

Virginia Information Technologies Agency



## **Exhibit 2.3.2**

### **Solution – Cross Functional**

VA-180815-UC

**COMMONWEALTH OF VIRGINIA  
VIRGINIA INFORMATION TECHNOLOGIES AGENCY (VITA)  
SUPPLY CHAIN MANAGEMENT DIVISION**

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The Functional Service Areas below reference sections of **Exhibit 2.2 (Description of Services - Cross Functional)**. The Supplier should review that section of such Exhibit before responding to each functional area. Capitalized terms in this section may refer to section headings in the Description of Services.

Supplier should provide an overall view of the solution and operational approach to meeting the overall requirements contained in the Description of Services. The Supplier need not restate the requirements from **Exhibit 2.2 (Description of Services - Cross Functional)**; rather it should articulate how its unique solution will perform the services.

The Solution Summary must contain the following components in the order specified below.

## 1.0 Introduction

The Unisys Cross Functional solution consists of an integrated set of processes leveraging ITIL best practices leading to service delivery across the service towers in coordination with the MSI. To improve the management and operational efficiency of the current traditional infrastructure of the Customers in scope to VITA and the future IT as-a-Service model, our solution will focus on business-driven design and avoiding disruption to service delivery. Agencies will be provided with insights beyond traditional IT metrics (e.g., system uptime), and have a line of sight into how IT service options that are available from VITA can contribute to improved Customer mission performance (e.g., emergency response actions processed during a hurricane response). VITA performance benefits will be realized by integration across towers, open communication, partnering with the MSI, and Unisys experienced and certified ITIL personnel. As a result, VITA can provide renewed confidence and increase Commonwealth of Virginia (CoV)-wide service delivery that drives increased adoption of VITA services.

Unisys' Cross Functional Services enable VITA to achieve the following goals:

- Full transparency, timely service management, and CoV-wide governance managed by the MSI
- Customer relationship management based on ITIL principles that breaks silos down and offers potential benefits realization throughout the support and operating life cycles
- Prediction, detection, and resolution of solving service management issues
- Business continuity supported by tested IT service continuity
- Security management program with dedicated personnel to continually mitigate risk
- Technology architects that aid VITA in planning, adopting, and evolving to future technologies
- Organizational mentoring to support the shared services environment
- Effective integration among CoV-wide customer needs, consolidated lessons learned, best practices, and digital solutions to meet the demands of today and tomorrow.

### 1.1 Service Management Practices

One of the key functions of the Unisys Program Management Office (PMO), described in **Section 2.1**, is to verify that our service management practices are aligned with the MSI and that Unisys processes have owners who are accountable for documenting and keeping them updated in the integrated Service Management Manual (SMM). The Unisys service delivery team consists of ITIL-certified individuals and advanced practitioners who are well versed in the ITIL service life cycle. Through the Implementation phase, Unisys will study the in-place integrated Service Management processes and work with the MSI to improve them further where Unisys believes necessary to generate higher value. If existing services do not adhere to ITIL processes, Unisys will work with the MSI to reestablish, streamline, and otherwise bring the process into conformance. We will execute periodic audits across people and processes with special focus on security and compliance, adherence to

standard operating procedures, agreed service levels and Key Performance Indicators (KPIs), and financial metrics.

During our Implementation Project, Unisys will deploy and integrate our service management processes, procedures and controls with the MSI provided service management systems, processes, and procedures, and deploy the controls required so that the Main Processes are followed during steady-state delivery. Our Implementation Plan (Exhibit 2.4 (Implementation Plan)) provides additional information regarding our planned deployment and integration approach.

Knowledge management is at the core of Unisys service delivery capabilities. During the implementation, Unisys will appoint an experienced knowledge manager who will verify that existing knowledge resources are relevant, accurate, and efficient for takeover. If they are not, Unisys will update them.

Our PMO confirms that our Service Delivery teams follow the documented and implemented processes to the expected outcomes and will deploy controls to validate conformance to the main processes during the VITA program's Delivery phase and support periodic audit by third parties as requested by VITA in accordance with the Agreement. Unisys will confirm that the activities performed comply with VITA rules for CoV data and systems that contain CoV data and metadata.

## **1.2 Main Processes**

The Unisys PMO will use the Unisys Services & Solutions Delivery Framework (SDF), based on ITIL and ISO standards, to maintain adherence to the service life cycle stages (strategy, design, transition, operations, and continuous improvement). Unisys will support the MSI in defining principles and drafting policies, procedures, and processes while continuously measuring the delivery objectives to agreed Service Level Agreements (SLAs), KPIs, and Operating Level Agreements (OLAs) and providing a clear audit trail for delivery activity.

Section 7 (Continual Service Improvement) provides additional information on our approach to address continuous service improvement during the steady-state delivery phase focused on the Main Processes.

## **1.3 Service Integration**

During the implementation, Unisys will actively participate with VITA, the MSI, and the other Service Tower Suppliers (STSs) to define and document policies, processes, sub-processes, and procedures, in the SMM, to support the main processes establishing OLAs to support delivery of the Services. We will develop a training program for our delivery teams that is aligned with the MSI's training program to confirm that our delivery teams are knowledgeable in the main processes and supporting procedures and enabled to execute the processes effectively in the Delivery phase.

During the Delivery phase, Unisys will routinely participate in the verification of effective compliance with the policies, processes, and procedures with the MSI and other Service Tower Suppliers. We will support ongoing training of our delivery teams to support ongoing effective execution of the main processes as well as actively support process maturity assessment and continuous service improvement initiatives for the main processes with the MSI and other STSs.

## **1.4 Service Management Systems**

Unisys will use the MSI-provided Service Management System platform and its integrated Service Management System components as the master system of record. We operate a ServiceNow managed service

for our global client base, provide ServiceNow-based Service Management services, and our service delivery teams are experienced users of the platform.

Unisys will work with the MSI on the number of Unisys users that will be required to access ServiceNow/Keystone Edge platform.

Unisys will work within the processes defined in the MSI's Integrated SMM and provide the MSI with feedback and recommendations when changes are identified. Through the Implementation phase, Unisys will work with the MSI to confirm that the Service Management System is configured for us to manage our service delivery operations as quickly as possible starting on Day 1.

Unisys will use the Security Clearance Database of the MSI's Service Management System for tracking clearances of personnel, including employees and contractors.

Unisys will use the MSI's SMM procedures to support the integration of discovery, utilization, and service level data from our System Management tools with the MSI's Service Management System and use the MSI's data warehouse, reporting, document and SMM management facilities along with our reporting tools to support the Services.

Unisys will use the MSI's Service Management portal as needed to support the delivery of our services; this will include interfaces for CMP workflow approvals, ODS for reporting and CMDB for. Unisys will work with the MSI to establish interface requirements and the supporting solution to maximize the inclusion of our REDACTED reporting capabilities in the solution.

Unisys will use our Service Management system to auto-discover the enterprise assets and feed the integrated Configuration Management Database (CMDB). This discovery process will capture all IT devices in the environment including compute, network and storage infrastructure. Note: this includes capability for discovery in hybrid and public cloud environments. The CMDB will then be maintained through ITIL based change control and periodic scheduling of future auto-discovery exercises. A daily synchronization to the MSI's CMDB will reflect ongoing inventory changes. Our internal staff will also use the portal to support cloud management activities built from the platform for VITA.

**Figure 1.4-1** depicts our solution's approach to use or integrate with the MSI's Service Management Systems.

Service Management System	Integration Approach
IT Information Portal	Unisys will use the MSI's system and provide the MSI with service and program measurement data and reports as requested to support distribution of information from the IT Information Portal.
Data Warehouse System	Unisys will use the MSI's Data Warehouse System providing the MSI with agreed data from the tower's operational systems to support analysis and reporting through the MSI's Data Warehouse System.
Billing, Chargeback and Utilization Tracking System	Unisys will provide the MSI with billing and utilization data using agreed interfaces to support billing, chargeback, and utilization tracking.
Service Portfolio Database	Unisys will use the MSI's Service Portfolio Database to provide tower-specific data on services that are under development, in operation, or being retired.
Service Catalog and Request Management System(s)	Unisys will use the MSI's system to support Service orders and Service-related request processing.
Asset Management System	Unisys will provide the MSI with electronic discovery data collected by our ServiceNow discovery capability on the tower's services using agreed interfaces.
Service Level Management and Reporting System	Unisys will use the MSI's Service Level Management and reporting system and provide the MSI with tower-specific service level information using an agreed interface.
Security Clearance System	Unisys will use the MSI's Security Clearance System to track and update the clearance status for our associates and our partners' staff using an agreed interface.
Document Data Store	Unisys will use the MSI's Document Data Store to support artifacts and data on

Service Management System	Integration Approach
	projects and program management related to the Services.
Change Management System	Unisys will use the MSI's Change Management System to support operational changes related to the Services.
Project Portfolio Management and Project Management Reporting System	Unisys will use the MSI's Project Portfolio Management and Reporting System to support project work related to the Services.
Incident Management System	Unisys will use the MSI's Incident Management System to support incident resolution activities related to the Services.
Knowledge Database	Unisys will use the MSI's Knowledge Management System for self-help and will supply the MSI with tower-specific self-help information using an agreed interface to assist users of the Services and the MSI's Service Desk staff with service-related issues.
Event Management and Correlation System	Unisys will use its ServiceNow Event Management and Correlation System to supply tower-specific event information to the MSI's system using an agreed interface.
Problem Management System and Known Error Database	Unisys will use the MSI's Problem Management System for assistance in issue resolution and provide the MSI with information on previous errors and resolutions using an agreed interface.
Software License Management System	Unisys will use the MSI's Software License Management System to provide the MSI with software asset information captured by electronic discovery from an agreed interface.
Risk Management System	Unisys will use the MSI's Risk Management system to provide the MSI with tower-specific risk information using an agreed interface.
Information Security Management System (ISMS)	Unisys will use the MSI's Information Security Management System and follow SMM procedures for ISMS use during service delivery.
Service Desk Telephony	Unisys will use the MSI's Service Desk contact system following SMM procedures for Service Desk interaction during service delivery.
IT Infrastructure Monitoring System	The Unisys solution includes monitoring of tower-specific components for availability and threshold exception events. Unisys will work with the MSI on event management availability and threshold exception information and other asset information and implement in Unisys ServiceNow and will update the MSI using an agreed interface.
Identity and Access Management System	Unisys will use the MSI's Identity and Access Management system.
Service Continuity Management System	Unisys will use the MSI's Service Continuity Management System to track and coordinate tower-specific Service Continuity Management information, including planning and testing.
Capacity Management System	Unisys will use the MSI's Capacity Management system to provide the MSI with tower-specific capacity and utilization information to using an agreed interface.

Figure 1.4-1. Service Management System Integration Approach.

