

HAYS Service Description

May 2024



Service Description

We provide flexible delivery engagement models and resourcing paradigms across the following services:

1. **Planning** - Enablement and planning for cloud solutions and services
2. **Migration** - Implementation and migration solutions and services
3. **Security** - End to end security by design
4. **QA & Performance Testing** - Ensuring requirements, business case and quality are met
5. **Training** - Training needs analysis and training solutions and services
6. **Support** - Post implementation hypercare

1. Planning & Understanding Requirements

At Hays we believe that delivering successful customer engagement is a *'high contact sport'*. This mindset is what we apply to our ways of working from initial engagement and identifying requirements through to knowledge transfer, training & ongoing support.

To ensure we effectively understand the buyer's requirements the consultants will utilise the following 3 stage methodology:

Orientation & Discovery

- **Capability Assessment** - This involves assessing existing systems, applications & infrastructure to establish the 'as-is' landscape
- **Requirement Gathering** - Identifying what will be needed for the future "to-be" & to develop a cloud strategy. This involves engaging with stakeholders to understand the business objectives as well as factors such as security, cost and scalability

Gap Analysis & Planning

The consultants will utilise an appropriate framework to evaluate the gap between the current and the desired future state as well as taking a holistic view of the buyer's IT estate to establish any gaps & opportunities for improvement. This involves:

- **Choice of Cloud** - Private, Public or Hybrid, Vendor selection
- **Security Architecture** - Define security controls & compliance requirements
- **Identifying Capability Gaps** - Understand where the buyer's current capabilities fall short and how cloud services can address those gaps
- **Cloud Roadmaps** - Draft timelines for a phased approach to migration & identify critical paths for activities such as data transfer

Proposed Solution, Governance & Sign-off

Once the consultants have a clear understanding of the buyer's requirements from the Orientation, Discovery & Gap Analysis stages we move onto the Solution Design phase. At this stage the consultants present the proposal for approval and sign off.

The proposal is an end to end document that demonstrates the high level overview & also a detailed low level design showing the activities. The key components include:

- **Cloud Recommendation** - Proposed Cloud strategy bases on the requirements
- **Security Architecture** - Proposed security controls & compliance requirements
- **Migration Roadmaps** - Proposed approach to the phased migration with critical paths, project plans & timelines for data & application migration. This will also include the testing phases
- **Governance Structure** - Proposed reporting, change request process & checkpoint reviews to monitor the progress of the project
- **Commercials & Timelines** - Costs, milestones & timeframes for the migration
- **Training & Communication** - Training & communication plan
- **Hypercare & Ongoing Support** - Proposed support through going live to amendments

2. Migration

Following the planning stage we move to the migration phase with critical paths and project plans for data and application migration.

- **Data Migration** - Transferring your data from on-premises servers or existing cloud platforms to the chosen cloud provider. We will ensure data integrity, consistency and minimal downtime during migration
- **Application Migration** - Moving your applications to the cloud involves rehosting, refactoring or rebuilding applications to suit the cloud environment. This includes optimising applications for cloud-native features and scalability

3. Security-By-Design

Throughout the lifetime of the Framework the consultants will ensure there are the appropriate policies and standards to safeguard UK Government assets, including people, information and infrastructure. We are Cyber Essentials Accredited which ensures that an external party has approved our processes. This is certified by NCC Group and the IASME Consortium. The services we provide are secure by design and our information and security strategy follows the ISO 17799, BS 7799 and ISO 27001 standards.

Security Strategy

- **Security by Design** - Security principles are at the centre of the system design and are considered at every stage of the life cycle to ensure best practice is followed
- **Risk Assessment** - The consultants will conduct a comprehensive risk assessment to identify potential threats and vulnerabilities specific to the Buyer, taking into account their people, information and infrastructure
- **Stakeholders** - The consultants will collaborate with relevant stakeholders to analyse risks and prioritise them based on impact and likelihood, taking into account external factors such as geopolitical events and emerging threats such as AI

Risk & Incident Management

- **Controls** - The consultants will develop a strategic security plan that aligns with the buyers objectives and implement controls based on risk assessments.

