

HMRC BAK-2013-Error and Fraud Adding Capacity-444

Appendix A – Tender response (submitted by the Contractor to the Authority on 10.03.2014 via the Sourcing@HMRC ePortal extracted in to a word document)
REDACTED

Any associated attachments submitted by the Contractor have not been attached but form part of this appendix.

Supplier	Questionnaire	Question	Response
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Full name of organisation tendering (or of organisation acting as lead contact where a consortium bid is being submitted)	SYNNEX-Concentrix UK Limited
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Registered office address	Synnex-Concentrix UK Limited Tower 42, Level 23, 25 Old Broad Street, London EC2NH 1HQ
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Type of Organisation	i) a public limited company
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Name	REDACTED FOIA 2000 s40(2)
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Address	SYNNEX Concentrix UK Limited 76 Upper Ground Southbank London
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Post Code	SE1 9PZ
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Country	UK
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Phone	REDACTED FOIA 2000 s40(2)

Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Mobile	REDACTED FOIA 2000 s40(2)
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	Email	REDACTED FOIA 2000 s40(2)
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	b) Your organisation is bidding in the role of Prime Contractor and intends to use third parties to provide some services.	Yes
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	If your answer to (b) or (c) is 'Yes' please indicate in a separate annex as an attachment to the question (by inserting the relevant company/organisation name) the composition of the supply chain, indicating which member of the supply chain (which may include the Potential Provider solely or together with other providers) will be responsible for the elements of the requirement.	Synnex-Connectrix Limited (known in the response by our trading name Concentrix) will be the Prime Contractor for the Services. Business Process Outsourcing is a critical component of Concentrix's strategy. We are at the forefront of business process outsourcing, and carefully leverage advanced technology; such as business analytics or LEAN tools to be smarter and deliver the best possible business outcomes. Concentrix offers a range of BPO services to customers that include customer service, case management, collections, back office processing, technical support, renewals management, direct sales, and information technology outsourcing. Concentrix provides services in 33+ languages from over 50 locations in 10 countries. Gartner consistently ranked IBM's Global Customer management BPO business (now Concentrix) as a leader in Customer Relationship Management BPO magic quadrant. Augmented by our acquisition of IBM's CRM Outsourcing business, our capabilities include comprehensive business transformation, programme and project management, large scale change management and SI integration. With our systems integration partner IBM UK Limited we have a considerable track record in complex systems integration, with successful projects delivered to organisations such as REDACTED FOIA 2000 s43(2) . Concentrix has a direct supply relationship with our subcontractors and suppliers which minimizes supply risk and maximises transparency and

			<p>accountability. We have prepared our response in conjunction with experienced subcontractors and suppliers with whom we have a strong history of delivering robust service solutions for our clients. Responsibility within the supply chain for specific functional elements of the Requirements are: Prime Contractor: Concentrix Expertise: Particularly from the acquisition of IBM's Global Processing Services business in Feb 2014, we have deep experience in providing robust service delivery to Public Sector counting among our clients REDACTED FOIA 2000 s43(2). Case Handling & Contact Centre: Concentrix Expertise: At Concentrix we offer a full range of service for Local, Regional and National Government to assist and operate efficient customer contact and back office services. With over 40,000 of our staff delivering service for our clients from 50 centres worldwide we have the scale and experience in service delivery to provide the Error and Fraud service to the requirements, quality measures and in the timescales required by the Authority. REDACTED FOIA 2000 s43(2).</p>
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	1.2 Is it a legal requirement in the State where you are established for you to be licensed or a member of a relevant organisation in order to provide the requirement in this procurement?	No
Concentrix	Selection Criteria - FORM A - Organisation and Contact Details	If yes, please provide details of what is required and confirm that you have complied with this.	Not Applicable - we are a UK business.
Concentrix	Selection Criteria - FORM B - Grounds for mandatory rejection	(a) conspiracy within the meaning of section 1 of the Criminal Law Act 1977 where that conspiracy relates to participation in a criminal organisation as defined in Article 2(1) of Council Joint Action 98/733/JHA (as amended);	No

Concentrix	Selection Criteria - FORM B - Grounds for mandatory rejection	(b) corruption within the meaning of section 1 of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906 (as amended).	No
Concentrix	Selection Criteria - FORM B - Grounds for mandatory rejection	(c) the offence of bribery;	No
Concentrix	Selection Criteria - FORM B - Grounds for mandatory rejection	<p>(d) fraud, where the offence relates to fraud affecting the financial interests of the European Communities as defined by Article 1 of the Convention relating to the protection of the financial interests of the European Union, within the meaning of:</p> <p>(i) the offence of cheating the Revenue;</p> <p>(ii) the offence of conspiracy to defraud;</p> <p>(iii) fraud or theft within the meaning of the Theft Act 1968 and the Theft Act 1978;</p> <p>(iv) fraudulent trading within the meaning of section 458 of the Companies Act 1985 or section 993 of the Companies Act 2006;</p> <p>(v) defrauding the Customs within the meaning of the Customs and Excise Management Act 1979 and the Value Added Tax Act 1994;</p> <p>(vi) an offence in connection with taxation in the European Community within the meaning of section 71 of the Criminal Justice Act 1993; or</p> <p>(vii) destroying, defacing or concealing of documents or procuring the extension of a valuable security within the meaning of section 20 of the Theft Act 1968;</p>	No
Concentrix	Selection Criteria - FORM B - Grounds for mandatory rejection	(e) money laundering within the meaning of the Money Laundering Regulations 2003 or Money Laundering Regulations 2007; or	No

Concentrix	Selection Criteria - FORM B - Grounds for mandatory rejection	(f) any other offence within the meaning of Article 45(1) of Directive 2004/18/EC as defined by the national law of any relevant State.	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(a) being an individual, is bankrupt or has had a receiving order or administration order or bankruptcy restrictions order made against him or has made any composition or arrangement with or for the benefit of his creditors or appears unable to pay or to have no reasonable prospect of being able to pay, a debt within the meaning of section 268 of the Insolvency Act 1986, or Article 242 of the Insolvency (Northern Ireland) Order 1989, or in Scotland has granted a trust deed for creditors or become otherwise apparently insolvent, or is the subject of a petition presented for sequestration of his estate, or is the subject of any similar procedure under the law of any other state.	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(b) being a partnership constituted under Scots law, has granted a trust deed or become otherwise apparently insolvent, or is the subject of a petition presented for sequestration of its estate; or	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(c) being a company or any other entity within the meaning of section 255 of the Enterprise Act 2002 has passed a resolution or is the subject of an order by the court for the company's winding up otherwise than for the purpose of bona fide reconstruction or amalgamation, or had a receiver, manager or administrator on behalf of a creditor appointed in respect of the company's business or any part thereof or is the subject of similar procedures under the law of any other state?	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(d) been convicted of a criminal offence relating to the conduct of your business or profession;	No

Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(e) committed an act of grave misconduct in the course of your business or profession;	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(f) failed to fulfil obligations relating to the payment of social security contributions under the law of any part of the United Kingdom or of the relevant State in which you are established;	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(g) failed to fulfil obligations relating to the payment of taxes under the law of any part of the United Kingdom or of the relevant State in which you are established; or	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(h) been guilty of serious misrepresentation in providing any information required of you under Regulation 23 of the Public Contracts Regulations 2006?	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(i) tax affairs given rise to a criminal conviction for tax related offences which is unspent, or to a penalty for civil fraud or evasion;	No
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	(j) tax returns submitted on or after 01 st October 2012 been found to be incorrect as a result of – - HMRC successfully challenging it under the General Anti-Abuse Rule (GAAR) or the 'Halifax' abuse principle, or - the failure of an avoidance scheme which your organisation was involved in and which was, or should have been, notified under the Disclosure of Tax Avoidance Scheme (DOTAS)	No

Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	<p>If answering 'yes' to (i) or (j) above, can you please provide</p> <ul style="list-style-type: none"> - a brief description of the occasion, the tax to which it applied, and the type of non-compliance i.e. GAAR, Halifax Abuse Principle etc. - the date of the original 'non-compliance' and the date of any judgement against the supplier, or date when the return was amended. - the level of any penalty or criminal conviction applied. - details of any mitigating factors, including but not limited to, corrective action taken by your organisation to date, planned corrective action to be taken, changes in personnel or ownership since the occasion, changes in financial, accounting, audit or management procedures since the occasion. 	
Concentrix	Selection Criteria - FORM C - Grounds for discretionary rejection	BUYER TO SEE ONLY [Note to Authority: Please insert any specific criminal offences or misconduct which may be appropriate to draw Potential Providers attention to having regard to the specific sector or circumstances of this procurement. (i.e. any offences or misconduct particularly relevant to or prevalent in the sector)]	REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM D - Economic and Financial Standing Regulation 24	Please provide (as attachments) one of the following set out below:	A copy of your audited accounts for the most recent two years.
Concentrix	Selection Criteria - FORM D - Economic and Financial Standing Regulation 24	Employer's liability insurance is a legal requirement (except for business employing only the owner/close family members) and this should be at least £5 million. Please confirm that you have this level of insurance in place.	Yes

Concentrix	Selection Criteria - FORM E - Technical and Professional Ability Regulation 25	<p>Contract 1</p> <p>E1.1A Customer Organisation Name</p> <p>E1.2A Customer contact name, phone number and email</p> <p>E1.3A Contract/Order/Assignment/Start date</p> <p>Contract/Order/Assignment completion date</p> <p>Contract/Order/Assignment Value</p> <p>E1.4A Brief description of contract including evidence as to your technical capability in this market.</p>	REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM E - Technical and Professional Ability Regulation 25	<p>Contract 2</p> <p>E1.1B Customer Organisation Name</p> <p>E1.2B Customer contact name, phone number and email</p> <p>E1.3B Contract/Order/Assignment/Start date</p> <p>Contract/Order/Assignment/Completion date</p> <p>Contract/Order/Assignment Value</p> <p>E1.4B Brief description of contract including evidence as to your technical capability in this market.</p>	REDACTED FOIA 2000 s43(2)

Concentrix	Selection Criteria - FORM E - Technical and Professional Ability Regulation 25	<p>Contract 3</p> <p>E1.1C Customer Organisation Name</p> <p>E1.2C Customer contact name, phone number and email</p> <p>E1.3C Contract/Order/Assignment/Start date</p> <p>Contract/Order/Assignment/Completion date</p> <p>Contract/Order/Assignment Value</p> <p>E1.4C Brief description of contract including evidence as to your technical capability in this market.</p>	REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM E - Technical and Professional Ability Regulation 25	E. 2 How many staff does your organisation (including consortia members or named sub- contractors where appropriate) employ relevant to the carrying out of services and/or delivery of goods similar to those required under this contract.	<p>Business process Outsourcing is a critical component of Concentrix's strategy. We are at the forefront of business process outsourcing, and we carefully leverage advanced technology such as business analytics or LEAN tools to be smarter and deliver the best possible business outcomes. Concentrix provides a comprehensive range of BPO services to customers including transaction processing, customer service, debt management, collections, technical support, renewals management, case management, direct sales, and information technology outsourcing.</p> <p>Concentrix is a global leader in customer engagement, process innovation and technology with over 40,000 staff delivering service from in excess of 50 delivery centres in 10 countries for more than 300 of our clients. We have over 3000 UK staff delivering similar services to those required for this contract. Our subcontractors employ the following staff in the provision of services similar to those required under</p>

			this contract: REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.1 Please confirm that you have read and understood the contents of 'HM Revenue & Customs (HMRC) Tendering Instructions plus the Supplying to HMRC guide at http://www.hmrc.gov.uk/about/supguide.htm prior to answering all questionnaires.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.2 Please confirm that you understand that you must inform the Authority immediately of any changes to the contact details as stated in Section 2 of the tendering instructions.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.3 Please confirm that you are able to accept and process purchase orders forwarded to you electronically via the ERP system detailed in the Supplying to HMRC Guide referred to at 1.1.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.4 Please confirm that you will accept payment by Bankers Automated Clearing Service (BACS), for any goods/services that may be rendered as a result of any contract awarded.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.5 For the provision of the services and/or goods as described, please confirm that you accept and agree to abide by HMRC Terms and Conditions as stated in the Draft Contract attached to this particular event, and that you would confirm this in writing by signing the Draft Contract in its current format should you be successful. HMRC draws your particular attention to the insurance requirements in Section F of the terms and conditions.	Yes

Concentrix	Selection Criteria - FORM F - HMRC Specific	1.6 Please confirm that this is a bona fide tender, intended to be competitive and that you have not fixed or adjusted the amount of the tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any person.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.7 Please confirm that you have not canvassed any members of the Board of HM Revenue and Customs or any employee of HM Revenue and Customs in connection with this tender.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	1.8 Please confirm that no person employed by you, or acting on your behalf, will undertake any such canvassing type action.	Yes
Concentrix	Selection Criteria - FORM F - HMRC Specific	2.1 Please provide a brief overview of your organisation or an organisational chart which best demonstrates your ability to provide the goods and/or services required making reference to the critical personnel, site locations and facilities that will be utilised. (An organisational chart may be added as an attachment in response to this question).	<p>A Global Leader - Concentrix</p> <p>Concentrix is a global leader in customer engagement, process innovation and technology with 40,000 staff delivering service from in excess of 50 delivery centres in 10 countries for more than 300 of our clients</p> <p>Concentrix provides a comprehensive range of BPO services to customers including transaction processing, customer service, debt management, collections, technical support, renewals management, case management, direct sales, and information technology outsourcing. Business Process Outsourcing is a critical component of Concentrix's strategy. We are at the forefront of business process outsourcing, and we carefully leverage advanced technology; such as business analytics or LEAN tools to be smarter and deliver the best possible business outcomes. A best of breed solution for HMRC</p> <p>Concentrix have created a customer engagement solution for the delivery of HMRC EFAC that meets all of the Authorities scope, requirements and that will add value at every stage by combining the best of breed</p>

			<p>capabilities of: Concentrix – Highly scalable BPO servicing expertise flexibly delivering the people and services to support value adding interactions at every stage of our clients' customer lifecycle.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Our primary service delivery location for this service will be our existing Belfast delivery centre. It's proximity to the local HMRC offices along with the well educated and highly skilled population will allow for the delivery of a top class service supported by local HMRC colleagues. We have delivered BPO solutions from our Belfast centres for 14 years on behalf of public and private sector clients, and handle over 12 million contacts per year across voice, email, web chat, SMS and Social Media. Our three centres in Belfast are all located within the city centre (on separate power grids) and within a few minutes' walk from Belfast's Central Station and the main bus network. To supplement our core Belfast location Concentrix will utilise our Gourock location in Scotland (Faulds Park Road) to allow further contingency and a temporary second location to support the large scale immediate ramp requirements. REDACTED FOIA 2000 s43(2) Please reference the attached Solution overview Diagram for a full overview of our proposed solution and locations. A safe and secure solution Across all our facilities: § Secure swipe pass access only</p> <p>§ Designated client areas where required § Ease of integration with client tools/systems § Cisco IPCC Telephony with 100% call recording § Nice Totalview Workforce Management § ISO certified (9001, 27001), PCI compliant, CMMI § Fully branded § DR and Business Continuity provision Critical Personnel ·</p> <p>The Project Executive (PE), will be responsible for the</p>
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			<p>overall delivery of the required service with the PE carrying personal service level and customer satisfaction objectives for the service. For this service we have selected one of our most experienced and successful PEs, REDACTED FOIA 2000 s40(2)</p> <p>§ The Delivery Project Executive (DPE) is accountable for:</p> <p>§ The delivery of the service</p> <p>§ Monitoring trends verifying that service levels are met and issues are dealt with.</p> <p>§ Enforcing the system management disciplines and regular service reporting.</p>
Concentrix	Selection Criteria - FORM F - HMRC Specific	<p>2.2 In the last three (3) years, has your organisation or, if appropriate, any of its named consortium members or subcontractors:</p> <p>(a) had a contract terminated early under the terms of the contract;</p> <p>b) received claims for damages or had damages deducted or recovered in connection with contracts held?</p> <p>Please select 'Yes' or 'No'. If 'Yes', provide details.</p>	<p>Yes .</p> <p>(a) Early Termination. As with all companies, some customers have chosen to end their relationship with Concentrix or any of our subcontractors for a variety of reasons -- because they have merged with another company, have gone out of business, or have found a niche product that meets their needs exactly. Concentrix and our subcontractors do not share the names of those customers because in situations where a business relationship no longer exists, we are unable to obtain agreement for the release of this kind of customer confidential information.</p> <p>(b) Claims for damages. Concentrix has not received claims for damages or had damages deducted or recovered. Among our subcontractors, IBM, have received claims for damages. IBM is a global company which has traded for over 100 years and has customers in over 140 countries. It has a long standing reputation as a trusted brand (recognized in the top ten brands worldwide) and the wide ranging and diverse nature of it's business has resulted in claims against contracts it holds.</p>

Concentrix	Selection Criteria - FORM F - HMRC Specific	2.3 To the best of your knowledge, have any consortium members or any subcontractors that you propose to use on the contract (or their "directors or any other person who has powers or representation, decision or control") been convicted of any of the offences detailed in Regulation 23? Select "Yes" or "No".	No
Concentrix	Selection Criteria - FORM F - HMRC Specific	2.4 As per Form C, to the best of your knowledge, do any of the discretionary grounds for exclusion apply to any consortium members or subcontractors that you propose to use in the performance of the contract.	No
Concentrix	Selection Criteria - FORM F - HMRC Specific	2.5 Have you, any consortium member or any subcontractor that you propose to use on the contract been found guilty of grave professional misconduct.	No
Concentrix	Selection Criteria - FORM F - HMRC Specific	2.6 In the last 3 years were there any court actions and/or regulatory and/or industrial tribunal hearing pending against you or against any consortium member or any subcontractor that you propose to use in the performance of the contract.	No
Concentrix	Selection Criteria - FORM F - HMRC Specific	If 'Yes', please provide full details.	There are no court actions and/or employment tribunals taking place which would have a material impact on Concentrix's ability to deliver any contract arising from this procurement.

Concentrix	Selection Criteria - FORM F - HMRC Specific	3.1 Where minimum Economic and Financial Capacity requirements are stated in the contract notice, please confirm that you are able to comply with the requirements by providing details of what your current Economic and Financial Capacity levels are.	<p>Yes we are able to comply. The acquisition by the ultimate parent company, Synnex, of the IBM Global Customer Management BPO business has now concluded. Synnex Concentrix UK Limited was a management holding company before the transfer and is now hosting and growing the new business. Effective 1st February 2014 the former IBM UK BPO CRM Business was acquired by Synnex Concentrix UK Limited. The audited accounts presented in the attached do not yet include this transaction. The turnover of Synnex Concentrix UK Limited is forecast to be in excess of £300m during 2014.</p> <p>The 2014 turnover of the Synnex Concentrix Corporation on a global basis, is forecast at £800m during 2014. In addition to the above it should be noted that the combined two organisations of (Synnex Concentrix UK and Concentrix Europe) serve to expand and strengthen the overall financial base of the UK Company. Synnex Concentrix UK Limited would be the holder of the contract for delivery of services under this offer. We include for information the accounts to Concentrix Europe Limited, the company that historically held the legacy BPO business before the acquisition of the IBM BPO CRM business by Synnex Concentrix UK Limited.</p>
Concentrix	Selection Criteria - FORM F - HMRC Specific	3.2 Where the applicant is a subsidiary of a group, the financial information requested in questionnaire 'Form D' should also be provided for the ultimate parent company. Please provide details and the method of submission i.e. attachment, hardcopy. Alternatively, if the question is not applicable, please say so.	Annual Report of ultimate parent company provided as an Attachment. Synnex Corporation is a substantial publicly traded global corporation with 2013 revenues of £6.5Bn and Assets of £2Bn. Synnex Corporation, a Fortune 262 company (NYSE: SNX) founded in 1980 by Robert T. Huang based in Fremont, California, is an information technology supply chain services company offering services to original equipment manufacturers, software publishers and reseller customers.

