

I. Section 4 – Understanding and Approach to Infrastructure Services

4.4 Infrastructure Understanding and Approach to Service Desk Management (4D)

RFP # 5.2.3.4 (RFP Table # 34)

Efficient handling by the Service Desk will help County staff quickly get back to the business of delivering services to their customers. We acknowledge the importance of this expectation and realize serious consequences arise when some or all parts of the Service Desk experience fail to meet user expectations. As your prime contractor, Accenture subcontracted daily responsibilities for the Service Desk to Gainwell Technologies decades ago. We will modernize the performance by taking over operation while adhering to enhanced communication, outstanding customer experience, increased operating efficiency, and timely and responsive services. Our Service Desk approach results in:

- **Enhanced Communication** helps County users and their leadership plan for system issues and when they can expect a resolution.
- **Outstanding Customer Experience** at the first point of contact will reduce resolution time, instill confidence in the team, and free Tier 3 personnel to focus on other mission-critical activities.
- **Increased Operating Efficiency** between the tiers and Service Desks provides County staff a singular experience and enables users to get back to work sooner.
- **Timely and Responsive Service** using the preferred communication method for users to reach the Service Desk makes it easier for us to quickly respond to their issues.

By working with the Consortium and CalSAWS contractors, and by staying consistent with the Infrastructure Services Plan and the associated Operational Working Documents (OWDs), our approach will deliver improved productivity, generate cost savings, and provide you with a differentiated user experience. Table 4-1 describes the themes of our approach for CalSAWS.

The Accenture Advantage

Outstanding Customer Experience

- 100% increase in first-call resolution (FCR)
- Enhanced digital self-service for better customer service
- Greater omnichannel capabilities with chatbots and virtual agents
- Higher-value Service Desk fueled by continuous improvement

What We Bring	What You Get
Increased first-call resolution (FCR) using advanced knowledge management capabilities [REDACTED]	Improved Customer Satisfaction: Leaving a positive impression of CalSAWS on callers because [REDACTED] during the first contact with the Service Desk
Self-service digital channels that users can interact with quickly and easily, [REDACTED]	Faster Problem Resolution: Users can get answers 50% faster than a phone call. This frees Service Desk agents to focus on more complex, high-priority issues
Intelligent operations through automation delivers optimal staffing and shifts	Reduced Call Waiting: For County users and opportunities for cost savings
Omnichannel capabilities including voice, email, chat, and more providing increased access and choices to users	Outstanding Customer Experience: Allows Counties to interact with the Service Desk in their preferred channel to quickly get to resolution
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Table 4-1. We tailored our Service Desk approach for you for an enhanced, modernized CalSAWS.

4.4.1 Overall Approach to Delivering Service Desk Management

Item # I-UA10

Provide your approach to delivering Service Desk Management and identify enhancements and improvements to current CalSAWS Service Desk operations.

Include in your approach:

Describe and differentiate between Tier 1 and Tier 2 staffing approach.

Describe managed versus non-managed County support.

Describe integration and adoption of the BenefitsCal Technical Helpdesk.

Describe integration with Hardware/Software Remote support.

Over the last few years, Accenture has worked with our subcontractor to improve the CalSAWS Service Desk processes. During this time, we also transitioned to the ServiceNow tool. As a result of these improvements, we have consistently met our Helpdesk Diagnosis SLA for a year.

As we evaluated our approach to meet the requirements of this RFP, we focused on all aspects of the current Service Desk to determine what works well and what needs improvement. We then leveraged our [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] has been used across thousands of Accenture engagements yielding significant benefits for our clients.

Key Success Factors

- Enable Tier 1 agents to resolve more issues without escalation
- Laser focus on automation and tools to help all agents
- Emphasis on chatbots (virtual agents) and a self-service portal

Our evaluation highlighted gaps and inefficiencies, and nearly all of them pointed to a single root cause: *knowledge gap in current tier 1 and tier 2 agents*. We attribute this gap to attrition and lack of proper training of the replacement agents. This knowledge gap manifests itself in many ways:

- **Catch and dispatch:** Agents take calls from County users, create tickets, and almost immediately escalate them to Tier 3. Without sufficient knowledge of the system, they are unable to resolve tickets. This puts a much higher burden on our Tier 3 staff who should be focused on resolving complex tickets, and instead they spend valuable time on simple queries.
- **Low first call resolution (FCR):** The lack of system knowledge means that Tier 1 and Tier 2 agents are unable to resolve most queries from County users, leading to low first call resolution rates, and unnecessary delays in resolving even basic questions.
- **Insufficient level of detail in tickets:** With the gap in system knowledge, many tickets are logged without asking the caller for the necessary details. With insufficient details, Tier 3 teams send the tickets back to Tier 2 who must then contact the County to collect more details. This bouncing of tickets back and forth between the tiers delays resolution of tickets.
- **Aging tickets:** With minimal ticket resolutions at Tiers 1 and 2, and excessive escalations to Tier 3, tickets get backed up and start aging. This can lead to urgent issues being stuck in the backlog.

To be clear, despite the challenges above, we have consistently met our SLA for the past 12 months, even amidst the migration of CalWIN Counties to CalSAWS. As is natural with such migration, there is a spike in ticket volume and yet, our collective teams managed to stay abreast of the higher volume. These challenges make one thing clear: there is a clear opportunity for improvement that goes beyond meeting SLAs. With this opportunity, we are seeking to make the following improvements:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- **Fill the knowledge gap:** Our intention is to hire a different caliber of agents and train them with superior training materials. Additionally, we will equip them with the latest technology that provides them real-time knowledge on the caller's issue.
- **Increase first call resolution (FCR):** With simpler issues potentially handled by Tier 0, these agents will be trained to handle more complex issues at each tier. We are setting ourselves a goal of doubling the current first call resolution rates and will measure our Tier 1 agents on this metric. Where necessary, we will provide refresher and specialized trainings to allow them to exceed this goal.
- **Closed-loop feedback process:** Our Tier 2 agents will continually seek feedback from the various Tier 3 teams to understand what kinds of escalated tickets can be handled at lower tiers. With this feedback, we will update our knowledge base, training material, and procedures.

Collectively, these improvements will result in tickets getting resolved at earlier tiers. We call this strategy "**Shift Left.**" Our expectation is that these improvements will result in a much shorter time to resolve tickets, thereby improving customer service for the Counties.

Our approach to an enhanced Service Desk for CalSAWS combines our approach to improved technology, an integrated Service Desk process, and staffing the Right People, outlined in Figure 4-1.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] at all tiers for a more efficient CalSAWS Service Desk.

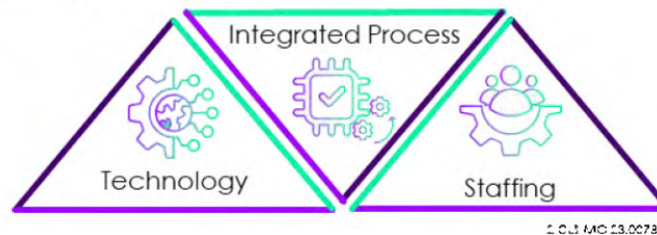


Figure 4-1. Our approach to delivering an enhanced CalSAWS Service Desk.

4.4.1.1 Technology

In this section we describe our approach to technology for the CalSAWS Service Desk through our proposed new channels and their adoption, our ServiceNow capabilities, and innovative automation tools and their benefits, shown below. We plan to leverage these technologies to enhance our overall Service Desk Operations. [REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Proposed Channels and Adoption

We will improve our Service Desk solution by introducing additional channels and self-help capabilities to empower users and provide an optimal service experience, reflected in Figure 4-2.

Current Channels and New and Enhanced Channels

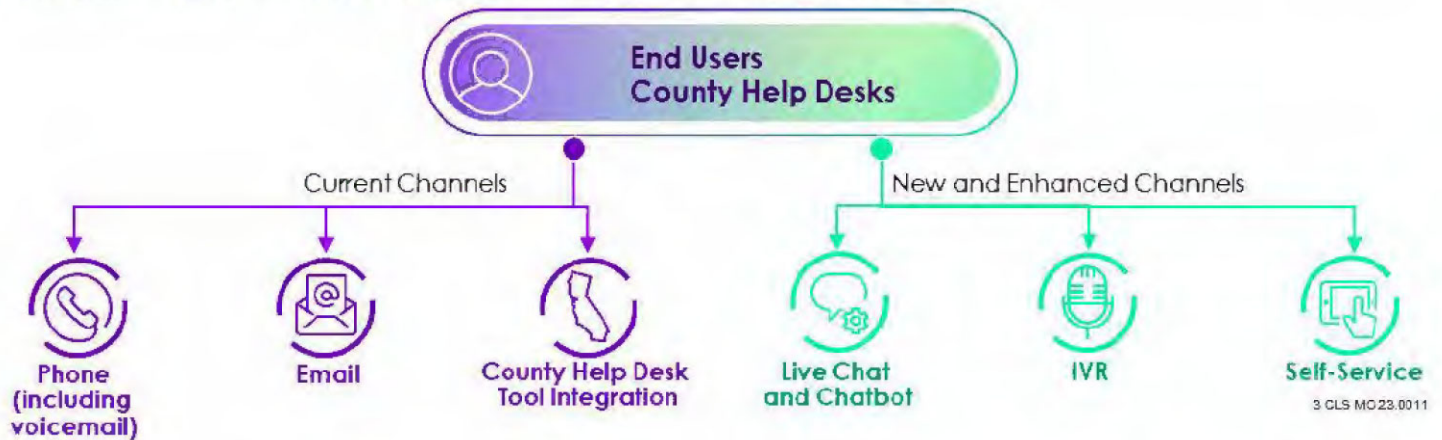


Figure 4-2. Our Service Desk solution will enable the Consortium to improve and enhance CalSAWS.

