

Invitation to tender

Attachment 10 – Contract Schedule 2 Specification

Online Tests and Assessments Platform

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# Purpose

Civil Service HR (CSHR) is responsible for delivering a HR service to all employees and leaders of the Civil Service (circa 400,000). As part of this, CSHR provides online tests and assessments (referred to as online tests) for recruitment across Civil Service departments. From early 2017, CSHR offered 3 psychometric tests that have been extensively used across government, with nearly half a million test instances across 40+ departments that use Civil Service Jobs to recruit staff.

Demand has continued to grow for these tests, as has the need for other selection tests. The current, external, approach to sourcing tests cannot scale to meet CSHR ambition to develop a broader testing suite.

A strategic decision was taken in CSHR to procure the means to more effectively develop, assemble and deliver online tests ‘in-house’. This requires procurement of a test platform that allows independent access to the client’s users instead of this work being handed to the supplier.

CSHR has a roadmap of tests to develop, Initially, CSHR aims to replace three existing psychometric tests: numerical reasoning, verbal reasoning and a situational judgement test. Additional tests will be developed as internal priorities become clearer. Such tests will incorporate a range of assessment domains and testing types.

The strategic goals for online tests are, in no priority order, as follows:

* Widen choice and availability of tests for hiring managers to enable more precise assessment of skills, particularly in relation to use of the Success Profiles Framework and professions and functions selection requirements.
* Strengthen and increase the diversity and quality of the pipeline into jobs to create a more effective Civil Service that is more representative of the UK society that we serve at all levels
* Reduced cost to serve through deduplication and greater efficiencies.
* Improved and more accessible applicant experience.
* Reduced time to hire through use of automated online tests.
* Broadened access to tests across the Civil Service.
* More engaging recruitment process reducing loss of prospective candidates.

# Background to the contracting authority

Civil Service Human Resources (CSHR) is made up of over 3,500 colleagues across government. HR teams provide a source of expertise on people, policies, processes and recruitment campaigns. We support the government workforce and help departments and professions to build a modern, effective Civil Service.

Centrally, the HR function manages expert services and offers guidance in areas including pay and reward, talent management, employment policies, strategic workforce planning, and learning and development.

Our ambition is to transform the Civil Service’s future workforce. This starts with delivering an effective HR service and getting basic people processes right.

We work to the priorities in the [Workforce Plan](https://www.gov.uk/government/publications/civil-service-workforce-plan-2016-to-2020), ensuring that our teams can respond to the government’s current and future challenges. We aim to attract and retain talented people from all backgrounds and walks of life, and to develop great leaders. We seek to build career paths that develop breadth of experience and depth of expertise. And we help to establish cost-effective and flexible reward structures for civil servants.

**Government Recruitment Service (GRS)**

Government Recruitment Service (GRS) is an expert service delivering recruitment services and operational recruitment campaigns for all roles and grades. The team – part of Civil Service HR – approaches recruitment as an integrated part of HR. We collaborate with departments, functions and professions to develop and deliver high quality, customer-focused recruitment that identifies and attracts the best people for roles.

This includes providing online tests and assessments for sifting and selection for recruitment campaigns across government.

# Key milestones

* 1. The Supplier should note the following project milestones that the Authority will measure the quality of delivery against unless otherwise agreed with the Authority:

|  |  |  |
| --- | --- | --- |
| Milestone | Description | Timeframe |
| 1 | Kick-off meeting Agree implementation roadmap and milestones. | March (shortly after contract award.) |
| 2 | Test platform piloting  Pilot initial tests with select users for testing and quality assurance. | June 2019 |
| 3 | Core mainstream tests launch  Initial 3 GRS tests (Verbal Reasoning, Numerical Reasoning, CS Judgement Test) launch. Platform is live and integrated with Recruitment Platform for Government ATS (Oleeo).  New vacancies will be transitioned incrementally to the new tests. | July 2019 |
| 4 | Fast Stream tests launch  Tests for the Fast Stream (graduate scheme) are launched on the platform integrated with the FSET applicant tracking system. | August/September 2019 |

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# Scope of requirement

* 1. The requirement is to provide a platform for authoring, assembling and delivering online tests and assessments as per the requirements listed in section 4: Requirement. The platform will be provided as software-as-a-service including the support to manage and maintain the platform.
  2. The platform is used to deliver unproctored online tests and assessments to large volumes of test takers. The supplier will be responsible for ensuring it is stable and its performance meets the expected and forecasted usage volumes. It must also scale efficiently to meet fluctuations of volume of usage.
  3. The supplier will also provide adequate documentation and training to enable CSHR to use the platform efficiently.
  4. Test content and its creation will be the responsibility of CSHR (out-of-scope).