Concentrix	Selection Criteria - FORM F - HMRC Specific	3.3 Where a consortium bid is proposed, financial information requested in questionnaire 'Form D' should be provided for each of the consortium members. Please provide details and the method of submission. Alternatively, if the question is not applicable please say so.	
Concentrix	Selection Criteria - FORM F - HMRC Specific	4.1 Where minimum Technical Capacity requirements are stated in the contract notice, please confirm that you are able to comply with the requirements by providing details of what your current Technical Capacity levels are.	<p>We confirm that we are able to comply with the capacity requirements. Between September 2014 and September 2017 HMRC requires the consideration of up to 5.5 million tax credits awards to identify and correct in the region of 2.0 million cases that are forecast to contain tax credits error and fraud, over and above HMRC planned activity. Our solution is specifically designed to deliver this additional capacity for HMRC, and the capacity required to deliver the work falls within our existing technical capacity. We have derived the minimal technical capacity from our analysis of the specifications and volumes in the ITT documentation.</p> <ul style="list-style-type: none"> • Location Capacity: <ul style="list-style-type: none"> o We have sufficient delivery centre capacity for the case handling and contact centre workload at our Belfast centre. We will augment this in the first 6 months of the service with our Gourock (Scotland) centre to de-risk the capacity and recruitment required to meet full capacity for September 2014 service launch. o Our Belfast location capacity is 1,400 positions and our Gourock capacity is 1,000 positions. <p>REDACTED FOIA 2000 s43(2)</p>

Concentrix	Selection Criteria - FORM F - HMRC Specific	<p>4.2 Please provide details of any quality management or quality assurance systems that are used, or are planned to be used, within your organisation that relate to the provision of goods and/or services detailed in the tender. If a consortium or subcontracting approach is proposed, please provide the same information in respect of each named consortium member or subcontractor.</p>	<p>At Concentrix operational quality assurance is delivered through our Quality@Concentrix tool, supported by business processes focused on achieving our quality objectives. Our QMS is expressed as the organizational structure, policies, procedures, processes and resources needed to implement quality management. Concentrix and its partners in the EFAC solution have attained ISO 9001 accreditation. The standard defines the process which forms our QMS and the sequence and interaction of these processes. Concentrix has an over-riding commitment to the quality of the services and products we provide to our clients. We ensure the quality and appropriateness of our solutions and services through formal internal controls, checkpoints, independent reviews and line accountability. Our approach to quality focuses on:</p> <ul style="list-style-type: none"> • Pre Contract: Avoiding 'bad business' before each contract commences; • Delivery Excellence: Managing project delivery to ensure that we deliver to our commitments within time and budget; and • Continuous Improvement: Rigorously managing quality and continuously improving services once in operation via use of our Quality@Concentrix tool. Pre-contract process Formal quality control begins before a contract is signed and before each engagement starts. Each potential engagement is reviewed by a team of experts, including independent Technical SMEs and Risk Management professionals who consider our approach, resourcing, risks and mitigations. This exacting process is subject to scrutiny and audit. Failure to comply with the review rules and procedures attracts penalties at all levels. Delivery Excellence Once an engagement is approved, we apply management processes to ensure we deliver what we have contracted for. Formal Project Management Reviews (PMRs), supported by an independent Risk Manager, are held at the outset of the engagement
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			<p>and at least monthly thereafter. Reviews are formally documented to ensure that all aspects of project health are regularly considered. Any concerns are immediately brought to the attention of senior management; resolution plans created and corrective or preventive actions taken. Continuous Improvement Our service management teams follow best practices and focus on:</p> <ul style="list-style-type: none"> • Monitoring the health of our business processes through dashboard reporting and variance reporting on metrics; benchmarking the performance of key process areas; • Understanding the key end-customer metrics, by gathering Voice of Customer (VOC) data and driving improvements that matter to them; • Process improvement using the Lean Six Sigma DMAIC (Define, Measure, Analyse, Improve, Control) and QPIC (Qualify, Plan, Improve, Control) methodologies; • Embedding a Culture of Continuous Improvement: in our delivery teams. Our staff are trained in Lean Six Sigma and the importance of identifying process improvements in all aspects of service delivery, throughout the life of the contract. <p>Quality within our services business is embedded in our end to end business processes delivered by our management systems and staff. It starts with attracting the right staff with the right skills and attitudes, training them in our quality processes, measuring and improving their performance and providing them with the right development career path that will retain them within our business. Our management and core systems drive adherence to processes and quality outcomes and provide auditable data for quality assurance purposes. The Belfast delivery centre is accredited to ISO9001 or equivalent. Our quality assurance is covered at 3 levels;</p> <ul style="list-style-type: none"> • Internally embedded within our quality assurance processes and quality measurement systems i.e.:
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			<p>KPIs, SLAs.</p> <ul style="list-style-type: none"> • External independent audit of our service and outputs by accredited auditors, client representatives or industry experts such as Gartner etc. • Customer feedback via satisfaction surveys, mystery shopping and root cause analysis of complaint data.
Concentrix	Selection Criteria - FORM F - HMRC Specific	<p>4.3 Please provide details of any TradeBodies or Professional Associations to which your organisation and/or consortium and/or sub-contractor(s) is registered with. If you are not a member of any trade bodies or professional association please state 'Not Applicable.'</p>	<p>Concentrix is associated with a number of well respected professional organisations such as the Institute of Leadership and Management and the International Association of Outsourcing Professionals. Concentrix is very proud of its “Investors in People” Gold status and are an Investor in People Champion. This accreditation is revalidated on a three yearly basis. Our last assessment was conducted on 29th November 2012, where our “Gold” status was successfully reaffirmed.</p> <p>Concentrix achieved accreditation to the Institute of Leadership and Management in 2007. (Registration Number: R29226). We are able to deliver accredited ILM Level 2 Team Leader; ILM Level 2 Business Improvement; ILM Level 3 Coaching and Team Member programmes along with endorsed programmes for “Emerging Talent” and “ISMS Internal Audit Training”.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Selection Criteria - FORM F - HMRC Specific	<p>5.1 Within the last three years has your organisation (or to the best of your knowledge any named consortium member of sub-contractor) been subject to any prosecution, infringement notices or other actions by the Health and Safety Executive (or equivalent in the State in which you operate) in respect of breach or suspected breach by the company or health and safety legislation?</p>	No

Concentrix	Selection Criteria - FORM F - HMRC Specific	6.1 Within the last three years, have any industrial tribunal or other legal cases relating to equality been brought against your organisation (or to the best of your knowledge against any named consortium member or subcontractor)?	No
Concentrix	Selection Criteria - FORM F - HMRC Specific	7.1 Within the last three years, have any actions been taken against your organisation (or to the best of your knowledge against any named consortium member or subcontractor) by the Environment Agency (or equivalent in the State in which you operate) regarding breaches or suspected breaches of environment legislation?	No
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	1.1 Please provide the Dun & Bradstreet number for the organisation, including any changes in the last three years, that corresponds with the information you intend to provide as applicable in sections 2 & 3 below. Should your organisation currently not be registered with Dun & Bradstreet please confirm that you would be willing to register with them should your tender be successful.	SYNNEX-Concentrix UK Ltd Our Dun & Bradstreet number is: 21-697-7105
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	2.1 Please state the organisation name that is used for accounting purposes (i.e head office name where used) and list any organisation name changes that have taken place in the last three years, that may relate to the answers you have provided in respect of questions 1.2 to 1.4	SYNNEX-Concentrix UK Ltd
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	2.2 VAT Registration Number: (If 'Not Applicable' please provide details why)	REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	2.3 PAYE Collection Reference: (If Not Applicable please provide details why)	REDACTED FOIA 2000 s43(2)

Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	2.4 Corporation Tax or Self Assessment Reference: (If 'Not Applicable' please provide details why)	REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	2.5 If a consortium bid or sub-contractors are to be used directly in the provision of a service, please provide the information requested 2.1 to 2.4 inclusive for each member of the consortium and for each sub- contractor. Before providing their details, please ensure that you obtain consent from the consortium member or sub-contractor using the sub-contractor revenue compliance consent provided in Appendix C of the Tendering Instructions. Please attach scanned copies of the completed consent form to this question or send as a hard copy using the postal details provided in the tendering instructions.	REDACTED FOIA 2000 s43(2)
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	3.3 If proposing to use Sub-contractors, please confirm that the document requested in Question 3.1 has been provided in respect of each sub-contractor registered for tax purposes outside the UK.	Confirmed
Concentrix	Selection Criteria - FORM G - HMRC Revenue Compliance and Financial Checks	BUYER VIEW QUESTION ONLY – Following the relevant CD guidance, is the supplier sufficiently "revenue compliant"? Please select "Yes" or "No". If "No" please provide details.	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit Strategic Requirements	1.1 Please confirm that prior to providing a response to any of the award criteria questionnaires/questions, you have read and taken into account all of the information contained in the Tendering Instructions document attached to this event, and in the case of an incumbent provider that special attention has been paid to Section 3, Conditions of Tender.	We confirm that we have read and taken into account all of the information contained in the Tendering Instructions document attached to this event.

Concentrix	Award Criteria - Technical Merit Strategic Requirements	1.2 As per the Tendering Instructions, Section 10, Publication of Contract Award, please acknowledge that you are aware that there is an obligation for the final contracts to be published. Please provide details of any aspect of your Tender Response which should not be made public and provide the reasons as why you believe such redactions should be applicable.	Confirmed. We do not require redaction of any aspect of our Tender Response.
Concentrix	Award Criteria - Technical Merit Strategic Requirements	2.1 Please provide details of the commitment you would give to Client Account Management in support of Supplier Relationship Management activity. Please give the name of the person who will be responsible for Client Account Management and provide a brief overview of their relevant skills.	REDACTED FOIA 2000 s40(2)

Concentrix	Award Criteria - Technical Merit Strategic Requirements	2.2 Please provide full details of your complaints handling system with regard to issues arising with Client Account Management and/or performance issues not being rectified as part of routine Contract Management activity.	<p>Even the best relationships encounter some difficulties. When complaints do occur, Concentrix has a complete and consistent approach to resolving them quickly and thoroughly. Concentrix have developed a Complaint Management Process that is consistently deployed around the globe and includes dedicated personnel to address client issues. When an issue is escalated as a client complaint the following process is followed. A Dedicated Resolution Owner (DRO) is assigned to the complaint and serves as the client's advocate through complaint closure.</p> <p>§ The DRO will talk to the client or the Concentrix executive to understand the issues.</p> <p>§ They then document the complete details of the complaint, including a summary of actions already taken</p> <p>§ Discuss and determine resolution expectations, which are agreed with the client</p> <p>§ Thereafter, the DRO coordinates the appropriate Concentrix resources to develop an action plan and resolve the issue.</p> <p>All client interactions from initial contact through creation of the action plan and to final complaint resolution are measured by Concentrix to ensure that each client's situation is dealt with appropriately. Surveys are conducted with clients who have identified issues to determine how well Concentrix addressed their issue.</p> <p>§ Reports are run and analysis carried out the ensure our complaints statistics are improving</p> <p>§ This will include looking for repeated complaints, based on common themes.</p> <p>§ Where these are identified, a focus team is put in place to resolve the problem permanently, to ensure it does not reoccur</p>
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Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>3.1 As per the HMRC strategy to provide support to Small and Medium sized Enterprises (SME's), as detailed in the Innovation in Procurement plan, please provide details against the following criteria to confirm that your organisation (including your aggregated parent organisation totals where applicable) should be considered an SME against the criteria</p> <ul style="list-style-type: none"> - number of employees – up to 249 - turnover – less than £50 million - size of balance sheet total assets less than £5.6 million. <p>If not an SME please provide comment as to the extent SME's are used in your own supply chain and specifically on how they will be used in relation to the delivery of goods and or services subject to this tender.</p>	<p>Concentrix is not an SME due to our size and turnover however we actively support the Government's SME agenda and use SME's wherever possible. This is a significant service and due to the criticality we have taken the approach to use partners that can deliver at speed and scale and those we have worked with before to reduce risk. REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>3.2 In respect of the Supplier Charter, please provide details of how you would utilise innovation or continuous improvement methodologies post contract award to increase Value for Money for the Client. Please provide examples of where you have used such methodologies with other Clients of yours, which has led to increased Value for Money for the Client. (Any Client can be made anonymous but reference should be made to the sector they work in)</p>	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>4.1 Please confirm your understand that HMRC has a Purchase Order mandatory policy. Please provide details of how you would process the purchase order internally so as to ensure</p> <ul style="list-style-type: none"> - the efficient delivery of the goods and/or services to the Client, and - that the Purchase Order number is included on any subsequent invoice. <p>(Organisations who are an SME will be able to achieve a maximum score by providing a basic purchase order flow process)</p>	<p>Concentrix would work with the procurement team within HMRC to determine the most efficient means to manage the processing of a purchase order into Concentrix for the service to be provided. Given the commission payment arrangement being determined on AME's, we would propose to monthly PO's based on the planned savings target for the month. The payment of the invoice is governed by the contract, not the PO, and thus using an projected PO ensure that payment follows promptly, and HMRC will be aware of the any such month that savings and thus the payment is higher by virtue of going over the PO value. As part of our on going project management we would work closely with the HMRC team to ensure there was visibility of projected savings.</p>
Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>5.1 Please provide details on how your current or future work practices will allow you to satisfy any aspects of the "what you can do" objectives listed in the Supplier Charter.</p>	<p>Our current work practices allow us to be confident of satisfying the "what you can do" objectives of the Supplier Charter – specific work practices aligned to the objectives are highlighted below:</p> <ol style="list-style-type: none"> 1. Efficient and transparent operations · Our everyday business is guided by a very direct set of beliefs - Value, Visibility and Velocity. Of these Visibility is closely aligned to this objective. <ul style="list-style-type: none"> o We provide detailed MI and performance for all of our clients with client specific dashboards o HMRC staff will have open access to our operations o Visibility ensures we work openly with our clients to identify where improvements can be made and the costs of service delivery can be reduced. 2. Supplier Diversity including Small and Medium Sized Enterprises (SMEs) and the First Sector · We actively support the Government's SME agenda and utilise SME's in the delivery of services to our clients and ourselves. · Concentrix advertise roles on local websites and in local trade press and keep an active supplier list of local SME's

			<p>3. Prompt payment · We ensure that all valid invoices from our suppliers and subcontractors are paid promptly and work proactively with our supply chain on any queries or other issues to ensure that payment for goods and services received are made in good time.</p> <p>4. Economic Regeneration · Concentrix in Belfast is very much a part of the local community. The original company was founded 14 years ago and is lead by the same local CEO. · We utilise local job portals and we encourage diversity and are opposed to discrimination; we actively seek to employ the unemployed, and those that have disabilities such as hearing or sight impairments. · We have strong links with community projects such as Cash for Kids, Little Hearts Orphans, No Longer Sleep on Floors & Thanks to Big Hearts. · Concentrix employees from Belfast office made personal donations and our staff in India literally lent a hand at a recent fundraiser to help provide for the needs of the mostly abandoned and forgotten children at the orphanage in Chennai.</p> <p>5. Environmental Issues As part of our Environmental Policy Concentrix monitors and reviews our green approach · Board sponsored CSR programme with local team in Belfast</p> <p>6. Fair and Ethical Trade · We monitor our supply chain to ensure that we follow the principles and objectives of Fair and Ethical Trade at all times.</p> <p>7. Innovation · Our company vision is 'Value through our investment in innovative technology solutions and people worldwide'. · We work with a spirit of entrepreneurialism at all levels of our business where innovative ideas are welcomed and drive tangible business benefits</p> <p>8. Equality ·</p>
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			<p>Concentrix operates with a Code of Ethical Business conduct · All staff are trained and refreshed in equality and diversity · Our Employee Relations team champion this</p> <p>9. Skills and Workforce ·</p> <p>Employees have the opportunity to enrol on development and future leader programmes once they pass certain performance criteria ·</p> <p>Our culture is one of employee empowerment and development.</p> <p>10. Information Assurance ·</p> <p>Concentrix hold and maintain ISO 27001 accreditation · We have an Information Security Management System driven by a local team with stakeholders in all areas of the business. ·</p> <p>Awareness and Self-assessment is continuous with improvement plans committed to as per ongoing results.</p>
Concentrix	Award Criteria - Technical Merit Strategic Requirements	5.2 Please provide details of any aspects of the service that you intend to sub-contract, provide details of the process you use to identify capable providers and provide details on how you intend to manage the quality assurance aspects of goods and/or services they will provide.	<p>Concentrix recognises the value of augmenting our skillset with specialist knowledge, tools and expertise which benefit the overall solution. From our study of the detailed requirements within the ITT documentation and using our previous experience in similar engagements we identified specific aspects of the service where subcontractors and suppliers will add value and reduce delivery risk. We will use Subcontractors in the following areas; ·</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Provider Identification Process: We operate a process of subcontractor selection that enables us to move rapidly while allowing us to consider and evaluate new suppliers in key areas. We look for a proven track record and value for money and where possible we will use suppliers that we have worked with before and can help reduce the overall delivery risk. Our procurement team will work closely with identified and preferred Third Parties so that there is a clear understanding of</p>

			<p>the services and standards required. These will be formalised in a set of clearly defined requirement and service standards that will feed into the subcontracts. Our procurement team will ensure that any Third Party meets our standards in terms of CSR such as ethical sourcing and diversity and can comply with HMRC's specifications and terms and conditions. Once selected, the Third Party joins the Concentrix team working on the detailed solution design, pricing and response. From a relationship perspective, Concentrix has solutioned Third Party Vendor function that report into the Delivery Executives and act as a single point of contract for the service partners. They will manage the overall relationship, coordinate any queries, manage and resolve issues, and review service performance on a monthly (or appropriate) frequency. The Third Party Vendor Managers will be assigned from the most relevant skill area, for example a technology based key service provider will require a Manager from the IT Operations team, whilst, partners such as scanning and printing will benefit more from a manager from the Business Operations organisation. From a governance perspective Concentrix's Third Party Managers will have a weekly review with each key third party. This is so that we have an interlock with the weekly Joint Operation Meetings In addition a monthly Governance meeting will also be set-up with HMRC Operations and our Third Party Vendor Managers so that there is alignment across the Operations. Finally, Concentrix will retain the right to perform audits from time to time on services provided by our third parties to confirm that they comply with the product and service specification and quality requirements. We will publish the findings of any such audits and review them as part of the monthly service governance process. We will list and track actions to address any identified shortfalls in these review meetings.</p>
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Concentrix	Award Criteria - Technical Merit Strategic Requirements	6.1 Please describe the governance procedures that exist in your organisation that help to assure the prevention of fraud and/or corruption.	<p>Our adherence to the ISO27001 standard also means that we have a comprehensive Legal, Regulatory and Contractual Matrix in place. This identifies key legislation applicable to the company and outlines how we meet the requirements. This matrix covers relevant fraud, bribery and money laundering regulations, which we have demonstrated adherence to through our ISO27001 certificate. Business Controls The prevention of fraud and corruption is applied in numerous ways to all employees. Primarily, there is a mandatory sign-off for each employee to complete with regards to business standards and ethics. This outlines responsibility around whistleblowing while also reinforcing corporate stance on bribery, insider trading and fraud. This policy is sent to all employees, who sign-off electronically in order to ensure an auditable trail. Annually, at the Belfast site to be used for HMRC we implement an annual Fraud and Non-Disclosure training and sign-off for all employees. Operational and business support functions also have additional controls in place to combat the likelihood of fraud. The potential for Fraud within an operational context is addressed during implementation, where we replicate any controls and policies that have been put in place by the client to combat fraudulent activity. Segregation of duties & Access; Segregation of duties is applied within all departmental functions and is applied within both physical and logical contexts. Access to particular areas of the business are restricted dependent on role and authority level. This access is reviewed quarterly and is also removed if lost/stolen or if the employee leaves the company. Logical access is likewise governed and reviewed based on role and authority of each individual employee. Access to folders, documentation and systems is governed and maintained by the IT team depending on business</p>

