

## OPERATIONAL IMPROVEMENT INITIATIVES WORK PLAN

Northrop Grumman and VITA agree to collaborate on a variety of operational improvement initiatives. These initiatives universally target improving agency satisfaction with the services received. These projects are allocations of internal resources and result in no additional costs to the Commonwealth.

Each of the improvement initiatives will be sponsored by a Northrop Grumman manager who will be responsible for appropriate resource assignment, focus and follow through. Each initiative will be tracked and monitored through the establishment of one or two key performance indicators. It is expected that these metrics will be selected no later than May 1<sup>st</sup>, 2010.

The agreed to operational improvement initiatives are:

- Rapid Response Team
- Agency Tech Lead Empowerment
- Laptop/Desktop Depot Service
- RFS Process & Technology Architecture/Solutioning Re-Design
- Inventory/Billing Disputes Team
- Help Desk Re-Design
- Password Reset SLAs

The descriptions that follow are intended to reflect the common understanding of the purpose of these initiatives, document agreed to approaches and provide the foundation to launch these improvement initiatives.

Further, Northrop Grumman Systems Corporation shall work with the Commonwealth to memorialize the details of the above-noted initiatives in an Operational Improvement Initiatives Work Plan, including a timeframe for implementation and a commitment by each party to provide appropriate staffing for each project.

## Rapid Response Team

**Description:** The Purpose is to provide timely and knowledgeable support resources to agencies upon issuance of support request through VCCC tickets until the end of CY10.

- NG and VITA will mutually evaluate the current EUS Tier 1 and Tier 2 on-site resource assignments to maximize the ability to provide quicker resolution times for on-site service requests. This evaluation will include:
  - The potential re-assignment of existing personnel to Commonwealth sites in order to provide expedited services.
  - Desktop support resources and skills will be regularly reviewed and tickets per tech per day and resolution rates upon first desk side visit will be reviewed and managed by NG.
  - In addition, VITA will work with the appropriate Commonwealth authorities and work to provide one set of Commonwealth clearance requirements so that all staff can efficiently be trained and dispatched to handle agency unique issues.
- All desktop resources will have necessary permissions to effectively manage the problems assigned or access to remote resources that can provide the necessary support in a timely manner.
- To ensure a timely and efficient response, VITA will provide Northrop Grumman with one set of Commonwealth site access credentials so that necessary resources, regardless of geography, can be assigned to support VCCC tickets when required.
- NG will evaluate any proposals from current 3<sup>rd</sup> party resources to take over the direct provision of EUS service by site or by agency, and engage VITA where required to get the necessary input on changing the EUS staffing approach.
- Through continuous improvement initiatives, NG will regularly evaluate use of remote control tools and VITA will support the deployment of those tools across the Commonwealth.
- NG and VITA will review established Incident Management procedures to facilitate better communication with customers and resolution timeframes.
  - The Incident Management Process will be updated so the on-duty Critical Incident Manager will contact the direct customer (CIO, IT Manager) on a Tier 1 Incident within 15 minutes of severity determination and update them every 60 minutes verbally thereafter. After 60 minutes of outage, a management conference call timeline will be established.
  - The Incident Management Process will be updated so the on-duty Critical Incident Manager will contact the direct customer (CIO, IT Manager) on a Tier 2 Incident within 15 minutes of severity determination and update them every 60 minutes verbally thereafter.
- At the end of CY10, NG & VITA will determine if the changes can be made permanent either at no cost or a mutually agreeable cost to the Commonwealth.

## Agency Tech Lead Empowerment

**Description:** Purpose is to provide greater issue resolution power to each agency for minor Active Directory, folder access, and other simple permissions changes.

- Many agency managers would like the ability for their staff to make minor, but regular daily operational changes to their windows environment.
- Northrop Grumman and VITA have in the past granted these rights to specific agencies and personnel to facilitate faster resolution of minor IT issues.'
- The proposed plan would be to continue to grant existing senior agency technical resources, with agency CIO or ISO approval in writing, specific authority to make a pre-determined set of changes after a ticket is created for the service request.
- This would be done by providing local administrative rights to workstations and servers.
- The specific powers would be mutually agreed upon between VITA and NG after research is conducted to determine what the best fit would be.
- The changes made by the agency personnel must be documented through a standard help desk ticket.
- The agreement of the specific authority is not defined in this document; however both parties agree to this overall approach and will work towards this goal,
- The Commonwealth recognizes that to meet service availability targets, NG must have the ability to protect itself from unplanned changes and potential re-work in the future.
- In the event that changes made by agency personnel cause service impact to any element of the COV infrastructure, NG reserves the right to revoke agency privileges, and or recover service restoration costs.

