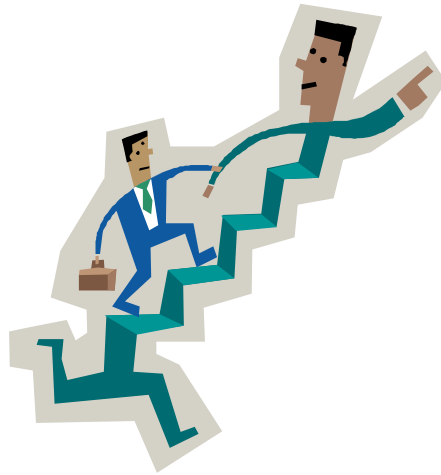


Chartered Management Institute
Diploma in First Line Management



Managing & Communicating Information

Unit 3004

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HISTORY OF OPENREACH



“Openreach” work on behalf of Communications Providers. Our job is to look after the wires that connect homes and workplaces to the local telephone exchange, where Communications Providers’ national networks take over.

The key purpose of my role as a Field Service Engineer is to Provide or repair communication services / network to end users on behalf of Communication Providers meeting contractual obligations in a professional and cost effective manner and working to Openreach Network Quality Standards.

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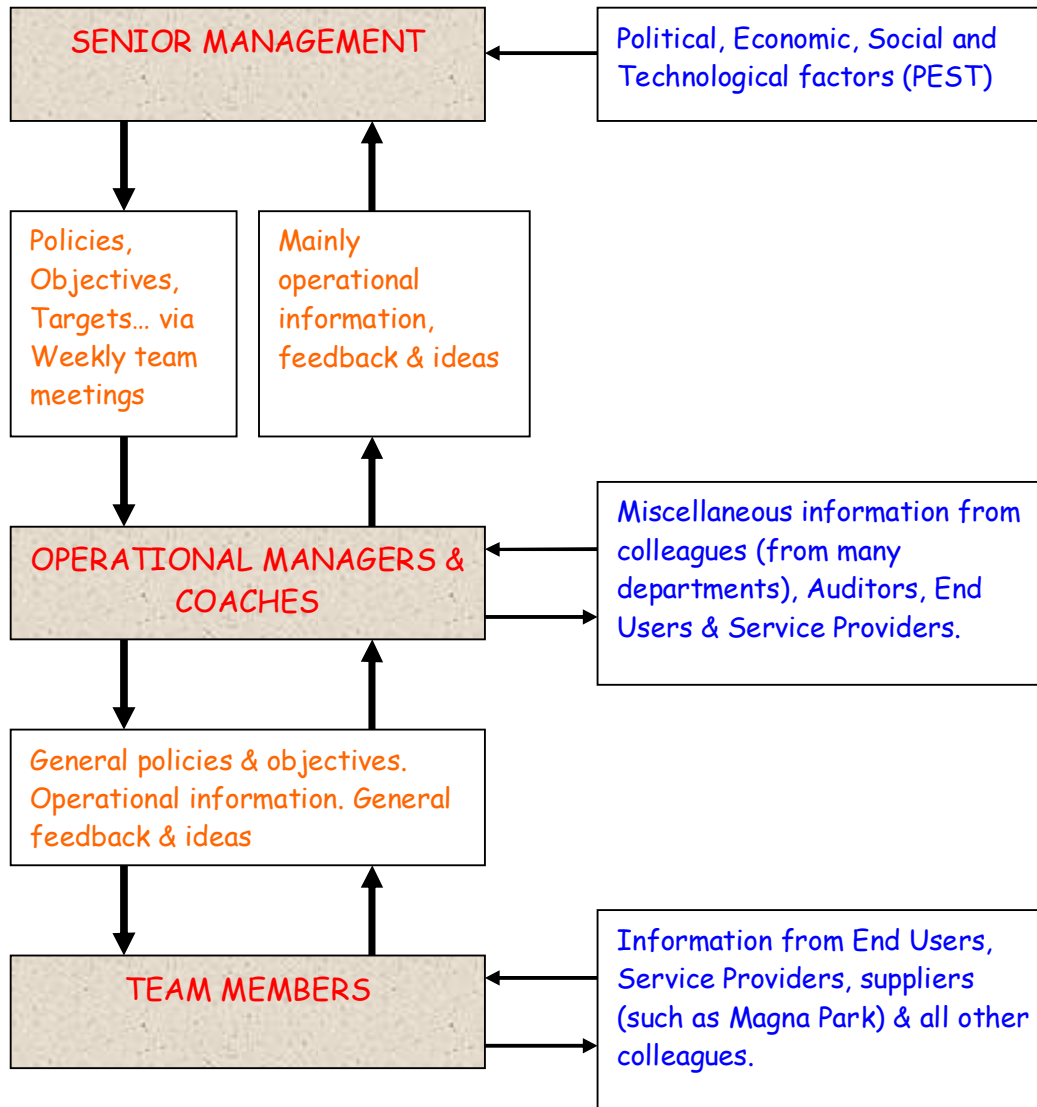
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PART A – SYSTEMS AND METHODS