Our solution includes the RFP-mandated phone (including voicemail) powered by AWS Connect, email, and the County Helpdesk tool integration, as well as our new channels detailed in Table 4-2.

New Channels: Features and Benefits

Live Chat and Chatbot: Our proposed Service Desk chatbot, with its ServiceNow integration, will help users resolve simple issues like password reset and still reach an agent via live chat if needed. Tickets can be automatically generated, increasing our shift left approach by freeing up all Tiers to solve more complex issues at and beyond their levels.

IVR: Collects basic information from the user, provides the message-of-the-day to inform the user immediately, and connects with a live agent or a voicebot. Increased automation is a shift left approach to free up all Service Desk Tiers to solve more complex issues at and beyond their levels.

Self-Service Portal: Users in the Counties will have access to a self-service portal where they can access a knowledge base, use the chatbot, raise tickets to the Service Desk, and check on the status of previous tickets.

Table 4-2. Our new channels can be used by our Counties, Consortium, and CalSAWS contractors.

ServiceNow



Accenture will build upon the existing CalSAWS ServiceNow platform. As we start to look for ways to improve our Service Desk processes, **we will leverage ServiceNow's**

We plan to integrate our new virtual chatbot with the current CalSAWS chatbot to give County Helpdesk staff and users new ways to access CalSAWS to find answers to common issues more efficiently. We will look for ways to build upon your investment into ServiceNow by integrating with the HAM/SAM—an added value linking the Service Desk with hardware/software management that will give agents more comprehensive ticket triage and troubleshooting information. We will streamline our processes and use our existing tools to reduce the impacts of new tools.

Innovation through Automation



Using analytics-driven insights and machine learning, we will add efficiencies to the ticket management process, including automating ticket generation, tracking, assigning, and resolving common issues to minimize overall agent effort. We describe two major innovations for the CalSAWS Service Desk— [REDACTED] in this section that will dramatically improve performance and user experience.

[REDACTED] to deliver diagnosis, analytics, prediction capabilities, and automation to improve application maintenance health and incident analysis. Our [REDACTED] capabilities for CalSAWS are shown in Table 4-3.

Feature	Detail	Benefit
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Table 4-3. Our [REDACTED] platform can automate CalSAWS Service Desk, allowing us to shift left.

[REDACTED] is Accenture's [REDACTED] for Service Desk. Sophie will bring the benefits of [REDACTED] to CalSAWS. [REDACTED]

[REDACTED] key benefits are shown in Table 4-4.

Feature	Detail	Benefit
[REDACTED]	[REDACTED]	More efficient customer inquiries
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	Personalized caller experience
[REDACTED]	[REDACTED]	
[REDACTED]	Accesses [REDACTED]	More efficient customer inquiries
[REDACTED]	[REDACTED] to handle calls with common questions	
[REDACTED]	Quick resolution of issues by integrating with [REDACTED]	Reduced user wait times and escalations to human agent
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	More informed decisions for continuous improvement

Table 4-4. [REDACTED] capabilities will allow us to improve CalSAWS Service Desk customer experience.

Our Enhanced Service Desk in Practice

Figure 4-3 shows a scenario displaying how our Service Desk team operates today to solve a user issue versus how **improves the process and saves time by leveraging automation.**

Accenture myWizard In Action as Demoed in Infrastructure Orals Presentation

Scenario: A county worker returns from maternity leave and attempts to access CalSAWS. She is not able to access CalSAWS and contacts the Service Desk to report the issue.

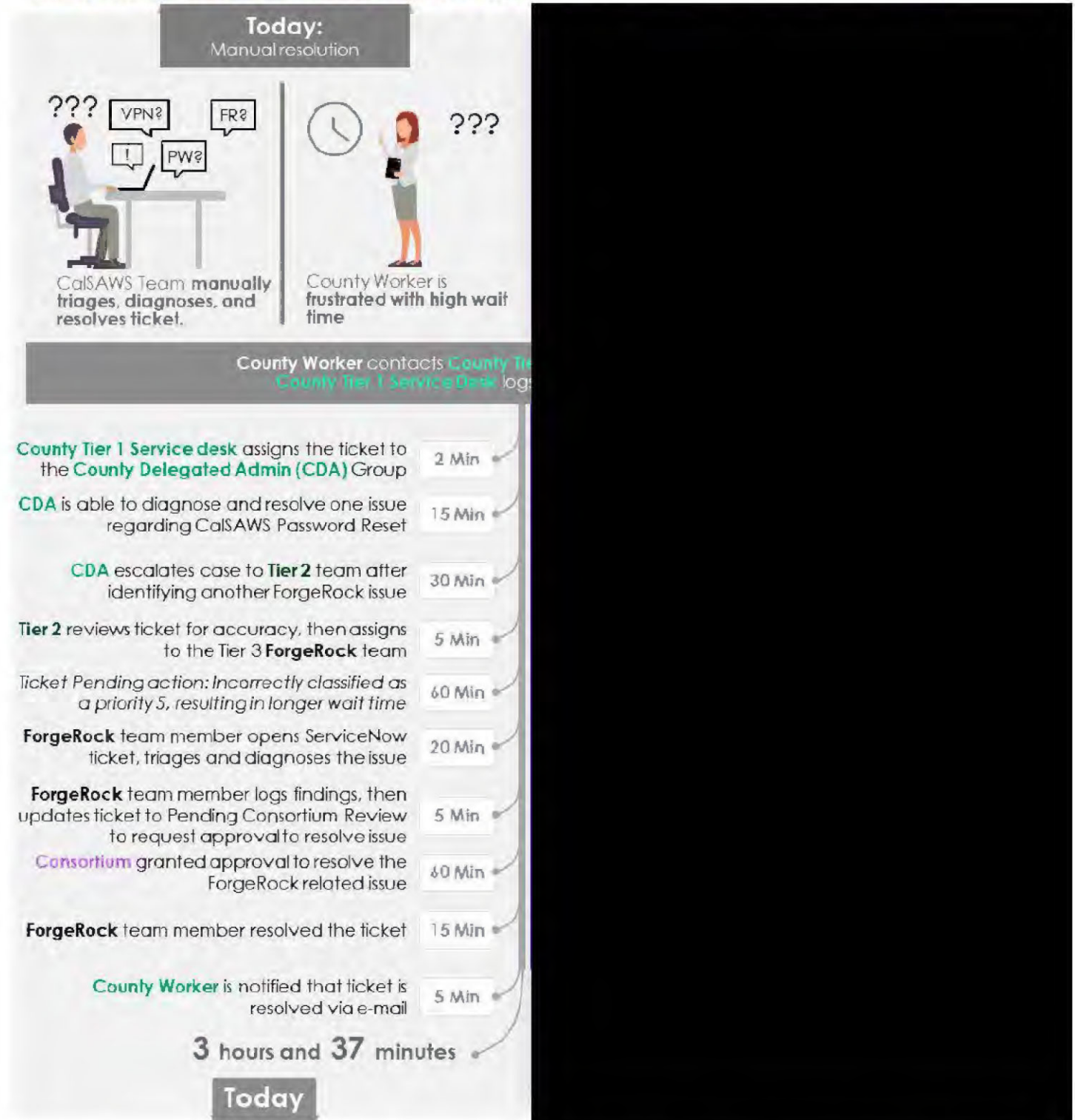


Figure 4-3. Our Service Desk solution leverages automation to reduce resolution times.

4.4.1.2 Integrated Process

All key Service Desk processes described in this section leverage the technology innovations described in Section 4.4.1.1 for increased First Call Resolution (FCR) and better customer experience. Our integrated process for an enhanced CalSAWS Service Desk is anchored in our shift left approach, introducing efficiencies to **optimize** and **automate** the CalSAWS Service Desk by **eradicating** high levels of manual work. We structure our integrated process across the following six areas.



Ticket Flow and Improvements

The Service Desk team will serve as Tier 1 support for 17 of the CalSAWS Counties. As Tier 1 support, we will be the first point of contact for County affected end users to report issues. Once a user contacts the Service Desk team to report an issue, a ServiceNow case will be created on their behalf and populated with all necessary information to assist with triaging and resolving the issue. Once the ticket is assigned to a Tier 1 agent, that agent will use their knowledge and skills along with training materials to triage and attempt to resolve the issue. If the Tier 1 agent is unable to resolve the issue, the **Escalate to Incident** button will be clicked to create an incident that will be assigned to an experienced Tier 2 business rep that has expertise in the particular subject. The Tier 1 agent will also log a comment in the **Worknotes** field documenting all triaging that was performed along with the outcomes. If the Tier 2 business rep is unable to resolve the issue, that person will log a comment in the **Worknotes** field documenting all triaging that was performed along with the outcomes, then the **Assign to Tier 3** button will be clicked and the incident will route to the appropriate Tier 3 team based on the selected category. Once the ticket is routed to the appropriate Tier 3 team, the team will either resolve the incident or evaluate if a problem record needs to be created. If a problem is created, once the problem moves to a resolved state, all linked incidents and cases will automatically resolve, and County staff will be notified of resolution via automatic ServiceNow notifications.

