[3.1] Contract and Performance Management

Please provide details of the processes you will adopt in the areas of contract management, performance management, resource forecasting and continuous service improvement. Your response should address challenges identified within the service requirements plus any additional challenges you have identified which would impact Service delivery.

Your response should include:

- How your processes will ensure that key performance targets and customer service levels are met;
- Your process for robust MI reporting and how you propose to share that MI with the Authority;
- Your approach to delivery of a quality service meeting all aspects of the Statement of Requirement including your assurance processes;
- Your approach to promoting and evaluating continuous improvement of the service line processes to ensure that the service is of a consistently high standard;
- Your approach to enhancing customer service, leading to efficiencies including reductions in Average Handling Time;
- Your compliments/complaint handling processes and how you will ensure that these are used to improve your processes.

Supplier Name	*G4S*	**Package**	*Package A*

Present your response at the top of a new page, within these pre-set margins in Arial font size 12 up to **5** sides of A4.

Details of our performance and contract management processes:
G4S has an experienced management team already based in Wath-upon-Dearne who currently work with DWP to ensure key performance targets and customer service levels are met. They will be supported by our automated Management Information (MI) systems which will provide flexible real time performance management information and long term forecasts, and our Quality Framework – which ensures consistent, high quality services. For example when G4S took over the {Redacted}.

Performance Management Team and processes:
Overall responsibility for G4S performance lies with {Redacted}. {Redacted} has 23 years' experience of managing contact centres including complex multi service contracts like DWP Package A. Day to day performance management will be delivered by our {Redacted} has been successfully managing contact centres since 2008 – including advising and supporting the DWP on {Redacted}. Any issues and problems will be escalated to her for speedy resolution. Two {Redacted} will oversee performance and will be the single point of contact for performance monitoring and contractual matters. Two {Redacted} will act as Real Time Managers, ensuring live achievement of performance for all lines. They will cover DWP operational hours and will be empowered to enact Business Continuity processes. They will be responsible for forecasting and resource management which is central to achieving PCA targets. This team will monitor and manage day to day performance against the customer service levels and key performance targets.

Contract management processes:
Contract management is driven by good governance where both the DWP and G4S work together to ensure the successful achievement of SLAs. We have a proven governance process in place with the {Redacted} contract and propose to mirror this for Package A in line with DWP's reporting requirements. {Redacted}.Our processes include:
▪ *Regular proactive monitoring* – The {Redacted} will monitor performance on an intraday basis and attend weekly planning meetings with the DWP to review the previous week's performance, the coming fortnight and the latest locked down forecast. These meetings will have a set agenda including review of action points, owners, timelines and deliverables to ensure progress; ▪ *Formal Monthly Business Reviews* – {Redacted} will personally oversee DWP service delivery and will attend monthly reviews of performance. This includes written financial and performance reports for each service line, Security and Quality audit reports and review of continuous improvement processes. At these meeting we will highlight service delivery issues and agree action plans with owners and timelines for completion; ▪ *Robust Governance processes* – {Redacted} will provide appropriate, robust governance of our contract. This includes attending Annual and Quarterly reviews as well as looking at long term plans for the service and long term volume estimates e.g. the 13 week look ahead, and Security, Compliance and Financial reviews; ▪ *Audit and Compliance Team* **–** G4S's central audit team will monitor and report on the MI provided by our systems to check accuracy and ensure we comply with the contract specification, legislation and internal policy. This second line assurance is a formal internal process which validates claimed performance by: ▪ dip samples of monthly MI reports; ▪ security policy compliance; ▪ auditing activity minutes against invoices.

Resource Forecasting process:
Realistic resource forecasting has been central to G4S achievement of high SLA performance on our current DWP contract. For DWP Package A we have assessed the data published by DWP. (I.e. call volumes, call patterns, service levels). We also used {Redacted}.
During live operations these staffing patterns will be adjusted: ■ We will take or produce a 13 week forecast and a rolling two week period forecast provided four weeks in advance incorporating into account any changes identified by DWP. These will be used to recalculate

staffing levels and assign shift patterns for the rolling two week period. Agents will receive their shift patterns two weeks in advance. Using {Redacted} (a phone app we will provide to Agents) they will be able to sign up for overtime or trade shifts. We will use {Redacted} to fill gaps – these Agents will be paid an enhanced salary to be flexible and to come in or leave at short notice; ■ Forecasts will be adjusted to reflect seasonality and any significant events – e.g. a major business failing increasing demand; ■ Intra-day planning will take place to adjust staffing levels within the day. Our telephony system {Redacted} will monitor intraday performance and provide real time analytics. {Redacted}.

How our processes ensure performance targets and service levels are met:

To meet the PCA targets the key processes include: ■ Accurate and detailed volumes analysis – Our forecasting and scheduling team ensure that we forecast volumes and identify short and long term resource gaps. By using live data on AHT, sickness and attrition we ensure action can be taken sufficiently far in advance to prevent performance issues; ■ Live MI and Work Force Management – {Redacted}; ■ Real time quality and performance management – we use a {Redacted} to Agents – ensuring real time management of Agent AHT adherence, attendance and quality issues allowing Agents to achieve the anticipated outcomes. We will have set production targets for all Agents, adjusted by Agent experienced and will expect production to be highest at peak periods, with little or no off the phone activity. At busy times multi-skilled staff will transfer to support underperforming lines and in exceptional circumstances {Redacted} will take calls.