			<p>requirements. Specific Processes for our Error and Fraud solution for HMRC. As the systems to support fraud and corrupt activities become more sophisticated, the resources used to detect such activities also have to become more informed and sophisticated. This requires specialist roles, segregation of responsibilities and systems to support the development of an environment which is focused on preventing fraud and corruption. Our solution includes a team of Risk Analyst Subject Matter Experts (SME's), who will be focused on each major area of risk. They will work separately and independently from the caseworkers and directly report to the Concentrix EFAC Risk Manager for leadership and direction. The Risk Analyst SMEs will work across each different risk area and will be able to share information (as appropriate) and jointly develop prevention scenarios that can then be deployed to support better and faster decision-making. The Risk Analyst SMEs will not be party to the decisions made by the caseworker as to whether an award should be adjusted or not, they will fulfill the role of independent assessor for those decisions. The Risk Analyst SME will evaluate each case, the evidence together with any notes taken during the investigation and the ultimate decision that was made by the caseworker. Where the Risk Analyst SME feels that the decision requires further investigation, then such action will be taken before the final decision is released to the Customer. Where caseworker decisions may be required to be changed, then the Risk Analyst SME will conduct a review of each and will generate an independent report with associated recommendations. These recommendations will be reviewed by the Concentrix EFAC Risk Manager and their counterpart at HMRC whereby actions will be agreed and put into place. Typical actions may include: · Changes to process or business rules · Improved education or coaching (individual or group) · Dismissal The output to the</p>
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			process will also feed into a regular governance management system with appropriate Executive sponsorship.
Concentrix	Award Criteria - Technical Merit Strategic Requirements	6.2 Please provide full details of your management approach to equal opportunities, diversity etc. and describe how it will be carried out in practice by relating it to the Client's requirements. Where possible provide copies of any formal policy documents/operating manuals and make reference to three paragraphs from the documents which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety)	<p>Effective management of our workforce-diversity policy is an important strategic imperative for Concentrix and is reviewed at board level. Every manager and employee is expected to abide by this policy and uphold the company's commitment to workforce diversity. Concentrix recognises the benefits that a diverse workforce brings to its business. It is our policy that no-one at Concentrix should ever be subject to discrimination on the basis of race, religion, colour, national origin, age, sex, gender identity, disability, veteran status, sexual orientation, marital status, or any other basis protected by law. Concentrix is committed to being an equal opportunities employer and to the principles of diversity. This is evident in the many programmes that are underway, including LGBT forums, Leadership for Women; and Diversity Weeks. To ensure that equality and diversity is embedded within the Concentrix organisation, our HR teams are responsible for ensuring that business activities such as hiring, training, compensation, promotions, transfers, terminations, and social and recreational activities are conducted without discrimination based on race, colour, genetics, religion, gender, gender identity or expression, sexual orientation, national origin, disability, age or status as a special disabled veteran. It is this set of principles that Concentrix proposes to replicate within the HMRC EFAC project. Three key paragraphs referenced from our Code of Ethical Conduct (attached) are as follows: TO OUR COMPANY AND BUSINESS PARTNERS (Page 1)</p> <p>We work together as a team to produce new ideas, better products and better services. We demonstrate commitment not only to our role and immediate</p>

			<p>organisation, but also to the long-term success of our Company and our partners.</p> <p>We work to inspire trust and respect with everyone we work with.</p> <p>RESPECTING DIVERSITY (Page 7) Our Company respects and values the diversity reflected in our various backgrounds, experiences and ideas. We must each be dedicated to providing an inclusive work environment that fosters respect for all our co-workers, clients, and business partners. We are committed to treating each other fairly and with respect.</p> <p>PROVIDING EQUAL OPPORTUNITY (Page 7) Our Company follows the laws that prohibit discrimination in employment practices wherever it does business. It is our Company's policy to provide equal-employment opportunities and to treat applicants and employees without illegal bias. It is our policy that no-one at our Company should ever be subject to discrimination on the basis of: race; religion; color; national origin; age; sex; gender identity; disability; veteran status; sexual orientation; marital status; or any other basis protected by law. Concentrix follows the laws that prohibit discrimination in employment practices, wherever we do business; this will include HMRC. It is our Company's policy to provide equal-employment opportunities, and to treat applicants and employees without illegal bias. Breaches of our equal-opportunity policy and practice are regarded as misconduct and can lead to disciplinary proceedings. Concentrix has the following processes in place: .</p> <p>The Equal Opportunities policy is communicated to all employees through induction training, management training and within the staff. .</p> <p>Management Code of Conduct training emphasises that we embrace diversity and apply the Equal Opportunities policy consistently. .</p> <p>Those involved in assessing candidates for recruitment or promotion are trained in equality best practice and discrimination, and non-discriminatory</p>
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			<p>recruitment and selection techniques. ·</p> <p>The CIPD-qualified HR (Employee Relations, Recruitment and Learning and Development) team ensures that the business is kept up-to-date on all areas of employment legislation in this area. ·</p> <p>Concentrix works closely with the Equality Commission to adopt all emerging areas of equality and best practice initiatives to implement such changes.</p>
Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>6.3 Please provide full details of your management approach to the environment. In relation to the requirements of the proposed contract, please describe how such an approach will work by quoting practical examples where possible, such as any use of travel management plans that aim to reduce the carbon footprint of your organisation. Where possible provide copies of any formal policy documents/operating manuals and make specific reference to the three paragraphs from the documents, which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety)</p>	<p>Concentrix is committed to environmental affairs leadership in all of its business activities and have board sponsorship to drive continuous improvement in environmental management. We are committed to: ·</p> <p>Provide a safe and healthy workplace and ensure that personnel are properly trained and have appropriate safety and emergency equipment. · Be an environmentally responsible neighbour in the communities where we operate; to act promptly and responsibly to correct incidents or conditions that endanger health, safety and/or the environment; and to report these to authorities promptly and inform affected parties as appropriate. · Conserve natural resources by re-using and recycling materials, purchasing recycled materials, and using recyclable packaging and other materials. · Ensure the responsible use of energy throughout our business, including conserving energy, improving energy efficiency, and giving preference to renewable over non-renewable energy sources where feasible. · Use our products, services and expertise around the world to assist in the development of solutions to environmental problems. · Meet or exceed all applicable government requirements and voluntary requirements to which Concentrix subscribes. Set and adhere to stringent requirements of our own no matter where in the world the company does business. · Strive to improve continually Concentrix's environmental-management system and performance.</p>

			<p>Concentrix environmental policies are reviewed as part of our continual improvement process, forming an integral part of our regular governance reviews. We feel it is important to foster buy-in from our employees and have implemented an Employee Consultative Body that interacts with colleagues and their constituents, canvassing feedback for improvements to respective policies. These are in turn are reviewed by policy owners and submitted for finalisation at board level for implementation across our entire organisation.</p> <ul style="list-style-type: none"> - Concentrix has a number of environmental programmes in place aimed at helping to reduce our overall carbon footprint and these include: - Employee Cycle-to-Work schemes. Employee subsidies of up to 42% on the cost of a bicycle and accessories. - Organisation-wide paper-recycling initiatives, including a programme known as Shredbank. - Printer passwords are allocated on a limited 'needs' basis to reduce hard copy printing. This also reduces the number of documents that historically were printed accidentally. - Concentrix fosters a policy of moving towards the achievement of a paperless-office environment. Every employee and every contractor on Concentrix premises is expected to follow the environmental policy and to report any environmental, health, or safety concern to the Concentrix management team to enable prompt action to be taken. <p>Employees receive training in the requirements relating to Concentrix policies in this area, and the requirements are reinforced at least annually as part of each individual's commitment to signing up to our Code of Ethical Conduct. This complies with environmental laws and our own environmental requirements. We propose to replicate our existing policies and procedures in our interactions with HMRC. The training and education programmes described will be key to equipping and empowering personnel to</p>
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			<p>embrace these policies and to adopt them seamlessly into the way each operates in the execution of their business duties. Specifically for this contract we will;</p> <ul style="list-style-type: none"> o Offer cycle to work support for all employees and contractors, recognizing that in the ramp up period we will have a significant number of temporary employees o Implement a paperless environment for the case workers using scanned images and the case management solution o Our policy is to situate our delivery sites in city centre locations. This means that local bus and train stations are a 10 minute walk from any of our offices to minimise travel time for.
Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>6.4 Please provide full details of your management approach to health & safety and describe how it will be carried out in practice by relating it to the Client's requirements such as the use of telephony equipment. Where possible provide copies of any formal policy documents/operating manuals and make reference to three paragraphs from the documents, which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety.)</p>	<p>Health and Safety is an key area of focus for the Concentrix organisation with board level sponsorship and attention at Chief Executive Officer level, and the cascading of responsibilities throughout the management team and out to each and every employee. Concentrix is committed to ensuring a safe working environment for all of its employees and recognises it's responsibility to all of its employees and the general public to ensure that all reasonable precautions are taken to provide and maintain a working environment which is safe and healthy, and which complies with all statutory requirements and codes of practice. Concentrix is clear that the effective delivery of health and safety policies and initiatives is a shared responsibility between managers and employees. Employees must commit themselves to following established safe work practices, notifying management of any hazardous condition, taking action where appropriate to correct hazards, and promptly reporting accidents and near-misses. Our policy is attached and summarised at the end of this question. We believe the 3 most relevant parts for the HMRC contract are;</p> <ol style="list-style-type: none"> 1. That all employees will be provided with sufficient information, instruction, training and supervision to

		<p>enable them to work safely and efficiently.</p> <p>2. That employees at all levels have both general and specific responsibilities for health and safety</p> <p>3. That active monitoring, through inspections, audits and safety reviews, is an essential element of performance improvement</p> <p>For HMRC we will establish processes that are aligned with our H&S policy and specific to the work and working hours of the staff. For example all staff will receive instruction with regards to the proper and safe usage of telephony equipment and their general workstation areas such as correct positioning of screen, seating position, use of mouse and keyboard usage for avoidance of computer related injuries such as RSI etc. Adequate breaks will be scheduled within the resource-planning tool. As part of our operational plan we will ensure that we implement any relevant policies such as lone working and ensure staff working late shifts are assisted with safe travel home at the end of shifts. Concentrix is committed to the following principles:</p> <ul style="list-style-type: none"> • That accidents/incidents are preventable and that risks can be managed and safeguarded. • That all accidents/incidents demand prompt investigation and timely remedial actions. • That all employees will be provided with sufficient information, instruction, training and supervision to enable them to work safely and efficiently. • That employees at all levels have both general and specific responsibilities for health and safety. • That all employees need to be involved in the development of safe working practices derived from a comprehensive risk-assessment process. • That company safety standards are established and maintained corporately, and must be complied with by all parts of the business • That targets and objectives should be set to ensure a continuous improvement in health and safety performance
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			<ul style="list-style-type: none"> • That active monitoring, through inspections, audits and safety reviews, is an essential element of performance improvement • That specialist advice on health, safety and environmental matters will always be available when required. • That appropriate resources, both financial and physical, are made available to support this policy
Concentrix	Award Criteria - Technical Merit Strategic Requirements	7.1 Please provide a brief overview of your management approach to the security and confidentiality of Client data. (Specific detail should be provided in the Technical Merit Schedule H Security questionnaire)	<p>The corporate policies and procedures that Concentrix deploy for the management and handling of HMG Protectively Marked data are current and comprehensive. We have extensive, recent experience of storing and processing sensitive personal information and Protectively Marked data in many projects with Public Sector clients e.g. REDACTED FOIA 2000 s43(2). We understand the regulatory controls that direct lawful data handling. We are experienced in regulatory requirements such as the Data Protection Act, HMG's SPF and payment card industry standards. REDACTED FOIA 2000 s43(2) Policies and procedures are based on information from Concentrix's CLAS Consultants and security architects, who engage with a client through a design authority or similar forum, sharing information which has potential for identifying further requirements or changes to the security policies and procedures. We then deploy systematic and comprehensive communications to staff (including dealing with data loss and breaches), and including engagement, where appropriate, with the client/owner of the data. In addition we have policies and procedures in place to cover the protection of Protectively Marked data. This includes risk review workshops to discuss changes in confidentiality profiles, security incidents and external incidents of relevance. Concentrix will implement secure log-on procedures for the EFAC HRMC project to minimize the risk of unauthorized access to systems</p>

			<p>that hold customer data. The systems are configured not to disclose system or application identifiers until the log-on process has been successfully completed. A unique identifier (e.g., UserID, digital certificate) must be associated with each user of a system. Each user's identity must be verified (authenticated) using passwords when the user attempts to logon. Stringent password policies are implemented on all the systems to provide adequate security. The rooms within the Concentrix delivery locations are badge locked and managed by security systems and people. The badge locked systems are and access are fully auditable. Access to the systems deployed to deliver the EFAC service are controlled through a securely managed and operated login credential and authentication process</p>
Concentrix	Award Criteria - Technical Merit Strategic Requirements	<p>7.2 Please provide a brief overview of the systems you have in place for the security vetting of new staff and/or sub-contractors who will be exposed to Client data?</p> <p>(Specific detail should be provided in the Technical Merit Schedule H Security questionnaire)</p>	<p>We understand the regulatory controls that direct lawful data handling. We are experienced in regulatory requirements such as the Data Protection Act, HMG's SPF and payment card industry standards.</p> <p>REDACTED FOIA 2000 s43(2). Concentrix vet all new hire staff as part of its on-boarding process. All new hires complete non disclosure agreements. Employee reference checks and background checks are carried out also. During induction ISO policies are covered and this is also referenced in the new hire employee contract. All new hires will be subject to HMG Baseline Personnel Security Standard (BPSS) security checking and any staff member failing this check will be removed from the program prior to access to HMRC record data. Dummy data replicating HMRC records will be used during training. The training environment will not have access to data sent from HMRC via the Secure Electronic Transfer process. Concentrix Transition/Implementation and subcontractor staff working on the program will all be subject to BPSS checking Concentrix complies with applicable laws and regulations relating to privacy and has established</p>

			<p>policies and procedures to properly process and safeguard personal information of its employees, customers and other individuals. Concentrix has a global network of privacy leaders who work together to identify local privacy and data protection legal requirements and collaborate with the business on implementation. Core to our global compliance program is the periodic assessment of our internal business processes and applications that handle personal information against applicable local legal privacy requirements and Concentrix's privacy and data security policies. Gaps identified through these assessments are reviewed, managed, and tracked to closure.</p>
Concentrix	Award Criteria - Technical Merit General	1.1 Please confirm you have read and understand the requirements detailed in the Contract Notice.	Yes
Concentrix	Award Criteria - Technical Merit General	1.2 Please confirm that you are familiar with the HMRC charter and the code of conduct provided by the Office of Fair Trading and provide details on how you will ensure that you provide the services in compliance with the codes. (A1)	<p>Concentrix formerly IBM has worked with UK Government for over 50 years including many decades with HMRC and both of its forerunners in the Inland Revenue and Customs & Excise. As such our close working relationship with HMRC means that we are fully cognisant with the HMRC's vision and the charter that supports this vision. Specifically all our activities with HMRC are fully aligned with the charter commitments to customers of the service ·</p> <ul style="list-style-type: none"> Respect for the customer · Help and support for the customer to get things right · Treat the customer as honest · Treat the customer even handedly · Be professional and act with integrity <p>The charter commitments to customers including the commitment 'to protect the customers information and to respect their privacy' are absolutely enshrined in the way that we do business. It is absolutely our policy of how we work with all of our clients observing that it is by delivering a quality service to delighted clients ensures how we retain customers in the face of fierce</p>

			<p>competition. The various ways that we would ensure that we are able to deliver upon the HMRC charter include training and process improvement based on the continuous objective feedback through the use of appropriate randomised surveys in pursuit of our objective of customer excellence. We are fully aware of the Office of Fair Trading's codes of conduct and ensures our business in the UK is fully compliant. For example we are committed to competing fairly that includes ensuring that the organisation does not operate in a manner that stifles competition such as acting as part of a cartel. In order to fulfill on this and other commitments we have various methods on compliance such as ·</p> <p>Specific departments to ensure compliance with for example Export Regulations ·</p> <p>Annual education with certification for all employees to remind them of their obligations and how they are expected to behave in conducting business on behalf of the company</p>
Concentrix	Award Criteria - Technical Merit General	1.3 Please confirm that you understand that if successful you (including consortia) will be exercising delegated functions of the commissioners for Revenue and Customs as detailed in Schedule A5 of the specification of requirements and are obliged to comply with any direction given by the commissioners and that the delegation of the commissioners functions will end at the end of the EFAC contract (A5)	Yes
Concentrix	Award Criteria - Technical Merit General	1.4 Please confirm that you are able to meet the requirements to comply with the delegation of commissioners functions detailed in Schedule A5 of the specification of requirements. Display you confirm your understanding and compliance with the checks that the Authority will carry out to assure adherence to the Delegation of Authority functions as described in	<p>We confirm that we are able to meet the requirements to comply with the delegation of commissioners functions detailed in Schedule A5. We understand that we will</p> <ul style="list-style-type: none"> • Act in accordance with the provisions of the Commissioners for Revenue and Customs Act 2005 (CRCA)

		<p>Schedule A5 of the specification of requirements (A5)</p>	<ul style="list-style-type: none"> • Engage in tax credits error and fraud activity using powers enshrined in the Tax Credits Act 2002 and associated regulations. <p>We understand that HMRC will require us to monitor and assure our activity as set out in A5, A38, A39 and Annex 1. We will support HMRC's duty to monitor our compliance to these requirements by fulfilling the duties specified to the levels required. Specifically we will co-operate and facilitate HMRC pre go live in it's review of:</p> <ul style="list-style-type: none"> • a fit-for-purpose review of letters, call scripts, guidance, SOPs to ensure compliance with powers prior to go-live; • adherence to HMRC data security provisions prior to go-live; • evidence of adherence to equality legislation prior to go-live; <p>Post go-live we will facilitate HMRC in it's fulfilment of it's duty by</p> <ul style="list-style-type: none"> • Allowing HMRC to access customer records on our system, including viewing and printing any customer information and listening to call recordings as and when required. • Allowing open access to archived records on their premises held in connection with the Contract • Making available all management information, including any remedial action taken to ensure ongoing compliance with the provisions of section A38, A39 and Annex 1. <p>We will perform the monitoring, assurance and quality process and validation specified in section A39 and which we understand require checking requirements specified in Annex 1.</p>
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Concentrix	Award Criteria - Technical Merit General	1.5 Please provide details on the procedures you will use to ensure that supplementary operational services will only be provided when their use, and the charging mechanism to be used, has been agreed in writing with the Authority.	Concentrix operates a strict contract management programme to ensure the delivery of the contract to the targets expected, along with the exploration of value generation initiatives to help HMRC meet it's objectives for fraud and quality savings in the payment of tax credits. Any additional work would be discussed with HMRC to explore the possible benefit, and in turn understand how we could operate a change control procedure to ensure the authority authorises any such work at rates that are agreed upfront.
Concentrix	Award Criteria - Technical Merit General	1.6 Please confirm that you will provide all accommodation, equipment and staffing associated with the service and take all liability relating thereto, and that there is no expectation for the Authority to provide anything in respect of this. (A43)	Yes
Concentrix	Award Criteria - Technical Merit General	2.1 Please confirm if you intend to use sub-contractors in the provision of this service. Where you intend to use sub-contractors please provide details on the systems and procedures you will use to ensure adequate performance. (A40)	There are specific areas of the EFAC solution, where specialist knowledge, tools and expertise benefit the overall solution. Concentrix is a global leader in customer engagement, process innovation and technology. While we have strong capability across the spectrum of requirements detailed in the ITT, we recognise the value of augmenting our skillset with specialist knowledge, tools and expertise which benefit the overall solution. From our study of the detailed requirements within the ITT documentation and using our previous experience in similar engagements we identified specific aspects of the service where subcontractors and suppliers will add value and reduce delivery risk. Specifically we identified the following areas where the specific ITT requirements resulted in our choosing to deliver with capable providers rather than utilizing our own capabilities: Analytics and Systems Integration:

