

Order Schedule 4 (Order Tender)

Quality Evaluation Questions

Blue Prism Skills

A.01 Please explain how your organisation will effectively manage and support a large complex implementation of over 100 different processes with more than 50 Blue Prism cloud virtual workers to support them, for a single client. Please demonstrate how you will configure bots considering demand and scheduling. Please also explain typical issues and problems encountered when supporting such a CoE, such as availability, application or network connectivity including problem solving methods, and the typical roles used to support. Please support your answer with any evidence of where you have successfully done this for current or past clients.

Response:

Atos believe the right usage of RPA technology helps organisations achieve effective and efficient operations. We work with many different technologies, but RPA can uniquely help organisations to simplify, standardise and improve operations, with unbeatable benefits cases.

Atos provide Blue Prism and other RPA services for more than 200 clients, with all organisational functions, in every industry sector. We provide pioneering automation programmes in the UK public sector, specifically including the NHS in England and Scotland. Our broad range of services cover end-to-end provision of Consulting, Implementation & Managed Services.

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Based on our understanding of NHSBSA's requirements, and our experience with other clients, we would like to propose a Workforce Orchestra Model as described below:

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[REDACTED]

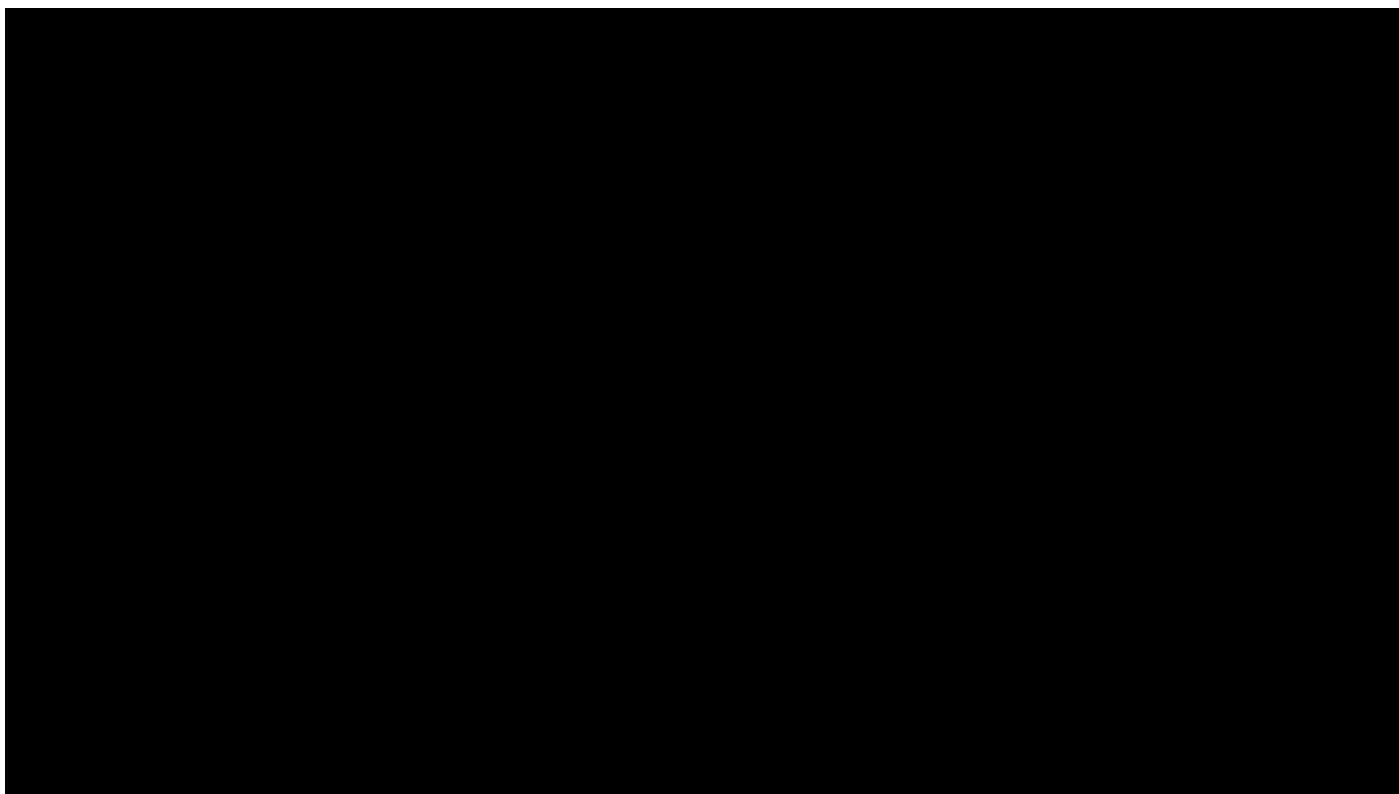


Figure 1: Workforce Orchestra Model

Typical issues encountered when supporting RPA CoEs: The two most common issues encountered in RPA CoEs are availability of process owners / SMEs, and technical issues in establishing network connectivity and permissions for appropriate access to target applications. Some of our learnings on mitigating these issues are outlined below.

Availability of NHSBSA process owners and SMEs:

- We will provide estimates of requested staff time commitment prior to mobilisation or new programme phases
- We recommend a small core of full-time/near full time CoE staff
- Using immersion type events to plan the whole RPA life cycle in hours rather than months
- Developing multi-skilled staff (to cover wider range of responsibilities) by supporting development of Job Roles and Training Development plans
- Ensuring visibility of expected commitments (monthly plans; sprint plans and daily huddles)
- Using agile ceremonies to reflect on and improve effective use of time contributions
- Establishing senior sponsorship for CoE
- Effective use of virtual meetings and collaborative software

Application or network connectivity: Recognising the criticality of some NHSBSA processes, and the rigorous IT security and data privacy requirements, we recommend that we replicate our approach that we have used elsewhere in the NHS and similar clients in the UK public sector. We recommend that we work collaboratively to ensure we allow sufficient time to time to design and approve High- and Low-Level designs of the RPA platform(s), and complete DPIAs for each process. Direct access to applications is usually more effective, but we can plan for remote access using surface automation. Lastly, we can assist if we need to develop without access to suitable test and development environments.

