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MODEL AGREEMENT FOR SERVICES SCHEDULES

SCHEDULE 4.1

SUPPLIER SOLUTION

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DWP IT Service Desk

09231701

Invitation to Tender

Question 2.4.1

Qualitative Questions for Service Delivery and Response Sheet

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Summary of the Qualitative Questions in this document:

The table below contains a summary of the Qualitative Questions as contained in this document:

Area	Q	Topic	Q weighting	Area weighting
Implementation Services	A1	Milestones, Premises & Telephony	4	18
	A2	Risk, Testing & Contingencies	4	
	A3	Recruitment, TUPE & Org. Chart	2	
	A4	Toolset – training & speed	4	
	A5	Toolset – plan & flexibility	4	
Service Proposal	B1	Service Offering & Quality Processes	12	57
	B2	Improvements & End User Experience	10	
	B3	Shift Left & Culture Change	15	
	B4	Innovation & Market Developments	4	
	B5	CSI & Timescales	8	
	B6	Flexibility – End Users & IT Suppliers	8	
Contract Management	C1	Behaviours & Org. Chart	5	5
IT Service Continuity	D1	Plans & Continuity	5	5
Security	E1	Adherence to Security requirements	10	10
Finance	F1	Approach to Open Book	5	5
Totals:			100	1000

The rest of this document should be completed by the Potential Supplier as per the Instructions to Potential Suppliers document.

[A] Implementation Services

[A1] Service Transition – Milestones, Premises and Telephony:

Please provide your Outline Implementation Plan detailing the elements contained in Annex 1 of Schedule 6.1 Implementation Plan. You should describe how you intend to transition your service into the Authority, minimising risk whilst delivering to challenging timescales

Your response should include but is not limited to:

- Details of key milestones and timescales for activities;
- Processes and timescales for sourcing and standing up any required premises; and
- Processes and timescales for standing up any proposed telephony solutions.

Key Specification Requirements: SD-TR001 & SD-TR003

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 3 sides of A4, Arial Font 12. Any text submitted over the **THREE** page limit may be disregarded and **NOT** evaluated.

Your Outline Implementation Plan should be submitted as an MS Word Document and MUST be limited to 4 sides of A4, Arial Font 12.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and a comprehensive supporting Outline Implementation Plan which provides strong assurance that they can implement the service solution at pace and to a high quality.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and a supporting Outline Implementation Plan which provides assurance that they should be able to implement the service solution at pace and to a high quality.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations and/or a limited Outline Implementation information which provides weak assurance that they can implement the service solution at pace and to a high quality.	2
The response does not address the requirements expressed in the question, the question is unanswered.	0

Response to [A1]

Introduction

CSC sees Service Transition as a critical time in the relationship with a new client and as such, is given additional focus by the whole team including the Account General Manager REDACTED and the Public Sector Director for the UK, REDACTED

People – Organisational Roles & Responsibilities

The overall Transition Programme will be managed by a CSC Transition Executive (TE), who specialises in successfully delivering Transition Programmes. The TE will be assisted by the Project Control Office (PCO) to ensure compliance against standard CSC and industry recognised processes, and that the status is reported to the DWP and CSC at the same time. The individual projects within the Transition Programme are managed by a Specialist Lead for that type of activity and supported by a Project Manager who will use CSC's standard Project Management process. CSC will use our REDACTED to find the best internal resources, with the most appropriate skills to suit the needs of the DWP transition. We will allocate resources that have the best experience working in UK Government accounts, in order to bring that understanding and knowledge to our DWP transition team. (Addresses SD_Tr_003)

Process – Global Transition Management Framework (GTMF)

CSC uses GTMF, for managing each Transition Programme. CSC has tailored its standard REDACTED programme management methodology to produce a Transition specific process, GTMF, which has been used over 400 times in the last 20 years to successfully deliver transition programmes across the globe.

REDACTED

CSC follows the Project Management Institutes (PMI) methodology and will be used to manage the Authorities projects. Many of CSC's Project Managers are PMI Project Management Professional (PMP) certified, and GTMF is compatible with the UK Government's PRINCE 2™ methodology.

The DWP Service Desk Transition Programme

There are REDACTED projects required to deliver the Service Desk for the DWP and each of these will run in parallel to each other in order to deliver a working Service Desk ready to take on the DWP's service desk provision from the current Service Provider, on the Service Commencement Date (SCD), REDACTED:

1. REDACTED.
2. REDACTED.
3. REDACTED.
4. REDACTED.
5. Connectivity: Implementing the connectivity required for CSC to connect to the DWP's Service Management toolset across CSC's existing REDACTED connection in time to train the CSC Service Desk Agents in the use of the Authorities ServiceNow (SaaS) implementation

6. REDACTED

Tools

The delivery of the above projects will be supported by CSC's Project Management Toolset, REDACTED. These are linked by a CSC proprietary interface in order to provide the DWP, CSC and their Project Management Communities with the facilities

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to manage the Transformation Programme. REDACTED Furthermore, CSC will comply with the Authorities requirements to use other Tools, if required.

Key Milestones

A comprehensive list of the Key Milestones can be found in the attached 'Outline Implementation Plan', which we will be responsible for delivering. (Addresses SD_Tr_001) In addition to the three key Milestones identified by the DWP, CSC sees the following as critical deliverables:

REDACTED

Sourcing and Standing up the Service Desk Premises and Telephony

CSC intends to use its existing facilities in REDACTED, with spare capacity and fail over to REDACTED. Negating the requirement to source or stand-up any new premises. These centres have been operating for over 15 years and already supply services for the UK government, commercial and financial clients such as HMPO and MoD SPVA. The following provides an overview of the existing capacity in relation to the DWP requirement.

REDACTED – Preparation

Within the, REDACTED CSC will use our repeatable process to set up the facilities enabling service desk for DWP.

REDACTED

Typical timelines for standing up facilities for a new service completes within 6 weeks. New telephony connectivity, inbound if required, is around 10 days, transfers of exiting numbers can take several weeks but can be mitigated by the current provider forwarding the exiting suppliers number to CSC's Service Desk as an interim. The REDACTED Service Desk centre is designed with excellent resilience, provided by backup generators, UPSs and is served by two local telephone exchanges. Failover is tested as part of the day one readiness process.

Incorporating Shift Left Into the Transition Programme

CSC is committed to drive a shift-left culture change within the DWP. In support of this, we will devise a dedicated sub-programme of work, which is discussed later within this section. These efforts will be incorporated into both the completion of Design and Build Programme, and the Operational Service Readiness Programme in order to be set for the Service Commencement date. The DWP will be engaged on these programmes, as the success of this will be dependent on both the CSC transition team and the DWP operational leads.

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[A2] Service Transition – Risk, Testing and Contingencies:

With reference to your Outline Implementation Plan describe how you intend to transition your service into the Authority, minimising risk whilst delivering to challenging timescales.

Your response should include but is not limited to:

- Explanation of how you will manage risk and maintain service continuity;
- Examples of your testing approach; and
- Contingencies to manage risk & delay

Key Specification Requirements: SD-TR001 & SD-TR003

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 1 side of A4, Arial Font 12. Any text submitted over the **ONE** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and a comprehensive supporting Outline Implementation Plan which provides strong assurance that they can implement the service solution at pace and to a high quality.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and a supporting Outline Implementation Plan which provides assurance that they should be able to implement the service solution at pace and to a high quality.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations and/or a limited Outline Implementation information which provides weak assurance that they can implement the service solution at pace and to a high quality.	2
The response does not address the requirements expressed in the question, the question is unanswered.	0

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Response to [A2]

The Service Desk transition risks are identified throughout the transition phase and will be reviewed and allocated to the appropriate project/sub-project area for further definition and mitigation. CSC's Risk Management will be owned by CSC's Project Managers who are responsible for delivering the REDACTED projects to take on the service for the DWP. Ultimately, the programme manager, who reports into the Account General Manager, REDACTED, owns all transition risk REDACTED

Unplanned Service Desk spikes in demand. CSC has a relationship with REDACTED recruitment to fill agent staffing levels needed at short-notice, while formal recruitment is undertaken.

Gaps in service knowledge. CSC's Service Desk transition team will undertake workshops with the DWP to review knowledge scripts and content until approved by the DWP.

Examples of Our Testing Approach

CSC has a defined testing approach that necessitates the training of the Service Desk staff on the tools and processes, which needs to be completed prior to any testing. In preparation for day one readiness, CSC will conduct Service Acceptance testing using end-to-end test scenarios, agreed with the DWP, which includes the connectivity, access rights for the agents to the DWP tools, and a run-through of the processes to support the service. . For example, we will perform tests that require the agents to receive a DWP contact from the Service Desk, log this into ServiceNow and work to resolve the issue as a First Call Resolution or assign a technical team. To facilitate this period of testing, CSC will provide a dedicated Test Manager to liaise with the DWP testing team, and coordinate the Service Desk throughout the cycle of testing. Any issues identified from the testing will be logged using our defect management process for CSC and/or the DWP to remediate. This will be followed by a re-test of the issue to ensure resolution is successful, and enable the closure of the ticket.

REDACTED

Contingency to Manage Risk and Delay

Every risk identified by CSC will be captured in the Risks, Assumptions, Issues and Dependencies log, which is managed during the transition. REDACTED CSC will hold daily Pulse calls with the DWP to gain feedback on the service during the Go-live period to ensure we can proactively mitigate any potential issues.

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[A3] Service Transition – Recruitment, TUPE and Organisation Chart:

With reference to your Outline Implementation Plan describe how you intend to transition your service into the Authority, minimising risk whilst delivering to challenging timescales.

Your response should include but is not limited to:

- Explanation of your processes and timescales for recruitment of staff and/or provision of training, including management of TUPE where applicable; and
- A transition team organisation chart with a description of job roles and responsibilities.

