



# **KVI Change Management Survey Feedback**

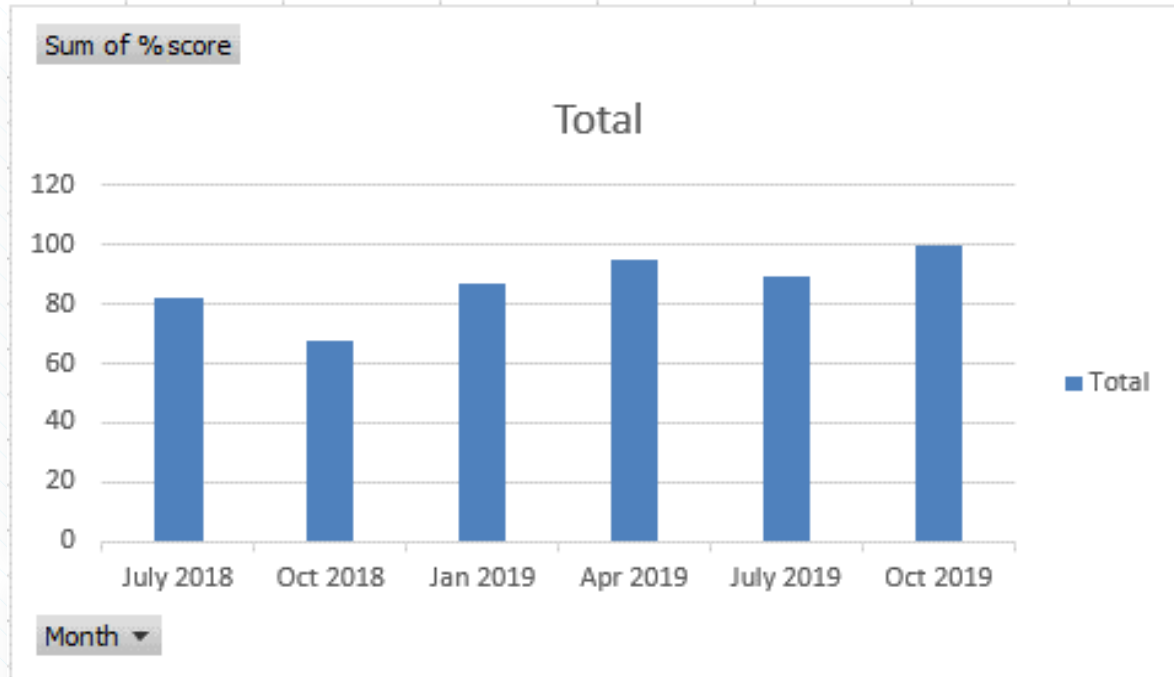
November 2019

# KVI Change Management Survey – July & October 2019

- 10 responses received by customers:
- July – 4
- October - 6
  
- July - achieved a KVI of 89.7% against our target of 90% rated as 'Always' or 'Usually'
- October - achieved a KVI of 100% against our target of 90% rated as 'Always' or 'Usually'
  
- YTD 95%
  
- 6 reviewers provided further comments on the Change management process in July/October – see following slides

# Overview

- 2<sup>nd</sup> & 3<sup>rd</sup> Surveys completed for year 2019/2020 (July)
- Issued to approx. 450 Industry contacts



# Individual question responses April 19 vs Jan 19

I receive timely and fit for purpose information to enable me to manage new changes that impact my organisation