			<p>REDACTED FOIA 2000 s43(2)</p> <p>Our program management team includes a supplier management function whose role is to ensure that HMRC and we derive maximum benefit for the supplier's capabilities and expertise. While we bear full responsibility for the service delivery and performance of our suppliers we operate transparently ensuring that HMRC has visibility of supply chain issues as well as opportunities. We include our subcontractors in our contract and delivery governance process which helps ensure speed of communication and identification of potential issues and areas of performance requiring action. Each of our subcontracts contains detailed statements of work, performance metrics and quality measures which are tracked regularly as a core part of our contract governance process. We work proactively with our suppliers to manage and mitigate the impact of any supply issues and continuously monitor and feedback performance against delivery, service levels and quality metrics.</p>
Concentrix	Award Criteria - Technical Merit General	2.2 Please detail what arrangements you will have in place with any sub-contractor that confirms that your sub-contractor is aware that the Authority reserves the right to carry out an audit at their site prior to approval being given to the Contractor (A40)	<p>Each subcontractor that Concentrix employs to provide services for EFAC has been selected on the basis of their capabilities, the relevance of their current client base and their willingness to sign up to the contractual requirements of EFAC. Each subcontractor has signed a non-disclosure agreement with Concentrix to allow us to have detailed discussions around the functional and non-functional requirements of EFAC. All sub-contractors are aware that the Authority reserves the right to carry out an audit at their site prior to giving approval. We will flow down specific requirements appropriate to the duties of each subcontractor from the main contract between HMRC and as they apply to the services that the subcontractor provides and including specifically the right to carry out an audit.</p>

Concentrix	Award Criteria - Technical Merit General	2.3 Please confirm you understand that where you intend to use sub contractor/s, you must secure the approval of the Authority before entering in to a sub contracting agreement (A40.2)	Yes
Concentrix	Award Criteria - Technical Merit General	3.1 Please confirm that you understand that the proposition requires a supplier to deal with up to 8 million interventions for the duration of the contract and all associated inbound and outbound customer contacts including mail, calls and SMS, as detailed in Schedules A16, A17 of the specification of requirements. Demonstrate that you have the resource, accommodation and capabilities to deliver with the required volumes and coverage for that period whilst meeting the SLA's and KPI's and Performance required. (A13,14,16,17,25)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	3.2 Please describe how you will set up to operate in line with the operating hours detailed in A17.2 of the specification of requirements (A17.2, A17.3)	Our solution will be delivered from our mature centre in Belfast that operates a 24/7/365 service. In addition during the first 6 months of the contract we will deploy staff in our second centre in Glasgow As a business we deliver a variety of opening hours to suit our different client's needs. For HMRC we can confirm we will deliver an inbound telephony service during the operating hours of:8.00am to 8.00pm, Monday to Friday (as a minimum); and 8.00am to 4.00pm, Saturday.We will operate the overall service during extended hours for back office and for outbound calling where appropriate and deemed to improve the collation of data and evidence without making any direct contact on Sundays, Christmas day, Boxing day and New Years day. For non- front office or in-bound service work we will operate from 06:00 – 00:00 Monday to Friday and 08:00 – 17:00 Saturday and Sundays. This will increase work throughput and delivery earlier financial benefits for HMRC and also provide for better utilisation of our resources and improved shift flexibility for staff. Based on the details

			<p>provided within the ITT, our Resource planning team will create a workflow delivery schedule that will translate into a headcount requirement over operating hours. Staff will be scheduled based on skill sets and Risk work queues. We will overlay case work with inbound and outbound contacts required to create a workload breakdown to 30 minute intervals. On top of this we will overlay the service level requirements to ensure adequate staff are scheduled to meet workload and SLA requirements for HMRC. Our focus will be on delivering 'quick wins' to HMRC via a rapid improvement in yield. Support staff, SME's, QA and front line management will be scheduled across our working period to ensure that front line contact centre and case working staff have support as required. Our Resource Planning Team looks at staffing requirements in short, medium and long term forecasts. For this project, our team will work closely with our analytics team and HMRC to verify the volumes and assumptions. We will use data gathered to extrapolate a long term forecast view using our Workforce Management tool – TotalView ensuring we are linked through to our HR and recruitment team and that our demand is aligned with market supply. With all this information available, the Resource Planning team then works closely with the Operational Delivery team, Training and Recruitment to plan future staffing ramps to address such issues as ramp ups or ramp downs. In Concentrix we use our workforce management tool, as a 'single planning view' for different communication channels. TotalView planning and scheduling simplifies managing multiple customer contact channels. This enables Concentrix to provide consistent service and optimise resource use across all channels. Managers have access to the Real Time Adherence (RTA) module of TotalView that enables them to track their agents' adherence, scheduled activity, task and handling time, and after call work to make sure that any variance to target thresholds are</p>
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			<p>understood and can adjust any impacts to staffing levels ensuring SLA's are constantly met. TotalView has the ability to give real time analysis not only on planned requirements, but also actual requirements based on changes in AHT, Shrinkage, etc. It also has an ability to manage staffing through a Manager web-based workstation that enables agents to file their vacation requests via their desktop, adjust breaks and scheduled activities. In the event of a change to schedule, the employee will see a pop-up in their screen to notify them of the change of schedule (this may be to change a break schedule, add coaching or team briefings for example). On the forecasting level side, it has the ability to optimise breaks and scheduled activity, plus run different scheduling and staffing scenarios by tracking shrinkage, AHT, and adherence on a daily basis. With this in place, Concentrix provides an operation for success through effective management of varying and multiple customer contact channels for HMRC</p>
Concentrix	Award Criteria - Technical Merit General	<p>3.3 Please confirm that you are able to offer a contact number to customers with the prefix 0345, which operates at low call rate or an alternative service at an equivalent or lower cost to the customer as stipulated in A17.2 of the Schedule of Requirements. If alternative, please detail what that is. (A17.2)</p>	<p>We can confirm that we are able to offer a contact number to customers with the prefix 0345 as stipulated in A17.2. As part of our solution we will deliver a secure telephony infrastructure for inbound and outbound telephony contacts. A dedicated 0345 number will be provided for this service to deliver the service to the public for the opening hours outlined in schedule A17.2. This cost is included within our commission rates however we will also be pleased to talk to HMRC about treating this cost as pass through and reducing the commission rate accordingly to provide better value for money for HMRC and the UKI tax payer. Concentrix has experience of providing a wide range of telephony services for our clients' including free phone and specialist number services. Through our global partnerships with the major telephony providers we can attract significant discounts and will pass these benefits directly onto HMRC.</p>

			REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	3.4 Please describe what measures you have in place or are able to put in place to address the specific needs of customers as outlined in [A17.3] of Schedule A of the schedule of requirements (A17.3)	<p>We will ensure that the requirements in A17.3 (no direct contact with customers on Sundays, Christmas Day, Boxing Day and New Year's Day) by:</p> <ul style="list-style-type: none"> Ensuring that all staff are aware of the restriction as part of the initial and ongoing training Ensuring that our inbound routing posts an appropriate message during these days advising of opening hours for inbound callers <p>We will ensure that we provide the specific communication measures for customers who need extra help (A17.4) in the following ways:</p> <ul style="list-style-type: none"> A text phone facility for the deaf/hearing impaired customers; <ul style="list-style-type: none"> Customer with hearing difficulties or who are deaf will be able to contact the EFAC service through a text phone service. Equipment will be installed within the delivery centre as recommended by Action On Hearing Loss (RNID) to support this functionality and staff will be trained on effective use of the equipment. Trained staff will be available to use the text phone during operating hours. A large print/audio format and Braille formats for the visually impaired; <ul style="list-style-type: none"> We will support the visually impaired by making available customer documents in large print and Braille as well as providing audio format. An interpretation service for customers whose first language is not English mirroring that offered by the Authority; <ul style="list-style-type: none"> For those customers whose first language is not English we will utilise the LanguageLine Solution. LanguageLine Solutions telephone interpreting service enables customers to communicate in over 200 languages 24 hours a day, 365 days a year. The company has been providing high quality telephone interpreting to UK emergency services, healthcare trusts, local authorities and other public sector

			<p>organisations for over twenty years.</p> <ul style="list-style-type: none"> o Where required this service can also be extended to include written translation services. · A Welsh translation service orally and in print – Welsh Language Act 1993 will apply; o In line with the requirements of the Welsh Language Act 1993, a number of Concentrix staff will be available during operating hours, who are able to converse orally and in print, in Welsh. Customers telephoning the service will be given the opportunity to select Welsh as their preferred language and calls will be routed appropriately. o Equally customers can choose to select Welsh as their preferred language for any written communications. · <p>A dedicated telephone number for; MPs, Intermediaries and Citizens Advice Bureaux; o A specific number will be set aside for MP's, Intermediaries or Citizen Advice Bureaux which will ensure these calls are immediately identified and can be managed appropriately according to the business rules agreed. For our REDACTED FOIA 2000 s43(2) we escalate any VIP calls to team leaders based upon the number called. · A dedicated telephone number if a customer is calling from abroad. o A specific number will be set up to allow customers calling from abroad, who cannot use the normal 0345 type service numbers, to contact the service directly.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	3.5 Please confirm at the outset that you understand that the confidentiality of tax payer information is paramount and that any data provided to you must not be used for any onward disclosure to a third party for any purpose other than outlined within the specification of requirements and provide detail on how you will manage and assure this. (A28)	<p>We confirm that we understand the confidentiality of tax payer information is paramount and that any data provided to us must not be used for any onward disclosure to a third party for any purpose other than outlined within the specification of requirements.</p> <p>For the provision of the service we have designed our security solution to meet the full requirements specified</p>

			<p>in A28.</p> <p>Prior to go-live we will:</p> <ul style="list-style-type: none">• Facilitate prior to contract signature evaluation of building access controls (including floor plan layout), personnel and IT security• Deploy an approved CESG Listed Advisor Scheme (CLAS) consultant to undertake independent security accreditation of its infrastructure and connectivity with the HMRC estate.• Production of appropriate certification and a Risk Management Accreditation Document Set (RMADS) that meets Information Assurance Standards 1 and 2. In production we will monitor and ensure that:• HMRC Security Policy and Standards are being adhered to.• Facilitate regular evaluation of building access controls, personnel and IT Security.• No data will be processed or accessed outside of the United Kingdom• All premises where the Authority's tax credits customer data is held and can be accessed from are secure;• All systems that are used to directly or indirectly access Authority data have the appropriate level of security to the necessary standards;• Security and access controls must be in line with security best practice, as defined in ISO IEC 27001, 2005 (or later) and conform to HMG Security Policy Standards as set out in HMG Security Policy Framework. <p>We are familiar with and have a strong track record in providing a highly confidential service to Government that involves the handling of UK public personal data.</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Technical Merit General	3.6 Please provide details on the location and structure of the IT systems in place to support the customer contact via all required channels including all back up, disaster recovery arrangements and support services (A28)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	4.1 Please confirm your understanding that cases will be supplied on a "pre risked" basis in any of the six risk groups described in Schedule A8.1 of the specification of requirements and that information on those risk parameters will be made available to the successful supplier on award contract (A8 - A10, A22)	Yes
Concentrix	Award Criteria - Technical Merit General	4.2 Please detail how you would use Analytics to (i) model and identify risk in the 6 risk categories detailed in Schedule A8 of the specification of requirements; and (ii) Use analytics to de-select cases and identify risk and therefore reduce volumes. Please provide evidence where you have done this on a contract similar in size and/or nature (A - 9, 10, 22, 23)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	4.3 Please detail how you would work with the Authority to improve and innovate Analytics, processes and any other areas where you have identified improvements could be implemented. Please provide relevant examples where you have worked with other Customers to implement improvements. (A - 9, 10, 22, 23)	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria - Technical Merit General	5.1 Referring to the risk groups detailed in Schedule A8 of the specification of requirements please detail the data you propose to apply to the individual groups, explaining the additional benefits to be realised referencing the volumes outlined in Schedule A, Annexe 2 of the specification of requirements (A8)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	6.1 Please confirm understanding that data will be transferred in those formats described in Schedule A , Annexe 4 of the specification of requirements and any other formats must have the prior approval of the Authority prior to use (Annexe 4)	Yes
Concentrix	Award Criteria - Technical Merit General	6.2 Please display that you hold the relevant accreditation to use the required SET mechanisms as detailed in Schedule A28 or confirm you will secure accreditation prior to mobilisation if successful (A11, A28.10, A28.11)	<p>We do not currently hold the relevant accreditation to use the required SET mechanisms as detailed in Section A28 and confirm that we will secure accreditation prior to mobilization.</p> <p>Section 4 'Requirements for using SET' identifies the process for obtaining accreditation from the Authority for use of the Secure Electronic Transfer Service. Concentrix will plan for the setup and implementation of the service prior to the go-live date and obtain accreditation from the Authority using the mechanism described.</p> <p>Concentrix will employ the services of an approved CESG Listed Advisor Scheme (CLAS) consultant to undertake independent security accreditation of its infrastructure and connectivity with the HMRC SET system, amongst other interfaces and infrastructure, and agree with the Authority its suitability to receive and manage Authority data prior to any data being sent to Concentrix. The CLAS consultant will produce the Risk Management and Accreditation Documentation Set (RMADS) and ensure that it complies with the ISO27001 certification requirement.</p>

Concentrix	Award Criteria - Technical Merit General	6.3 Please confirm that you are able to, and how you will, receive the transfer of bulk new business data from the Authority in a format outlined in Schedule A, Annexe 4 of the specification of requirements. The Authority's Managed Data Transfer System (MDTS) will enable the excel spreadsheet to be encrypted. (A11)	We confirm that we are able to receive the transfer of bulk data as specified in Schedule A, Annex 4. REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	6.4 Please confirm you understand that transfer of cases will not be in a one off bulk exercise and that you can receive cases securely as detailed in Schedule A, Annexe 4 of the specification of requirements at intervals to be defined by the Authority (A11)	Yes
Concentrix	Award Criteria - Technical Merit General	6.5 Please describe how all data transfer and information requirements will be validated and transferred back to the Authority as described in the Requirement at outlining what data integrity checks you plan to undertake to ensure data integrity (A11, A26)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	7.1 Please confirm that you are able to operate within the Authority's Data retention policy and detail your capability to retain and return the data to the Authority in the required format as detailed in Schedule A27 and Annexe 4 of the specification of requirements (A27, Annexe 4)	Yes

Concentrix	Award Criteria - Technical Merit General	7.2 Please confirm how and in which formats you plan to retain records of the activity carried out in relation to the provision of the service and that you would be able to send such records to the Authority on request. (A27)	<p>Inbound documents and correspondence will be scanned by the Contractor and automatically stored in the IBM FileNet document management system as PDF images. Outbound documents and correspondence will be stored as document images in FileNet before being printed and sent by post. Any other paper documents will be handled in the same way. FileNet provides mechanisms to index and search for documents using keywords or by using the case reference number. So, documents related to specific cases, or based on other criteria as indicated by the Authority, can be selected; selected documents can either be printed and sent to the Authority securely, or transferred using the Authority's preferred secure file transfer mechanism.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	7.3 Please describe your process for destroying records and cleansing systems and demonstrate how this is aligned to IS5 standards as specified in A27.3 of the specification of requirements, indicating if you use sub contractors for this service (A27.3)	<p>Scanned inbound documents (e.g. letters and other correspondence) and outbound documents, which have been printed, will be stored in the IBM FileNet component of the Contractor's solution.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	8.1 Please provide the name of the contact who would be responsible for the operational delivery of this project (A49)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	8.2 Please detail an operating model in respect of this contract demonstrating how you plan to manage the end to end service bringing all the required elements together (A12 - A14)	<p>Our operating model for service delivery in support of this purpose is made up of distinct functional areas which work together to ensure that the Compliance Intervention Process delivers the AME savings and case coverage</p> <p>REDACTED FOIA 2000 s43(2)</p>

Concentrix	Award Criteria - Technical Merit General	8.3 Please confirm that you will be able to operate the contract in a sufficiently flexible manner to allow adjustment to the volumes of work transferred throughout the year to take account of operational impacts and constraints. Please explain how this will work	<p>We confirm that we are able to operate the contract in a sufficiently flexible manner to allow adjustments to the volumes of the work transferred throughout the year. Concentrix recognises that a high degree of flexibility is required to deliver the operational solution that HMRC will require over the lifetime of the contract. This will be a large scale contract with a rapid resource ramp up critical to successful delivery. In handling planned adjustments for volumes we utilize our Resource Planning Team who look at staffing requirements in short, medium and long term forecasts and are linked through to our HR and recruitment team to maximise our flexibility in ramping up and down capacity to meet the volume load. Concentrix delivering Flexibility</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Technical Merit General	8.4 Please confirm that all required accesses as outlined in A31 and Annexe 4 of the Schedule of requirements of the ITT will be available for the use of contractor staff. (A31, Annexe 4)	<p>We confirm that our Transition plan will ensure that all required accesses will be available for use by our staff as specified in A31 and Annex 4.</p> <p>Before the system is live, the entire system will go through a series of tests to ensure it conforms to the agreed system specification and that all required accesses are available to Contractor staff.</p> <p>The tests will be a user acceptance test where each supplier will test their interfaces and systems.</p> <p>Following UAT there will be Systems Integration Test where all the systems are tested together to ensure end to end system functionality.</p> <p>Finally there will be an Operational Acceptance test where the system will be tested for resilience.</p> <p>The testing described will be performed against a series of use cases that will be developed with the Authority.</p> <p>Bulk case data will be received on a regular basis from the Authority.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	8.5 Please detail how you intend to ensure that you can interface with Authority systems and configure and provide a front end system to enable personnel to view relevant data (A31, Annexe 4)	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria - Technical Merit General	<p>8.6 Please provide details on how you would intend to demonstrate continuous process improvement and work with the Authority to secure approval to implement process improvements. (A23)</p>	<p>Concentrix will bring differentiating technology and delivery capabilities that will drive real business value to HMRC via a continuously improving service. The service should not stand still, and we will be striving to improve our operational delivery and to bring you new ideas and innovation to add increasing value to your business. We understand that this is how we retain client contracts and grow our business. To do this we will work closely with the HMRC account team to discuss and agree potential improvement areas. Initially we will bring our outline ideas forward as part of our governance process and if agreed we will then detail the costs, benefits, impact areas and risks required to complete a business case. This business case will then be processed through our monthly governance meeting with supplementary data, practical examples or proof of concept results (where appropriate) provided to allow HMRC to approve process improvements. The commercial impact will be discussed and agreed and the appropriate change management governance will be deployed to formalise the process change.</p> <p>We recommend that as part of the governance process we include a quarterly innovation forum where we introduce new technology or the latest process improvements from around the globe provided by Concentrix and our partners. As an example of other contracts we host quarterly sessions at our partner, IBM's research laboratories in Hursley.</p> <p>We believe there are 2 important opportunity areas for improvement for HMRC; increasing yield through analytics and process improvement through automation and channel shift</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Technical Merit General	8.7 Please provide relevant examples where you have worked with other Customers to implement improvements. (A23)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	8.8 Please provide details on areas where you believe improvements can be made to the service at the outset. (A23)	<p>BPO services is our core business and we have partnered with leading providers in their core areas; REDACTED FOIA 2000 s43(2). Bringing this partnership to HMRC will allow us to deliver significant improvements at pace. Efficient processes - BPO best practice Concentrix is a global leader in customer engagement, process innovation and technology with 45,000 staff and over 50 delivery centres servicing over 300 clients on six continents. We believe immediate improvements can be made with regards to operational delivery around processes and efficiencies using our innovative tools and technologies.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	8.9 Please describe any further supplementary services that you would recommend for use with this contract. Please provide practical examples where possible where such services have provided benefit to another customer of yours. (the name of the customer need not be stated for confidentiality purposes) (A23)	<p>Concentrix are confident that the knowledge and insight developed in the service can be used to add value to HMRC as part of supplementary offerings. We believe there will be both upstream and downstream benefits that will help improve many areas of the HMRC Tax Credit process.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	8.10 Please provide details on how, and the format you will use, to provide non-financial data updates. (e.g. changes of telephone number, designatory details etc)	<p>Consolidated address and location information, including email addresses and telephone numbers, and biographical background (including deceased status indicators) REDACTED FOIA 2000 s43(2)</p> <p>These updates will be fed to the Authority's systems using Web Services defined by the Authority's Rules and Interface Management (RIM) approach. The</p>

			format and frequency will be agreed with HMRC to allow ease of integration with your systems and current data.
Concentrix	Award Criteria - Technical Merit General	8.11 Please describe how you can ensure that all activity carried out by your personnel on front end IT systems is auditable, showing individual actions against users (A26)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	9.1 Please describe the service you will implement to comply with the requirements for call handling and how you will comply with the security and separation of duty requirements detailed in Schedule A17 of the specification of requirements (A17, A28)	<p>We have designed our solution to comply with the specifications in A17 and A28 for call routing ensuring that the systems deployed are for the sole use of the personnel engaged in the service and that they are securely managed. Separation of duties is enforced between the management of the systems, monitoring teams and the operational users.</p> <p>Key features of our call routing and recording solution are:</p> <p>Dedicated Telephone System: We will provide an ACD dedicated to the sole use of this service for the routing of calls and provide this with telephony circuits dedicated solely for the use of the service.</p> <p>Call Recording: We will provide a dedicated call recording system which automatically records 100% of calls and stores the call recording data in our secure data centre.</p> <p>Playback: Only approved users are allowed to playback recorded calls. Quality Monitoring: Only approved users are permitted to listen to calls in real time for the purposes of assessing quality of service.</p> <p>Secure Management: The management of the Telephony systems (ACD and Call Recording) is the responsibility the Security Officer dedicated to the service with full separation of duties enforced between this function and all other users of the system. No access is granted to personnel who are not assigned</p>