NB information relating to the Exit/Transition from the Incumbent Supplier is available within the Business Reference Library on Bravo within folder SSBA Exit.

Key Specification Requirements: SD-TR001 & SD-TR003

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 1 side of A4, Arial Font 12. Any text submitted over the **ONE** page limit may be disregarded and **NOT** evaluated.

In addition to the 1 page you are required to submit **A Transition Team Organisation Chart** as part of your response to this question. This is limited to an MS Word document consisting of 1 side of A4.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and a comprehensive supporting Outline Implementation Plan which provides strong assurance that they can implement the service solution at pace and to a high quality.	10
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The response does not address the requirements expressed in the question, the question is unanswered.	0

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Response to [A3]

CSC will perform transfer of staff under TUPE through the Transition Programme's People Project, as well as recruit the additional staff required during the Transition Programme's Service Desk Transition project.

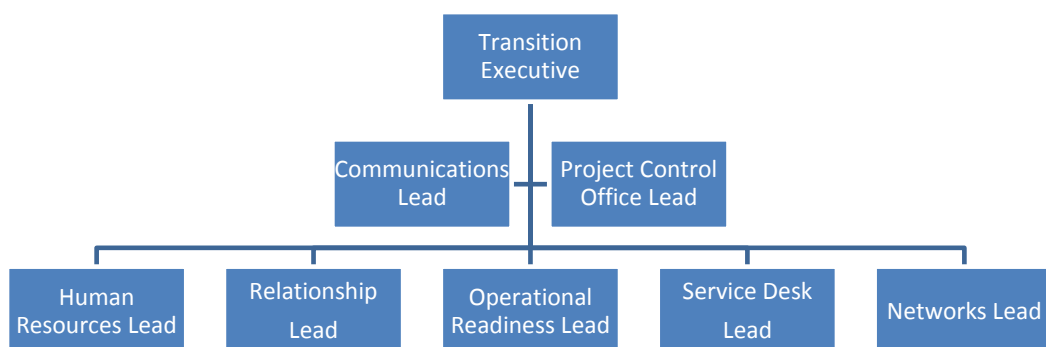
People – **REDACTED**, Whilst CSC have made assumptions on the TUPE'd staff, we do acknowledge there is a significant risk when people in scope to transfer indicate either: that they are going to refuse to transfer (and redeploy within or resign from their current employer); leave to join another company voluntarily, prior to the commencement of services or have deep concerns about the transfer and how it will affect them personally, such that they do not embrace the transfer process. We would seek to understand which ones are at risk of leaving before services transfer. Once identified we would prioritise their involvement in the Knowledge Transfer (KT) process to help ensure that their knowledge is retained, which reduces the risk of service delivery exposures. CSC, based on the information today has made the assumptions above as to the number of staff transferring, made redundant and / or re-deployed, **REDACTED**

Process – CSC takes a systematic approach to maintain a scrupulous observation of both the letter & spirit of TUPE & any applicable Codes of Practice. CSC/HP and the DWP will develop a joint transfer plan detailing an overall communication/consultation plan. Set up a town hall meeting to kick off engagement with the CSC team, on-boarding and orientation programme to help induct individuals into CSC's processes/tools, organisational alignment of transferring roles into CSC role families, staff augmentation to enable deployment of staff to fill any vacancies, outfitting – analysis of the requirements for items such as phones etc., security badging and a welcome event. As part of the programme the employee transfer process is covered in small group or 1to1 meetings to cover topics such as benefit set up, pension, etc.

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Transition Team Organisation Chart



Transition Team	Responsibilities
Transition Executive	Programme Manager Organises, manages and co-Ordinates the delivery of all aspects of the Transition programme Key contact for DWP management and reporting
Communications Lead	Works with DWP and the Transition Programme to define, plan and execute communications to all relevant parties
Project Control Office Lead	Manages programme governance and meetings Facilitates risk, issue, change & acceptance processes Provides programme level status reporting
Human Resources Lead	Manages Staff Transfers Ensure TUPE requirements are met Works in cooperation with the incumbents HR
Relationship Lead	Implements CSC Account processes, and joint CSC/DWP governance
Operation Readiness Lead	Manages the processes that ensure CSC is ready to take-on the service at SCD
Service Desk Lead	Executes Service Desk Preparation and Transition Expert in Service Desk implementation
Networks Lead	Implements the network connectivity required to support the service

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[A4] Tooling Adoption – training and speed:

Detail your approach to adopting the Authority's ITSM Toolset in terms of timescales required to deliver technical & security requirements, staff training, etc.

Your response should include but is not limited to:

- Summary of staff training plans and processes to ensure successful on boarding; and
- Indication of time to adopt.

Key Specification Requirements: SD-TR005

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 2 side of A4, Arial Font 12. Any text submitted over the **TWO** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirement expressed in the question, with detailed explanations, processes, plans and supporting information that provide strong assurance they are capable of quickly on boarding the Authority's Toolset.	10
The Potential Supplier's response meets most of the requirement expressed in the question with reasonable explanations, processes, plans and supporting information that provide assurance that they are capable of on boarding the Authority's Toolset.	7
The Potential Supplier's response meets some of the requirement expressed in the question, with limited explanations and/or limited supporting information that demonstrate they are capable of on boarding the Authority's Toolset.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [A4]

CSC has vast experience with various blueprints of ServiceNow (SaaS). The has REDACTED been leading the way in ServiceNow experience since 2010. This prior experience will greatly fast track CSC's adoption of the DWP's ITSM ServiceNow instance. As a result of this experience, we have selected REDACTED as our service desk, due to their prior experience in using both the ServiceNow Incident Management and Knowledge Management modules, as well as the end-user

ITSM Adoption Approach

The adoption of the DWP's ITSM toolset will be approached by looking at the differences between the DWP's blueprint and CSC's standard, thus ensuring that all service desk agents understand the differences and become fully aligned with the DWP's processes and datasets. REDACTED

Summary of Staff Training Plans and Processes

CSC will provide experienced service desk leads to work alongside the DWP REDACTED We will use the knowledge brought by the TUPE staff to define the initial detail around the CSC service for review with the DWP. Working with the TUPE staff and the DWP, we will create a process and procedure manual to support the creation of training material, and on boarding packs for all service desk agents, and any account support staff.

CSC will create the support manual and will review it with the DWP to ensure that we have captured the detail correctly. This usually takes four weeks end to end, and is dependent on the availability of the appropriate DWP staff. CSC will participate in train-the-trainer sessions and fully document the sessions, which will then be inserted into the wider training plan for training of the Service Desk staff. This manual will include the tooling that CSC will use to provide inputs into our performance reporting and contact analysis.

CSC will develop a DWP based training plan that covers the end to end processes and procedures, this will be reviewed by the DWP, thus ensuring alignment and understanding. We will also engage the TUPE staff to expedite this process through their intimate knowledge of the existing service.

REDACTED

Partnering with REDACTED allows us to have access to potential candidates for our REDACTED Services Desk. We will not only have access to people, but have the right people that are aligned to strong processes and procedures. We will conduct on site assessment days, REDACTED

A review is then scheduled to assess the next steps forward. If successful a training plan will be developed in alignment with the individual's skillset. All agents will have individual training records that documents all support activities and security access rights granted. This is also used to identify ongoing development need for the agent to be trained in other areas of support and provide a career progression path.

In alignment with day one readiness, REDACTED

Facilitating the Speedy Adoption of ITSM Toolset

CSC has extensive experience in adopting client instances of ServiceNow. Therefore, the DWP's ITSM ServiceNow instance will be adopted quicker due to this proven experience. CSC has chosen ServiceNow as its ITSM toolset globally. We have rolled out and adopted ServiceNow instances for large numbers of other customers, such as the Australian insurance company QBE.

The CSC Service Delivery centre at REDACTED has successfully on boarded client tool-sets for a wide range of customers, including but not limited to, Remedy for AON,

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HPSM for National Grid and most importantly for the DWP ServiceNow (SaaS) for the New York Stock Exchange (NYSE). CSC REDACTED has dedicated Service Desk training facilities and a proven "Train the Trainer" approach to on boarding both tool-sets and knowledge, which will be used to on boarding the DWP's toolset, of which we already have a working-knowledge.

CSC will work with the DWP to facilitate the security, technical and on boarding requirements using the DWP's non-production or training instances of ServiceNow. We deem this as a safest environment to conduct end-to-end scenario testing and ensure the both the DWP and CSC are operationally ready to deliver in time for the Service Commencement. CSC will also use this testing phase to ensure the minimum dataset requirements, based on our best-practice, to support our Incident-logging processes are in place so we can effectively register contacts and conduct the analysis on the data for our service reporting and identify opportunities to shift left. The above points will provide the DWP with a speedy and seamless Service Desk change from your current service provider to CSC. (Addresses SD_Tr_005)

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[A5] Tooling Adoption – plan and flexibility:

Detail your overall approach to adopting the Authority's ITSM Toolset, describing how you will prioritise deployment to stand up the Service Desk;

Your response should include but is not limited to:

- Description of resource flexibility and how you will prioritise and deploy resources to ensure that the Tooling is adopted effectively; and
- A high level implementation plan to on-board the Toolset.

Key Specification Requirements: SD-TR005

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 2 sides of A4, Arial Font 12. Any text submitted over the **TWO** page limit will be disregarded and **NOT** evaluated.

In addition to the 2 sides you are required to submit a **high-level implementation plan** as part of your response to this question This is limited to an MS Word document consisting of 1 side of A4.

Marking scheme;

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The Potential Supplier's response meets some of the requirement expressed in the question, with limited explanations and/or limited supporting information that demonstrate they are capable of on boarding the Authority's Toolset.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [A5]

Our experience and confidence in the ServiceNow toolset had reached the point two years ago that CSC decided to adopt ServiceNow as our strategic ITSM toolset globally. We have been rolling ServiceNow out to both new and existing accounts.

