak
- The action of deploying the Release should notify SSC so that any related KBAs can be correctly actioned
- "Release Peaks" are administrative reference Peaks for Release Management. They do not act as master Peaks so the defect Peaks must be kept updated independent of the Release Peak settings and dates
- If a Peak has been assigned to a Baseline then cloning should be done with caution and include consultation with the Baseline owner in advance
- Release Management processes will apply to 3rd party deployments that are within the Fujitsu scope of responsibilities. For example, Ingenico fixes will be deployed under releases and Peaks will be Targeted At, Proposed for, and Reported In release numbers identified for Ingenico fixes – currently 90.xx
- Hotfixes are a mini release and will use the new 3-node release numbering xx.yy.zz where the primary 2 nodes are the release that they relate to and the third node is the hotfix number. Peaks that form part of a hotfix will be targeted at the 3 node Release
- Release Management will maintain the Target Release date table:
  - All past Releases must state the actual release date for deployment (if phased, this should be the Pilot release date when at least 1 live branch saw new code installed)
  - All future Releases must show the latest anticipated release date for deployment – irrespective of who will be leading the deployment
  - The Release date should be the first time that the deployment was made to any live environment (Model Office or agreed pilot rollout sites). The date will therefore show the first time the fix was deployed to a live counter/branch eventhough a phased rollout may mean other counters/branches did not receive the fix until a later agreed date
  - The Target Release screen should be used to make universal changes to Peaks when release information changes – especially the Planned Dates for the whole Release. The dates can be changed and then the "Reset Date" button is used to apply the new date to all Peaks Targeted At the updated release (see below):

Commented [BS1]: RM will need to ensure SSC are overtly notified
SSC will need a process to take the required action

Peak Incident Management System

Select Release: HNG-X 90 01

Show invisible: ☐

Release Number 2213		Release Id HNG-X 90 01		Invisible ☐	Sort Number 9001
Description Ingenico PinPad Update					
Collection No Collection					
Plan Out Dev	Plan Out Integration		Plan Into Test		Plan Out Test
Plan Out Live 25/10/2021	Reset Dates on all release planning records for this release Reset Dates				

Save Changes Restore Delete Release Add Release List Releases

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- These date changes then propagate to the Release Mgt tab for each Peak and update the dates shown below enabling the progress of each Peak to be tracked:

	Planned Dates (DD/MM/YYYY)		Actual Dates (DD/MM/YYYY)	
Out Development				
Out Integration				
Into LST				
Out LST				
Into Production				

- Hotfix releases must also be included in the date table
- Targeted Releases with no stated deployment date must be reported on and validated to ensure progress – or the intentional lack of it – is defined by process and cannot go unnoticed
- We all know that the goal is to progress from logging a perceived fault to fixing it (unless it isn't really a fault) as quickly as we can. The added objective here is to ensure POA management and POL management are aware of the packages of work we have and are fully engaged in determining priorities and dates. The only thing stopping us making an immediate fix should be a POL supported decision to not take immediate action. We should never determine what we fix or don't by ourselves (unless Fujitsu is the only beneficiary of the fix). So, here are some actions I feel move us closer to that goal:

Actions

System Changes

- Create a button alongside the listed Peaks on the Release Note that gather the content for into an Excel sheet for easy upload into the TfSNow Change ticket, updated the cloning process to ask for a reason and then record it in the new cloned Peak, updated the cloning process to take more fields across to the clone
- To create menu list for reason for creating a clone and also to enable the Summary field to be changed to a more appropriate text string

New Ways of Working

1. Managers will need to conduct spot checks on Peak data entry quality and encourage new habits – fields filled in, fields read well, clones created for correct situations – See Appendix A
2. **Adam/Steve Ba/Sandie** – Peaks closed as user/process error should be considered along with TfSNow Incidents closed for the same reasons to send a monthly report to POL to recommend enhancements that could avoid the occurrence of the issue
3. **Adam/Steve Ba/Sandie** – Peaks/Incidents closed as "66 – Final – Enhancement Request" should also be reported on monthly to POL to recommend enhancements are submitted to Fujitsu. KBAs also needs to be updated to show the outcome was that POL need to raise an enhancement request
4. **Matt S** – Targeted Releases with no stated deployment date must be reported on and validated to ensure progress – or the intentional lack of it – is defined by process and cannot go unnoticed

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5. <mark>**PMs/QFP** - Deferred Peaks will need to be updated. The party obtaining agreement to defer will need to ensure:</mark>
   - the ##LiveAffectingDefect Collection is set (if applicable)
   - the "Deferral Agreed" Collection set
   - The Call Type set to "#" if the Live Defect is confirmed and a fix can be progressed, or the Call Type set to "L" if the Live Defect still needs further investigation
   - Target Release Type changed to "Proposed for" for subsequent update via BIF/PTF
   - If the deferred Peak has at least 1 of the following attributes (Horizon Defect Review):
     - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)
     - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
     - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)

POA Improvements – Streams 1-4
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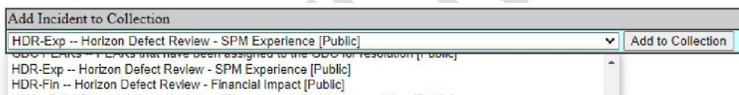FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

Stream 3 – Live Defect Management

- o Team – Adam Woodley & Tariq Arain – plus John Simpkins

Live Defect Management – Live Defect Definition

- o All Live Defects are managed in Peak only
- o Some classifications of Live Defects are managed in a joint weekly Horizon Defect Review Forum chaired by POL. These are known as HDR Defects
- o A Live Defect is defined as an issue that:
  - Is present on a LIVE system
  - Is within Fujitsu's scope of obligations
  - Is, or appears to be, inconsistent with the agreed design or service specification
  - Is, therefore, a fault that is likely to need fixing
  - The Horizon Defects Review (HDR) scope will be those Live Defects that also have at least 1 of the following attributes (HDR Defects):
    - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)
    - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
    - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)

Add Incident to Collection

HDR-Exp -- Horizon Defect Review - SPM Experience [Public]   Add to Collection

HDR-Exp -- Horizon Defect Review - SPM Experience [Public]
HDR-Fin -- Horizon Defect Review - Financial Impact [Public]

  - There may be a workaround, but the underlying issue still meets the criteria above
  - An Incident may be under investigation that is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential Live Defect/HDR Defect)
- o *Note 1: Only one HDR-* Collection needs to be set and if both could apply then HDR-Fin should be chosen*
- o *Note 2: Defects identified and managed throughout the Development and Test stages are not under this Live Defect Management process as they do not relate to the Live system. Hence there are 3 types of defect:*
  - *Live HDR Defects*
  - *Live (Non-HDR) Defects*
  - *Non-Live Defects (test/dev etc) – not tracked by Live Defect Management*
- o *Note 3: KBAs can be raised to describe Live Defects but the management of the Live Defect is done by the Peak and this Live Defect Management process*

Live Defect Management – Goals

A banner will appear on the Peak login screen to remind support staff of the changes that are described below. This will most likely be removed when new habits are successfully formed and the reminder is no longer needed:

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Defect Management Changes

There have been some changes to the Defect Management process to enable more accurate reporting. Please consider the following when reviewing a potential defect Peak:

- Is this a **Live Defect**? If so, add the **##LiveAffectingDefect** Collection.
- Is the **Call Type** correct? Change to **L – Live Incident** or **# – Defect Identified** as applicable.
- Does/could this **affect branch** operations? If so, add either the **HDR-Fin** (Financial) or **HDR-Exp** (Experience) Collection.
- Is there a **Workaround**? If so, add the **Workaround** Reference field and set it to **Yes**.
- Have you added a **Impact** update? There is a new template to guide adding an impact.
- Is the **Priority** correct? The default priority from TFSNow is often too low.
- Are the **Product & Product Group** fields correct? Multiple products can be added if required.
- Is the **Status (Response Category)** correct? Does it reflect the current activity in the defect process.
- Where possible ensure your progress updates are understandable to non-technical users.