Introduction

What is the difference between data & information? According to www.answerbag.com “**Data**” is raw numbers and figures. “**Information**” is data that has been processed in some way to make it useful and meaningful to the observer.

The flow of information around my organisation



The above illustration demonstrates typically how information flows around my department. There are also times when high level management supplies direct information to the team members & lower level managers.

Why is information important to me from a First Line Manager's point of view?

- It would help me to monitor engineers' progress & performance against their agreed targets.
- It would ensure I am kept up to date with all the latest information & changes.
- It would allow me to make accurate & better decisions for example regarding the allocation of work or assessing the time a job would take.
- It would help me to plan my day to day activities which include assessing engineers' competencies more efficiently.
- It would allow me to prioritise my work in terms of what is important or urgent & what is not important or not urgent.
- It would allow me to predict or deal with issues before they arise or become a major issue. For example, health & safety information I receive via safety checks on an individual would enable me to take appropriate action to prevent an accident occurring.

The types of information I would deal with

According to en.wikipedia.org **Quantitative data** is hard data measured or identified on a numerical scale. Numerical data can be analysed using statistical methods, and results can be displayed using tables, charts, histograms and graphs. For example:

- A **Quantitative** way to describe a tree would be to say "The tree is 30 feet tall."

Qualitative data is used to describe certain types of information in terms of quality or in relation to a situation for example:

- A **Qualitative** way to describe a tree would be to say "the tree is taller than the building."

In my work I use both Quantitative & Qualitative information. For example there is a need to assess an individual's performance. The following chart is an example of Quantitative information & analysis :

| | Monday | Tuesday | Wednesday | Thursday | Friday |
|----------------------------|-------------------------|---------|---------------------------|----------|-----------------------|
| Steve | | | | | |
| Actual productivity | 5 | 3 | 6 | 4 | 3 |
| Target | 4 | 4 | 4 | 4 | 4 |
| % of target | %125 | %75 | %150 | %100 | %75 |
| Michelle | | | | | |
| Actual productivity | 4 | 1 | 3 | 2 | 4 |
| Target | 4 | 4 | 4 | 4 | 4 |
| % of target | %100 | %25 | %75 | %50 | %100 |
| Tim | | | | | |
| Actual productivity | 2 | 1 | 2 | 1 | 4 |
| Target | 2 | 2 | 2 | 2 | 2 |
| % of target | %100 | %50 | %100 | %50 | %200 |
| Overall weekly performance | Steve 21=%105 | | Michelle 14=%70 | | Tim 10=%100 |

This quantitative chart enables the first line manager to take appropriate action if required.

The two points are that Michelle has underperformed on Tuesday & Thursday & Tim has completed fewer tasks than Steve & Michelle.

The explanation for this is that Michelle had long duration jobs on Tuesday & Thursday and came across some barriers. Tim is a new recruit and lower targets were agreed for him.

An example of qualitative information would be the information I receive from assessing or observing an individual at work. For example, by carrying out a quality audit & looking at how the particular individual performs their task this allows me to assess the individual's competencies.