## Laptop/Desktop Depot Service

**Description:** In order to provide quicker resolution of hardware issues and return employees to work condition in a more efficient manner, Northrop Grumman will implement a new depot service for certain hardware.

- Northrop Grumman will begin implementing depot replacement functionality for refreshed standard desktops, laptops, monitors, keyboards and mice that are part of managed service. Standard hardware will be available as depot service for premium devices, until premium devices can be repaired.
- If an agency orders a significant quantity of a non-standard desktop or laptop (i.e. VDOT orders 1000 premium laptops) Northrop Grumman will determine a reasonable number of spares to place in the depot.
- NG will maintain a supply of desktops, laptops, monitors, keyboards and mice to replace standard models diagnosed with hardware issues within 24 hours that cannot be repaired desk side for the Metro Richmond, Hampton Roads, and Northern VA areas. All other sites where the hardware could not be repaired within the required SLA would be replaced within 48 hours.
- The 24 or 48 hour replacement window is from when the hardware item is diagnosed with a hardware problem by the CORE, Tier2, or assigned field technician.
- Northrop Grumman will consider placing the depot hardware at various COV sites, where NG currently has resources, based on size and/or proximity to other agencies so the units can be deployed in under 24 hours if the failed unit cannot be successfully repaired.
  - The Commonwealth would provide the required secured, controlled access space, network connectivity, power, and physical access to NG such that the hardware will get the updates required to remain current.
  - The COV site agency where the hardware is stored will be accountable for lost or stolen depot hardware stored at its facility.
- If a standard hardware failure occurred that could only be repaired by hardware replacement in downtown Richmond, same day replacement would be provided if possible.
- NG will collaborate with VITA in the determination of the proper number of resources and equipment required to manage the process. Depot repair will be used as required to augment current service capabilities and ensure SLA performance.
- Northrop Grumman retains final decision authority on the quantities to stock as spares, unless VITA or an Agency purchases a specific amount of units and pays for them using the standard RU process.
- Northrop Grumman continuously looks to improve service performance and if a 3<sup>rd</sup> party can provide this service more efficiently, NG will investigate that option.
- NG agrees to develop an overnight replacement service offering for standard laptops to offer agencies. These offerings would be made available for additional fees.

- Upon diagnosis of a hardware failure, this service could be utilized upon request.
- This will let remote users receive a replacement laptop via fed-ex and return the broken one to the depot.
- Several options should be reviewed, 24, 48 and 72 hour timeframes and shipping costs.
- This service could be extended to delivery to home locations for tele-worker usage and include laptops, desktops and monitors.

## Work Request Process & Technology Architecture/Solutioning Re-Design

**Description:** Purpose is to re-design the Work Request and solution management process to ensure timely and effective solution proposals are delivered to the customer.

- Northrop Grumman and VITA will:
  - Define both the In Scope and Out of Scope Work Request process.
  - Examine options to change responsibility for requirements gathering back to VITA from NG as the partnership moves forward;
  - Ensure solutions NG proposes comply with VITA approved architecture.
- NG and VITA will examine the use of new tools like Microsoft CRM to provide better tracking of individual work requests and manage the overall process.
- NG and VITA will work to develop a new, streamlined process by July 1 if not sooner.
- Specific changes should include guidelines and timeframes to address/ensure:
  - VITA provides complete business and functional requirements
  - NG reviews and provides timely response with intent to develop proposal or not
  - ROMs will be provided as required/requested to give the customer options for proceeding
  - Timely development and review of proposed option and cost model
  - Timely review and approval shall be provided by VITA and customer
  - If NG does not wish to respond, VITA can use a 3<sup>rd</sup> party if they choose to provide the solution.
    - If a solution requires an RU service, that service will be procured from NG per normal procedures.
    - NG staff will be available to work with VITA and the 3<sup>rd</sup> party as needed to complete architectural review.
- As part of the operational improvement activity NG will compare current contact labor rates of the top 5 subcontractors most often utilized by NG to the same labor rate categories paid by VITA for the same subcontractors via the contingent labor contracts. In any instance where VITA rates are lower, NG will work with each subcontractor to attempt to obtain labor rates equal to VITA's contingent labor contract rates for that subcontractor.
- VITA will exercise its right to review all new technology solutions including changes to the existing architecture due to technology evolution.
- NG and VITA will work together to establish a process and technology council between the two groups to evaluate significant technology changes and upgrades before NG begins the procurement process.
- NG will not make significant IT procurements to support the partnership infrastructure without VITA review.
- NG & VITA will work together to develop a mutually agreed upon process for determining the appropriate age and condition required to refresh existing servers. At a minimum this process will include the age of the server and the number of tickets/incidents affecting the performance of the device.