Main Menu

Peak Incident Management System - *RMG Account*

| incident mgmt | call list | find call | build query | query list |
| | | preferences | multiprint | file share |
| | help | logout | collections | alerts |

- o Live Defect Management must have a designated owner on POA to manage and evolve the processes and systems used
- o Staff will need training and guidance on how POA wants Live Defects to be managed and how the systems need to be kept up to date
- o Live Defects must be recorded as Peaks and managed using the Peak system
  - • Fujitsu may have Problems open for Live Defects but the Problem record needs to hold the relevant Peak reference as this will be where progress updates will be derived
- o We must know how many Live Defects there are at any point in time – and importantly, we must know which ones are part of the HDR Defect tracking led by POL and we must store the POL tracking reference on our defect Peak
- o We need to be able to differentiate between Live Defects that are still being investigated and are not confirmed, and Live Defects that have been confirmed and require action to resolve
- o We need to know the status of all Live Defects and whether there are any issues needing attention
- o We need to be able to review trends and attributes of Live Defects to identify patterns – for example, we need new reports to show trends, volumes, efficient areas, inefficient areas, process stalled, aging entries, mix by priority, targeted at, time by stage, defects by system area
- o Live Defects must be clearly titled so that they can be understood by the majority of readers
- o Live Defect status must be clearly stated and be current and not require the reader to read content and come to a summarised view themselves
- o All Live Defects must have a clear next action stated that can be tracked
- o All Live Defects must be owned by a team at all times whose manager will ensure the right actions are being taken (this can be a different team throughout the lifetime of the Live Defect)
- o Managers must ensure that Live Defects within their areas are reviewed regularly and action taken to ensure processes are being followed – this may require manual reviews
- o When a HDR Defect is being investigated there will be a TfSNow Incident open and bonded. POL will track status by referring to their ServiceNow Incident. All progress on the investigation is to be added to the TfSNow Incident so that it is visible to POL in their corresponding ServiceNow Incident
  - • It is POL's responsibility to keep their Problem record up to date if they have opened one
- o If Fujitsu completes its investigation and confirms there is no HDR Defect then the investigation Peak and Incident will be closed with no further actions required. The Peak will be closed with Response Category "95 -- Final – Advice after Investigation" [or "66 – Final –

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Enhancement Request"] which will see it excluded from Live Defect counts in the future. The HDR-* Collection should remain so we know it was considered within the HDR Forum

o When a HDR Defect is confirmed as a Fujitsu owned Live Defect, then a new defect Peak will be created that summarises the fault and the required fix and carries all the required meta data tags. The defect Peak reference will be added to the investigation Peak which will then replicate to the TfSNow Incident. The investigation Peak will be closed along with the TfSNow Incident. Fujitsu will then manage the Live Defect in Peak and will provide status update reports from Peak that will be shared with POL for POL to use as part of the weekly HDR Forum

o Live Defects that are not classified as HDR Defects are managed internally by Fujitsu using Peak. Reports will be available for POL to show overall progress but it is not intended that every non-HDR Defect will be discussed

o There are a number of new and updated fields that comprise the key meta data used to manage defect Peaks. These fields must be kept up to date by Fujitsu staff and checked and amended by team managers regularly

o Deferred Peaks (that do not relate to test environment findings) become Live Defects. When a Peak is deferred, the Fujitsu party obtaining the agreement must ensure:

• the ##LiveAffectingDefect Collection is set where applicable
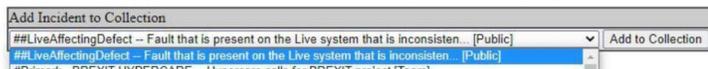
• the "Deferral Agreed" Collection is set
• The Call Type is set to "#" if the Live Defect is confirmed and a fix can be progressed, or the Call Type set to "L" if the Live Defect still needs further investigation
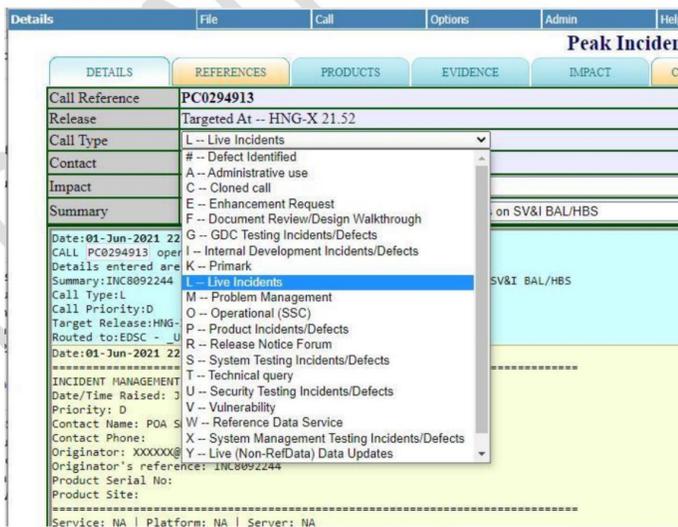
• Target Release Type changed to "Proposed for" for subsequent update via BIF/PTF

POA Improvements – Streams 1-4
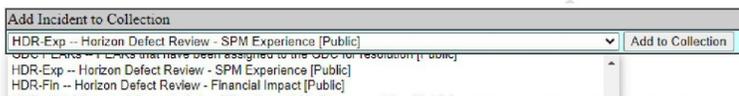## Improved Ways of Working & Actions Required

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- If the deferred Peak has at least 1 of the following attributes (Horizon Defect Review):
  - Affects, or has the potential to affect, branch financial outcomes (add the "HDR-Fin" Collection)
  - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the "HDR-Exp" Collection)
  - Affects, or has the potential to affect, the experience of a Post Office customer or client (add the "HDR-Exp" Collection)

  Note: Only one HDR-* Collection needs to be set and if both could apply then HDR-Fin should be chosen

---

Add Incident to Collection

HDR-Exp -- Horizon Defect Review - SPM Experience [Public]	Add to Collection

HDR-Exp -- Horizon Defect Review - SPM Experience [Public]
HDR-Fin -- Horizon Defect Review - Financial Impact [Public]

- We need a documented process that reviews any Fujitsu internal Jiras and ensures they are monitored and raised as Peaks when needed so they follow the processes. Jiras meeting the criteria stated in Appendix C require no action as Appendix C is a POA policy
- We need to hold dates when Releases went live and when future Releases are proposed for so we have an outcome for any defect Peak
- We need to provide a full list of ALL Live Defects closed in a Release with their associated POL Problem references so that POL are also able to manage their HDR process
- Reports are needed for management to show the overall status, trends, and patterns related to all current Live Defects and historical Live Defects
- CBIF rejections will get a POL reference that we will add to the Peak References field and also to the KBA so we know this was a POL decision not to take further action. The Peak will be closed with Response "63 -- Final -- Programme approved - No fix required"
- CBIF submissions will be documented in a file that will be attached to Peak. The file will use the File Type "CBIF Proposal" so it can be readily identified. This will be sent to HDR so that the meeting has the information in advance
- The outcome of BIF/CBIF/PTF meetings will be held in concise notes in the relevant text boxes on the Release Mgt tab. No need for separate minutes
- Peaks that have been tested successfully and are still to be deployed must not be closed and must be routed to RM-x and assigned to "Release to Live" so it is clear that the Live Defect is still present in the system but that its fix has been tested and is awaiting release
- "Release Peaks" are administrative reference Peaks for Release Management. They do not act as master Peaks so the defect Peaks must be kept updated independent of the Release Peak settings and dates
- We need a method to track when a fix was ready and then the delay was related to waiting for a slot to deploy as it is the date the fix could have been applied that is key – not the date it was applied

    > **Commented [BS2]:** SB to decide how this is tracked

  - BIFApproved is a date when we knew what to do. Although this does not include an estimate of the time to fix it, it is a point where we could have started the work and hence a fix could have been deployed nearer to that time that the release date eventually used
  - We need to message this correctly to POL and POA management
  - We need to challenge ourselves on our processes and the batching of items for a release – why do we not do more releases, why do we not put more in a release
  - We need to ensure that POL and POA management are involved in the defect backlog decision making so we agree periodically that waiting is ok rather than action

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- Demand Planning may need to include an explicit defect fix work item so it can be prioritised along with the other project work – or not – but by explicit decision making
  - The following Response Category field values are considered No Fault Found:

Response Category – 62 -- Final – No fault in product
Response Category – 63 -- Final -- Programme Approved – No Fix Required
Response Category – 66 -- Final -- Enhancement Request
Response Category – 68 -- Final -- Administrative Response
Response Category – 72 -- Final -- Duplicate Call
Response Category – 94 -- Final -- Advice and guidance given
Response Category – 95 -- Final -- Advice after Investigation
Response Category – 96 -- Final -- Insufficient evidence
Response Category – 97 -- Final -- Unspecified insufficient evidence
Response Category – 98 -- Final -- User error
Response Category – 100 -- Final -- Route call to TfS
Response Category – 120 -- Final -- Cloned to create Defect Peak
Response Category – 200 -- Final -- Call withdrawn by user

  - We should ensure that any Live Defect is promptly investigated until we confirm no fault is found or that a fix is needed and change the status to Defect Identified. Anyone owning a stack with Peaks classed as ##LiveAffectingDefect that is open and still being investigated should ensure progress is made optimally
  - If we have a Live Defect that is Defect Identified and it has either of the HDR-* Collections, or is Priority A or B we should:
    a. Explore every option we can to find a workaround – and implement it
    b. Get it Targeted At a release as fast as possible (immediate BIF and PTF)
    c. Get a strong proposed date for these Releases (so we have a go live date in mind) – this may require more input from POL
    d. Propose a hot-fix is considered and invite POA management and POL management to decide if they want to or not (forget the constraints – this is a management call)
    e. Stack owners and Release Management must ensure this is done
  - If we have a Live Defect that is Defect Identified and is Priority C/D/Z we should:
    a. Get it Targeted At a maintenance release as fast as possible
    b. Normal BIF and PTF scheduled meetings can continue
    c. Demand more maintenance releases with confirmed dates
    d. Stack owners and Release Management must ensure this is done
    e. We should expect to put Live Defects that are Defect Identified into the next month's maintenance release 'at the latest'
  - Take ALL numbered and dated Releases to Demand Planning so they can be prioritised alongside other work by POA and by POL and POL know the implication of not allowing us to progress them