For the Counties that do not utilize the CalSAWS Service Desk as the first point of contact, those Counties can leverage existing channels, utilize new and enhanced channels, or log into ServiceNow to report issues. Once the ServiceNow case is created, it will automatically route to the County helpdesk group. If the County helpdesk group is unable to resolve the issue, the **Escalate to Incident** button will be clicked and the incident will automatically route to the CalSAWS Service Desk. The incident will initially be assigned to a Service Desk agent, who will triage the issue and attempt to resolve it. From this point, the flow of the ticket mirrors the workflow described in the previous paragraph.

With our [REDACTED], we first identified the challenges with our current Service Desk Operations and then developed solutions that address these challenges across all elements of the ticket flow from the point a ticket comes in to how the ticket is handled from Tier 1 through Tier 3. Figure 4-4 summarizes the key improvements being made to each of the areas through a combination of [REDACTED] with goals of increasing our FCR, improving overall quality and user experience while minimizing any risks. Our tiered Service Desk model is based on Information Technology Infrastructure Library (ITIL) standards and is key to successfully managing tickets through their lifecycle across all tiers.

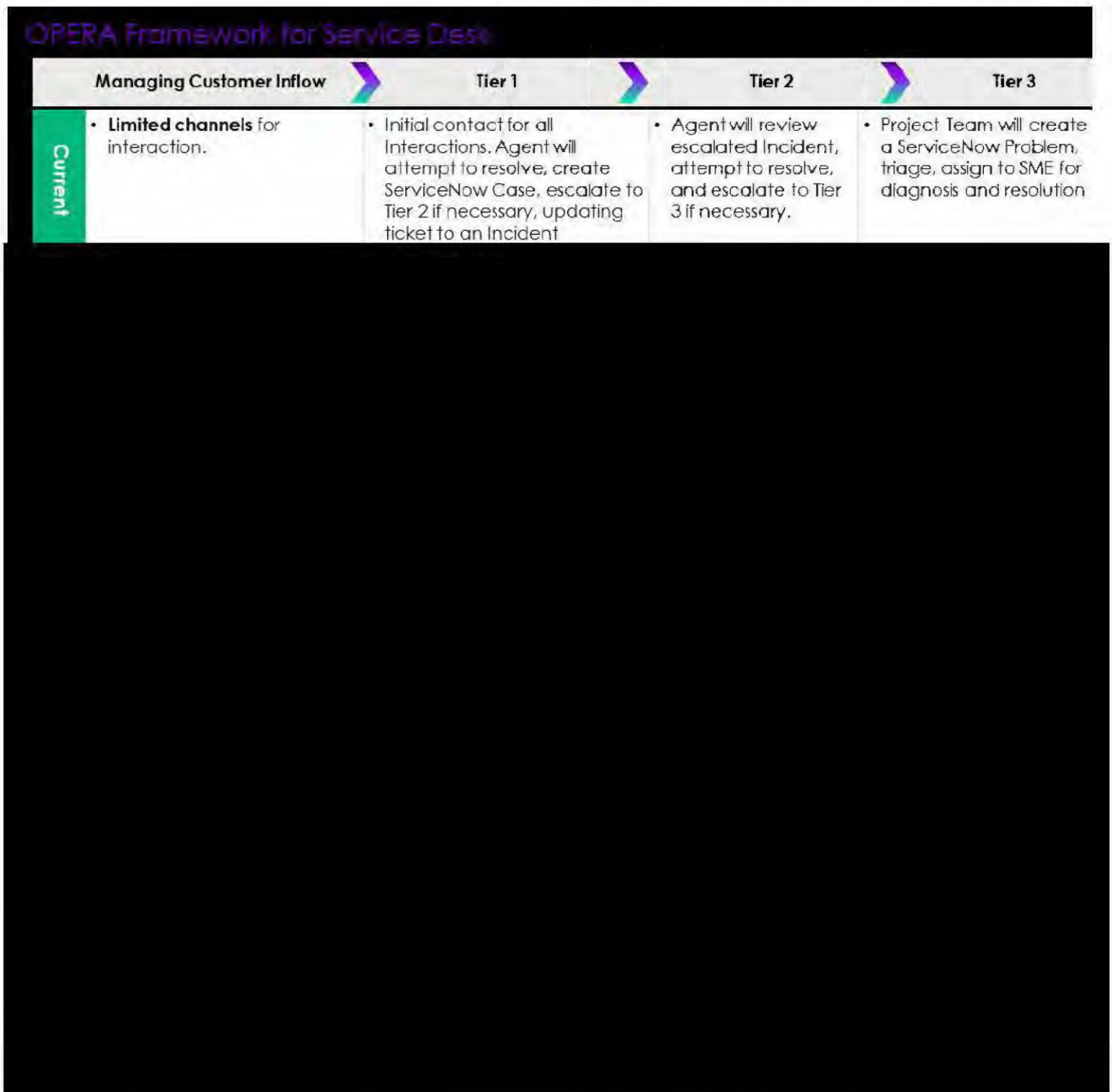


Figure 4-4. We use a shift left approach to ticket flow, starting with Tier “0” automation to Tier 3.

Priority Incident Response (also Major Incident Management)

When a critical event occurs, we launch our Major Incident Management (MIM) process. We introduced the MIM process recently and refined it over the last year. [REDACTED] will continue to improve the MIM process with the Major Incident Manager. The Major Incident Manager will be responsible for leading and facilitating the MIM process, including the live Teams bridge call, and validating and communicating incident resolution when the MIM team forms. The team members work together on a live Teams channel until the issue is resolved.

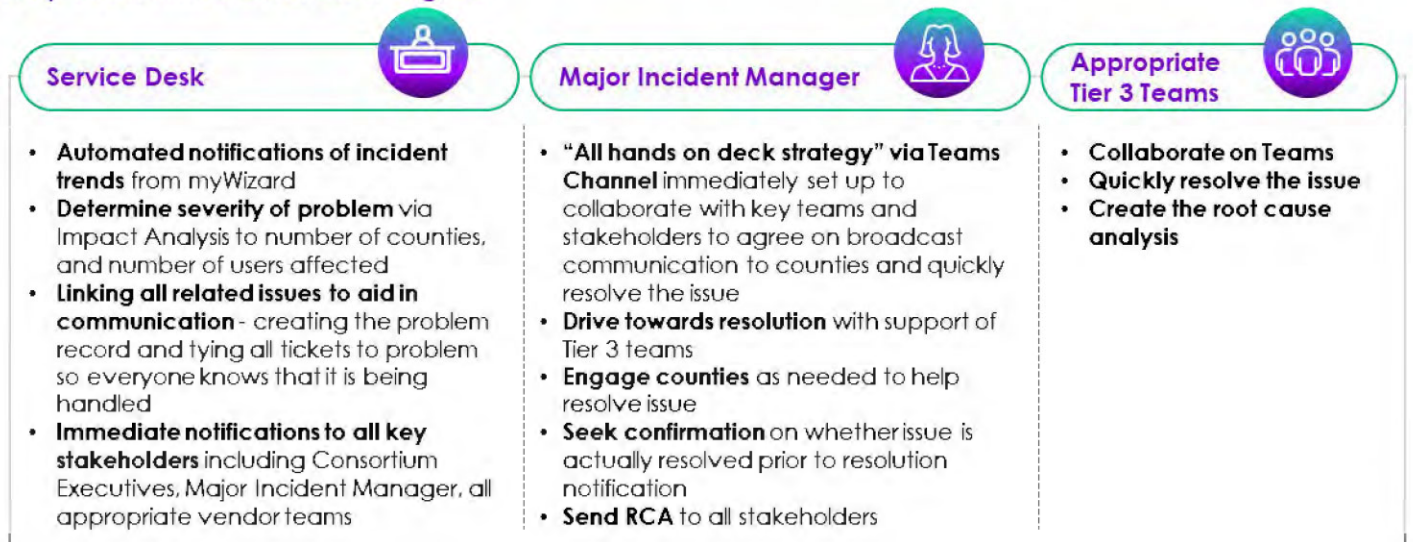
When a major incident is identified, [REDACTED] will first work with her Service Desk team to quickly identify the problem, determine severity, impact, and notify all stakeholders of the incident, including Consortium executives. [REDACTED] will work together with the Major Incident Manager through to incident resolution. **We leverage live communication via a Teams bridge call to ensure that team members and stakeholders remain fully informed throughout the MIM process.** Figure 4-5 shows the key activities and strategies the Service Desk Operations Team, Major Incident Manager, and other Tier 3 teams undertake during the MIM process.

MIM Approach Benefits

- Timely communication and "No Surprises" approach
- Maximize ability to meet SLAs
- Resolve issues quickly, minimizing Contractor churn
- Counties quickly informed of issue escalation and resolution

CLS MO 23.0069g

Key Activities and Strategies



2 CLS MO 23.0129

Figure 4-5. Our MIM process leverages enhanced communication for critical issue resolution.

Integration and Adoption of BenefitsCal Helpdesk

Our Service Desk team will operate as a single functioning integrated Service Desk providing support to CalSAWS County staff, coordinating with the M&E and BenefitsCal contractors. To successfully integrate and adopt the BenefitsCal Technical Helpdesk, we will conduct specialized BenefitsCal onboarding and training for the five specialized BenefitsCal Tier 1 agents who will then train other specified agents on BenefitsCal in the event further backup support for BenefitsCal is needed. If the technology for the BenefitsCal Technical Helpdesk is not combined with the core CalSAWS Service Desk prior to contract start, the Accenture team will integrate the technology during transition-in.



