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## 1.0 Introduction

TNT is a company which provides a unique combination of on-demand, time-sensitive, door-to-door international and national express delivery services through its Express freight and Same Day businesses. TNT also works directly with key customers to provide specialised delivery services for various industry sectors.

Express ICS – Information & Communication Services, is a key support unit of TNT Express. Our principal focus is to develop business applications supporting the Express delivery services for all regions and operating units. These are run on a fully managed global infrastructure. We also support a global infrastructure of over 1000 servers and 20,000 personal computers and the telecommunications network.

The ICS team is located across multiple sites, our computing centre being in Atherstone, Warwickshire. In total ICS employs approximately 600 people. The Service Centre is also located at the Atherstone computing centre and consists of a team of more than ninety people, covering first and second line support.

The department is split into three main areas. With a team size of thirty-three, first line and desktop support are focused on providing service to the Express UK business. They operate extended UK office hours on a Monday to Friday basis. They are the first point of contact for all Express UK users.

Level 2 support operates across a four shift pattern on a 7x24 basis. With a staff number of fifty-four, they offer technical support skills to users on a global basis. During out of hours, country service desk (including UK) telephones are routed to level 2 to ensure continuity of service.

Incident management are a team of five. Their role is to ensure that all priority 1 and priority 2 service calls receive the correct level of attention across the support tiers. Incident management are also responsible for monitoring SLAs for breaches, coordinating major incidents and where necessary, completing incident reviews.

## 2.0 Leadership

### Alignment with core business

Effective leadership is a key value across ICS, this can be seen at all levels of the organisation. The Director of ICS, Guy Mason, has been with the company since January 2010. During that time, he's continued to support the leadership values of the company, while introducing a number of new ideas.

A fundamental display of leadership is the way in which the vision & mission<sup>1</sup> and strategy<sup>2</sup> for the Express and ICS business are cascaded in objectives for all departments. Each month, Marie-Christine Lombard, TNT Express Managing Director, issues a statement on the current position of the business, including financial results, market placement and changes in the business. These communications are cascaded<sup>3</sup> to all levels of the company, using video streaming with live chat to enable alignment of IT with business and facilitate continuous improvement.

### Interaction with IT

All people joining ICS spend time in the Service Centre and meet Simon Ball, the Service Centre Manager, as part of their induction process. The aims and service centre strategy<sup>4</sup> of the department and its role in service management and involvement with problem, release and change are explained to them and they can ask questions. Openness is encouraged, Simon and all ICS managers, operate an open door policy and encourage staff to share ideas and concerns.

### Resource optimisation

At an ICS level, Guy Mason issues a monthly organisation update to ICS staff, explaining how resource changes support service levels. These are supported by frequent postings to the company portal – Next Generation Workplace<sup>5</sup>. Each quarter, Guy schedules a series of 'Town Hall' meetings where he gives an address to the departments allowing people to ask questions in an open forum environment.

### Promoting Teamwork

To encourage communication and team working, we have weekly focus groups, chaired by a manager with a selection of attendees from each of the service centre teams. Details of attendees, chairing manager and topics for discussion are published in advance to allow staff to submit their own questions and comments through the representative attending from their team. All meeting minutes and action updates are published for all to see in NGW. These have proved very successful for cascading ICS business objectives and the role of the service centre in achieving them. Cross-team meetings have also resulted in ideas for service improvements and changes in working practices.

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<sup>1</sup> See Appendix 2A

<sup>2</sup> See Appendix 2B

<sup>3</sup> See Appendix 2C

<sup>4</sup> See Appendix 2D

<sup>5</sup> See Appendix 2E

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## **Promoting the service centre**

The service centre is represented at a senior management level by the service centre manager. Forums at this level are used to promote achievements made and help drive departmental improvements. Analysis of incident metrics and Key Performance Indicators are used as a basis of cross-team meeting agendas where specific opportunities to improve service are agreed and planned.

## **Distribution of information**

Performance of the service centre is published via scorecards. In addition, key metrics are included in the monthly ICS cascade<sup>6</sup>.