REDACTED Service Centre is one of our most experienced service desk locations.

ITSM Adoption Approach

CSC will perform a gap analysis between the DWP's ITSM blue prints and ITIL processes. For the experienced staff within our REDACTED Service Desk, the training will be tailored around the differences between the DWP's ServiceNow solution and CSC's ServiceNow solution. For any new agents or TUPE agents, the training material will be created to reflect the Authorities version only.

Resource Flexibility & Prioritisation of Deployment of Service Desk

CSC will engage experienced resources, ranging from ITIL practitioners, ITSM Architects and a Programme Manager who will take ownership of delivering all obligations required within the relevant schedules and specifically key specification requirement. (Addresses SD-TR005). We will engage key resources from our Service Desk, such as Team leads and our Transition team to attend the 'train the trainer' sessions arranged by the DWP. Following this, the training knowledge will be documented to create user training guides. This will allow CSC to in-house train all new staff as part of the transformation and future requirements. The training guides will be subject to Continuous Service Improvement to ensure they are effective, expedite the training process, and are in-line with changes to the DWP's ServiceNow solution.

CSC will create a classroom environment prior to SCD in the actual location where the service desk will be housed to familiarise the agents with the DWP's ITSM environment. This will require access to the DWP's ITSM tool test environment and access rights granted to the agents.

As the transition progresses and draws near to the service commencement date, the status of CSC's progress within the transition programme will be continuously reviewed to identify areas where additional resource are required. At these times, CSC will proactively reach out to engage additional transition resources to assist with the prioritisation of the Service Desk deployment. The Early Life Support team, within the Service Desk, will also engage additional resources from the Service Desk to conduct the toolset training, while the critical deliverables within the service desk deployment are underway. This is how we demonstrate flexibility in our resourcing approach by dynamically allocating Transition and the Service Desk resources to work together in order to be ready for Service Desk commencement date.

High Level ITSM Toolset Adoption Plan

To minimise the risks for Service commencement, REDACTED Service Cutover Planning, will ensure that the failover centre at REDACTED has the same capability to support DWP as the REDACTED centre, and the agents will follow the same on-boarding and training processes. In preparation for day one readiness, full end to end testing is performed, from the taking of a contact through to resolution of the incident with and without resolvers. The results of this UAT test will be provided as input into the Operational Readiness Review along with other documentation, such as but not limited to, on boarding packs, training guidelines, results from 'Licence to Support' accreditation.

Pulse Checks, will be performed as of SCD and for a short period time afterwards.

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These are snapshots taken to provide early performance indicators for the ITSM toolset and service desk volumes, e.g. number of contacts offered, First Contact Resolution, average speed of answer. This will provide the DWP a touch point and confidence early, without having to wait for official reporting. REDACTED After the initial fortnight this is evaluated on a day by day basis as to when it would no longer be required.

Lastly, we will stand up a Command Centre, where the DWP can actually contact CSC outside of the service desk regarding issues or concerns with the ITSM toolset or the service being performed. All escalations are documented, actioned and mitigations put in place before agreement to close. The Command Centre will be located within our REDACTED site, as this is where the service is being conducted from.

It is through our extensive Service Desk transition experience that we are able to provide flexibility in our resourcing. This foresight will allow us to prioritise and engage the required resources to deliver our Service, in line with the agreed SLAs.

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[B] Operational Service Requirements

[B1] Quality of Proposal: Service Offering and Quality of Service.

Demonstrate your ability to deliver the Operational Service Requirements defined in the specification.

Your response should include but is not limited to:

- A description of your service offering;
- How you will meet the Generic Service Obligations (GSOs); and
- Your processes to deliver quality services and outputs.

Key Specification Requirements: SD_C_009, SD_C_010 & SD_O_001-13

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 3 sides of A4, Arial Font 12. Any text submitted over the **THREE** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and comprehensive supporting information. This provides strong assurance they can effectively deliver the Authority's requirement, produce tangible benefits and provide improvements and innovation.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and supporting information. This provides assurance it can effectively deliver the Authority's requirement, produce tangible benefits and provide improvements and innovation.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This provides weak assurance that it can deliver the Authority's requirement and limited additional benefits, improvements or innovation.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

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Response to [B1]

CSC's Service Desk capability is a recognised centre of excellence (Gartner rates CSC as a visionary in the Service Desk Outsourcing Magic Quadrant) and is highly experienced in delivering a single point of contact model for all types of IT requests across complex, multi provider environments. REDACTED

We follow and adhere to ITIL v3 2011, Service Management best practice. With regards to other industry standards, BS25999 has been superseded by ISO22301 in June 2013, which our Business Continuity Management practice is aligned to. We are also aligned to ISO/IEC 27301:32011 Security standard.

Service Offering Description

CSC will deliver the primary Service Desk service to the REDACTED

REDACTED

Figure B.1-1: CSC UK Service Desk organisation for DWP

CSC allocate an established and dedicated migration team, who will work with the current supplier to transfer knowledge and document the procedures required for the operational readiness of CSC's Service Desk. Post the knowledge acquisition phase, CSC will allocate and train the Service Desk agents, led by REDACTED. CSC defines the requirements of this LTS programme early within the Transition timeline. This will ensure all of the CSC agents are fully trained on the DWP's Generic Service Obligations (GSOs), Operational Service Requirements and the interfaces into the SIAM processes by the Service Commencement Date. REDACTED

REDACTED

Figure B.1-2: A Service Delivery and Customer-Centred Approach

DWP's Tools: CSC's Service Desk has a long standing relationship with ServiceNow having used the toolset since 2010. This will expedite the readiness of our Service Desk to take on this new service for the DWP.

CSC's Tools: REDACTED

Delivering Operational Service Requirements (OSRs)

CSC is able to deliver the Operational Service Requirements defined by the DWP, through its established and mature ITIL-aligned service centre, which is fully equipped and resourced to cater for peaks and troughs in service demands. REDACTED. We will maintain a solid customer experience regardless of the individual agent they are speaking to. (Addresses SD_O_001, SD_O_010)

REDACTED

Meeting Generic Service Obligations (GSOs)

In addition to what we have described above, CSC will work in partnership with the DWP to ensure its service is interlocked and fully integrated with the DWP's SIAM model and processes. The CSC Service Desk will interface with the necessary ITIL processes to measure this, which will also be subject to Continuous Service Improvement through the joint governance process with the DWP. (Addresses SD_C_010). REDACTED

Processes to Deliver Quality Services and Outputs

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CSC invests heavily in its Quality Management process to meet both ISO 9001 and ISO 20000. REDACTED the Service Desk team leaders will perform a quality evaluation of the agents to measure their service performance, across all channels, access rights and password resets, in the following key areas:

Business Knowledge and Engagement – Ability to understand the DWP

Customer Focus – Customer care and end-user focus

Contact Handling – Quality of service and agent knowledge

Issue Diagnosis and Resolution – Efficiency and Compliance with SLA/KPIs

Documentation – Supporting self-help and FCR

The quality evaluation will ensure compliance to the SLAs that are required by the DWP, and provide the best service to achieve/exceed the service levels. REDACTED

With regards to OSO quality, the organisation works as the engine behind the Service Desk to perform critical functions to support and realise our Total Incident care ethos, which is at the core of our end-to-end Incident management. The OSO element of CSC's Service Desk ensures the agents are prepared, correctly trained and supported to manage Incidents, Problems and Service Requests.

CSC will provide a mature and very seasoned Service Desk capability to the DWP, located in the UK and manned by UK citizens, to the DWP to ensure an optimised service. As a centre of excellence, CSC's Board are committed to future investments in our Primary Service Desk to maintain its ability to offer a high-quality level of service as well as a refreshed agent handling team.

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[B2] Quality of Proposal: Improvements and End-User Experience.

Demonstrate your ability to deliver the Operational Service Requirements defined in the specification.

Your response should include but is not limited to:

- Proposals for improvements and innovation that you deem as potentially relevant to this requirement; and
- Examples of how your service offering can produce tangible benefits both in value and end-user experience relevant to this requirement.

Key Specification Requirements: SD_C_009, SD_C_010 & SD_O_001-13

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 2 sides of A4, Arial Font 12. Any text submitted over the **TWO** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and comprehensive supporting information. This provides strong assurance they can effectively deliver the Authority's requirement, produce tangible benefits and provide improvements and innovation.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and supporting information. This provides assurance it can effectively deliver the Authority's requirement, produce tangible benefits and provide improvements and innovation.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This provides weak assurance that it can deliver the Authority's requirement and limited additional benefits, improvements or innovation.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [B2]

CSC will continuously monitor the First Contact Resolution (FCR) performance of the Service Desks and looks for opportunities to resolve tickets as early in the support chain as possible. CSC will ensure compliance on SLAs and work to enhance the DWP service through innovation and demonstrable business benefits. This approach drives a Continuous Service Improvement (CSI) mentality within our Service Desks to always strive to exceed the service levels and drive to increase end-user productivity.

