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Department for Work and Pensions

## **SCHEDULE 21 KEY PERSONNEL**

### **1 Purpose of this Schedule**

This Schedule 21 (Key Personnel) identifies and describes the key roles performed by the CONTRACTOR and the named individuals for each role.

### **2 Organisation Chart**

The organisation chart at Annex A of this Schedule 21 (Key Personnel) details the CONTRACTOR delivery structure to be used by the CONTRACTOR in the delivery of the Services. The CONTRACTOR reserves the right to change the organisation structure at any time.

### **3 Roles and Responsibilities.**

All roles in this section will undergo an induction to ensure they have knowledge of the Gateway architecture and supporting COTS products.

#### *a. Programme Director*

The CONTRACTOR Programme Director will be responsible for the CONTRACTOR's commitments under this Agreement. The Programme Director leads the Contractor's operational team, and reports to a Delivery Director from within the Applications Services area of the CONTRACTOR's SI practice. The Programme Director will be a key part of the Account Team, working closely with both the Account and Delivery Directors to ensure that the CONTRACTOR delivers all the planned benefits and that there is a good and effective relationship with the AUTHORITY that matures and develops with the continued extension and take-up of the Gateway.

The Programme Director will provide direction and leadership in the continuous improvement of the Services and communicate the vision and strategy of the enGage Programme Board, turning this into action plans and measures to ensure delivery of the strategy.

#### **Core Skills**

- Excellence in customer relationships
- Organisational awareness
- Proven leader of large multi-disciplined teams
- Strong commercial skills
- Leading strategic initiatives
- Good management, interpersonal and business influencing skills

Core Competencies

- Expert knowledge of the Gateway, its structure and AUTHORITY and/or AUTHORITY's Customers
- Extensive exposure to corporate executives and senior AUTHORITY personnel
- Experienced at delivering the Gateway service or similar service in terms of size and complexity.
- Managing complex partnerships
- Programme Management, including financial, planning, cost and contract management.

*b. Transition Manager*

The Transition manager will be responsible for the transition of the Services to TORD. They will lead the team and coordinate all other resources with a view to ensuring the success of the transition.

Core Skills

- Prince 2 accreditation
- ITIL awareness
- Leadership and providing direction
- Organisational awareness
- Planning and organisation
- Business process mapping
- Goal orientation

Core Competencies

- Proficient in budgets
- Expert in project management
- Proficient in project risk management
- Expert in project planning and control techniques
- Proficient in quality management
- Relationship Management

*c. Development Manager*

The Development Manager leads the integrated Development Team responsible for the development cycle from inception through build and test to implementation.

The Development Manager works with the Strategy and Planning Board to define a programme of projects comprising both strategic and tactical change. The Development Manager helps to quantify the business benefits and assists in preparation of the business case for the development programme.

Core Skills

- Prince 2 accreditation
- Strategic perspective
- Leadership
- Organisational awareness
- Goal orientation

Core Competencies

- Expert in business proposals
- Proficient in report writing and presentation techniques
- Proficient in structured reviews
- Proven track record of deliver successful end to end solution related project
- Proficient in budgets
- Proficient in application development methods, techniques and standards

*d. Operations Manager*

The Operations Manager is responsible for the Services encompassing the NOC, Service Desk, technical support, Service Builds and related ITIL functions.

The Operations Manager is responsible for the overall management and control of resources required to provide an efficient and cost-effective information systems delivery service to users/AUTHORITY and/or AUTHORITY's Customers/clients, which is continuously responsive to changing business and user requirements.

Core Skills

- Proficient in customer value chain concepts

- Leadership and providing direction
- Organisational awareness
- Customer focus
- ITIL accreditation
- Proven experience of managing the Resolution of major incidents within a business critical environment
- Experience of crisis and risk management and the ability to make responsive decisions to ensure that the provision of IT services are not compromised
- Experience in managing and resolving conflicting priorities

#### Core Competencies

- Proficient in budgets
- Experienced at delivering the Gateway service or similar service in terms of size and complexity.
- Proven track record in service delivery management.
- Competent with business proposals
- Competent with business process improvement techniques
- Proficient in quality management
- Expert in service level agreements

#### e. *Programme Office Manager*

The Programme Office Manager will ensure all service related activities are managed correctly and that financial and quality assurance aspects of this Agreement are handled professionally. The Programme Manager Office is also responsible for the communication strategy and development of the enGage charter both internally and externally in collaboration with the AUTHORITY.

#### Core Skills

- Proficient in project management (PRINCE2 accreditation)
- Proficient in service management (ITIL accreditation))
- Good understanding of business administration, management and strategy
- Expertise in agreement and maintenance of supplier/partner contracts

- Proficient in programme management
- Practical application of quality management

#### Core Competencies

- Analyse, explain and summarise information and spot underlying trends
- Understand the service from the AUTHORITY and/or AUTHORITY's Customers perspective
- Apply theory and processes into practice
- Listen, communicate and manage expectations of stakeholders
- Formulate, interpret and implement long term vision and goals

#### f. *Security Manager*

The Security Manager has the ultimate responsibility for ensuring the system is secure. The Security Manager will ensure that the importance of security matters is recognised across all services under this Agreement, liaising closely with peers within the AUTHORITY and accreditation bodies. The Security Manager is responsible for the management of, and provision of expert advice on, the selection, design, justification, implementation and operation of technology and information security controls and security management techniques relating to any aspect of information systems.