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<sup>6</sup> See Appendix 2C

## 3.0 Policy & Strategy

### Vision & Mission

The ICS organisation works to serve the needs of the TNT Express business. The ICS vision, mission and strategy<sup>7</sup> have therefore been developed to be closely aligned to the business. Both TNT and ICS strategies are reviewed on an annual basis. Once agreed, the ICS strategy is cascaded<sup>8</sup> to departmental managers, who are then responsible for ensuring that the strategy for their department is in line with the higher levels, and has been approved by senior management.

### Stakeholder Input

Each year, based on the plans published by Express, a set of strategic priorities<sup>9</sup> are established and published for ICS. These priorities are used as the major input to determine the overall strategic objectives for the business over the forthcoming year. As well as being published for all to see in NGW, the priorities are reviewed at senior management levels to ensure understanding of implications across the departments.

### Goals and Objectives

From the strategic priorities, objectives are set at an individual level to ensure that departmental objectives are achieved. The setting of objectives is a process completed at the start of each calendar year. Managers are measured against deadlines to complete this for their departments; such is the importance of this task. The process is controlled and governed by standards<sup>10</sup> set at a Divisional level, and states that all objectives must be SMART and reflect the needs of the team or department, as well as aligned to business objectives.

In support of the objectives being set, all staff are expected to comply to and exhibit desired competencies and business-critical behaviours. Such is the level of importance placed on these characteristics, that these too are included in the annual objectives setting exercise. All objectives and defined behaviours are documented and signed off by staff and line manager<sup>11</sup>. Copies are held by each, as well as HR. As part of the agreement and sign-off process, each member of staff will have their objectives for the year explained to ensure understanding. The link to higher level departmental and organisational objectives will also be explained at this time.

Review of progress against objectives is carried out monthly with a formal review at the mid-year point and a final appraisal<sup>12</sup> at the end of each year. Monthly and mid-year reviews are to ensure that progress is being made as planned, and that where necessary, additional support, training etc can be provided. The end of year appraisal is a formal meeting to assess achievements against the SMART objectives agreed at the start of the year. All appraisals<sup>13</sup> and mid-year reviews are documented and used as a basis for reward and career progression.

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<sup>7</sup> See Appendix 2A & 2B

<sup>8</sup> See Appendix 2C

<sup>9</sup> See Appendix 2B

<sup>10</sup> See Appendix 3A & 3B

<sup>11</sup> See Appendix 3C

<sup>12</sup> See Appendix 3C

<sup>13</sup> See Appendix 3C

## **Business and Operation Plans**

As with other parts of ICS, the service centre's activities are largely driven from the company strategy and the objectives required to deliver it. In parallel, there is ongoing activity to review tactical needs of the business and implications for support. For TNT UK, this is achieved through a UK Focus Group, a quarterly meeting involving technical and business representatives to discuss and understand strategic and tactical changes and identify opportunities for the service centre to adjust support. From these meetings, tactical plans may be updated.

## 4.0 People Management

### Job Descriptions

Each ICS staff member has a documented job description/profile<sup>14</sup>. This states the components of that job, including key activities, responsibilities and accountabilities. Each job profile has an associated skills matrix<sup>15</sup>. This details the skill levels required for that job to be performed. The combination of these enables all staff to understand what is expected of them. These documents in turn, support the appraisal process<sup>16</sup> with an individual's assessment and identification of development needs being driven by the job profile for their role. Job structures across ICS are being reviewed throughout 2011 to bring them in line with the new Express Division standards.

### Training Plans

Staff training and development is a key strategy and starts from the point that an individual joins the company with a 13 week induction plan<sup>17</sup>. Skills matrices<sup>18</sup> exist for the core services supported; individuals are reviewed against these at half year and end of year points. The matrices are maintained, enhanced and updated in line with technology changes and shifts in roles & responsibilities. A recent example has been 'Shift Left' where tasks carried out by third level Lotus Notes are now completed at second level. The skills matrix<sup>19</sup> was updated to reflect this.

### Career and Development Plan

ICS uses academy, classroom and CBT based training. The coordination of this is managed by a dedicated Learning & Development team; also a dedicated trainer/coach is located in the service centre to support staff skill development.

In 2009, we introduced formal coaching<sup>20</sup> to aid development. In parallel, Qfiniti Call Recording and evaluation<sup>21</sup> was implemented. The combination of staff reviewing their calls for technique and quality, coupled with structured coaching assists them to develop and enhance the service we offer.