> **Commented [BS3]:** Added and subject to review and action planning

Live Defect Management – Key Fields in Peak

The following are the key fields needed for Live Defect Management:

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o **Call Type** – must be set to "#" Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type "L" Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection. The Collection descriptive text is "Fault that is present on the Live system that is inconsistent with the agreed design and/or service specification"

o **Summary** – must be written so as to be understandable by most readers. This will need more thought when Peaks are raised. Management should amend this during weekly clean-ups (careful to preserve links where raised in another system)

o **Impact** – tab and free form field to articulate impact, status and next steps so it is easy to understand for anyone. This will be maintained for HDR Peaks weekly. For other Peaks it can be as needed

   - Business impact: [as used currently, mention how many branches are affected if helpful]
   - Status update: [description of current status – succinct]
   - Next action: [next action to be taken and expected date for next update]

o **Collection ##LiveAffectingDefect** (formerly ##LiveAffectingSoftwareFault). This Collection must be set when the Peak meets the criteria for a Live Defect at the earliest possible opportunity. It is likely that Call Type "L" will frequently carry this ##tag but it will not always be the case so needs selectively applying. The Collection descriptive text is "Fault that is present on the Live system that is inconsistent with the agreed design and/or service specification"

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o **Priority** – which must be validated at all times so it is accurately shown as this will affect reporting and decision making

o **Collections of "HDR-Fin" or "HDR-Exp"** for HDR Defects

Note: Only one HDR- Collection needs to be set and if both could apply then HDR-Fin should be chosen*

o **POL Problem reference** – using the prefix "POLPRB-" so it is obvious and also searchable
  - POL Problem Reference is a Reference field and the following screenshots shows how to add the field:

o **Fujitsu Problem reference** – using the prefix "FJPRB-" so it is obvious and also searchable
  - Fujitsu Problem Reference is a Reference field and the following screenshots shows how to add the field:

o **Workaround** – to state **"Yes/No"** state if a workaround has been implemented. If the field is blank or contains "No" then no workaround has been identified. If it is "Yes" then an accepted workaround is in place
  - Workaround is a Reference field and the following 2 screenshots show how to add the field and set its value:

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- Release Mgt tab – Initial and Completed dates and text box - We need to know the stage we are at in the fixing process, the date it initially entered the stage and when the stage was completed and the notes from the meetings at which it was discussed
- Assigned Team – must show which team is currently responsible for taking the next action or ensuring action is taken
- Product Group and Product - We need to know the part of the system that the Live Defect relates to for reporting and quality purposes
- Root Cause – we need to know what type of fix was needed, which when matched to the part of the system affected, gives us further quality data
- Response Category – specific values have been identified to enable clarity and to spot exclusions:
  - "63 -- Final -- Programme approved - No fix required" – for Peaks rejected at CBIF
  - "66 -- Final -- Enhancement Request" – for Peaks tagged with the HDR Collection that were subsequently qualified as not being HDR Defects but enhancement requests
  - "95 -- Final – Advice after Investigation" – for Peaks tagged with the HDR Collection that were subsequently qualified as not being HDR Defects
  - The value "30 -- Pending -- TL confirmed" will cease to be used
- Target Release – the values of "Requested For" and "Released at" will cease to be used
- Management governance and checking is needed to ensure this is how the system is being used – correcting at least weekly
- A reminder will pop up on certain changes of Peak status to remind support staff to consider the key fields:
  - Events triggering presentation of the pop-up:
    - The Peak Routing is changed
    - The Call Type is changed

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- ▪ The Response Category is changed
- ▪ The ##LiveAffectingDefect Collection is added
- ▪ The HDR-Fin or HDR-Exp Collections are added
- Pop-up wording:
  - ▪ Is this a **Live Defect**? – if so, add the ##LiveAffectingDefect Collection
  - ▪ Is the **Call Type** correct (Live Incident or Defect Identified if applicable)?
  - ▪ Does/could this **affect branch operations**? – if so, add the HDR-Fin or HDR-Exp Collection
  - ▪ Is there a **Workaround**? – if so, add the Workaround References field and set it to Yes
  - ▪ Does your **last update read well** to users not involved in the Peak progress?
  - ▪ Have you added a helpful **Impact update**?
  - ▪ Is the **Priority** correct?
  - ▪ Are the **Product & Product Group** fields correct?
  - ▪ Is the **Status (Response Category)** correct?

Live Defect Management – Reporting

- From 2 queries/datasets it should be possible to create views of potential Live Defects, confirmed Live Defects, deferred Live Defects, and Peaks needing customer input
- The 2 reports are:
1. Report to extract all ##LiveAffectingDefect tagged Peaks and show the columns as below
2. Report to extract all Open Peaks and show the columns as below

- The output fields for both queries are to be (at least):

  Call Reference, Summary, Date Opened, Product, Product Group, Call Type, Priority, Assigned Team, Status, Root Cause, Collections, References, TfSNow Incident, POL SNOW Incident, Contact Name, Workaround, Business Impact, Target Release, Target Release Type, Response Category, BIF Initial Date, BIF Completed Date, BIF Text, CBIF Initial Date, CBIF Completed Date, CBIF Text, CBIF Proposal (exists or doesn't for now), PTF Initial Date, PTF Completed Date, PTF Text, Development (Man Days), Cloned from, Cloned to, Date Time Last Updated, Planned Out Live, Call Logger, Actioned Team, Date Last Closed, Call Loggers Team, BIF_Ticked_Questions, HDR_User, HDR_Date, BIF_User, BIF_Date, TFSBonded (1/0), Assignee, Time to Target (Days)

Actions

System Changes

- Rename ##LiveAffectingSoftwareFault to ##LiveAffectingDefect and apply to all currently tagged Peaks
- Rename Call Type "L" to remove "/Defects" from label
- New Workaround field with optional text values Yes/No
- New Call Type value of "#" for Defect Identified
- New HDR Collections of "HDR-Fin" and "HDR-Exp"
- Updated Release Mgt tab to add BIF, CBIF and PTF fields above current list (to hold dates of meetings and outcome summaries)
- Amended default guidance text for the Impact text box
- New Reference type of POL Problem Reference and enforce POLPRB- prefix
- New File Type of "CBIF Proposal"
- Removed "30 -- Pending –TL confirmed" Response Category

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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- Amended the descriptive text for ##LiveAffectingDefect to "Fault that is present on the Live system that is inconsistent with the agreed design and/or service specification"
- Added new Response Category "Cloned to create Defect Peak"
- Added text box to ask user why they are cloning, writing the response into the start of the clone
- Added capability to setup email alerts if specific Collections are added or removed
- Added temporary reminder pop-up until the new fields and values become more embedded
- Remove the values of "Requested For" and "Released at" from list of Target Release field values

One-Time Actions

1. **Adam/Tariq** – what documents need updating to formalise all this?
   - Application Support Strategy   SVM/SDM/PRO/0875
      i. Root Cause values need explaining and adding to the Application Support Strategy document
         - 1   Architecture
         - 6   Design - Platform Design
         - 7   Design - High Level Design
         - 8   Design - System Outline
         - 13   Development - Build Scripts
         - 14   Development - Code
         - 15   Development - Low Level Design
         - 16   Development - Reference Data
         - 21   Requirements
         - 24   Cfg Mgt - Config Data Error
         - 26   Integration - Build
         - 31   Test - Test interpretation
         - 32   Test - Script
         - 33   Test - Data
         - 34   Test - Environment
         - 37   General - Network Change
         - 38   General - Hardware Fault
         - 39   General - User Knowledge
         - 40   General - User
         - 41   General - in Procedure
         - 42   Gen - Outside Program Control
         - 43   General - Operational Change
         - 96   Gen - Investigation On-Going
         - 97   General - 3rd Party issue
         - 99   General - Unknown
   - SSC WIs   Will be linked to the ASS changes
   - Peak User Guide   CS/MAN/011
   - Developer Wiki pages   TBC
2. **Tariq** – review all current Jiras and provide a report on those that are still present in the Live system – no matter how trivial – for review
3. **Steve Br/Steve Ba/Tariq/Adam/Graham** – when the final list of Live Defects is visible, identify policy statements and decision criteria that can be defined that sees defect Peaks either closed or actioned where currently they seem to have stagnated
4. **Steve Br** – Draft a Live Defect Management document for Dimensions [SVM/SDM/PRO/4313]

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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5. **Steve Br** - Agree a process for CBIF Proposal creation
6. **Steve Br** – confirm a method to track when a fix was ready and then the delay was related to waiting for a slot to deploy as it is the date the fix could have been applied that is key – not the date it was applied
7. **Steve Br** – Investigate implications of Post Office Cloud on ways of working. Check how Live Defects are being recorded in AWS JIRA and be sure it is aligned to this Live Defect Management process or that an agreed alternative way of working is defined and agreed at DE/VP level

New Ways of Working

The identified fields necessary for Live Defect Management must be kept up to date.