#### Core Skills

- ITIL competence
- Providing direction
- Organisational awareness
- Customer focus
- Strategic awareness

#### Core Competencies

- Expert in access control systems
- Familiar with government security guidelines and standards
- Familiar with ISO 27001
- Proficient in national/international standards
- Expert in corporate industry and professional standards of Government security

*g. Technical Design Authority*

The Technical Design Authority is responsible for the provision of direction and guidance on all technical aspects of the development of, and modifications to, information systems to ensure that they take account of relevant IS technical strategies, policies, standards and practices and that they are compatible with existing and planned information systems and IS infrastructure;

Core Skills

- Providing direction
- Initiative and creativity
- Customer focus
- Influence and persuasion
- Organisational competence

Core Competencies

- Expert in operating infrastructure
- Proficient in networking and communications
- Expert in application systems
- Expert knowledge of the technologies used in Government Gateway.
- Proficient in structured reviews and report writing techniques
- Proficient in application development methods, techniques and standards

*h. Project Manager*

This role will be responsible for the management and delivery of a multi-threaded “market-moving” programme of work for an end-to-end solution on-time, on-budget, to scope and with high AUTHORITY and/or AUTHORITY’s Customers satisfaction.

Core Skills

- Good knowledge of MSF\MOF frameworks
- PRINCE2 accreditation
- Risk and issue management
- Estimating and planning
- Financial skills and financial control methods

Core Competencies

- Proven track record of delivering successful on time and on budget end-to-end-solution related projects
- Extensive exposure to corporate executives and board members
- Excellent team building and leadership
- Customer focussed delivery
- Experience in managing and resolving conflicting priorities

*i. Test Lead*

The Test Lead will be responsible for defining, planning and implementing different testing scenarios depending on the needs of the project and the AUTHORITY and/or AUTHORITY's Customers.

- Core Skills
- Understanding of Microsoft technologies such as Biztalk, SQL Server, IIS, and Windows
- Excellent understanding of automated testing
- Testing methodologies and approaches
- Expertise in areas of testing such as performance testing, security testing, model based testing, creation of real life test scenarios test automation, and UI testing.

Core Competencies

- The ability to lead teams between 5 and 20 people.
- Test coverage review and management
- Ability to build and lead a team containing a combination of enGage resources.
- Experience of being a strong player
- Proven customer facing experience.
- Create tools that will improve productivity and efficiency for all testers

*j. Development Lead*

The Development Lead will provide leadership and control of the application development standards, processes and methodologies..



Core Skills

- Expert in development lifecycles and methods
- Leading large development teams
- Microsoft development technologies. ie. Biztalk, SQL Server, IIS, and Windows
- Process definition and application specification
- Microsoft Solutions Framework
- Knowledge of relevant infrastructure and network components

Core Competencies

- Leadership in the development arena.
- Expert knowledge of the Gateway technologies, applications and processes or similar service in terms of size and complexity.
- Track record of leading large development teams.
- Proven experience if building business critical enterprise applications
- Knowledge of Gateway architecture and COTS products used therein

*k. Design Lead*

The Design Lead owns the scope of the solution this includes being responsible for the definition of the solution specification, and achieving AUTHORITY and/or AUTHORITY's Customers approval of the proposed scope.

The Design Lead plans, drives and/or contributes to the scoping and specification process for the solution. This can be as a member of the team or leading a multi-disciplinary team from within the enGage organisation.

Core Skills

- Analyses, explains, and draws logical conclusions based on complex data from multiple content areas.
- Able to extract information from the AUTHORITY and/or AUTHORITY's Customers stakeholders to inform project scope and requirements.
- Proven ability to design solutions of varying degrees of complexity.
- Able to produce clear, concise and unambiguous solution specifications.
- An understanding of the concepts and architecture of Microsoft technologies for example Microsoft Systems Architecture (MSA)

- Knowledge of relevant infrastructure and network components

#### Core Competencies

- Great leader of multi-disciplinary program teams, mentors others.
- Passionate about designing solutions, using the newest technologies, which change the way people live, learn and work.
- Expert knowledge of the Gateway technologies, applications and processes or similar service in terms of size and complexity.
- Strong knowledge and experience of solution design methods throughout the development lifecycle.
- Combines creativity with strong analytical skills.
- Knowledge of Gateway architecture and COTS products used therein

#### *I. Subject Matter Expert (SME)*

The Subject Matter Expert (SME) provides the expertise in the design, technologies and functionality of the Gateway. The SME will provide strategic guidance to the AUTHORITY and/or the AUTHORITY's Customers and assist in the promotion of the Gateway. The SME will provide guidance to MR and AR teams. The SME role is fully interchangeable with the Design Lead role.