# Requirement

* 1. These are the core requirements for the service that the supplier will be expected to provide.

## Test creation

**Item authoring**

* + 1. Items can be authored easily and intuitively by test creators.
    2. Constructed response, multiple choice (both dichotomous and polytomous types), multiple response, matching and true/false item responses are available interactions for items.
    3. Technology enhanced item (TEI) types are allowed, including the storage and maintenance of such types, such as hotspot, drag and drop, items with audio or video clips.
    4. Items can be created and customised (e.g. rich text and html editing).
    5. Multimedia can be used within test items, including image, video and audio, with no practical size limits.
    6. Item content layout can be edited such as response options ordering.

**Item banks**

* + 1. Item banks can be used to assemble multiple tests and maintain items.
    2. A test can use multiple distinct item banks (for example sections of a test).
    3. Item banks can support multiple languages, so users can toggle between languages

**Test assembly**

* + 1. Both Classical Test Theory (CTT) and Item Response Theory (IRT) testing can be used.
    2. Linear tests can be created, including: forwards-only, forwards-and-backwards test structures (i.e. users can return to previous items)
    3. Branching tests can be created, where pre-defined branches of tests are followed based on user responses
    4. Computerised adaptive tests (CAT) where appropriate items are selected based on user performance (e.g. adapting difficulty of items) using an IRT approach.
    5. Computerised adaptive test (CAT) engine must be built in or already integrated so that CAT tests can be created on the platform immediately with tested and established functionality.
    6. Tests can include a progress bar to indicate progress through the test.
    7. Back/forward buttons can be applied with variable restrictions on back/forward functionality
    8. Tests can be previewed by the test creator without making the test live. Test creators can preview how devices would look on a range of devices, including mobile, tablet and desktop resolutions.
    9. Individual items can be previewed to allow the test creator to ensure quality. Facility to easily edit and preview items, including scoring and variables collection.
    10. The supplier’s platform must be able to support the initial tests which include: a verbal reasoning, numerical reasoning and situational judgement test.
    11. The verbal reasoning test is: item banked IRT CAT with narrative (text) content only. It is untimed but typically takes around 15 minutes. Scores and text feedback is provided to the ATS. It has 4 benchmarks.
    12. The numerical reasoning test is: item banked IRT CAT with narrative (text and tables/graphs) content only. It is untimed but typically takes around 15 minutes. Scores and text feedback is provided to the ATS. It has 4 benchmarks.
    13. The Civil Service Judgement Test (SJT) is: item banked linear test. Behaviours test content is delivered based on behaviours selected for use by the recruiter in the ATS. 9 possible behaviours to select from, bespoked content is delivered when between 3 and 6 behaviours are selected, else a standard version is delivered with 6 pre-selected behaviours. The content for three of the nine behaviours has 20 second video clips presented in each item. The other six behaviours have only narrative (text) content. It is untimed but typically takes up to an hour. Scores and text feedback is provided to the ATS - currently including a pdf of feedback. It has 4 benchmarks.