1. **Adam** - Mandate weekly refreshes of Impact field for all HDR- tagged Peaks (and ideally all ##LiveAffectingDefect tagged Peaks)
2. **Steve Br/Adam** - Implement a management process to check the new fields and ensure they are correctly used for the next few weeks until habits form – see Appendix A for checks

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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Stream 4 – BIF, CBIF, PTF and HDR

- o Team – Steve Bansal, Sandie Bothick, Adam Woodley, Tariq Arain, Matt Swain, Tomi Okelola, James Guy – plus cascade to all 3LS, 4LS, and Architects

BIF

- o BIF is a Fujitsu internal meeting
- o When a Developer is ready for BIF to consider their proposal then they must
  - Set BIF Action flag on the relevant Peak
  - If the Peak:
    - Is present on a LIVE system
    - Is within Fujitsu's scope of obligations
    - Is, or appears to be, inconsistent with the agreed design or service specification
    - Is, therefore, a fault that is likely to need fixing
  - Then
    - Add the ##LiveAffectingDefect Collection

    - If the cause and required action to remedy are:
      - Still being investigated – then set the Call Type to "L"
      - Are confirmed – set the Call Type to "#" and also update:
        - o Root Cause field is up to date

    - Ensure Workaround field is up to date
    - Ensure Product Group field is up to date
    - Ensure Product field is up to date
    - Ensure Priority field is up to date
    - Ensure Impact field is up to date
- o All Peaks with the BIF Action flag set will be reviewed at BIF

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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- This will include all defects Peaks with the ##LiveAffectingDefect tag
- It will also include other Peaks that may relate to other topics such as environments or Peaks that the Developers wish to discuss at the forum
  - If a Peak had previously been rejected - as more information was required - then it will have the BIF Action flag set again when the Developer is ready to re-present their proposal
  - BIF must consider the proposal (as it does currently) and also validate the following data values for defect Peaks:
    - If the Peak:
      - Is present on a LIVE system
      - Is within Fujitsu's scope of obligations
      - Is, or appears to be, inconsistent with the agreed design or service specification
      - Is, therefore, a fault that is likely to need fixing
    - Then
      - Ensure the ##LiveAffectingDefect Collection is set

      - If the cause and required action to remedy are:
        - Still being investigated – then set the Call Type to "L"
        - Are confirmed – set the Call Type to "#" and also update:
          - Root Cause field is up to date

      - Ensure Workaround field is up to date
      - Ensure Product Group field is up to date
      - Ensure Product field is up to date
      - Ensure Priority field is up to date

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

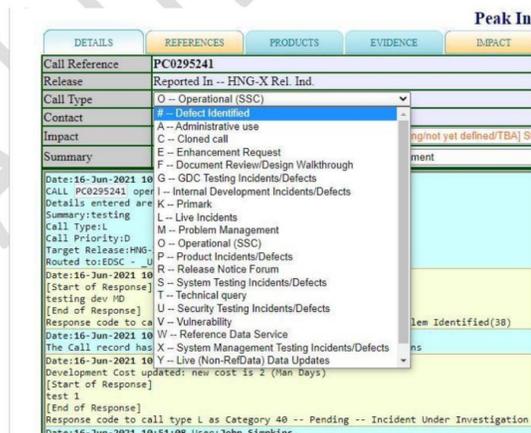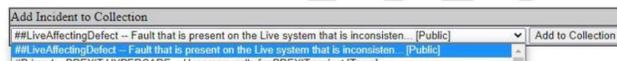FUJITSU CONFIDENTIAL – INTERNAL USE ONLY (POA ONLY)

- Ensure Impact field is up to date
- Check if the new HDR Collections of "HDR-Fin" or "HDR-Exp" should apply. If it needs applying then the chair must alert Steve Bansal, Adam Woodley and Sandie Bothick. If the issue in the Peak:
  - Affects, or has the potential to affect, branch financial outcomes, add the HDR-Fin Collection
  - Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function), add the HDR-Exp Collection
  - Affects, or has the potential to affect, the experience of a Post Office customer or client, add the HDR-Exp Collection

  Note: Only one HDR- Collection needs to be set and if both could apply then HDR-Fin should be chosen*

- Check if there are conditions that would mean the Peak needs POL input and hence must go to CBIF. The questions are on the Release Mgt tab under the BIF section

  - The fix can be done in more than one way and POL would need to guide Fujitsu on choosing the preferred option.
  - The fix may change the functionality of the system and consequently POL will be required to provide appropriate communication, and potentially training, to the subpostmasters.
  - The fix may need to be done in conjunction with changes performed by some of POL's other suppliers and POL will need to manage and synchronise that activity.
  - The fix may need to be done concurrently with a separate future planned change, due to the two fixes being logically related, and POL would need to confirm their willingness to accept any potential delays in deploying the fix.
  - The fix may relate to active discussions between Fujitsu and POL on a specific and separate topic and hence should be discussed within that context (Fujitsu management discretion).
  - Fujitsu does not believe a fix is a sensible option and seeks POL's agreement to record the circumstances in a KBA only.
- Note: The forecast Development (ManDays) will no longer be a deciding factor for submission to CBIF
  - The BIF chair must record, in Peak on the Release Mgt tab, what decisions are made:

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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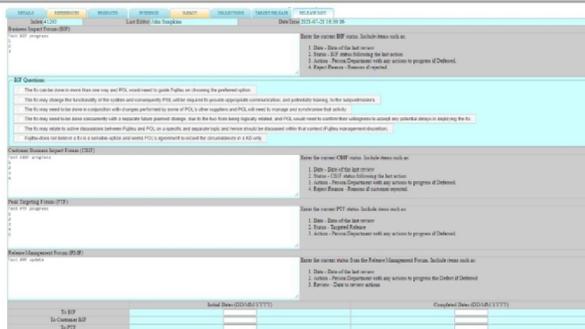
- The new BIF date fields (Initial and Completed) will need to be completed during, or after, the BIF meeting (not before or it will affect status reporting)
  - Initial date - will hold the date of the first BIF the Peak was first presented at – this value should not change
  - Completed date - will hold the last BIF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last BIF meeting
- The outcome of BIF discussions should be added to the BIF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate BIF minutes
- If the Peak is approved at BIF then the BIFApproved Collection must be added (also for BIFRejected)

- If the Peak is to go to CBIF this will be determined by the field values and the BIF chair should not set the PTF Action flag
- If the Peak does not need to go to CBIF then the PTF Action flag will be set
  - The definition of BIF in the contract ASM schedule needs to be updated

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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CBIF

- o CBIF is a joint meeting with POL
- o CBIF will continue to exist and it will be merged with the HDR Forum
- o CBIF will evolve to being more system driven (more explanation below)
- o Items to be discussed at CBIF must have a "CBIF Proposal" that has been created in advance using the agreed template (see right) and approval process so it is clear that this is what the decision needs to be made on (not additional dialogue during a meeting)
- o Peaks to be discussed at CBIF are determined by Peak data items so it is system driven. See CBIF Submission Extract Criteria below for the system value that will determine CBIF applicability
- o Peaks required to go to CBIF will be identifiable via system query and report and will be shared in advance with POL so that the meeting can focus on the decision not the familiarisation
    - If we need to invite an SME to elaborate (only for exceptional submissions) then the SME will be invited. If the submission text is well worded then SME attendance should not be required – as is currently the case when CWOs are approved
- o The CBIF representative must record, in Peak on the Release Mgt tab (but not in the presence of POL), what decisions are made:

    - The new CBIF date fields (Initial and Completed) will need to be completed during, or after, the BIF meeting (not before or it will affect status reporting)
        - Initial date - will hold the date of the first CBIF the Peak was first presented at – this value should not change
        - Completed date - will hold the last CBIF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last CBIF meeting
    - The outcome of CBIF discussions should be added to the CBIF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate in CBIF minutes
    - If the Peak needs to go back to the Developer then it should be assigned to the Developer team

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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- If the Peak can proceed as discussed then the PTF Action flag will be set
- If the Peak is to be discussed next time (as POL wish to seek wider feedback within their own organisation) then the PTF Action flag will not be set and this will cause the Peak to reappear on the weekly report
- CBIF rejections must get a POL reference which we add to the Peak and also to the KBA so we know this was a POL decision. The Peak is then closed with Response Category "63 -- Final -- Programme approved - No fix required"
  - o There will need to be a weekly report seen by management of what is to be presented at CBIF, and what the status is of open CBIF items and POL decisions
  - o There is no definition of CBIF in the contract – it says BIF – this needs to be addressed

Refer to Appendix E for instructions on how to determine if there are any CBIF candidates to report to POL.

