

Service Delivery Transformation Programmes: Code of Practice (Draft)***1. Introduction***

This document has been produced to support the delivery of Service Delivery Transformation programmes, which includes the Transformation Blueprint for the national roll-out which will commence Q1 2009. It has followed extensive consultation with the CWU and has built on the learning from the deployment of Phase 0 of this programme in Solent. It is also recognised that where additional GPS deployment takes place outside of the reactive work streams then this code will be updated and agreed with the CWU to reflect not only any new or additional alerts but how they will be used.

The Code of Practice has 4 sections - an explanation of Service Delivery Transformation Programmes, raising performance and contribution, the use of data derived from GPS technology and deployment and ongoing review with the CWU.

2. What is Service Delivery Transformation?

By transforming our organisation we will:

- Improve the competitiveness of Openreach against significant commercial threats by implementing GPS technology throughout our Field Force and aligning with industry best practice.
- Optimise work allocation and capacity planning to improve customer service.
- Improve personal safety and emergency responses for team members.
- Create an honest and supportive performance culture which contributes to delivery of excellent customer service.
- Provide better tools and equipment for engineers which enable them to deliver excellent customer service.
- Ensure better utilisation of fleet vehicles & reduced carbon footprint.

3. Raising Performance and Contribution

For individuals to perform at high and best possible levels, they need appropriate coaching, training and encouragement. Openreach Performance Management is aimed at providing a positive and supportive environment for managing performance and skills development. Recognition and reinforcement of good performance is key to this. Where performance does not meet clearly set out criteria, we recognise the need to take action to correct this, using the appropriate blend of support and coaching. The right business outcome is that this will enable people to improve performance.

Our people and their contribution are key to delivering sustained future success and, as such, the type of environment we wish to create is set out below:

One of the key requirements is the creation of an Openreach work force that is; flexible, equipped, trained, motivated, correctly sized and structured. The ambition is to create an environment for Openreach people where they experience an organisation that:

- Treats them with fairness, professionalism and respect as we in turn expect them to treat our customers
- Makes them feel valued, trusted and fairly rewarded
- Provides them with clarity of role and accountability including clarity on what decisions they can or cannot make
- Enables them to do a good job by providing the skills and tools they need to do their work well
- Supports them in doing their job by making sure that key delivery processes work
- Provides people with honest feedback on their performance
- Engages and motivates people by explaining to people the customer and business context and need for actions as well as setting out the tasks to be done
- Gives people a sense of accomplishment in their role and pride in being top quality engineers.
- Gives people the confidence and pride to represent Openreach positively to colleagues and customers alike.

4. The Use of Data Derived from GPS Technology

This Code of Practice has been produced to ensure that, as we move into national roll-out from Q1 2009, data derived from GPS technology is used in a consistent manner across Openreach. This section details how data derived from this technology will be used when dealing with performance.

4.1 GPS Guidelines

Openreach Service Delivery confirms that the system is not designed nor intended as an employee surveillance system or as a discipline tool and it will not be the sole basis for instigating performance or disciplinary proceedings. The purpose of GPS is to help get the best use out of vehicles and identify ways to improve the use, efficiency and performance of task/job allocation

GPS data will be used to produce trended individual productivity reports, highlighting efficiency and effectiveness, which will be considered with all other relevant facts. It is also recognised that other BT policies and processes may need to be invoked where appropriate.

Team members have access to their own performance reports via the iPerformance on a Page (iPOP). The individual's line manager also has access to this information.

Access to driver data is protected under the Data Protection Act and will be restricted to individual team members who will have access only to their own data. This will be updated on a daily basis and will be available via the Informe portal. It will also be available retrospectively to the individual's line manager as a "day – 1" report.

Line Managers will not have direct access to tracked vehicle movement data in real time. They will be able to access a snapshot of current vehicle locations to help them locate their team members for field visits. The access to this site will be monitored by the General Manager to ensure appropriate use

In the event of a vehicle being involved in a serious or fatal road traffic accident the policy and vehicle inspectorate can request telemetry data related to the specific incident. The authorities may also require Openreach to release all data relating to a specific vehicle or driver as part of civil or criminal investigations

4.2 Alerts

Where triggers or alerts are continually activated by the same individual the line manager should initially discuss with the individual to identify the cause(s) and any further training or development needs. This will include if necessary further coaching utilising appropriate training material as well as using the relevant sections of the drivers handbook to improve driver performance and compliance with the required driving standards. Following this, it is also recognised that other BT policies and processes may need to be invoked where appropriate.

