



**HORIZON SERVICE DESK OPERATIONAL DEVELOPMENT PLAN
CURRENT ACTIVITIES**

1. HR (CM)

No	Activity	Key Task	Owner	Actions	Completion Date	Progress Status
1	Sickness policies and OH referrals	Agents who are deemed to have extensive sick records and have had their OH referrals closed are to be progressed through PIP/disciplinary route.	ALL	Monitor over next three months (Until March 2006)		
				Implement new measures after agreeing with HR (CM)	April 2006	<i>Complete</i>
		Investigate information from exit interviews acting upon findings, looking to implement appropriate changes.	CM	Review exit interview form and keep central records for analysis	Sept 2006	No common cause for leavers. Action extended due to lack of leavers!
				Conduct regular fishbone meetings to capture timely feedback on desk morale at three monthly intervals	CM	CM/PG to conduct first Fishbone
		Resultant Action Plan to be progressed	August 2006			
		External person to conduct Fishbone				

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2 Recruitment, Temps and Initial Training. (CM)

No.	Activity	Key Task	Owner	Actions	Completion Date	Progress Status		
1	Recruitment	Telephone Interview – Assess benefits	CM	Construct telephone int.	May 2006 (Draft)	Used telephone interview which was already compiled & stored on M drive complete		
				Conduct on candidates.		Used on recent candidates in June complete		
				Review with rest of team.		complete		
		HSD Tech Vet	CM	Construct Tech Vet.	May 2006		Obtained examples from other desks Now using 30 questions based around hardware & software knowledge Currently liaising with Adecco to put keyboard skills test in place for next intake 20/07/06	
						Review with team		
						Issue to Adecco		
		Interview Questions	CM	Review Std Interview Questions	June 2006	Attended course in June. Reviewed questions & compiled 9 questions based on: Customer skills/understanding work Team Work/Initiative Learning & Growing complete		

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2	Adecco relationships	Agent performance review	CM	Invite Adecco to temp probationary reviews	Meet in May	<p>Held setting expectations meeting Adecco have now attended agent reviews & become actively involved in temps progress Shelly Robertson attended desk training to gain an overview of what is expected from a front line agent</p> <p>Complete</p>
3	Agent Induction	To be reviewed and action plan created.	CM	Review current plan.	April 2006 June 2006	Reviewed - plan is suitable for our needs. complete
				Re-issue new plan if applicable	April 2006 June 2006	http://www.cafevik.fs.fujitsu.com/content/0606/public/00003/employee_induction_plan.doc Investigating the use of the company standard plan, Desk Induction & Fujitsu Induction covers all requirements complete
4	Dedicated Trainer	Investigate possibility in employing dedicated trainer for the desk.	ALL	Request to MC for trainer.	Feb BOMS meeting	<p>On hold in the absence of a suitable candidate. Nicola needs further development around professionalism.</p> <p>Not required see action 7 complete</p>



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5	Training assessment	Analyse effectiveness of initial training	CM	Devise post training feedback form for new starters	August 06	New feedback form compiled – to be used on new agents.
			CM	Gain 360 deg feed back after one week of being live. Feedback sheet required.	August 06	Same feedback form to be used by TM as basis for a 1 2 1 review after a week of being live on desk
6	Team Manager Training	Devise one day technical course for new Team Managers	CM	Construct training material	September 06	Melanie & Nicki are putting together some sessions. Will be piloted on TMs with a view to offering to Managers from other units 20/07/06
			CM	Deliver to existing TMS	September 06	
			CM	Gain feedback and amend accordingly	September 06	
7	Training Team	Recruit “Virtual Training Team” to assist Nikki deliver new starter training	CM	Review current modules for suitability to be delivered from VT		Modules simple to follow for VT. 3 agents attended TTT in June. 2 more booked for November
			CM	Advertise internally for VT’s		No need to advertise as Suitable people selected
			CM	Assign trainers to modules		3 new trainers have all successfully delivered modules & will continue to train new recruits
						Complete

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3. ONGOING TRAINING AND DEVELOPMENT (Various)