## 2.0 Program Management

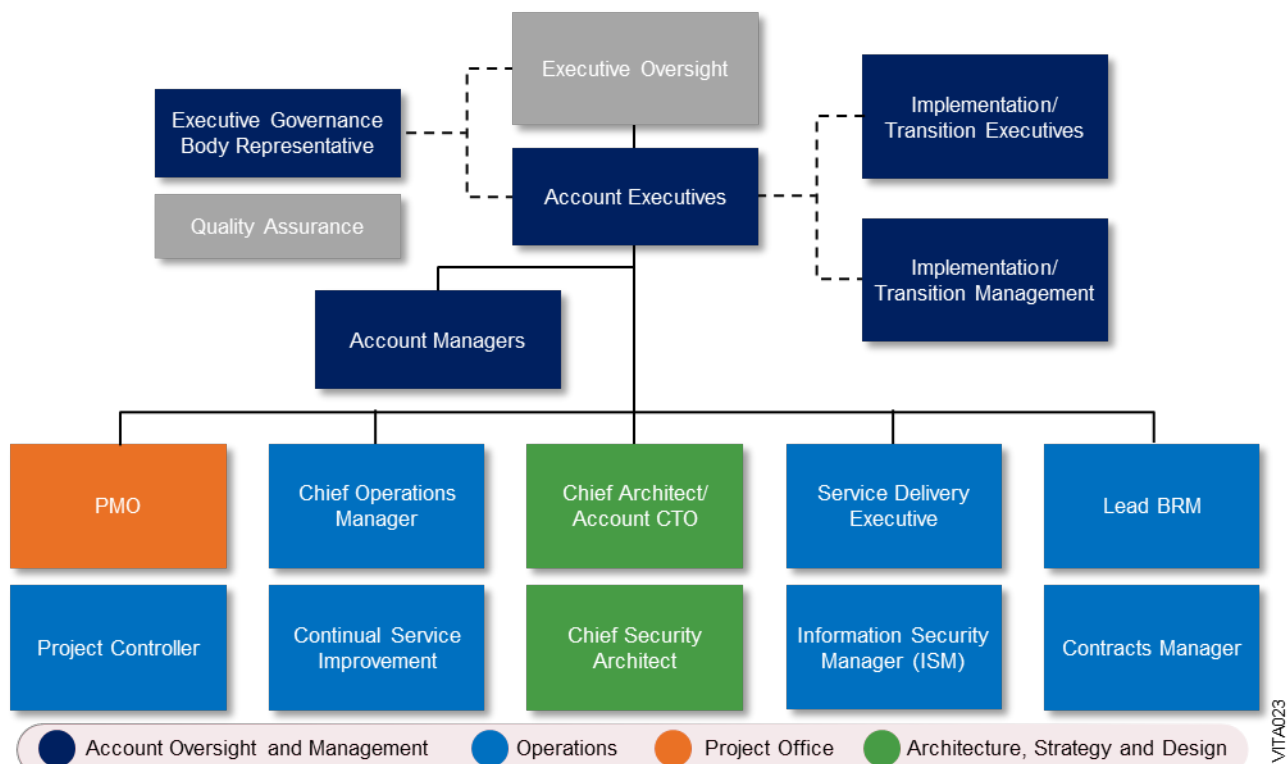
### 2.1 Program Management Office (PMO)

Because of this procurement's scope and size, Unisys will deploy a solid governance structure to maintain proper alignment of key stakeholders and integration with the MSI's established PMO. Unisys understands that our service delivery is one of many components under the direction and management of the MSI. Unisys foresees us being active and contributing participants in all status, Change Control, and architecture/strategy meetings established by the MSI and aligning our processes and communications to comply with MSI requirements. Our Unisys governance model is designed to fit into the MSI governance model so Unisys participates in Operational Governance Forums to provide continued access and insight into the day-to-day operations being performed by the Unisys team and future planning activities. The governance model's goal is not only to deliver consistent services, but also to promote service innovation, drive ongoing service quality, and help deliver operational cost savings through efficiency gains.

Our PMO provides overall account management and governance and is the Single Point of Contact (SPOC) for issues related to the Services and ongoing projects, as well as providing proposal support to the MSI for potential new projects as per the procedures outlined in the SMM. **Figure 2.1-1** illustrates our updated governance structure aligned with the MSI's governance structure that includes the proposed PMO, including the supporting Technology Office and reporting structure to Unisys executives. It will provide program and oversight of the portfolio of programs and projects that may impact single or multiple VITA customers covering individual or cross-tower projects. Projects, under the PMO, will adhere to the standards defined in the SMM and compliant with the Commonwealth Project Management policy.

Unisys proposes the following principles to outline the desired spirit of the relationship among VITA, the MSI, and Unisys:

- **Proactivity:** Governance will lead to appropriate joint decision making and drive activities to a set of measurable outcomes. Governance activity will clearly describe the outcomes expected in delivering to the strategic objectives.
- **Comprehensiveness:** Activity in and surrounding the performance of the Services falls under this governance model
- **Openness:** The governance model will facilitate a free and open dialog among VITA, the MSI, and Unisys
- **Sharing:** The governance model will align VITA's intentions and goals to deliver excellent service to users with the benefits accrued from the Agreement's successful performance
- **Flexibility:** The parties will review and appropriately modify the governance model over time in light of experience and to meet their changing requirements
- **Collaboration:** The governance model will provide a framework for close collaboration among VITA, the MSI, and Unisys.



**Figure 2.1-1. The MSI Unisys Governance Structure for VITA.**



## **2.2 Project Portfolio Management and Reporting System**

Unisys will use the MSI's Project Portfolio Management and Reporting System to support projects for Information Technology Infrastructure Services Program (ITISP) services, verifying that project data resides in the system, the project data is aligned with the CoV Project Management Standard, and the Project Management process documents in the SMM are followed. Project data (including resources, issues, risks, costs, schedules and dependencies) will be tracked and analyzed for forecasting, resource utilization, and quality analytics.

## **2.3 Current and Ongoing Projects and Solution Requests**

During the Implementation phase, Unisys will assess the ongoing projects (refresh, service improvement) initiated by the incumbent for the Server, Platform, Storage, Network and facilities at the Commonwealth Enterprise Services Center Data Center (CESC), the secondary data center, and Customer DCs and complete the project in accordance with the approved project schedule and processes as defined in the SMM. Our Project Management team will follow the Change Management process to address changes in scope, requirements, and schedules in collaboration with the MSI.

## 2.4 On-going Programs

The Unisys PMO and Technology Office consisting of architects, technical teams, and Service Delivery Management teams will use the MSI's Project Portfolio Management and Reporting system to execute, track, complete, and report on periodic and recurring projects that are part of ongoing programs. Unisys will maintain the periodic activities that are identified as ongoing programs so that each activity is actually initiated and accomplished in the projected timeframe. We will work with the MSI to build requirements for reports that are actionable, making services transparent to customers and governance bodies, and used for quality improvement.

During the initial implementation project, Unisys will engage with the MSI on the most appropriate way to integrate the management of ongoing programs with the MSI's Project Portfolio Management and Reporting System (PPMRS). This may include integration with MS Project Server, uploads of MS Project files, or direct entries of key data elements in PPMRS.

We will define and provide this project data to the PPMRS to manage and provide status on the integrated program project, including the status of data supporting the following topics:

- Project variances in cost or timeline
- Demand Forecasting
- Risks and issues
- Relationships and inter-program project dependencies.

Unisys will conform to VITA standards for project management of projects within our scope.

## 3.0 Service Strategy

### 3.1 Strategy Generation and Management

The Unisys PMO will work with VITA, the MSI, other STSs, and the Customers to develop, review, and recommend updates to the overall strategic and technology plan. Our PMO and required teams will participate in process improvement to establish, maintain, track, and publish a Technology Plan that incorporates input from VITA, customers, and STSs and aligns with governance policies. Our PMO will receive innovation and process improvement briefings from our consulting practice, architecture teams, and operations practices. This will enable VITA and the Customers to gain insights from subject matter experts (SMEs) who provide an outside-in perspective to support improvement of strategic plans and introduce new commercially developed strategies and innovations to the VITA Program.

Using the data collected from the Customer strategic plans, the longer term IT Technology Plan under Unisys will be forward-looking, flexible, based on industry innovations, and Customer aligned. The Technology Plan will provide a foundation to deliver on the technology refresh and modernization plans. Our architecture team will participate actively with the MSI and the other STSs in the initial development and annual revision of the plan and drive the development and execution of implementation plans to realize Technology Plan objectives with support from the security, service operations, and account management teams and with participation from VITA and the Customers.

Unisys will develop an Annual Technology Plan to identify how to better use and deploy current technology as well as identify new technology that may provide VITA with benefits. We also expect the MSI and Unisys BRMs to identify the Customers' needs and opportunities. We will leverage our Account Executive, Account Manager, BRMs, architects, and partners, as appropriate, to meet with the MSI Architecture teams, support their initiatives, and provide our insights. We will work with VITA and the MSI on the following activities:

- Identify VITA's technology needs/requirements
- Identify areas where Unisys' solutions may fulfill VITA's technology needs and requirements
- Include additional SMEs or technology partners in such planning activities with VITA and the MSI, where applicable
- Demonstrate the technology and solution to VITA and the MSI, as appropriate
- Review VITA's technology roadmap and planning and provide feedback
- As coordinated through MSI, invite VITA and the MSI to participate in Unisys sponsored innovation sessions.

If requested, Unisys OCM will work with the MSI and VITA's OCM team to document the approaches for customers to move through the changes that will affect them during an implementation, whether small or large. CoV's Customers and their employees who must use new tools, such as the self-service portal to receive IT support or a chat tool to contact the service desk, will need to understand why the change is happening, when it will occur, and how to use the new tools or services.

Unisys OCM will coordinate with the MSI to progress the implementation through stages of acceptance, usually starting with surprise or shock that the change is happening. Our OCM organization will support targeted and timely communications and training during these approval stages; customers can then do the following:

- Discover capabilities and resources to transition through the change
- Visualize the outcome, the future state, and how they can be successful
- Engage in dialog on the upcoming changes for the organization and how their role makes a positive contribution
- Learn new ways to get help and to use new tools effectively to perform tasks
- Embed the changes in their daily routines and KPIs for future success.

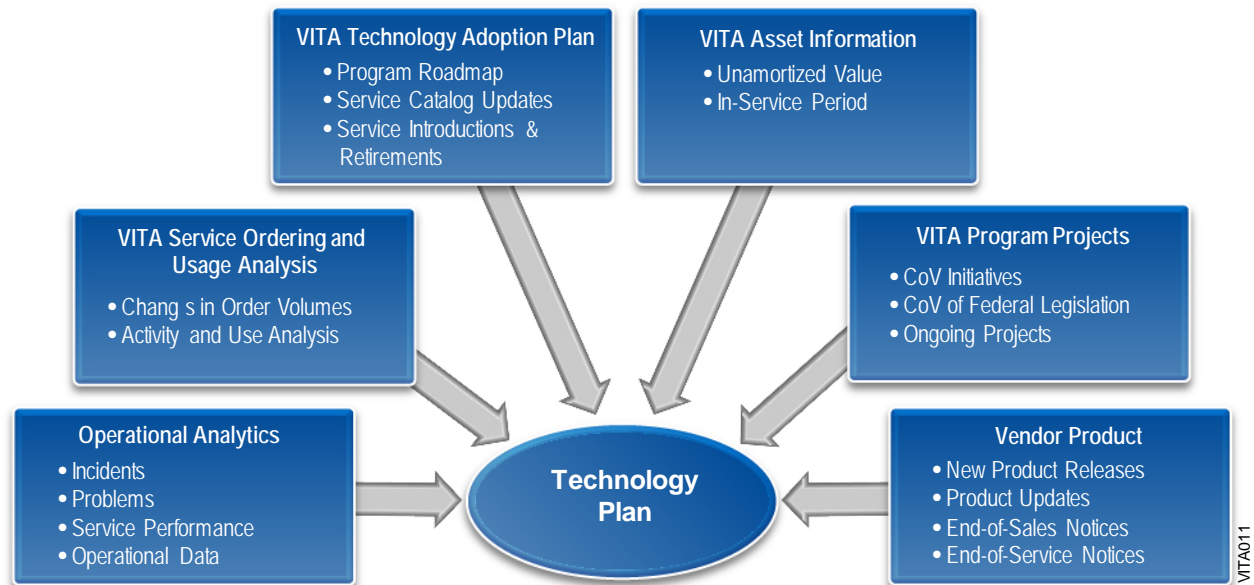
## 3.2 IT Technology Planning

The Technology Plan, illustrated in **Figure 3.2-1**, is developed annually and maintained quarterly by Unisys architecture and account teams. This plan will be managed in the Architecture Governance process, which includes Change Management, VITA review, and Customer prioritization approval. Our proposed solution is a phased approach with a 6-month implementation of the Current Mode of Operations (CMO) followed by a longer period for the digital innovation to new services and the final Future Mode of Operations (FMO). During the Implementation phase, Unisys will set up the new DCs with the launch pad equipment that could fulfill VITA and its customers' provisioning requirement for new workload. The Digital Innovation phase starts immediately after commencement of services; Unisys will work closely with VITA, its customers, and various application owners to perform a detailed analysis of the current infrastructure as well as right-size and optimize the current infrastructure before migrating workload to the new DCs. While consolidating and migrating the workload, Unisys will give priority to end-of-life and end-of-service life devices.