All staff receive regular formal and informal coaching with managers or team leaders competent to coach. Coaching is a management objective with monthly targets, reported as part of the departments KPIs<sup>22</sup>. All new coaches are observed until signed off as competent<sup>23</sup>.

Our commitment to develop staff is reflected in the department's low staff turnover<sup>24</sup>. Clear development and career paths enable staff to expand their skills in their existing role, or work towards new roles within the department and third line teams.

<sup>14</sup> See Appendix 4A

<sup>15</sup> See Appendix 4B

<sup>16</sup> See Appendix 3A, 3B & 3C

<sup>17</sup> See Appendix 4C

<sup>18</sup> See Appendix 4B

<sup>19</sup> See Appendix 4B

<sup>20</sup> See Appendix 4D

<sup>21</sup> See Appendix 4E

<sup>22</sup> See Appendix 4F

<sup>23</sup> See Appendix 4G

<sup>24</sup> See Appendix 4H

## Personal Performance Appraisals

Objectives are set for all staff in line with the strategic objectives and formally reviewed at mid year and end of year.<sup>25</sup> Regular interim reviews are also conducted to ensure achievements are on target. Development and training needs will also be identified as a result of these reviews. Managers are responsible for ensuring that these are planned and completed.

## Employee Satisfaction

Each year an employee engagement survey is conducted, called Voice. Results are discussed in focus groups with the team to develop action plans<sup>26</sup>. A number of recent improvements have been triggered from this.

## Compensation, Formal and Ad hoc Reward and Recognition

The VIP Awards, 'Values in Practice'<sup>27</sup>, provides employees with a facility to recognise and reward fellow employees for exceptional performance, in line with Our Way of Life principles (OWL). We also present awards and extra holiday for length of service. Company pension, flexible working and a subsidised social club are also offered to staff. Management will recognise specific achievement with ad hoc rewards in addition to those provided by VIP.

## Financial

A budget for the service centre is completed each year in line with the ICS budget planning process. The service centre manager owns this process for the department. A large proportion of the department's budget is associated with staff and their development<sup>28</sup>.

Once finalised and agreed, the budget is reviewed each month against actual costs along with performance against departmental KPIs and metrics. This is to identify whether specific areas of investment are needed such as cross team training to address deficiencies in support highlighted by breached service levels.

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<sup>25</sup> See Appendix 3C

<sup>26</sup> See Appendix 4I

<sup>27</sup> See Appendix 4J

<sup>28</sup> See Appendix 4K

## 5.0 Resources

The service centre provides skilled resources across a number of levels and while it is recognised that each team in the department requires specialist skills in order to perform their role, the overall success of the department relies on high levels of integration across the group.

### Financial

The service centre manager is responsible for the allocation and management of the department's budget and reports each month (actual vs budget) across the key cost areas of staff and training. The overall departmental costs are also used as a basis to identify cost splits across the department, with analysis being carried out to evaluate the utilisation levels of staff and costs of incident resolution through different channels<sup>29</sup>. As the graph shows, a campaign in 2010 to increase the take-up of SSP has reduced the monthly cost. Reduced reliance on email as a channel have correspondingly increased the cost of this channel.

### Staffing & Scheduling Processes

Assignment of tasks is monitored and reviewed on a daily basis. Shift rotas are used to manage coverage of level 2 support needs, while at a service centre level, twice daily cross-team 'stand up' meetings are used to assess that day's workload pipeline. Actions resulting may include re-assignment of staff and staff working additional hours.

Each day, level 1 teams are organised to focus on each of the channels used to submit calls, resulting in overall efficiency gains. Resources are switched between groups to maintain a balance in service as required.

Overall staffing level effectiveness is reflected in the department's KPIs. Other metrics also provide a general barometer on the overall climate e.g. sickness levels. Staffing figures are monitored throughout the year and used as an input to the annual budget planning process<sup>30</sup>.

### Physical Environment & Ergonomics

Different teams require specific toolsets to enable them to effectively carry out their roles. Citrix thin client facilitates the ability for staff to hot desk and for first and second level staff to co-locate, but still access the tools they need. This has resulted in improved communication and process efficiency. All second line support staff use twin monitors; one to view the many monitoring toolsets we have in place and the other for performing operational tasks.