We will then regularly review and update the strategy to adapt to changing threat landscapes

- **Monitoring** - The consultants will monitor, in real-time, the security activity reviewing all alerts and conduct compliance audits with an independent assessor
- **Risk Identification** - The consultants use threat intelligence, vulnerability assessments, and penetration testing to identify risks and regularly update security configurations. This includes QA testing to validate security controls
- **Incident Management** - The consultants have a robust approach that includes user training to recognise and report incidents. In addition, playbooks on how to do organise an incident response and lastly, incident analyse that feeds back into the lessons learned and the knowledge base

4. QA & Performance Testing

User Acceptance Testing

UAT is crucial to ensure that the final product meets the specification and requirements. This is an ongoing process that evolves as the project progresses. The consultants set up and run the UAT process following these stages:

Planning & Initiation

- **Test Plan** - Create the plan with the UAT deliverables, Test Scripts & Test Report
- **Communication & Objectives** - Clearly define what, why, how & when we are testing to explain the objectives of UAT to the people involved
- **Recruiting SME Secondees** - Selecting a diverse group of SMEs into the UAT team from the business. Participants will include those who use assistive technologies such as screen readers, voice recognition & input devices to ensure comprehensive coverage
- **Test Environment** - Set up a controlled environment (e.g. test lab or virtual environment) where participants can perform the UAT

Design Test & Run Scenarios

- **Task-Based Scenarios** - Create realistic situations that users would perform and interact with the Cloud service. For example, updating profile information or searching for content
- **Assistive Technology Scenarios** - Include tasks that specifically test how well your service works with assistive technologies. For instance, navigating using a screen reader or voice commands.
- **Usability Metrics** - Define success criteria for each task & success criteria
- **Conduct UAT** - Run Test scenarios with the selected team, provide help & guidance

Results & Iterative Improvements

- **Usability Issues** - Identify usability problems including those related to accessibility
- **Accessibility Findings** - Pay attention to issues specific to assistive technologies
- **Feedback Loop** - Share findings with the Cloud team & collaborate on solutions

Sign-Off, Documentation & Training

- **Review** - Involve stakeholders, including representatives from user groups and accessibility experts for sign off
- **Integration** - Integrate UAT into your continuous release pipeline
- **User Guides** - Create user guides & accessible user guides for assistive technology users
- **Training** - Train your team on accessibility best practices & create a feedback loop to encourage ongoing feedback from users

5. Training

As the Cloud migration moves from the Implementation phase, the focus turns to adoption, knowledge transfer & training. The technical migration of services to the Cloud will not be deemed successful if the user population are not able to use the systems.

When implementing a cloud solution, retaining knowledge and expertise is crucial for long-term success and this is achieved through a robust Adoption & Training Strategy and this will include:

Knowledge Transfer & Retention

- **Lessons Learned** - Capturing insights, best practices and challenges encountered during the implementation process. We advocate to create a central repository or WIKI (such as a knowledge base) where team members can contribute and access this information
- **Knowledge Transfer** - Ensure there is detailed documentation showing the explicit, but also the tacit knowledge based on the companies domain is created, receipted & stored in the central repository. This will also be part of the training material
- **Training Material & Training** - Creating training material including classroom based workshops, written & video to ensure that users receive comprehensive training on the cloud services. Familiarise them with the knowledge base and encourage them to explore documentation and tutorials
- **Different User Groups** - It is crucial that the training & knowledge transfer is appropriate for the various levels of users. This will include basic, intermediate, super user and also those users who have assisted access to the service
- **Built-in Training Apps** - Depending on the Cloud provider selected, some have excellent embedded training modules where specific features are covered in pop up tutorials while the user is using the service
- **Mentoring** - Pairing experienced people with newcomers is a great way of facilitating adoption & up skilling. This accelerates the knowledge transfer process and helps build practical skills through hands-on collaboration
- **Embed Knowledge Sharing into the DNA** - Organising internal workshops, lunch-and-learns, webinars & SME workshops where team members share their expertise. We call the SMEs 'Social DJs' as they can evangelise the use of service to ensure early and successful adoption. These generally cover topics ranging from basic service usage to advanced troubleshooting techniques

- **Feedback Loop & Troubleshooting** - Based on the training we will survey the users & participants to get their feedback on issues they are having and to ask for ideas. This allows us to spot recurring problems and troubleshoot service issues

6. **Post Implementation Support**

The hypercare the consultants provide post implementation is a crucial factor in the successful adoption of the Cloud services. Being able to address user and technical (software & hardware) issues quickly and efficiently ensures the operation is embedded smoothly to achieve the intended objectives of the business. This hypercare can be broken down into the following stages:

Hypercare

During this period the consultants offer comprehensive assistance to address user queries and ensure the solution aligns with the business objectives. The duration and scope varies based on the Cloud type and the scale, but in the main offering consists of:

- **Incident Logging** - The Helpdesk will log, address, manage & report on all incidents adhering to agreed escalation routes and SLAs
- **Network of SMEs** - During the implementation, testing & training the consultants will have identified the Buyer's super users. They will act as our critical friends on the ground to help the adoption of the services
- **Knowledge Base & Training** - The Helpdesk & SMEs will point users back to the Knowledge Base where the users can self-serve on the basis of their need
- **Benefits Realisation** - To prove the business case and business objectives have been achieved we report on the acceptance criteria throughout the project. This is supported by Stakeholder interviews and surveys.