The Unisys Technology Office, which includes architects and technical teams, will work closely with VITA and the MSI to plan the Services and equipment life cycle, roadmap, and recommendations continuously. When the approved Technology Plan incorporates recommendations for using new services, our PMO will work with VITA and the MSI to support the updated orders that will initiate the process when new services are deployed.

To implement refresh plans, Unisys uses schedule planning, release management, and change management. Using a structured plan that incorporates service validation and execution with release and change control establishes transparency into the activities. It also enables VITA and its customers to continue to provide input

and support at several steps in response to business changes. Using the Technology Plan for the basis of the hardware and software currency plans improves the visibility of the impact between hardware and software technical updates and provides a common schedule for communication among Unisys, the MSI, VITA, and its customers. Using the quarterly plan updates and the ongoing conversations with VITA and its customers, Unisys also updates the schedule to meet changing business needs by adjusting the number of updates for each scheduled activity or changing the timing, which includes accelerating work.



**Figure 3.2-1. Input for Technology Planning.** *The Technology Plan is maintained through a broad set of information to maintain alignment with VITA's business needs.*

Unisys uses common deployment practices between order-based installations and technology refreshes. As the regular installation procedures are automated and improved, the activities for deploying updated technology receive the same updates. Technology Plan activities also follow the same ITIL-based controls described in this proposal to reduce customer and VITA outages, support the updates, and maintain visibility throughout the program.

### 3.3 Financial Management

Unisys will maintain the seamless integration that the MSI requires for reports, billing, and required supplemental information. We will support the Service Catalog based on the service tiers, hardware configurations, and operating systems. Using this Service Catalog, Unisys will establish standard configurations at a standard price, from which a customer can order incremental capacity across the hardware platforms in the enterprise. When developing the Service Catalog pricing, Unisys will use a work breakdown structure that provides congruency between similar services. The Service Catalog will be integrated with the Unisys Configuration Management Plan, which will provide the ability to pay per use as well as the billing and broad audit categories of financial management.

#### Utilization Tracking System

The MSI's SMS will be the central repository for billing data to VITA. Unisys will provide SMS with data feeds that correlate with the Pricing and Volumes Matrix and the Service Catalog.

The authoritative source for most billing items will be the MSI's CMDB. Unisys will work with the MSI to develop an interface between the Unisys and MSI CMDBs to keep them synchronized. For data sources not in the CMDB, Unisys will work with the MSI to provide a direct data feed to its SMS or input the data into the Unisys CMDB for synchronization.

### **Chargeback Invoice Consolidation**

- Provide MSI with a monthly invoice report that accounts for Service Provider and designated Third Party vendors charges.
- Provide Service Integrator information and insight that identifies significant variances from expected volumes (as driven by historical volumes, seasonal patterns, known projects, etc.).
- Actively participate with Service Integrator in the invoice validation process to identify anomalies based on VITA approved variance thresholds, prior to the release of the Customers chargeback invoices.
- Provide confirmation to Service Integrator on amounts received from VITA and any outstanding balance that are not paid with sufficient detail to confirm the unpaid balances.

### **Invoice Dispute Processing**

- Participate with Service Integrator in the management of VITA and Customers invoice disputes.
- Research and review invoice disputes for completeness and supporting data accuracy and, when necessary, request clarifying data from VITA or Customers.
- Allow VITA to monitor, audit and validate invoice dispute process on an ongoing basis.
- Provide a process for escalating to Service Provider's management incidents of invoice disputes not resolved within the timeframes established.

## **3.4 Service Portfolio Management**

The Unisys PMO will participate actively in the various meetings described in the Governance Structure to present solutions implemented with business value to VITA. Our PMO will participate with the MSI's PMO to manage and oversee the portfolio of approved projects, as defined in the SMM. Additionally, in accordance with feedback from the various forums, Unisys will modify our existing services to maintain their alignment with Customer needs. We will participate actively in the Continual Service Improvement processes defined by the MSI to support dashboard service reporting for the ITISP Services, process evaluation and currency initiatives, currency of the SMM, and quality assurance for the ITISP Services delivered.

Unisys will participate actively with the MSI in the development of the annual Technology Plan as well as deploy equipment and software associated with refreshes in accordance with the Currency Plan. We will also support the introduction of a pipeline of new Services, including the development of new service proposals and marketing plans for new Services that are aligned with VITA and Customer requirements. To support the introduction of new Services, Unisys will lead this effort with the additional Business Relationship Manager (BRM) resources included in our solution. These resources will assist with the introduction and adoption of services by new VITA customers.

Activities in the scope of this section will be performed together with Service Catalog functions, including the following:

- Maintaining a catalog of operational services for the Server and Storage scope of work, including notes for the services that are retired

- Confirming that the Service Catalog's content is up to date and aligned with the SMM, and that the Service Catalog entries contain at least the minimum content specified in RFP Exhibit 2.2
- Participating in reviews and surveys to assess the Services
- Reporting proposals for new services to the MSI and providing the life cycle status of pertinent services.

### **3.5 Demand Management**

Unisys will work within and support the MSI's Demand Management Process. Unisys will collaborate with the MSI to develop and deploy surveys to solicit feedback from Customer users as they request services from the Service Catalog. We will identify feedback and utilization trends and report them to VITA and the MSI.

Working in collaboration with the MSI, Unisys also will participate in regular meetings the MSI and Customer leadership to identify, track, and update demand plans on at least a quarterly update. We will coordinate this information with the Technology Plan, Capacity Management, and current operations to identify trends and opportunities for maximizing the value of the Services that each Customer uses. Our PMO will provide regular reports and forecasts of the demand plan, including monthly updates of additional rate card resources. This activity includes information on the customers, project identification, scope, eligible activity, and availability.

### **3.6 Business Relationship Management**

Unisys' BRMs' main focus is to support VITA's Customer Account Managers (CAMs) and the MSI's BRMs. Unisys will assign a BRM who will be assigned to support the CAMs and MSI BRMs.

This BRM will focus on the assigned VITA customers as well as work to understand their business and identify their needs. The BRM will work at Unisys to help develop new services and capacity to meet the customer's desired outcomes.

Unisys BRMs support the CAMs and MSI BRMs to act as an interface to Unisys service towers and facilitate the fulfillment of requests. Our BRMs will participate in Customer Account Meetings, operational meetings, and other meetings, as requested.

Unisys BRMs will also participate in the Enterprise Complaint Management Program that protects the rights of the citizens and Customers with a focus on resolving complaints. A core component of complaint management is for Unisys to perform our due diligence so that an influx of complaints does not surprise service owners.

## 4.0 Service Design

Unisys will support Service Design processes through coordination with the MSI to support VITA and its customers in the design and development of new or changed Services based on each customer's business requirements for introduction into a Production environment.

### 4.1 Solution Design Management

The Unisys PMO will collaborate with the MSI and other tower providers through sharing of information in the SMM and other repositories to facilitate as much sharing as possible, including the reuse and definition of VITA Standard Services. When supporting VITA, Unisys will apply this philosophy to define new catalog structures and input parameters used for provisioning as well as integrate with systems and other suppliers to establish the service handoffs, including KPIs and compliance requirements.

Unisys understands that the MSI's Solution Design Management process is the central technical oversight and integration function led by the MSI Chief Technology Architect. Our PMO team includes a Technology Office consisting of a chief architect, technology architects, and consultants who will work jointly with the MSI to deliver the solution design and architectural requirements. The Unisys Team will work with the MSI's technology team for the routing and coordination of solution design activities. The objectives of the whole process are as follows:

- Maintain the consistent design of appropriate Services, Service Management information systems, architectures, technology, processes, information, and metrics to meet current and evolving business outcomes and requirements
- Coordinate design activities across projects, changes, Suppliers, and support teams as well as manage schedules, resources, and conflicts
- Plan and coordinate the resources and capabilities to design new or changed Services
- Produce service design packages (SDPs) based on service charters and change requests
- Confirm that appropriate service designs and SDPs are produced and handed over to service implementation as agreed
- Manage the quality criteria, requirements, and handover points between the service design stage and service strategy and service implementation
- Confirm that service models and service solution designs conform to strategic, architectural, governance, and other CoV requirements
- Improve the effectiveness and efficiency of service design activities and processes
- Document, track, and report on each use of alternate solution designs instead of Standard Services and the potential for reuse
- Confirm that the parties adopt a common framework of standard, reusable design practices for activities, processes, and supporting systems, whenever appropriate
- Monitor and improve the performance of the service design life-cycle stage in adherence to the Technology Plan and VITA rules.

As part of the service design function, Unisys will create a change request or service request. In accordance with the agreed workflow, Unisys will assign a business analyst or client architect who will serve as the focal point that coordinates among different service providers.

Upon VITA's authorization, Unisys can make standard catalog services available to authorized end users for self-subscription. If higher approvals are needed, Unisys can define an appropriate workflow to enable



authorization of service requests by the respective business leaders and VITA customers. Once a Service is ordered and provisioned, the automation workflow will create the service record in the CMDB and track its life cycle through its subsequent stages.

The Services Catalog will contain details on the Services, such as the minimum or specific system requirements, software requirements, and restrictions that may apply to the Service or the user requesting the service. Unisys will update these details periodically when a change occurs to the service portfolio. We will assign a Technology Office consisting of a dedicated client architect to VITA for leading and coordinating new service and design requests.

## **4.2 Service Catalog Management**

The Unisys Team brings forward an expanded, more flexible IT Service Management (ITSM) Service Catalog proven approach that Unisys will implement by coordinating with the MSI and aligning with VITA's strategic initiatives. To further VITA's strategy to reduce costs, Unisys will integrate with the MSI managed Service Catalog based on the service tiers, hardware configurations, and operating systems.

Using this Service Catalog, a VITA customer can order incremental capacity across the hardware platforms in the enterprise. The Service Catalog will allow end users to choose a high-level service from the service family, a virtual or physical platform if applicable, and then an operating system followed by a server size. End users also will choose a service tier where applicable. The Service Catalog will be comprehensive and applied across the enterprise.

Service Catalog Management is separated into three fundamental aspects:

- Client-Facing Service Catalog – The Customers, the MSI, and STSs use this catalog to identify, understand, and plan the use of services to meet a specific request or project.
- Service Operations Specification – This specification defines the components that make up the individual services provided to VITA. This specification's information provides a level of information that focuses on the deployment and operations of the Services in addition to the details in the client-facing Service Catalog. Information in this specification also describes elements such as the bill of materials for the Service, the resources to deploy it, and automation information for the Service's internal tools.
- Online Service Catalog System – This is the VITA-owned, the MSI-managed online service request and ordering system. It includes information from the client-facing Service Catalog, order requirements, and workflows to support approvals and initiate automation activities.

Unisys will work with VITA and the MSI to provide content and descriptions to catalog technical and commercial recommendations periodically.

## **4.3 Service Level Management**

Unisys will leverage the MSI's system for collecting and storing data to be used for reporting and dashboards. Through Unisys Reporting Services, Unisys will collect data for service level reporting from multiple sources and provide the data, as defined in the SMM, to the MSI for inclusion.

Unisys will implement REDACTED, which allows our teams to deliver reports. REDACTED will connect to multiple data sources that are established through integration that includes the MSI's SMM and Unisys' monitoring tools. VITA users will have access in their hands to see the dashboards that will help them to drill through to underlying reports to explore insights.