In keeping with BT policy governing the use of mobile phones and hand-held devices, controls should avoid calling a field engineer where it is obvious that the vehicle is in motion.

The following exception alerts will be generated by the system:

A1 (a) First customer commitment in jeopardy (Home parker)

Parking at home (PAH) is defined as set out within the PAH Policy (ISIS PNL\EMPC051) at <http://parkingathome.nat.bt.com>.

The current policy states:

Parking at home is defined as where the vehicle is parked

Within the perimeter of the individuals property

Directly outside of the home

Within the vicinity of the individual home

An alert will be generated if a person's vehicle has not moved within a defined period of time after the expected vehicle start time. Short distance changes in position e.g. moving vehicle off the drive will not be classed as vehicle movement.

As defined in the current PAH policy, the expected start time is the effective start time (from Taskforce) and will be determined as commitment time. Commitment time is the total time the home parker commits before the start time and after finishing time. This is Commute time plus 15 minutes at the start and end of the working day. For example, if an individual's Commute Time is normally 10 minutes, then the maximum Commitment Time is 25 minutes (10 minutes Commute Time plus 15 minutes Contribution Time). If an individual's Commute Time is normally 40 minutes then the maximum Commitment Time is 55 minutes. The home parker must commute at both ends of the day and carry out their Start and End of Day routines (i.e. Sign-on/off and Vehicle Checks) within their Commitment Time.

A1 (b) First customer commitment in jeopardy (BT Site Parker)

An alert will be generated if a person's vehicle has not moved within a defined period of time after the expected vehicle start time. Short distance changes in position e.g. moving vehicle off the drive will not be classed as vehicle movement.

A2 (a) Safe Home (Home parker)

An alert will be generated if a person's vehicle has not arrived home within a defined period of time after the expected vehicle finish time.

Expected finish time is the effective finish time (from Taskforce) and will be determined as commitment time. Commitment time, as defined in the current PAH policy, is the total time the home parker commits before the start time and after finishing time. This is Commute time

plus 15 minutes at the start and end of the working day. For example, if an individual's Commute Time is normally 10 minutes, then the maximum Commitment Time is 25 minutes (10 minutes Commute Time plus 15 minutes Contribution Time). If an individual's Commute Time is normally 40 minutes then the maximum Commitment Time is 55 minutes. The home parker must commute at both ends of the day and carry out their Start and End of Day routines (i.e. Sign-on/off and Vehicle Checks) within their Commitment Time.

A2 (b) Safe Home (BT site Parker)

An alert will be generated if a person's vehicle has not arrived back at the BT site within a defined period of time after the effective finish time (from TaskForce).

A3 Out Of Hours driving

An alert will be generated for any significant movement by a vehicle before 0600 or after 1930. Short distance changes in position e.g. moving vehicle off the drive will not be classed as vehicle movement.

The alert is provided as a report directly to the Operational Manager the next day. For any vehicle included in the report, the record will show the time(s) that it was driven.

The report will include vehicles that may have been driven by engineers with appropriate reason e.g. on call out or working late to finish a job. OMs will be able to discount such records by reference to work allocation records and will not take action on these cases.

A4 GPS Off Air

An alert is provided as a report to the Controls team which identifies GPS devices that have not shown activity (communication) within a defined period of time. The controls team will follow the process for alert escalation detailed at Appendix A.

A5 Parked away from Customer Job Location

An alert will be generated if a person's vehicle is parked somewhere that is not within the customer job location for the task that is being executed, and remains there for more than a defined period of time.

Example:

- BT Vehicle parks at a location outside area of customer job location
- After a predefined period an alert is generated
- The Customer Controller talks to the Field Engineer to establish reason behind the alert
- The Customer Controller either: a) reaches agreement or b) raises the issue with the Operational Manager

A6 Job Completion in Jeopardy

An alert will be generated if a person's vehicle is parked within customer job location and the current time is within an agreed period of the estimated completion time for the job.

Example:

- Field Engineer is in the process of competing a job
- At a predefined point – relative proximity - to the expected completion time, an alert is generated informing the customer controller that the job is nearing its completion time

- The Customer Controller proactively talks to the Field Engineer to establish either: a) suitable job extension b) Next job information

A7 Departure from Job, without Closure

An alert will be generated if a person's vehicle leaves the customer job location of the job that is in a state of Execute.

- Vehicle leaves a customer job location
- After a pre-defined period an alert is generated into the Customer Controller
- The Customer Controller talks to the Field Engineer to establish reason behind the alert
- The Customer Controller either: a) Understands the reason behind the departure or b) raises the issue with the Operational Manager

A8 Closure of Job, without departure

An alert will be generated if a person closes a job (COM or FUR), is allocated a next task at a new location but doesn't start travelling to next customer job location.