Resources & Resource Management

In the post implementation phase the levels of dedicated resources are informed by the scale and scope of the

hypercare and this varies depending on the complexity of the Cloud solution. The success of the system is only as good as the people that use it, so the consultants will make sure that there is an appropriate level of resource until the support phase is sunsetted. Rather than just playing a caretaker role and fixing problems, our approach is proactive to make sure users become highly capable and proficient at using the systems so the business objects are achieved.

Here are some considerations for post-implementation support:

- **Rightsizing** - Agreeing on the right ratio of skilled resources to allocate based on the complexity of the solution and the volume of support requests by the Buyer. This can flex up and down
- **Skilled Resources** - Ensure a mix of expertise, ranging from junior to senior staff, to handle different levels of issues. We will also take into account the provision for Buyer's staff who have assisted access to the services
- **Shift Coverage** - Plan for support if needed around different shifts
- **Training** - We make sure that the continuous learning is at the centre of the support referring people to the knowledge base and self service learning materials
- **Feedback Loop** - We will establish a feedback mechanism between support staff & the Buyer's teams. We will regularly share insights from support interactions to improve the system and metrics around the success adoption

Resource Expertise

They types of resources we utilise are typically:

- **Engineers** - Cloud Engineers, Security Engineers & DevOps Engineers (3 years – 10 years of experience)
- **Admins** - Cloud Admins (1 year – 5 years of experience)
- **Architects** - Cloud Architects & Security Architects (5 years -10 years of experience)
- **Trainers** - Trainers (2 years – 5 years of experience)

Lessons Learned & Continuous Improvement

Service improvement and continuous improvement are a thread that runs end-to-end through out the cloud services we supply. By continually reviewing the business objectives, the user adoption, user issues and technical incidents raised, we can curate a lessons learned log which is added to the knowledge base. We do not just evaluate the issues we also document the positives to set best practice and set the client up for success. The feedback loop will enable the Buyer to become self sufficient as the support phase is sunsetted. The key components of how we use lessons learned to drive continuous improvement include:

- **Analysis** - Capturing and identifying weak points, trends and patterns enables us to look at what is working well and zoom-in on the areas that need attention
- **User & Stakeholder Engagement** - We are proactive in our approach to the user population to obtain feedback. It is important for the Buyer to adopt the same approach as a high level of user satisfaction leads to greater productivity
- **Proactive Monitoring & Fixes** - We will help the Buyer establish a regular cadence of releases where software up-dates, system up-dates, patches and fixes can be upgraded. This also allows for issues that have been identified to be addressed as part of this process
- **Training & Knowledge Base** - The lessons learned log will be linked to the training material stored in the knowledge base to make sure that continuous improvement is proactively driven into the user base DNA

Our Service Catalogue

Student Support/Lifecycle Services	Local Government Transformation Services	NHS & Healthcare Business Analysis Services	Cloud Infrastructure as a Service	Local Government Cloud & Digital Services	Higher Education Transformation Services	Business Case Development
Solution Architecture as a Service	Higher Education Cloud Services	Project Services for Public Sector	Testing as a Service	Product Management as a Service	Salesforce Education Cloud	ERP Transformation Services
Cloud Migration as a Service	Data/Big Data as a Service	Google Cloud Services	Oracle Transformation Services	Business Analysis-as-a-Service	EPR and Digital Health Delivery Partner	TOM Design/Development
SAP Transformation Services	Cyber Security as a Service	Data Integration as a Service	Salesforce Implementation Services	Discovery Services (GDS)	Data Visualisation as a Service	Scrum Master as a Service
Dynamics 365 CRM/ERP Services	Public Sector Digital Services	Software Development as a Service	Microsoft Dynamics 365 Project Services	Business Intelligence Services	Data Platform as a Service	Cloud Transformation Change and Adoption
Digital & Technical Transformation Service	Artificial Intelligence (AI) as a Service	Transport Project & Delivery Services	Digital Transformation Projects/Programmes	DevOps as a Service	NHS & Healthcare Transformation Services	Cloud Digital Strategy & Service Design
Business & Enterprise Architecture as a Service	Service Integration (SIAM) Service	Programme & Project Management Services	IT Training as a Service	Central Government Transformation Services	PMO as a Service	Infrastructure Engineering as a Service