We will leverage our automated Quasar knowledge base to integrate and adopt BenefitsCal for knowledge management, giving relevant knowledge to our Service Desk agents so they can triage and resolve incidents beyond Tier 1 capabilities. Our goal in the adoption of the BenefitsCal Technical Helpdesk is to have our BenefitsCal Tier 1 specialists resolve BenefitsCal tickets that are typically resolved by the Deloitte Tier 3 team. We show this approach in Figure 4-6.

Enhanced BenefitsCal Ticket Flow

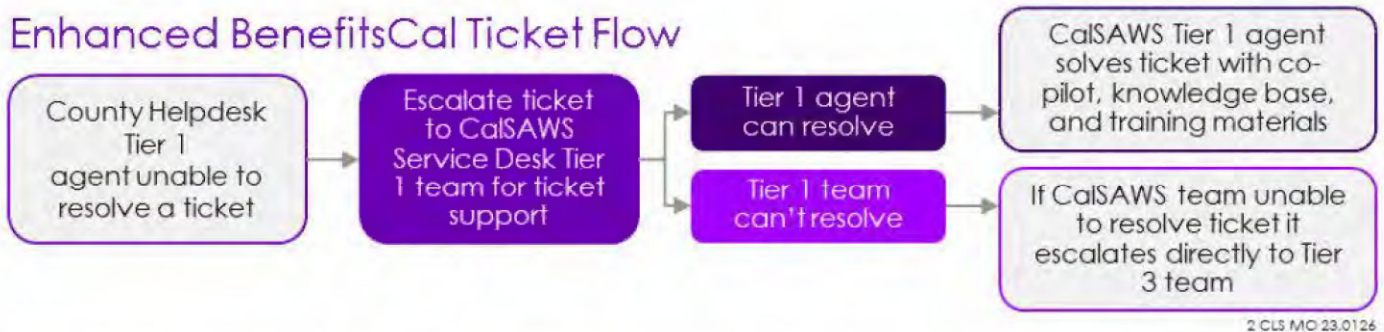


Figure 4-6. Our Tier 1 agents will have the knowledge and capacity to resolve complicated tickets.

We will optimize our onboarding and training approach for more knowledgeable agents. We will collaborate with the existing Service Desk team and BenefitsCal team to help train our team on internal processes for providing support to County staff that need assistance with BenefitsCal issues beyond Tier 1. Our Tier 1 BenefitsCal agents will triage and troubleshoot tickets beyond their level to give Tier 3 BenefitsCal experts the capacity to resolve more complex issues.

Managed vs. Non-Managed County Support

Our approach to handling application issues is the same across managed and non-managed Counties. The approach, however, is different for hardware issues, and is customized for managed Counties, non-managed Counties with managed equipment, and non-managed Counties. We **optimize** our approach to providing support by placing highly trained RTS agents at the core of our model. Our RTS agents will have access to our **automation** tools and will remotely troubleshoot up to the Tier 3 level, reducing ticket volumes for Tier 3 agents.

Managed County support: The CalSAWS Service desk will provide full end-to-end support for managed Counties, shown in Figure 4-7.

Support for non-managed Counties with managed equipment: Non-managed Counties with managed equipment follow the same flow as managed Counties, but only for issues related to their managed equipment. Managed equipment can include kiosks, network equipment, laptops, laptop configuration, printers, and scanners.

Non-managed County support: For issues related to non-managed devices, the local

Managed County Hardware Support Process

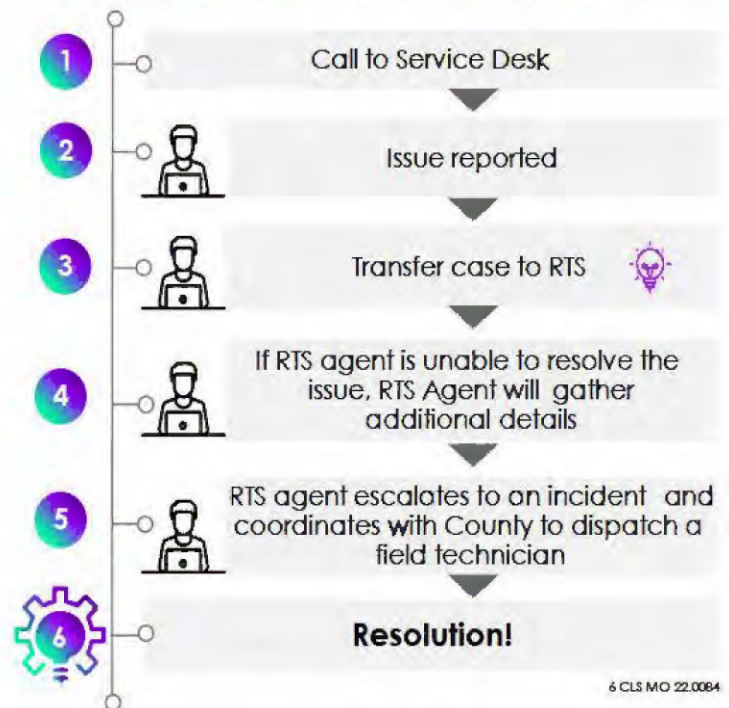


Figure 4-7. Our approach to managed County support leverages our highly trained RTS agents.

County tech team is responsible for resolving issues. However, in rare and exceptional cases, determined by our Tier 3 team and approved by Consortium leadership, we may engage RTS Tier 2 agents to troubleshoot and diagnose an issue. In these rare cases, RTS would provide recommendations for resolution to the County support team.

Streamlining Support for the Central Project Office



We will route support for the Central Project Office through our Central Service Desk, further streamlining our integrated process and ensuring consistent service to both our Counties and project teams. By logging all support requests in ServiceNow, we will increase visibility to all support requests and create clear traceability through to resolution.

The Service Desk team will maintain **a live list of managed equipment via ServiceNow Configuration Management Database (CMDB)** so they can easily determine when to escalate an incident to Tier 3. In addition, our Quasar knowledge base will provide a breadth of knowledge that agents can use for remote troubleshooting and issue resolution. In addition, our agents will use the Agent Copilot to help resolve tickets before exhausting all options and transferring the ticket to Tier 3 support.

Monthly SLA Reporting and Trend Analysis

Our Service Desk Lead will prepare a monthly SLA report and will present the report at the Monthly Performance meeting with Consortium Managers, QA Managers, and Managers from the various contractors. In addition, SLA statistics month to date (MTD) will be incorporated into the M&E Bi-Weekly Status Reports. SLA reporting and trend analysis will be discussed at the Monthly Trends meeting with Consortium Managers staff, QA Managers, and Tier 3 teams. The analysis will include SLA ticket creation and resolved metrics, first call resolution data, resolution code analysis, and ticket trends based on categories and resolution team.

Exceeding SLAs



While concurrently supporting the addition of the CalWIN Wave 1 Counties to the CalSAWS System, the Accenture team continued to exceed the 98% CalSAWS SLA for Service Desk diagnosis time.

CLS IME 22.0250

4.4.1.3 Staffing

Our staffing approach is structured so that we hand-select the **Right People** for the CalSAWS Service Desk. We will employ an approach for staffing the Service Desk that facilitates a productive working relationship with Consortium, County, other contractor staff, and State Staff/Project Sponsors. Our approach **optimizes** training and tools for staff, **eradicates** manual work for agents, and **automates** processes to expand on our shift left approach to the CalSAWS Service Desk.



4 CLS MO 23.0089

Team Location, Hours, and Coverage

Our Service Desk team will be located remotely across California and at our Service Desk Center of Excellence in San Antonio and **the team will be 100% dedicated to CalSAWS**. CalSAWS is a complex system that requires a reliable, mature Service Desk to support efficient resolution of tickets through field-tested tools and processes while tracking tickets in ServiceNow. We will staff a Service Desk for you with individuals who not only meet these criteria, but who can build upon their extensive

knowledge with the specialized training systems and cutting-edge knowledge that Accenture provides them at the Service Desk Center of Excellence.

We will deliver the services you require Mondays through Saturdays 7 a.m.–6 p.m. Pacific Standard Time, except for Consortium Holidays and scheduled system downtime for continued CalSAWS Service Desk functions.

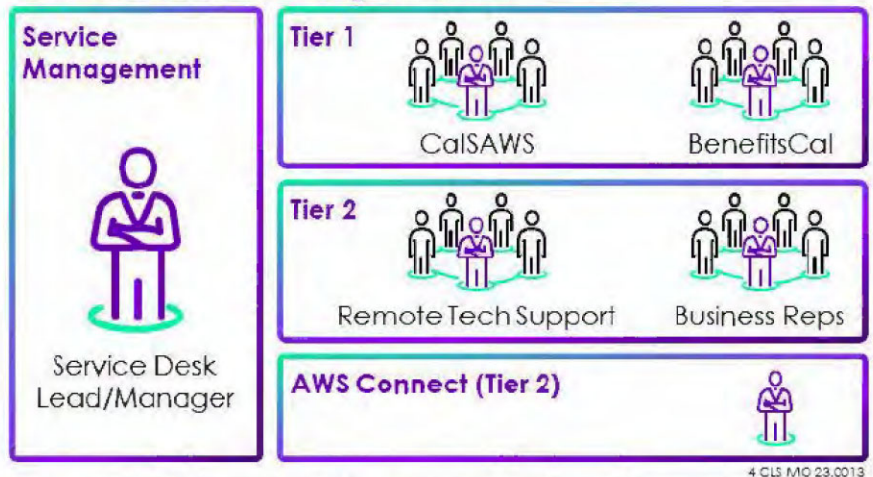
Agent Schedule (Workforce Management)

A key success factor at high-performing Service Desks is agent scheduling. We need the right number of agents at all times of the day when the Service Desk is operational. To achieve this, we use a data-driven approach to do capacity planning and forecasting. This is based on operational hours, call arrival patterns, and handling times. We plan to use a staggered approach in our shift work based upon forecasted staffing needs to always ensure adequate coverage. Our Service Desk Lead, [REDACTED] will manage the staffing tool and will determine staffing forecasts.