**Item Statistics**

* + 1. Item statistics can be applied to items for Item Response Theory (IRT) and Classical Test Theory (CTT) testing.
    2. Item exposure statistics are recorded and can be reviewed by test creators
    3. Item performance data is recorded with test taker identifiers which can be used for demographic analysis. (Actual analysis of DIF and other AI statistics would be carried out off-system as it requires ATS user data).
    4. Response-level statistics, where statistics are shown for each response, not just the correct response
    5. Item relationships can be calculated and applied (i.e. inclusive, exclusive, friends and enemies)

**Export and Import**

* + 1. Tests and items can be exported and imported into the same or other platforms.
    2. Items exported and imported in non-proprietary formats aligning with open standards (e.g. QTI).
    3. Export item-related data out of the system (e.g., statistics, historical data, custom fields, images, media)
    4. Export scores and marking in multiple formats (e.g. csv, rtf, txt, xml)
    5. Externally calculated item statistics/parameters can be imported (particularly for IRT tests)

**Test creation workflow**

* + 1. The platform provides a clear workflow structure for developing new items with customisable workflows, with notifications, workflow tracking tools, multiple users.
    2. Test and item statuses (e.g. draft, live, archive)
    3. Lock items and tests after reaching a certain status (usually operational use) so that no changes can be made without a documented administrator override
    4. The system has an auto-save and recovery when editing items
    5. Item content can be versioned and reverted to a specified historic version

**Collaboration**

* + 1. Test creators can be enabled to see other developers’ tests and items, assuming they have the appropriate access rights.
    2. More than one user can edit the tests at a time
    3. Multiple reviewers can edit and comment on an item.
    4. Different system access and editing rights can be set, e.g. SMEs, staff, translators, and administrators can all have different roles with appropriate levels of access and editing privileges.
    5. Administrators can track workflow progress, including edits made by other users.

**Templates and Re-use**

* + 1. The system can clone items and cloning parameters are customisable, cloning can be done automatically (e.g., each edit to an item can cause a clone to be created)
    2. Tests can be cloned to shorten creation time when creating a similar test.

**Non-Mandatory requirements:**

These requirements would improve the quality of the service but are not considered essential requirements to deliver the service.

* + 1. Test templates to provide the framework for developing tests.
    2. 360 degree feedback test templates can be created offering the full standard range of items and workflows that are standard in such instruments
    3. Test creators can receive notifications of changes to a test they have created or edited.
    4. Designated content reviewers can be auto-notified when new items need to be reviewed (e.g., by email, on a dashboard)
    5. The system tracks changes to items by individuals, and changes can be reverted to previous versions.
    6. The item authoring and test delivery system allows for version control of item content
    7. Past versions of the test can be stored in the item authoring and test delivery system, and there is version control of the test (e.g., if an edit is made to an item, the test stores the version of the item when the test was administered)
    8. The platform can require test creators to enter certain categories of information, such as content domain, references, and rationale so that the fields are mandatory.
    9. Media (e.g. images, videos) can be edited directly in the item authoring and test delivery system
    10. Items can be classified by multiple user defined parameters (e.g. enabling tagging and filtering)
    11. The system provides error checking algorithms that provide warnings based on common item writing techniques (e.g., some systems will warn test creators if they write a negatively worded item)
    12. Spell check is available as a feature and other dictionaries can be pre-programmed into the item authoring and test delivery system (e.g., medical dictionary)
    13. Custom dictionaries can be created
    14. When assembling tests, the item bank supports multiple languages, users can toggle between languages, the test publishes RTL language content (e.g., traditional Chinese, Arabic), and when a change is made to an English item, the translated version is flagged for attention
    15. Tests and items can be imported into the platform from an export created using common open standards, such as QTI.
    16. Items shall be created and stored aligning with an established portable, non-proprietary standard that allows items to be exported in a form that can be easily imported into similar platforms. For example items created to QTI PCI standard or similar.
    17. The service can handle user defined formulas, equations, and special characters.
    18. Virtual workstation tests and immersive user experiences.

## Test delivery and integration

**Administering tests**

* + 1. Facility to schedule test delivery in advance for individual or groups of candidates.
    2. Set timing constraints for test availability, duration of tests, and maximum attempts. These can be configured to meet reasonable adjustments for specific candidates, such as allowing extra, or unlimited, time to specified users.
    3. Untimed tests can be created and delivered. These have been used successfully in the past to reduce applicant anxiety and reduce reasonable adjustments requests.
    4. Tests can be scheduled and administered using the platform directly and not just through an API integration by users on the applicant tracking system. Unique (time constrained) hyperlinks could be generated for tests.