PTF

- o PTF is a Fujitsu internal meeting
- o All Peaks with the PTF Action flag set will be reviewed at BIF
  - This will include all defect Peaks with the ##LiveAffectingDefect tag
  - It will also include other Peaks that may relate to other topics such as environments or Peaks that the Developers wish to discuss at the forum
- o If a Peak needs to be re-presented at PTF then it will have the PTF Action flag set again
- o PTF must consider the proposal (as it does currently) and additionally be mindful that any that carry a HDR Collection or that have been presented at CBIF must get additional scrutiny – and potentially prioritisation – as progress will be reported to POL weekly
- o The PTF chair must record, in Peak on the Release Mgt tab, what decisions are made:
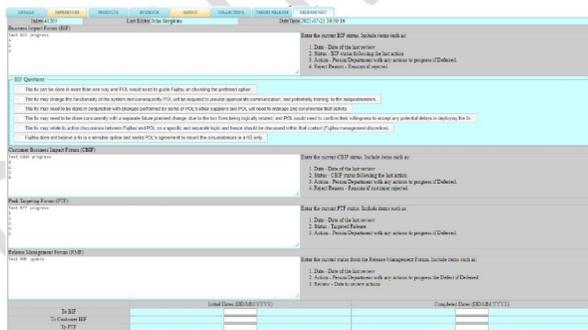
- The new PTF date fields (Initial and Completed) will need to be completed during, or after, the PTF meeting (not before or it will affect status reporting)
  - Initial date - will hold the date of the first PTF the Peak was first presented at – this value should not change
  - Completed date - will hold the last PTF meeting the Peak was discussed at – this value will change if the Peak is iteratively presented for review and it will allow reporting on what was reviewed at the last PTF meeting
- The outcome of PTF discussions should be added to the PTF text box on the Release Mgt tab. A concise note is all that is needed. No need for separate in PTF minutes

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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HDR

o There is an updated Terms of Reference (currently v2.2) but it has yet to be presented for sign off. CBIF will need adding at some stage once Fujitsu are ready with the internal CBIF processes

o Overview of the process:
- Fujitsu takes new items as Incidents to HDR not KBAs or Peaks
- Fujitsu must ask POL for their Problem reference so it can be added to the Fujitsu Incident (and any related Peaks) so we have the POL reference
- Fujitsu embeds any relevant KBA or Peak content into the Incident it shares
- Fujitsu tags its Incidents and Peaks with the applicable HDR-* CI or Collection tags
- Fujitsu does not reference its KBAs (and does not share them with POL in their native form)
- The only Peak reference is the defect Peak reference Fujitsu raises when the cause is known and a fix is to be taken through the fixing process. Fujitsu will close the investigation Peak and the linked Incident as the confirmed defect Peak reference will be the one that will be managed from this point
- If a KBA, or internal Peak, is created that identifies a condition that meets the definition of HDR Defect then Fujitsu raises an Incident by contacting Fujitsu MAC with the relevant KBA content in it and Fujitsu MAC bonds the Incident and alerts POL
- Updates on potential Live Defects is provided via bonded Incident updates
- Updates on confirmed Live Defects is provided by defect Peak weekly reports
- The above ensure POL has visibility at all times either from their ServiceNow Incident or by maintaining their ServiceNow Problem record (POL will need to transpose data from the weekly Fujitsu reports into its Problem records)
- As this is an early warning forum too, we will also issue an email alert to the Fujitsu Duty Manager distribution list and a POL distribution list to alert interested parties

o Summary
- Potential HDR Defects will be reported automatically to POL via the service management toolset replication driven by Fujitsu updates to the TfSNow Incident
- Actual HDR Defects (including any deferred) will be shared with POL weekly by an extract report from Peak that will be sent to POL in advance of the meeting showing the latest update
- New CBIF content will be shared with POL on a weekly report from Peak that will include the proposal and will be sent to POL in advance of the meeting
- Updates to CBIF content will be shared with POL weekly by a extract report from Peak that will be sent to POL in advance of the meeting showing the latest update

o The Incident will be worked by Fujitsu if it is within the Fujitsu scope of obligations – otherwise it will be passed to POL ITDSD to assign to the relevant POL third party

o POL will probably convert the ServiceNow Incident to a ServiceNow Problem – but that is their choice

o If Fujitsu completes its investigation and confirms there is no HDR Defect then the investigation Peak and Incident will be closed with no further actions required. The defect Peak will be closed with Response Category "95 -- Final – Advice after Investigation" to say the HDR Defect was not confirmed

o For the purposes of Live Defect Management, Fujitsu will use Peak references not TfSNow Problem references

o Fujitsu will provide its view of status – from its systems – and manage any difference of opinion with POL

o Fujitsu will provide weekly updates prior to the meeting

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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- Potential HDR Defects – no action required as the updates will already be in POL ServiceNow
- Confirmed and deferred HDR Defects – by sharing the latest update on the defect Peak we are managing our side in the form of a report.
- CBIF new Live Defects – for decision by sharing the pro-forma proposal in a report and inviting a decision
- *Note: Any reports will be checked and sent in advance of the HDR Forum so POL can add it to their Problem record and ensure they are ready to provide a decision to the CBIF new Live Defects*

  o The HDR Forum needs to evolve away from a "talking shop" to one of quick facts that demonstrate systematic control and confidence. Fujitsu should reduce the number of attendees
  o If POL need more information, the Fujitsu Incident, Peak or Problem owner is tasked to get it and add it to our system – or we get the CBIF proposal updated for resubmission. The new information must be added to the system
  o POL need to hold the Fujitsu Incident or defect Peak reference in their Problem record so they know what to ask us for an update on – and what to apply our report updates to in their system
  o The HDR minutes need an overhaul for Fujitsu. This is the Fujitsu specific meeting and yet it lists numerous Live Defects that are not related to Fujitsu and the minutes are sprawling and hard to follow. POL will be advised that:
    - They need to make it clear which HDR Defects are within Fujitsu's scope of obligations
    - They need to show the Fujitsu Live Defect reference (ServiceNow/TfSNow Incident or defect Peak)
    - They need to show Fujitsu's latest update
    - A summary view at the top is needed - New, Open, Closed, by Severity, by area affected, and trend
  o Any ad-hoc calls should only be required when the next scheduled meeting is too far away. Updates from Fujitsu must come from the Incident update or defect Peak report with any additional comments made during the meeting being added to the Incident or defect Peak
  o There is no definition of HDR in the contract – this needs to be addressed

Refer to Appendix D for instructions on how to create the weekly HDR Report for POL.

KB – Info only
  o The Fujitsu KB is an information repository used for support purposes
  o Any observed Live Defects will be recorded as a KBA but the progress to investigate and address them will be done via Peak(s) and Incident(s)
  o KBAs do not need to be shared with POL as the tracking needs to be on the Peak and Incident raised to progress them
  o If the awareness or involvement of POL is applicable then there will be a TfSNow bonded Incident and this will contain all relevant parts of any KBA so that the Incident that POL see is a suitable complete reference
  o If POL accept a Live Defect – namely decide that no action is required – then the KBA will be updated accordingly and will have the POL applicable reference added so it is clear that it was not fixed by POL decision. This is a contract responsibility on POL to record these and issue Fujitsu with a notification

POA Improvements – Streams 1-4
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Release Mgt tab – for BIF, CBIF and PTF

DETAILS	REFERENCES	PRODUCTS	EVIDENCE	IMPACT	COLLECTIONS	TARGET RELEASE	RELEASE MGT.

Index 41203	Last Editor John Simpkins	DateTime 2021-07-21 16:30:16

Business Impact Forum (BIF)

Test BIF progress
1
2
3

Enter the current BIF status. Include items such as:

1. Date - Date of the last review
2. Status - BIF status following the last action
3. Action - Person/Department with any actions to progress if Deferred.
4. Reject Reason - Reasons if rejected.

BIF Questions:

- [ ] The fix can be done in more than one way and POL would need to guide Fujitsu on choosing the preferred option.
- [ ] The fix may change the functionality of the system and consequently POL will be required to provide appropriate communication, and potentially training, to the subpostmasters.
- [ ] The fix may need to be done in conjunction with changes performed by some of POL's other suppliers and POL will need to manage and synchronise that activity.
- [ ] The fix may need to be done concurrently with a separate future planned change, due to the two fixes being logically related, and POL would need to confirm their willingness to accept any potential delays in deploying the fix.
- [ ] The fix may relate to active discussions between Fujitsu and POL on a specific and separate topic and hence should be discussed within that context (Fujitsu management discretion).
- [ ] Fujitsu does not believe a fix is a sensible option and seeks POL's agreement to record the circumstances in a KB only.

Customer Business Impact Forum (CBIF)

Test CBIF progress
1
2
3
4

Enter the current CBIF status. Include items such as:

1. Date - Date of the last review
2. Status - CBIF status following the last action
3. Action - Person/Department with any actions to progress if Deferred.
4. Reject Reason - Reasons if customer rejected.

Peak Targeting Forum (PTF)

Test PTF progress
1
2
3
4
5

Enter the current PTF status. Include items such as:

1. Date - Date of the last review
2. Status - Targeted Release
3. Action - Person/Department with any actions to progress if Deferred.