Other common issues to be mitigated: Three other common issues that are often encountered when supporting RPA CoEs are lack of standardisation of process; lack of test data and development/test environments; and tensions between opportunistic vs strategic approach to the RPA programme. Atos can share approached and methodologies that we have used to tackle these issues. We encourage and support CoEs to develop a Play Book which include this sort of “know-how”.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Other RPA Tool Skills

A.02 Please detail what skills of using different RPA tools your organisation's proposed approach would bring to meeting our requirements and how you will ensure you assess and evaluate all products to provide vendor neutral solutions and advice (i.e. a holistic view of what tool is right for the job, rather than a focus on a particular product or vendor). Please evidence your answer with examples of successfully delivering RPA solutions with other different industry leading RPA vendors / tools (e.g. UiPath, automation anywhere, Microsoft's Power Automate). Where you consider it assists your answer, you can provide details of any accreditations with particular RPA tools.

Response:

Atos take a 'technology agnostic' approach while advising and implementing RPA for our clients. Since 2015, we have established global partnerships with all leading RPA providers including Blue Prism, Automation Anywhere and UiPath. Also, Atos is a Gold Certified level Partner with Microsoft and it is one of the partners where we work with across multiple offerings & solutions (such as cloud, digital workplace, and cyber security).

[REDACTED]

[REDACTED]

When it comes to our skillsets, we have more than 1000 trained and certified RPA colleagues using these leading RPA tools. In addition, Atos has invested heavily to ensure that more than 400 staff are trained and certified in more than one RPA tool. This helps Atos to regularly compare the vendor products across various parameters including integration complexity, API usage, robustness, reconfiguration, software upgrades, migration etc.

To advise our clients and implement effective solutions, Atos continuously works with our partners to ensure our staff is up to date with new product features, launch of new sub-products, and our advisory and implementation skills are refreshed. We consistently keep a budget for Consulting & Technical teams to upgrade their skillsets and capabilities in this domain. We are members of partner roundtables and

[REDACTED]

[REDACTED]

RPA Product Selection

[REDACTED]

[REDACTED]

Below, is an example of product assessment and evaluation study that we performed in UK Central Government. Kindly note that this is not the complete assessment but a representation about how Atos explored a wide spectrum of requirements to recommend the appropriate product/tool for the client. We evaluated each parameter using three different experienced RPA consultants. Quantified and qualified observations were collected and average score agreed. Please note that this evaluation is built as customised criterion for the client mentioned and not directly useful for NHSBSA completely. We, though commit to make sure we can create the evaluation model fit for NHSBSA requirements during early stages of engagement if required.

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RPA Roadmaps

A.03 Please detail how your organisation will keep abreast of new RPA functionality, including the roadmaps for key RPA tools, and new products entering the market, detailing your approach to ensuring staff are brought up to speed with these.

Response:

As a global leader in digital transformation and automation, Atos have more than 15,000 specialised experts that work across eight strategic technologies: advanced computing (including quantum), artificial intelligence, automation, cybersecurity, edge, hybrid cloud, immersive experience and modern applications.

Automation is one of our largest expert communities and we specialise in RPA and intelligent automation, working closely with our clients, eco-system of partners, and industry analysts to keep abreast of developing needs and technology solutions to develop and share thought leadership on the latest automation functionalities. The RPA expert community shares experience on automation projects and new developments, developing training webinars and running knowledge shares and inviting external partner organisations to run new product demonstration, keeping our staff up-to-date and encouraged to further develop their skills in RPA.

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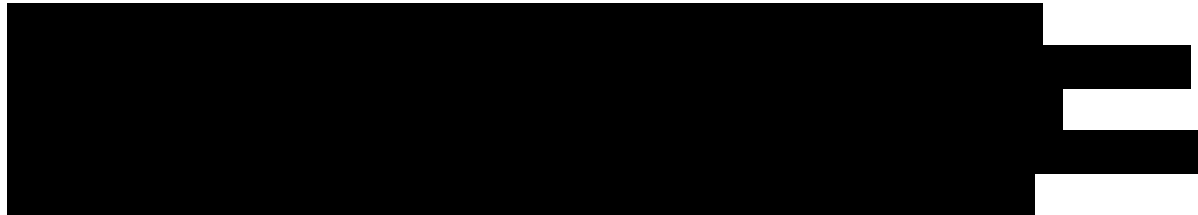
[REDACTED]

[REDACTED]

The Atos University is a blended development programs for employees, accessible through a virtual learning environment on our corporate intranet, to every Atos employee, providing appropriate, flexible and effective support to help employees with their learning and development. Our programmes are continually reviewed and assessed to ensure that our employees have access to the latest developments and new thinking. A number of our academies and programmes are designed and

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delivered through Tier One universities, giving employees access to world-class learning and development. This includes London School of Economics: Automation: Implementation in Business. The Atos University has been designed to enable Atos employees to discover what learning opportunities are available, apply or register for modules, and track their progress. It also allows manager to automatically approve training requests and keep track of their entire teams' development. The Automation CoE uses this to manage our staff certification programmes and competency assessments on RPA technologies and associated skills (such as business analysis and lean).



Training and Mentoring/ Handover to CoE

A.04 Please detail your organisation's proposed approach to training and mentoring, sharing knowledge, and ensuring work is handed over to the NHSBSA's CoE (who may have had no prior involvement) so that it is able to support and maintain the RPA processes. Please also providing a training and mentoring plan as an example. Please support your answer with any evidence of where you have successfully done this.

Response:

Our approach for training and upskilling covers the design, delivery and continual management of meeting your skill requirements. We work collaboratively with you, as a partner, to ensure effective knowledge transfer and provide a sustainable approach so your team continue to develop throughout, and beyond, the programme.

[REDACTED]

[REDACTED]

[REDACTED]

Below we address the key elements of; Capability & Skills Academy, Training, and Knowledge Share/Transfer.