- NG will review, recommend and support strategic technology choices made by the Commonwealth.
  - The Commonwealth's decision to implement MS Dynamics is a prime example of new technology decision that has impacts to both parties.
  - Server farms that will support shared services will be built and the pricing model could be very different from the current RU model.
  - NG will evaluate and allow for, different support models to be created for new services like shared services, cloud computing, etc.

### Inventory/Billing Disputes Team

**Description:** In order to resolve billing and invoicing disputes between NG, VITA and agencies NG will provide additional resources to expedite that handling of any disputes or issues.

- Northrop Grumman agrees that additional resources may be required to resolve agency billing disputes related to VITA's shift in agency billing methodology.
- Further, NG agrees with the need to work with VITA to develop a more rigorous interaction model and establishment of formal processes to facilitate rapid issue resolution.
- However, because most disputes require VITA and/or agency participation outside of Northrop Grumman's direct control, we cannot commit to a resolution window of 30 days.
- Northrop Grumman will, however make VITA chargeback resolution a priority for its staff and we commit to addressing Northrop Grumman actions related to agency billing disputes swiftly with the joint goal of resolution within a 30-day period. Appropriate Northrop Grumman resources will be provided to staff the Inventory/Billing team to handle an anticipated increase in issues once baselining has occurred.
- NG will dedicate the appropriate amount of additional resources in order to keep billing disputes process within a 30 day resolution window (again, for the parts of the process within NG's direct control).
- The appropriate staffing for this group should begin to ramp up in March to be ready for increased activity in April and May.
- NG will identify any changes needed in the interaction model with VITA to facilitate faster customer service.

## Help Desk Re-Design

**Description:** In order to provide continued improvement in the Help Desk space and address opportunities to upgrade service offerings, VITA and NG will examine changes that can be made to Help Desk staffing models and procedures, and other areas.

- Through continuous improvement initiatives, NG and VITA will conduct evaluations of current VCCC operational model and SLAs and identify if changes can be made to provide more efficient and improved customer service.
- NG will work with VITA upon contract amendment signing to review the current model and the delivery of all related services from the help desk to determine if changes to staffing, organizational, or technological usage could improve customer service offerings. In addition, all VCCC staff will be granted one set of Commonwealth clearance requirements, so that all staff can efficiently be trained in multiple skills sets and handle agency unique issues.
- In order to provide a quicker response time to those problems the Commonwealth deems to be most important historical data will be shared with VITA and jointly reviewed to determine the most pressing problems and the occurrence patterns, and identify where quality assurance improvements are required.
- VITA will work with NG and agencies to actively promote the use of tools designed to improve the efficiency of incident resolution including the use of automated password reset tools and remote desktop takeover.
- NG will evaluate the overall general incident notification and communication process to both Help Desk personnel and to Commonwealth personnel when an incident has occurred in order to prevent call flooding by agencies and to enable Help Desk resources to better attach individual problems to larger incidents.

## Password Reset SLAs

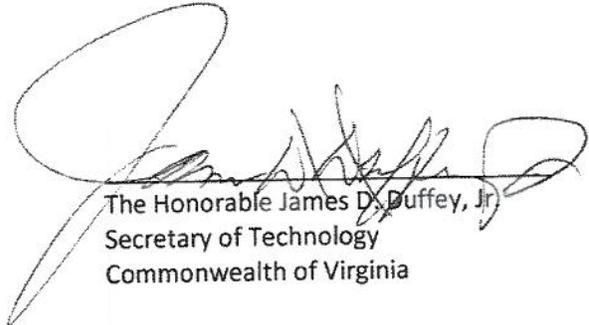
**Description:** Purpose of the new SLAs are to create new expedited ability to handle password resets and assignment to proper queues if an agency assignment is required.

- A new COV Password Reset SLA will be created with a 1 hour resolution time.
- A new Laptop Encryption Password SLA will be created with a 1 hour resolution time.
- A new Application Password Queue Assignment SLA will be created with a with a 1 hour assignment time to the agency queue (agency must agree to queue owner).

Signed this 31<sup>st</sup> day of March, 2010



Thomas W. Shelman  
Vice President and General Manager  
Civil Systems Division  
Northrop Grumman Systems Corporation



The Honorable James D. Duffey, Jr.  
Secretary of Technology  
Commonwealth of Virginia