Release Management Forum (RMF)

Test RMF update

Enter the current status from the Release Management Forum. Include items such as:

1. Date - Date of the last review
2. Action - Person/Department with any actions to progress the Defect if Deferred
3. Review - Date to review actions

	Initial Dates (DD/MM/YYYY)	Completed Dates (DD/MM/YYYY)
To BIF		
To Customer BIF		
To PTF		

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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CBIF / HDR Diagram

Incident – Peak – Defect – HDR – CBIF

Potential Defect (Investigation)

Investigation Peak
Fujitsu Internal

Confirmed Defect
Fujitsu Internal

Fujitsu Reports HDR/CBIF, or Continuous Improvement

POL Incident [ServiceNow]

Bonded

- If it is a Live Defect then add the LiveAffectingDefect CI
- If it is a HDR Incident then add relevant CI
- Updates auto replicate
- POL rely on ServiceNow

Fujitsu Incident [TfSNow]

OTI

Live Investigation Peak

Live Defect Peak

If POL notification needed

Internal Live Investigation Peak [Call Type "L"]

Internal Live Defect Peak [Call Type changed to "#"]

CBIF Peak

Deferred Live Peak

- All should be Call Type "#"
- All should have the Collection ##LiveAffectingDefect
- If HDR then relevant Collection should be added
- Updates do not auto replicate
- Updates are system driven by reports:
  1. Live Defects with the HDR Collection – for the HDR meeting
  2. CBIF qualifying Peaks – for the HDR meeting
  3. Live Defects excluding the HDR Collection – reported (TBC) under Continuous Improvement
  4. Deferred Defect Peaks – for information and tracking

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Document owner: Steve Browell

POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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Actions

System Changes
- o CBIF reason criteria added to the Release Mgt tab

One-Time Actions
- o HDR
  1. **Steve Br** – get v2.2 of the ToR agreed and signed off
  2. **Steve Br** – amend ToR to incorporate CBIF and the basis of what qualifies for CBIF submission
  3. **Steve Br** – look at how HDR should be referenced in the contract documents

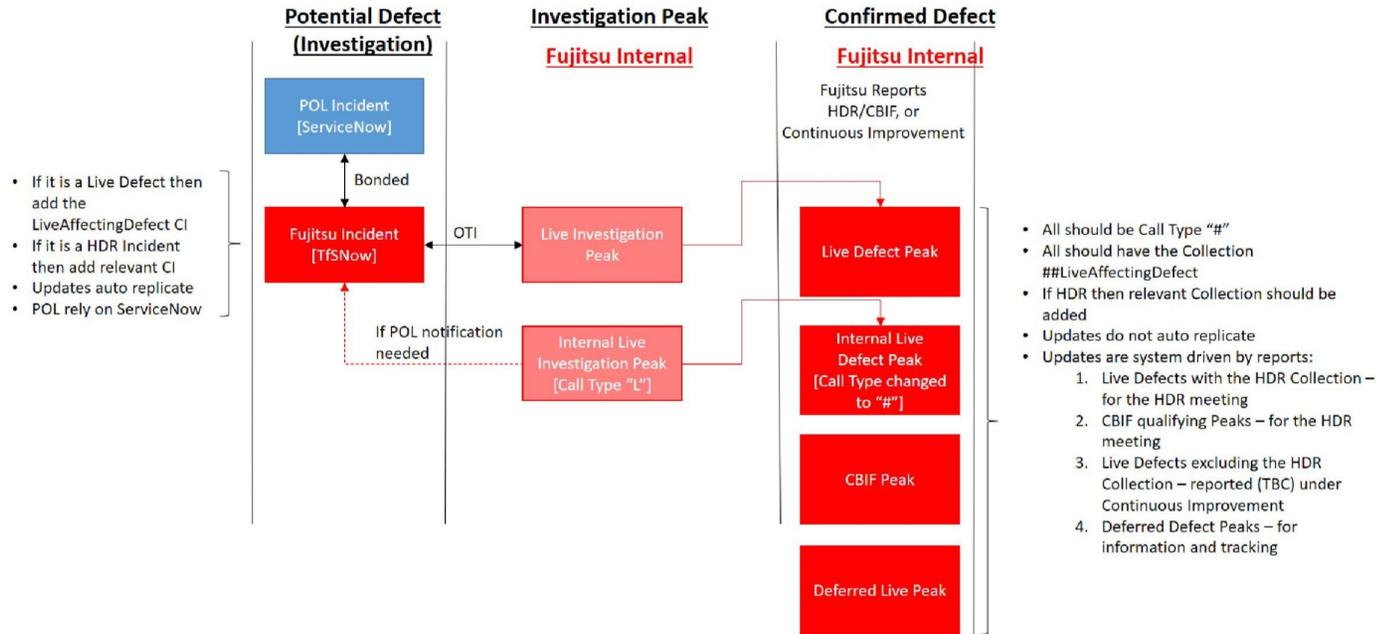Version & Last updated: See file name
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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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Appendix A – Peak data anomaly checks

To ensure the data in Peak remains consistent with the intentions of the changes within this document, managers will need to conduct manual checks. Those checks should cover at least the following. Expanded checklists should be created within each team. The POA Defect Manager will also need to do this at a cross-function level.

The checks relate to Peaks that have had, or probably should have, the ##LiveAffectingDefect Collection added.

Data Consistency & Accuracy
1. [ALL POA Managers] Any manager or senior manager on POA should ensure they have a process to review all of the areas under their control to determine that progress is appropriate – whether related to TfSNow or Peak. Live Defects need active management and it cannot be left to individuals, escalations and exception management
2. [ALL Team Managers] Does the ##LiveAffectingDefect Collection need setting on any Peaks in your area
3. [ALL Team Managers] Does a HDR-* Collection need setting on any Peaks in your area
4. [ALL Team Managers] If the ##LiveAffectingDefect Collection is set, is it (still) correct?
5. [ALL Team Managers] If the ##LiveAffectingDefect is set then is progress to an outcome going as quickly as it could?
6. [ALL Team Managers] All Peaks with a HDR-* Collection must have a well worded Impact update
7. [ALL Team Managers] Any Peaks that have both HDR-* Collections set should retain the HDR-Fin Collection as this is more important to POL and HDR-Exp. A Peak should only have one HDR-* Collection
8. [ALL Team Managers] If a Workaround is in place for a Peak then the Workaround Reference field must have the value "Yes"
9. [ALL Team Managers] Irrespective of any Peak settings, is progress being made as quickly as possible?
10. [ALL Team Managers] Any delay in making progress on Peaks due to other priorities e.g. projects or changes must be raised to the next level of management as Live service should always be the priority
11. [ALL Team Managers] Peaks that have the following No Fault Found Response Category outcome should be checked to ensure this is the right Response Category and also Closed as a conclusion has been reached with no 'fix' action required by Fujitsu:

| **Response Category** – 62 -- Final – No fault in product |
| **Response Category** – 63 -- Final -- Programme Approved – No Fix Required |
| **Response Category** – 66 -- Final -- Enhancement Request |
| **Response Category** – 68 -- Final -- Administrative Response |
| **Response Category** – 72 -- Final -- Duplicate Call |
| **Response Category** – 94 -- Final -- Advice and guidance given |
| **Response Category** – 95 -- Final -- Advice after Investigation |
| **Response Category** – 96 -- Final -- Insufficient evidence |
| **Response Category** – 97 -- Final -- Unspecified insufficient evidence |
| **Response Category** – 98 -- Final -- User error |
| **Response Category** – 100 -- Final -- Route call to TfS |

Commented [BS4]: Generate error checking reporting – filter by Assigned Team or Call Logger

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POA Improvements – Streams 1-4
Improved Ways of Working & Actions Required

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Response Category – 120 -- Final -- Cloned to create Defect Peak
Response Category – 200 -- Final -- Call withdrawn by user

Note: The Response Category must be changed if this is not a No Fault Found outcome

12. [ALL Team Managers] Peaks closed as Administrative Response should be checked as this is sometimes a default selection. If it is wrong e.g. as it was in fact a software fix that was deployed, then the Peak will need to be re-opened and correctly updated before being closed again
13. [All Team Managers] Peaks with the ##LiveAffectingDefect Collection should be Call Type L or #. Where they are not, the Call Type should be challenged and changed
    - This can exclude Peaks where the Planned Out Live (Date Out Live field on Peak screens) is in the past and the 'fix' has been deployed
    - These Peaks can be closed if they have a No Fault Found Response Category as this shows they were subsequently determined to require no action by Fujitsu
14. [All Team Managers] These Response Categories with the following field values should be Call Type "#" as they explicitly state there is a Live Defect to 'fix':

Response Category – 41 -- Pending -- Product Error Diagnosed
Response Category – 42 -- Pending -- Documentation Error Diagnosed

Note: The Response Category must be changed if this is not a confirmed Live Defect