No.	Activity	Key Task	Owner	Actions	Completion Date	Progress Status
	D1 – D4 Matrix			Review the testing	March 06	Feedback from JC's team to be taken into account. <i>(Completed)</i>
				Issue the matrix	April 06	Handed to JC to merge to new format, Issued to the desk. <i>Complete</i>
				Issue the Matrix.	May 2006	<i>Complete</i>
	Construct Matrix for IMT\CMT.	JC	Put Matrix into Excel format	April 2006	Draft version on drive. <i>Complete</i>	
			Populate Matrix	Aug 2006	TBC	
	Construct Matrix for MIS.	JC	Put Matrix into Excel format	April 2006	Completed	
			Populate Matrix	Aug 2006	Will be completed at next 1 to 1 session.	
	Agree general format of Matrices.	JC	Consider TM version Vs Mike Field version	March 2006	To discuss and arrange meeting with AH to discuss <i>Complete</i>	
			Convert CST matrix to new format	March 2006	Changed to new format with some amendments. <i>Complete</i>	
			Issue to TM's\PSE's	March 2006	Matrix on drive and available for all TM/PSE and CST to access. <i>Complete</i>	
	Produce process for use of D1 – D4.	JC	Produce process.	April 2006	In process	



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		Formulate process for measuring team\desk performance	JC	Produce summary spreadsheet for team and desk to include RAG and % D1\2 etc.	April 2006	Break down by TM/PSE and agent. <i>Complete</i>
3	Call Coding	Improve call coding accuracy	RE	Set an internal KPI Arrange meeting with Jan Ambrose		New process in place for coding, PSE's to feedback to agents weekly. Self-help cards in place for codes and SLA's. <i>COMPLETE still reviewing</i>
		Devise method of recording results by agent and team.	RE			New equipment purchased and process in place JC currently tweaking SS to input into agent stats. Rebecca investigating if Mark Brown can install his recording application onto all PSE's computers rather than using tapes?
5	Training modules written to increase existing staff Knowledge and skills	To be reviewed and action plan created.	CM	Actions TBA		Dependent on outcome of skills matrix review 20/07/06
7	Mitel Commander Training	Develop and implement training plan for commander.	CM		April 2006	PSEs and TM had basic training. 1:1 training currently being completed. <i>Complete</i>
			CM	Additional reporting training required.	May 2006	Liaise with Elisabeth & arrange to review key mitel reports on the desk 20/07/06
			CM	One pager on drop down codes to be issued.	April 2006	<i>Complete</i>

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4. SENSE AND RESPOND (RE)

No.	Activity	Key Task	Owner	Actions	Completion Date	Progress Status
1	Progress current programme	Review S&R programme with RE. Look at ways of involving all teams.	RE	Final decision on demand areas to analyse.		Printers and Pinpads has been finalised, self-help cards printed and sent out. SVR cards and Call being investigated by John Casey Network being investigated by Angela Reboots and BOP being investigated by Catherine Rebecca to head up and make sure all projects are running to plan. Complete
2	Learn best practice from other accounts	Visit FCY to investigate ideas from other desks	RE			Requested meeting with VF PG presented on VF and Laurel
4	Involve HSD desk in Sense and Respond	Allocate Demands to Teams	RE	Ongoing measure to finalised for the above along with action plans		Demand allocated to teams. Final measures to be agreed on some projects – S&R projects handed to TM's
5	Sense and Respond Reporting	Devise S&R monthly report.	RE		July 2006	New S&R report in place COMPLETED