Our systems schedule and enforce completion of quality service levels e.g. they will schedule call monitoring sessions for each Agent at the appropriate interval outside of peak hours. Our team of {Redacted} will be responsible for ensuring compliance with DWP acceptable use and security policy. For example they will complete random screen checks, manage smart cards and audit email and website use ensuring we meet DWP Security Service Levels.

Our process for robust MI reporting:

{Redacted}. It is integrated with the WFM tools, providing reports across call data (e.g., call volumes, AHT, ASA, PCA) and staff performance (e.g. attendance, Agent AHT, productivity). The Systems Analysts will be responsible for providing the DWP with detailed meaningful evaluation and MI as and when the Authority requires. They will provide both qualitative and quantitative information on all aspects of the service, including ad hoc requests.

These will be reviewed by {Redacted} to ensure accuracy. Any MI which drives invoicing will be further audited by on site management: e.g. {Redacted} and audited by the G4S Audit and Compliance Team. We will provide DWP on-going access to this data via a secure internet based portal with restricted access to view live and historical data. Key aspects of MI reporting include: ■ Regular MI **–** Daily MI production will be automated. For example {Redacted} will automatically produce inbound telephony performance metrics at 15 minute interval, hourly, daily, weekly, monthly and consolidated per service line. {Redacted} will automatically produce intra-day regular reports required by DWP: for the majority of lines this is four in day reports summarising performance up to 10:00, 12:00, 13:30 and 16:00. For JSAOL will provide additional reports to cover the longer opening hours as required. Standard Daily/Weekly/Monthly – The {Redacted} will produce and validate reports prior to distribution. The {Redacted} will ensure compliance with the regular MI requirements. They will produce a daily narrative report in addition to the automated reporting. ■ Ad Hoc requests: The {Redacted} will be the main point of contact for DWP to request additional ad-hoc reporting. {Redacted} is a highly flexible system adaptable to reporting against any specific targets required by the Authority

Our approach to delivery of a quality service:

G4S will operate a Quality Framework which is aligned to the DWP's own quality system and ISO9001. The Quality Framework will cover all aspects the DWP Contact Centre Package A

delivery, including quality standards, quality assurance and quality improvement. The Framework is owned by {Redacted}.

Your approach to promoting and evaluating continuous improvement

Our {Redacted}.

Once opportunities are identified we will work with DWP to implement changes and achieve value for money. {Redacted}.

Your approach to enhancing customer service, leading to efficiencies:

Our Continuous Improvement processes identify and roll out low risk improvements in a controlled manner. The processes will be managed by our {redacted} who will work closely with DWP OED to identify, pilot and roll out any required changes, using our Quality Framework, monthly Quality Forums and our Consolidated Action Plan. {Redacted}.

How our compliments/complaint handling will improve our processes:

We will establish a complaints process compliant with DWP's complaints handling processes. We will comply with requests for information such as Independent Case Examiner, Subject Access Requests, Parliamentary questions, Freedom of Information and any other ad hoc requests. G4S will follow DWP's complaints process, through a four stage process: 1) Logging – Complaints will be logged and a unique reference number will be issued. If the complaint is against the Authority, then G4S will pass the complaint to DWP within 12 hours; 2) Acknowledgement – we will acknowledge receipt of the complaint to the originator within 24 hours; 3) Resolution – we will put in place a resolution plan within five days and agree this with the complainant. In the first instance the {Redacted} will investigate the complaint along with the resolution plan and any associated actions we propose to take; 4) Escalation – if the corrective action is deemed not acceptable, the complaint will be escalated to the DWP for further investigation. We will provide DWP with a monthly record of all complaints received together with the action taken to resolve the complaint. This will form part of the monthly business review.

G4S will implement preventative and corrective action procedures as part of our Quality Framework to ensure feedback from compliments and complaints refines service processes and improves the customer experience. All complaints will be reviewed at the Monthly Business Review with DWP. Corrective actions will be implemented and reviewed by {Redacted} as part of our continuous service improvement programme. The effectiveness of remedial actions will be reviewed at monthly management meetings with demonstrable evidence required of service improvement before full sign off.

How we will address challenges identified within the service requirements:

The key Contract and Performance Management challenges are:

1) Meeting Service Levels during peak times – to meet DWP's performance and quality levels we require sufficient trained staff to meet daily and monthly peaks. We will meet this challenge with: ■ An intensive level of management oversight at the outset of live operations and overstaffing during week 1; ■ Generation of service level KPIs in real time with Systems Analysts monitoring these constantly. They will make adjustments to staffing levels as needed throughout the day, as well as ensuring that staff are performing as expected; ■ Maximising production time of the staff, e.g. offering overtime, limiting off the phone activity during busy periods ■ On-going assessment of service levels fed into our scheduling process to refine staffing levels; ■ Implementation of continuous improvement driving up the quality

2) {Redacted}. 3) Maintaining Agent Competence – we will deliver an on-going programme of Agent training throughout the delivery of services. This will include: ■ Call monitoring by Team Managers; ■ Regular 1-2-1 sessions with Agents to review performance, identify any areas for improvement and to recognise good performance; ■ Mini-coaching sessions; ■ Formal training for any new business processes or significant changes to scripts.