Capabilities and Skills Academy

The CoE Academy will provide knowledge and capability building for Automation. This capability will be curated, built, and developed within the CoE and leveraged across the organisation. The Academy will:

- Create and deploy a role-based Automation Capability Framework
- Provide Automation Capability Maturity Assessment tools and services to determine training need

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- Curate, develop and deploy learning resources
- Provide ongoing coaching and capability development

Technical Training

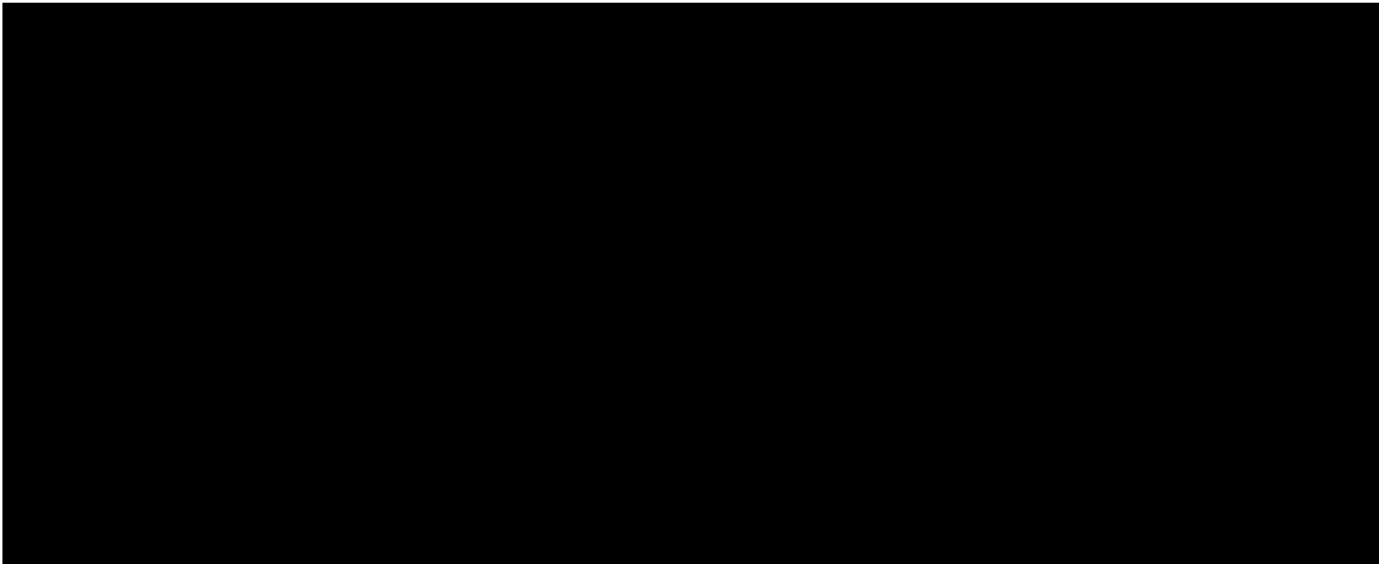
Technical automation skills will be developed and managed using the Roles RACI and Capability Maturity Framework to create learning pathways for specific technical roles.

We work with our automation software tool partners to develop and curate online learning courses, resources, and certifications to enable staff to gain the skills and knowledge they require. They will be supported and mentored throughout their learning journey, undertaking regular capability reviews to ensure they are on track with their development and identifying further development and training activities.

Process Training



In our experience, the most powerful way to achieve real performance improvement and deliver significant benefits, is to create a strong foundation of operational capability in conjunction with end-to-end process improvement and automation. This foundation will create capacity, whilst also delivering enhanced levels of operational control and stability, which will ensure that the operation is better equipped to absorb change.

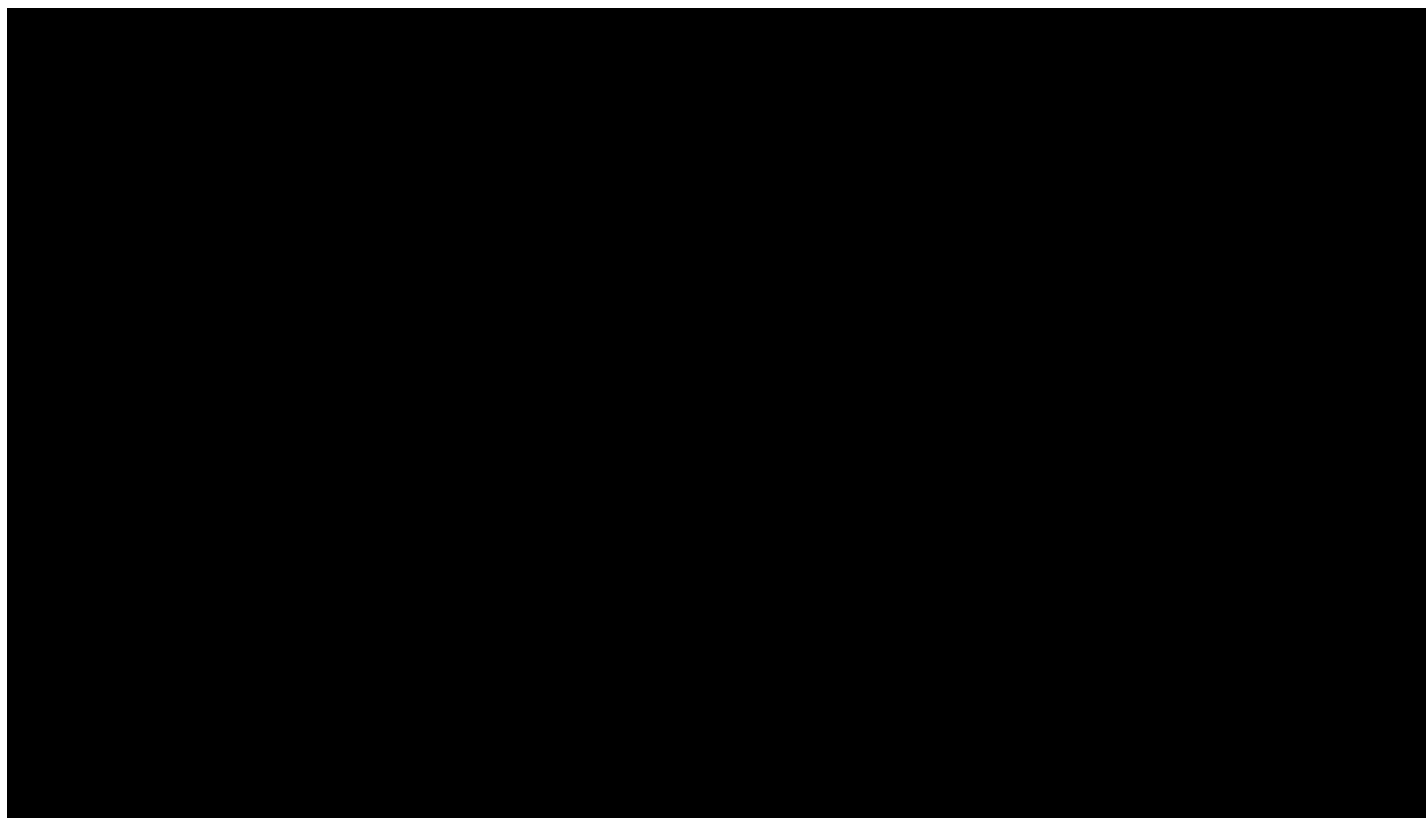


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In building the proposed approach for NHSBSA we have applied our experience from multiple sectors. We setup a CoE for a manufacturing client in Eastern Europe and in doing so developed a training programme for Business Analysts to discover use cases, quantify the automation benefits and evaluate ROI. Developers completed online training courses and were mentored by Atos while they implemented 5 use cases. This insight and established models will shape and inform the detailed approach to meet your needs.

