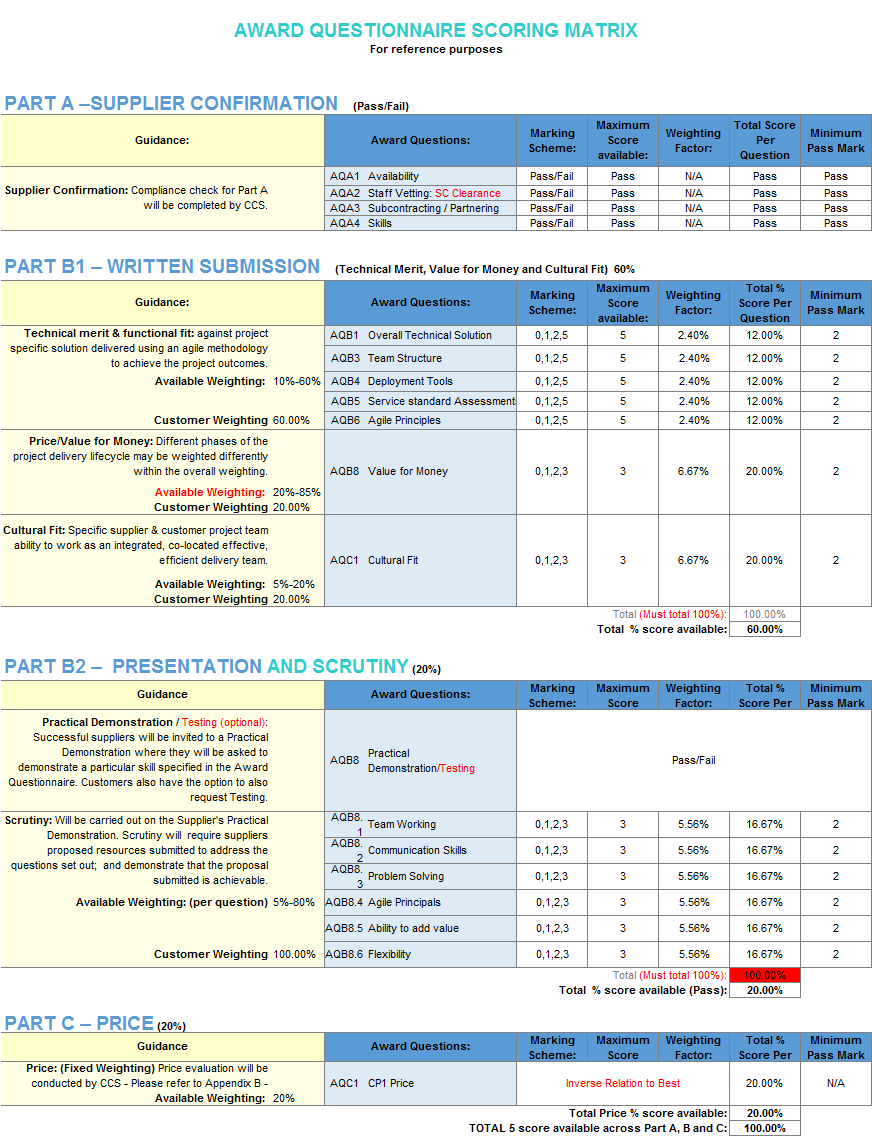
Response Guidance and Marking Scheme

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| **Purpose of Document** | The Award Questionnaire is a standalone document incorporating all information that a Potential Provider will require in order to produce a response to the Award Questionnaire. Please follow the headings contained within this document, writing your responses in the indicated areas, following the Response Guidance and Marking Scheme at the end of each question.  Should your response be successful in this Further Competition, your submission will form part of the Call-Off Agreement. |
| **Word Counts** | Word Counts are specified in some areas of this document, and may **exclude** any attachments. Each question will define as applicable. |
| **General Response Guidance** | Your responses and proposed approaches should be described in terms:  That are aligned with the [Government Service Design Manual](https://www.gov.uk/service-manual%20and%20); and  of how the new / redesigned digital service will comply with the [Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default) |
| **Minimum Pass Mark** | In each section, you must obtain at least the Minimum Pass Mark, as declared in the Scoring Matrix below, in order to proceed to the next stage of the evaluation (as described in the Customer Requirements), and be eligible to succeed in this procurement. |
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**SCORING MATRIX CRITERIA** (for reference)