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<sup>29</sup> See Appendix 5A

<sup>30</sup> See Appendix 5B

## Integrated Systems

ICS monitoring tools are integrated with the service management toolset, with incidents being generated automatically when a threshold is breached. The service management toolset is also integrated with a portal front end facility – SSP. Based on a series of menus and forms, SSP provides end-user access to self-help, log calls directly into HP Service Desk and monitor progress thereafter. Since its introduction to the UK business in 2010, we have seen increasing growth in the use of SSP for logging service calls (See example graphs)<sup>31</sup>.

## Knowledge Management

Across all global support tiers, ICS utilises knowledge management. Stored in a document repository with a Google front-end, all staff can access an ever-growing library of business and technical information. Management of the repository is carried out by a dedicated team, their role being to ensure that articles are developed, signed-off and maintained as required to support the business. Reports are produced each month to show uptake and effectiveness.<sup>32</sup>

## Reporting Systems

Data is extracted on a daily basis from the service management toolset and loaded into the ICS Data Warehouse and made available for analysis. Service management reports are also produced on a daily, weekly and monthly basis. Covering all aspects of service management, these reports are reviewed by global stakeholders and are used as input to daily service reviews and each month with ICS directors and senior management<sup>33</sup>.

## Security

As is to be expected with an organisation the size of TNT Express, the services and data used by the business are subject to the highest levels of security. Standards for security across all levels and all aspects of the organisation are in place. ICS was awarded ISO27001 in 2009 and has been subject to regular audits required to maintain this accreditation.

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<sup>31</sup> See Appendix 5C

<sup>32</sup> See Appendix 5D

<sup>33</sup> See Appendix 5E

## 6.0 Process

### Proactive Detection and remediation

ICS utilises a suite of tools to monitor every aspect of the global infrastructure and services being delivered. Increasingly, the sophistication of these products has resulted in faster remedial action being taken, and for those requiring technical intervention, improved event data to support analysis. Infrastructure managers receive regular reports on events for their areas<sup>34</sup> and targets for improvement. Event alerts are reviewed to ensure that the support instructions have been followed and are correct.

### ITIL Compliant Processes

All service management processes are based on the ITIL framework, tailored to support needs of the business. To ensure global consistency, processes are backed by procedures, standards and guidelines developed to ISO9001 standards.

### Customer Satisfaction Measurement

Formal customer satisfaction for the whole of ICS is measured across all TNT stakeholders on an annual basis. The approach consists of a series of questionnaires, each designed for a target group. Feedback from Express directors is also gained through formal meetings.

Results are published to all and ICS managers are actioned to develop plans to address deficiencies and issues raised.

The service centre conducts periodic satisfaction surveys with the UK business to gauge the quality of service received by those who contact the Atherstone team. As with the ICS survey, results are analysed and published to senior ICS managers and those in the business, along with details of improvement initiatives to be launched as a result<sup>35</sup>.

### Service Level Management

Monthly reports detail performance against target for all service management processes. All OLA and SLA measures are global with set targets. Regular reviews are held with country representatives to discuss results and opportunities for improvement. Process performance is reported using Cognos data warehouse. Monthly reports feed a balanced scorecard, published quarterly<sup>36</sup>.

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<sup>34</sup> See Appendix 6A

<sup>35</sup> See Appendix 8D & 8E

<sup>36</sup> See Appendix 6B

## Communication

During a major incident, SMS messaging is used to keep ICS managers informed on progress. Regular updates are also posted to a blog in NGW. The blog provides additional information without the need for people to contact the service centre.

Keeping the business informed is also paramount with updates issued via email to target user groups.

All major incidents are reviewed in detail once service is restored. Results from this are used to help identify opportunities for improvements.

## Service Call Lifecycle

All service calls received by the service centre are processed to a common standard<sup>37</sup>. This is to ensure consistency and optimisation of staff resources.

**Capture** – Calls are logged by agents receiving telephone calls, through email and directly using SSP. For those received by telephone, a call taking script is followed to ensure consistency. Those logged through SSP are loaded directly into the call record.

**Prioritisation** – All service calls and incidents receive an initial priority, based on business impact and urgency. Priority is reviewed throughout the life of the ticket and adjusted as necessary.