Knowledge Sharing and Handover

BluePrism's best practices include an Operational Impact Document which is created by the development team and includes the solution diagram, operational resource requirements, data storage locations, exception handling, scheduling details and any relevant management information. This is one of the key deliverables used in the handover.



Delivery Methodology

A.05 Please detail your organisation's proposed RPA delivery methodology including stages and typical artefacts as outputs for stages such as: - • Initiation/ Discovery • Process deep dive and design • Development/ Build • Testing • Release/ Go Live Also considering and detailing how to handle: - • Risk mitigation • Contingency planning • Testing approach of critical systems where impacts could impact health and significant reputational damage • Approach to exception handling Please support your answer with evidence of where you have successfully done this. If you consider it supports your answer, include any Prince2 and/or Agile methodology accreditation.

Response:

Our five-step methodology factors risk mitigation, contingency planning, test of critical systems and exception handling from the onset through to development and monitoring.

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[REDACTED]

For a sustainable engineering solutions provider, we worked with the SMEs to outline a fallback approach in case of bot failure to ensure operational requirements were met. We tested, documented and validated this approach with data representing real life scenarios to mitigate risks further downstream in delivery and BAU.

The outputs will consist of whole system / functional set of processes ranked by ABC score and PoaP to agree deep dive areas followed by process candidate backlog.

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approach and plan is based on principles covering segregation of environments allowing separation between production and non-production data, segregation of duties, roles and access-based control which are verified with info sec and environment owners. This is especially relevant when testing critical systems. We work closely with stakeholders to follow established and gated governance and change mgmt. approach during testing and moving to production. For an NHS project, the client had a significant challenge as there was no testing environment available as part of the infrastructure. We worked hand in hand with the IT and process SME to test the bot in production, where the bot was coded so as to ensure it couldn't make any changes to the data and was controlled by us to execute only the steps the SME wanted to validate. We were able to successfully validate the requirements without impacting live systems, data or processes.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



We provide market leading project and programme management capability, combining professional qualifications, real-life experience, and best practice gained through working with multiple organisations across the NHS. We are able to call on our deep pool of project and programme management experts to support the delivery of this work specifically we have 300+ Agile certified professionals and 900+ PRINCE2 Project Managers to draw upon.

Measuring and Reporting Benefits

A.06 Please detail your organisation's proposed approach to how benefits and return on investment are calculated and measured during a project lifecycle, and how you will provide reports, both for use with senior management and low-level project reports, showing benefits and a full breakdown. Please support your answer with evidence of examples where you have effectively measured and reported relevant benefits in respect of an RPA project. Please support your answer by providing a sample report if possible.

Response:

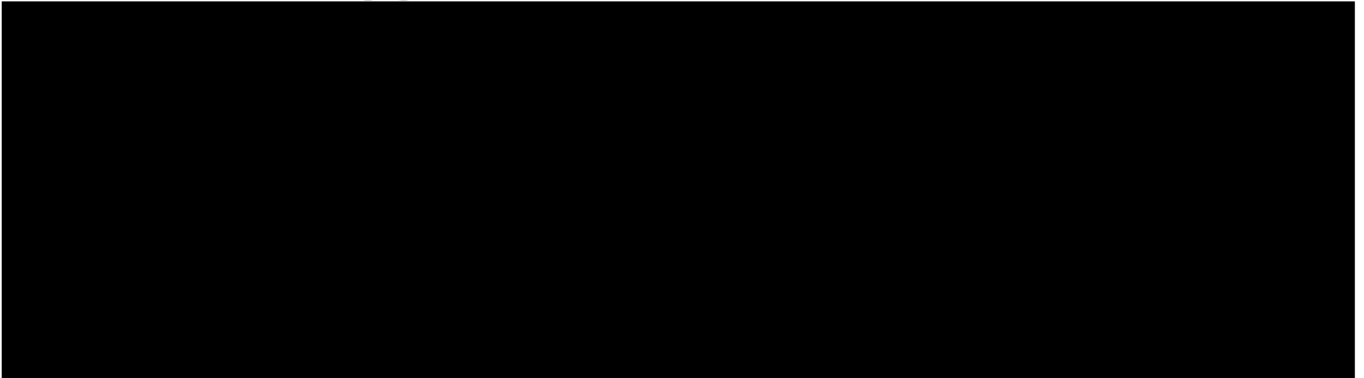
Within the high level framework outlined in Q5 we use a proven and flexible model to identify and quantify benefits.



Business case and ROI model

1. **Identify an opportunity:** We use a multi-step approach to identify candidates combining technology and traditional ideation workshops. Irrespective of origination route, we work with functional teams to outline key requirements and details to validate target state and process suitability of which the benefits case is a key criteria. An example request form we used with a government

2. **Quantify:** We work with the process SMEs to calculate ROI based on process metrics e.g. volume, frequency of process execution, transactions processes, current manual efforts for process execution and FTEs involved. These are submitted to the Steering Group (Customer's Product Owner, Sponsor, PM) to agree and approve benefits and align on prioritisation which generates the backlog and expected ROI are added to the benefit tracker, an example of from a live engagement is shown below.



client infrastructure or develop a vendor comparison analysis for the client to choose and our approach is vendor agnostic.