**SECTION A - CONFIRMATION**

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| **QUESTION:** | | **A1 AVAILABILITY** |
| **GUIDANCE:** | | Please confirm whether your delivery team roles will be available at the customer’s required location(s) from the customer's required timeframe(s) (both as stated in Customer Requirements. |
| **RESPONSE GUIDANCE:** | | To gain maximum marks for this question, all your roles must be available at the required location(s) and within the required timeframe. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – PASS** | | |
| **Fail** | Roles will not be available at the required location(s) or within required timeframe | |
| **Pass** | All roles available at the required location(s) within required timeframe | |
| **POTENTIAL PROVIDERS RESPONSE** | | |
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**SECTION A - CONFIRMATION**

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| **QUESTION:** | | **A2 Staff Vetting : Security Clearance** | | | | | |
| **GUIDANCE:** | | Please confirm whether your proposed delivery team members have successfully completed the required Staff Vetting, together with date checked.  If not, please advise if they have any other Security Clearance for UK Government, together with date cleared and confirm that you are willing to undertake the required Staff Vetting prior to commencing work on site. | | | | | |
| **RESPONSE GUIDANCE:** | | To PASS this question, you must provide the required Staff Vetting status for proposed individuals, complete with date checked and valid until OR details of other UK Government Security Clearance with date and validity OR confirmation that the required Staff Vetting will be carried out prior to commencing work on site. | | | | | |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – PASS** | | | | | | | |
| **Fail** | Information supplied is missing or incomplete | | | | | | |
| **Pass** | Staff Vetting and security clearance with date has been provided for all proposed staff OR confirmation that this will be carried out prior to commencing work on site as date indicated in the requirements. | | | | | | |
| **POTENTIAL PROVIDERS RESPONSE** | | | | | | | |
| **Name of individual proposed** | | | **Required Staff Vetting complete Yes/No?** | **Date Checked by Supplier** | **Date Valid Until** | **Other UK Government Security Clearance** | **We agree to carry out the required Staff Vetting post award Yes/No?** |
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**SECTION A - CONFIRMATION**