Unisys will deploy an enterprise data warehouse called Unisys Consolidated Analytics and Reporting Environment (UCARE) to integrate the data sources to provide Service Level Management reporting, analysis, and advanced analysis functions. Incident, change management, and dispatch ticketing; device metrics; configuration information; and survey data is retained, modeled, and integrated with UCARE. UCARE is the backend data engine that supports the Power BI reporting and analytics interface.

Unisys follows ITIL v3 methodology to manage and execute well-defined and repeatable processes, thereby delivering services with high efficiency and effectiveness.

VITA will receive standard and customized reports that are accessible from the MSI Dashboard. Internally, the Service Delivery Dashboard will be used as a one-stop shop for essential information on Services that Unisys delivers to VITA. The following are examples of functionalities that Unisys typically configures on a Service Delivery Dashboard:

- Incident tracking
- Performance against Service Levels
- Project status
- Account status
- Client relationship (surveys)
- Continual improvement and governance activities.

Unisys will additionally deploy our reporting tools interfaced with the MSI's Service Management System to generate standard reports across the different in-scope services.

Unisys Service Level Management confirms that the SLAs and their respective Service Levels are met. Our objective is to keep negative impacts on service quality at a minimum and in line with contracted standards. Service Level Management involves assessing the impact of changes on Service quality and SLAs when changes are proposed and after they are implemented.

### **Monitoring, Reporting, and Trend Management**

Unisys includes a Service Level Management function that focuses on providing proactive reporting for the objectives and requirements that VITA defines. This will require establishing a Service Level Management framework that provides consistency among the individual SLAs.

The Service Level Management process consists of five procedures:

1. **Service Catalog Maintenance.** Service Level Administrators use this procedure when a change coordinator asks for a new catalog item to be registered.
2. **Service Activation.** Service Level Administrators follow this procedure after a customer selects a catalog item and decides to subscribe to the service at the level specified by this catalog item.
3. **Client Information Maintenance.** Service Level Administrators use this procedure when they register new clients of the service provider organization. They also use this procedure when they update the contact information that was recorded for these customers.
4. **Service Termination.** Service Level Administrators use this procedure when a service, a catalog item, or an SLA is discontinued.
5. **SLA Review and Request Handling.** Service Level Managers use this procedure when reviewing SLAs at the end of their respective evaluation terms. Service Level Managers also use it when customer representatives contact them to submit requests.

### **Quality Oversight and Defect Management**

To drive quality improvement, Unisys Service Delivery Analytics (SDA) identifies service-affecting defect drivers with supporting data to guide process improvement plans. Input is realized reactively from closed incident data and client feedback as well as proactively from call monitoring and coaching.

Weekly and monthly reports provide visibility to defect percentages and trends as well as an overall baseline of incident quality. These reports enable precise action for targeted defects and provide an overall, highly measurable quality perspective.

Unisys will work with the MSI and VITA to customize the tracking and reporting capabilities to generate meaningful reporting for the VITA and its customers.

### **Voice of the Client**

The gathering, interpretation, and application of client feedback are highly important facets of service excellence. The Unisys Voice of the Client program provides these feedback mechanisms and a thorough reporting and oversight process to respond to client feedback quickly and thoroughly. Our PMO takes action on escalations and complaints and captures them in the corrective action system.

Unisys SDA works with our PMO and Delivery teams to review Voice of the Client results, analysis, and recommendations.

Input provided by the Voice of the Client program is gathered by customer communication to the service desk. A customer sends feedback to the service desk by email or telephone call. The service desk representative sends an email to a Unisys email distribution list that includes the ticket number and comments or suggestions. These comments are then gathered and provided to VITA and the MSI. With approval, Unisys may implement the suggested changes where applicable. Escalations or complaints are sent to the team manager and account manager immediately. The Client Executive is notified if further escalation is required.

## **4.4 Availability Management**

The goal of the Availability Management process is to confirm that the level of service availability delivered in the Services matches or exceeds the current and future agreed needs of the business in a cost-effective way. One of the key factors affecting availability is the infrastructure design and the monitoring framework. In the Implementation phase, Unisys will identify points of failure in the infrastructure and work with the MSI to establish a redundant architecture to confirm the absence of a single point of failure from an availability management standpoint.

Unisys will perform the following activities:

- Produce and maintain an appropriate and up-to-date Availability Plan that reflects the current and future needs of the business
- Provide advice and guidance to the MSI, VITA, and its customers on availability-related issues
- Confirm that service availability meets or exceeds the agreed targets by managing services and resources effectively
- Assist with the diagnosis and resolution of availability-related incidents and problems
- Assess the impact of changes on the Availability Plan and the performance and capacity of the services and resources
- Proactively introduced measures to VITA that may improve the availability of services.
- Confirm that the monitoring infrastructure is maintained in accordance with the Availability Plan to maintain uptime of monitored services and resources.

The Availability Management System is a combination of monitoring probes (agents), event management nodes, correlation engines, incidents, problems, and trend analysis. Unisys will provide monthly reports showcasing the availability of services and infrastructure components against their stated SLAs. Service outages are captured on the event log and from the incident life cycle data. Service availability trends will prompt corrective action for future business and service quality requirements.

The Unisys Network Operations Center provides 24x7 monitoring of the data centers. REDACTED, REDACTED, and/or REDACTED applications poll devices for monitoring device health, usage, availability, and performance metrics. The same data is ingested into the Unisys UCARE data engine to feed analytics and reporting functions. The analytics and reporting functions can be set to refresh in near-real time in a rapid-batch ingestion process for responsive operational management or in real-time streaming for hypercritical applications. Upon notification of an incident, a ticket event will be sent to the MSI's ITSM system.

## 4.5 IT Service Continuity Management

Business and IT Service Continuity is a globally managed program at Unisys. The program uses global industry standards for developing, maintaining, and testing a business continuity plan for operations in Unisys' scope that provide for the availability, recovery, resumption, and restoration of functions after a disruption to maintain the survival of the organization as a whole or in part and compliance with the requirements of our clients. Unisys is committed to maintaining an effective Business Continuity Management (BCM) framework. The BCM framework meets the organization's business objectives and intends to minimize the impact of disruptive situations on the business as a whole by proactively considering the interests of clients, associates, assets, and other interested parties.

Unisys will assign a SPOC for BCM who will govern the program and support VITA Business Continuity Plans and critical IT services, leading BCM communications and other activities in coordination with the MSI. Our SPOC will work with various teams and coordinators in various facilities from which the Services will be delivered. We will appoint a recovery planning coordinator at each facility to confirm that the development, documentation, maintenance, and regular review and testing of the DR plans are accomplished. Unisys is registered and adheres to ISO 22301 in Business Continuity Planning (BCP) activity. We will create our Business Continuity Plan for the Services and Customer environments in accordance with the Master BCM Plan created by the MSI for VITA and its customers. The Business Continuity Management System (BCMS) is concerned with the development of appropriate response strategies to various potential accidental, deliberate, and natural threats. It facilitates responses, necessary recovery, and resumption efforts to maintain continuity of required services at the agreed levels during a disaster.

Unisys will develop an end-to-end IT Service Continuity Plan to maintain recovery and restoration of Services delivered to VITA. These will be undertaken in accordance with the following:

- Business Impact Analysis – Unisys will partner with the MSI to perform a business impact analysis (BIA) for processes and services that support and deliver Services to VITA DCs, co-location facilities, the new Primary DC at REDACTED, and the secondary data center. We will conduct the BIA to determine continuity and recovery priorities, objectives, and targets. The exercise will help us to determine the appropriate continuity strategies that Unisys can implement for VITA. We will establish a BIA procedure to guide the process of conducting the BIA.
- Unisys will perform a detailed gap analysis for as-is VITA services and infrastructure that will highlight key risks or deficiencies; Unisys will provide recommendations for mitigation steps. Our gap analysis will also include a resiliency assessment of the delivery centers from where services will be processed or hosted to confirm that they are fit for purpose and have adequate redundancy to enable maximum availability of a Service.
- Disaster Recovery Plan – The first step of this program is to jointly develop and maintain plans with the MSI for each facility (including VITA's DCs and co-location facilities, the new primary DC, and the DR facility) that provide for the recovery, resumption, and restoration of functions in the facility after a major disruption. The DR Plan is a component of the IT Service Continuity Plan. This plan will integrate with the MSI's Master DR Plan to include VITA, its customers, partner suppliers, and the infrastructure elements

that constitute the IT service landscape. The DR Plan will also include technical recovery guides that contain detailed technical steps for the applications and services provisioned for VITA.

- **Emergency Response Plans** – Unisys will actively participate in developing and maintaining plans for each facility that provides procedures that will eliminate or mitigate loss or injury to CoV personnel and assets. We will work with the facility providers, other suppliers, the MSI, and local emergency services in defining the set processes and procedures.
- **Compliance** – BCP will comply with industry and federal requirements and VITA Rules. Our experience at the Commonwealth of Pennsylvania and several U.S. Federal Government installations puts Unisys in a unique position to support and achieve VITA's BCP requirements. We particularly emphasize the security aspects of the operations to confirm that while the Business Continuity Plan is invoked, confidentiality and privacy are maintained to high standards.

Unisys will develop Business Continuity and DR solutions to maintain recovery and restoration services in accordance with agreed recovery criteria. The solutions will include infrastructure recovery at an alternate site based on available technology and platforms, a backup processing facility, and restoration of people or processes from within the city or outside the city limits.

- **Business Continuity and DR Tests** – Unisys will coordinate with VITA and the MSI to create and test the recovery procedures as part of an annual cycle. This will also include failover testing of VITA DCs, IT services, and infrastructure components in the facility following an approved testing schedule. We will implement these tests with defined success criteria and integrate them with our organization test schedule and may require participation from Unisys, the MSI, other suppliers, VITA, and its customers to validate the Services' recovery and the application functionality. The tests may include partial recovery, simulation, or full recovery of the primary location based on agreed test criteria. Unisys provides retesting within a defined timeframe for a failed test to reevaluate the agreed success criteria. The retests will focus on the failed areas agreed upon with VITA, the MSI, and the customer and occur within 30 days after the failed test.
- **Patch Management** – Patches are deployed to the production environment according to the process defined in the SMM. If these patches do not have a negative impact on the production environment, they will then be deployed to the DR systems using the same tools and processes, as defined in the SMM.
- **Test Reporting** – Unisys will make a comprehensive summary report with facts and findings available to VITA after a DR exercise within 3 – 4 weeks from the date of test completion. The test report will also highlight the corrective action plan and implementation tasks with respective action owner. This report may also include change implementation or problem tickets for required mitigation that Unisys will facilitate.
- **Continuous updates and improvement** – Unisys will update and maintain the Business Continuity Plan in accordance with test results and VITA's evolving business needs. The updates include production and operational changes and will be published to coincide with the updates to production. We will collaborate periodically with the MSI and other suppliers to identify potential risks and issues with operations to confirm that the Business Continuity Plan is valid and operations can achieve its stated goals. This will be reviewed semiannually or as significant changes occur in the DR environment.

## **Business Continuity Plan**

Unisys defined our BCMS according to the ISO 22301 standard and followed its holistic process, including the inherent BCP and DR processes. Qualified professionals drive our BCMS with certifications such as Certified Business Continuity Professional (CBCP) from Disaster Recovery Institute International.

Key BCMS Program highlights are as follows:

- Defined and published BCMS policies (Umbrella Pandemic Management Policy and BCMS Manual)
- A global standard framework, methodology, and processes

- Up-to-date plans with periodic audits
- Centrally monitored and coordinated business continuity and DR tests
- Well-defined KPIs and a Resiliency Framework that are tracked each month
- Integration with Information Risk and Security Management
- Monthly reporting to senior management teams
- Quarterly BCMS maturity assessments with the Benchmark Assessment Tool.