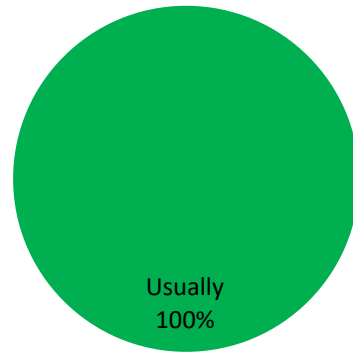
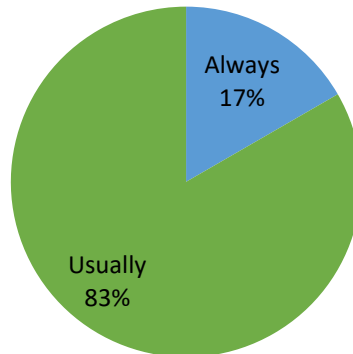
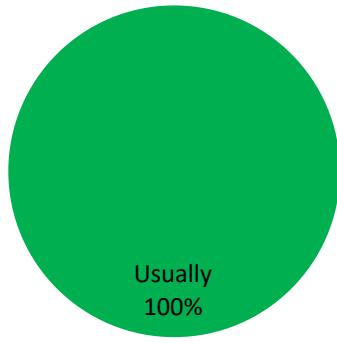
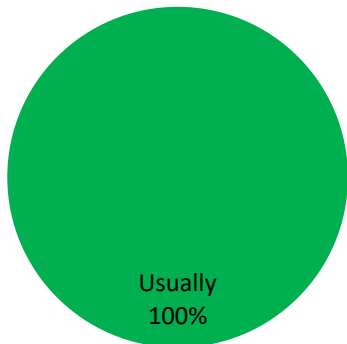
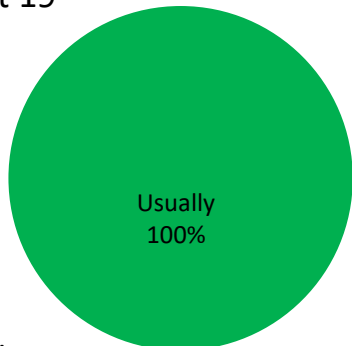
Xoserve presents a range of solution options for each change to enable choice

I trust Xoserve to identify solutions that benefit the whole Industry where possible

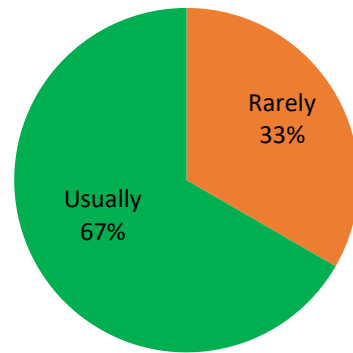
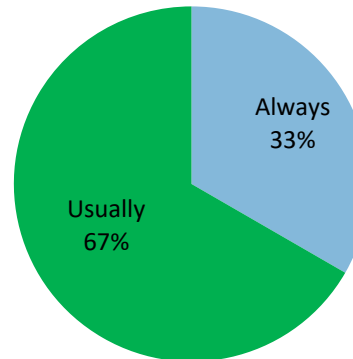
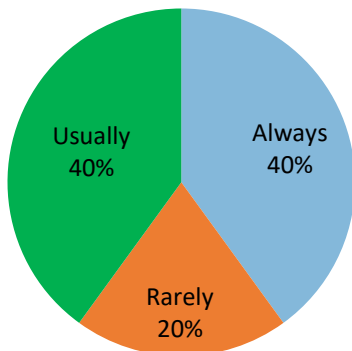
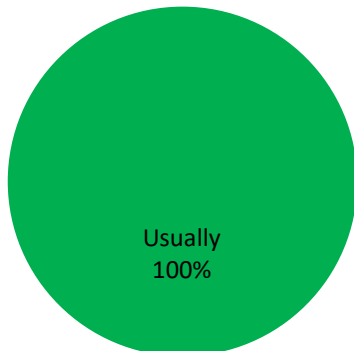
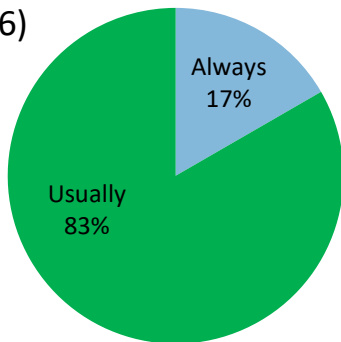
Xoserve supports the ability for me to fully engage me in the change process, should I choose to

I trust Xoserve to deliver changes to agreed costs, timescales and quality

Oct 19  
(6)



July 19  
(6)



# You said – We did – July 2019

## You Said

The increase in cost in Retro Solution is an example of changes to agreed costs.

There are still issues where changes are being released and shortly, if not immediately, afterwards falling over and failing. There is an apparent lack of performance testing.

## We Did

We acknowledge your concerns regarding the costs associated with the Retro Solution and have spent some time making improvements to the process for high level costs and the transition to locked down costs further through the change lifecycle. We have improved the process around scaling of releases and have recently implemented a 't-shirt sizing' process for change to help plan for change releases and understand better the cost of change as early as possible.