Team Organization

We will organize our Service Desk team to include Service Management, Service Desk Governance and Support Function roles, Tier 1, Tier 2, and Tier 3. We crafted our current CalSAWS Service Desk staffing levels to meet your RFP requirements, your call-volume needs, and to deliver exemplary customer service. Our team organization is shown in Figure 4-8.

Service Desk Team Organization



Roles and Responsibilities

Service Desk Lead/Manager: Our Service Desk Lead, [REDACTED] will

lead all Service Desk operational activities. This includes monitoring incoming volumes, response and resolution metrics, handling ticket escalations, auditing and maturing processes, identifying and coordinating implementation of Service Desk technology, training, coaching, and mentoring staff.

Tier 1 CalSAWS: Our Tier 1 CalSAWS Service Desk agents will be generalists across all parts of CalSAWS, including Imaging and Call Center functionality. We staff high-caliber and highly trained Tier 1 agents and equip them to learn Tier 2 functions, improving first call resolution (FCR), reducing the time for resolving issues escalated by County users, and improving our ability to meet SLAs.

Tier 1 BenefitsCal: Our BenefitsCal Tier 1 specialists will handle customer technical issues that come in via County helpdesks. They will also be generalists who have extensive knowledge of Tier 2 support functions.

Tier 2 Business Reps: Our Tier 2 Business Reps will be highly specialized in areas of CalSAWS (e.g., Fiscal and Eligibility) and will review escalated incidents and attempt to resolve them. When Tier 3 expertise is needed, the Tier 2 agents will work directly with Tier 3 teams to gain the knowledge to triage Tier 3 problems. Business Reps will conduct QA, training, and perform knowledge management activities.

Tier 2 Remote Tech Support: Our Remote Technical Support (RTS) staff will be part of the Service Desk. RTS will conduct remote tech support as in the current model, but their integration in the Service Desk

Figure 4-8. With a CalSAWS-focused approach, we will deliver optimal staffing beginning Day 1.

means that live transfers will happen faster and RTS can resolve complex issues before they need to be escalated to the Tier 3 level, improving FCR.

Tier 2 AWS Connect: Our AWS Connect Tier 2 agent will manage our Service Desk AWS Connect instance. [REDACTED]

Differentiation between Tier 1 and Tier 2 Staffing Approach

Our Tier 1 agents will be considered generalists on the Service Desk team and our Tier 2 agents will be considered specialists in our approach to differentiating between Service Desk tiers. We will provide Tier 1 and Tier 2 agents with specialized trainings and access to our automated machine learning knowledge base to optimize their skills beyond their levels so **they can resolve cases and incidents typically handled by the next higher tier.**

Tier 1

We will train our Tier 1 Service Desk agents [REDACTED]

[REDACTED] Our Tier 1 agents will be the initial contact point for all interactions with the CalSAWS Service Desk.

Tier 1 Accountability:

- General ticket review, quick problem resolution level
- First set of eyes on tickets
- Resolves tickets at Tier 2, but actual ownership of ticket remains with Tier 1

Tier 2

Our Tier 2 Service Desk agents will be highly specialized in areas of CalSAWS including call center, imaging, lobby management, OCAT, BenefitsCal, and core CalSAWS eligibility functions and will review escalated incidents and try to resolve them. Tier 2 agents will work directly with Tier 3 teams via live trainings and communications to provide them with the knowledge to triage Tier 3 problems.

Tier 2 Accountability:

- Ticket resolution ownership
- Resolving the ticket and coordinating any activities relating to resolution.
- Resolves tickets at Tier 3 but actual ownership of the problem remains with Tier 2.



We will develop internal performance indicators between the tiers to define touch points. This includes incident resolution times by priority, communication expectations, and escalation procedures.

Performance to these indicators is measured and used in regular internal meetings to improve the processes and ensure that we meet CalSAWS service levels.

Integration with Hardware/Software Remote Support

Our five RTS agents will be a part of our Service Desk team. They will be trained by Tier 3 Field and Desktop Services Team and Network Team, **allowing them to solve issues at the Tier 3 level.** In our approach to integrating hardware/software remote support, we will give RTS agents the expertise and capability to **determine when a technician needs to be dispatched to a County site**, rather than relying on the Tier 3 team to make that determination. As a part of the Service Desk team, RTS agents will also have **access to the Service Desk resources**, giving them better day-to-day knowledge and training resources for improved troubleshooting and ongoing development.

Our Tier 3 technical teams will train RTS in tech support, network, imaging, lobby management, and contact center troubleshooting so that RTS agents will have the knowledge and materials to triage

and resolve more complex technical issues remotely with County staff. Our RTS team will be available via phone to assist Counties with troubleshooting issues, switching out faulty equipment with spares, and coordinating with the Service Desk to dispatch Tier 3 technicians to locations as needed.

4.4.1.4 Service Desk Transformation Timeline

Figure 4-9 shows the key milestones for Service Desk services and associated technology enhancements and innovations to provide an enhanced experience to CalSAWS users.

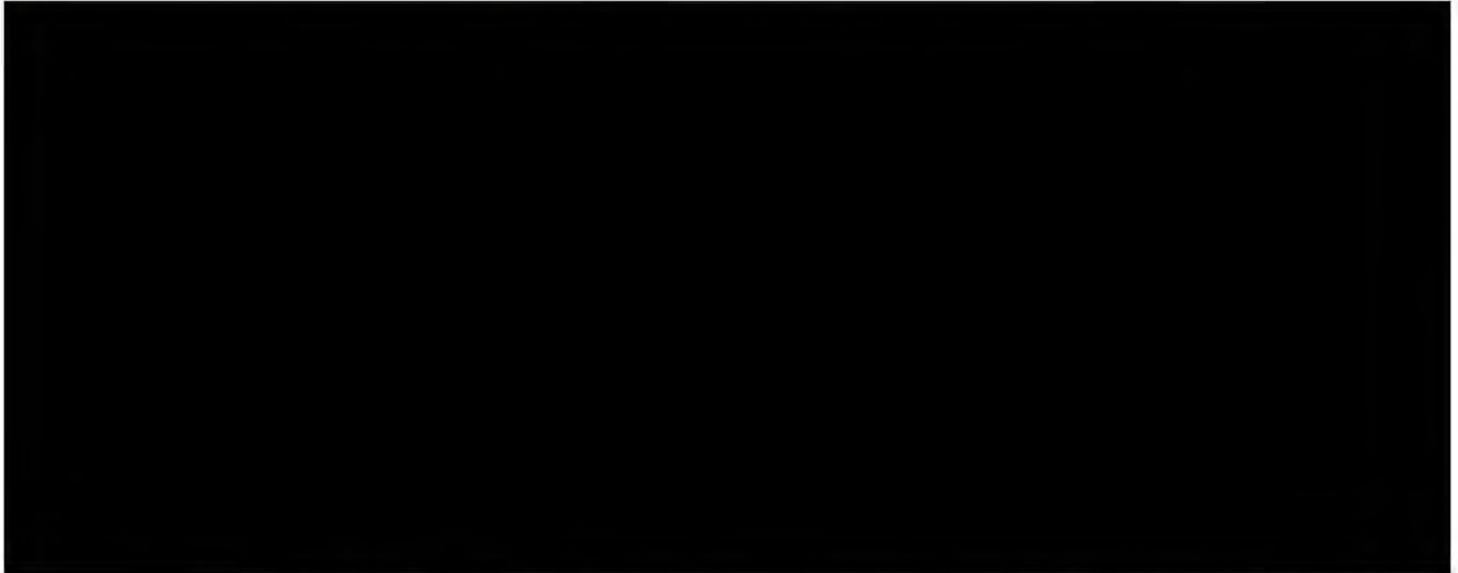


Figure 4-9 Accenture will rapidly transform the CalSAWS Service Desk with no service disruptions.

We will initiate the ITSM platform enhancement and tools transformation from August 2024 (M1). We will continue to ramp up to service readiness with [REDACTED]. Throughout the contract, we will provide support for the Service Desk tools and work collaboratively with the Consortium and the Counties on a successful Sophie Voicebot rollout strategy. The proposed implementation timeline for Service Desk transformation activities requires the Consortium's participation and the M&E contractor's participation for dependent activities.