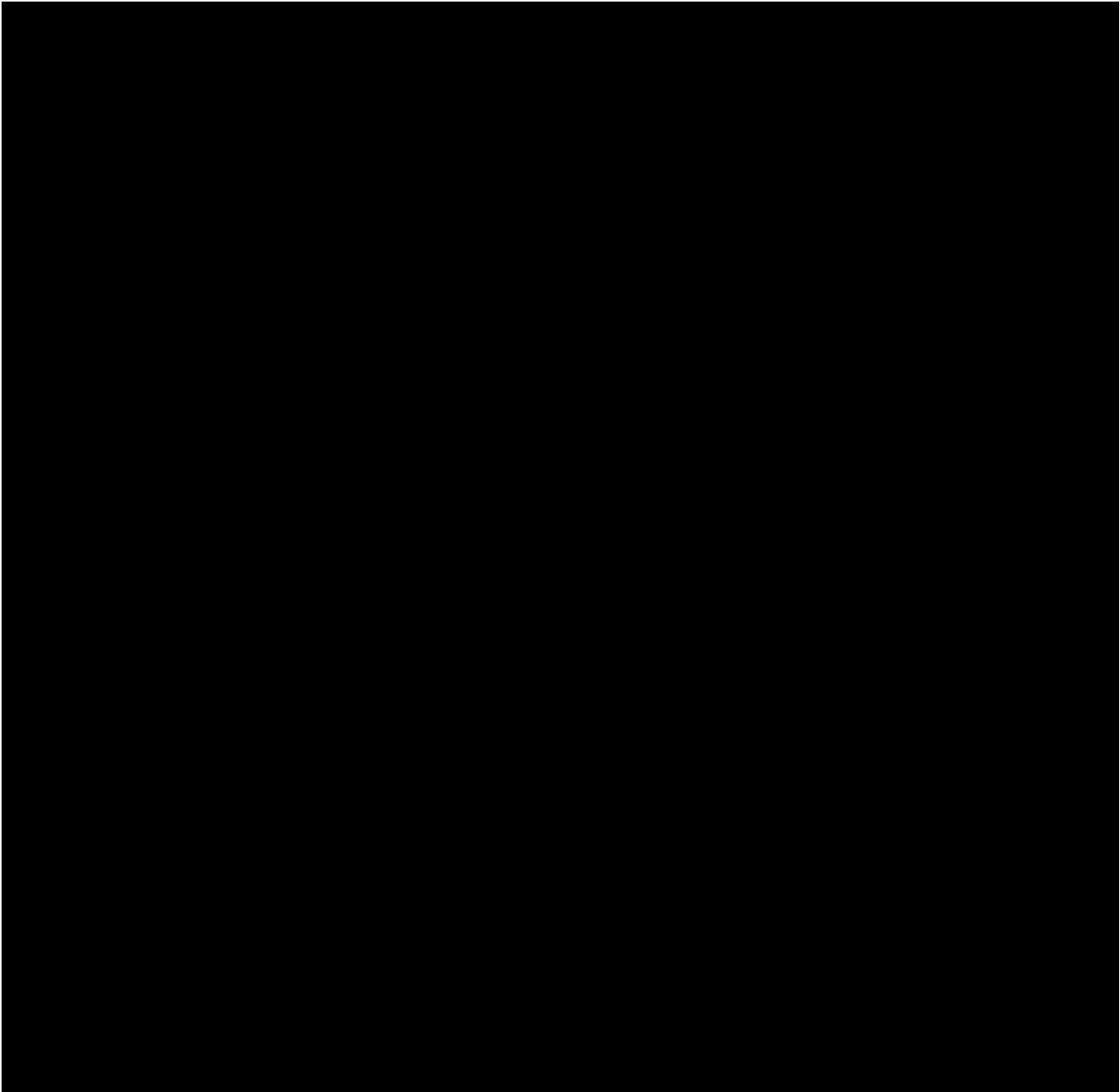
3. **Measure:** Qualified processes go into agile implementation lifecycle and Business Analysts track data points provided in request form against actuals to make sure projected ROI will be met; if not then its discussed with the Product Owner during spring review cycles.

After deployment in production, regular check points are planned to see actual ROI v/s projected. We work proactively with the process teams to ensure delivery of anticipated outcomes as per the Business case.

4. **Manage & Report:** We work with CoE / functional leadership to develop KPIs for the benefits to be measured and reported, for example Time Saved, FTEs released, total cost of ownership. We develop multiple reporting dashboards to measure and report based on target stakeholder groups (MI reporting).

Further, we have experience developing in PowerBI (see example below), which automates publishing of data for ongoing monitoring and can assist in conducting additional Cost Benefit Analysis for e.g. accounting for cost based on time sheets against a certain project.

All data is published to central repository to allow interrogation. The MI dashboard reflects the KPIs with a different view for Sponsors interested in high level numbers; and more detailed data for SMEs, end-user with more detailed view like Daily/Weekly transactions processes, success/failure rates of total transactions etc.

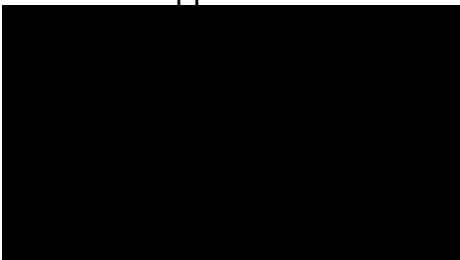


SOW1 - Discovery

A.07 SOW 1: Please complete the boxes in the draft Initial Statement of Works number 1, where indicated, to provide details of how you would approach and complete the task of a Discovery across many different departments and service areas across an NHS sector to identify RPA opportunities, as defined in the draft Initial Statement of Works number 1. Please note that your answer here will be evaluated based on how well your response articulates reasonably anticipated:- • deliverables: [descriptions, time frames and acceptance criteria], • resources required, • out of scope work (i.e. good articulation is needed here to help ensure the scope of the work is clear, suggesting areas out of scope to avoid any confusion/scope creep), • Buyer responsibilities (i.e. good articulation is needed here to help avoid any confusion and make roles and responsibilities clear on the face of the SOW).

Response:

See Appendix 2 - RPA Partner SOW1 - Discovery (1).docx



Stakeholder Management

A.08 Please detail your organisations proposed approach to stakeholder management, including external organisations outside of NHSBSA, and please support your answer with evidence of where you have utilised successful stakeholder management.

Response:

NHSBSA touches the life of every citizen and resident of the UK – providing a wide range of services both to the NHS and directly to the population. We understand the three core operational areas served by BSA; NHS Workforce, Primary Care and Citizen Care and that this means the range of stakeholders affected by changes to NHSBSA processes is almost uniquely wide.