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| **QUESTION:** | | **A3 SUBCONTRACTORS / PARTNERING** | | | | |
| **GUIDANCE:** | | Please confirm whether your proposed delivery team includes any subcontractor or partnered resources; and if so which roles or individuals.  If you choose to subcontract, please ensure that you register your proposed subcontractor prior to submitting your bid, by completing the following form: <http://goo.gl/forms/wnUEKiWs3N> | | | | |
| **RESPONSE GUIDANCE:** | | To PASS this question, you must confirm the status of the proposed delivery team in terms of whether your proposed staff have been subcontracted or Partnered. If not applicable please state N/A. | | | | |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – PASS** | | | | | | |
| **Fail** | Information supplied is missing or incomplete | | | | | |
| **Pass** | All proposed staff who are subcontracted have been clearly identified | | | | | |
| **POTENTIAL PROVIDERS RESPONSE** | | | | | | |
| **Name of individual proposed** | | | **Individual’s Organisation** | **Please confirm if Partner of Subcontractor** | **Please detail which Role the individual will be fulfilling?** | **Please confirm you have registered your subcontractor Y/N** |
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| **QUESTION:** | | **A4 SKILLS** | | |
| **GUIDANCE:** | | Please confirm whether your proposed delivery team have the appropriate technical skills listed in the customer requirements.  If you choose to subcontract, please ensure that your proposed subcontractor has also provided this information | | |
| **RESPONSE GUIDANCE:** | | To PASS this question, you must confirm whether your proposed delivery team have the appropriate technical skills. If not appropriate please put N/A. | | |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – PASS** | | | | |
| **Fail** | Proposed Delivery team do not have the appropriate technical skills. | | | |
| **Pass** | Proposed delivery team have the appropriate technical skills as outlined in the customer requirement | | | |
| **POTENTIAL PROVIDERS RESPONSE** | | | | |
| **Role in Team (e.g. DevOps)** | | | **Technical Skills** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | | **B1 OVERALL TECHNICAL SOLUTION** |
| **GUIDANCE:** | | Provide an overview of how you will meet the customer's needs and integrate with the existing team |
| **RESPONSE GUIDANCE:** | | You response should include, but not limited to detailing:   1. Response to specific requirements as laid out in the Customer Requirements (i.e. confirm that your resources have the relevant skills) 2. Reference how your resources will work to the [GDS Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default) and deliver a high-quality MVP 3. How your resource will take an agile approach in relation to delivering the outcomes (How your resource will integrate with existing teams to deliver goals)   Your response should reference the relevant parts of the Customer Requirements |
| **GUIDELINE WORD COUNT:** | | **600 (INCLUDING attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable: No ability or no evidence | |
| **1** | Not Met: Response not connected to the requirement and/or fails to address the requirement. | |
| **2** | Partially Met: The response is incomplete and/or does not address all of the elements in the response guidance above and/or response is generic and/or not does not relate to the requirement | |
| **3** | Met: The requirement is met, the response addresses all the points in the response guidance and is specifically tailored to meet the requirement | |
| **POTENTIAL PROVIDERS RESPONSE** | | |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | | **B3 TEAM STRUCTURE** |
| **GUIDANCE:** | | Provide an overview of the role functions and team structure you propose to meet this capability, as described in Customer’s Requirements. Describe how your resources have, in the past, integrated and interplayed with a government department and other suppliers' resources, as a single delivery team (and how you propose this would work in this project). |
| **RESPONSE GUIDANCE:** | | The response must include, but is not limited to:   1. How your team structure maps to the Customer Requirements 2. Key roles and how they deliver the solution 3. The numbers and seniority (Junior, Intermediate or Senior) 4. What roles/tasks each team member would perform 5. Types of skills, experiences and capabilities in the team and how these are relevant to delivering the requirements (with reference to the required skills outlined in the customer requirements). 6. How your team structure has in the past, and would integrate and interplay with    1. the customer (Home Office or OGD); and,    2. other supplier team members to create a single delivery team   Your response should reference the relevant parts of the Customer’s Requirements. |
| **GUIDELINE WORD COUNT:** | | **1000 (including attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable: No response or team structure provided and no evidence provided. | |
| **1** | Not Met: The proposed team structure is inadequate for the task and/or no information is provided of the roles, tasks, skills, experiences and capabilities in relation to the requirements. No evidence of working with a government department in the past. | |
| **2** | Partially Met: Details of the roles, tasks, skills, experiences and how these are relevant to the requirements are incomplete, and/or not relevant and/or are missing key elements outlined above | |
| **3** | Met: The proposed team structure is suited to the task and the supplier has experience working with a government department. The information provided on the roles, tasks, skills, experiences and capabilities is relevant to the requirements, and includes evidence of how the supplier team has integrated with mixed teams made up of government department and other supplier resources to form an effective single delivery team. This also includes how the supplier team will integrate and interplay with the customer and/or other supplier team members creating an effective single delivery team | |
| **POTENTIAL PROVIDERS RESPONSE** | | |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | | **B4: DEPLOYMENT TOOLS** |
| **GUIDANCE:** | | Give at least one identifiable example of when and how your DevOps resource introduced an emerging deployment tool into a team. |
| **RESPONSE GUIDANCE:** | | The response must include, but is not limited to:   1. Example(s) of when and how named team members strongly contributed to the successful introduction of an emerging deployment tool into a team 2. An explanation for each example of what the team member(s) did to ensure that the introduction was successful   Your response should reference the relevant parts of the Customer’s Requirements |
| **GUIDELINE WORD COUNT:** | | **250 (including attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable:  No examples provided of when specific DevOps team members introduced a relevant emerging deployment tool. | |
| **1** | Not Met: No identifiable examples provided. | |
| **2** | Partially Met:  Example(s) provided but no clear explanation of how DevOps team members helped to successfully introduce the tool(s). | |
| **5** | Met:  Specific example(s) provided with clear explanations of how DevOps team members helped to successfully introduce the tool(s). | |
| **POTENTIAL PROVIDER'S RESPONSE** | | |
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| **QUESTON:** | | **B5: SERVICE STANDARD ASSESSMENTS** |
| **GUIDANCE:** | | Demonstrate how each named team member worked on at least one project/service that passed a Government Digital Service (GDS) Service Standard Assessment. Show that each team member made effective contributions to the passing an assessment. |
| **RESPONSE GUIDANCE:** | | The response must include, but is not limited to:   1. Examples of each named team members’ involvement in successfully completing clearly-identified service standard assessments 2. An explanation for each example of what the named team member(s) did to ensure that the service standard was met, including action they took to ensure that software is compliant   Your response should reference the relevant parts of the Customer’s Requirements |
| **GUIDELINE WORD COUNT:** | | **1,200 words (including attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable:  No example provided of successfully completing a service standard assessment | |
| **1** | Not Met: Examples not provided for each team member, or only unidentifiable and therefore unverifiable examples provided. | |
| **2** | Partially Met:  Failed to provide both the examples of each named team member's involvement in successfully completing a clearly identified service standard assessment and the explanation of the person's involvement for each example. OR an incomplete picture of all the team members and their contribution to the successful completion of a clearly identified service standard assessment provided. | |
| **5** | Met:  Both the examples of each named team member's involvement in successfully completing a clearly identified service standard assessment and the explanation of the person's involvement for each example are provided. | |
| **POTENTIAL PROVIDER'S RESPONSE** | | |
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| **QUESTION:** | | **B6: AGILE PRINCIPLES** |
| **GUIDANCE:** | | Provide a specific example of how at least one named person from each role in the team:   * Applied discipline-specific performance metrics to increase/sustain the team's velocity and cadences over the delivery period * Used agile principles and methodology to deliver the minimum viable product |
| **RESPONSE GUIDANCE:** | | The response must include, but is not limited to:   1. Examples of how performance was measured, tracked and analysed e.g. delivery data and metrics, bug tracking, code quality 2. Explain how team members delivered a specific project/service's minimum viable product to time using these metrics   Your response should reference the relevant parts of the Customer’s Requirements |
| **GUIDELINE WORD COUNT:** | | **600 words (including attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable:  Example does not show that named persons applied discipline-specific performance metrics to increase/sustain the team's velocity and cadences. Example fails to explain the agile principles and methodologies applied to deliver the minimum viable product. | |
| **1** | Not Met:  Does not provide specific examples of how all named team members used delivery metrics to improve performance and does not satisfactorily link said delivery metrics to the increase or sustenance in velocity. | |
| **2** | Partially Met: Example either shows that named people applied discipline-specific performance metrics to increase/sustain the team's velocity and cadences, or explains the agile principles and methodologies applied to deliver the minimum viable product, but not both. | |
| **5** | Met:  Provides a specific example of how each named team member used delivery metrics to improve performance and satisfaction. Includes methods of measuring the results and links the effort to the increased or sustained velocity and delivery of minimum viable product. | |
| **POTENTIAL PROVIDER'S RESPONSE** | | |
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| **QUESTION:** | | **B7 PRICE (Value for Money)** |
| **GUIDANCE:** | | Describe how you have optimized costs, achieved efficiencies, and generated savings in previous engagements which you believe may be of value to this project.  This may include cost of optimized resourcing, innovation, process changes and including your ability to reach back into your organisation to maintain delivery and momentum by providing the right resources at the right skill level, at the right time. |
| **RESPONSE GUIDANCE:** | | The response must describe how the solution will seek to optimise cost in order to maximise savings, with specific reference to the project and the Customer’s Requirements |
| **GUIDELINE WORD COUNT:** | | **400 (INCLUDING attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable: No ability or no evidence | |
| **1** | Not Met: The response fails to demonstrate how you will seek to optimise costs and/or achieve efficiencies and/or generate savings over the whole life of the project. | |
| **2** | Partially Met: The response is generic and/or ambiguous, and/or incomplete, and/or does not demonstrate how you will seek to optimise costs, and/or achieve efficiencies and/or generate savings over the whole life of the project. | |
| **3** | Met: The response clear describes how you will optimise costs, achieve efficiencies, and generate savings over the whole life of the project. | |
| **POTENTIAL PROVIDERS RESPONSE** | | |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | | **AQC1 CULTURAL FIT** |
| **GUIDANCE:** | | Describe your approach for working with the Customer (and alongside other suppliers) as part of an integrated, co-located effective and efficient digital delivery team where the team is:   * Genuinely multi-disciplinary * Collaborative * Solution Oriented * Focused on continuous delivery |
| **RESPONSE GUIDANCE:** | | Your response should provide evidence of:   * How you are able to work effectively as a multi-disciplinary integrated team. * How you can maintain control and assure quality * How you can reach back within your organisation to provide resources within tight timescales   It is essential that you convey the ability to supply a service where capability and capacity are critical in terms of:   * Providing quality agile candidates * Supplying a quality service, capable of dealing with fluctuations in demand in an agile environment   You should demonstrate therefore, how you will achieve this and indicate how quickly the service provided could react to changes in demand. |
| **WORD COUNT:** | | 400 (including attachments) |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) | | |
| **0** | Unacceptable: No ability evidenced | |
| **1** | Not Met: Weak ability evidenced – response fails to demonstrate that the requirement is met | |
| **2** | Partially Met: Some ability evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete | |
| **3** | Met: Strong cultural fit evidenced and the response is clear and unambiguous | |
| **POTENTIAL PROVIDERS RESPONSE** | | |
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**SECTION C – PRESENTATION & SCRUTINY OF BIDDERS PROPOSAL**