4.4.1.5 Continuous Improvement

As part of our project-wide Continuous Improvement Program (CIP) led by Sean Swift, we will evaluate and implement ongoing improvements quarterly for our Service Desk Operations. Improvement areas may include first-call resolution, customer satisfaction, cost, security, user experience, and communication effectiveness. At the end of each quarterly cycle, our CIP Manager will work with our Infrastructure Operations Service Desk Lead, [REDACTED], to deliver the following:


- Summarize metrics and qualitative feedback on the current quarter's performance, including suggestions received from stakeholders and KPIs and SLAs that were missed or nearly missed
- Suggest changes to tools, processes, and people to address the feedback, including changing how we track actuals, introducing new metrics, modifying the ServiceNow tool, and sharing process improvements internally within Tier 1 and Tier 2 as well as how we coordinate with Tier 3 to increase overall efficiency and effectiveness
- Identify and recommend opportunities for continued improvement in agent productivity through [REDACTED], increase use of digital channels, staff training, retention, and rewards

- Conduct a quarterly retrospective to present findings and improvement ideas to the Consortium leads, CalSAWS contractors (including QA), and other project stakeholders
- Seek consensus on improvement ideas to focus on for the next quarter
- Develop and implement the approved improvement ideas
- Improve the deployment and ongoing development of Sophie Voicebot, by using data-driven insights and analytics as inputs to resolve issues sooner, without intervention from the Service Desk or Tier 3 teams

4.4.1.6 Results Delivered

Our Approach in Action:

We integrated with digital channels to proactively manage and deflect issues to minimize employees' use of the Service Desk. Built on ServiceNow, the Technology Support portal integrates with the back-end ticketing and request module, enabling employees to request IT services and submit, update, and check ticket statuses. With newly crafted self-service and automation capabilities, our professionals provide automated solutions to common problems, real-time diagnostics with semi-automated solutions for agents, and self-healing technology.



4.4.1.7 How We Exceed the Requirement

As we highlight in Table 4-5, we will help the Consortium exceed your requirements for the Service Desk, coordinating with Tier 3 Contractors, staffing requirements for the Service Desk.

Going Above and Beyond	Benefits
Introducing new channels to access the Service Desk	Increased customer satisfaction Better customer experience and provides time back to agents to handle more complex tickets
	Faster incident resolution, significantly improve Service Desk operations and deliver outstanding user experience
	Eliminates churn, reduces the time for notification and expedites ticket resolution
Formal continuous improvement and innovation processes to drive Service Desk staff enablement	Improves FCR and gives time back to Tier 3 agents for more complex cases
Low attrition rate	High quality and continuity of services
Requiring Agent Certifications	High quality services

Table 4-5. The improved CalSAWS Service Desk will exceed your requirements and make for a better experience for end users and County Helpdesks.

4.4.2 Coordinating Service Desk with Other Tier 3 Contractors

Item # I-UA11

Describe your approach to coordinating service desk responsibilities with other Tier 3 Contractors. Include a description of how the Infrastructure Service Desk will manage incidents and issues to closure that may include other Tier 3 contractors.

Our approach to coordinating Service Desk responsibilities with all Tier 3 contractors is centered around enhanced communication to establish a foundation of enterprise project processes, a centralized governance framework, and shared objectives for success. The coordination between the Service Desk Team, and the M&E, Infrastructure, BenefitsCal, and Print Services contractors is key to ensuring there is collaboration and transparency in a one-team multi-contractor environment. We will **optimize** ticket triage and escalations to Tier 3 contractors using accurate categorization for **automated** routing and leverage ServiceNow automatic notification capabilities. By taking responsibility for incidents and issues regardless of Tier 3 contractor ownership, we **eradicate** inefficiencies and can provide workarounds for tickets assigned to Tier 3 until resolution.

Key Success Factors

- Entrenched relationships with Tier 3 contractors
- Automated, streamlined approaches to status changes, ticket routing, and change requests
- Regular meeting cadences to address issues or share enhancements
- Coordination with Consortium DIO

Introducing the Service Desk Liaisons

To maximize the coordination between Tier 3 contractors and the Service Desk, we crafted our solution to enhance the strong communication current contractors enjoy with the Service Desk. We will leverage our proven Tier 3 contractor liaisons within the Service Desk teams for each of the Tier 3 Contractor organizations. These liaisons, one for each Tier 3 vendor and part of our Tier 2 staff, are vital to the success of the Service Desk, ensuring open communication and ongoing collaboration with Tier 3 teams, providing a single point of contact for anything related to Service Desk operations. Our Service Desk Liaisons will coordinate with the DIO and our proposed Contractor Success Champions to make sure the Service Desk continues to integrate with all stakeholders. Our coordination process is shown in Figure 4-10.

Coordinating Service Desk with Other Tier 3 Contractors

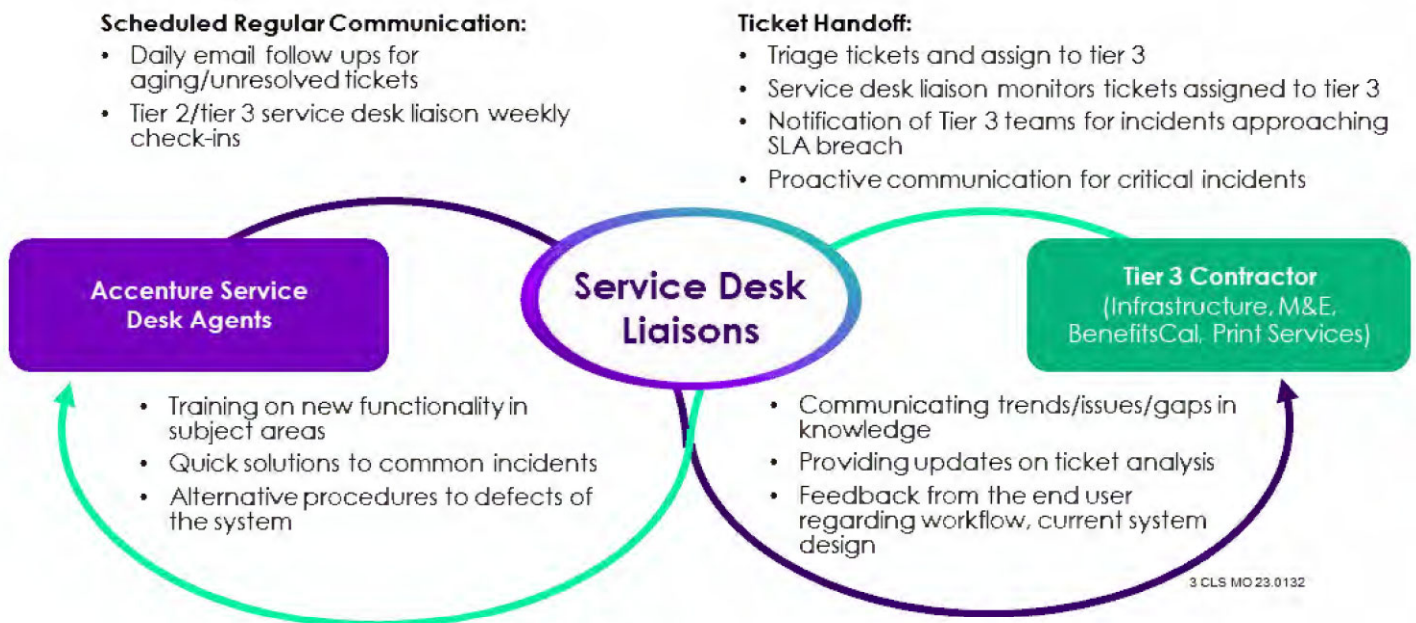


Figure 4-10. Our Service Desk Liaisons are at the heart of our coordination with Tier 3 contractors.

Incident Management with Tier 3 Contractors

Our approach to incident management with Tier 3 contractors is grounded in frequent, enhanced communication, and training agents to triage more complex cases and incidents. We build Service Desk participation into requirements gathering so that Service Desk requirements for servicing, error handling, reporting, knowledge repository population, and more become embedded in the SDLC. We will take a proactive management approach for timely ticket resolution regardless of which Tier 3 team eventually resolves the incident, and **our Service Desk Liaisons will monitor ticket status to avoid having tickets sitting unresolved even when assigned to other Tier 3 teams.**

To create and distribute proactive communication, our Service Desk team will coordinate with the Production Operations team when a ticket comes in that affects multiple users' ability to perform their daily tasks. The ServiceNow system will also automatically notify the Major Incident Manager whenever a Priority 1 incident is created. In addition, we will leverage existing functionality in ServiceNow, which sends SMS/email notifications to project leadership whenever an issue is deemed critical.

Continuous Improvement Using our [REDACTED]

We will maintain and enhance our scheduled touch points with the Service Desk team, other Tier 3 contractors, and the Consortium Delivery Integration Office (DIO) to provide regular updates and address the below key areas through continuous improvement using our [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.4.2.2 Results Delivered

[REDACTED]

4.4.3 Approach to Staffing the Service Desk

Item # I-UA12

Describe your approach to Staffing the Service Desk to include recruitment, training, and retention strategies. Include a description of the Transition-In training and ramp up approach, the approach for training material maintenance and/or enhancement including the responsible and participating Infrastructure staff. Explain how your staffing levels defined within Attachment A13 – Infrastructure Staffing Worksheets align with your approach. Justification for staffing levels below the current efforts described in Section 3 must be strongly supported.

The CalSAWS Service Desk will only be as effective as the people who serve your end users. Those professionals require innovative, forward-thinking training along with the proper incentives to be successful. In this section, we describe our approach to staffing the Service Desk, including our recruitment, training, and retention strategies. We include a description of our Transition-in training and ramp up approach, our approach for training material maintenance and/or enhancements including the responsible and participating Infrastructure staff. We also explain how our staffing levels defined in Attachment A13 – Infrastructure Staffing Worksheets align with our approach, including any necessary justifications.