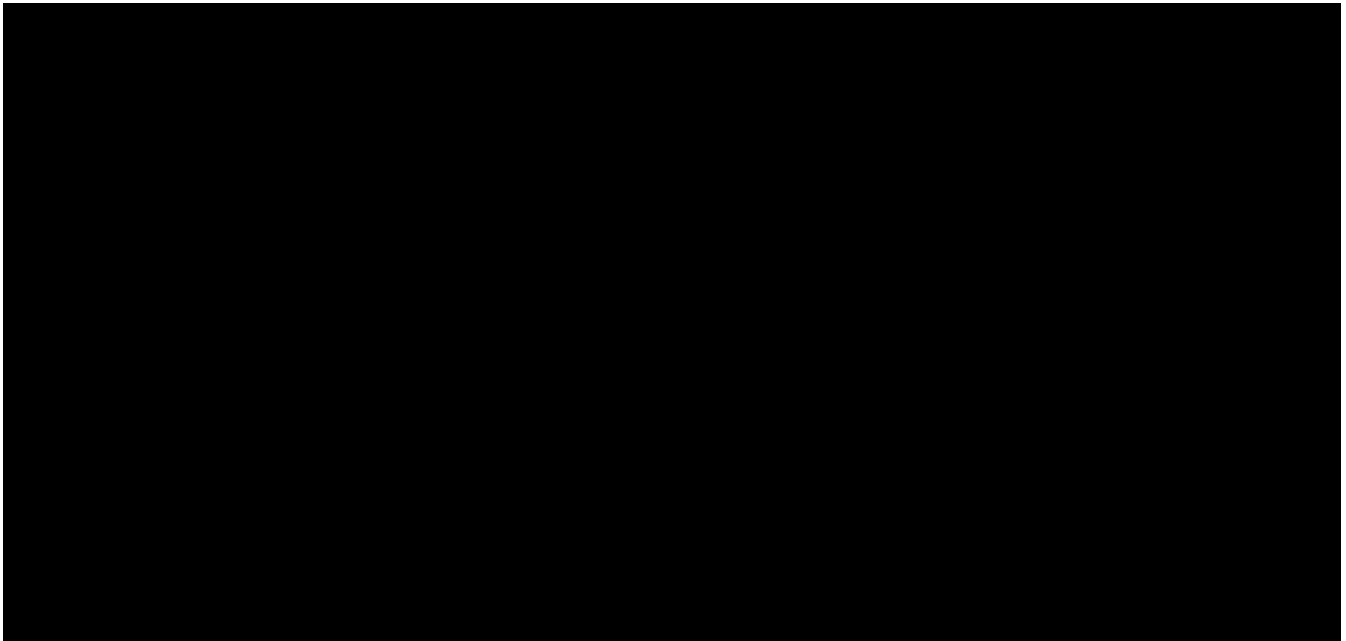
Further, our experience of delivering hundreds of health projects across the sector at a national, regional and local level spanning strategy, delivery, financial, clinical, ICT and specifically automation programmes means that we are expert in understanding the broader political and stakeholder challenges when delivering services to a broad range of NHS stakeholders.



We believe stakeholder management is extremely important in making any programme or project a success and as a result, our stakeholder management approach is integral to the way our teams work.

The diagram below describes our approach to stakeholder engagement and communications. This model acknowledges the unique needs and wants of stakeholders and recognises that customised approaches are needed to meet their

needs. We will build on and adapt this tried and tested methodology to meet the unique stakeholder challenges facing BSA.



[Redacted line of text]

- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]

Examples of our successful stakeholder management:

- [Redacted bullet point]
- [Redacted bullet point]

Technical Engagement

A.09 Please detail your organisation's proposed approach to communicating with infrastructure and connectivity partners, internal and external to the NHS organisations that are hosting the target systems. Please support your answer with evidence of where you have liaised with infrastructure and connectivity partners in complex multi stakeholder/supplier situations. Where you consider it assists your answer, you may provide relevant architecture diagrams.

Response:

We understand engagement with internal and external IT teams hosting target applications is key. To ensure clear communication and mitigate risk our approach contains key features:

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- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

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- **Platform implementation** is completed with remaining activities handed over to onsite team.

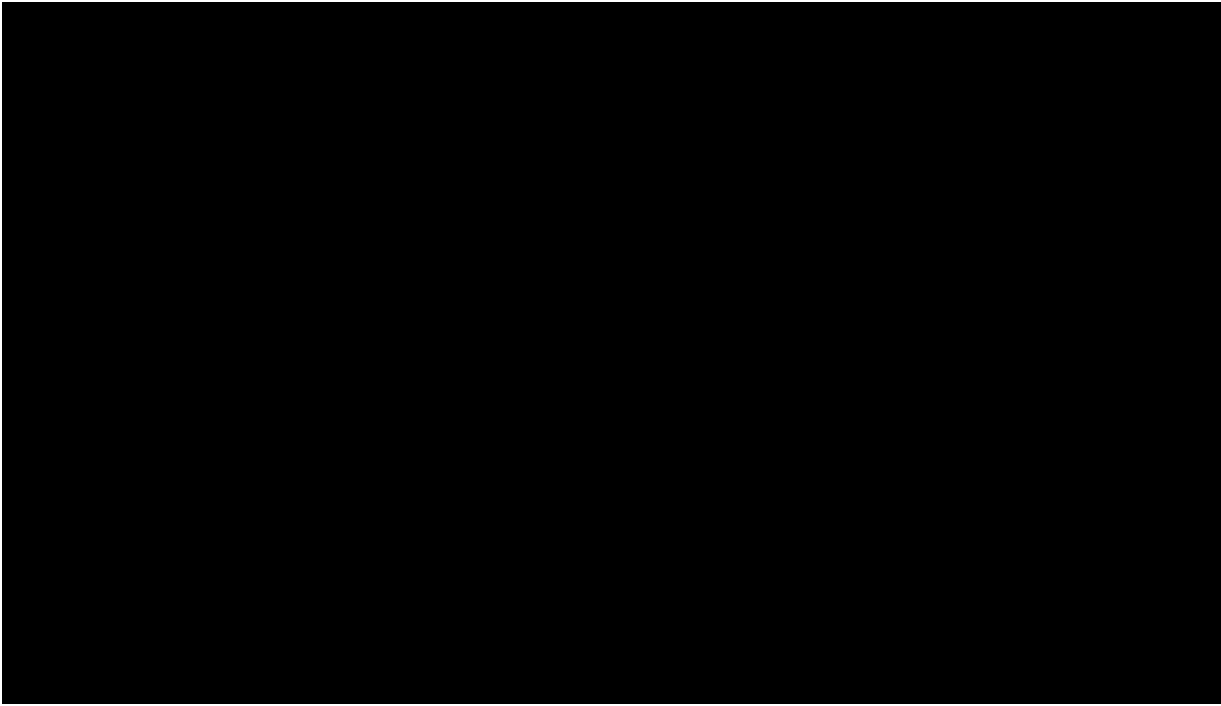
Implementation does not start until all requirements finalised and approved by relevant departments.