**Test delivery**

* + 1. Test sessions can be automatically recovered if disrupted. For example, if a user is part way through a test and loses connection, they can return to the test where they left off and continue.
    2. The number of times this can be done shall be configurable. The default number currently is 3.
    3. Test administrators (recruiters) shall be able to reset the limit so that a user can resume the test again if they need to. The user would have to contact the recruiter to explain the continued issue and if appropriate the recruiter would allow the user to try again.
    4. The system can allocate pass/fail outcomes to the test taker responses and pass these outcomes to an external system, including pre-defined messages

**Alternative delivery**

* + 1. In rare situations, where an applicant is unable to complete a test online and an alternative is required, the service shall be able to provide an assisted digital route, such as generate a paper copy test.
    2. Exporting a test to complete offline - “pencil and paper” - for users unable to complete the tests online. This would be administered by recruiters.
    3. Enabling tests in a proctored test environment, where the test instance can be set up by an administrator and made ready for accessing by a test taker. The supplier is not expected to provide the proctored environment suite or moderation.

**Integration with Recruitment Platform for Government**

* + 1. CSHR provides an applicant tracking service used by departments across the Civil Service. This is currently delivered using the Oleeo (formerly WCN) vX applicant tracking system (ATS). The platform will need to be integrated with this applicant tracking system using their APIs.
    2. The integration allows tests to be configured and administered from the ATS. Applicants will be invited to take a test on the testing service by the ATS.
    3. Further documentation and guidance has been included in the tender pack as Attachment 10a - Annex 1 Oleeo Assessment Provider Web Service Interface Guide.

**Integration with the Civil Service Fast Stream & Early Talent Platform**

* + 1. The Civil Service Fast Stream & Early Talent team (within CSHR) will integrate their applicant tracking systems (for graduates and apprenticeships) with the test platform. The expectation is that they will use the supplier’s APIs to do so.
    2. The supplier shall provide the APIs, documentation and support to aid the Fast Stream digital team to integrate.
    3. The integration will allow applicants to be invited to tests from the ATS and their scores (and feedback) returned.

**Modular tests**

* + 1. The Civil Service Judgement Test assesses applications against the Behaviours framework set out in CS Success Profiles. When vacancy holders advertise a role they must select which behaviours apply to the role in the applicant tracking system (Oleeo).
    2. The Judgement Test only assesses the selected behaviours (rather than the full set).

**Non-Mandatory requirements:**

These requirements would improve the quality of the service but are not considered essential requirements to deliver the service.

* + 1. Remote proctoring of tests can be incorporated into administrations, for individual, group test instances and automated by specific criteria (such as random, type of device and availability of a camera, etc)

## Scoring, Marking and Statistics

**Scoring and Marking**

* + 1. Test taker responses are stored and scores are calculated automatically.
    2. Raw scores can be converted automatically using pre-defined criteria or look up tables (such as standardised norms).
    3. Scores can be flexibly processed by combining, weighting, algorithmically combining and statistically altering to derive user-defined composite scores for further processing.
    4. Processed scores can be presented to the user in feedback and returned to the integrated service.
    5. Feedback pages can be customised and presented to the applicant during the test, including pre-defined written feedback.
    6. Facility to generate a single and batch download of reports by the recruiter which is not available to the test taker. Process can be automated.
    7. The platform allows test creators / administrators to access applicant responses and assign scores and narrative comments. This is particularly important for constructed response items.

**Analytics**

* + 1. The service should provide web analytics features/tools for monitoring traffic and usage. For example, Google Analytics or Piwik. Analytics are used throughout the recruitment journey for monitoring service performance, identifying issues in user journeys, and tracking user progress against goals.

**Management Information / Business Intelligence**

* + 1. The platform must provide basic MI/BI reporting, including usage volumes for tests and concurrent usage of the platform.
    2. The supplier shall produce a report monthly on test completions and usage for billing.
    3. The supplier shall provide data on concurrent usage of the tests.
    4. Reports can be configured, such as changing timeframes, selecting tests or user groups.
    5. Service data (including usage) can be accessed for analysis using APIs and/or data exports.

**Non-Mandatory requirements:**

These requirements would improve the quality of the service but are not considered essential requirements to deliver the service.