Example:

- Field Engineer closes down a job and is allocated a new job
- If no significant vehicle movement within a pre-defined period an alert is generated into the Customer Controller
- The Customer Controller talks to the Field Engineer to establish reason behind the alert
- The Customer Controller either: a) reaches agreement or b) raises the issue with the Operational Manager

Additional notes:

If the engineer does not get new allocation of work – no alert is generated

If the engineer is already at location for next customer job – no alert is generated

Additional Information

For each of the alerts generated, the controller is required to follow the process detailed in Appendix A and for which they have been trained. There are rare occasions when interrogations of the systems indicate that the alert has been generated in error. If the controller can evidence that this is the case then the controller should record the issue and need not call the engineer. Where the controller is unsure, a discussion with the engineer will take place. Care should be taken to ensure that the process is followed in a non-accusatory way or the outcome of the discussion is pre-judged.

If, having followed the above process, the Customer Controller is unable to clarify the matter with the engineer he/she should escalate the issue to relevant Operations Manager.

Each of the alerts have flexible parameters built into the system e.g. short distance movement. These may be reviewed by Openreach depending on operational performance. These flexible

parameters will be shared with the CWU in a separate document and will be included in the training for managers and team members. Where there are changes the CWU will be fully consulted at national level.

There may also be the need to introduce new alerts based on operational need. Where new alerts are to be introduced, the CWU will be fully consulted and agreement sought. at national level.

4.3 Implementation Phase

Upon commencement of national roll-out from Q1 2009 and to ensure a smooth transition to the implementation of the GPS technology we will operate a 4 week acclimatisation process from the activation of GPS equipment in vehicles.

During this timeframe, line managers will not progress performance discussions with an individual using the new reports, except in the case of incidents constituting Gross Misconduct. However, during the acclimatisation period the line manager will have discussions with each individual team member and review the iPOP and tracked vehicle movement data produced during the acclimatisation period to ensure understanding of the data.

Team members will have access to iPOP and tracked vehicle movement data during the acclimatisation period. They will also attend a training session on Operations Transformation.

During the implementation phase and beyond, line managers will undertake a training and accreditation review to confirm their capability of implementing the programme and to ensure that they understand how the iPOP data should be used in 1:1 discussions with individuals. After a 6 week period all Operations Managers will attend an accreditation review session, those individuals not successful in reaching the expected standards of accreditation will have further personal training and development to support them to achieve the accreditation standard. To ensure continued compliance with the standards of behaviour expected, an annual process of re-accreditation will apply.

The CWU will have access to all training material and invitations to attend local training will be offered to lead Branch officers.

During the acclimatisation period the line manager will have discussions with each individual team member and review the iPOP and tracked vehicle movement data produced during the acclimatisation period to ensure understanding of the data.

Following the acclimatisation period, where the data for a team member shows trended areas for improvement, the manager will identify opportunities for improvement and develop a coaching plan during the 1:1 with the team member.

During these 1:1's OM's should highlight and discuss any inappropriate behaviour to Team Members and advise that any further non compliance will be dealt with in line with standard Openreach policies and processes. In these cases, if there are any data integrity issues between the OM and team member, these should be escalated to the programme team for resolution.

Confidentiality and retention of information will be covered by existing processes including - Information Retention Policy, Data Protection Act and Disclosure of Information. In addition, Clear Desk and Screen policy guidelines will be mandatory.

5. Deployment and Ongoing Review with the CWU

In accordance with the national roll-out timetable, the application of the Code of Practice document is mandatory and its application during the implementation phase will be jointly reviewed on a fortnightly basis by the Operational GM and the appropriate CWU Branches. The objectives of these meetings will be to review local roll-out and address any issues raised that may apply to the application of the Code of Practice. The code of practice will be issue controlled and will carry the authority of the design authority Director. Where local meetings cannot resolve an issue these will be jointly escalated to Openreach Employee Relations team and CWU Openreach Lead Officer. Where differing views exist, Openreach and CWU will work to resolve these through the normal consultative processes within 5 working days.

Review

Openreach ER and national CWU will meet monthly during the implementation phase to review national roll-out activity. Openreach and CWU also commit to meet on a quarterly basis, upon completion of the national roll-out. These meetings will provide information to CWU on productivity levels, service levels and appropriate performance metrics.

Change to the Code of Practice

1. Any change to this code of practice requires the written consent of Openreach and the CWU.
2. The operation of this code of practice will be jointly reviewed as part of the regular review process.