**Incident Status** – All ICS teams involved with service restoration are required to maintain the incident record to reflect actions being taken. HP Service Desk has been enhanced to allow feedback to be given on quality of information captured.

**Resolution** – Incident management play a key role as an escalation point for all P1 and P2 service calls. They also monitor open tickets across all desks and have taken an increasing role in expediting these with country IS.

Significant incidents for the previous day are reviewed each morning at a meeting involving a cross-section of teams. Each incident is discussed on whether improvements need to be made. Minutes of actions are issued following each meeting.

**Closure** – Incident management procedures states that closure will only take place once confirmation is received from the user that the issue is resolved. All closures codes are regularly reviewed to enable trending by Problem Management<sup>38</sup>.

## Continuous Improvement

A continuous improvement process is in place to review all ideas, and for those to be taken forward, manage them as formal service improvement projects<sup>39</sup>

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<sup>37</sup> See Appendix 6C

<sup>38</sup> See Appendix 6D

<sup>39</sup> See Appendix 6E

## Call Monitoring

All telephone calls into and out of the service centre are recorded and used for training and development purposes. Targets are set to ensure that calls are reviewed each month against agreed standards. Formal and ad-hoc coaching<sup>40</sup> is used to develop staff to reach the required standards.

## Incident Monitoring

The service centre has a resource dedicated to providing reports and data to support analysis of performance across the department. These are at a team and individual level, the results of which are used for resource balancing, training needs identification and performance management.

## IT Service Continuity Management

Service continuity plans are actively tested four times each year. The service centre has a role in these exercises. Following each test, the process is reviewed and updated as necessary<sup>41</sup>.

## Change & Release Management

All change and software release activities are subject to a formal process. The service centre is represented at all release and change meetings. The department also receives updates on release plans and schedules as they are published.

## Service Introduction

A team dedicated to support the introduction of new or changed services and systems has been in place for several years. Their role is to develop documentation needed for support and to ensure that this and tools needed for support are in place for the service centre before the go live.

## Configuration Management

The service centre has access to a number of online repositories which provide details on services, systems and configuration items. Data quality is monitored and where changes are needed, these are fed back to data owners to action.

## Problem Management

ICS has a dedicated team of problem managers. Working at a global level, this team works closely with the service centre and third level teams to identify root causes and ensure that actions are taken to eliminate.

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<sup>40</sup> See Appendix 4D

<sup>41</sup> See Appendix 6F

## 7.0 People Satisfaction

### People Satisfaction Feedback

ICS has always recognised that the company's main assets are its people. The performance, motivation and enthusiasm are fundamental to the quality of services we deliver to the business. Given these values, the company has a number of measures in place to recognise achievement, address under-performance and enable all employees to have their say.

A key to staff satisfaction is enabling people to be heard and for this feedback to be acted upon. At a Divisional level, the company issues an annual survey to all staff, known as Voice. ICS are included in this exercise. All feedback is anonymous and captured online. The results are collated and reported at ICS, department and team levels. Managers are then required to develop timeline driven action plans to address/improve the lowest scoring results. The service centre conducted a series of presentations to groups of staff to gain more feedback on the trends in results. Action plans have been executed<sup>42</sup> and results fed back to the staff.

On a more regular basis, weekly cross-team meetings are held in the service centre. These may be theme based e.g. coaching, or a general open question forum with the service centre manager. Questions asked and responses given are documented and published in NGW for all to see.

ICS actively encourages staff to share ideas through a scheme known as iSuggest. This online suggestion scheme is used to capture ideas which are then fed into a review process. All ideas and responses are posted online. Submissions which are taken forward and put in place are rewarded.

An action resulting from the 2010 Voice survey was the introduction of a service centre Monthly Award Scheme. Based across a series of performance and quality measures, the award is presented to the individual who has achieved to a consistently high level throughout the previous month. The measures used take into account people who work part-time, have been seconded to project work etc and is therefore available to all.

Since 1999, ICS has been an 'Investor in People' organisation. The award is in recognition of the company's ability to effectively develop and harness the skills of our people in order to achieve organisational goals. Periodic audits by external assessors ensure that standards are maintained, the last one being in February 2011.