Accenture has always worked to position our best people to deliver the highest-quality service for the Consortium. We understand the importance of effectively assisting County users and require that our Service Desk team members undergo training in areas such as customer service, securely handling personally identifiable information (PII) and protected health information (PHI), security, and government regulations along with the requisite technical and CalSAWS-centric education to deliver the Service Desk support you deserve. With a happy, knowledgeable, and effective Service Desk, we can better resolve issues, leading to higher County user satisfaction and increased positive opinions of CalSAWS.

Recruiting

Our recruiting process features multiple steps that identify technically capable, high-quality candidates. Each potential employee will undergo a multi-interview process to assess skills, experience, and cultural fit, as Figure 4-11 details.



Figure 4-11. Our rigorous selection process delivers the right people with the right skills for CalSAWS.

To recruit the best candidates to staff the CalSAWS Service Desk, Accenture will utilize our internal recruitment department to recruit new hires with fresh minds and an eagerness to learn and grow within the CalSAWS Service Desk team. We will also recruit experienced integrated eligibility (IE) staff from the Accenture San Antonio Center of Excellence, who are knowledgeable in public assistance programs and will be **fully dedicated** to supporting the CalSAWS Project. In addition, we will recruit experienced high-performing staff from our existing subcontractor that possess knowledge of CalSAWS County processes and procedures along with the desire to learn more systems functionality to increase FCR.

Training Approach

As part of our onboarding process, Service Desk agents will receive extensive training to enable them to deliver services that align with your requirements. Our training approach focuses on agents because they are at the heart of our Service Desk. For our enhanced CalSAWS Service Desk we will take a **shift left approach—training each tier of agent so that they can resolve issues above their level**, freeing agents above them to handle more complex issues.

With our quality management approach, we will assess individual agents based on their performance metrics and tailor refresher training accordingly. We will use the resulting data to conduct coaching, identify improvements required in knowledge or processes, and manage agent performance. Successful and high-quality interactions will be used as examples in training and illustrate positive feedback to agents.

Initial Training Development

Accenture will leverage existing training materials as well as evaluate existing materials for process improvement enhancements and develop new training materials prior to and during the Transition-in phase. The Service Desk Lead will collaborate with the CalSAWS Success Champions as well as Tier 3 teams where applicable to ensure that training materials accurately reflect processes and are user-friendly for trainees to follow. The various trainings that the CalSAWS Service Desk team will take during the onboarding process, training material type, and the training material development plan is listed in Table 4-6.

CalSAWS Service Desk Training	Training Material Type	Training Material Development Plan
Security Compliance and PII/PHI Training	Online	Training material has been developed and maintained in Accenture myLearning
Customer Service 101		
Intro to IT Support		
Windows 10 Active Directory		
Basics of Networking		
Service Desk Processes Training	Microsoft Word Documents, PowerPoint & Knowledge Articles in Quasar and ServiceNow	Service Desk Lead will collaborate with Success Champions to: <ul style="list-style-type: none"> Evaluate existing training materials and make updates to reflect enhancements to existing processes Develop training materials for new processes
CalSAWS ServiceNow Training	PowerPoint & Knowledge Articles Within ServiceNow	Service Desk Lead will: <ul style="list-style-type: none"> Evaluate existing training materials and make updates to reflect enhancements to existing processes Develop training materials for new processes
CalSAWS Learning Management System (LMS) Training	Modules, WBTs, & Job Aids Within LMS	Training materials have been developed and maintained in CalSAWS LMS

CalSAWS Service Desk Training	Training Material Type	Training Material Development Plan
CalSAWS Program Training	Knowledge Articles Within ServiceNow	Service Desk Lead will collaborate with Success Champions & Tier 3 Application Development Leads to develop detailed knowledge articles that covers each program in the CalSAWS System
Tier 3 Application Development and Technical Training	Microsoft Word Documents & PowerPoint in Quasar	Service Desk Lead will collaborate with Tier 3 Teams and Success Champions to develop training materials for each Tier 3 team which will cover: <ul style="list-style-type: none"> • Team functionality and processes • Ticket Triaging How to Guide

Table 4-6. Our Service Desk Training Materials are comprehensive and user friendly.

Initial Training Delivery (Transition-in Training Approach)

The Transition-in training and ramp up approach for CalSAWS and BenefitsCal uses a train-the-trainer model (TTT) in which Service Desk team leads undergo Accenture's onboarding and training and then train new Service Desk agents as they transition-in. We equip Service Desk primary knowledge recipients (KRs) with project knowledge, tools, practice activities, and references and they in turn provide training to the secondary and tertiary KRs. Our Service Desk team leads will drive the knowledge transfer activities from Gainwell SMEs. The secondary and tertiary KRs will:

- Review documentation and watch recorded KT sessions from Gainwell and will join the primary KRs in the Discover and Simulate and Demonstrate phases of KT
- Receive ServiceNow training from the Service Desk Lead
- Take CalSAWS LMS training and learn CalSAWS System programs
- Conduct job shadowing and reverse shadowing
- Watch recorded videos of Tier 3 training to learn additional functionality for ticket triaging

Train-the-trainer approach benefits

- Thorough background of systems
- Continuing dialogue and Quality Assurance
- Continuing training

Foundation Learning: KRs will study system-specific configurations including functional/technical aspects, business process map, process standards, support processes, tools, existing artifacts, and participate in SME Q&A sessions. KT will be face-to-face and remote using collaboration tools with screen share and audio capabilities and record all sessions.

Discover and Simulate: The Discover and Simulate phase will include knowledge sharing and cascade through SME Q&A sessions and discussions with primary KRs and self-study. KRs will shadow infrastructure support activities, and support ticket resolution, call handling, and create metrics. We will review historical incidents and create system understanding documents (SUDs) during KT in the activities.

Demonstrate: KRs will be given real incidents and will receive real, recorded Service Desk calls during the Demonstrate phase that [REDACTED] and more experienced Tier 2 teams will review for quality. [REDACTED] and more experienced Tier 2 agents will provide coaching should the need arise. KRs are expected to work on their assignments and deliver them with minimal help from SMEs before assuming full responsibility as part of service commencement when the transition ends. These readiness checks are designed to fully prepare agents for their work.

We will use our Knowledge Transfer (KT) framework, shown in Figure 4-12, that enables hands-on experiences for new learning activities.

Knowledge Transfer Framework

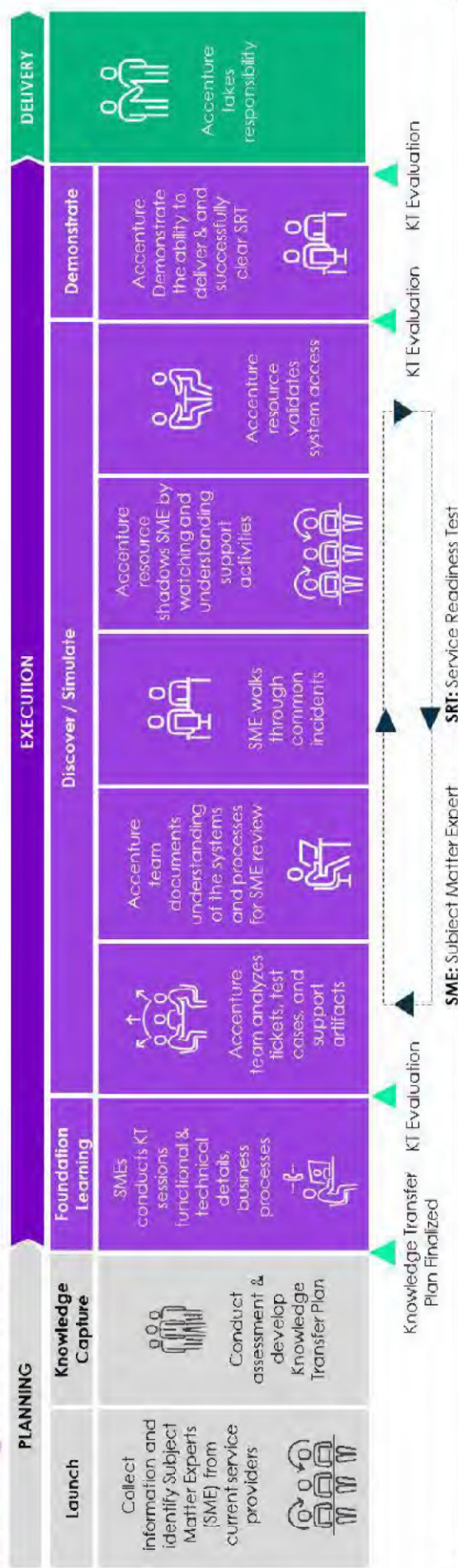


Figure 4-12. Our Service Desk knowledge transfer plan considers three phases of KT for both CalsAWS and BenefitsCal Service Desk support areas.

Ongoing Training Material Maintenance and Enhancements

Our approach to training material maintenance and enhancement is grounded in frequent, clear updates that reflect enhancements and changes that impact the Service Desk. For optimal training, shown in Table 4-7 material maintenance and enhancement, our team will meet internally at regular intervals, engage Tier 3 liaisons to update training materials and will use the Quasar knowledge base for easy access to and maintenance of training materials.

Table 4-7. Our training material maintenance and enhancement approach keeps materials updated.