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| **QUESTION:** | | **AQB8 PRESENTATION** |
| **GUIDANCE:** | | Potential bidders will be asked to provide a Presentation on the following:  Describe how you would approach the task of getting involved in the Securing Our Borders work:   * Give an example of when you've set up a delivery team or familiarised your resource with an existing project/service. What activities would you do first? * How would you measure delivery progress? What tools have you used in the past to ensure a high-quality MVP? * How would you address a change in resource needs from the customer (i.e. scaling up and down resource)? Give an example of when you've successfully met a customer’s request to do this. * What is the definition of ready? * What is the definition of done?   Please note that the following questions will form the Scrutiny Questions of the Practical Demonstration and the basis of the evaluation. |
| **METHOD OF SCRUNITY:** | | Face to Face presentation followed by Q&A |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – PASS** | | |
| **Fail** | Failed to demonstrate that the suppliers' resource will be able to integrate well with the existing delivery team and Home Office Digital Ways of working:   * EITHER: Has not provided an example of integrating resource that is based on agile best practice. * OR: has not demonstrated an appropriate (i.e. based in agile best practice) technique of monitoring delivery progress and quality of a solution. * OR: Has not demonstrated a flexible approach to resource management to meet customer requirements or has not provided an example of when they have successfully achieved this * OR has not demonstrated an accurate definition of ready (as laid out in agile best practice) * OR has not demonstrated an accurate definition of done (as laid out in agile best practice) | |
| **Pass** | Clearly demonstrates that the supplier understands a best practice approach of how to integrate its resource into the exiting delivery team and Home Office Digital ways of working, by fulfilling and providing examples of ALL of the following:   * Has provided an example of integrating resource that is based on agile best practice. * AND: has demonstrated an appropriate (i.e. based in agile best practice) technique of monitoring delivery progress and quality of a solution. * AND: Has demonstrated a flexible approach to resource management to meet customer requirements AND has provided an example of when they have successfully achieved this * AND has demonstrated an accurate definition of ready (as laid out in agile best practice) * AND has demonstrated an accurate definition of done (as laid out in agile best practice) | |