Improvements and Innovation to the Authorities Currently Proposed Service
Service Desk Staff Incentives

Included in our response are incentives to our staff to maintain high quality and levels of service within our Service Desk. REDACTED. The solution provides an integrated suite of quality, productivity, motivation, employee-engagement and customer satisfaction components, which results in higher productivity and quality. (Addresses SD_O_001, SD_O_005, SD_O_008, SD_O_010)

Digital Performance Platform

REDACTED

Tangible Benefits in Value and End-User Experience

Challenging our service using our ISO 9001 CSI process with Lean Six Sigma. CSC will measure the Mean-Time-To-Resolve (MTTR) to drive FCR and increase self-help to expedite our ability to resolve issues quickly. Our Subject Matter Experts (SMEs) and Analytics team within our Service Desks will analyse the contacts to assess the types of issues received, the feedback from end-users around the self-help articles, and customer survey outcomes. Both the SMEs and Analytics will drive Incident and Problem Management to review fixes that can be resolved by the Service Desk, identify any user-training opportunities for self-help to drive shift-left for the DWP and review the speed of resolution at our Service Desk. CSC's CSI process is an on-going cycle to improve contact handling time, knowledge and time spent on the telephone for the DWP end-users. CSC encourages the DWP to form a relationship with our Service Desk agents as part of CSI, through workshops and site visits at regular intervals to ensure our service agents understand the DWP business and optimises customer satisfaction. (Addresses SD_O_012, SD_O_013, SD_C_009, SD_O_006, SD_O_005)

We are experienced in providing a 'Single Point of Contact'. CSC's Service Desk takes full responsibility for the DWP end-user experience, and will own their issues as part of our total incident care approach. This enables our Service Desk to bring value through the coordination of 3rd parties through our embedded workflow management teams so the agents always provide the best customer care. (Addresses SD_O_009, SD_C_010)

Providing a reliable and accessible service. CSC's REDACTED programme enables us to leverage staff to fluctuate with the demands of the service. REDACTED

Our Operations Support Office (OSO) Underpins our Service Desk. The OSO provides the governance for service quality provided by our agents and is the life-force of the REDACTED. As a result of the OSO, CSC has the tools and knowledge to report trends in the DWP end-user activity to monitor shift-left adoption and drive FCR to increase the MTTR.

Long-term partnership with REDACTED. CSC will optimise the capabilities of the self-service portal to drive a shift-left culture. In addition, CSC will bring our best-practice to ensure the data held within REDACTED (under the toolset constraints)

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provides an insight into what problems are developing across the DWP's IT service, and how they can be traced back to root causes. REDACTED. In doing this, CSC will increase customer satisfaction and improve the DWP's overall IT service.
(SD_O_004,SD_O_011)

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[B3] Delivery of Shift-Left & Channel Shift solutions: Shift Left and Culture Change

Explain your methodology for maximising shift-left and contact channel shift in the Service Desk function. In line with the defined requirements, describe how your organisation and any Unique Selling Points you may have can help you deliver this.

Your response should include but is not limited to:

- Your process for delivering effective & timely shift left and a roadmap relevant to this requirement;
- How you intend to influence cultural change in the user base to enable Shift Left and the take up of self service and new contact channels; and
- How you will implement and maintain a self-service solution.

Key Specification Requirements: SD_O_004, SD_C_013, SD_C_009, SD_KM_003, SD_KM_005

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 4 sides of A4, Arial Font 12. Any text submitted over the **FOUR** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and supporting information. This provides strong assurance on their comprehensive proposal of how they will maximise shift-left, innovate and channel shift for the Authority in a timely manner .	10
The Potential Supplier's response meets most of the requirements expressed in the question, with reasonable explanations and supporting information. This provides assurance on their proposal of how they will maximise shift-left, innovate and channel shift for the Authority in a timely manner .	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This provides weak assurance on their proposal of how they will maximise shift-left, innovate and channel shift for the Authority.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [B3]

'Shift-left' is embedded in to the culture of CSC's processes, thinking and people. Creating a shift-left culture enables greater end user satisfaction, increases productivity, and reduces the mean time to resolve. CSC's shift-left culture is focused on getting the resolution or help that end users need first time and by the most appropriate contact channel, in order to provide an efficient service that delivers value for money.

Methodology & Approach for Maximising Shift-Left & Contact Channel Shift

People – Organisational Roles and Responsibilities

CSC has an excellent track record in driving shift-left activities, with Gartner rating CSC as a visionary in the Service Desk Outsourcing Magic Quadrant. At the heart of this success are the people and the experience they bring. The team includes:

The DWP – CSC wishes to partner with the DWP on a joint shift-left journey. This will include working through process changes required by the Service Desk to integrate with the DWP's own processes, helping with the communications of the changes to the user base, forming customer forums and conducting onsite workshops and demos of the new capability. (Addresses SD_C_009)

Operations Managers – Provide the management drive, innovation and governance to the shift-left program for the DWP. (Addresses SD_C_012)

Team Leaders – Work closely with all stakeholders to identify scope and deliver opportunities.

Analytics – Working under the guidance of the Operations Managers and Team Leaders to produce and bring to life the metrics that identify the biggest shift-left opportunities and measure their success. (Addresses SD_O_004, SD_C_012)

Early Life Support – Working to bring in enhancements, new products or changes to the Service Desk. This team is also trained to identify opportunities where shift-left could occur prior to going into production. For example, ensuring that Self-Help exists for all known issues and challenging solution architecture for tools or access to allow level 2 or 3 work to be undertaken at the Service Desk or published as a self-help fix. (Addresses SD_C_012, SD_KM_003, SD_KM_005)

Knowledge Management – Ensuring that all shift-left changes are documented in the Service Desk Knowledge Bases and on self-help portals. Through the robust Knowledge Management process the Knowledge team will regularly review information to ensure it is fit for purpose and still relevant. When creating a culture of self-help it's imperative the user base trusts the information is correct and timely, so Knowledge Management is at the core of what we will do for DWP. (Addresses SD_KM_005)

Subject Matter Experts – The subject matter experts are experienced Service Desk team members who play a key role in driving Knowledge Management, training and shift-left programs. The closeness they will form with the DWP will be through mutual collaboration, operational processes and the Service Desk. They will also provide an excellent source of feedback, review and opportunities. (Addresses SD_C_009)

Everyone – Shift-left is not a formalised programme of work, it's a cultural change and CSC will drive this way of thinking across all our teams that are involved in the process. Although the Service Desk drives the process, it cannot be achieved in isolation and will also need to drive of the DWP to encourage the cultural change in the end users.

Process – For Delivering Effective & Timely Shift-left

The Service Desk Team will build a roadmap based on the DWP's business and

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current state environment to drive a long-term culture change with short term gains.

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Tools

CSC will work with technical support teams to identify new tools, scripts or access amendments that will allow the Service Desk to fix more as part of its Continual Service Improvement process. In addition to this, CSC's relationship with ServiceNow (formed in 2010 and a registered partner) allows CSC's to have intimate knowledge, and therefore advocacy, on the technology being used for self-service and its design to enable knowledge-centred support. For example, CSC will encourage the DWP end-users to provide feedback ratings and comments against the self-help articles available from the ServiceNow self-service portal. (Addresses SD_C_012,SD_KM_003)

Implementing and Maintaining a Self-Service Solution

CSC has decades of experience in operating a multi-channel service, and has formed a 5-point plan (shown below) to manage a culture change to self-service. CSC's will use this experience to empower DWP end-users by sharing its knowledge of the service to enable this critical cultural change to take place. (Addresses SD_O_004,SD_C_012,SD_KM-005)

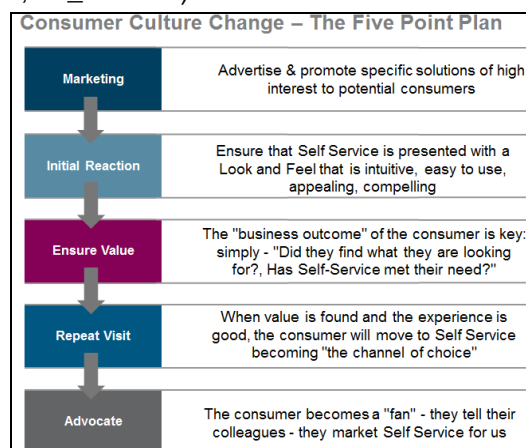


Figure B.3-1: 5 point plan to Self-Service

CSC is particularly experienced with monitoring the adoption of these self-enabled services and will incorporate trends in usage as well as feedback around self-help articles and FAQ's into the governance process. This enables CSC to measure the satisfaction of the DWP's new IT Service Desk and its ability to drive customer satisfaction through self-help enablement. (Addresses SD_O_004)

Roadmap (Including Key Milestones and Timescales for Activities)

REDACTED

Milestone	Description	Time	Comments
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	
REDACTED	REDACTED	REDACTED	

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REDACTED	REDACTED	REDACTED	
REDACTED	REDACTED	REDACTED	
REDACTED	REDACTED	REDACTED	
REDACTED	REDACTED	REDACTED	

Influencing Cultural Change in the User Base

The DWP user base has to be brought along on the journey of cultural change, as it is not something you can just implement and expect to work. This can only happen if CSC and the DWP work together in close partnership. Key to achieving this is in demonstrating the value that the contact channels will bring to the end users themselves. CSC achieves this by:

Ensuring a high quality high experience from the chat services that the CSC Service Desk provides. Providing timely, high quality and customised (not robotic) script responses demonstrates that a phone call is not the only option.

Ensuring that the Self Help Portals are always up to date – including outages, news and self-help articles. This is achieved through the robust Knowledge Management processes that CSC will have in place. (Addresses SD_KM_003 and SD_KM_005)

Partnering with the DWP to run workshops, onsite coaching and hands on demos on the tools themselves. (Addresses SD_C_009)

Demonstrating that contact channel choice is there to help and adds value as well as enabling end users to be more productive.

Demonstrating the value add – rather than purely mandating.

Coaching where appropriate via voice channels. Advising users where information could be found on the portal for future reference. (Addresses SD_O_004)

CSC's Unique Selling Points in Achieving a Shift-Left / Contact Channel Shift

CSC's Service Desk has been at the heart of multi contact and shift-left activities for over 12 years. The Service Desk has a robust and proven approach to shift-left activities and sees this exercise as business as usual and not an activity that is performed for a period of time. Our excellent approach to Knowledge Management ensures self-help remains relevant and able to resolve issues. (SD_KM_003)

Conclusion

Partnering with CSC we will deliver a real change in how DWP end users interact with your IT provision within the business. Improving productivity, getting things fixed quicker and a more satisfied workforce from an IT Service Desk that adds real value to their work.