[REDACTED]

We understand Azure will be a key component of the solution. As a Microsoft gold partner, we are expertly placed to design and optimise the solution. An example of enterprise RPA platform implementation on Azure is shown in the table and diagram below:

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Order Schedule 4 (Order Tender)



Capacity Responsiveness

A.10 Please explain how your organisation is able to create teams at short notice and increase/decrease resources in those teams as demand requires, supporting your answer with examples where possible.

Response:

Atos has a multi-layered approach to dealing with resource demand/capacity management supported by practical examples of our flexible approach to meeting your needs.

Demand is forecasted monthly at Project, Vertical, and Corporate levels considering specific project needs and growth strategies. Atos' staff utilisation level averages at 79%, which provides us with a significant buffer to manage disaster scenarios.

Our key operational levers to achieve the flexibility to accommodate variable and unforeseen demands on this important programme are:

[REDACTED]

[REDACTED]

[REDACTED]

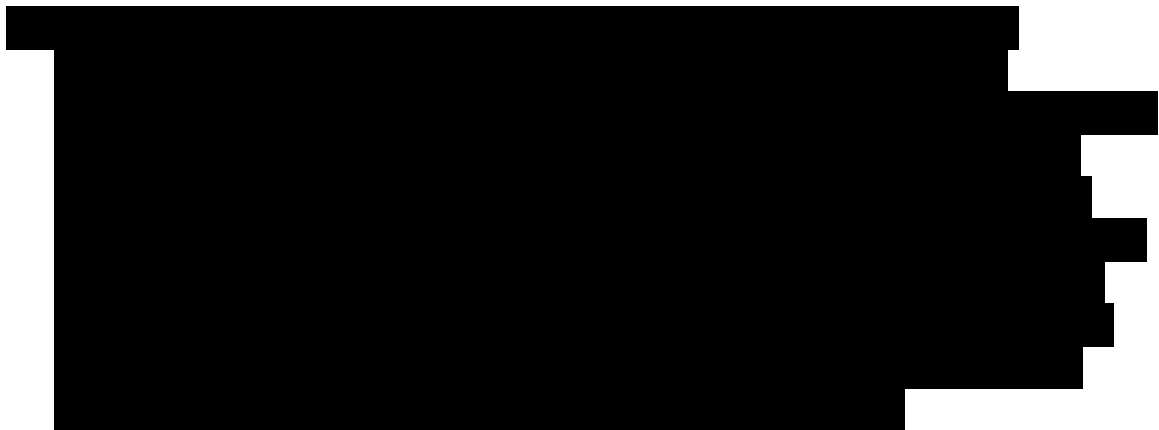
[REDACTED]

[REDACTED]

[REDACTED]

the project level as contingencies to support project risks or any unplanned situation from project team members.

1. **Account Governance** - the team will work collaboratively with NHSBSA to manage the capacity and ensure full staffing and resource transparency for the NHSBSA vendor management team.
1. **On-Boarding** - our resources undergo an orientation on the key customer processes, tools, & technology and ensure the resource attends the customer mandatory training programmes, this approach ensures resources hit the ground running from day one.



Clinical Risk Management Standards

A.11 Please explain what steps your organisation would take if the Clinical Risk Management Standards in Appendix 1 apply to a given SOW. Please support your answer with any examples of where you have successfully complied with these standards and engaged with a Clinical Safety Officer during previous RPA implementations.

Response:

[REDACTED]

[REDACTED]

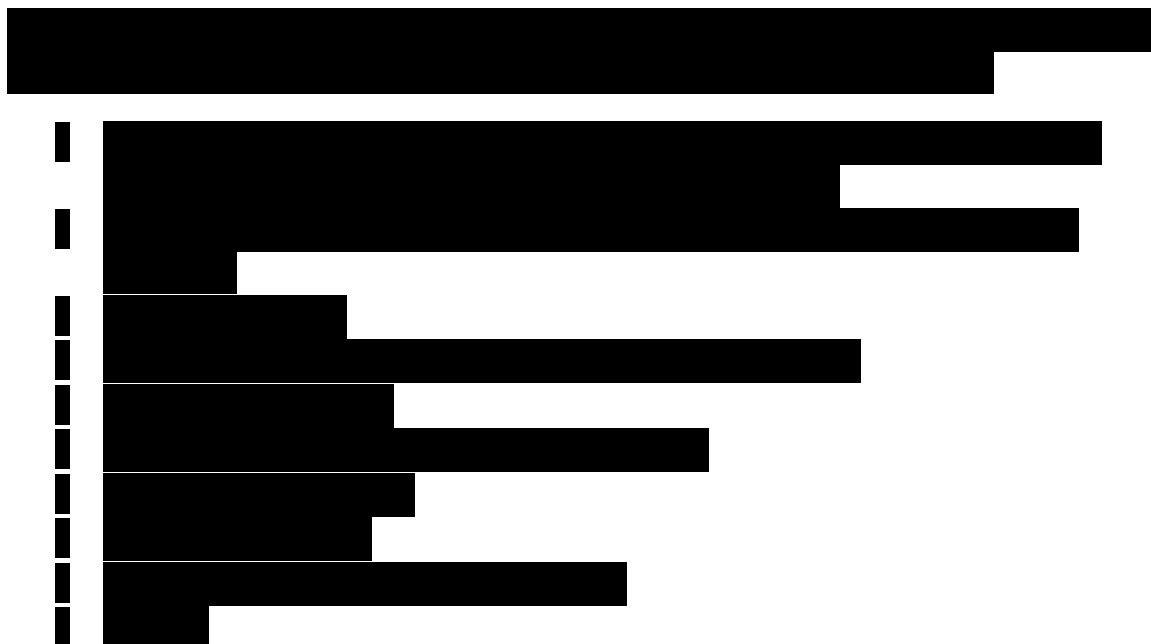
From a DCB0129 perspective the CSO is responsible for reviewing the evidence of compliance, that is, the Manufacturers quality assurance processes and activities, testing procedures, reporting tools, overarching governance, and ensuring that clinical hazards and their status' have been sufficiently documented. With legacy applications where compliance was not sought at time of procurement, then the CSO may be required to undertake a baselining exercise of the current position of legacy application in terms of known hazards and "proven in practice".