**SCRUTINY QUESTIONS:**

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| **QUESTION:** | | **AQB8.1 TEAM WORKING** |
| **GUIDANCE:** | | How will the resources submitted by the Supplier work effectively as a team:   * Please describe how the resource will ensure they work effectively as part of any team submitted by the Framework Supplier; and * Please describe how the resource will ensure that they contribute fully to the customer’s wider team. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No capability evidenced | |
| **1** | Not Met: Weak capability evidenced – response fails to demonstrate that the requirement is met | |
| **2** | Partially Met: Some capability evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. | |
| **3** | Met: A good approach to effective team working. and the response is clear and unambiguous | |
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| **QUESTION:** | | **AQB8.2 COMMUNICATION SKILLS** |
| **GUIDANCE:** | | How will the resources put forward by the Framework Supplier ensure that they communicate effectively with other team members, the customer and end users as appropriate:   * Please describe how the resource will report effectively up the management chain within the customer body * Please describe how the resource will deliver information to an intelligent client; and * Please describe how the resource will deliver information to an end user assuming that the end user has no technical knowledge. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No capability evidenced | |
| **1** | Not Met: Weak demonstration of sufficient approach to collaboration, and/or does not convey effective method of management reporting and/or delivering information to clients of all knowledge levels, and/or lack of evidence of effectively informing the end user. | |
| **2** | Partially Met: Some effective communication evidenced. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. | |
| **3** | Met: A good approach to effective team communication. | |