			<p>to the service and authorized by the Security Officer.</p> <p>Separation of Duties: Security Officer, Quality Assessor and Audit teams operate independently of each other and from the call handling teams.</p> <p>Authority Monitoring: Concentrix will also provide an independent monitoring capability for the Authority's staff to conduct live call observations for compliance checking to meet the requirement of 1% sampling of in flight and recorded calls. Access to this capability is managed and maintained by the Security Officer.</p>
Concentrix	Award Criteria - Technical Merit General	9.2 Please describe the service you will implement to comply with the requirements for a white mail function and how you will comply with the security and separation of duty requirements detailed in Schedule A16 of the specification of requirements (A16, A28)	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	9.3 Please provide details on any other channels you propose to adopt in the intervention process (A23)	<p>Our aim is always to look to drive innovation in everything we do. For the EFAC solution we will investigate any potential new channel and through discussions with HMRC decide which new channels should be introduced based on their expected benefits in terms of improved customer service, reduced case handling times and a reduction in the cost of the service.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	10.1 Please outline how you will record and report MI to the Authority as outlined in Schedule D of the specification of requirements and confirm your ability to meet the stated reporting requirements. (A30)	<p>We confirm that we are able to meet the stated reporting requirements in A30.</p> <p>Management Information (MI) tools and reports will be generated using the IBM Cognos software product.</p> <p>REDACTED FOIA 2000 s43(2)</p>

Concentrix	Award Criteria - Technical Merit General	10.2 Please confirm that you will allow an Authority representative to observe your premises, working methods and provide access to relevant records, allowing the taking of copies, where necessary, in order to satisfy audit and performance monitoring requirements (A28, A30, A38)	Yes
Concentrix	Award Criteria - Technical Merit General	10.4 Please detail what sampling you intend to undertake to support the return of deselected cases where further analytical work has shown that an error and fraud intervention was not appropriate. (A11, A26)	Data is the key to analytics. We will adopt a continuous improvement approach, which learns from the outcomes. REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria - Technical Merit General	11.1 Please confirm you understand that all complaints pertaining to tone and treatment and reconsiderations as detailed in Schedule 18 and Schedule 19 of the specification of requirements will be the responsibility of the supplier and detail the process you propose to deal with these. (A20, A21)	<p>We confirm that we understand that all complaints pertaining to tone, treatment and reconsiderations are our responsibility.</p> <p>Concentrix are experienced in owning this aspect of the customer interaction on behalf of our clients and we have a robust, customer centric process that will integrate seamlessly with your customer service delivery.</p> <p>Upon receipt of a customer complaint or reconsideration via letter or phone it will be categorised and captured in our case management system along with all of the relevant details of the complaint. Our staff will be fully trained to identify and capture the correct information. Where the opportunity exists to resolve at initial contact, in the appropriate circumstances, our team will be trained to manage this. In each case irrespective of how it is resolved we will capture, track, audit and review the end to end process.</p> <p>Accurately capturing the information on an electronic form will be the first step of our documented Complaint Handling Procedure. Key data to be captured;</p> <p>1. Date and time</p>

			<p>2. Name of person recording the complaint</p> <p>3. Situation identified (description of Complaint)</p> <p>4. Category of Complaint (tone, treatment and reconsiderations only to be handled by Concentrix)</p> <p>5. Name of Complainant</p> <p>6. Impact of complaint on Complainant</p> <p>7. Complainants expected outcome and timescale – they should be advised as per the appropriate policy</p> <p>Upon logging the complaint those that are the responsibility for Concentrix REDACTED FOIA 2000 s43(2) to the appropriate team to deal with.</p> <p>Complaints, disputes, appeals and data breaches shall be forwarded to HMRC within 2 working days in the pre defined format requested. Responsibility for resolving our customer complaints will ultimately rest with our EFAC Quality Manager. Their team of Quality specialists will work along with our SME roles for tone, treatment and reconsideration complaints to resolve these within 15 days or update the customer as to why they haven't been able to resolve in that time frame.</p> <p>VIP complaints i.e. Ministerial correspondence queries and MPs complaints will be flagged, prioritized and routed to team leaders and shall be dealt with in an escalated fashion as outlined in Annex 13. The EFAC Quality Manager will take responsibility of these and escalate further as required. Any lessons learnt will be disseminated to our staff within 2 days via an online briefing system. We will make redress payments as appropriate to complainants. Complaints and feedback are valuable data about the service we deliver and the process and policy in place. Capturing and analyzing this data will be invaluable to Concentrix and HMRC. As part of our EPIC methodology (Enterprise Process Innovation Continuum) we will carry out root cause analysis on feedback and complaints to inform and ultimately improve the service delivered. We will work collaboratively with HMRC, sharing MI data regarding</p>
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			<p>complaints and agreeing process improvement initiatives. Levels of complaints and customer satisfaction levels will also be internal service levels that we track and report at senior management level. If we identify recurring or significant issues we will initiate an improvement plan that will be managed and reported until we return to acceptable levels. We use Complaints Analytics to progressively tackle sources of dissatisfaction: Complaints Analytics</p> <p>We have developed a powerful capability known as VOCA (Voice of the Customer Analytics) which provides a means of analyzing customers' interactions with the enterprise via a variety of different channels. The available structured data concerning the customer is combined with unstructured data to derive actionable insights. What results from this are recommendations for operational optimization and actions needed to address shortcomings. Our approach to complaints analytics involves customer segmentation, customer satisfaction scoring, clustering of text, identifying factors driving dissatisfaction, unearthing key learning, and recommending translations of these insights into act</p>
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Concentrix	Award Criteria - Technical Merit General	<p>11.2 Please confirm understanding that all downstream repair activity other than reconsiderations and complaints about tone and treatment as outlined in schedule 18 & schedule 19 of the specification of requirements are the responsibility of the Contractor. Please detail the process you will adopt to identify and notify the Authority of these cases, referencing MI systems and secure transfer of customer information (a 18,19, 28, 30)</p>	<p>The Contractor confirms that downstream repair activity for Reconsiderations, Mandatory Reconsiderations and Complaints about tone and treatment shall be our responsibility.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>KPI's that are required to support the business activities. This will be configured specifically to meet the Authority's requirements for daily, weekly and monthly reporting.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Weekly reporting will be provided to the Authority to demonstrate compliance to SLAs with regards to cases being actioned. Reporting will consist of a 'global view' of performance with the ability to drill down into specific cases if desired.</p> <p>Complaints about Tone and Treatment</p> <p>Weekly reporting will be provided to the Authority to demonstrate compliance to SLAs with regards to cases being actioned and complaints received. Reporting will consist of a 'global view' of performance with the ability to drill down into specific cases if desired. As part of ongoing governance a weekly call will be established to review Complaints where additional commentary will be provided by the Contractor's quality team along with trend analysis and remediation plans if required.</p> <p>Other complaints, appeals, disputed overpayments and security incidents</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Technical Merit General	12.1 Please confirm the name of the primary contact who would be responsible for the implementation of this project	REDACTED FOIA 2000 s40(2) will be your dedicated Transition Manager and will be your primary contact for implementation. He will lead an experienced team of workstream leads responsible for; Staff – recruiting, training Business processes and knowledge transfer IT – end to end system and software Environment – Buildings and facilities Third Party Contracts Service and contractual management – SLA's/KPI's Project Management Office (PMO) will support REDACTED FOIA 2000 s40(2) with Governance, status reporting, RAID tracking and reporting, gating etc REDACTED FOIA 2000 s40(2)
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Concentrix	Award Criteria - Technical Merit General	<p>12.2 Please provide a detailed implementation approach you would propose to use to ensure the expedient implementation of the service as detailed in Schedule A33 of the specification of Requirements making it clear any requirements you would need from the Authority to ensure delivery. (A33)</p>	<p>The Concentrix Implementation approach is based upon three major phases, Transition Start Up, Manage and Exit, please also see the Draft Implementation plan provided within our response in answer to A33.2. Transition Start Up Concentrix and HMRC will refine and agree the schedule and detailed activities for resources. Key activities are:</p> <ul style="list-style-type: none"> Refining the detailed Implementation plan Detailed planning of knowledge transfer activities, including confirmation of onsite activities and HMRC resources in Belfast Setting up transition management controls process Preparing for external and internal recruitment Validating, security, connectivity and infrastructure plans Developing and implementing transition sub-plans for each work stream <p>Manage Transition</p> <p>The Manage Transition Phase focuses on three objectives:</p> <ol style="list-style-type: none"> 1. Establishing service commencement readiness: <ul style="list-style-type: none"> - Recruitment of new hire (and some existing experienced Concentrix) staff to the program. - Establishing a Concentrix Operational Management Team - Validating HMRC business processes and the design of the Concentrix IT systems to support the in-scope operation - Transferring knowledge from HMRC staff. Knowledge transfer (KT) between HMRC and Concentrix through Train the Trainer sessions and use of HMRC Mentors located at Concentrix Belfast location. - Establishment of daily Mentor calibration calls with Gourock to ensure maximum knowledge transfer to our
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			<p>Gourock team.</p> <ul style="list-style-type: none"> - Transferring services from HMRC to Concentrix so the Service Delivery team can assume management responsibilities and service operations. All <p>Implmenetation activities will be carried out in such a way that HMRC can maintain continuity of service.</p> <ul style="list-style-type: none"> - Ensuring all activities enable HMRC to maintain acceptable Service Levels <ol style="list-style-type: none"> 2. Validate and sign off the readiness of the service to go live. 3. Design, develop and build new Concentrix processes and desktop system to support the in-scope services for HMRC. <p>REDACTED FOIA 2000 s43(2)</p> <p>Each Go Live will be managed through our Toll process. This process verifies service commencement readiness with reviews at 30, 10 and 3 days prior to Go Live to ensure all tasks, activities risks and issues are managed and service commencement is agreed with the Concentrix Delivery Executive responsible for the Concentrix Operation. Transition Exit During the Transition Exit phase, the Transition Integration Manager will hold project closure reviews for each transition component. All exit criteria will be reviewed by both Concentrix and HMRC teams. Once agreement has been reached that all transition objectives have been met and all deliverables accepted, the Transition Project will be formally closed, transition resources released and the Steady State Delivery Phase begins.</p> <p>Our Requirements of the Authority to Ensure Delivery</p> <ol style="list-style-type: none"> 1. All HMRC Train the Trainer training will be at HMRC Belfast offices (40 Concentrix trainers from 16th June 2014). 2. HMRC mentors and trainers support Concentrix
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			<p>through on site training and post go live.</p> <p>3. HMRC allocate suitably qualified resources to the program in order to deliver HMRC deliverables as per the Implementation and IT (see section 3.6 technology) plan.</p> <p>4. HMRC agree that Baseline Personnel Security Standard (BPSS) vetting is completed during training. Should any Concentrix staff member fail BPSS checking they will be removed.</p> <p>5. HMRC is responsible for completion of all in-flight projects and any schedule conflicts between HMRC and this program.</p> <p>6. HMRC Business Process Owners will be identified and assigned to the project, to make key decisions, to contribute and sign off behalf of their respective business processes, to respond queries from Concentrix and to participate in cutovers.</p> <p>7. HMRC will turn around documents submitted for approval within 48 hours with comments, clarifications or approval.</p> <p>8. HMRC will provide all the relevant documents</p>
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Concentrix	Award Criteria - Technical Merit General	<p>12.3 Please confirm that you are able to mobilise operations and resource to commence work as detailed in A33 of the specification of requirements, detailing how you see the ramp up of the operational capacity and capability (A33)</p>	<p>Concentrix can confirm that based upon HMRC published timeline we can mobilise our operation and resources to the milestones outlined in A33 of the ITT.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Mobilisation</p> <p>Mobilisation for the program will commence upon contract signature although we will start our mobilisation process prior to contract in order to kick start the transition implementation. Mobilisation will include on-boarding of suitable transition PMO, IT, sub-contactor and lead operational resources and engagement of recruitment teams and third party agencies to enable a rapid recruitment drive for operational staffing. We will also identify a number of key operational resources from our existing teams and accounts who would be suitable for this contract in order to provide ready made supervisory or management expertise into the Operation.</p> <p>Any contracts required with our third party suppliers will be made ready in the lead up to contract signature with HMRC.</p> <p>Premises & IT</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Transition Resources</p> <p>The Key Transition and Implementation team resources will be identified prior to contract. These will be fully committed to the program upon contract signature. Additional Transition resources will be confirmed in the first two weeks of the contract. Early security vetting and GBSS will be started at this stage</p> <p>Training Resources</p> <p>The Concentrix Training team will be a combination of existing trainers and external 3rd party vendor trainers due to the high number of headcount to be trained for CoC start in the timeline provided. These trainers will be identified and vetted prior to Train the Trainer</p>
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			<p>sessions commencing 16th June which at your premises in Belfast.</p> <p>Operational Resources</p> <p>Operational staffing will be a combination of new hire and a small team of existing Concentrix staff. Concentrix has experience of rapid resource ramp up REDACTED FOIA 2000 s43(2)</p> <p>To enable a rapid recruitment ramp Concentrix will use a combination of in house and external 3rd party recruitment teams. This will provide the recruitment capacity to enable large numbers of potential candidates to be screened vetted and interviewed prior from the local labour pool prior to engagement start. The key is to ensure that all staffing are in place ready to start training 3 weeks prior to the CoC first cases being opened.</p> <p>All operational staff will be screened prior to starting training however in order to maximize the time available for recruitment we assume that GBSS security vetting can be completed whilst candidates are within training. Should a candidate fail GBSS screening then the candidate's contract would be terminated. Our training design is based that during training candidates would only have access to dummy data records.</p>
Concentrix	Award Criteria - Technical Merit General	12.4 If you are bidding on any other basis than a single supplier, please explain what governance and management arrangements you would put in place to manage the proposed commercial model.	<p>Concentrix will have a number of 3rd party suppliers and subcontractors working with us during implementation.</p> <p>For the effective management of multiple suppliers we will appoint an experienced Third Party Contracts Manager (TPCM) during the implementation REDACTED FOIA 2000 s43(2)</p> <p>Transition Governance meetings.</p> <p>As part of implementation initiation the TPCM will hold a kick-off day with all the suppliers' leads and Subject</p>

			<p>Matter Experts to enable them to:</p> <ul style="list-style-type: none"> · Meet their counterparts, · Become familiar with the overall aims and expectations of the program, · Understand the governance model to be used in the program <p>Detailed implementation planning with the suppliers will be managed through the Transition Project Management Office (PMO). The PMO reports to the TIM and is responsible for:</p> <ul style="list-style-type: none"> · Detailed planning · Risks and Issues · Managing changes to the plan · Change requests <p>Suppliers will update the PMO with progress against their implementation plan – the resulting updates will be consolidated into the overall Concentrix (Level 1) plan which is the basis for reporting to HMRC at weekly Transition Implementation Governance Meetings.</p> <p>Throughout the implementation the TPCM will hold weekly governance calls with each supplier, managing any risks or issues from a commercial or planning basis. The experience we have gained in previous projects shows us that the success of this process is dependent upon a common understanding of the requirements and deliverables but also the behaviours required to reach our goals:</p> <ul style="list-style-type: none"> * Collaboration * Team-work * Transparency * Integrity <p>Strict adherence to these principles will greatly assist in our successful delivery of the overall service to</p>
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			HMRC
Concentrix	Award Criteria - Technical Merit General	12.5 Please detail how you propose to work with the Authority to align with the proposed high level operating model detailed in Annexe 5 of the specification of requirements.	<p>Concentrix has structured our organisation by putting our customers at the heart of our operations. The model for supporting good client relationship management at all levels from executive management through to business users is embedded as an organisational norm and at a contractual level is embedded in the governance model and structure. The relationship is a partnership and not one of a 'vendor' relationship. The relationship defines how both parties must act.</p> <p>There is a large interdependency of the day to day operations and the long term relationship. Thus we put a clear and visible operational framework in place to create the environment in which we will work day to day. We put the relationship and governance structure and processes in place to promote communication, executive engagement, and goal alignment to be successful.</p> <p>As identified in annex 5 a clear structure needs to be in place to ensure information flows fluidly across organisational layers. All layers from both HMRC and Concentrix will be in regular contact productively addressing items as they arise. In addition customer satisfaction surveys will be carried out via our tools to identify any area for improvement with associated action plans to remediate or improve identified areas for improvement. The key to success will be based on a partnership approach with one clear goal in delivering the HMRC Services. As gleaned from a number of our delivery executives, lessons learned from similar engagements that would help optimise communications and relationships include:</p> <ul style="list-style-type: none"> · Effective Communications: lack of effective communications is often the leading reason for failed relationships. This is why we implement clear

			<p>reporting structures in our governance model and effective/robust escalation and dispute resolution procedures.</p> <ul style="list-style-type: none"> · Contract Clarity: need to ensure that both the Client and the Delivery Teams understand what the client is really asking for. Need to ensure clarity of operational metrics and requirements (e.g. how volumes are calculated and how SLA's are required to be applied). · Grass Roots Communications: a close working relationship must be built at the detailed working levels. This is where most communication does occur. It is imperative to engage the right associates at all levels at the right time. · Setting Realistic and Achievable Targets: it is important for all concerned to meet targets that have been set. Prior agreement on targets from both partners is very important. · Respectful Treatment: treat, deal and communicate with all parties with due respect. Treat people as you would want to be treated. · Open and Honest Dialogue: no relationship can flourish without open and honest dialogue. <p>Clarity of Roles and Responsibilities: all roles and responsibilities need to be clearly defined, documented and communicated. Roles may differ between HMRC and Concentrix where HMRC may, for example be required to set policy and authority levels whilst Concentrix would be required to execute processes and provide various forms of analysis.</p>
Concentrix	Award Criteria - Technical Merit General	13.1 Please confirm understanding of the illustrative PBR model detailed in Schedule A44 and Schedule B of the ITT	Yes