Accessing information

Information in my organisation can be found in many ways:

- CSS (Customer Service Systems)
- INFORMe
- eAssistant
- "People" like customers or colleagues
- Emails
- Meetings
- Group messaging via mobile phones
- Notice boards or news letters
- Other BT systems

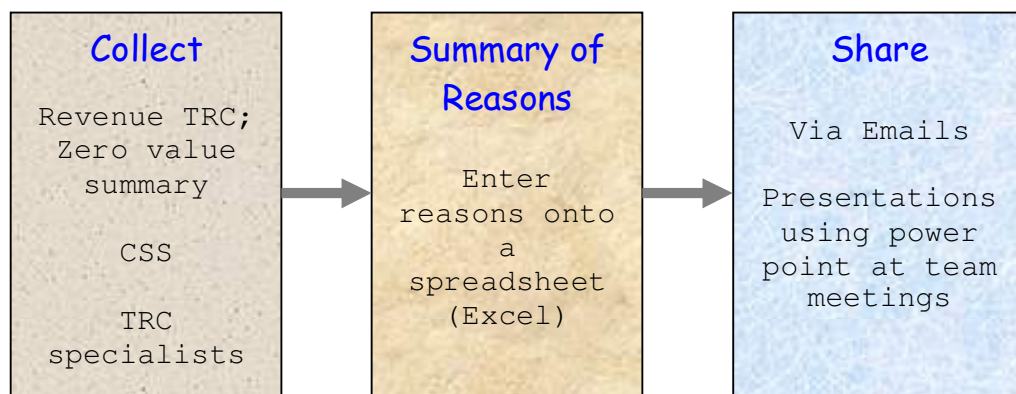
PART B – COLLECTING, SELECTING & STORING INFORMATION

Introduction

I will now look at how to collect, select & store information & apply this learning to my daily work

Collecting information

I collect various amounts of information on a daily basis. An example of which would be analysing TRC (Time Related Charges) forms that have been zeroed. Using the input-output model I will now demonstrate how I collect the relevant information & then pass it on to others:



Information overload

According to [William Van Winkle](#) Data is like food. A good meal is served in reasonably-sized portions from several food groups. It leaves you satisfied but not stuffed. Likewise with information, we're best served when we can partake of reasonable, useful portions, exercising discretion in what data we digest and how often we seek it out.

Unfortunately, we often do the opposite, ingesting information constantly to the point of choking on it. The risk of information indigestion touches all of us – “managers”, Web surfers, even lazy couch tubers.

In my job role the information I could do without is:

- Spam & Junk emails
- Long winded phone calls
- Lengthy memos. All we require are the main key points of the important parts of the information. All the time spent writing up these memos & most people don't bother to read them because they are long winded.

Selecting information

Using the selecting information criteria from my Self Study Guide I will now apply it to some of the information I use on a regular basis.

In this example I have chosen a performance result report (found on [appendix 1](#)) which includes figures & statistics from an individual's performance.

| Criteria | Evaluation |
|-----------------|--|
| Relevant | The report is relevant to my work as it provides me with all my performance statistics |
| Current | The information is updated daily therefore is current |
| Adequate | The information is adequate as I can now make a decision on which areas need improving |
| Timely | The information can be accessed at any time via BT INFORMe |
| Reliable | I have never known any of the information to be incorrect & because it is hard data I would say "yes" it is reliable |

Storing information

Information Retention Policy appendix 2

According to the Information Retention policy (www.intra.BT.com) information in my organisation is stored for legal, statutory, fiscal, historical and operational reasons.

Electrical information is held in a reliable and secure format (i.e. Portable Document Format) and is held in a managed system such as "Livelink". The use of PC or Laptop hard drives for long term storage should not be considered as this places a significant risk upon the information, its security and integrity.

In my department short term information or data can be stored via laptops. Most information or data can only be accessed or updated online. Personal passwords are used to access online information. The laptop forces you to change these regularly i.e. every month. All employees have an "Actividentity" card that generates a new password every time you need to access the network. All laptops have a fire wall system (Radia Client). Data & information are backed up regularly via integrity client.

Paper based information is kept & filed for personal reference. Unnecessary information is disposed off using a paper shredder.

Data Protection Act

The Act provides important civil liberty safeguards for everyone, but it also imposes responsibilities on all computer users. It provides protection of data which is stored in a computer or other electronic information system, as well as data held manually, that relates to a living person.

The Data Protection Act 1998 deals with data relating to a living individual. This includes personal data stored on manual, CCTV and/or computerised systems. The Act exists to regulate the processing of information relating to individuals. Therefore, any unauthorised disclosure of BT data may amount to a criminal offence under this Act. It is the responsibility of all BT people, who control or process personal data, to ensure that it is covered by BT's Notification, which is controlled and maintained by the BT Security Data Protection Manager on behalf of BT plc.