Unisys follows the following phased approach to implementing our BCMS:

- **Preplanning:** In this phase, the aim is to obtain the correct information on the BCM requirements; discuss it with the key stakeholders; and decide on applications, infrastructure, and locations.
- **Planning:** Unisys conducts BIA to identify recovery priorities (What to recover first?). This phase is a crucial phase in which Unisys will perform BIA to determine the critical services, priority of recovery, recovery time objective, recovery point objective, and critical dependencies.
- *Unisys will work with the MSI to update these plans annually or as significant changes occur.*

After approval of the strategy, Unisys will begin to document the Business Continuity Plan, which will be based on the output of the Risk Assessment and BIA. The plan addresses contingency measures for key critical business recovery, including the availability of the related IT infrastructure, redundant primary WAN link, metropolitan area network (MAN) links for inter-facility network connectivity, critical tools, and applications hosted in the VITA DCs.

The effectiveness of the implementation of the Unisys BCMS is periodically measured and reviewed through various steps that are described as follows:

- **Internal BCMS Audit** – Unisys plans internal BCMS audits and conducts them periodically to certify compliance with the BCMS framework and assess the effectiveness of our BCMS.
- **Benchmark Assessment Tool (TrustCheck)** – Unisys uses this proprietary tool to self-assess and benchmark a client's various business continuity life cycles against business units and industry standards. TrustCheck facilitates management to identify and focus on the BCM implementation gains based on ISO 22301.

Unisys has a well-established Crisis Management Program with regional governance by regional leadership. We also have a defined Crisis Management team that responds to major incidents in the IT landscape and events external to the DC environment. Unisys has the capacity and the skill set to align itself with the MSI's established integrated IT Service Continuity Plan (ITSCP) and Major Incident Management (MIM) processes and procedures for major outages or incidents.

## 4.6 Capacity Management

Our Capacity Management solution provides a point of focus for capacity- and performance-related issues with services and resources. Unisys will maintain an up-to-date Capacity Plan that reflects the current state of the resources in use and a pragmatic indication of the future needs of VITA and its customers. We will define these needs in accordance with the long- or short-term vision of each technology service and its growth in the various Customers. The day-to-day operations then monitor the consumption and performance of those resources and report on their adherence to stated service levels. We take proactive measures to manage and evaluate capacity and performance. In accordance with the outcomes from monitoring and evaluation, Unisys can optimize capacity by shifting workloads to maintain sufficient headroom to achieve stated performance levels or procuring additional capacity to augment the current infrastructure.

Unisys will then determine whether Unisys are seeing trends that require deeper analysis and discussion with VITA because they might affect short- or long-term demand. To manage capacity across VITA systems, Unisys will continually use the following life cycle:

- Capacity Planning
- Capacity Implementation
- Capacity Monitoring
- Capacity Evaluation
- Capacity Optimization
- Trending/Forecasting
- Demand Management.

## 4.7 Security Management

Unisys is committed to conducting our business in compliance with applicable federal laws and to meeting our contractual obligations with VITA and its suppliers; Unisys will establish security guidelines in accordance with VITA Rules. We will participate in the ITISP governance processes and procedures as documented in the SMM and identified in the Governance Structure. We will work with individual Customers on unique security needs, aligning with the MSI's ISMS. To support the VITA multi-provider model, Unisys will work with the MSI for overall coordination and oversight.

Unisys uses a variety of policies, processes, and tactics designed to support our compliance with legal and regulatory requirements for the protection of personal data, including a strong corporate governance structure for privacy, ethics, and information security that is respectively led by our Chief Privacy Counsel (a Certified Information Privacy Professional), Chief Ethics Officer, and Chief Information Security Officer (a Certified Information Systems Security Professional). We review a list of the key data protection policies and practices annually and update the MSI's ISMS

Unisys' commitment to the protection of personal data is expressed in our Global Privacy Policy and implemented through our Global Privacy Office and Information Security Organization. A copy of our Global Privacy Policy is available upon request.

### Information Security Measures – Infrastructure

Unisys has a multi-tiered architecture that applies levels of security and separation that are commensurate with business needs, the value of the information resources that Unisys protects and complies with VITA Rules. Each tier provides protection for the information stored at that tier and increasing protection for the next tier. We use a three-tiered model, Tier 1 is the interface to the Internet, Tier 2 is the application tier, and Tier 3 is the database tier

Access to VITA data is also limited by roles defined in the system to users who need access to the data to fulfill the services for VITA and its customers. Unisys applications and infrastructure identify individuals by unique account names.

Unisys also controls physical access, in CESC and Unisys data centers, to information system transmission lines carrying information to prevent eavesdropping, in-transit modification, disruption, or physical tampering and information system devices that display information to prevent unauthorized individuals from observing the display output.

Unisys in collaboration with the MSI and MSS will remediate vulnerabilities in accordance with the SMM. Unisys will participate in security assessments as determined by VITA.



## Security Management

Unisys provides a SPOC for VITA pertaining to security, audit, and compliance. Our Security SPOC will lead monthly meetings with VITA to report on security issues, security incidents of which Unisys is aware, and remediation activities and status. Our Security SPOC will also advise VITA and its customers on changes in security technology and major vulnerabilities.

Our Security SPOC leads security activities, which includes acting as a security SME during incident management and will bring additional experts to plan and execute audits and assessments under the Security Program to support compliance plans.

The assigned VITA Information Systems Security Manager/ Officer will support the MSI and the Unisys Security SPOC in adhering to and updating the Security Plan and continuously quantifying and assessing risks that may affect VITA and its customers. Unisys will take ownership of the Production environment and support the mitigation of findings identified in the present Plan of Action and Milestones. New systems architected by Unisys will leverage the VITA Risk Management Framework Unisys will verify that new systems are compliant with VITA Rules and validate that VITA Rules are followed to provide the needed data to support the creation of required documentation.

## Security Program

The Unisys Information Assurance team will perform Audit & Assessment (A&A) services and provide the life-cycle support for systems that require A&A for VITA systems as part of the MSI's ISMS. To confirm compliance with VITA Rules, FISMA and National Institute of Standards and Technology (NIST) 800-53 rev4, the Unisys Security SPOC will validate and report on the compliance of VITA Rules, FISMA and NIST 800-53 rev4 during the program's life cycle.

Unisys associates' adhere to the Information Security Program (ISP) that complies with the security requirements and supports the security of VITA and the Agencies' systems, software and information in accordance with VITA Rules.

## Security Clearance Management

Unisys will perform established background checks in accordance with the SMM prior to or as of the effective date on all Unisys employees, contractors, and subcontractors to perform Services and re-conduct background checks within 30 days of the anniversary of the original background check.

Unisys will remove from the VITA account any Service Provider employee, contractor, or subcontractor whose background check results do not meet the criteria acceptable to VITA and the requirements of the applicable Agencies.

Leverage the process and reporting procedure, approved by VITA that will provide timely notifications to VITA and the Agencies of personnel who are added to or departed from the contract.

## Security Clearance Database

Unisys will utilize the security clearance database and participate in appropriate training

## 4.8 Risk Management

Unisys will leverage the risk management framework (RMF) provided by the MSI to provide the following services:

- Ongoing support of the Customers Risk and Controls Framework policies, processes, tools, and standards across the Service Tower Providers
- Leverage NIST, VITA Rules, and other standard tools and processes for risk management as determined by the Risk Management Framework with regular updates

- At least quarterly, support appropriate governance forums pertaining to specific risk content and input for wider Service Provider and Governance forums as defined in Exhibit 1 (the Integrated Services Platform)
- In the forum setting, report on the progress in addressing risks that need to be mitigated in the Services
- During forums, participate with analysis of emerging trends and risks
- Report on the progress in addressing known control deficiencies - arising from the Service Tower Providers' own assurance activities and audits.
- Support risk escalation and reporting across all services
- Leverage the GRC tool to provide access to the Customers and the STS regarding common risks and controls status information, including reports, risk logs, action plans, key controls and risk indicator data
- Participate in monthly or at an otherwise specified frequency as defined in the SMM for reviews regarding the effectiveness of key controls to ensure compliance with statutory requirements, applicable regulations, and Agency policies.

### **Risk Monitoring, Identification and Reporting**

Unisys will perform the following:

- Support regular, formal risk assessments in accordance with VITA Rules, NIST Special Publications 800-30, "Guide for Conducting Risk Assessments," and 800-39, "Managing Information Risk: Organization, Mission, and System View," (at least quarterly and report on trends, single points of failure analyses) with VITA, Agencies, and the Service Integrator, and document the Plan of Action and Milestones (POAM) for corrective actions
- Identify and report risks, including service and security impact assessments, arising from the activities in the delivery of the end-to-end service
- Maintain a standard operational risk register for the Services within scope
- Provide ongoing program oversight and monitoring of the operations for change management and emerging risks and trends
- Report and escalate trends, changes, and emerging risks to VITA
- Monitor incidents and assess incidents that could have, or did, result in the loss of service to Agencies to ensure risks of a repeat are assessed and mitigated
- Support the activities of VITA and the agencies' staff, auditors, or regulators in conducting assurance activities on the design and effectiveness of key controls across the end-to-end services
- Report on the corrective actions to address any control weaknesses identified during assurance reviews or during normal ISP monitoring
- Report yearly on SOC 2, Type II results

### **Risk Prevention and Mitigation**

Unisys will perform the following:

- Take appropriate proactive actions to monitor the Services to prevent or mitigate new or emerging risks for the Services
- Track and manage all risks assigned by Customers, in VITA's Risk Register, including identifying and tracking the corrective actions needed to mitigate the risks for the Services
- Ensure the implementation of key controls for Unisys Services are in place and working as intended
- Monitor any changes to existing controls via the Change Management process as part of the Change Control Board (CCB) to address risks



## 5.0 Service Transition

Unisys will deliver the Service Transition processes through coordination with the MSI to support VITA and its customers in the design and development of new or changed Services based on the business requirements for introduction into a Production environment.

### 5.1 Change Management

Unisys will follow the MSI's Change Management procedures, as defined in the SMM.

Unisys provided Change Management responsibilities will include:

- Work with the MSI and VITA in accordance with the priority levels for changes set as jointly agreed, including risk management considerations
- Work with the MSI and VITA in accordance with defined criteria for emergency, normal, and standard changes. Maintain clear definition for standard changes that can be actioned through the Request Fulfillment process instead of the Change Management process
- Cooperate with the global Service Desk and VITA third parties for changes across applications, system components, and parties
- Integrate Change Management tools with the CMDB
- Make changes necessary to provide the Services and to meet the SLAs based on VITA-approved change management procedures
- In an emergency, obtain approval to implement an emergency change in accordance with Change Management procedures
- Designate and maintain clear ownership for individual changes throughout the process
- Provide feedback on how to improve the process and tools.

### 5.2 Change Evaluation

The Unisys will follow the MSI's Change Management procedures, as defined in the SMM, and follow these key steps, which Unisys will document and track in the MSI's ITSM tool:

- Request process
- Recording/Tracking process
- Prioritization process
- Responsibility Assignment process
- Impact/Risk/Technical Assessment process
- Evaluation of Blackout Plan and validation of Change Duration
- Review/Approval process
- Implementation process
- Verification (test) process
- Release process
- Closure process
- Tracking of metrics.

Operational Change Management metrics and scorecards are captured, and failed changes are investigated for cause and continual improvement. Change Management is a core process and part of the Unisys culture that our associates understand and to which they must adhere.