#### Core Skills

- Analyses, explains, and draws logical conclusions based on complex data from multiple content areas.
- Able to extract information from the AUTHORITY and/or AUTHORITY's Customers stakeholders to inform project scope and requirements
- Excellent communication and presentation skills.
- An understanding of the concepts and architecture of Microsoft technologies for example Microsoft Systems Architecture (MSA)
- Knowledge of relevant infrastructure and network components

#### Core Competencies

- Proven customer facing experience
- Expert knowledge of the Gateway technologies, applications and processes or similar service in terms of size and complexity.
- Demonstrates/acquires sufficient technical/product knowledge to ensure proposed designs are technically feasible.

- Expert knowledge of the Gateway architecture and COTS products used therein.

*m. Senior Work Package Manager*

This role will be responsible for the management and delivery of a Service Build programme of work delivered on-time, on-budget, to scope and with high AUTHORITY and/or AUTHORITY's Customers satisfaction.

Core Skills

- Project Management skills
- Knowledge of the Gateway application and Service Build process
- Excellence in building and maintaining customer relationships
- Risk and Issue Management
- Estimating and Planning
- Financial skills and financial control methods

Core Competencies

- Proven track record of successfully delivering on time and on budget small scale complex technical projects
- Exposure to Customers and End Users
- Excellent team building and Leadership
- Customer Focussed Delivery
- Leading trade off decisions

#### 4 Key Personnel

Role	Name(s) of individual(s)	Minimum period in role
Programme Director	Information redacted	For the period of Transition and 12 months thereafter
Transition Manager	Information redacted	For the period of Transition and up to 3 months thereafter
Operations Manager	TBA	For the period of Transition and 6 months thereafter
Development Manager	To be appointed during transition from Microsoft	For the period of Transition and 6 months thereafter
Programme Office Manager	Information redacted	For the period of Transition and up to 6 months thereafter
Security Manager	To be appointed during Transition	For the period of Transition and 6 months thereafter
Technical Design Authority	To be appointed during Transition	For the period of Transition and 6 months thereafter
Project Manager	To be appointed during transition from Microsoft	For the period of Transition and 6 months thereafter
Test Lead	To be appointed during transition from Microsoft	For the period of Transition and 6 months thereafter
Development Lead	To be appointed during transition from Microsoft	For the period of Transition and 6 months thereafter
Design Lead	To be appointed during transition	For the period of Transition and 6

## Schedule 21: Key Personnel

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	from Microsoft	months thereafter
Subject Matter Expert (SME) x 2	To be appointed during transition from Microsoft and Atos Origin	For the period of Transition and 6 months thereafter
Senior Work Package Manager	To be appointed during transition	For the period of Transition and 6 months thereafter

The 'minimum period in role' is a statement of intent, however, the CONTRACTOR cannot force an individual to remain in a key role for the stated period. The CONTRACTOR will ensure all key roles are subject to succession planning and each role has sufficient cover for any unforeseen absence.

More detailed Job Descriptions for each of the above roles will be developed as part of Transition.

### **5 Governance and Leadership**

There are two roles which will provide leadership and governance but do not attract charges to the AUTHORITY.

#### **Director, Public Sector**

The Director, Public Sector is an investment made by the CONTRACTOR as part of our commitment to the development of the relationship between our two organisations.

As part of our commitment to the enGage charter, the Director, Public Sector has overall accountability for the management of the relationship between the AUTHORITY and the CONTRACTOR including AUTHORITY satisfaction.

The Director, Public Sector will work with the AUTHORITY in the development of the Gateway strategic direction and its implementation and a business development capacity to identify opportunities for growth and development of the Gateway.

#### **Account Manager**

The CONTRACTOR intends to employ an Account Manager for the AUTHORITY.

The Account Manager will report to the Director, Public Sector. The Account Manager is an investment made by the CONTRACTOR as part of our commitment to the development of the relationship between our two organisations.

The Account Manager will work in a business development capacity with the AUTHORITY to identify opportunities for growth and development of the Gateway.

The Account Manager will introduce the AUTHORITY to other capabilities of the CONTRACTOR, exploring opportunities to introduce innovation. The Account Manager will work with the AUTHORITY to develop the business case for new opportunities.

The Account Manager will ensure that where there may be conversations beyond the remit of the Agreement, that these are pursued.

As part of our commitment to the enGage charter, the Account Manager will work with the AUTHORITY and Microsoft to ensure innovation continues to be brought to the AUTHORITY.

This role is funded at the CONTRACTOR's cost and risk and is predicated on new business opportunities being identified and business cases being ratified by the AUTHORITY. This role will be reviewed annually.

#### **Delivery Director**

The Delivery Director is the senior CONTRACTOR Personnel appointed to oversee all aspects of delivery for the enGage service and is responsible for the successful delivery of all aspects of the Services. The Delivery Director will therefore ensure all aspects of delivery are on schedule and to the required quality, while securing a high level of client satisfaction.

The Delivery Director will take a strategic view of the Services ensuring the CONTRACTOR provides a pro-active approach and delivers Continuous Improvements throughout the life of the Agreement.

The Delivery Director will work with the Account Manager to introduce innovation propositions to the AUTHORITY and in partnership with the AUTHORITY to provide leadership and direction to the enGage team.

### ANNEX A: Organisation Chart