* + 1. The platform can generate pdf feedback documents which can be presented to the applicant and returned to the integrated applicant tracking system.
    2. CSHR uses PowerBi for analysis and visualisation so being able to connect this to service data (e.g. usage) would support more effective MI and BI reporting.
    3. The facility to run reports on individual test-takers or groups. Import from, and export raw test results to, third-party statistical analysis and reporting tools. Report to various stakeholders with custom-designed data sets.
    4. Facility to request user feedback and store data in the system
    5. The system allows user feedback to be requested at any point in a user journey, and data stored for analysis which logs the test instance details

## Usability, compatibility and accessibility

**Design and usability**

* + 1. Test taker (applicant) interfaces are intuitive and designed to enable excellent user experience.
    2. Responsive / mobile-first designs can be applied that ensure the test renders appropriately for any reasonable device and resolution (incl. Mobile, tablet, desktops).
    3. Test creation interfaces are designed so that a test creator with reasonable training can use the platform effectively without issue.

**Customisation**

* + 1. The tests must adopt the GOV.UK styles to be consistent with the user recruitment journey. The jobs portal and application pages adopt these styles. Refer to: <https://design-system.service.gov.uk/>
    2. Links to prototypes created by the CSHR Digital team are included as examples of how the GOV.UK styles could be adopted. These can be accessed at: <https://cshr-onlinetests.herokuapp.com/>

(This is for information purposes only and will be removed upon award of the Contract)

* + 1. The CSHR team will support the supplier in adopting GOV.UK styles. The patterns can be adapted and CSHR recognises that there will be reasonable limitations to what can be adopted in some platforms without negatively impacting the overall user experience.
    2. Designs of individual tests can be customised when necessary (e.g. html/css editing)

**Compatibility**

* + 1. Tests can be completed on a range of devices including mobiles, tablets and desktops. The service will need to be accessible on the set of browsers and devices specified at <https://www.gov.uk/service-manual/user-centred-design/browsers-and-devices.html>. If your platform will not be compatible with these devices/browsers then CSHR needs to be made aware and agree to any limitations.
    2. The platform provides compatibility checking functionality to detect incompatible devices, browsers, settings.
    3. Applicants accessing tests from incompatible devices/browsers will be alerted to this and given suggestions to resolve.
    4. Users can check settings for test content e.g. audio enabled for video content

**Accessibility**

* + 1. The service will meet the Digital by Default standards in terms of accessibility (including provision for the user’s assisted technology). <https://www.gov.uk/service-manual/user-centred-design/accessibility.html>
    2. The service will need to meet level AA WCAG 2.1 standard - <https://www.w3.org/TR/WCAG21/>.
    3. WCAG has recently released 2.1 standard so CSHR recognises that suppliers may still be updating to meet the updated standard. If it is not currently met, the supplier shall inform CSHR (as part of the evaluation questions) with a clear plan for tackling these.
    4. The service has been tested for accessibility to ensure it meets standards and user needs (e.g. user testing, automated accessibility tests, accessibility audits).
    5. CSHR will arrange accessibility audits of the tests it creates. Where issues are identified the supplier shall support CSHR to resolve these, ensuring that all reasonable effort is made to give all applicants a fair and equivalent experience.

## Technology, hosting and Scalability

**Technology Standards**

* + 1. The service shall align with the Government Technology Code of Practice with divergence discussed and agreed with the Customer: <https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice>
    2. The service shall align with the Digital Service Standard <https://www.gov.uk/service-manual/service-standard> working collaboratively with the CSHR Digital team.

**Hosting and monitoring**

* + 1. The service and data shall be hosted located in the UK or EEA unless otherwise agreed with CSHR (including Cabinet Office Security). Data storage permissions in EEA may be impacted pending the outcome of exiting the European Union.
    2. There are separate testing, staging and live environments available
    3. The supplier is able to monitor resource usage to detect, prevent and resolve service performance deterioration.
    4. There is a resilient and scalable underlying database structure.