The culture to shift-left is at the core of CSC's Service Desk strategy. In order to maximise the cultural change, there has to be a Business-to-Consumer strategy and policy defined by the DWP. This is a deliberate design where the Telephone contact is not so accessible and the consumer journey is designed by making the link to the self-service portal, or chat service, the first point of contact. Due to our experience in doing this, CSC is able to provide market leading expertise as part of our bid to the DWP around this first step as part of the successful introduction of the new service during Transition. (Addresses SD_O_004, SD_C_012)

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[B4] Delivery of Shift-Left & Channel Shift solutions: Innovation and Market Developments

Explain your methodology for maximising shift-left and contact channel shift in the Service Desk function. In line with the defined requirements, describe how your organisation and any Unique Selling Points you may have can help you deliver this.

Your response should include but is not limited to:

- Details of how you plan to introduce innovation throughout the life of the contract ensuring that the end-user receives a positive experience; and
- How you will keep abreast of market developments and utilise them to provide cost, quality, service and innovation improvements to the benefit of the Authority.

Key Specification Requirements: SD_O_004, SD_C_013, SD_C_009, SD_KM_003, SD_KM_005

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 1 side of A4, Arial Font 12. Any text submitted over the **ONE** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and supporting information. This provides strong assurance on their comprehensive proposal of how they will maximise shift-left, innovate and channel shift for the Authority in a timely manner .	10
The Potential Supplier's response meets most of the requirements expressed in the question, with reasonable explanations and supporting information. This provides assurance on their proposal of how they will maximise shift-left, innovate and channel shift for the Authority in a timely manner .	7
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The response does not address the requirements expressed in the question OR the question is unanswered.	0

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Response to [B4]

Implementing Innovation to Increase Shift-Left Opportunities

CSC will implement a joint innovation programme with the DWP that will be actively managed and measured with innovation sponsors identified in both parties, who have the responsibility for the direction and success of the DWP Service Desk. We propose that the DWP and CSC appoint representatives that will work together to identify innovation opportunities, and to bring them to a sufficient level of maturity for a business case to be created so that a formal decision can be made to implement the proposed service desk improvements. (Addresses SD_C_012,SD_C_009)

REDACTED

Market Developments to Provide Innovative Service Improvements

CSC has a wide partner eco-system including all the major IT service providers and product vendors worldwide. This enables CSC to keep fully abreast of all the latest innovations and developments. Additionally, CSC has a number of innovation forums and channels that we will expose the DWP to, in order to continually provide innovation service improvements throughout the life-cycle of the contract, which are outlined below:

REDACTED

Global Alliances – DWP will benefit from our partnering for innovation programme, using our alliance partnerships such as with ServiceNow to deliver technology-based Service Desk improvements. (Addresses SD_KM_005)

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[B5] Delivery of Shift-Left & Channel Shift solutions: Continuous Service Improvement and Timescales.

Explain your methodology for maximising shift-left and contact channel shift in the Service Desk function. In line with the defined requirements, describe how your organisation and any Unique Selling Points you may have can help you deliver this.

Your response should include but is not limited to:

- How you will introduce a programme of Continuous Service Improvement which is influenced by customer feedback and drives shift left; and
- Timescales required to realise the maximum benefits of value and user experience.

Key Specification Requirements: SD_O_004, SD_C_013, SD_C_009, SD_KM_003, SD_KM_005

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 3 sides of A4, Arial Font 12. Any text submitted over the **THREE** page limit will be disregarded and **NOT** evaluated.

Marking scheme;

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The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This provides weak assurance on their proposal of how they will maximise shift-left, innovate and channel shift for the Authority.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [B5]

CSC will bring a strong approach to customer satisfaction measures to identify strengths and opportunities for improvements in our Service Desk. Our Continuous Service Improvement process is in line with the best practice requirements of the ITIL CSI process REDACTED. Continual improvement is a specific requirement of ISO 9001 and ISO 20000 and CSC works to maintain compliance with these internationally recognised standards. The Service Improvement methodology is adhered to by our proposed service centres REDACTED, as well as by our account team led by REDACTED

Introducing Continuous Service Improvement and the Methodology

As part of the governance of the service, a Service Improvement Programme will be implemented and managed by CSC for the DWP account, and this will define the priorities for improvement and set the expectations and requirements for the successful completion of improvement activities REDACTED

It will be through the Governance process that any CSI SIPs will be brought forward for review of, status and outcomes as part of the weekly and monthly service reviews held between the CSC Delivery lead and the DWP Operations lead. (Addresses SD_C_09)

Also, as part of our CSI commitment, CSC will deploy its best practice methodology to address customer satisfaction, this will involve satisfaction surveys to the DWP end-users requesting feedback on the service they have received REDACTED

Customer Feedback is vitally important to us. CSC will measure customer satisfaction through a Voice of the Customer (VOC) policy, as part of our governance and CSI. The CSC Account Management will work with our DWP counterparts to engage through group sessions to obtain feedback REDACTED

The DWP's business objectives and critical success factors for the current period. The VOC is a typically conducted through a monthly survey to measure CSC performance from an executive client perspective, enabling visibility and measurement of client satisfaction levels regarding services provided by CSC. This provides insight into how we are supporting the DWP, and drive to a shift left culture.

CSC's standard improvement methodology is Lean Six Sigma (LSS), which will ensure that improvement activities are data-driven and process-based. CSC continuously monitors the First Contact Resolution (FCR) performance of the Service Desk and looks for new opportunities to resolve tickets as early in the support chain as possible. The Analytics team within the Service Desk's Operational Support Office will ensure compliance on SLAs and work towards drive the shift-left culture. (Addresses SD_O_004, SD_C_012)

CSC has a mature Lean Six Sigma community, programme and methodology that will be utilised in order to successfully manage improvement activities. The LSS methodology ensures that improvement activities are also data-driven for fact-based decision-making and that all improvements are process-focussed. REDACTED

LSS training equips CSC employees with the knowledge and skills required to effectively manage and implement improvements to DWP processes and services. (Addresses SD_C_012) CSC's LSS Black Belts and Master Black Belts are trained and certified with the Juran Institute and are also active members of the International Society of Six Sigma Professionals (ISSSP).

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Timescales to Realise Benefits and User Experience Improvements

Based on our experience, below is an indicative timescale to drive CSI and shift left (Addresses SD_O_004,SD_C_012, SD_KM_003, SD_KM_005):

Milestone	Description	Timeframe, Frequency	Responsibility
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED

CSC's Unique Selling Points in Achieving CSI

REDACTED

Maximising Benefits of Value and User Experience

CSC will bring immediate value to the DWP through its mature and established Service Desk, which is subject to our Lean Six Sigma CSI and CSAT process. As part of the drive to a 98% FCR as required by the DWP (based on resolvable tickets), CSC will use the feedback from governance customer satisfaction reviews and SIPs to deliver a consistent, effective service to enable end-users to be more productive.

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[B6] Flexibility: End-Users and IT Suppliers

Demonstrate how you will support the delivery of the Authority's SIAM Service.

Your response should include, but is not limited to:

- Proposal for the prioritisation and deployment of your resources to respond to demand/fluctuations from the Authority and end-users;
- How you will flexibly deploy resources to maintain Service provision throughout changes to channel mix (use of telephony, web chat, etc.) and;
- How you will engage with a changing & potentially increasing number of suppliers in the Authority's IT estate.

Key Specification Requirements: paragraph 11.1.1

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 3 sides of A4, Arial Font 12. Any text submitted over the **THREE** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and supporting information. This demonstrates how they will operate flexibly and deploy resources giving strong assurance that Service provision will be maintained in a complex and fluctuating IT environment.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and supporting information. This demonstrates how they will operate flexibly and deploy resources giving assurance that Service provision will be maintained in a complex and fluctuating IT environment.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This demonstrates how they will operate flexibly and deploy resources giving weak assurance that Service provision will be maintained in a complex and fluctuating IT environment.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [B6]

As a Tier 1 service provider, CSC has a wealth of experience in working within and orchestrating multi-vendor support models. We are equipped to provide a seamlessly integrated and accessible service into the DWP's SIAM Service.

Supporting the DWP's SIAM Service

CSC understands the complexity of the DWP's SIAM service and the challenges of working with multi-vendor support models. Therefore, to orchestrate an effective handover with minimal disruption to the service, CSC will have a fully-engaged Early Life Support (ELS) team as part of the Transition team. The ELS team will work with the DWP to form Joint communication plans to the end-users and monitor the new service for e.g. over an initial two-week period and the integration of 3rd party service providers post go-live. The ELS team will only stand-down once the safe-keeping of the service has been transferred to the dedicated DWP delivery team, and only when the Service Desk has proven its level of delivery to the SLAs defined in the combined schedule. (Addresses 11.1.1)

Following on from this, CSC will facilitate its proven and established Governance model, which will be deployed throughout the transition phase, to ensure that our Service Desk is continuously aligned with the operational and strategic business needs of the DWP. REDACTED

CSC's governance model will provide an oversight of the operations and be customised to meet the DWP's requirements.

Prioritisation & Deployment of Resources Respond to Demand/Fluctuations

Within CSC's Service Desk, there will be a dedicated team for the DWP led by a Service Operations Manager and shift co-ordinators who will monitor the live service. A key element of the License to Support programme is that all CSC agents have a primary and secondary customer account in which they are trained to provide support. This allows CSC to flex our agents to meet peaks and troughs in client demand across both our REDACTED service centres.

In the case that additional agents are needed to cope with a sustained increased demand, CSC follows a tried and tested set of recruitment processes. REDACTED (Addresses 11.1.1)

Once recruited, training for a Service Desk agent will follow a documented DWP specific training plan, which is signed off by the Team Leader and the Trainee.