Concentrix	Award Criteria - Technical Merit General	13.2 Are you able to comply with the requirements of the illustrative PBR model shown at A44 and Schedule B of the ITT	Yes
Concentrix	Award Criteria - Technical Merit General	13.3 Please confirm understanding that you are bidding on a starting commission rate in respect of this contract	Yes
Concentrix	Award Criteria - Technical Merit General	13.4 Please confirm understanding of the incentivisation model outlined in Schedule A44 and Schedule B of the ITT and the dependency on meeting Key Performance Indicators, Service Level Agreements and Accuracy targets as described in Schedule E of the specification of requirements in order for those incentivisation payments to be invoked	Yes
Concentrix	Award Criteria - Technical Merit General	13.5 Please explain to us how you will deliver the Authority's requirement to maximise your payment under the PBR model, also ensuring benefit to the Authority	<p>We understand and support the Authority's Payment by Results model detailed in Schedule B – Pricing Schedules.</p> <p>There are two mechanisms to maximize our payment under the PBR model</p> <ul style="list-style-type: none"> • Ensuring that our target payment is achieved by meeting the AME savings target in each year • Driving further AME savings from the caseload provided <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Technical Merit General	13.6 Please confirm, if successful if you would require a different payment structure other than that outlined in Schedule A44 and Annexe B of the specification of requirements in the initial contract period to mitigate any cash flow restrictions, If so, please detail the sum of that fee and it's intended purpose. Please demonstrate understanding that this payment would be reconciled in future payments from the Authority	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria - Technical Merit General	13.7 If you are prepared to offer one variant bid to the payment methodology where the alternative proposition: Honours the principle that payment is directly related to the delivery of AME savings; and Offers better value for money than the model described in Schedule A44 and Schedule B of the Schedule of requirements. Please describe your variant offer below or add as an attachment.	REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	Any proposed transfer of Authority data must be approved by the Authority's appropriate Data Guardian in writing. If the Contractor is unsure whether the necessary approval has been obtained the data transfer must not proceed	We will comply with this requirement.
Concentrix	Award Criteria: Technical Merit Schedule H Security	<p>1.1 Whenever possible, putting data on to removable media should be avoided. Where this is unavoidable, prior approval for the use of moveable media must be sought from and given by the Authority's Data Guardian: Hard drives and personal digital assistants must not be used except in the circumstances set out in the Authority's Data Security booklet; and CD-ROM/DVD/floppy/USB sticks are only to be used after discussion and agreement with the Authority in advance of any such transfer.</p> <p>If the use of removable media is approved, data must be written to them in a secure, centralised environment and be encrypted to HMRC standards.</p> <p>Where used, all moveable media devices must be sanitised after use in line with HMG Information Assurance Standard IS5.</p> <p>If you anticipate transferring data on removable media during the delivery of this project please set out proposed transfer procedures for consideration.</p>	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria: Technical Merit Schedule H Security	1.2 Please provide details of how you will ensure their compliance with all aspects of this Security Plan. Please provide details of any accreditation or certification that they possess that is relevant to the work they will undertake for you in this project.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.3 Please also confirm your understanding and agreement that the transfer of any data to third parties is prohibited without prior written consent from the Authority	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.4 If appropriate, please provide details of any database you anticipate using in the delivery of this Contract that will include personal information relating to an individual. Please identify the precise data to be held, in what format/medium and the locations where this data will be processed. Also identify the people/roles that will have access to this data.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.5 If appropriate, in your security plan questionnaire response, please provide details of any paper records and files you anticipate using in the delivery of this contract that will include personal information relating to an individual. Please identify the precise data to be held, in what paper format and the locations where this data will be stored, managed and processed. Please also set out the means of secure storage and retrieval.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.6 Please provide details of the measures you have in place to ensure your staff are vetted to the standard required by the Authority	REDACTED FOIA 2000 s31(1)(a) and s43(2)

Concentrix	Award Criteria: Technical Merit Schedule H Security	1.7 How will you ensure that all your staff requiring access to Authority Data are aware of the confidential nature of Authority Data and comply with their legal and specific obligations, including the criminal sanction that applies under Commissioners of Revenue and Customs Act 2005 and the contract?	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.8 Please provide details of the ongoing training you provide to staff in respect of data security, including the identification and reporting of security incidents.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.9 Please provide details of your organisation's business continuity and disaster recovery plans in terms of Authority Data under this Contract. Set out where any back ups of data will be held and by whom they could be accessed	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.10 Please provide details of the overall security and access control of your systems (including use and control of back up systems) and how they meet Authority requirements as per the Authority's Security Policy.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.11 Please provide details of the technical and organisational measures you have in place, or are proposing to implement in order to protect Authority data from unauthorised or unlawful access, use or processing. Please also provide documentation or details outlining your organisations patching policy.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.12 Please describe how you will protect Authority data against accidental or malicious loss, destruction, damage, alteration or disclosure	REDACTED FOIA 2000 s31(1)(a) and s43(2)

Concentrix	Award Criteria: Technical Merit Schedule H Security	1.13 Please describe how you will ensure that Authority data is not stored, copied, disclosed, generated or used except as necessary for the performance of your obligations under the Contract or as otherwise expressly authorised in writing by the Authority	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.14 Please confirm your Information Commissioner registration number and details of how you ensure that your organisation and personnel comply with the Data Protection Act 1988 in accordance with Clause D2 of the Contract.	Contractor Concentrix Registration Number: Z5161519 Date Registered: 13 September 2001 Registration Expires: 12 September 2014 Data Controller: CONCENTRIX EUROPE LIMITED Address: 9 LANYON PLACE BELFAST CO ANTRIM BT1 3FJ SubContractors IBM Registration Number: Z5719761 Date Registered: 23 October 2001 Registration Expires: 22 October 2014 REDACTED FOIA 2000 s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.15 Please confirm that Authority Data will not be processed stored or made accessible from outside the United Kingdom without the express permission of the Authority	We confirm that Authority Data will not be processed stored or made accessible from outside the United Kingdom without the express permission of the Authority. REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.16 Please confirm that the infrastructure you propose to use has not been built/coded outside of the UK. Where such work has been undertaken outside of the UK, what steps have you taken or are taking to assure that vulnerabilities are identified and risks mitigated	REDACTED FOIA 2000 s31(1)(a) and s43(2)

Concentrix	Award Criteria: Technical Merit Schedule H Security	1.17 Please provide details of any contracts that you hold or have recently held with other Government Departments giving the protective marking applied to the service, impact levels of the data handled, the accreditation status of any services provided along with contact details for the department involved. If you have not held any Government contracts please provide details of your organisations status in respect of compliance and certification with ISO 27001.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.18 Please provide details of the security compliance regime in place to ensure that your organisation is not in breach of statutory obligations	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.19 The Authority has identified that this contract requires all personnel involved to sign confidentiality agreements in accordance with Clause D4.5. A template is provided at Appendix A and, in the event that your bid is successful, you must provide signed hard copies for all personnel involved in this contract	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.20 Premises - Please provide details of the security measures in place for restricting access to your premises including alarm systems and security staff. Provide details of how the movement of staff is restricted within buildings and sites to prevent unauthorised access to work areas.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.21 Portable media – Please provide details of the policies you have in place for the use of portable media and storage devices including the level of encryption and controlled access procedures should these be exceptionally loaded with Authority Data.	REDACTED FOIA 2000 s31(1)(a) and s43(2)

Concentrix	Award Criteria: Technical Merit Schedule H Security	1.22 Malicious software – Please provide details of the anti-virus software you use and how regularly you update it.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.23 Please provide details of the policies you have in place to manage access to Authority information, specifically in relation to:- (i) changes in access levels (ii) joiners and leavers (iii) IT and support staff	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.24 Please set out your proposed incident handling procedures in the event of electronic and hard copy data loss including but not limited to, items of portable media and equipment such as PCs, Laptops, Blackberry's, USB's, discs or similar. Such loss to include theft, attempted theft, misuse or inappropriate accessing of data within your organisation and those of any sub-Contractors or partners you may use to deliver the contract. This must include any remedial action that you would propose to mitigate the data loss, outline a documented reporting process and identify and provide contact details for a nominated member of your staff with responsibility for investigating the incident.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria: Technical Merit Schedule H Security	1.25 Please describe your disciplinary procedures in the event of a security breach involving Authority Data.	REDACTED FOIA 2000 s31(1)(a) and s43(2)

Concentrix	Award Criteria: Technical Merit Schedule H Security	1.26 All Authority Data held electronically (including back ups) or in hard copy form by the Contractor, must either be returned or destroyed at the end of the contract or when access to that data is no longer required, whichever is earliest. When equipment that holds or has held data is disposed of or destroyed, all data must be rendered unreadable and irretrievable. Please set out how you will meet these requirements.	REDACTED FOIA 2000 s31(1)(a) and s43(2)
Concentrix	Award Criteria - Quality	1.1 Please describe what quality assurance and monitoring procedures you use to ensure that your formal operating policies and procedures in respect of, health & safety, diversity and the environment are implemented effectively.	<p>Health and Safety</p> <p>Concentrix proactively plans and implements measures to ensure its health and safety objectives are met.</p> <p>This process considers hazards and well-being, legal, regulatory requirements, effectiveness of current operational controls and concerns of interested parties.</p> <p>There is active monitoring through inspections, audits and safety reviews. Maintaining the health and safety of employees is a key objective of senior management, the effective delivery of this is a shared responsibility between managers and employees. Managers must establish a culture where the priority assigned to safety and health is continually demonstrated. Employees must commit themselves to following established safe work practices, notifying management of any hazardous condition, taking action where appropriate to correct hazards, and promptly reporting accidents and near-misses.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Diversity:</p> <p>Concentrix embraces the benefits a diverse workforce brings to our business. It is our policy that no one at our Company should ever be subject to discrimination on the basis of: race; religion; colour; national origin; age; sex; gender identity; disability; veteran status; sexual orientation; marital status; or any other basis</p>

			<p>protected by law. Effective management of our workforce diversity policy is an important strategic objective. Every Concentrix manager and employee is expected to abide by this policy and uphold the company's commitment to workforce diversity and are accountable for ensuring that there is a work environment free of all forms of discrimination and harassment.</p> <p>Each employee at Concentrix must sign-up to a Code of Conduct that sets out our standard with regards to equality and diversity within our organisation. The Concentrix code of conduct expects that our company respects and values the diversity reflected in our various backgrounds, experiences and ideas. We must each be dedicated to providing an inclusive work environment that fosters respect for all our co-workers, clients, and business partners. We are committed to treating each other fairly and with respect.</p> <p>Concentrix HR is responsible for ensuring that the all business activities including hiring, training, compensation, promotions, transfers, terminations and social and recreational activities are conducted without discrimination based on race, colour, genetics, religion, gender, gender identity or expression, sexual orientation, national origin, disability, age or status as a special disabled veteran.</p> <p>These business activities and the design and administration of Concentrix benefit plans comply with all applicable laws. Concentrix also makes accommodation for religious observances. Concentrix HR report to the Concentrix management board on a regular basis on current status and progress on initiatives with regards to equality and diversity.</p> <p>Environment:</p> <p>Concentrix environmental policies are reviewed as part of our continual improvement process, forming an integral part of our regular governance reviews. An Employee Consultative Body interacts with colleagues</p>
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			<p>and their constituents, canvassing feedback for improvements to respective policies. These are in turn are reviewed by policy owners and submitted for finalisation at board level for implementation.</p> <p>Every employee and every contractor on Concentrix premises is expected to follow the environmental policy and to report any environmental, health, or safety concern to the Concentrix management team to enable prompt action to be taken.</p> <p>Employees receive training in the requirements relating to Concentrix policies in this area, and the requirements are reinforced at least annually as part of each individual's commitment to signing up to our Code of Ethical Conduct. This complies with environmental laws and our own environmental requirements.</p>
Concentrix	Award Criteria - Quality	1.2 Please describe what quality assurance and monitoring procedures you use to ensure that your staff training is implemented effectively.	<p>At Concentrix, we believe the staff are integral to delivering the service and meeting KPIs, that training sets the foundation for a successful delivery and that performance management is an ongoing process. Concentrix's performance management approach enables Root Cause Analysis of any performance issues and Benchmarking for continuous improvement.</p> <p>We recognize that there are three distinct aspects to ensuring that staff training is implemented effectively</p> <ul style="list-style-type: none"> - Assessment during training - Quality Monitoring in production to improve training effectiveness - Closed Loop Training Improvement <p>During Training:</p> <p>Periodic review sessions throughout training enable us to identify trainees with poor proficiency levels. We conduct remedial sessions and provide additional training material to scale up their proficiency levels quickly. In the "Business as Usual" stage, agents are</p>

			<p>updated on the clients' needs & new products/requirements through refresher training and team briefing sessions. The ongoing training procedures at Concentrix are a combination of developmental and product refresher training delivered during available time to optimize operations. Refresher training is conducted regularly and is performed by the Quality team. Internal weekly monitoring scores are used to identify areas of improvement.</p> <p>Quality Monitoring after Training</p> <p>Concentrix has a set of QA behaviours which are tailored to HMRC's specific needs. For staff who are performing below expectation, the QA team follows the Performance Improvement Plan and increases frequency of scoring, monitoring and coaching accordingly.</p> <p>A key output of the QA monitoring is focus on trends and we use this to identify areas where training effectiveness can be addressed to continuously improve performance.</p> <p>Closed Loop Training Improvement</p> <p>Concentrix operates a closed loop in terms of the monitoring and measurement of Quality to ensure that both Operational and Training processes reflect any issues uncovered during QA monitoring.</p> <p>This process leads to initiatives to improve the training content and delivery resulting in better training effectiveness.</p>
Concentrix	Award Criteria - Quality	1.3 Please confirm you understand that the HMRC logo will be used in relation to this contract and in accordance with the Authority standards only and will not be permitted for use for any other purpose	Yes

Concentrix	Award Criteria - Quality	<p>2.1 Please confirm how you would monitor operator performance to ensure that written communications are produced as per the Authority processes provided, and HMRC Charter. Describe what management assurance process you would implement to assure performance evaluators score the same historical case, compare and then discuss their results. In cases of disagreement the evaluators will refer back to the HRMC for the final scoring.</p>	<p>The Concentrix Quality Assurance team is a collaborative team of QA specialists and team supervisors/coaches.</p> <p>Quality checks are administered via trained Quality staff. In order to ensure that all the Quality staff are aligned, a bi-monthly calibration will be performed where One of the additional benefits Concentrix brings to HRMC is its scale and experiences across it client accounts - This means we can provide HRMC with unrivalled internal benchmarking and the benefit of cross industry leading practices. We also welcome the external benchmarking of our service and actively use this to drive improvements into our overall service delivery.</p> <p>Quality Management: Written Communication:</p> <p>To ensure that all tax credits customer details are correct and that the specified fact sheets have been included on outbound letters Concentrix will setup a process to check 100% check of letters prior to dispatch. Once HRMC are confident with the quality levels being achieved these we will reduced to a random sample % agreed with HMRC applied to start, middle and end checks per batch of outbound letters.</p> <p>We will agree the quality measures, quality recording format and calibration process with HRMC prior to the start of the service. The customer details for each letter will be checked by quality dispatch against the verified customer data held on the system. Each letter type will be checked to ensure the fact sheets included are as defined by the letter and as agreed by the process. The process will ensure that errors and omissions are not only corrected prior to dispatch but there is a quality loop back to where the fault was created. E.g. Incorrect input, process error etc.</p> <p>Quality Management Assurance</p> <p>As part of the management assurance process an agreed percentage of quality checks will be re-checked</p>
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			<p>by the quality team leaders to ensure that the quality checks are being performed and recorded accurately. All identified issues will be recorded and analysed to understand if further improvements/retraining is required. Our quality management approach includes:</p> <ul style="list-style-type: none">• Providing regular quality management reports to HRMC and Concentrix Operational Management;• Provide quality trend reporting to identify new and pervasive issues;• Regular daily, weekly and monthly reviews of quality issues and improvements are held at each level of operational and management with the delivery organisation;• Pervasive issues are identified, communicated and corrective actions are put in place <p>Please refer to the attachment which is a graphic representation of our quality process for HMRC.</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Quality	<p>2.2 Please confirm how you would monitor operator performance to ensure that calls are conducted as per the Authority processes provided and HMRC Charter, Describe what management assurance process you would implement to assure performance</p>	<p>At Concentrix we use a systematic, iterative approach to quality which encourages agents to take ownership of their success and have a clear understanding of what is expected. This is managed through 'RAG' (Red, Amber, Green) whereby on an on-going basis each agent is assigned a quality flag based on how they are scoring via tailored QA monitoring forms. The approach includes: Customer Satisfaction (e.g. number of complaints, adherence to contact standards), Call Quality (e.g. adherence to HMRC process) and Business Process Quality (e.g. adherence to HRMC documentation production standards). These range of key performance indicators are used to provide a Balanced Scorecard to get a total view of the individual performance and the service we provide to our clients.</p> <p>Quality checks are administered via trained Quality staff. In order to ensure that all the Quality staff are aligned, a bi-monthly calibration will be performed where evaluators score the same historical case, compare and then discuss their results. In cases of disagreement the evaluators will refer back to the HRMC for the final scoring.</p> <p>Operator Performance Call Monitoring: Our quality assurance coaches will quality assure a random sample of 10% of live calls. This will be undertaken by sitting with the agent and listening in and coaching/correcting the agent as the calls are being made.</p> <p>Using the functionality within the NICE call recording system, we will select a further random sample of 10% of call recordings to be checked on a weekly basis.</p> <p>We will work with HRMC to agree the mechanism for the determination of how the 10% will be identified to ensure a random selection across all call types. Results are communicated to the agents through coaching sessions where we focus on providing a positive coaching experience for all agents weekly.</p>
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			<p>The goal of the coaching sessions is to celebrate success by talking about our strengths and focusing our energy on improving skills to ensure we always meet the quality targets.</p> <p>Quality Management Assurance</p> <p>As part of the quality management reporting, all identified issues will be recorded and analysed to understand what further improvements/retraining is required. Our quality management approach includes:</p> <ul style="list-style-type: none">• Providing regular quality management reports to HRMC and Concentrix <p>Operational Management;</p> <ul style="list-style-type: none">• Provide quality trend reporting to identify new and pervasive issues;• Regular daily, weekly and monthly reviews of quality issues and improvements are held at each level of operational and management with the delivery organisation;• Pervasive issues are identified, communicated and corrective actions are put in place <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Quality	<p>2.3 Please provide details on the general training you provide to your operators and the specific training you would give to them in respect of this contract to ensure they are aware of the obligations placed upon them and are competent in carrying out HMRC delegated functions. Please provide details of any processes in place to address the needs of operatives who fail to meet minimum standards (A5, A35)</p>	<p>Our Training department works hand-in-hand with the Recruitment, Quality, and Operations teams to ensure the delivery of a quality service. The effectiveness of our training is critical to ensure our staff work efficiently, securely and deliver value to HMRC.</p> <p>Concentrix will work in a collaborative manner to deliver training materials and approaches that deliver the needs specified in the ITT. We welcome the recommended 'Train-the-Trainer' (T3) approach where we will have an initial training opportunity for the Concentrix Trainers, Quality resources, Coaches, Supervisors and Ops Management. We will be delighted to welcome your training team to Belfast to facilitate T3.</p> <p>Once our trainers are fully up-to-speed, the first 'new hire' agent training is then typically led by Concentrix and the client Trainers together, depending on the resource available from HMRC to support us. Upon completion of the initial agent training and the certification of the Concentrix Trainers by HMRC, the Concentrix Training team is then self-sufficient and will conduct all future training.</p> <p>At Concentrix, Classroom based training is focused on identified learning goals with specific learning activities developed to deliver these goals. Assessments are then used to ensure the agents master each competency before they can graduate on to the operational floor. All agents must graduate via an assessment before being released on to the operational floor to serve a three month probationary period. If agents fail at any stage they will be permitted to take a re-sit of that aspect of the training material. They will be provided the necessary support to improve skills or areas where they are struggling.</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Quality	<p>2.4 Please detail what management assurance would be in place to assure both performance and the implementation of HMRC functions, displaying a clear understanding of those functions and the importance of safeguarding both taxpayers personal information and the reputation of the authority in undertaking the delegated functions. (A5, A38, A39)</p>	<p>Concentrix will operate the Services in accordance with the Commissioners for Revenue and Customs Act 2005 (CRCA), the Tax Credits Act 2002 and associated regulations as delegated by the Commissioners of HMRC. We recognise in doing so however that The Commissioners of H M Revenue and Customs remain accountable for the exercise of the functions provided by Concentrix and will require to satisfy itself that the Concentrix services comply with the regulations and are being carried out lawfully and properly.</p> <p>Quality and adherence to HMRC policy and process (as outlined in ITT) will be a key measure of success for this contract. Concentrix understands that failure to comply with the Authority's requirements in this regard will be considered as a material breach of contract and importantly will have a damaging relationship and reputational impact for both Concentrix and HMRC. Working with the Public Sector is a key part of our core strategy for business growth for the UK. It will be the platform for our reputational growth and HMRC can be assured that it will be visible at our global executive level – failure or sub standard service will not be an option.</p> <p>Management assurance for both performance and adherence will be delivered and reported on to HMRC as part of our regular governance process.</p> <p>External Audit</p> <p>We welcome and expect the Authority to require access to all data, files, recordings, and management information related to EFAC in order to audit for quality and compliance purposes. This is similar to how we work with our other clients where they occupy desks in our delivery locations and have access to our systems, are able to audit and monitor quality. This level of access extends to our subcontractor premises and systems.</p>
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			<p>Internal Concentrix Management Assurance</p> <p>Concentrix will manage its operations in line with the Authority Monitoring, Assurance and Quality Framework as outlined in Annex 1 and Section 14(5) of the CRCA.</p> <p>We will employ a Compliance Officer as part of our Governance structure. This individual will be responsible for designing and implementing internal controls, policies and procedures to assure compliance with applicable laws and regulations and third party guidelines, managing audits and investigations into regulatory and compliance issues, and responding to requests for information from regulatory bodies. This role will be permanent and based in Belfast. Cognos is used for all the MI reporting that is required.</p> <p>We will employ an IT Security Officer as part of our Governance structure. Security is a key theme running throughout our service, as we understand the sensitive nature and implications of any security breach. Data security is paramount, that is why data is only trusted to one location, REDACTED FOIA 2000 s43(2). There will be no data on site. The systems that manage the case data are IL3 accredited. Access to the systems will be through password protected logons. All HRMC delivery areas will be secure and accessible only by staff working on delivery for HMRC.</p> <p>There will be a dedicated Quality Assurance team who will monitor the quality of verbal and written case work, will evaluate the quality of work carried out by our subcontractors such as the Post Room and will provide feedback and management information related to those quality checks. Where issues are identified the Quality team will work with the respective parties, to develop a corrective action plan and monitor the actions to acceptable closure of the issue. This quality regime is specifically designed to meet the rigorous quality, adherence and monitoring requirements in the ITT.</p>
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			<p>We clearly understand the importance of recognizing that our service delivery must be geared to maintaining the reputation of HMRC. All staff will receive training on the standards expected and issues or behaviors which can cause us to degrade HMRC's reputation will be a key element of our QA checklist and result in rapid response to ensure that reputation is maintained.</p>
Concentrix	Award Criteria - Quality	<p>2.5 Please detail how you will ensure that the delegated functions of the HMRC commissioners are not subject to misuse.</p>	<p>The potential for Fraud within an operational context is addressed initially during implementation, where a frank discussion will be carried out with HMRC to understand the risks of fraudulent activity, the identification of fraud and any controls that have been put in place by the client to combat fraudulent activity. These are then replicated by Concentrix within the operational environment with applicable controls being devised and put into place during implementation. Our security incident process facilitates whistleblowing by allowing anonymous entries to be submitted. Equally, a specific fraud section is available on the security incident notification form. Checking this option escalates the incident directly to the Executive Team for investigation. As a registered company, we are also subject to external financial audits as well internal financial audits and submission of financial records in line with the requirements of our parent corporation (Synnex, listed on NYSE so required to submit financials). Our adherence to the ISO27001 standard also means that we have a comprehensive Legal, Regulatory and Contractual Matrix in place. This identifies key legislation applicable to the company and outlines how we meet the requirements. This matrix covers relevant fraud, bribery and money laundering regulations which we have demonstrated adherence to through our ISO27001 certificate. Segregation of duties is applied within all departmental functions and is applied within both physical and logical contexts. Access to particular areas of the business are</p>