15. [All Team Managers] Peaks where the Call Logger starts with "Deleted User" or is blank need the Call Logger Team oversight as the referenced Call Logger has left the system and hence the Peak may be orphaned
    - This can exclude Peaks where the Planned Out Live (Date Out Live field on Peak screens) is in the past and the 'fix' has been deployed
16. [All Team Managers] Peaks need to accurately state the Product and Product Group as this will be used to identify the system components to which Live Defects are associated
17. [ALL Team Managers] Peaks that have been set to Status "F" (Final) should be deployed fixes awaiting closure. If they are not deployed then the status should be changed to a "P" status. If they are Status F then the Call Logger or Call Logger Team manager should ensure these are closed
18. [ALL Team Managers] The Summary field should be as clear as it possible and all updates added to show progress should be clearly understandable by any reader
19. [ALL Team Managers] The Root Cause on any Peak should be maintained and it should be checked carefully when being changed from Status "F" to Status "C"
20. [ALL Team Managers] Any Peaks that have a confirmed cause and require a fix must have the Call Type changed to "#"
21. [All Team Managers] Any Peaks that are Call Type "#" can be bonded to TfSNow Incidents but NOT if the TfSNow Incident is also bonded to POL ServiceNow. Peaks that are Call Type "#" must be cloned to break the automatic replication with POL ServiceNow bonded Incidents
22. [Release Management] The key fields on any Peaks presented at BIF, CBIF or PTF must be checked and amended accordingly
23. [Release Management] Peaks with release set to "Re-target" should have the PTF Action automatically set
24. [Release Management] Check that Peaks that have the CBIF flags set do not have the PTF action set until CBIF has been updated (catch the accidental setting of PTF Action after BIF but before CBIF decision provided)
25. [Release Management] All Peaks with Planned Out Live (Date Out Live field on Peak screens) in the past should be Closed. The 'fix' has been deployed. If they are Status F then the Call Logger or Call Logger Team manager should ensure these are closed
26. [Release Management] All Peaks where the Planned Out Live (Date Out Live field on Peak screens) is blank or in the future should not be Closed as the 'fix' has not yet been deployed

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- These Peaks can be closed if they have a No Fault Found Response Category as this shows they were subsequently determined to require no action by Fujitsu

27. [Release Management] All Peaks with Target Release Type of "Targeted At" are Release Management responsibility to drive to deployment demanding action from other teams as needed to ensure timely progress

28. [Release Management] When a Peak is discussed for the first time at a BIF, CBIF or PTF meeting then the applicable Planned Date and Actual Date should be set to the same date. If the Peak is re-presented at any of these meetings then the Actual Date should change to the date they were reviewed. Suitable comments should be added to the relevant section and updates should be appended to maintain a log

29. [Release Management] If a Peak is approved at BIF then it must have the "BIFApproved" Collection added and the BIF Action removed

30. [Release Management] If a Peak is approved at BIF and does not need to go to CBIF then it must have the PTF Action set and the BIF Action removed

31. [Release Management] If a Peak is rejected at BIF then it is expected that the Peak will be closed with an appropriate update. The Peak must have the "BIFRejected" Collection added and the BIF Action removed

32. [Release Management] If a Peak is not approved at BIF (and not rejected) then the BIF Action should remain so the Peak is picked up at the next BIF meeting

33. [Release Management] If a Peak is targeted at PTF then the PTF Action should be removed

34. [Release Management] If a Peak is not targeted at PTF then the PTF Action should remain so the Peak is picked up at the next PTF meeting

35. [Release Management] The BIF Action should only be removed if BIF approves or rejects a Peak

36. [Release Management] The Root Cause on any Peak should be maintained and it should be checked carefully when being targeted and prepared for release to live

37. [Business Development] Any Peaks with the Collection "Deferral Agreed" should be Call Type "#" unless the defect needs further investigation in which case it is Call Type "L"
    - Deferred Peaks must have the ##LiveAffectingDefect Collection added once the release they relate to is deployed (unless they relate to issues in test environments and NOT the Live system)
    - This can exclude Peaks where the Planned Out Live (Date Out Live field on Peak screens) is in the past and the 'fix' has been deployed

38. [ALL Dev Teams] When a Live Defect is confirmed, if the Peak is bonded to TfSNow and POL ServiceNow then it must be cloned. The clone reference is to be added to the original Peak and the original Peak closed with the Response Category "Cloned to create defect Peak". If the Peak is not bonded to TfSNow and POL ServiceNow then it can just have the Call Type changed to "#"

39. [ALL Dev Teams] When a Live Defect is confirmed and the Call Type is changed to "#" the BIF Action must be set as soon possible so that the Peak moves quickly towards being targeted

40. [SSC] Peaks containing the HDR Collection that:
    - Are not Call Type "#"
    - Do not the Planned Out Live (Date Out Live field on Peak screens) in the past as the 'fix' has been deployed
    - Are not closed as they had a No Fault Found Response Category
    - And were not Deferred
    must have a TfSNow and a ServiceNow Incident reference as they are under active investigation and affect a POL branch so POL must be aware through the service management toolsets

41. [SSC] Peaks containing the HDR Collection that are Call Type "#" may have a TfSNow and a ServiceNow Incident reference but they should not be linked to TfSNow. If they are, they need to be cloned as they are investigation Peaks. The investigation Peak needs to be closed with the defect Peak reference added. These will also include defect Peaks that originated from an Incident raised within Fujitsu which POL did not need to be made aware of

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Process Consistency & Rigour

- [Release Management] Peaks that are Defect Identified that are Priority A or B or have a HDR-* Collection must get an urgent BIF/PTF review to be assigned a Release as well as a Release Date. A hot-fix must also be proposed for POA/POL management decision
- [Release Management] Peaks that are Call Type "# - Defect Identified" but have not yet been to BIF (BIF action not yet set and BIFApproved not in Collection) then action is needed unless they are scheduled for the next BIF meeting
  - This can exclude Peaks where the Planned Out Live (Date Out Live field on Peak screens) is in the past and the 'fix' has been deployed
  - This can exclude Peaks that are Targeted At as they may have been handled prior to the new processes
  - These Peaks can be closed if they have a No Fault Found Response Category as this shows they were subsequently determined to require no action by Fujitsu
- [Release Management] Targeted At Peaks should be Call Type "#" as the Defect is identified. This should have been caught at BIF and/or PTF
  - This can exclude Peaks where the Planned Out Live (Date Out Live field on Peak screens) is in the past and the 'fix' has been deployed
  - These Peaks can be closed if they have a No Fault Found Response Category as this shows they were subsequently determined to require no action by Fujitsu
- [Release Management] Peaks that are identified as "Re-target" should have the PTF action set to force the continued discussion so a next step is clear
- [Release Management] Targeted At and Proposed For - where Planned Out Live (Date Out Live field on Peak screens) is blank or in the future should be Open (O or P) and not Closed (F or C). Although F is still technically open, the Call Logger may deem it acceptable to close it prematurely – hence Status F should be avoided
- [Release Management] Where release numbers are referenced in Target Releases, a date for the release should be added and reasons why no date can be assigned should be challenged
- [Release Management] We need to highlight where the Target Release is 'Rel. Ind.' or 'Next Counter Release' – perhaps with POL so they share our enthusiasm to schedule and fix - and in so doing we keep momentum
- [Release Management] If a Peak has been to BIF it needs to have the BIFApproved or BIFRejected collection added. If not then it should have the BIF Action flag set as it is to be re-presented
- [All] Managers/Team Leaders must check for Peaks that have been cloned to ensure the reasons match the conditions agreed. If they do not, then appropriate action must be taken (update the cloning rules, remove the clone, ensure the reason for cloning is captured on the master Peak and that the purpose of the new clone is captured in the cloned Peak)

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Appendix B – TfSNow data anomaly checks

To ensure the data in TfSNow remains consistent with the intentions of the changes within this document, managers will need to conduct manual checks. Those checks should cover at least the following. Expanded checklists should be created within each team. The POA Defect Manager will also need to do this at a cross-function level.

The checks relate to TfSNow Incidents that have had the ##LiveAffectingDefect or any HDR-* Configuration Items added.

Data Consistency & Accuracy
- [Defect Manager] Check TfSNow Incidents …

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Appendix C – draft criteria for closing defect Peaks with NO action

There will always be Live Defects that experience and judgement says are simply not worth fixing. To ensure this is a matter of policy and not one of subjective decision making, criteria is needed that staff can use to make decisions.

The following is an initial draft to build upon.

A fix for a Live Defect will NOT be progressed if at least THREE of the following conditions apply:

- The frequency of occurrence of the Live Defect is rare – less than TWICE per annum

- The impact of the Live Defect is minor – it does NOT affect branch operations or Fujitsu service delivery

- The impact of the Live Defect only affects Fujitsu service delivery – and Fujitsu has compensating controls in place and Fujitsu management has agreed to taking no action

- The impact of the Live Defect is accepted by POL – and a KBA has been created by both Fujitsu and POL clearly stating the decision and the decision maker

- The Live Defect is in a part of the system that will be decommissioned before any fix could be developed and deployed

- The Live Defect relates to Fujitsu internal documentation only and the remedy will not affect the understanding or support of the system by Fujitsu

Live Defects recorded in Jira's that meet the above criteria do not need to be raised as Peaks as doing so would simply see the Peaks immediately closed. A Jira that describes a Live Defect that would warrant a KBA must have a KBA written to help future support activities.