REDACTED

Within the Operational Support Office (OSO) there is a dedicated Workforce function which manages the workforce planning schedules to ensure our Service Desks are staffed to meet the expected volume requirements. CSC also operate a cross-training program where every agent is capable of supporting multiple accounts allowing for Service Desk operations to flex the workforce as demand peaks and troughs, throughout a business year, or through unplanned peak periods.

CSC's approach to Workforce Management provides proactive planning and real-time, actionable analysis to maximise the end-user experience, and ensure that CSC's Service Desk understands the environment, its workflow and staffing to ensure the most optimum service delivery for the DWP at all times.

The Avaya Workforce Optimisation Management (WFO) system is comprised of a number of functions designed to help CSC optimise the Service Desk agent

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performance, reduce risk, and automate manual processes such as forecasting and scheduling across our Service Centres.

Flexing Resources to Maintain Service During Changes to Channel Mix

CSC has extensive experience with managing the resource demands that are needed as the contact channel usage varies. As part of the Daily Service Review (DSR), the CSC Service Desk Operations Manager(s) will review metrics compiled into daily report, such as Average Speed to Answer, abandonment rate, First Call Resolution and levels of Customer Satisfaction. The DSR report allows for the proactive monitoring and effective workforce management planning based on end-users activity.

REDACTED

These opportunities will be explored with DWP to develop solutions, which reduce the total call volume. This will enable CSC to manage the workforce contact channel profiles before any spikes in demand.

REDACTED

Engaging with a Changing/Potentially Increasing Number of Suppliers

The ELS team is the dedicated representative of the Service Desk to manage the provision of support, which is particularly crucial when the number of suppliers interfacing to our Service Desk could change. This will also involve either the retirement or introduction of IT service(s) to be incorporated within the DWP SIAM Service. The ELS team will have the responsibility to engage with DWP and the incoming and outgoing service providers via agreed communications plans to ensure service continuity during changes to the IT and service provider landscape. CSC's ELS team will manage any changes as a controlled project defining the activities needed to successfully integrate the supplier into the Service Desk scope of support.

REDACTED

The governance process will manage the future shape of the IT Service Desk to keep it aligned to the DWP's strategic direction in terms of both its business and IT agendas as well as the trends in the market place to advocate the shift-left culture. CSC is able to adapt to the increases in complexity and demand through effective workforce management and our dedicated ELS function.

[C] Contract Management

[C1] Contract Management:

Describe how you will manage this contract in terms of ensuring the delivery of all Service Desk outcome requirements, contractual obligations, Service Level Targets & KPIs.

Your response should include but is not limited to:

- Outline of key personnel, high level functions and staff competencies;
- Deployment of resources and an organisation chart;
- Details of staff specifically dedicated to this contract and summary job descriptions;
- Your internal processes for proactively monitoring your compliance to obligations, Policies & Procedures and targets;
- Your approach to dealing with non-compliance and resolution of disagreements; and
- Your approach to exit management, detailing your processes for a smooth and orderly handover to a new supplier, including the provision of access to all necessary information;

Key Specification Requirements: SD_R_001, SD_SL_001, SD_SL_002, SD_SL_003, SD_SL_004 & SD_SL_005

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 2 sides of A4, Arial Font 12. Any text submitted over the **TWO** page limit may be disregarded and **NOT** evaluated.

In addition to the 2 sides you are required to submit a **Contract Management Team Organisation Chart** as part of your response to this question This is limited to an MS Word document consisting of 1 side of A4.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and supporting information. This provides a strong assurance of their ability and commitment to participate in effective contract management and provide a seamless exit/transition at contract end.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and supporting information. This provides assurance of their ability and commitment to participate in effective contract management and provisions for exit/transition at contract end.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This provides limited assurance of their ability and commitment to participate in effective contract management and provide for exit/transition at contract end.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

Response to [C1]

This response is based on answering the question on contract management in relation to the Key Specification requirements, which are more service management based than in-life contract management. REDACTED

The CSC global Contracts & Commercial Management (“C&CM”) organisation works with Account Management and Service Delivery to identify, monitor, submit and administer contract obligations. REDACTED

The Service Delivery Manager shall ensure compliance with the requirements of Schedule 2.1 in accordance with the Performance Measures set out in Schedule 2.2 by deploying the following service management processes: 1. Incident and Major Incident Management including Escalation Management, Problem Management and Root Cause Analysis. 2. Continual Service Improvement including recommendations for Service Level review / improvement. 3. Service Level Management Information Reporting including contract and performance reporting, through agreed templates, joint meetings, with a view to inform service delivery and improvements with the DWP and other Service Suppliers. 4. Full performance management against service levels, deliverables, incident management, and downstream supplier monitoring all in line with requirements set out in SD_SL_001 to SD_SL_005 (inclusive).

In support of the above, the Management Team members will attend the Contract Management Board (CMB) meetings with the appropriate CSC and DWP (chair) stakeholders to review escalations and general contract performance; supported by feeder service delivery team meetings in accordance with the governance structure set out in Schedule 8.1 reviewing the performance of CSC and its Service Management reporting during the relevant Service Management Period in line with requirement SD_R_001.

Dealing with Non-Compliance and Dispute Resolution – Key areas for possible escalation include; Complaints, IT Incidents, Projects, Risks and Issues and Security Incidents. Ultimate escalation within the Account lies with the Account General Manager, REDACTED. However, if this is not enough to resolve the matter satisfactorily, issues can be escalated to the UK Public Sector Director, REDACTED. The following escalation routes to the aforementioned CMB shall be used first in order to resolve as many issues as possible, starting at the lowest appropriate determination level, e.g.: 1. Projects will be escalated to the Programme Executive; and Service issues will be escalated to the Service Delivery Executive. 2. Non-Project/non-Service related issues, non-compliance, complaints or concerns will be escalated through the Account management structure via the UK Public Sector Industry C&CM Lead, REDACTED. 3. Security – Account Security related issues will be reported to the Account Security Manager in the first instance who working with the DWP will establish the most appropriate escalation path.

Exit Management –The C&CM working jointly with the DWP contract lead in a collaborative manner, will provide advice and support to the respective DWP and CSC Exit teams, led by the Exit Manager, to ensure a successful exit and completion of the Exit activities in accordance with the Exit Plan to be agreed in accordance with the requirements and timescales in Schedule 8.5 (Exit Management), including the provision of access to all necessary information to the Replacement Service Provider. CSC has a standard Exit Plan with supporting spreadsheet tracking transition activities and associated key dates that have been tried, tested and successfully delivered throughout the UK Public Sector. This starting point for any Exit is refined

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through discussion/regular updates throughout the contract life taking into account deliverables, SLAs, KPIs, associated DWP and CSC (downstream) suppliers – delivering a smooth transition, in a timely/supportive manner with service continuity.

Contract Management Organisation **Chart**

REDACTED

Comment [PADCD1]: Names in chart to redact

Account General Manager: **REDACTED**. Accountable for the implementation of DWP's strategies, goals, services and outcomes. Competencies: Leadership: Business Acumen, Conflict Management, Customer Focus, Ethics and Values, Integrity and Trust Job Description: Budgeting, Business Development, Client Management, CSC Knowledge, Customer Support, Metrics/Measurement, Mission, Vision, Strategy, Project Planning and Organisation.

Account Security Manager: **REDACTED**. Implements security management and information assurance processes and procedures. Competencies: Leadership: Decision Quality, Informing, Problem Solving, Technical Ability. Job Description: Application Architecture, Compliance, Hardware / Network / Communications Infrastructure, Research Analysis, Risk/Security Management.

Service Improvement Manager **REDACTED**. Deliver service improvements to the DWP. Competencies: Leadership: Creativity, Customer Focus, Peer Relationships, Perseverance, Problem Solving, Technical Learning, Total Work Systems (TQM). Job Description: Application Architecture, Database Management Systems, Metrics/Measurement, Network/Communication Infrastructure, Research and Analysis, Product Evaluation and Selection.

Service Delivery Manager **REDACTED**. Works directly with the DWP stakeholders and users and implement the DWP service strategy. Competencies: Leadership: Dealing with Ambiguity, Command Skills, Conflict Management, Customer Focus, Directing Others, Innovation, Motivating others, Planning, Priority Setting, Process Management. Job Description: Budgeting, Business Development, Change Management, Client Management, Delivery Assurance, Knowledge Leverage, Metrics/Measurement, Project Planning/Organisation, Risk.

Transition Executive: Works with the DWP to deliver the Service Desk Transition Programme. Competencies: Leadership: Command Skills, Composure, Client Focus, Directing Others, Informing, Managing/Measuring Work, Motivating Others, Planning, Problem Solving, Building Teams. Job Description: Project Control/Administration/Planning/Organisation, Delivering Change, Client Management, Customer Support, Mission, Vision, Strategy, Organisational Change.

Commercial Contracts Manager: Responsible for CSC's business and contractual compliance to the Agreement. Competencies: Conflict Management, Customer Focus, Negotiating, Problem Solving. Job Description: Contract Administration.

Finance Manager: Responsible for the financial performance/integrity of the services. Competencies: Analysis, Planning, Presentation Skills, Problem Solving. Job Description: Accounting Principles, Budgeting, CSC Knowledge, Financial Management, Project Control/Administration, Forecasting/Estimating.

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[D] IT Service Continuity & Disaster Recovery

[D1] IT Service Continuity & Disaster Recovery:

Describe how you will deploy IT Service Continuity (ITSC) and Disaster Recovery (DR) to maintain service delivery to the Authority, as set out in Schedule 8.6 (IT Service Continuity & Disaster Recovery).