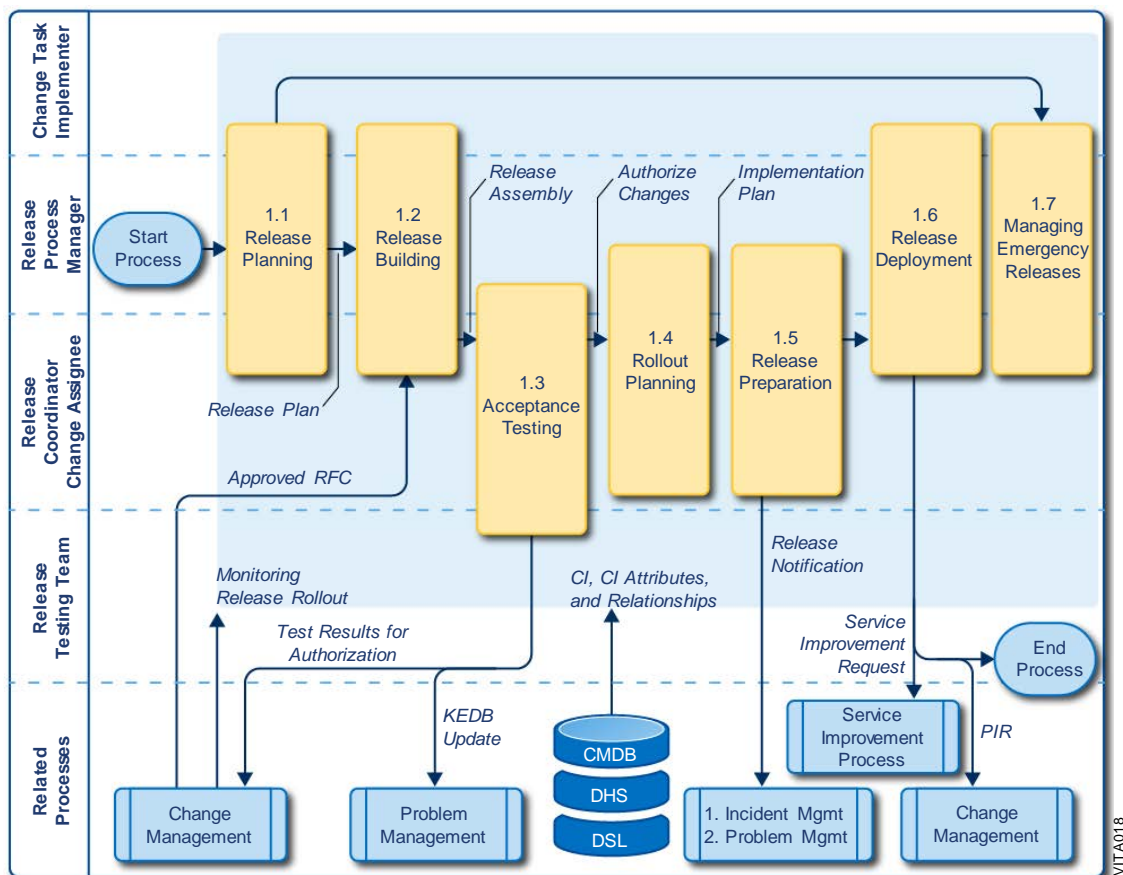
## 5.3 Release and Deployment Management

### Release Management Process

To deliver significant business value, the Release and Deployment Management process in **Figure 5.3-1** delivers changes at optimized speed, risk, and cost, and offers a consistent, appropriate, and auditable implementation of usable and useful business services.

The Release and Deployment Management process covers the whole assembly and implementation of new and changed services for operational use, from release planning through early life support.

As already stated, the Release and Deployment Management process and the Change Management process will all align and report into the MSI overall governance process and procedures and carefully govern the daily activities of Unisys and VITA's testing, evaluating, and deploying applications and services to the production Data Centers.



**Figure 5.3-1. Release Management Process.**

**1.1 Release Planning** – The Release and Deployment Manager and the planning and support teams work on the service transition package to establish, review, and periodically update the release policy document and schedule for releases.

**1.2 Release Building** – After a Request for Change (RFC) is validated and approved as part of the Change Management process, this activity begins preparation for the release that includes one or several RFCs.

**1.3 Release Acceptance Testing** – Test Management personnel coordinate the plans and controls for testing execution. Testing aims to build confidence in the service's capability before final acceptance during the pilot or ELS support. Test results are summarized and presented to the CAB to obtain approval for implementation planning and rollout.

**1.4 Rollout Planning** – The implementation plan for the release is prepared and accepted.

**1.5 Release Preparation** – Unisys prepares the organization and people for change, including development of a detailed implementation plan that contains training, assigning individuals to specific process activities, etc.

**1.6 Release Deployment** – Unisys transfers assets, transfers and transitions businesses and organizations, deploys processes and materials, deploys Service Management capabilities, transfers services, deploys services, decommissions services, and retires services. Release Deployment includes (1) Early Life Support (ELS), (2) Verify Deployment, and (3) Review and Close.

**1.7 Managing Emergency Releases** – Unisys invokes a process to manage emergency releases with documentation after the emergency release and deployment activity.

The Change and Release Management processes will minimize the impact of changes on mission-critical services that VITA provides. The Unisys Change Management team will work with VITA representatives to help with verifying that SLAs are met and risks are managed appropriately in accordance with priority, impact, and urgency criteria.

Unisys will test infrastructure-related changes and releases before implementation in accordance with the process defined as follows. Testing includes Unisys managed hardware and software. Our process is to complete acceptance testing of changes and releases before implementation to prevent the impact of production services on VITA. Before implementation, Unisys will review planned change requests to confirm that:

- VITA completed and approved a Pre-Change Test Plan
- Pilots are evaluated for release deployment of changes
- Test environments are planned to support the Test Plan and then ordered by VITA from the Service Catalog
- The change can be completed in the requested change window
- VITA and the vendor accomplished thorough testing in non-production environments, as applicable
- Onsite coverage is provided or available from callout procedures
- Back-out plans and detailed instructions are in place
- Installation instructions are understandable and complete
- Test results are compiled, reviewed with VITA, and retested after appropriate changes are made
- VITA approvals were obtained before release and deployment.

## **5.4 Service Asset and Configuration Management (SACM)**

During the implementation, Unisys will develop a Configuration Management Plan that includes Configuration Items (CIs), attributes, and relationships that will be discovered, tracked, stored, and maintained in the MSI's CMDB and managed through the Change Management processes and procedures. Unisys will deploy our own discovery tool for auto-discovery of enterprise assets and maintain them in our instance of ServiceNow. We will develop an interface that will provide a data feed using the data dictionary to the MSI's CMDB to maintain data consistency and currency between Unisys tools and the MSI's CMDB, which is considered the single source of truth. We will use the MSI Service Mapping toolset across the targeted architecture infrastructure platforms to map and populate the MSI's CMDB and the indicated relationships. During implementation for each Customer,

the Unisys Configuration Management team, working with the Unisys and VITA Implementation teams, will validate the identified, discovered, cleansed, and reconciled CIs in the MSI's CMDB to be managed going forward under Change Management processes.

The Unisys Configuration Manager and support team will follow detailed processes and procedures to reconcile the information before populating the MSI's CMDB. VITA will participate in processes and procedures during implementation and continuously to review and accept changes in configuration data that is stored in the MSI CMDB.

### **Asset Management**

Unisys will comply with VITA Rules SEC 514 for Removal of Commonwealth Data from Electronic Media. The Unisys solution for Software License Tracking involves the people, process, and technology to deliver an effective solution for VITA. The software license assets are discovered online using the Unisys ServiceNow Discovery tool, linked effectively to the assets in the MSI's CMDB, and tracked in the MSI's Asset Management toolset, so that the details of where the licenses are located and how they are used are known and reported. Software license reconciliation is performed with the MSI's Asset Management Tool. This means that VITA can be confident that risks related to management of software licenses are mitigated.

Unisys follows a detailed set of processes and procedures as already described to help verify that VITA third-party software license information is maintained and reported accurately as an ongoing operation. This is a subset of the Asset Management process and procedures. Our Asset Manager will review requests for changes (RFCs) involving VITA third-party software to confirm that the information is recorded properly in the MSI's Asset Management and Software License Management modules. Our Asset Manager also will audit the software license information. The audits will reveal inaccuracies in the information. Incident tickets and problem tickets will be opened for audit discrepancies. A problem ticket root cause will be determined for each information accuracy type, and a change ticket will be opened to correct the root causes of these information problems related to VITA third-party software licenses. Change tickets can be opened for technical, process, or personnel-related issues. This is how Unisys will continue to maintain and improve the VITA third-party software license tracking service's quality, efficiency, and effectiveness.

### **Asset and Configuration Management**

Unisys uses the data captured from Asset Management activities to perform asset and configuration management. To perform this process, Unisys will use the MSI's Asset Management tool, which delivers control of the full life cycle and total cost of IT assets from purchase to retirement. Our Asset and Configuration Management process includes the following features:

- Supports comprehensive software license management
- Enables proactive contract management
- Provides visibility into asset costs
- Integrates with ITIL service support workflows
- Acts on unified and accurate data stored in the market-leading CMDB.

## **5.5 Knowledge Management**

### **Knowledge and Content Management**

Knowledge Management is a core feature of our service delivery capabilities. Unisys Knowledge Management best practices create and reinforce a constant feedback process between technical resolvers and the MSI Service Desk. The Unisys Knowledge Management team is designed and operates in a way that shares best practices across clients, when applicable.

The objectives of Unisys provided Knowledge Management are as follows:

- Confirm that accurate and current information is stored in the knowledgebase
- Support improved service through customer self-help and reduced call volumes at the MSI's Service Desk
- Optimize call length by giving the MSI's Service Desk agents the information required to resolve incidents
- Avoid call escalations by improved enablement of front-line support personnel
- Avoid reinventing the wheel by capturing frequently asked questions
- Provide account-specific know-how to target groups that support and establish solutions for Service Desk support.

## Transition Knowledge Management

Knowledge acquisition and transfer from VITA and third-party service providers to Unisys is a critical consideration in the Unisys transition methodology. As part of the Assess phase of transition, Unisys develops a detailed Knowledge Transfer Plan that outlines the priorities and timing for in-scope service streams. We developed a tool suite that is considered best in class in the industry and expedites the Knowledge Transfer process, minimizes the costs of knowledge transfer, and mitigates the risks of the process. Knowledge transfer methods include onsite knowledge capturing and global knowledge sharing, which are described as follows:

- **Onsite Knowledge Capture** – Unisys SMEs will work with the MSI, partner suppliers, and designated VITA facilities to gather knowledge of processes, applications, tools, and culture. Modus operandi includes interviews, document and process review, work shadowing, and other methods necessary to confirm that the knowledge is transferred.
- **Global Knowledge Sharing** – The team that captures knowledge will return to base to document and transfer the acquired knowledge with the tools and system experts. The team will thoroughly review the knowledge acquired to verify that consistency, completeness, and accuracy were met to move forward to FMO. If a piece of knowledge is missing or needs clarification, further contacts with VITA teams will be made until the team is comfortable that knowledge is completely transferred.

In the Assess phase of implementation, Unisys' approach to knowledge transfer involves the following steps:

1. Review the Knowledge Transfer environment
2. Build the Knowledge Transfer Plan
3. Execute the Knowledge Transfer
4. Gather Post-Transition handover knowledge.

Unisys recognizes that Knowledge Management will be a jointly sponsored effort between Unisys and the Knowledge Management system provided by the MSI to support the MSI's common Service Desk.