### Staff Attrition

Due the policies and values across ICS, the general levels of staff attrition are low. The company places great emphasis on the recruitment process to ensure that joining ICS is right for the individual as well as the company. Ongoing learning & development, a focus on promoting from within, and more recently, the introduction of talent and succession planning have all helped to minimise staff attrition, including within the service centre<sup>43</sup>

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<sup>42</sup> See Appendix 4I

<sup>43</sup> See Appendix 7A

## **Employee Unplanned Absence Days**

The company regards unplanned absence as an import issue and is governed by policy. As such, on return to work, staff will meet with their line manager to discuss the nature of the absence. Managers will work closely with Human Resources to ensure that frequent or long term absence is managed correctly. This may involve an independent occupational health examination to identify what further assistance is needed to help the employee back to work.

## 8.0 Customer Satisfaction

### Periodic customer satisfaction measurement

Customer satisfaction is measured annually at an ICS level through a survey issued to all levels of the TNT business<sup>44</sup>. Results<sup>45</sup> are collated and compared to previous year and target then used as a basis for improvement programmes. Satisfaction may decline for known or predicted reasons; ICS predicted that rolling out a standard operating environment using Citrix to the business would cause a reduction in satisfaction as it limits user's access to provide a more secure environment. Last year the forecast was a 15% reduction in satisfaction levels for 2010, the actual was an 11% reduction.

A key measure of satisfaction quoted by the UK user community is the ability of first line staff to provide a high level First Time Fix (FTF) service. The service centre has introduced a number of initiatives to improve these levels, including training and development in technical skills and understanding of the customer business. The introduction of knowledge management with continuous reviews and improvements to knowledge articles has also been a key enabler to improve service. The result of these initiatives has been an increase in FTF rates from 60% in 2009 to be consistently 65 - 70%<sup>46</sup> in 2010.

### Customer satisfaction measurement

The service centre conducts satisfaction surveys across the UK user community<sup>47</sup>, by contacting people who've raised a call to gather responses to a series of standard questions. The feedback received is recorded and compared to previous results and forecasted targets. The results are compiled into a report and presented back to TNT UK's senior management at their regional review meetings, as well as being shared with the ICS community.

Analysis of satisfaction in conjunction with the strategy has highlighted opportunities to improve the way in which we receive and process service calls. In 2010, the service centre introduced SSP – Self Service Portal to the UK user community which resulted in a faster, more convenient service with less call-backs to capture information not provided at the time of the call being raised.

The long term success of SSP relies on us responding quickly to feedback received<sup>48</sup> and working hard to make the service better. A feedback form has therefore been provided and a process for responding to it.

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<sup>44</sup> See Appendix 8A

<sup>45</sup> See Appendix 8B

<sup>46</sup> See Appendix 8C

<sup>47</sup> See Appendix 8D

<sup>48</sup> See Appendix 8E

## User complaints, suggestions and compliments

To ensure that services are delivered to a consistently high quality, ICS have developed a series of processes and measures to ensure that any deviations from target are identified quickly and underlying causes addressed promptly. Several methods for gathering information exist. For UK users we have an online feedback form<sup>49</sup>. All submissions trigger a call to be raised with an SLA target which is assigned to an owner to progress. For country desks they submit a report with sections for local issues (complaints), suggestions and compliments<sup>50</sup>. On receiving this, we arrange a telephone or video conference to agree suggestions. Once all actions are agreed we issue an action plan with SMART objectives.

ICS has an incident review process<sup>51</sup> that is initiated as a result of a complaint being received or an observation that we could improve our process or service. All Incident reviews are documented with actions<sup>52</sup>.

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<sup>49</sup> See Appendix 8E

<sup>50</sup> See Appendix 8F

<sup>51</sup> See Appendix 8G

<sup>52</sup> See Appendix 8H

## 9.0 Performance Results

The ongoing measurement and reporting of our performance across departments, teams and individuals is of significant importance to the organisation as it is only by carrying this out at all levels that a true gauge of performance can be measured.

### Operational Performance Measured Against Planned Performance

The KPIs and metrics in place for the service centre are applied equally across all country desks. All countries are able to view their performance via Cognos reporting. Monthly reports are published for each of the ICS regions. The report covers all aspects of service in the previous month – achievement of metrics and KPIs against target, major incidents and service availability. The reports are reviewed in a formal monthly meeting with the ICS Director responsible for that region<sup>53</sup>.