Your response should include, but is not limited to:

- A draft IT Service Continuity Plan and Disaster Recovery Plan including details of any resources and infrastructure available;
- Details of processes which maintain service continuity and minimise any impact to the Authority and its end users;
- Details of test procedures, communication plans, roles and responsibilities and procedure for data back up;
- Proposals to achieve timely service restoration ; and
- Details of your mitigations to support and maximise service availability.

Key Specification Requirements: paragraph 10.13

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 2 sides of A4, Arial Font 12. Any text submitted over the **TWO** page limit may be disregarded and **NOT** evaluated.

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and supporting information. This demonstrates a strong ability to maximise and maintain service availability, mitigate against outage and an ability to recover quickly from a service outage.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and supporting information. This demonstrates a good ability to maintain service availability, mitigate against outage and an ability to recover from a service outage.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations or supporting information. This demonstrates an ability to maintain service availability, mitigate against outage and to recover from a service outage.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

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The Service Desk function will be deployed and underpinned by our Business Continuity Management framework. This framework comprises of Service Continuity, Service Availability, Disaster Recovery and risk mitigation that are combined to support the proposed contracted service to the DWP. The relevant framework components are described in more detail below.

Summary of the Service Continuity Plan Solution

The Service Continuity and disaster recovery for the DWP REDACTED Service Desk is based on both a specific plan for the DWP and a building wide plan. In the event of an outage the CSC Service Desk function would fail-over to the CSC REDACTED Service Desk. REDACTED Upon the restoration or reinstatement of the primary location at REDACTED or the construction of new primary business location, a controlled and structured execution of the Service Continuity plan will be conducted to restore the service to normal mode of operation.

Service Continuity Management

As part of the governance and operating framework, CSC will implement appropriate good practice to the ISO 22301 and ISO27031 Business Continuity Management standards and guidelines as described in the following paragraphs.

Business Continuity Management

CSC in collaboration with the DWP will identify and monitor the key events or activities, planned or as a consequence of organic business or technology growth, that will have an impact on or change the Service and/or IT infrastructure and landscape. This planning is designed to ensure that timely and appropriate service continuity measures are sustained or implemented to mitigate any possible service interruption. To identify, assess and mitigate any single points of failure and/or service risks within the service and supporting technology infrastructure and the supporting processes.

REDACTED

Business Continuity Plan

CSC will develop a Business Continuity Plan for the service and where applicable integrate or amend our existing BC and IT Service Continuity plans to ensure that associated service delivery processes and/or functions can be sustained in support of the DWP Service Desk. The BC plan will also contain processes and procedures designed to identify and document the potential areas of risk and the designated recovery scenarios for the in-scope DWP Service. This will ensure that the specified Availability and Service Level Agreements are identified, documented and achieved. The BCP / SCP & DR Plan outlines the risk analysis and management process, which will form part of the ITSCM process. REDACTED

Disaster Recovery Plan

. Disaster recovery is a subset of the Business Continuity Process and seeks to ensure that the critical IT components that support the service have an appropriate and/or suitable DR capability, which will enable the return of service to the DWP end user communities, within the agreed SLA in the event of a catastrophic failure of the primary hosting facility. These plans are designed to manage the resumption of the service, following the declaration of a disaster situation.

REDACTED

IT Service Continuity Compliance Testing

REDACTED Also where appropriate and applicable the DWP business users will/maybe required to participate and verify the recovered mission critical and in scope service for each compliance test.

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Service Continuity Compliance Test Planning Cycle

The BCP test planning cycle will agree test date with the client's Business Continuity Manager REDACTED The test dates are discussed and agreed within the BCP/DR management forum. Formal Change Processes will be followed to seek approval for any testing. REDACTED

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[E] Security

[E1] Security:

Please explain how your draft Security Plan and organisation's processes and procedures will comply with the ISO 27001 Standard within the context of an Information Security Management System (ISMS).

Your response should include but is not limited to:

- Description of any barriers to operating the solution to be capable of securely handling OFFICIAL level data;
- Description of your approach to vetting and credentials for staff involved in provision of the OFFICIAL solution;
- Description of how you will use the Authority's ITSM Toolset ensuring that you securely handle OFFICIAL SENSITIVE data; and
- If you intend to offshore any element of the Service Desk, a description of how you will prevent access to personal data from offshore.

Key Specification Requirements: paragraph 8.3 & 8.4

Response Guidance

Response: Text & supporting documentation

Insert your response in the pre-set, shaded space of the following page. Your response **MUST** be limited to 2 sides of A4, Arial Font 12. Any text submitted over the **TWO** page limit may be disregarded and **NOT** evaluated.

NB you are required to submit **Annex E Security Plan** at Technical Question 2.1 of the Invitation to Tender

Marking scheme;

The Potential Supplier's response fully meets the requirements expressed in the question, with detailed explanations and supporting information which demonstrate that they can securely deliver the Service Desk solution with a strong level of assurance.	10
The Potential Supplier's response meets most of the requirements expressed in the question with reasonable explanations and supporting information which demonstrate that they should be able to securely deliver the Service Desk solution with a good level of assurance.	7
The Potential Supplier's response meets some of the requirements expressed in the question, with limited explanations and/or limited supporting information which demonstrate they could securely deliver the Service Desk solution, though with a limited level of assurance.	2
The response does not address the requirements expressed in the question OR the question is unanswered.	0

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Response to [E1]

Introduction – CSC has a comprehensive Information Management System (ISMS) and strategy as it recognises that its reputation hinges on its continual ability to protect both client and CSC business critical information. Under the ISMS program (supported by the ISO27001 certification) security policies are defined to specify clear security processes.

CSC holds a formal Certification to ISO27001 covering secure and resilient Data Centre Operations using CSC's Global Management Centre architecture and Support Model and also the provision of specified Information Security Management (ISM) services provided to major accounts in the public sector. Countries that have delivery centers have also attained ISO27001 certification as part of our global ISM approach for example; Australia, Austria, Bulgaria, Scandinavia, Canada, Czech Republic, Chile, China, Holland, India, Lithuania, Luxemburg, Malaysia, Singapore, Spain, UK and USA.

REDACTED

People – Within the UK CSC has a dedicated vetting team that acts as the central point of contact for all vetting and clearance issues. The team co-ordinates initial vetting of new joiners, any requests/ business cases for additional clearances, vetting through life care (e.g. marriages, divorces, annual interviews for clearances requiring that service, etc), renewing of staff vetting throughout their time with CSC. The Account Security Manager will contact the vetting team to raise any concerns with an individual or to confirm their clearance, in the case of this engagement the Account Security Manager (ASM) will confirm that all staff joining the account hold a current BPSS, this is due to the fact that for a period of time HMG did allow staff to hold an SC clearance without a BPSS. This has now changed and whilst CSC has undertaken a full audit of its staff the ASM check is used as a double check measure.

Process – When an individual joins CSC the relevant security checks are conducted to confirm they have a Right to Work additionally in the UK all staff are cleared to the HMG Baseline Personal Security Standard (BPSS).

The BPSS includes:

An identity check.

A check on nationality.

A Credit Reference check.

References including confirmation of all employment over the past three years.

Completion of a CSC Criminal Record declaration.

Signing of Annex I (Official Secrets Act Declaration).

Verifiable evidence of periods of absence from the UK exceeding six months in the preceding three years.

A check on the right to employment in the UK (for foreign nationals).

A Revenue & Customs check (where appropriate).

Basic disclosure check against Nation Police Database.

Staff will be reminded of their need to re-apply when their clearance has 6 months remaining.

REDACTED

Using the Authority's ITSM Toolset

REDACTED

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[F] Finance	
[F1] Open Book:	
<p>Please detail how you will adhere to and maintain the requirements of 'Open Book' throughout the life of the contract, as set out in Schedule 7.5 (Financial Reports and Audit Rights).</p> <p>Your response should include but is not limited to providing a clear understanding of how:</p> <ul style="list-style-type: none"> Your internal accounting systems will support the recording of direct costs, particularly labour against this Agreement; Allocations and Overheads (Corporate or otherwise) will be charged. The response should provide an understanding of what costs are being recovered via Allocations and Overheads and should include an illustrative example of the methodology, calculation to be applied and where relevant the relationship to underlying direct costs; You will identify risk, maintain the risk register and forecast for risk; and You will maintain and update the Authority's view of Allowable Assumptions as detailed in your Commercial envelope submission. 	
<p>Response Guidance</p> <p>Response: Text & supporting documentation</p> <p>Insert your response in the pre-set, shaded space of the following page. Your response MUST be limited to 3 sides of A4, Arial Font 12. Any text submitted over the THREE page limit will be disregarded and NOT evaluated.</p> <p>In addition to the 3 sides you are required to submit a high-level worked example as part of your response to this question This is limited to a MS Excel document no larger than one tab</p> <p>Marking scheme;</p>	
<p>The Potential Supplier's response fully meets the requirement expressed in the question, with detailed explanation(s) and a supporting example that demonstrates a strong ability to provide Open Book Pricing throughout the life of the contract.</p>	10
<p>The Potential Supplier's response mostly meets the requirement expressed in the question, with detailed explanation(s) and a supporting example that demonstrates an ability to provide Open Book Pricing throughout the life of the contract.</p>	7
<p>The Potential Supplier's response meets some of the requirement expressed in the question, with detailed explanation(s) and a supporting example that demonstrates a limited ability to provide Open Book Pricing throughout the life of the contract.</p>	2
<p>The response does not address the requirements expressed in the question OR the question is unanswered.</p>	0

Response to [F1]

Introduction

CSC understands it's essential for the DWP to have cost and price transparency in the contracts it has in place with providers (such as CSC) in order to clearly demonstrate "Value for Money" (VfM), and when required, Open Booking accounting, which CSC is happy to support the DWP "Open Book" agenda and requirements in line with GLS standard terms, similar to those set out in the proposed Schedule 7.5 (Financial Reports and Audit Rights) supported and underpinned by the Financial model, Risks table, Allowable Assumptions and Client Responsibilities, which is something we undertake for some of our key Government Clients.