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Appendix D - HDR Report Creation Work Instructions

To create the weekly HDR Report which is shared with POL, follow these steps:

- o As at the date of this document, the criteria to be used to determine HDR reporting candidates to share with POL will be determined by creating 3 lists using the following logic. The resulting lists will then be merged and the HDR candidates identified.
- o A spreadsheet format has been used to date so the previous week's submission should be used as the basis for the new report – removing all previous week highlighting and deleting rows scored out as POL have been told these are being removed
- o Filter on these values first:
    - Must have the ##LiveAffectingDefect Collection (relates to the Live system and does, or might, need a fix)
    - Must have the either the HDR-Fin or HDR-Exp Collection (Collections contains HDR)
    - Must have a Planned Out Date in the future or blank (it has not been deployed)
    - Must not have the Response Category set to any of these values as these are No Fault Found:

Response Category – 62 -- Final – No fault in product
Response Category – 63 -- Final -- Programme Approved – No Fix Required
Response Category – 66 -- Final -- Enhancement Request
Response Category – 68 -- Final -- Administrative Response
Response Category – 72 -- Final -- Duplicate Call
Response Category – 94 -- Final -- Advice and guidance given
Response Category – 95 -- Final -- Advice after Investigation
Response Category – 96 -- Final -- Insufficient evidence
Response Category – 97 -- Final -- Unspecified insufficient evidence
Response Category – 98 -- Final -- User error
Response Category – 100 -- Final -- Route call to TfS
Response Category – 120 -- Final -- Cloned to create Defect Peak
Response Category – 200 -- Final -- Call withdrawn by user

- o List 1 – Deferred Live Defect Peaks
    - Must also have the Collection "Deferral Agreed"
    - These are unlikely to be discussed at HDR as they are previously approved and understood but are provided to show the level of Fujitsu control
    - Extract the list showing:
        - Category (HDR-Fin = Impact, HDR-Exp = Experience)
            - Sort on this field
        - POL Reference (N/A at this time)
        - Fujitsu Reference (the Peak Call reference)
            - Sort on this field too
        - Summary

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- ▪ Confirmed Defect (Call Type is # = Yes, otherwise No)
- ▪ Workaround

Category	POL Reference	Fujitsu Reference	Summary	Confirmed Defect?	Workaround
Impact	N/A	NONE			

- Compare the previous HDR report to the new list and amend accordingly so the new HDR report list matches what the system now shows
  - ▪ Any that have been closed should be scored out and highlighted in yellow
  - ▪ Any that are new should be added to the relevant Impact or Experience section and highlighted in yellow
- ○ Next Lists – non-Deferred Peaks
  - Must NOT have the Collection "Deferral Agreed"
  - List 2 – Project Live Defects
    - ▪ If clearly from a Project that is under a controlled rollout where the Fujitsu and POL Project Managers are working together (e.g. PBS – identifiable by the use of "PBS" or "PITPOS" { which is an Ingenico Jira reference}, or other identifiable text)
      - • Summary contains "PBS or contains "PITPOS"
    - ▪ There may be none
    - ▪ These are unlikely to be discussed at HDR as they are part of the ongoing Project Manager regular review calls
    - ▪ Extract the list showing:
      - • Category (HDR-Fin = Impact, HDR-Exp = Experience)
        - ○ Sort on this field
      - • POL Reference (N/A at this time)
      - • Fujitsu Reference (the Peak Call reference for Call Type #, otherwise the TfSNow/ServiceNow Incident reference)
        - ○ Sort on this field too
      - • Summary
      - • Confirmed Defect (Call Type is # = Yes, otherwise No)
      - • Workaround

Category	POL Reference	Fujitsu Reference	Summary	Confirmed Defect?	Workaround
Impact	N/A	NONE			

- ▪ Compare the previous HDR report to the new list and amend accordingly so the new HDR report list matches what the system now shows
  - • Any that have been closed should be scored out and highlighted in yellow
  - • Any that are new should be added to the relevant Impact or Experience section and highlighted in yellow
- List 3 – non-Project Live Defects (likely originating from an Incident during normal service delivery)
  - ▪ These require more comprehensive information as these will be discussed at the HDR meeting
  - ▪ Having reached this point there will be a small number of entries left
  - ▪ This needs cross-referencing to the previous week's submission to check if anything is new or if anything has disappeared. This will need manual checking for confidence
  - ▪ Some may still be under investigation. They will have a Call Type of "Live Incident" and will have TfSNow/ServiceNow Incident references. For these,

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the Fujitsu Update should be "See TfSNow/ServiceNow Incident update" as this is where the latest status should be recorded

- Some may relate to Fujitsu Problems. The Collections should contain "FJPRB-". For these, the Fujitsu Update should be the latest entry in the relevant Fujitsu Problem record in TfSNow
- The remainder should have the Call Type "Defect Identified". For these, the Fujitsu Update should be derived from the Business Impact field which will need to be checked and improved if necessary
- Extract the list showing:
  - Category (HDR-Fin = Impact, HDR-Exp = Experience)
    - Sort on this field
  - POL Reference (this should be known unless the entry is new)
  - Fujitsu Reference (the Peak Call reference for Call Type #, otherwise the TfSNow/ServiceNow Incident or Problem reference)
    - Sort on this field too
  - Summary
  - Confirmed Defect (Call Type is # = Yes, otherwise No)
  - Workaround
  - Business Impact (See Incident, latest Problem record update, or Business Impact field)

Category	POL Reference	Fujitsu Reference	Summary	Confirmed Defect?	Workaround	Business Impact
Impact						
Experience						

- Compare the previous HDR report to the new list and amend accordingly so the new HDR report list matches what the system now shows
  - Any that have been closed should be scored out and highlighted in yellow
  - Any that are new should be added to the relevant Impact or Experience section and highlighted in red
    - These then need scrutiny to ensure they look correctly tagged as HDR and that the Impact is accurate. If they are HDR then the required fields for the HDR report need to be checked with SMEs and 4LS chased for updates. These red entries are the ones reviewed by the Fujitsu HDR meeting attendees prior to the HDR report being submitted
    - When the report is ready to submit, the highlighting should be changed to yellow
  - Any existing entries that remain on the list should be checked for updates to the Impact statement and, if progressing from Live Incident to Defect Confirmed, to amend the reference from a TfSNow Incident to the Defect Peak reference
- The far right column "Change from last week" should be used to say what has changed so it is clear where to look and why

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Appendix E - CBIF Submission Extract Work Instructions

To identify if there are any CBIF submission necessary to POL, follow these steps:

- o As at the date of this document, the criteria to be used to determine CBIF candidates to share with POL will be determined by creating 3 lists using the following logic. The resulting lists will then be merged and the CBIF candidates identified. A CBIF Proposal will then be needed as this is what will be submitted to POL.
- o Filter on these values first:
  - Must have the ##LiveAffectingDefect tag (relates to the Live system and does, or might, need a fix)
  - Must be Call Type "# - Defect Identified" (a fix is needed)
  - Must have a Planned Out Date in the future or blank (it has not been deployed)
  - Must not be Targeted At (Target Release Type is not Targeted At)as this means it has gone through PTF already
  - Must not have a HDR Collection (or it has been to HDR anyway)
  - Must have a date in the BIF Planned Date (it has to have been to a BIF meeting)
  - Must have the BIF Approved Collection set or have a BIF Completed Date in the past (it has been technically qualified)
  - Must not have the BIF action set (it needs further discussion at BIF)
  - Must not have the PTF action set (it has gone past CBIF)
  - Must not have PTF dates (it has gone past CBIF)
  - Must not have the Response Category set to any of these values as these are No Fault Found:

Response Category – 62 -- Final -- No fault in product
Response Category – 63 -- Final -- Programme Approved – No Fix Required
Response Category – 66 -- Final -- Enhancement Request
Response Category – 68 -- Final -- Administrative Response
Response Category – 72 -- Final -- Duplicate Call
Response Category – 94 -- Final -- Advice and guidance given
Response Category – 95 -- Final -- Advice after Investigation
Response Category – 96 -- Final -- Insufficient evidence
Response Category – 97 -- Final -- Unspecified insufficient evidence
Response Category – 98 -- Final -- User error
Response Category – 100 -- Final -- Route call to TfS
Response Category – 120 -- Final -- Cloned to create Defect Peak
Response Category – 200 -- Final -- Call withdrawn by user

- o Then, in turn, check these filters to build the 3 lists:
  - List 1 – high priority Live Defects:
    - Must be Priority A or B (highest impact defects)
  - List 2 – Live Defects that originated from a POL ServiceNow bonded Incident:
    - Must have a POL SNOW Reference
  - List 3 – Live Defects explicitly identified at BIF for taking to CBIF:

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- Must have a CBIF Criteria checked marker – BIF_Ticked_Questions is not blank (BIF selected it for CBIF)

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