We acknowledge your concerns regarding post implementation defects and performance testing. For major releases there is an element of performance testing carried out but this does come at a cost. We have improved the process around scaling of releases and have recently implemented a 't-shirt sizing' process for change to help plan for change releases. In addition we have been providing further information on choice in terms of releases which includes a view of the costs and risks associated with releases which includes the costs associated with testing from minimal testing, minimal risk to full scale regression testing and market trials, the reasoning being that this gives customers choice in relation to how much they want to spend on a release and what customer risk appetite is. We continually monitor the impacts of change at the point of implementation through the warranty period and hope that you will find the changes that have been made will help alleviate your concerns.

# You said – We did – October 2019

You Said	We Did
<p>The Change Proposal process is clear and transparent, the Change Request process much less so with no real clarity on delivery dates which can suddenly get put back.</p> <p>The Alternative Service Request process which is out of scope of this survey is more opaque again even for those who are fairly familiar with the change process.</p>	<p>Thankyou for your feedback on the Change Proposal process, we are pleased that the process is transparent and hope that you find it quick and easy to raise a CP.</p> <p>We acknowledge that the Change Request process is not so clear and that delivery dates can move some what. This is largely due to the nature of changes that follow this process. Data Changes tend to follow the CR process and as there are no standard releases for those should a change be raised that is deemed to be a higher priority (Housing Association requests for example) then other delivery dates can move.</p> <p>We are reviewing the whole change process including the Change Request process and the Alternative Service Request to understand how those requests can be made more visible to customers and how they feed into the overall Change Prioritisation process.</p>
<p>Improvement still needed in Xoserve's ability to identify all impacted constituency parties (they still tend to just focus on Shippers) and to clearly communicate those impacts.</p>	<p>We acknowledge your concerns in respect of all impacted constituency parties. We are working hard to ensure all of our customers are highly engaged and receive a high level of service from Xoserve.</p> <p>We are currently reviewing all of our change processes and will look at how we can ensure that, where we think there is an impacted constituency this is market clearly and we can articulate the reasons that drive the potential impact to make it clear for customers to identify those changes that they need to review and feed into.</p>

# You said – We did

## You Said

I have noticed more and more that comments we make in relations to the change packs more and more receive a response which feels very much like 'it is what it is now'. Of late I have been unable to attend DSG due to other priorities however as a result have found myself in a position that by the point a change pack is issued, the solution seems to have been almost decided upon and any comments seem to receive a response to this nature. It feels unfortunate that if DSG is not attended, we are unable to make any suggestions in design improvements that are taken forward for consideration. Further to this the changes as a result of MOD700 where communicated/summarised via change pack very late in the day leaving us very little time to make any required system changes. I rely on the change packs to drive my system changes and so this proved to be very challenging. (Elly)

In addition the quality of the information in change packs could be better to make them more effective. They have improved but could do with improving further so that the change pack is everything you need to be able to assess a change and it's impacts

## We Did

We acknowledge the feedback on change pack responses. As discussed solutions are discussed in DSG with a view to recommend preferred solution to Change Management Committee.

We are aware that DSG needs to evolve somewhat and are working on the format and frequency of meetings with a view to being solely to discuss solution options and be shortened to ensure that customers are able to attend and feel that the meeting adds value.

In relation to the timescales to turn around responses to change packs we are also looking at the schedule for responses in order to allow customers enough time to respond and for Xoserve to provide relevant and valuable feedback on the back of those responses.

We also appreciate the feedback on the change pack content and the quality of the information. We will look at the content of future change packs with a view to assessing how we can add information to the packs but ensure that the size of the documentation does not lean to customers not having the time to review.

# You said – We did

## You Said

I find the Xoserve change process a lot more difficult to follow than UNC or BSC changes - I'd prefer to see significant changes lifted out of the change packs and tracked individually.

In addition, there do not appear to be any obvious processes in place to provide customers information to core activities. If I wanted to find guidance on the AQ process it is hard to navigate to specific documentation and when searching on Xoserve.com a PowerPoint document will be pulled back that suggests a moment in time rather than a baselined process used as a reference point.

## We Did

We acknowledge your concerns regarding the Change Pack Process and how it can be improved to make it easier to identify significant impacting changes and the solutions being proposed as part of the over all Change Pack.

We are currently reviewing all our change processes including the Change Packs and will ensure that your suggestion is used to help improve the process.

With regards to documentation, with the change processes we are also looking to improve the navigation around the website to make it quick and easy to get to information.