KVI Change Management Survey Feedback

August 2018

KVI Change Management Survey – August 2018

- 9 responses received by customers

- Achieved a KVI of 82.2% against our target of 90% rated as 'Always' or 'Usually'

- 5 reviewers provided further comments on the Change management process – see following slides

- Where the feedback was not provided anonymously, the reviewer has acknowledged and approved the Xoserve response

Key Feedback Received

- Xoserve needs to present all solution options not just those preferred by Xoserve - 'think out of the box'

- The change process has come a long way in the past year – just needs final push from 'OK' to 'Great', it is less clunky and is more engaging.

- Quality of change documentation needs to be improved

- The end-to-end change process is quite difficult to engage with but acknowledge the changes Xoserve have made to better this

- It's very difficult to understand what changes are in progress, what changes have been approved and when they are due to be implemented

You said – We did

You Said	We Did
It sometimes feels options presented are done so to push the industry towards one that may be preferred by Xoserve. It would be good to see both options that are probably invalid but were thought about and some that are more "outside of the box". Xoserve should put less emphasis on shippers making changes where the root cause is how UK Link may be handling data either initially or in downstream processes (recent examples being AQ of 1 and outgoing shipper shipper submitting reads D-5 - -1). Improvements are being made but with the delay to Cadent changes in R3 I can't rate Q9 higher. I really feel this has been a failure on the Xoserve/Cadent side in not fully preparing for a known change much earlier which has meant that it will have to now be delayed. Especially disappointing as it has a direct impact on your customers (shipper) and Cadent are not flexible to payment options i.e. netting off the invoices resulting in a portion of manual work each month. On the survey, I think a "sometimes" or "most of the time" option would be good. I know it's better not to have a middle ground but, to me, the difference between Rarely and Usually is too great. Q6 and 9 for me would have been this	Xoserve works in collaboration with customers in developing solution options for all externally impacting changes. Solution options are discussed, accepted or rejected by our customers at DSC Delivery Sub Group meetings with agreement reached as to which one(s) are taken forward to be sent to all change managers for solution consultation. It has been great to see DSG members working together in rationalising solution options and bringing forward new ideas and ways of working. We acknowledge the frustration for customers in the delay to the Cadent change. In future the new capture phase introduced earlier this year will help to mitigate this happening as we now assess how much work is involved in implementing a change prior to the decision to include in a release. Thank you for the suggestion regarding the Change Survey. We will consider this and work with the DSC Contract committee in review of the survey.
The change process has come along way in the last year (it read better on paper than it did in practice) and it just needs the final push to go from okay to great. it is less clunky and is more engaging. I have recognised the hard work Xoserve have put in, we just need to finish off the final bits and really put it to the test and then let the 'capture' process naturally evolve.	We appreciate your support in our developing change process. We still have a way to go to become 'great' but hopefully you are starting to see improvements.

You said – We did

You Said	We Did
things are definitely improving. however quality of change management documentation needs to improve. They tend to assume you are fully immersed in the change already and so use acronyms and reference numbers rather than full titles and explanations; they don't take account of the fact that many smaller organisations, who are unable to service all the meetings, rely on the documentation to make them aware of change in the first place. Slide packs tend to be overly long and would benefit from more precise summaries and less extraneous details, as it makes it hard to "see the wood for the trees".	We acknowledge your feedback on the quality of our change documentation and will continue to improve this by the removal of acronyms and industry terminology. We are always open to suggestions on how we can make this better for all our customers. More recently we have held the first 2 Customer awareness sessions for Release 3, aimed at providing an overview of the changes within Track 1 and Track 2 to all our customers, particularly those who are unable to attend the change forums. Future sessions are being scheduled for the February 2019 release and will be held for all major releases going forward. We have also been working to make change materials easier to find on Xoserve.com with each release having its own webpage under our Change programme menu. This will be further improved on our new website which will be launched early next year.
Some within Xoserve still need to appreciate that National Grid is a customer as well as shippers	We acknowledge your concerns in respect of your organisation. We are working hard to ensure all of our customers are highly engaged and receive a high level of service from Xoserve.

You said – We did

You Said	We Did
We find the end-to-end change process quite difficult to engage with and to assess the impact to our business. We acknowledge changes Xoserve have made to better this and some of these questions are difficult to provide a fair answer, as the answer would more likely be "recently". Our main issue today is that it's very difficult at anytime to understand what changes are in progress, what changes have been approved and when they are due to be implemented. We feel there needs to be some form of central register (preferably not an excel spreadsheet!) that is kept up to date with change proposals, their current status and proposed/actual implementation date to make this easier to track and engage with. We have these systems in place for all other industry processes with the exception of this change process.	It's good to hear that you can see the changes Xoserve are trying to make to improve the end to end change process for all our customers. We are always open to feedback to make this better for everyone. We are doing some work to identify the impact changes have on specific customers so that we can reach out directly to those impacted as the changes are developed and implemented. We are also in the process of producing a simplified change register – although initially it will be an excel spreadsheet we hope it will provide the information customers need in a more concise way. In addition to the above, as part of an organisation-wide project to develop a new website for Xoserve, we will be improving our change management website pages to enable change details and their current status easier to find.