Unisys has a history of providing clients with significant value by focusing our ITSM analytics on problems that a Level 1 Service Desk staff member can resolve more quickly and thereby provide faster, lowest cost service resolutions for our clients. To provide VITA with this same service quality improvement, Unisys and the MSI will continue to measure the Level 2 and Level 3 knowledge management articles created to move service resolutions down to Level 1 resources. In other cases, the MSI may identify Level 2

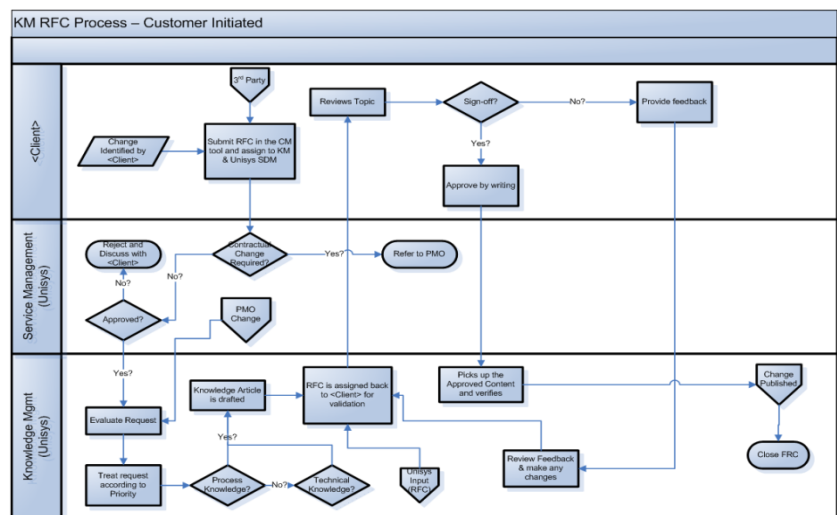


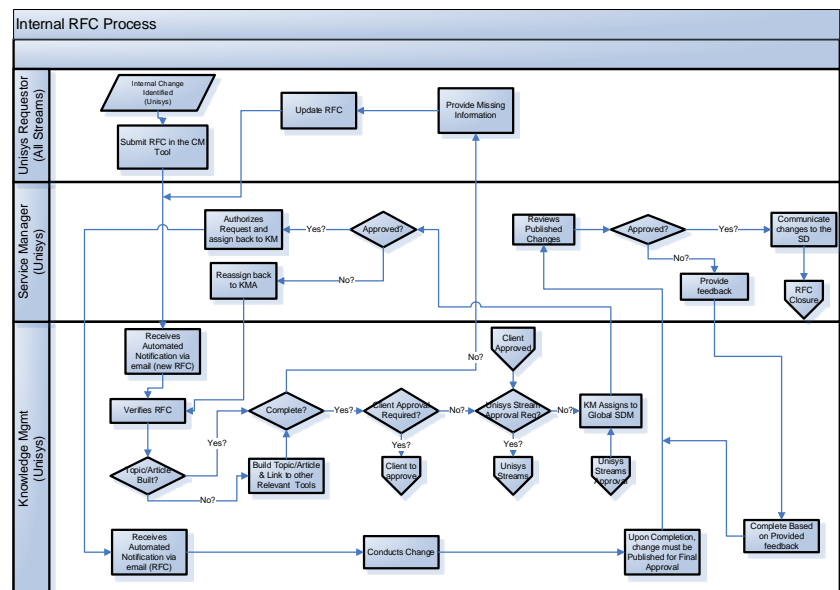
Figure 5.5-1. Knowledge Management Request for Change.

and Level 3 service problem trends and engage Unisys for new knowledge articles. **Figure 5.5-1** depicts the workflow that Unisys SDMs will use to manage an RFC for new or updated knowledge articles. Unisys and the MSI will establish the gates in the RFC process to measure so that Unisys embeds continuous improvement into the RFC process.

By contrast, **Figure 5.5-2** provides the continuous improvement workflow that Unisys internal teams follow to introduce Knowledge Management articles that drive a high percentage of Level 1 service resolutions. Unisys internal workflow will engage the MSI to review and approve articles only after our Service Delivery Line Manager staff vet and edit them thoroughly. During VITA's approval, Unisys and the MSI will focus on the Service Desk's readiness to consume and use the new knowledge article as well as the expected benefits to VITA.

In both workflows, the Unisys Knowledge Manager will perform the following tasks:

- Verify the request and evaluate which knowledge tools will have to be changed—Help File, Knowledgebase, Workspaces, or Training. Does the change target only one of these tools, or two or more?
- Verify whether the request requires an update for the MSI's SMS and engage the MSI to review it.
- Verify whether the change will require further training for the Service Desk—if yes, evaluate training requirements and communicate the change to the MSI to secure a date when the training can be delivered. Additionally, liaise with the Operations team to determine when the training can be delivered.
- Evaluate how long it will take for changes to be published in the knowledge tools—plan ahead and fulfill changes according to priority. Be sure to inform the requester of possible delays.
- Maintain a Change Log (Change Register) of changes that will be recorded in the MSI's Knowledge repository.
- Effectively communicate knowledge changes to the Service Desks' Team Leads when they are entered in the Production environment; communicate the changes as soon as a new version is published. The announcement list in the Client/Agent Workspace must be used to communicate changes to the help file or knowledgebase.
- The Unisys Knowledge Manager manages communications to our Operations team, SDM, PMO, and the client, listing the changes conducted and the affected topics.
- Manage expectations appropriately—set up weekly calls that can serve as a CAB meeting.
- Obtain the MSI's sign-off on items entering the knowledgebase unless the change has an impact only on Unisys internal processes.



**Figure 5.5-2. Knowledge Management Continuous Improvement.**

## 6.0 Service Operation



Unisys will take over current incumbent tools to monitor and manage the VITA data center environments until such time that they are replaced with Unisys monitoring suite.

Unisys will support Service Operations processes through coordination with the MSI to support VITA and its customers in the ongoing delivery of Services based on the customer's business requirements in the Production environment.

## 6.1 Service Desk

Unisys provides several mechanisms to enable the MSI Service Desk, other Suppliers, VITA, and its customers to engage directly with support teams to respond to service requests and resolve incidents. Our support teams use the processes defined in the SMM to interact with the Service Desk, other Suppliers, and the Customers. As part of the Program Management processes, Unisys will provide training and information on the VITA program and the related business activities for the Customers for the support and operations teams.

Unisys' continuous improvement processes include evaluating activities and resolutions to identify additional workflows, automations, and shift-left procedural activity that enhance the ability of the MSI's Service Desk to resolve requests without engaging higher level support staff and delaying resolution of a customer's issue.

Unisys also uses the knowledge management process described in Section 5.5 to manage FAQ and guides to support the resolution of authorized customer and Service Desk incidents and service requests.

## 6.2 Major Incident Management

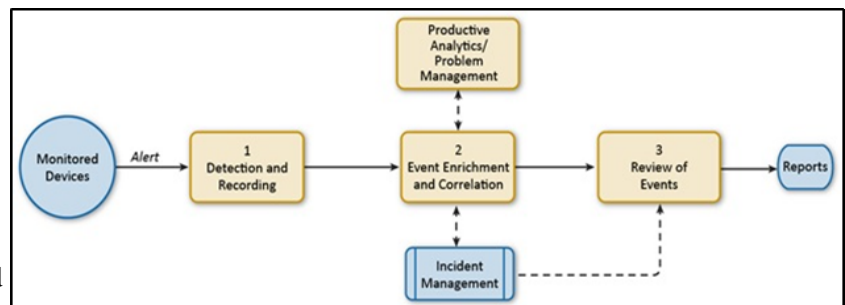
Unisys will support and participate in the MSI's Major Incident Management (MIM) process, as defined in the SMM. If the MSI requires our staff to participate in a MIM event, the MSI's service desk representative will contact the Unisys on-call representative by telephone, to state that Unisys is needed to participate in a MIM conference bridge. Unisys will engage the appropriate resources and assist VITA and the MSI in the identification and resolution of the incident.

## 6.3 Event Management

Unisys management tools will integrate with Unisys ITSM system to record events that are detected by our monitoring tools to provide near-real-time monitoring and notification. During implementation and as part of new service development, Unisys will work with the MSI to define workflows in the MSI's ITSM system to route the events to the appropriate resolver group and assign appropriate severity. **Figure 6.3-1** illustrates the Event Management process.

The Unisys Operations Center provides 24x7 monitoring of the incidents created through the auto-ticketing integration between the MSI's event correlation system and the MSI's ITSM and Unisys Monitoring systems. During times of maintenance to our B2B systems, our Operations Center will monitor events directly in Unisys management tools in order to provide the necessary monitoring coverage.

During implementation, Unisys will deploy our management tools and implement a standard set of thresholds for services and systems. Using the standard thresholds across the environment provides a baseline and enables Unisys to identify environments that require unique thresholds due to configuration or operations. As part of service operations and the Problem Management process, Unisys will evaluate thresholds and update them continuously to support VITA and Customer business needs as well as improve visibility into system functions that affect application or service availability. As part of the Incident Management process, Unisys will use



**Figure 6.3-1. Event Management Process – Overview.** Events are captured by Unisys Management tools, processed in Unisys ServiceNow instance and forwarded to the MSI ITSM to enable the Incident Management Process.



approved events with workflows to execute automated resolutions and recovery based on defined operating parameters and VITA and Customer approval.

Event data is retained for 13 months and provides input for problem management, continuous improvement, trending, and reporting activities. Unisys uses the analysis of problems, incidents, changes, and events to identify automation improvements; influence the Technology Plan to reduce impact on VITA and its customers; and improve overall operations.

Unisys will use a broad set of tools and agents for event and performance management for VITA. We will deploy REDACTED as our primary monitoring tool, along with using vendor-specific monitoring and management tools that may already be deployed such as REDACTED to provide end-to-end monitoring of the server, platforms, storage, and network at VITA Data Centers, secondary data center sites, designated Customer sites, and FMO Data Center. We will integrate the monitoring tools with the MSI's ITSM tool for event correlation and automated incident generation. For compliance checking, functions for the management tools and policies in REDACTED and REDACTED are implemented to monitor the continued deployment and activity of the tools. Events are generated if a tool is removed or stops working, and an incident is used to report on the resolution. We will provide reports in the tool and discovery each month to show the current status.

Events and incidents occasionally require participation among multiple STSs, VITA, and the Customers. Unisys follows a consistent set of procedures for incidents using our operations teams, Level 2 support, and SDM to participate in the resolution of events and incidents requiring joint coordination. This includes participating and communicating at joint meetings, reducing rerouting tickets until a clear resolver is understood, and working with the MSI and service providers to establish consistent workflows for events that require several teams.

## 6.4 Problem Management

To implement a reactive and proactive approach to Problem Management, Unisys will use data, metrics, and analytics that will improve the efficiency as well as the operational and cost-effectiveness of delivery to VITA and its customers. We will work closely with the MSI to implement an ITIL-compliant Problem Management process and use the MSI's provided toolsets to provide seamless integration with VITA's support model. The Problem Management process encompasses the following tasks:

- Collecting data to analyze selected incidents to diagnose trends and identify problems
- Identifying contributing factors for incidents and known errors
- Handling incidents off to the RCA procedure to determine the root cause and corrective actions required to resolve and prevent recurrence of Severity 1 incidents, Severity 2 incidents, backed-out changes, and chronically recurring problems
- Developing recommendations and a structural solution for problems and errors that continue to cause incidents.

Six Sigma Lean methods and techniques underpin our RCA methodologies. Unisys follows a Plan-Do-Check-Act cycle and uses Six Sigma Lean tools such as Ishikawa diagrams, graphical analysis, mistake-proofing, hypothesis testing, correlation/regression analysis, value stream mapping, and Failure Mode and Effects Analysis.

## 6.5 Request Management and Fulfillment

### Service Request Management

Requests for services will be handled by the Service Request Management System, which consists of a Services Catalog displayed at the MSI's End User portal. End users can also track requests at the same portal. Unisys will support the MSI in designing the Services Catalog, approval workflows, and the provisioning automation to enable adherence of the services and the Request Management process to VITA requirements. The Services

Catalog can also be used for requesting non-infrastructure services, such as a new service design or a solution design request.

Unisys will set up templates to capture the requirements at different stages and appropriately set up a process to elicit requirements; analyze feasibility; suggest changes and improvements; table the high-level approach, the detailed design, the transition efforts, and the eventual build; and commission the service request. During Implementation, Unisys will work with the MSI to assure that automated workflows are implemented such that VITA retains the authority to authorize and approve all necessary Requests.