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| **QUESTION:** | | **AQB8.3 PROBLEM SOLVING** |
| **GUIDANCE:** | | How would the resources put forward by the Supplier identify and solve issues:   * Contracting Body shall provide a scenario that is directly relevant to the Customer’s Requirements and the resource must:   + identify a key problem and describe how they would report such problem to the relevant manager;   + put forward their proposed solution to the problem which must be proportionate and relevant to the scenario proposed; and   + explain how they would evaluate their response and contribute to a lessons learned exercise. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No capability evidenced | |
| **1** | Not Met: The response lacks detail and/or fails to demonstrate a scenario that is directly relevant to Customer’s Requirements, and/or lacks suitable mitigation against proposed problems, and/or fails to describe how such problems would be reported and used in a lessons learned exercise. | |
| **2** | Partially Met: Some capability evidenced. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance, and/or fails to demonstrate how it is relevant to the scenario proposed. | |
| **3** | Met: A good approach to problem solving and the response is clear and unambiguous. | |

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| **QUESTION:** | | **AQB8.4 AGILE PRINCIPLES** |
| **GUIDANCE:** | | How will the framework Supplier ensure its resources are able to work in an agile manner and apply agile principles to projects:   * focussing on user needs and business outcomes * working co-located with the customer, in potentially a multi- supplier environment with collaboration and co-operation * working in short iterative sprints, releasing code frequently * continuously learning, planning and revising * testing early and often throughout the lifecycle of the project |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No experience or no evidenced | |
| **1** | Not Met: Response is weak and lack detail and/or, fails to demonstrate assurance that its resources are able to work in an agile manner and apply agile principles to projects | |
| **2** | Partially Met: Some agile principles evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. | |
| **3** | Met: A good approach to effective team working. and the response is clear and unambiguous | |

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| **QUESTION:** | | **AQB8.5 ABILITY TO ADD VALUE** |
| **GUIDANCE:** | | How will the Framework Supplier ensure that its resources add value to the customer:  Please give an example of a new technology, process or similar that the resource would be able to apply in their day to day role that will add value to the customer without incurring additional costs. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No example provided. | |
| **1** | Not Met: Example provided but fails to add value to the customer without incurring additional costs. | |
| **2** | Partially Met: Example provided evidenced. However, the response is generic, ambiguous or incomplete and/or fails to add value to the customer without incurring additional costs | |
| **3** | Met: A good Example provided which is tailored to the Customer Requirements and adds value to the customer without incurring additional costs | |

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| **QUESTION:** | | **AQB8.1 TEAM WORKING** |
| **GUIDANCE:** | | How will you address the managed uncertainty of agile, in which resource requirements from the customer may change?   * Please describe how you would respond to a request for additional/less resource on the team * Please describe what arrangements you have in place for managing this uncertainty.   How will the resources submitted by the Supplier work effectively as a team:   * Please describe how the resource will ensure they work effectively as part of any team submitted by the Framework Supplier; and * Please describe how the resource will ensure that they contribute fully to the customer’s wider team. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No capability evidenced | |
| **1** | Not Met: Weak capability evidenced – response fails to demonstrate that the requirement is met | |
| **2** | Partially Met: Some capability evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. | |
| **3** | Met: A good approach to effective team working. and the response is clear and unambiguous | |
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| **QUESTION:** | | **AQB8.6 Managing Uncertainty** |
| **GUIDANCE:** | | How will you address the managed uncertainty of agile, in which resource requirements from the customer may change?   * Please describe how you would respond to a request for additional/less resource on the team * Please describe what arrangements you have in place for managing this uncertainty. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)  **Minimum Pass Mark – 2** | | |
| **0** | Unacceptable: No demonstration of the ability to contribute additional resource or manage uncertainty of requirement or no commitment to being flexible | |
| **1** | Not Met: Limited plan for how to manage uncertainty of requirement, with a generic commitment to being flexible. | |
| **2** | Partially Met: Limited plan for how to manage uncertainty of requirement with a clear commitment to being flexible. | |
| **3** | Met: The supplier has demonstrated a willingness and commitment to be flexible, with a plan on how to respond to requests and how to manage this uncertainty. | |