CSC's annual certification of costs will be verified by Audit rights, which underpin CSC's commitment to Open Book transparency and will promote the DWP's transparency agenda throughout the supply chain by accepting responsibility to provide relevant information in relation to costs and expenses incurred by its Key Sub-contractors.

Adhering to and Maintaining the Requirements for 'Open Book'

CSC is familiar with the requirements of "Open Book Data" as defined in Schedule 7.5. Over the years of operating in the Public Sector CSC have built a number of supporting systems and processes to facilitate the provision of Open Book Data. Without repeating the definition of Open Book Data, CSC have systems and processes in place on a number of other Government Contracts that can support the provision of all information described in limbs "a" to "h", and CSC propose to reuse that experience and those tools and processes to support the DWP's Open Book requirements.

CSC regularly work with its clients in providing quarterly updates to the Outturn model and in some cases monthly updates to the Baseline Financial Model. In addition, for some clients separate project allocations are also provided. These models are regularly reviewed and affirmed by the client over a regular cyclic period of verification, assessment, modification and finally affirmation. These reports are summarily combined and certified against the criteria specified in Schedule 7.5 on an annual basis.

If the DWP request audit verification, CSC are happy to work with your appointed auditors. The documentary evidence provided and systems used make for ease of verification on the key accounts in a cost effective and non-disruptive manner so delivery remains unfettered. For reassurance, CSC regularly audits its key accounts, and on an annual basis, its own internal auditors, Deloitte, write to CSC's key client contacts requesting affirmation that no side arrangements are in place.

People

CSC Finance and Commercial personnel operating in the Public Sector industry are all experienced and expert in providing Open Book Data in line with the proposed Schedule 7.5. These personnel will be made available to set up processes and support the DWP under this contract. The Finance Director for CSC in the UK is REDACTED, reporting into Mark is the UK Public Sector Finance Manager, REDACTED who will also report into REDACTED, the Account General Manager.

Process

The CSC internal accounting systems support the recording of direct costs, including labour. Through the use of a dedicated booking code structure CSC is able to capture revenue, costs and hours transactions. REDACTED

Annex 1 – Outline Training Plan

Key Milestone	Deliverables (bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Key Milestone Date	DWP Responsibilities (if applicable)	Link to ATP/CPP
Training Prepared	Training Plan Created Toolset Connectivity Available	20	11/12/15	DWP to jointly develop and agreed training plan DWP to aid CSC in testing connectivity between the CSC Service Desk and ServiceNow (SaaS)	
Train the Trainer Complete	CSC Trainers trained by DWP	5	11/12/15	DWP to train CSC Trainers in the use of ServiceNow (SaaS)	
Service Desk Agents Trained	CSC Service Desk Agents Trained in ServiceNow (SaaS)	10	08/01/16		

Supplier Solution

ANNEX 1

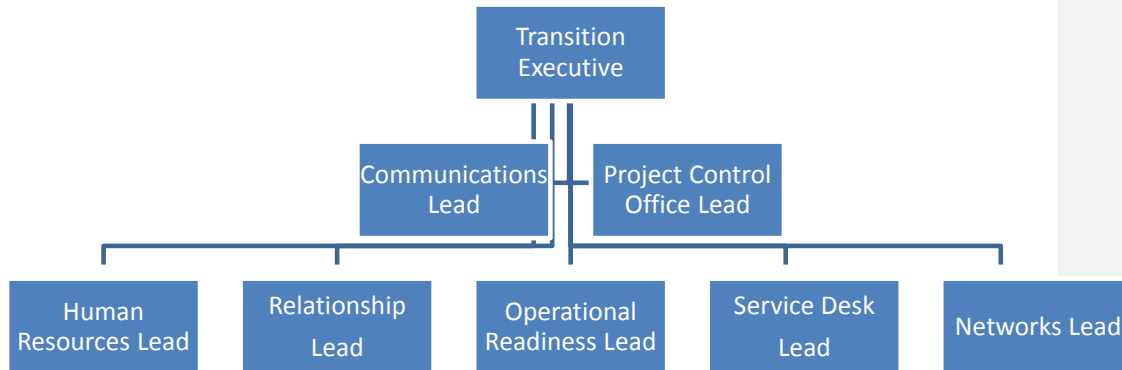
Outline Implementation Plan

[illegible]

Supplier Solution

ANNEX 2

Transition Team Organisation Chart



Transition Team	Responsibilities
Transition Executive	<ul style="list-style-type: none">• Programme Manager• Organises, manages and co-Ordinates the delivery of all aspects of the Transition programme• Key contact for DWP management and reporting
Communications Lead	<ul style="list-style-type: none">• Works with DWP and the Transition Programme to define, plan and execute communications to all relevant parties
Project Control Office Lead	<ul style="list-style-type: none">• Manages programme governance and meetings• Facilitates risk, issue, change & acceptance processes• Provides programme level status reporting
Human Resources Lead	<ul style="list-style-type: none">• Manages Staff Transfers• Ensure TUPE requirements are met• Works in cooperation with the incumbents HR
Relationship Lead	<ul style="list-style-type: none">• Implements CSC Account processes, and joint CSC/DWP governance
Operation Readiness Lead	<ul style="list-style-type: none">• Manages the processes that ensure CSC is ready to take-on the service at SCD
Service Desk Lead	<ul style="list-style-type: none">• Executes Service Desk Preparation and Transition• Expert in Service Desk implementation
Networks Lead	<ul style="list-style-type: none">• Implements the network connectivity required to support the service

Supplier Solution

ANNEX 3

Contract Management Team Organisation Chart

REDACTED

The key personnel, high-level functions, competencies and staff specifically dedicated to this contract and their summary job descriptions are summarized below:

Account General Manager: REDACTED. Function: Accountable for understanding /Implementation of DWP's strategies, goals, services, business processes and outcomes. **Competencies:** Leadership: Business Acumen, Conflict Management, Customer Focus, Ethics and Values, Integrity and Trust, Listening, Negotiating, Building Teams **Job Description:** Budgeting, Business Development, Client Management, CSC Knowledge, Customer Support, Metrics/Measurement, Mission, Vision, Strategy, Project Planning and Organization, Resource Management.

Account Security Manager REDACTED **Function:** Implements security management and information assurance processes and procedures. **Competencies:** Leadership: Decision Quality, Informing, Listening, Problem Solving, Technical Ability. **Job Description:** Application Architecture, Compliance, Hardware / Network / Communications Infrastructure, Research Analysis, Risk/Security Management.

Service Improvement: Function: REDACTED Deliver service improvements to the DWP. **Competencies:** Leadership: Creativity, Customer Focus, Timely Decision Making, Listening, Peer Relationships, Perseverance, Problem Solving, Technical Learning, Total Work Systems (TQM). **Job Description:** Application Architecture, Database Management Systems, Metrics/Measurement, Network/Communication Infrastructure, Research and Analysis, Product Evaluation and Selection.

Service Delivery Manager : REDACTED **Function:** Works directly with the DWP stakeholders and users and implement the DWP service strategy. **Competencies:** Leadership: Dealing with Ambiguity, Command Skills, Conflict Management, Customer Focus, Directing Others, Innovation, Motivating others, Planning, Priority Setting, Process Management. **Job Description:** Budgeting, Business Development, Change Management, Client Management, Delivery Assurance, Knowledge Leverage, Metrics/Measurement, Project Planning/Organization, Risk.

Transition Executive: Function: Works with the DWP to deliver the Service Desk Transition Programme. **Competencies:** Leadership: Command Skills, Composure, Client Focus, Directing Others, Informing, Managing/Measuring Work, Motivating Others, Planning, Problem Solving, Building Teams. **Job Description:** Project Control/Administration/Planning/Organization, Delivering Change, Client Management, Customer Support, Mission, Vision, Strategy, Organisational Change.

Commercial Contracts Manager: Function: Responsible for the administration and management of CSC's business and contractual compliance to the Agreement. **Competencies:** Leadership: Composure, Conflict Management, Customer Focus, Decision Making, Ethics and Values, Integrity and Trust, Interpersonal Savvy, Negotiating, Problem Solving. **Job Description:** Compliance, Contract Administration, Risk Management, Functional Area Knowledge, Legal Knowledge.

Supplier Solution

ANNEX 4

High-level Implementation Plan for Onboarding the ServiceNow Toolset

Key Milestone	Deliverables (bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Key Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP
REDACTED	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED

Supplier Solution

ANNEX 5

Bidder Clarification

Summary of Clarifications

Reference	Authorities Clarification Queries	Supplier 's Clarification Responses
Financial Clarifications 26/05/2015		
1)	REDACTED	REDACTED
2)	REDACTED	REDACTED
3)	REDACTED	REDACTED
4)	REDACTED	REDACTED
5)	REDACTED	REDACTED
6)	REDACTED	REDACTED
7)	REDACTED	REDACTED
8)	REDACTED	REDACTED
9)	REDACTED	REDACTED
10)	REDACTED	REDACTED
11)	REDACTED	REDACTED
12)	REDACTED	REDACTED
13)	REDACTED	REDACTED
14)	REDACTED	REDACTED
Clarification of Question F1 (Open Book) 28/05/15		
1)	REDACTED	REDACTED
2)	REDACTED	REDACTED
Compliance Clarification		
1)	It has come to our attention that	We acknowledge that we understand and accept the Authority's position.

	<p>the Qualitative Response sheet submitted for question C contract management actually slightly exceeded the size limit of 2 sides of A4. In line with the Instructions to Potential Suppliers the Authority reserved the right to not evaluate any content which exceeded page limit sizes. In this circumstance the Authority only evaluated the 2 sides and disregarded information in excess of this.</p>	
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