We use information about our customers, products and services, network performance, competitors and BT Group every minute of every day. Without the fast and efficient transfer of data we would not be able to serve our customers effectively or manage our operations efficiently.





As data is so powerful and as it often contains personal information about our customers, there are a number of legal and regulatory safeguards in place to ensure that the use of data is not abused.

BT Openreach also adheres to the Computer Misuse Act 1990.


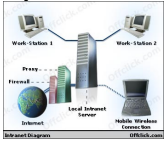


Sharing information with colleagues

In Openreach we use many spoken & written methods to communicate information to our people:

Spoken methods

| Methods | Advantages | Disadvantages |
|--|--|---|
| <p>The Telephone</p>  | <p>You get an answer straight away, providing the receiving end answers the phone.</p> <p>Quickest way to provide people with information.</p> | <p>You can't see the other person's reactions.</p> <p>You don't know whether the other person is "listening" or not or whether they have understood.</p> |
| <p>One to Ones</p>  | <p>You can tell whether the other person is listening or observing.</p> <p>You can get the individual to sign a filed document confirming they have a full understanding of the information given to them.</p> <p>It is the best way to communicate with people.</p> | <p>Unless it is confirmed in writing the person receiving the information may deny what was said.</p> |
| <p>Conference Calls</p>  | <p>It is easier, quicker & cheaper than meeting in person.</p> <p>Several people can join the call & talk to each other.</p> <p>You get an answer straight away</p> <p>Quickest way to provide people with information.</p> | <p>You do not know who could be listening in the back ground.</p> <p>You can't see the other person's reactions.</p> <p>You don't know whether other people are "listening" or not or whether they have understood.</p> |
| <p>Team Meetings</p>  | <p>You get the message across to your team.</p> <p>It prevents Chinese whispers & all people receive the same information</p> <p>People can share their opinions, ideas & concerns.</p> | <p>Meetings can be time consuming & run over time</p> <p>Requires people to take time out from actual live work.</p> |

Written Methods

| Methods | Advantages | Disadvantages |
|---|---|---|
| <p>Email - Microsoft Outlook</p>  | <p>Some people respond quicker to emails than by telephone</p> <p>You can attach a receipt to see if the receiver has read your email or just deleted it!</p> <p>My customers can receive quotations quicker</p> <p>You can organise your emails into files</p> <p>The list goes on....</p> | <p>Information overload</p> <p>Spam, Junk & unwanted emails</p> |
| <p>Intranet - BT Systems</p>  | <p>Every one has access to the same information</p> <p>Information can be amended or updated at any time</p> <p>You can find the most up to date information</p> | <p>Information overload</p> <p>You need to know where to find the information & what parts you actually require</p> |
| <p>Mobile Phone - Text messaging</p>  | <p>Quick way to provide people with instant information</p> <p>You can send group messages, this way every one gets the same message</p> | <p>You do not know if people are reading sent messages. (they may just delete a message unread)</p> |
| <p>Paper letters & memos</p>  | <p>Provide a permanent record of information</p> <p>You can get an individual to sign a document confirming a full understanding or acceptance</p> | <p>Slow & time consuming</p> <p>Requires filing & storage space in a safe place</p> <p>People do not keep them for record & throw them away</p> |

Using words

According to en.wikipedia.org the KISS principle is a modern acronym for the empirical principle "Keep it Short and Simple" or "Keep it Simple, Stupid". KISS states that design simplicity should be a key goal and that unnecessary complexity should be avoided.