## **6.6 Access Management**

Unisys provides Access Management as part of the task delivered through our PMO and delivery governance. We will use the MSI, VITA, and Customer policies to support maintaining the authorization and request activities. Requests for logical and physical access will use the MSI-managed Access Control process and include notification and approval from VITA and its customers to comply with CoV policies or regulations for logical and physical access. Requests and approvals are consolidated and coordinated in our PMO to support audits and enable quarterly access checks for continued access. The Unisys team will grant approved users the right to use a Service and prevent unauthorized access.

## **6.7 Supplier IT Operations**

Unisys will maintain the server, platform, storage, and network hardware and software equipment patch level to the current release version in coordination with VITA and the MSI policies. We will deploy our patch management tools to automate patch deployment to various systems. We will coordinate with the MSI and VITA to test, schedule, and prioritize the patch deployment schedule and agree upon necessary downtime. Unisys will host our system in centralized DCs. See Section 2.4 in Exh 2.3.1 for Patch Management process.

## **7.0 Continual Service Improvement**

The Unisys Continuous Service Improvement and Innovation Program (CSIIP) is a key component in our overall delivery model. The CSIIP framework provides a common framework for service improvement, service enhancement, and innovation activities, and enables collaboration and visibility into their progress and results. Our solution includes an essential resource, our BRM, who will have primary responsibility for driving our CSIIP. The BRM will bring in the appropriate technology experts whether partners or Unisys architects to the MSI Innovation Forums and Relationship Management Committee meetings. Our BRM will be experienced in industry best practices and will continually monitor the current state with a view to identify potential improvements and take the appropriate action. **Figure 7.0-1** depicts the key elements of our CSIIP.



**Figure 7.0-1. CSIIP Key Elements.**

Unisys also will provide the VITA Program with a Service Data Analytics (SDA) Office SME. This Service Data Analytics SME will use industry-leading process improvement techniques and our data analytics capabilities to map process measurements to business value helping us provide a systematic approach toward continuous value creation.

The Unisys BRM, along with our PMO, is accountable for establishing the CSIIP framework in the overall governance structure. This will include our assessment of risks, issues, and opportunities for improvement. Our BRM will be accountable to evaluate processes regularly. This includes identifying areas where the targeted process metrics are not reached as well as conducting regular benchmarks, audits, maturity assessments, and reviews. Our BRM will provide a program to keep the SMM and other relevant operational documentation current as an ongoing program.

As part of our CSIIP, Unisys will establish meaningful, quantifiable program measures that demonstrate the VITA Program's effectiveness so that the program's value can be demonstrated to its stakeholders. We will work closely with VITA to define measures that meet its unique needs and reflect industry-standard metrics or benchmarks. The following are examples of similar measures that Unisys implemented together with other clients:

- Customer Satisfaction (CSAT) by Service
- New services deployed, Unisys proposals for new services
- Benchmark of cost of service by billing unit
- Service utilization by Customer
- Application response time end-to-end, Service Availability end-to-end
- Client Productivity – Incidents per User/Device; Downtime per user/device – Mean Time to Recovery.

## 7.1 Service Review and Reporting

Unisys will leverage the MSI's system for collecting and storing data to be used for reporting and dashboards. Through Unisys Reporting Services, Unisys will collect data from multiple sources and provide the required data, as defined in the SMM, to the MSI for inclusion.

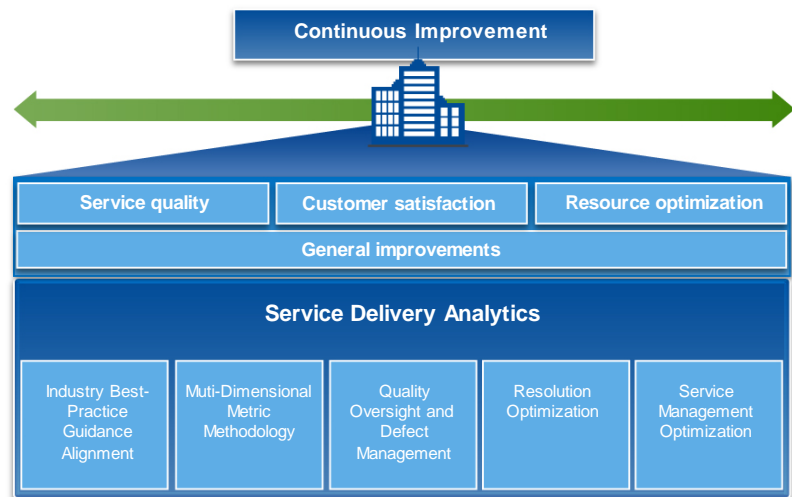
Unisys Reporting Services provide the technical capability to render graphical dashboards of data metrics obtained from in-use toolsets (MSI's ITSM tool and Unisys Monitoring tools) and collated through an Operational Data Store. This service also provides the technical capability to publish the standard set of utilization reports on the portal, specify data sources for the dashboards, and choose the number and type of reports to publish on the portal.

## 7.2 Process Evaluation and Currency

The Unisys Service Data Analytics (SDA) team will focus on providing quality oversight and defect management, resolution optimization, and service management optimization that will drive improvement in service quality, satisfaction, and process improvements. Our SDA team will work with the MSI to implement corrective actions against SMM process accuracy continuously. Refer to **Section 7.3** for more details on how our SDA capabilities drive quality improvement by identifying service-affecting defect drivers with supporting data to guide process improvement and accuracy.

## 7.3 Service Measurement

Our Service Delivery Analytics (SDA), implemented as part of the account governance structure to enable the drive and coordination of service quality, satisfaction, resource optimization, and other improvements, is enacted and consistent across the areas of the account and service delivery. **Figure 7.3-1** summarizes the Service Excellence Support activities included in our solution.



**Figure 7.3-1. Service Delivery Analytics Support Summary.**

SDA will concentrate on the following areas:

- **Industry Best-Practice Guidance Alignment** – Connection point to the metrics, targets, and methods that industry best-practice standard authorities such as Gartner adopt, and a roadmap for implementation and achievement.
- **Multidimensional Metric Methodology aligned with VITA’s Business Goals** – Development and application of a Value Map Control Plan, including a value map that establishes and rationalizes measurements against a clearly stated VITA Business Goal, and accompanying Critical Success Factors
- **Quality Oversight and Defect Management** – The provision of reporting, analysis, and action plans for service defects, such as incorrectly assigned incident records, incorrect diagnosis, and excessive resolution times
- **Resolution Optimization** – The continual analysis of client incidents, and accompanying enabling actions, to move incident and problem resolution away from costly resources to the most timely and cost-effective level
- **Service Management Optimization** – Variance- and exception-oriented reporting and analysis that helps to guide Problem Management efforts as well as oversight of ticket coding accuracy and quality to create high-quality information for data analysis and mining.

Account specific improvements will come from ideas gathered from the MSI, VITA, its customers, and Unisys Service Delivery teams. Opportunities are created to generate ideas, and action plans are followed to review, assess, and implement the actions. Our goal is to commit to advancing our delivery of innovation and align with VITA’s strategy and goals. Unisys uses Innovation Workshops to stimulate ideas and plans for innovation.

## 7.4 Improvement Planning

The Unisys CSIIP framework provides a common framework for service improvement, service enhancement, and innovation activities and enables collaboration and visibility into their progress and result.

Our SDA team will use industry-leading process improvement techniques and our data analytics capabilities to map process measurements to business value helping us provide a systematic approach toward continuous value creation. The outcome of the analytics will translate into service improvement plan across the managed environment and will be reviewed during Governance meetings with the MSI, VITA, and ITISP Governance.

## 7.5 Technical Innovation

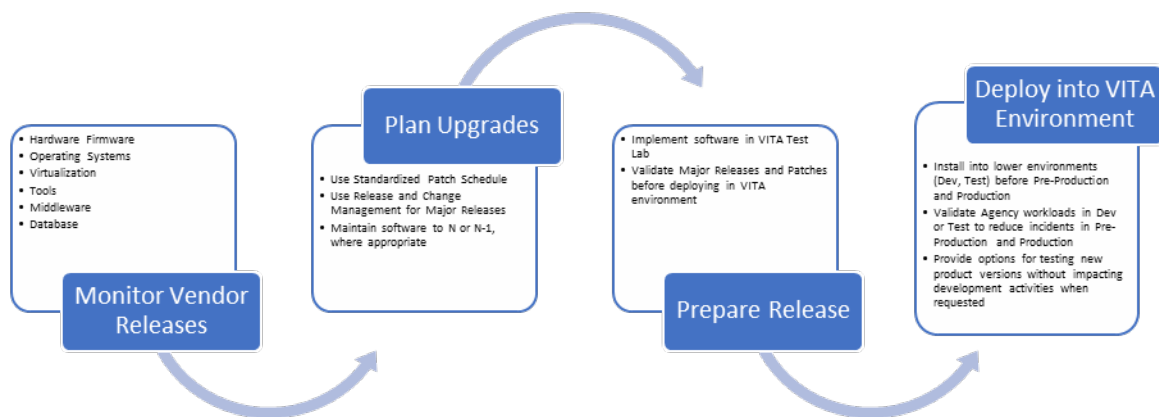
Unisys will work with the MSI to conduct Innovation Workshops at Relationship Management Committee meetings that Unisys will tailor to VITA’s specific needs and objectives. The Innovation Program’s mission is to proactively help our clients to explore, select, and apply technology, application, and service innovations that increase the value of their IT investment. Focused on creating business value, our collaborative, adaptable approach encompasses a range of methods, from incremental improvement to larger strategic initiatives that are embedded in a client’s ever-evolving roadmap. Key elements of our innovation approach include identifying the latest disruptive technologies and trends that have strategic benefits for our clients, and then delivering continuous innovation to our clients through our programmatic approach, including our highly collaborative Innovation Workshops.

## 7.6 Technical Currency

As part of the server services, Unisys will maintain the currency of hardware and software systems that are part of the Server Services scope. This is done by refreshing end-of-life and end-of-support infrastructure each year as prescribed by VITA. Our Asset Manager will maintain a list of VITA assets (hardware and software) and plan their refresh periodically. The Unisys Server Services team will identify the assets before their end of life and initiate the migration of applications as well as data volumes and integrations.

Unisys will coordinate with VITA for the timely and responsible disposal of the retired assets after full compliance with data privacy and security as needed by CoV standards. This includes secure wiping and physical destruction of the hard disks on site and disposal of servers by authorized recyclers.

The Technology Plan is also used to establish the plan for software currency. As described in Section 3.2, the plan uses the vendor roadmaps and life-cycle updates to track the vendor's product updates and aligns the vendor activity with the VITA Program's needs. **Figure 7.6-1** illustrates our Software Currency workflow.



**Figure 7.6-1. Software Currency Workflow.** This flow reduces the risk of introducing software releases with prior testing outside VITA's Production environment.

Unisys maintains the software to an N or N-1 level for the services managed in the VITA Program. We will provide support for software products earlier than N-1 in accordance with the vendor's support matrix or commercially reasonable efforts. This includes firmware, operating systems, virtualization, tools, middleware, and database software. Software patches, service packs, updated packages, and new releases follow the same methodology and will use the Change Management and Release Management processes described in Sections 5.1 and 5.3 respectively. Operating Systems that are older than N-2 will require a project to upgrade to current version. To maintain consistency across the environment and control the impact of the new software, this approach validates the installations and the Customer application functionality before the production systems are updated. Standard schedules and Customer-specific deployments will be planned, reviewed, and approved before software deployments occur.

Where available, Unisys also will use rolling releases to avoid affecting VITA and Customer workloads. Examples of a rolling release include updating VMware ESX servers by setting two or three hosts into maintenance mode and validating the update before moving Customer virtual servers back onto the instance or scheduling two of five web servers during the same window.

Unisys will implement a test lab to test patches, application packages, and new software releases before introducing them into VITA's operational environment. We will use application packaging functions in the Configuration Management tools and product-specific tools to automate the deployment of the software releases

and firmware. This functionality also supports providing detailed reporting for the installations, which will be available beyond the details retained in the approved change records in VITA's Service Management system.