ICS operates a Balanced Scorecard approach to performance measurement, the range of measures providing a complete view of the company's achievements. The scorecard results are calculated from data extracted from multiple sources and loaded into Cognos<sup>54</sup>.

The reports in Appendix 9A<sup>55</sup> provide details of the measures reported for service centre's achievement.

**Average Speed of Answer** – The graph shows that this has increased over the years i.e. we now take longer to answer the phone. This has been a planned change, with the business requiring a higher first time fix rate to answering response.

**Abandoned Calls** – As with average speed to answer, because focus has moved to resolving more incidents at first line, delays in answering calls has resulted. This has been a planned outcome and agreed with the business.

**First Time Fix** – The graph shows how the FTF rate for the level 1 team has improved as a result of changing focus of the team i.e. more resolution, rather than speed of response.

**SLA Incident & Service Calls** – The graph shows the overall consistency of service offered throughout the year.

### Total Cost of Ownership

While KPIs and metrics can provide an overall view of the state of health, a key benefit of recording such measures has been to help identify and measure the 'value' of the services ICS offers. The service centre has a series of value metrics which are used to baseline current performance and then measure the improvements that result from service improvement initiatives<sup>56</sup>. Such improvements may be anything from switching resources around within a team to making

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<sup>53</sup> See Appendix 5E

<sup>54</sup> See Appendix 6B

<sup>55</sup> See Appendix 9A

<sup>56</sup> See Appendix 9B

fundamental process improvements. When coupled with costs associated with absenteeism and staff utilisation rates, the value of the service centre can be estimated.

## 10.0 Social Responsibility

### Community integration

Express ICS has been keen to support the local community by targeting recruitment for vacancies from local people; over 50% of Service Centre staff live within a 15 mile radius. By having an employee referral scheme ICS encourages staff to recommend suitable candidates<sup>57</sup>. Support is provided to schools in the form of work experience placements for local children. In addition the provision of annual school visits for Higham Lane School where students studying GCSE Applied Business visit ICS for talks and tours of the office to help them understand the work ethos.

Each year we recruit approximately 40 industrial placement students and local universities are targeted for suitable candidates.

Various community work is encouraged such as the annual 5 a-side football tournament where money is raised for Baddesley Youth Football Team<sup>58</sup>. Supporting the Atherstone Community Carnival, where the User Support Manager is a committee member and TNT provide trucks to be used for floats each year.

### Charitable activities

Each year employees nominate local charities to be the beneficiaries from various events including a monthly dress down day collection. This is done at the end of each year and a schedule published for the coming year<sup>59</sup>.

TNT globally supports the world food program and TNT staff have the opportunity to be involved in school feeding and the annual walk the world campaign, as well as making donations via the give as you earn scheme. Within TNT UK, we support the Wooden Spoon and have run many fundraising campaigns to support them. As we have a large contact centre, we are involved in taking telephone pledges for Children In Need and Red Nose Day. The facilities are provided by TNT and staff from all area's volunteer their time, which is a great for moral and integration of teams towards a worthy cause.

### Environmental protection

Despite TNT being a parcel delivery company, this does not stop us taking a lead in everything 'green' and we pride ourselves on the work being done at various levels. In ICS, we have implemented 'green lighting', monitoring power usage efficiency (PUE)<sup>60</sup> and a ceiling replacement, all of which have helped reduce energy consumption. All staff are involved in recycling and re-using resources, e.g. paper and plastics. A project is currently in pilot for shutting down idle PC equipment. Other initiatives such as the car share scheme also have a great effect of team spirit.

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<sup>57</sup> See Appendix 10A

<sup>58</sup> See Appendix 10B

<sup>59</sup> See Appendix 10C

<sup>60</sup> See Appendix 10D

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On a grander scale, TNT has a Planet Me website<sup>61</sup> which is devoted to green initiatives. TNT operates a fleet of electric and 'green' vehicles to reduce the environmental impact of our business operation. Company car drivers are offered incentives to opt for smaller cars and those with low CO2 emissions.

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<sup>61</sup> See Appendix 10E