			<p>restricted dependent on role and authority level- for example a senior manager will have a higher degree of access to facilities than an agent. This access is typically reviewed quarterly and is also removed in cases of employees leaving as part of an overall Leavers Process. Likewise, access can be removed remotely from swipe access cards in cases where they have been lost or stolen. Logical access is likewise governed and reviewed based on role and authority of each individual employee. Access to folders, documentation and systems is governed and maintained by the IT team depending on business requirements. Active directory and security group policies are applied to specific groups and individuals. Any amendments to this setup is required to be requested in writing and authorised by the Technology manager prior to implementation. This process also applies to temporary access requirements, with any privileges applied to an individual or group being revoked once the need has been removed. Shared directories are also segregated by contract and department. A regular review is carried out of logical access in order to ensure that the appropriate level of access is granted to each employee.</p>
Concentrix	Award Criteria - Quality	2.6 Please state what you see the three key risks to this contract are and how you would manage and mitigate those risks achieved.	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria - Quality	<p>3.1 Please provide details of the assurance procedures you use to ensure that customer complaints are kept to a minimum. (A 18 – A 20)</p>	<p>Key elements of our service delivering assurance in the minimization of customer complaints include:</p> <ul style="list-style-type: none"> • Case Management system supporting the agents process customer details under review with a robust and efficient workflow, thus avoiding errors which can ultimately lead to customer complaints • Knowledgebase to support real time information updates and assistance in handling newly learned practices or processes. Again, this will ensure agents are provided with the correct level of information to do their job properly, and therefore avoid complaints. • Measurements systems to monitor complaints, and respond to any trends related to a specific person, or process area, so that the problem can be eliminated and thus preventing further complaints around the same area. • Our approach to quality is “Putting the Customer Experience at the Heart of Everything we do”, all agents are trained to, and expected to follow this principle. <p>These assets are utilized by our Quality Assurance teams whose function is to ensure that the service and individuals employed in the service focus on ensuring that there is no source of complaint within the control of the operation which is not being addressed.</p> <p>Our Quality Assessment Procedures are designed to ensure that the work quality of all staff is monitored, assessed and feedback to the employee and management. This enables areas for improvement in the customer experience delivered, in adherence to process, in training effectiveness and retention are identified and actioned at an individual level.</p> <p>Our Quality Assessment procedures operate in a closed loop manner focused on driving further improvements and removing the sources of complaint at both an individual and at a service level.</p>
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			<p>Our Voice of the Customer Analytics capability also allows us to add value to HMRC by feeding back actionable insight on complaints and the causes of complaints so that while we focus on ensuring that our staff and service are not a root cause we provide intelligence to HMRC of any other complaint factors which could be resolved for the benefit of the service and it's customers.</p>
Concentrix	Award Criteria - Quality	<p>3.2 Please outline how you would incorporate lessons learned from undertaking reconsiderations of supplier cases to continuously improve.</p>	<p>In our solution design for Customer Experience (A24) we paid specific attention to the means in which we would implement specific processes to ensure that A24.5 is met in full and that the tools, processes and procedures by which we learn from customer complaints is also informed by the undertaking of reconsiderations.</p> <p>Our Quality Assessment procedures operate in a closed loop manner focused on driving further improvements and removing the sources of error at both an individual and at a service level.</p> <p>For every outcome which generates an unsatisfactory result (be that a complaint, an error, misunderstood communication or other source) we continuously look to identify the root cause of that result so that we can incorporate the lessons learned to improve our techniques, processes and training.</p> <p>REDACTED FOIA 2000 s43(2)</p>

Concentrix	Award Criteria - Quality	3.3 Please provide details of the number of complaints upheld in the customers favour in the last 12 months on a project comparable in size and/or nature; detailing what percentage this was of the total work load processed; the average time it took to resolve complaints and how many complaints were taken to arbitration, an Ombudsman or Adjudicator service (A 18 – A 20)	<p>REDACTED FOIA 2000 s43(2)</p> <p>We utilize our documented Complaint Handling Procedure and through this we capture the following key data electronically to measure results.</p> <ul style="list-style-type: none"> • Date and time • Name of person recording the complaint • Situation identified (description of complaint) • Name of complainant • Impact of complaint on complainant (importantly, is there threat to health and safety?) • Complainant's expected outcome and timescale • Name of person responsible for resolution (owner) <p>Through the logging of the situation of the complaint all complaints are reviewed by a segregated quality team to ensure separation of duties. Through this data they are able to identify where there may have been issues in how a customer's interaction was handled, or with tone and treatment.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Quality	3.4 Please provide details on the processes and procedures you use to resolve customer complaints and provide comment on the success provided by such and demonstrate how these would accommodate the Authority Complaints Handling standards (A 18 - A 20)	<p>We employ has a complete and consistent approach to complaint handling which focuses on rapid and thorough resolution.</p> <p>An overview of our Complaint Management Process that is provided below and for our delivery for HMRC this will be augmented to ensure that all of the requirements of A18-A20 and Annex 13 are satisfied:</p> <ul style="list-style-type: none"> * A Dedicated Resolution Owner (DRO) is assigned to the complaint and is responsible for ensuring that 100% of complaints are dealt with and documented in accordance with our client's complaint handling procedures.

			<ul style="list-style-type: none"> * They then document the complete details of the complaint, including a summary of actions already taken * Thereafter, the DRO coordinates the appropriate Concentrix resources to develop an action plan and resolve the issue. * For delivery of this service – the action plan will be to follow the steps and actions specified in A18-20 and Annex 13. * All customer interactions from initial contact through creation of the action plan and to final complaint resolution are measured by Concentrix to ensure that each client's situation is dealt with appropriately. * Surveys are conducted with clients who have identified issues to determine how well Concentrix addressed their issue. (note that this step may be omitted at HMRC's discretion) * Reports are run and analysis carried out to ensure our complaints performance and resolution rates are continuously improving * Regular reports on complaint rates, progression and open complaints are provided to our Client. This process has proved extremely successful (in the last 12 months on our largest public sector account, zero complaints have been registered). This process will be augmented to meet the specification detailed by HMRC – specific process additions include: <ul style="list-style-type: none"> * Complaints which are identified as requiring investigation by HMRC are passed to HMRC promptly as per Annex 4 upon notification of the complaint. * Record specific information against the customer record depending on complaint type in accordance with HMRC's specification. * Making redress payments where appropriate to the customer.
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Concentrix	Award Criteria - Quality	3.5 Please confirm you are able to comply with the transfer of customer data back to the Authority when requested to do so by the Authority as a result of a dispute, complaint or appeal or a supplier case being dealt with by the Authority, as described in A19 and A28 of Schedule A. A19 and A28	<p>We can confirm that we are able to comply with the transfer of customer data back to the Authority when requested to do so by the Authority as a result of a dispute, complaint or appeal or a supplier case being dealt with by the authority. In order to meet this requirement, we would take the following steps; A list of the cases to be returned would be received from HMRC</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Quality	4.1 Please provide details on any customer charter you have in operation, and detail the performance of your operation against that charter. (A24, A18 - A20)	<p>A customer charter sets the standards for a company regarding customer service. Its aim is to improve access to an organisation's service and to promote quality. A customer charter also helps employees by clearly setting out services their organisation provides and ensuring they understand their own personal goals that must be achieved to help ensure the organisation achieves the goals of its customer charter.</p> <p>REDACTED FOIA 2000 s43(2)</p>

Concentrix	Award Criteria - Quality	<p>4.2 Please provide detailed information on how you will ensure that the Service Levels and KPI's detailed in Schedule E of the draft contract will be achieved.</p>	<p>Concentrix will ensure that sufficient staff members are available to meet the Key Performance Indicators and Service Levels, we have initially adopted a two centre approach to ensure robustness and flexibility to meet the Service Levels - as we obtain more detailed information on workflow patterns, we will alter our staffing patterns to best meet the workload and to ensure that we have optimal service level coverage.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Concentrix will have a dedicated Management Information team, using REDACTED FOIA 2000 s43(2) who will ensure regular and detailed reporting on each of the Service Levels and KPI and Concentrix will monitor on a regular basis progress against KPI indicators. Regular meetings will be held between MI, Operations Management and Executives to ensure that any issues which could indicate failure of KPIs are discovered and rectified.</p> <p>Using a combination of Subject Matter Experts (Technical Mentors) and Quality Analysts, Concentrix will ensure that continuous feedback is completed, ensuring that lessons learnt are disseminated throughout all staff members. Processes and procedures will be detailed to ensure that KPI's are taken into consideration at all points.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Quality	<p>4.3 Please provide details on how you will test and assure any continuous improvement in relation to the service provision to monitor impact against KPI's, SLA's and Performance stipulated in Schedule E of the draft contract</p>	<p>As Concentrix gets more familiar with the processes and procedures, the Quality Assurance Team will provide suggestions to improve the REDACTED FOIA 2000 s43(2) service levels and KPI's in relation to the agent handling of cases, error rate. The Analytics solution we will be putting into place will continually improve as cases are worked on – improving on both detection level and strike rate. Should a Service Level or KPI be missed</p>

			<p>– Concentrix will investigate and diagnose the root cause of the failure and prepare an assessment required to recover and ensure that the failure is not repeated. The Management Information Team, Operations Management and the Delivery Project Executive will work with the Authority to ensure that a plan is agreed to remedy the situation. Concentrix will ensure that the HMRC Customer Charter is taken into consideration during continuous improvement : “Be professional and act with Integrity” will be at the core of everything we do, and we will ensure that our agents have this at all levels. Our Quality Assurance Team will be responsible for coaching and supporting all levels of staff, and using the Technical Mentors we will ensure that any changes to processes and procedures to improve Service Levels or the service to the Authority are disseminated out to all levels of staff. The training department will continually refine training materials for backfilled attrition staff members so that the training is always completed on the latest procedures.</p>
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Concentrix	Award Criteria - Quality	<p>5.1 Please provide detail on your recruitment policies, confirming that your processes will meet HMG BPSS and provide copies of those policies (A37)</p>	<p>We confirm that our recruitment processes for this contract will meet HMG BPSS and have attached our recruitment policies. Staff Vetting</p> <p>For HMRC we can confirm we will adhere to the mandatory pre-employment controls that are set out in the HMG Baseline Personnel Security Standard required to address the problems of identity fraud, illegal working and deception generally</p> <p>All Concentrix employment offers are subject to staff vetting, which includes satisfactory references from current employers, criminal background checks, pre-employment medical questionnaires and evidence of eligibility to work in the UK. We also ensure that we comply with the: Asylum and Immigration Act of 1996.</p> <p>Concentrix also contractually obliges all its sub-contractor companies to comply with this process.</p> <p>Concentrix has experience of enhanced vetting requirements particularly for our public sector clients.</p> <p>REDACTED FOIA 2000 s43(2)</p> <p>Diversity and Equality - Concentrix and our partners are committed to ensuring HR processes are non-discriminatory. Concentrix's definition of diversity includes all human characteristics that make us unique as individuals.</p> <p>Concentrix recruitment process In each case we will develop Bespoke Job Profiles for all job roles and create recruitment tests to match those profiles. Each job role has a skill profile and defined experiences, including social and soft skills. Skills and experiences are divided into required and preferred specifications. For example, for HMRC such Bespoke Job Profiles would not only define the technical skills required but also reflect the nature of the work (i.e., factual, process orientation, high listening and learning skills) and the ability to work in a controlled and structured manner. These will be used to assess candidates; first in a pre-screen process then followed by interviews and</p>
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			<p>assessment centres. Pre-Screen Process - if the Application meets defined criteria the candidate will be invited for a telephone interview to assess telephone communication quality and style. After a successful pre-screen, candidates will be invited for an interview and to attend an assessment centre, which often happen on the same day.</p> <p>Depending upon the role and level other selection tools in the screening process may include:</p> <ul style="list-style-type: none">* A technical test (e.g. IPAT)* Aptitude test* Personality tests <p>Assessment Centre - Observing people over a number of hours allows them to relax and be themselves as well as providing the opportunity to see them interacting with a variety of potential colleagues in a number of different situations, giving a more rounded view of the candidate. An assessment day will be designed specifically for HMRC to explore and identify the specific skills required for example; leadership skills, coping with diversity, remaining calm under pressure etc. Where the candidate is successful, assessments from this process will be passed on to their new manager and provide the starting point for the individual's ongoing development plan.</p> <p>Typical recruitment lead times depend largely on circumstances. For this contract we will have 14 weeks available to hire operational staff and agents and will assume a 10% transition attrition when we calculate our recruitment headcount. Vetting and BPSS Baseline Personnel Security Standard & DBP (Disclosure and Barring Process) can take up to 4 weeks so staff will have contracts based upon successful BPSS vetting however all initial Concentrix vetting will be done prior to acceptance.</p>
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Concentrix	Award Criteria - Quality	<p>5.2 Please display that you are able to and how you will meet the stipulations laid out in Schedule A37.1 - A37.30 of the ITT and how you will manage Authority involvement in that process</p>	<p>We confirm that our recruitment processes for this contract will meet HMG BPSS and comply with the stipulations laid out in A37.1 to A37.30.</p> <p>All Concentrix employment offers are subject to staff vetting which includes satisfactory references from current employers, criminal background checks, pre-employment medical questionnaires and evidence of eligibility to work in the UK. We also ensure that we comply with the:</p> <ul style="list-style-type: none"> *Asylum and Immigration Act of 1996; *Rehabilitation of Offenders Act 1974. All Concentrix employees are required to complete a criminal background check form and provide their consent to this check being completed. <p>Concentrix also contractually obliges all its sub-contractor companies to comply with this process.</p> <p>Concentrix has processes for enhanced vetting requirements in place to support client specific vetting requirements. As an example of this process, at SWOne, although all staff from Avon and Somerset police were seconded to the Joint Venture company, Concentrix set up a CRB office to re-process the checks of all 500 staff to ensure compliance.</p> <p>For the specifications requiring Authority involvement we will work closely with the Authority's program office during program mobilisation to establish the interfaces and processes we both need to ensure that staff recruitment meets the timelines required by the Authority.</p> <p>Specific Authority involvement is required throughout and we will facilitate and assist in the Authority's performance of it's duties here by:</p> <ul style="list-style-type: none"> * Providing assurance that our documentation verification process meets the Authority's Standards * Facilitating and co-operating with the Authority's right to audit in accordance
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			<ul style="list-style-type: none"> * Consulting with the Authority in the event of adverse pre-employment screening before making any hiring offer * Providing notification and details of any individuals who have previously been dismissed * Providing notification of any prospective hire who was previously employed by HMRC * Sharing self-declaration information from employees during their employment * Providing of weekly lists, details of joiners and leavers, and approved personnel involved in delivering the service * Sharing of relevant policies such as Conduct and Discipline and Joiners and Leavers with the Authority.
Concentrix	Award Criteria - Quality	5.3 Please provide detail on the attrition rates of staff within your organisation and measures in place to encourage staff retention. Detail how these would be applied to this contract	<p>Concentrix's current attrition rate in our UK delivery centres is between 2-3%, which is below industry average. Retention - Having selected the best people, it's important they should want to stay with us. We retain our existing talent by offering challenging work, leading edge work/life programs and shift patterns, competitive pay and benefits programs, training and development programs, recognise and reward good performance, and pay-for-performance incentive programs that differentiate high achievers based on results. We provide a positive and empathetic environment where colleagues feel listened to, valued and involved and where continuous learning and self-improvement are proactively encouraged through positive coaching and performance management. Specifically we will manage attrition by;</p> <ul style="list-style-type: none"> n Regular briefings and Team Meetings to communicate strategy, long-and short-term plans, performance reports and up-to date news and to discuss experiences and suggestions 'from the front line' with direct access to senior Management for feedback n Performance-related recognition and active career management,