When procuring COTS the CSO ensures that all procurement exercises mandate compliance with DCB0129 and request the Manufacturer to evidence their compliance prior to contract signature. Post-Contract Award the Implementer's CSO will jointly define the required partnership working practice with the Manufacturers CSO going forward. Note: in relation to health IT applications review of a Manufacturers product Roadmap may also trigger a request for review of the Manufacturers plans in relation to medical Device Regulations (MDR) MDR post 2024.

From a DCB0160 perspective, at initial Programme/Project start – the Manufacturers DCB0129, in particular the Hazard Log was collectively appraised by the CSO, Programme Manager and Risk manager to agree the starting position. The CSO then prepared a draft set of DCB0160 documentation and approved the Clinical Risk

Order Schedule 4 (Order Tender)

Management Plan to confirm that the plan was appropriate and achievable in the context of the Health IT System development and modification.



The CSO escalating to top management any unacceptable safety risks, and provide recommendation to Top Management regarding whether the Health IT System is safe to release.

The rigorous and robust approach to ensuring compliance with the two specified standards described above will be adapted and applied to the NHSBSA automation programme to ensure compliance and reduce delivery risk.

Social Value Evaluation Question

Social Value

SV.01 (Q12) Please describe the commitment of your organisation to the issue of tackling inequality in the workforce. Please explain how training opportunities are provided, how you support educational attainment, create jobs and recruit into your workforce and/or promote career progression relevant to RPA related skills/roles for underrepresented groups and people who face barriers to employment. Please also provide details of how you will measure and report upon your social value commitments during the life of the Contract. In answering this question, please ensure your response clearly demonstrates your understanding of the issue of workforce inequality, the steps your organisation has taken to mitigate the impact of this issue and the analysis you have conducted as part of providing this response. Describe how your organisation supports underrepresented groups or people who have faced barriers to employment in the sector to gain employment and progress their careers with your organisation, and how your organisation will continue to support and improve the recruitment outcomes and skills development of your workforce from these groups within the contract (for example, current recruitment policies/processes, work placements, apprenticeship opportunities etc.).

Response:

Inequality in the technology workforce is a significant challenge and there continues to be a disproportionate lack of representation for women, people from BAME backgrounds and people with a disability.

The sector has struggled to attract people with disabilities and at present only 8% of the workforce are those with a disability. BCS (Chartered Institute for IT) found in 2019 that; 17% of UK IT employees are women, up 1% in 5 years and 18% are from BAME backgrounds, up 2% in 5 years. The numbers are worse when considering more senior positions e.g. women make up 12.6% of Board Members, and 75% of Boards have no BAME representation.

An overview of Atos' response to this issue:

Equality in Recruitment:

We promote opportunities across a range of channels; recruiting apprentices from local areas, using websites such as www.workingmums.co.uk and partnering with the Careers Transition Partnership to promote careers to armed forces veterans. We use Textio software in written materials to ensure it is inclusive and appealing to people with protected characteristics. Interview panels are gender-balanced and we use video/flexible interviews.

Equality in careers:

We build Diversity and Inclusion (D&I) commitments into objectives and reward D&I actions in appraisals. Talent programmes and succession plans promoting equality and career opportunities are transparent/visible to all.



Equality in our organisation:

Atos employs the principles set out in the Good Work Plan of fair pay, participation and progression, voice, and autonomy. We ask our D&I networks to challenge, innovate, and ensure we use the employee voice to drive progress and support colleagues. Networks include:

Aspire – gender diversity / **Adapt** – disability / **Together** – multicultural / **Aeon** – generational diversity / **Pride** – LGBT+ / **Armed Forces** – forces personnel, veterans and their families / **Return to Work** – people returning from career break / **STEM** – outreach to young people.

Gender Equality

We are proud to have achieved our 2020 target of a minimum 30% females on Atos UK&I Exec and 50% offers to female graduate hires.

We are adding new targets for female BAME representation at Executive and senior management levels and we have implemented a coaching/mentoring programme for female senior managers across the organisation. In this programme a focus on developing leadership skills and improving networks supports career progression.

Equality in Ethnicity

At universities, we promote a 'Changing Face of Technology Event' aimed at BAME students. It includes practical advice on graduate programmes and attendees are offered follow up 1:1s with mentors. To date, 50% of attendees go on to apply to us for graduate roles.

We also focus on ensuring equality at the senior levels of our organisation and as a result have the following target:

- 12% BAME representation on our UK&I Executive leadership and at GCM 7 (Senior leaders) by 2022.

Provision of Training Opportunities:

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

Supporting Education Attainment:

Atos is an active member of National Apprenticeship Forum recruiting up to 100 apprentices annually, providing job security from Day 1 and when working with clients make our training programmes available to them.

We are active in outreach to young people from diverse ethnic and economic backgrounds. Atos partners with Ark Schools, a charity educating 28,000 pupils across 37 economically disadvantaged areas, as well as the Bright Network which helps us target events to University BAME students.

We will use this experience to deliver careers talks to encourage diversity and skills growth in our industry.

Supporting jobs creation and recruitment for underrepresented groups:

We have an established partnership with the Prince's Trust and host a World of Work Event where our GIA community talks to young people about technology, and what to expect to help inspire them to go onto apprenticeships and vocational learning. Atos recruits grads/interns/apprentices with targeted recruitment in deprived areas and those impacted by CV-19.

We support people with disabilities during recruitment. We have targeted recruitment for people with disabilities, including those with neurodiverse conditions. We achieve this in partnership with specialist third-party VCSEs:

- **Walking with the Wounded:** our Armed Forces Network is developing career pathways specifically for veterans who have been wounded or have disabilities.
- **Ambitious About Autism:** creating internships for people with autism in areas like testing.
- **Genius Within:** creating apprenticeships for people with neurodiverse conditions and providing training to managers and their teams and recruitment staff.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]