I will now assess “identifying a footway or manhole type” from eAssistant to see if it follows the KISS approach:



eAssistant Version 2.0

Footway / Manhole Types

New type JF2
34 x 80cm



Old type JF2
34 x 80cm



New type JF4
55 x 100cm



Old type JF4
55 x 100cm



New type JF5
70 x 70cm



Old type JF5
70 x 70cm



New type JF6
70 x 140cm



Old type JF6
70 x 140cm



JF3
Frame: 47 x 100cm
Cover: 44 x 100cm



JF10
80 x 240cm



JF11
80 x 180cm



JB21
31 x 41cm



JB22
41 x 61cm

JB23
28 x 50cm





JB26
34 x 80cm
fibreglass moulded inside



Silent Night 1/2/3



Requires Mechanical Lifter

Elkington



Requires Mechanical Lifter

Silent Night 1/2/3A



Requires Mechanical Lifter

Silent Night 1/2/3D



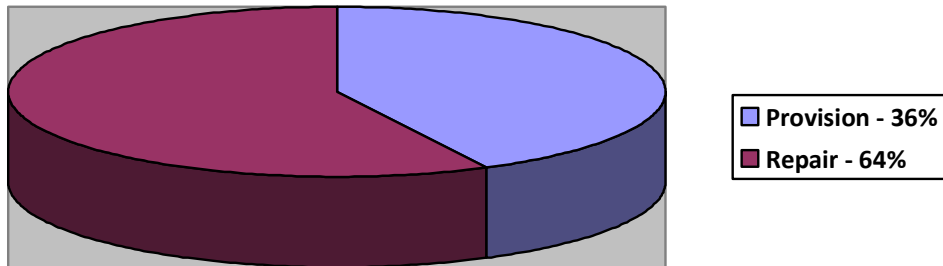
Requires Mechanical Lifter

- **Is it to the point & can it be misinterpreted?** Yes it is to the point & it cannot be misinterpreted, it is so clear!
- **Does it use simple language and does it contain any unnecessary jargon?** The language is simple & does not contain any unnecessary jargon
- **Is it made interesting through the use of tables, illustrations & diagrams?** Yes the pictures used enable me to identify the type & name of the footway / manhole types used.

Using numbers

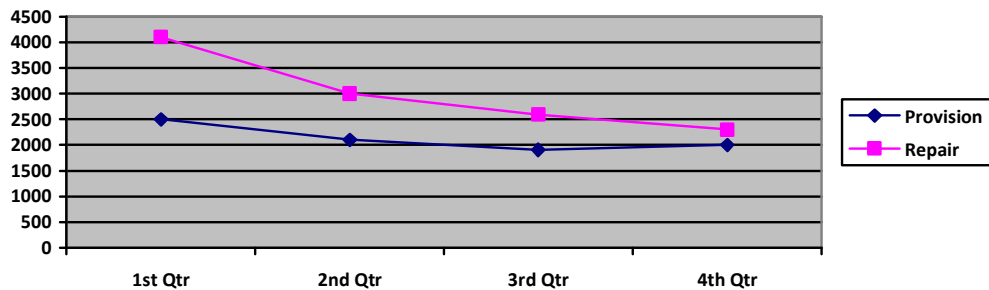
I will now use a variety of methods to present some numerical information. I will use information regarding the volume of provision & repair work over the previous year for BCRA22. *(Due to confidentiality rules & regulations, the following figures are made up and are simply an example of methods to present numerical information)*

Pie Chart



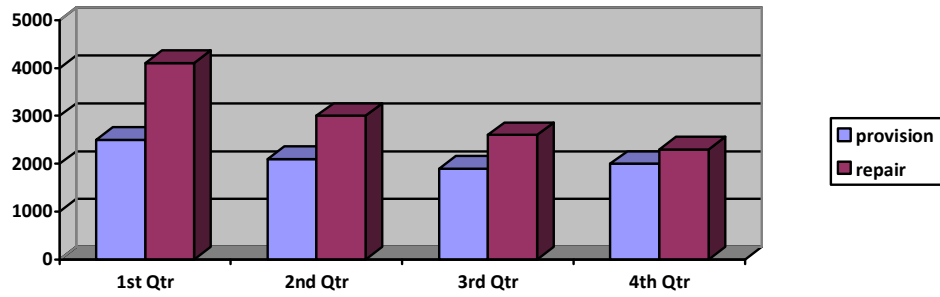
The pie chart illustrates the overall intake of provision & repair work over the whole year. It can be seen at a glance that repair work makes up nearly 2/3 of the whole.

Line Chart



The line chart illustrates the same information shown in the pie chart but also shows the breakdown of volumes of work & how the work was spread through the year.

Bar Chart



Like the line chart the bar chart shows the volumes of provision & repair work but with the totals summarised on a quarterly basis.

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William Van Winkle