			<p>allowing individuals to be rewarded for acquiring additional skills and competences, staff attendance, long service and achieved business results. n Awards and Sponsored incentive schemes: “Agent of the Month” award and an Annual Incentive Program where the top agents globally and taken on a luxury holiday with their partner. For HMRC specifically; During the first 6 months our planned headcount is significantly higher than the steady state numbers. In order to avoid having to let staff go in our Belfast location, which would have a negative effect on morale, our intention is to locate all the temporary staff in our centre in Gourrock, in Glasgow. These will be temporary staff contracted by REDACTED FOIA 2000 s43(2), who is highly experienced at managing temporary staff. Within the Belfast centre, our intention is to manage any required reduction in headcount through attrition. The operating model will allow for agents to progress as they learn and are accredited in new skills and we will increase their remuneration as they deliver increasing business value. This will give them a progression plan within role. As agents become more multi skilled and experienced they can progress to an SME role and eventually, if they have the right management and coaching skills, to a team leader. We recognise the importance of retaining experience within the HMRC contract and we will therefore encourage onward progression and will financially reward longer serving staff. Staff will also have the opportunity to move into different roles within the organisation and progress within different clients, as this is an important strategy for overall attrition management.</p>
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Concentrix	Award Criteria - Quality	<p>5.4 Please describe how you plan to manage succession planning in relation to this contract, detailing how you would ensure adequate learning and development of staff applied to the contract and secure the knowledge gained on the contract to allow supplier self sufficiency when the Authority withdraws presence from supplier site.</p>	<p>Development of future leadership and staff career development is a core competency of Concentrix. We operate this philosophy throughout our organisation from growing SME's and team leaders from our operations staff, through to growing, coaching and empowering developing management and executive talent.</p> <p>We have developed a tailored knowledge capture and transfer plan to ensure that we maximise the benefit of the Authority's presence on site in the early days and to ensure our self sufficiency is achieved as quickly and seamlessly as possible.</p> <p>We will collaborate with the Authority's personnel to capture this knowledge into our SOP's (Standard Operating Procedures) for the service which will be maintained within a centrally managed knowledge repository. All of our staff will be trained on the SOPs prior to starting work, and will then receive ongoing update training to keep them current in each of the SOPs.</p> <p>Operators and case workers will be supported as they carry out their daily work by a team of SMEs. These be made up of experienced staff who have reached a level of knowledge across a wide range of SOPs. Their role will be to support the less experienced agents particularly around some of the less widely used SOPs.</p> <p>As SMEs move into different roles within the HMRC organisation (e.g Team Leaders or Quality Managers) they will be backfilled by agents who are deemed to have reached the required level of knowledge to be an SME. So there will be a natural succession of roles, based upon experience gained from time in the role.</p> <p>With the level of knowledge within the team, they will quickly reach a level of self sufficiency which will allow the Authority to withdraw from the site.</p> <p>Aligned to our operational delivery we will have a</p>
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			<p>training team to deliver ongoing training needs for the agent population with regards to processes, policy and systems.</p> <p>In addition Concentrix Learning and Development department provide supplemental programs to help foster continual growth. This includes our Leadership Enhancement and Advancement Program (LEAP) as well as our SHINE Customer Interaction program. These comprehensive programs are delivered to ensure constant advancement for our employees. As appropriate, our team would be encouraged to enroll in development opportunities such as our Future Leaders program where Concentrix has successfully grown our management population, driven up tenure and employee satisfaction.</p> <p>Key personnel on the contract (Project Executive, Compliance Officer, Security Officer, etc) will have designated deputies to ensure continuity and to maximise knowledge and know-how retention throughout the contract duration.</p>
Concentrix	Award Criteria - Quality	5.5 Please provide detail on the performance management of staff systems you intend to apply to this contract, explaining any performance markings you plan to apply and what they are based on. Please detail any incentive and performance improvement measures you intend to apply to this contract (A35, A36)	<p>Concentrix will provide a Quality Assurance process and toolset for use within both Delivery Centres to deliver a consistent and quality service quality to HMRC.</p> <p>Concentrix knows that the Agents are integral assets of the business and we need to provide an environment where each and every agent is not only performing to their best but also are operating HMRC's business process as agreed.</p> <p>Quality Performance Monitoring at Concentrix is carried out with three objectives:</p> <ul style="list-style-type: none"> * Meeting HMRC agreed KPI's and service levels; * Objectively assessing Agent performance; and * Contributing to our ongoing pursuit of excellence and efficiency.

			<p>The quality is achieved through recording a sample of interactions, voice, and non-voice, then scoring and coaching each agent on the results of this recording. This coaching is core to the improvement and the feedback is standardised via our quality process tools. Monthly calibration sessions are conducted with all team members including management, team leads, trainers, process team members and quality analysts to provide consistency in coaching practices</p> <p>Within our Delivery Centres Concentrix has dedicated Quality Assurance teams whose primary role is to see that all Agents delivery the high levels of process adherence and first time resolution expected by HMRC. To achieve this Concentrix will work collaboratively with the HMRC Mentors to develop tailored Agent score cards which our Quality Assurance team will then use to score individual Agent's performance. Where quality is below expected performance levels this in turn will generate an Agent Quality Improvement Plan, which may result in additional coaching and training of the Agent being identified.</p> <p>100% of calls into and out of the delivery centre will be recorded and securely stored. The Quality Assurance team will then monitor the specified sample size and scope of calls, letters and cases, using a jointly agreed evaluation scoresheet. An example of some measures we would expect for this contract are;</p> <ul style="list-style-type: none"> • Accuracy of Data Input i.e. customer details • Adherence to process i.e. caller authentication • Adherence to HMRC customer charter • Agent behaviours i.e. authority, listening skills, tone and treatment <p>Performance management is based on a "Balance Scorecard", whereby each element of the performance sheet is assigned 'weights' to arrive at a balanced scorecard. Elements will be jointly defined based upon HMRC KPI's.</p>
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			<p>Incentivisation and overall performance management is typically based upon 3 levels;</p> <ul style="list-style-type: none">• Exceeding expectations• Meeting expectations• Below expectations <p>An element of our Agent remuneration will be based upon performance levels. As part of the agent's growth and development, Team Leaders and/or managers review all scored contacts with the agents monthly to reinforce the positive points, as well as providing coaching for on-going improvements.</p> <p>Trend Analysis: Quality data is collected on a monthly basis and tracked to show historical results and to identify trends for improvement areas. The reports are available at the agent and management level. These indicators help determine the type of on-going training required, while also identifying opportunities to re-evaluate and enhance existing training or coordinating process improvements with the Training and Process teams.</p> <p>Internal process audits are conducted as required, and generally on a monthly basis to verify that new processes are being followed. Like a "Mystery Shopper", process conformance and execution is tested internally without customer impact.</p>
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Concentrix	Award Criteria - Quality	5.6 Please describe what internal checking mechanisms you would apply to this contract to manage any conflicts of interest that may arise in relation to staff (A41)	<p>The potential for Fraud within an operational context is addressed during implementation, where a frank discussion is carried out with the client to understand the risks of fraudulent activity, the identification of fraud and any controls that have been put in place by the client to combat fraudulent activity.</p> <p>These are then replicated by Concentrix within the operational environment with applicable controls being devised and put into place during implementation. Our security incident process facilitates whistleblowing by allowing anonymous entries to be submitted. Equally, a specific fraud section is available on the security incident notification form. Checking this option escalates the incident directly to the Executive Team for investigation. As a registered company, we are also subject to external financial audits as well internal financial audits and submission of financial records in line with the requirements of our parent corporation (Synnex, listed on NYSE so required to submit financials). Our adherence to the ISO27001 standard also means that we have a comprehensive Legal, Regulatory and Contractual Matrix in place. This identifies key legislation applicable to the company and outlines how we meet the requirements. This matrix covers relevant fraud, bribery and money laundering regulations which we have demonstrated adherence to through our ISO27001 certificate.</p> <p>Segregation of duties is applied within all departmental functions and is applied within both physical and logical contexts. Access to particular areas of the business are restricted dependent on role and authority level- for example a senior manager will have a higher degree of access to facilities than an agent. This access is typically reviewed quarterly and is also removed in cases of employees leaving as part of an overall Leavers Process. Likewise, access can be removed remotely from swipe access cards in cases where they have been lost or stolen. Logical access is</p>
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			<p>likewise governed and reviewed based on role and authority of each individual employee. Access to folders, documentation and systems is governed and maintained by the IT team depending on business requirements. Active directory and security group policies are applied to specific groups and individuals. Any amendments to this setup is required to be requested in writing and authorised by the Technology manager prior to implementation.</p> <p>This process also applies to temporary access requirements, with any privileges applied to an individual or group being revoked once the need has been removed.</p> <p>Shared directories are also segregated by contract and department. A regular review is carried out of logical access in order to ensure that the appropriate level of access is granted to each employee.</p>
Concentrix	Award Criteria - Quality	5.7 Please describe the procedures you would use to deal with grievances that are the result of a conflict which was not identified.	<p>Where a grievance was as a result of a conflict of interest not previously identified we will follow our standard grievance process but involve our security manager alongside the line manager. The learning's from that conflict will then be embedded into the security operational procedures</p> <p>Standard Grievance Procedure</p> <p>Stage 1 - Submission of Grievance</p> <p>Should an employee wish to raise a grievance regarding their employment, they must submit a written statement of the grievance to their manager (If their grievance is with their manager, they should submit a written statement to their manager.) Prior to the hearing of the grievance, the employee must also provide particulars on the basis for the grievance. The manager will subsequently arrange a hearing with the employee within 5 working days from the time both the written statement and the particulars on the basis for the grievance are provided and attempt to resolve the</p>

			<p>issue. The manager will provide his/her decision on the grievance as soon as possible and in any case, within 10 working days from the date of the hearing. A work colleague or trade union representative may if so desired, accompany the employee at the hearing. Grievances should be raised as close to the event occurring as possible and within three months.</p> <p>Stage 2 - Appeal</p> <p>If the employee is not satisfied with the decision of their manager they may appeal against this to the Employee Relations Manager.</p> <p>On receipt of such a request the Employee Relations Manager shall make arrangements to hear the appeal and at this hearing the employee may, if so desired, be accompanied by a work colleague. It is the responsibility of the Employee Relations Manager to make arrangements for the appeal hearing to be held within 5 working days of the request.</p> <p>The decision of the Employee Relations Manager will be given to them as soon as possible and not later than 10 working days from the appeal being heard.</p> <p>Stage 3 - Final Appeal</p> <p>If the employee is not satisfied with the decision from the Employee Relations Manager they may appeal against this to either the Director of Human Resources or the Director of Operations.</p> <p>On receipt of such a request the Director shall make arrangements to hear the appeal and at this hearing they may, if so desired, be accompanied by a work colleague. It is the responsibility of the Director to make arrangements for the hearing to be held within 10 working days of the request.</p> <p>The decision of the Director shall be given to the employee as soon as possible and not later than 10 working days from the appeal being heard.</p> <p>Reference to the Director shall be the final stage of the</p>
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			employer's individual grievance procedure and the decision is final.
Concentrix	Award Criteria - Quality	5.8 Please confirm that you have policies in place to address conflicts of interest and grievances as outlined in section A41 of the Schedule of requirements and provide copies of these policies.	We can confirm that we have the required policies, and they are attached below.

Concentrix	Award Criteria - Quality	<p>5.9 Please detail how you propose to meet training requirements in respect to this contract with the level of mentor support detailed in A35.2 and the constraints applied to those staff as detailed in A35.3 and A35.4 of the schedule of requirements</p>	<p>We will deploy 42 professional trainers from June 16th in Belfast ready to receive the training from the experienced Authority compliance intervention Officers and the Authority Learning team. This team will work collaboratively with the Authority team for knowledge capture and the Train the Trainer program. It is important that we maximise the time here to ensure that the training capacity is capable and assured for the commencement of training delivery to our operational staff. Once the Train the Trainer program is complete, the trainers will begin training our operational staff at our site in Belfast and at our secondary site in Gourock. We would expect the Authority to monitor the delivery of the content and be a party to the trainee evaluations during the period leading up to service launch. We value the Authority's commitment in providing 45 Operational SME's for the first 12 months of the contract and will provide facility access and capacity for these staff at our location in Belfast (City Centre location) which will be our primary location. We will assign one of our SME's to each of the Authority's SME's in this period to maximise knowledge transfer and to consolidate our learning and knowledge.</p> <p>Mobilisation Training:</p> <p>During the Implementation we will provide a training team sufficient to train our operational agents, Technical Mentors, Reporting teams and Operational Management within the timelines required to meet the 1st of September Change of Circumstances Go live. Our team will be drawn from our trainer pool supplemented by professional trainers and all trainers will be subject to BPSS vetting if required.</p> <p>REDACTED FOIA 2000 s43(2)</p>
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Concentrix	Award Criteria - Quality	6.1 Please confirm that you will be able to provide key Management Information (MI) on a weekly basis and more detailed MI data on a monthly basis, as outlined in Schedule A30, Schedule D and Annexe 4 of the ITT and describe your process for providing that information	<p>We confirm that we will provide key Management Information as required by HMRC (minimum weekly for Key MI and Monthly for more detailed MI).</p> <p>Our philosophy is grounded on transparency with our clients and on informing our decisions with data. We will collect a rich set and granular data set from the interactions within our case management tool, the insight from our analytics tools and information on the customer experience from our QA assessments and from our voice technology.</p> <p>Concentrix will implement a dedicated management-information (MI) capability as a specific component of the overall solution, based on the Cognos software product. This will be configured specifically to meet the Authority's requirements for weekly and monthly reporting.</p> <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Quality	6.2 Please confirm what approach you would take to the contract review meetings and provide details of the staff you would involve in the process.	<p>We will operate contract review meetings in accordance with the requirements and specification detailed in Schedule D – Contract Management, with specific attention to the specifications and responsibilities on us detailed in D4 and D5.</p> <p>Concentrix believes that a philosophy of ongoing review is key in ensuring that delivery and the relationship with HMRC are continuously in focus. We will work closely with HMRC during Phase 1 to define and schedule the service governance to ensure that we are aligned with the working practices of HMRC. We have proposed a Governance structure with the following key roles who will work closely with HMRC and are responsible for ensuring the service delivery meets the specifications and that full transparency is maintained for HMRC:</p> <p>Project Executive: A single point of responsibility for the relationship, contract and interface to HMRC. This senior manager REDACTED FOIA 2000 s40(2) is</p>

			<p>dedicated to the program and is measured on the value HMRC derive from the service delivered by Concentrix and is tasked with representing HMRC within Concentrix. Delivery Project Executive: Responsible for the delivery of the service to the specification, SLA/KPI attainment and operational delivery management. The DPE works closely with HMRC to ensure that all aspects of the service are performing at an operational level and to ensure that all issues and opportunities are surfaced promptly.</p> <p>Transition Manager: Transition Manager is the focal point for all mobilization, build, test and knowledge transfer activities.</p> <p>Compliance Officer: Responsible for designing and implementing internal controls, policies and procedures to assure compliance with applicable laws, regulations and third-party guidelines, managing audits and investigations into regulatory and compliance issues, and responding to requests for information from regulatory bodies.</p> <p>Security Officer: Responsible for Security and adherence to IT, Physical and Data security policies and specifications.</p> <p>Quality Assurance Manager: Responsible for quality assurance and audit performance.</p> <p>Sub Contract Manager: Responsible for the relationships, performance management and quality of subcontractor delivery.</p> <p>While we will agree with HMRC the schedule, roles and responsibilities of the governance meetings we have attached a file showing our recommendation of the key governance meetings, responsibilities and frequency for the management of this contract. Please refer to the attached file (Governance.ppt)</p>
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Concentrix	Award Criteria - Quality	6.3 Please provide the name of the primary contact who would be responsible for the management of this contract	<p>We have selected REDACTED FOIA 2000 s40(2) in the role of Project Executive. REDACTED FOIA 2000 s43(2)FOIA 2000 s43(2)is among our highest performers in this role and will carry personal targets aligned to the service delivery and HMRC satisfaction with the service. REDACTED FOIA 2000 s40(2) will be 100% accountable for the contract, the operations and the relationship with HMRC.</p> <p>REDACTED FOIA 2000 s40(2)</p>
Concentrix	Award Criteria - Quality	6.4 Please confirm that you understand that the Authority will maintain a physical presence on supplier site for a minimum of 12 months from the contract start date (A35)	<p>We confirm that we the Authority will maintain a physical presence on our site for a minimum of 12 months from the contract start date.</p> <p>We will provide full facilities, secure areas including access to secure meeting rooms for the 45 subject matter staff expected to be deployed. We are very appreciative of this important commitment by the Authority and it's staff to the success of this program.</p> <p>We understand the restrictions on the mobility of the Authority staff as specified in A35.3 and will provide this facility at our delivery site for this program in Belfast city centre.</p> <p>Concentrix understands the importance of the visibility and accessibility of its operations to the client.</p> <p>We are well used to, and value our client's presence at our sites. It accelerates speed to competence and self sufficiency and importantly fosters a deep and valuable understanding of our client's culture.</p> <p>REDACTED FOIA 2000 s43(2)</p>

Concentrix	Award Criteria - Quality	6.5 Please confirm that you understand that the Authority would require access to the premises of any third party sub contractor undertaking activity originating from the supplier (A40, A38)	<p>We confirm that we understand that the Authority would require access to all or any third party sub contractor providing services for this program.</p> <p>We have secured agreement from our sub contractors in this regard and this requirement is in the draft sub contracts being prepared between Concentrix and our sub contractors.</p>
Concentrix	Award Criteria - Quality	7.1 Please confirm that you understand and accept that the Authority reserves the right during the life of the contract that should an overriding operational, funding or political imperative to return cases arise, then regardless of the position with individual cases all items are to be returned to the Client at no additional cost. Please explain how you would meet this requirement	<p>We understand and accept that should an overriding operational, funding or political imperative to return cases arise, then regardless of the position with individual cases all items are to be returned to the Client at no additional cost. In order to meet this requirement, we would take the following steps;</p> <ul style="list-style-type: none"> • A list of the cases to be returned would be received from HMRC <p>REDACTED FOIA 2000 s43(2)</p>
Concentrix	Award Criteria - Quality	7.2 In line with Exit Management Schedule F please detail how all accesses, data and MI gathered and retained for the duration of the contract would be securely removed, in line with Communications Electronic Security Group, along with all audit data on staff actions (A49)	REDACTED FOIA 2000 s43(2)

Concentrix	Award Criteria - Cost Effectiveness	<p>Please confirm you have completed the bid section for this event. Please note that the bid section must be fully completed as this will be the basis of the commercial evaluation of bids. The remuneration for the services provided by the successful supplier is wholly based on a Payment By Results model, i.e. commission only. Therefore, when completing the bid section please bear in mind that all costings arrived at during the tender process will be included in Schedule B (Pricing Schedules) of the final contract awarded to the successful tenderers. There will be no opportunity to directly negotiate prices so it is important that competitive pricing is used at the outset. The Client does reserve the right to clarify costs as may be necessary. Should you need to provide any explanation of your proposed costs then please do so in the text box provided.</p>	<p>We have completed the bid section for this event.</p> <p>REDACTED FOIA 2000 s43(2)</p>
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