5. Operational (AH\PG)



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No.	Activity	Key Task	Owner	Actions	Completion Date	Progress Status
1	Increase Business\ Account knowledge	TM's to visit BRA01\STE04 ME\NSBC\PO\Rural Site.	PG\GC	Add site visits to Mgt training list	May 2006	PG\PG to get PO passes.
2	Processes and procedures	Review document storage on the M drive to ensure that key processes adhere to BSI 9002 and that all documents are stored in a logical manner.	JC	JC to populate	July 2006	All documents are stored in library and also on Cafevik. Work is underway to store data.
		Implement revised rota	AH	May 2006		COMPLETE
4	SMC – Move to the left	Review move of Counter alerting	PG\AH	Go live 1 November		Initial meeting Feb 06. Analysed data to be sent by SMC end Mar 06 To be reviewed with Carl Marx 26-04
		Review move of Counter engineering support	PG\AH	Go live 1 October		Initial headcount info sent to Carl Marx following conf call To be reviewed with Carl Marx 26-04 Carl agreed to go-ahead. (June) See IRRELEVANT calls for full status or project
6	CFM – Move to the left	Look into toolsets needed.	PG\AH	TBA		

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6. IT (AH)

No.	Activity	Key Task	Owner	Actions	Completion Date	Progress Status
1	HSD ONE	Review process for updating and maintaining the Kb	TBA			All WIMs and KELs need assessing and revamping. Dedicated resource required. M.Bishop on CMT currently does basic maintenance.
2	Mitel Commander	Own the implementation of Mitel Commander into the HSD	AH		Go-Live 27-04-06	COMPLETE
3	Tivoli	Review levels of Tivoli access to HSD staff.	AH			COMPLETE HSD staff has the equivalent of an SMC technician. HSD have adequate access.

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7. CUSTOMER, SDU's, MIS, NEW BUSINESS (JC\AH)

No.	Activity	Key Task	Owner	Actions	Completion Date	Progress Status
1	DR / BC Plan	Review BCP documentation	RE	Review process for checking the DR sites	August 30th	Find out about installing Commander at STE14 or does it already work? How long will ACD be ok to use at STE14? Completed 2 nd stage of BCP exercise. Arrange visit to check equipment with IMT
				Complete actions on last DR exercise	April 2006	COMPLETE
		Find new DR site in preparation for STE04 move.	PG	TBA		
2	NBSC\Service Improvement	SIP	JC	JC to add detail after next meeting	July 2006	SIP is discussed in NBSC meeting. Details on minutes.
		Investigate ways to "sell" the desk and add value.	JC	As above. S&R report?	Ongoing	Inappropriate calls and Counter printer info supplied to NBSC on what desk are doing to reduce calls. Also Monday peak calls under investigation.
3	MIS	Review ALL MIS reports to assess usefulness and contractual commitments.	JC	JC to add detail	Next check October 2006	Meeting to take place on 18/7/06 with E Smith. Completed, Reports to be assessed every 3 months. COMPLETE
		Add contingency by training pool of reporting people	JC	COMPLETE	July 2006	Lisa Starr, Trisha Clegg, Gurbir, Charlotte and some of IMT can produce MIS reports. COMPLETE
4	BNR	Processes and Kels/WIMs	AH	COMPLETE		COMPLETE

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		Training	AH	COMPLETE		COMPLETE
		Pilot Support	AH	COMPLETE		COMPLETE
		Rollout	AH	COMPLETE		COMPLETE
		Monitor Impact\call rates	AH	AH to liaise with Service management regularly regarding the impact of ISDN failures on strategic sites.		New powerhelp codes implemented. . Strategic sites being monitored for impact onto CMTs workload
5	IP STREAM	Processes and Kels	AH			N/A
		Training	AH			Workshop attended 22/6/6 3/7/6
		Pilot Support	AH			June 06 – Pilot 3800 sites July 3800 sites Aug
		Rollout	AH	Ensure max agent availability during rollout stage Service management to supply a list of migrated failures to duty manager mailbox each day for sites to be rebooted.		1 st major rollout of 243 sites on 1/8

Owner	Area (March onwards)	Initials
Paul Gardner	Plan Owner	PG
Angela Hughes	Toolsets, shift to the left, scheduling, productivity, P&L	AH
Rebecca Epifano	Sense and Respond, BCP, Call coaching	RE
John Casey	D1-D4 matrix,NBSC	JC

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Catherine McNamee	Recruitment, new starter training	CN
Gail Clifford	Admin	GC