**Scalability**

* + 1. The service shall be designed for scalability so it can meet growth in demand for tests.
    2. Provision of a scalable data storage model.
    3. The service can be scaled without degregating performance.
    4. The service can meet the base and forecasted usage volumes as set out in the pricing template.
    5. The service shall be able to handle reasonable usage spikes and growth. CSHR will notify the supplier of expected significant spikes of usage.
    6. The service can be auto-scaled to adapt to reasonable changes in usage volumes.

**Disaster Recovery and Resilience**

* + 1. The supplier shall provide clear disaster recovery plans and documentation.
    2. The disaster recovery plan and process shall have been tested to ensure its effectiveness. The supplier has plans for assuring this at reasonable intervals.
    3. The supplier provides back-up plans and schedules and maintains these.
    4. There is an established process for communicating and managing recovery activities

**Non-Mandatory requirements:**

These requirements would improve the quality of the service but are not considered essential requirements to deliver the service.

* + 1. CDN and/or Caching capabilities for better performance

## Security

**Security functionality**

* + 1. User profiles can be defined based on roles and responsibilities. Access to assign and restrict access to user functions as well as item and test content.
    2. Access management roles can be defined limiting user access to the platform, data and functionality.Users can be applied to appropriate role based access groups.
    3. Access can also be limited to item and test content (e.g. groups access)
    4. Security monitoring can be carried out to log users access and activity.
    5. There is a robust patching policy, software/hardware upgrade policy and a process.

**Standards**

* + 1. The Supplier shall ensure that information held by the Supplier shall be protected regardless of location as detailed in the Contract Agreement.
    2. The supplier security, risk and incident management policies and processes shall be compliant with industry recognisable security standards and frameworks such as ISO27001.
    3. The Supplier shall have Cyber Essentials Scheme Certificate at the Commencement Date of the Customer Enabling Agreement. Cyber Essential Scheme requirements can be located at <https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>. Where appropriate equivalent assurance is held it may be agreed with CSHR and Cabinet Office security that this is not required.
    4. The service will be subject to assurance and audit by Government Digital Service (GDS) and/or Cabinet Office to ensure it meets security requirements and standards.
    5. The platform must comply with GDPR.

**Assurance**

* + 1. The supplier will complete Cabinet Office assurance processes where required with reasonable support from the customer.
    2. The Supplier shall provide, when requested by the customer, the architectural design of the software and hardware construction.
    3. The Supplier must accommodate Customer audit in relation to Assurance, Governance and Compliance during Implementation and throughout the lifecycle of the Contract Agreement. This may include but is not limited to Physical Security, Personnel Security and Documentary Security (Policies, Procedures, International Standards and Legislative requirements).
    4. The service shall be security tested during the deployment, operational and disposal of the service to ensure conformance with the security policy.
    5. There must be regular ITHCs, at least annually.
    6. If required, the supplier will enable and support the customer to arrange an ITHC by a certified, impartial supplier.

**Incident Management**

* + 1. There are robust plans and processes in place to manage incidents.
    2. The Supplier must report any security incidents or breaches directly to the Authority and the Customer. The Customer will decide the reporting chain of any security incidents or breaches. The Supplier must not report incidents or breaches to the Information Commissioner's Office (ICO) directly in accordance with the Contract Agreement.

**Non-Mandatory requirements:**

These requirements would improve the quality of the service but are not considered essential requirements to deliver the service.

* + 1. Protective monitoring is in place to identify system misuse or attack.

## Support and Maintenance

**Incident Management**

* + 1. The supplier shall provide robust live support to manage and resolve service disruption incidents and problems.
    2. Incidents are triaged
    3. The service must be available 24/7 as some applicants will take tests at any time.
    4. Live support shall be available during core business hours ( 9am-5pm BST Mon-Fri.)
    5. There are clearly defined and agreed SLAs (Service Level Agreements) for resolving incidents.
    6. The supplier provides adequate resources, with sufficient knowledge and expertise, to meet the agreed SLAs and resolve incidents efficiently.

**Maintenance**

* + 1. The supplier shall ensure effective plans and processes are in place to maintain the service.
    2. The Authority is notified of planned downtime at least 1 week in advance. For urgent maintenance (such as security patching) requiring downtime, the Authority requires a minimum of 24 hours notice unless otherwise agreed with the Authority. The supplier shall give the Authority the maximum possible notice to prepare for disruptions.
    3. Planned service disruption (e.g. downtime) shall be scheduled outside of peak usage hours whenever possible to minimise impact to users.

**Account Management**

* + 1. The Account Manager (acting as a single point of contact) will be provided within 5 working days of signing the Contract Agreement.
    2. The Account Manager shall be accountable for all aspects of Service delivery and fulfilment of the terms and conditions of this Specification and the Contract Agreement.
    3. The Supplier shall provide a Deputy Account Manager to cover the Account Manager’s periods of holiday, unavailability and absence.
    4. The Account Manager shall hold quarterly strategic review meetings with the Authority.
    5. The Account Manager shall actively facilitate sharing of good practices across Customer(s) to provide solutions that generate commercial benefits, added value, and deliver new customer spend through the Authority’s Contract Agreement and deliver compliance to government policy.
    6. The Account Manager shall promote, deliver and communicate transparency of pricing, savings, Commissions to the Authority and the Customer(s) respectively.
    7. The Authority require that all communications to the Supplier be acknowledged by the Supplier within 4 Core Working Hours.

**Exit plan**

* + 1. At the start of the Contract Period, the Authority shall require the Supplier to provide details of a proposed exit strategy and plan for all tests. The exit strategy and plan shall be agreed in writing with the Authority prior to any transitioning. In implementing the exit strategy and plan the Supplier shall ensure that a smooth transition is effected from their current Contract with the supplier across to new Contract under any new supplier, and that the Supplier shall work collaboratively with any new supplier appointed.
    2. At the end of the term of the Contract, the Authority shall require all current and historic data and all tests to be permanently deleted in accordance with Schedule 10 (Exit Management) of the Contract at no extra cost to the Authority. The Supplier shall confirm in writing when all data has been destroyed.
    3. The supplier shall work with the Authority to implement a process of regular data exports from their system to a pre-agreed location owned by the Authority.

## Continuous Improvement and Innovation

* + 1. The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
    2. Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.
    3. The supplier provides a clear roadmap for improving their service during the service lifetime.
    4. The service is regularly updated and improved to ensure continued value.
    5. The supplier shall work with the Authority to continuously improve and refine their service offering throughout the contract.
    6. There is an established channel for customers (including the Authority) to provide suggestions to improve the service which form part of the supplier roadmap.

**Non-Mandatory requirements:**

These requirements would improve the quality of the service but are not considered essential requirements to deliver the service.

* + 1. The supplier shows clear commitment to innovation and will participate in the Authority’s innovation activities as they strive to improve the service offering.
    2. The supplier is engaged with emerging technology and is actively exploring how it can be applied to improve their service in the future.

## Implementation

* 1. The Supplier shall provide a clear implementation plan and roadmap with milestones and dates to be agreed with the Authority.
  2. The Supplier shall have a robust process for reviewing, estimating and planning changes required to the service (such as configuration or feature changes).
  3. The Supplier must have the skills and expertise available to support and maintain the service to the agreed service levels and requirements.
  4. The Supplier shall use appropriate delivery approaches to ensure effective service implementation and support to expected quality standards.
  5. The Supplier has a clear process for assessing and reviewing the quality of the service changes/improvements and processes to show that they are better meeting the Authority’s needs.
  6. The Supplier shall have a robust pipeline for introducing new features and improvements without disrupting the live service.

# Authority’s responsibilities

* 1. The Authority shall be responsible for developing, trialing and assembling test content on the platform. The supplier (through training, documentation and contact) shall support the Authority in doing so effectively.
  2. The Authority shall maintain a small service team responsible for the managing of the service from the Authority side. They will also provide subject matter expertise, such as knowledge of end-users, user research, understanding of government digital standards and patterns.
  3. The Authority shall support the supplier on integrating their service with the Recruitment Platform for Government (RPG) applicant tracking system (Oleeo).

# Staff and customer service

* 1. The Authority requires the Supplier to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.
  2. The Supplier staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.
  3. The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

# Intellectual Property Rights (IPR)

* 1. CSHR will retain intellectual property rights for the items and tests created by CSHR on the online tests platform. This also includes items and user data.