Besides planning to meet regularly with Tier 3 vendors to discuss pain points and any changes needed for the knowledge base, we will meet with the M&E contractor to understand CalSAWS application changes. Just as importantly, we will add the Service Desk to release webcasts that will expand the awareness of our agents to better serve you.

Ongoing and Refresher Training Delivery

We will coordinate ongoing training for enhancements to Service Desk processes as well as Tier 3 team(s) enhancements to ensure that the CalSAWS Service Desk remains knowledgeable of the applications they are supporting and have the skillset to triage and resolve complex issues. In addition, we will provide **refresher training as needed following monthly agent evaluations** to make sure our CalSAWS Service Desk professionals remain effective in their roles. In addition to planning to meet regularly with Tier 3 contractors to discuss pain points and any changes needed for the knowledge base, we will meet with the M&E contractor to understand CalSAWS application changes. Just as importantly, we will add the Service Desk team to release webcasts that will expand agent awareness. Table 4-8 below lists details for ongoing and refresher trainings:

Training	Detail
Ongoing, As needed	<p>Service Desk Processes: [REDACTED] will be responsible for collaborating with the ServiceNow Development team to learn new ServiceNow enhancements and will train all Service Desk personnel on new enhancements and functionality. She will also be responsible for training all Service Desk staff on new Service Desk processes as well as modifications to existing processes.</p> <p>Tier 3 Team Functionality: Tier 3 Liaisons will be responsible for communicating system enhancements to [REDACTED] and updating appropriate training materials as needed. [REDACTED] will be responsible for coordinating the training sessions between the Tier 3 teams(s) and the Service Desk staff. Tier 3 Leads will be requested to participate in such trainings.</p>

Training	Detail
Refresher, As needed	<p>Service Desk Processes: Monthly evaluations will be conducted to ensure that agents both understand and are following established Service Desk processes. [REDACTED] and Tier 2 Leads will coordinate and facilitate Service Desk trainings for the agents that need refresher training.</p> <p>Tier 3 Team Functionality: Monthly evaluations will be conducted to analyze agent performance and understanding of the systems they are supporting based on the tickets each agent triages and resolves. If during evaluation it is found that knowledge gaps exist, [REDACTED] will work with her team to assign the appropriate Tier 3 Liaison to close the knowledge gap with the agent(s).</p>

Table 4-8. We will coordinate ongoing and refresher trainings for Service Desk staff.

Transition-in Staffing and Ramp Up Approach

Our Transition-in staffing and ramp up approach is embedded within the overarching Service Desk Transition-in approach during the Hiring and Onboarding phase from Month 1 to Month 4. We plan to hire a total of 39 FTEs across the four months, split across Tier 1, Tier 2, and Service Desk Management. During Transition-in staffing and ramp up, at the Tier 1 level we will hire 18 CalSAWS Service Desk agents and five bilingual (English/Spanish) BenefitsCal agents. We will staff 14 Tier 2 agents who will serve as SMEs on the Service Desk team plus one [REDACTED] will serve as Service Desk Lead. All Service Desk team members will be **100% dedicated** to the CalSAWS Service Desk. For further details on Transition-in refer to Section 4.5 Transition-In. Our Service Desk team will follow an incremental ramp-up approach. The Infrastructure Transition Manager and the Operations Service Desk Lead will be available on Day 1 of transition. Our ramp up approach is shown in Figure 4-13.



Figure 4-13. Our incremental resource ramp-up plan aligns to the KT schedule for both CalSAWS and BenefitsCal Service Desk support areas.

Our Retention Strategy

In addition to our industry leading **7% attrition rate** at our San Antonio Call Center, we aim to implement a similar retention strategy at CalSAWS with our Service Desk Team that has allowed us to keep our best people at CalSAWS with an **average tenure of 6.1** years and counting. Our entire retention strategy, fully

detailed in Section 3.1.2.3, is based on what we know works best to keep the Right People. We retain the Right People by creating a **Great Place to Work**, investing in **leadership building**, and creating an

Experience



CLS MO 23.0133a

inclusive work environment through our **IDEA program**. In addition to all the elements discussed in our Staffing Approach, below are some key areas of focus when considering how we keep the **Right People for Service Desk**:

Listening to our People: At CalSAWS, we listen to our people. Our Service Desk Lead will have regular one-on-one meetings with the Tier 2 and Tier 1 staff, facilitating open, transparent conversations to **understand our people better**. This allows us to understand what we are doing right and what we can improve upon. Listening to our people equips us with the right tools to enable our staff to do more for CalSAWS.



Recognition and Growth Opportunities: Across our Accenture team at CalSAWS, we have put a strong focus around continuous recognition including monetary rewards and bonuses. Our strategy aims to increase the sense of purpose and engagement by giving our people ways to

grow in their roles. We constantly seek ways for our people to add value in their roles or to reposition them in a role at CalSAWS where they can **best utilize their strengths**. As a result of this approach, we have a high number of home-grown leads and managers with an average tenure of 8.9 years.

Ongoing Coaching and Mentoring: Our Service Desk Lead will provide coaching and mentoring to our Tier 2 staff. Our Tier 2 staff will similarly provide regular mentoring and coaching to Tier 1 staff.

Staffing Level Justification

We estimated the required staffing levels for the CalSAWS Service Desk following a five-step process. First, we **extrapolated the 58-County volume** using the 40-County data provided in the RFP. Next, we **estimated the contact channel distribution** using data from our experience on previous successful implementations of digital channels like web and chat. We then **estimated how many calls can be self-served** by Counties using the numerous automations we are bringing to CalSAWS. Next, we **estimated the duration of each contact** to estimate the average time our agents will spend on each contact/ticket. We have intentionally estimated a much higher average handle time because we are aiming to significantly increase the first call resolution rate (FCR) to provide faster service to the users and decrease the escalations to Tier 3 teams. Finally, using the data from all the previous steps, we calculated the total time our agents will spend handling tickets/contacts. Using call arrival patterns, capacity planning, and the resulting agent schedules, we **calculated the required number of agents at peak time** to rapidly answer users' calls without delay.

The following illustrates this five-step estimation process using data from the RFP and describes how we arrived at our staffing levels:

Step 1: Determine the total number of contacts across all 58 Counties:

- **Average number of tickets across 40 Counties = 4,742** (based on four months of data between April and August 2022 included in the RFP 3.14.3.3 CalSAWS Service Desk Metrics)
- **Average number of tickets across 58 Counties = 7,903** (determined by extrapolating the number of contacts across 58 Counties assuming the 40 Counties accounted for 60% of contacts)
- **Average number of contacts assuming future growth in contacts = 8,694** (10% increase to account for County hiring to fill large number of vacancies, and large SCRs such as CFAP and WDTIP)

Step 2: Future contacts distribution by channel and year based on introduction of new channels like web and chat are shown in Table 4-9.

	Contact Method	Current	Y1	Y2	Y3	Y4	Y5	Y6
English Language Only	Phone	79%	79%	70%	70%	65%	60%	55%
	Voicemail	19%	19%	18%	10%	5%	5%	5%
	Email	1%	1%	0%	0%	0%	0%	0%
	Web	1%	1%	7%	10%	15%	17%	20%
	Chat	0%	0%	5%	10%	15%	18%	20%

Table 4-9. Future contacts percentage by channel are shown for our contact methods.

We will work with the Consortium and Counties to minimize and eventually retire email as a ticket channel because it requires a follow up with the ticket origination for additional information before resolution even if a ServiceNow ticket can be created based on information in the email.

Step 3: Estimate the contacts that will be self-served through the automations such as self-help portal, chatbot, [REDACTED]. The resulting contacts handled by agents are shown in Table 4-10.

Contact deflection	Projected at contract start	Y1	Y2	Y3	Y4	Y5	Y6
Contact deflection		3%	6%	9%	12%	14%	14%
Contacts per month post deflection	8,694	8,433	8,172	7,912	7,651	7,442	7,442

Table 4-10. Our number of contacts per month decrease from Y1 to Y6 due to automation.

Note: While we have seen much higher deflection rates in the private sector, we have used a more conservative user adoption percentage given the unique environment at CalSAWS.

Step 4: We determined the new average call handle time in minutes by year. The increase in handle time accounts for the increased FCR of 60% from the current 30% through shift left strategy including better agent training, automation, AI, and machine learning, as shown in Table 4-11.

Current	Y1	Y2	Y3	Y4	Y5	Y6
6	11	10.9	10.8	10.7	10.6	10.6

Table 4-11. We expect a decrease in average call handle times from Y1 to Y6 as our agents gain more experience.

Step 5: Using Accenture standard estimation tools based on our experience running Service Desks, we used parameters like number of contacts, average handle time, service hours, and peak hours to determine the number of Tier 1 and Tier 2 agents, shown in Table 4-12 to maintain service levels.

	Y1	Y2	Y3	Y4	Y5	Y6
Tier 1 Agents (excluding BenefitsCal)	18	14	14	13	12	11

Table 4-12. We used our standard estimation tools to determine the number of Tier 1 agents.

As our automation and machine learning tools improve Service Desk efficiency from Y1 to Y6, our overall FTE count gradually decreases.

Table 4-13 shows our additional Service Desk staffing including:

	Y1	Y2	Y3	Y4	Y5	Y6	Notes
Tier 2	9	9	6	6	6	6	Includes Business Representative, QA/Training, Reporting
Remote Tech Support (RTS)	5	5	5	5	5	5	

	Y1	Y2	Y3	Y4	Y5	Y6	Notes
AWS Connect	1	1	1	1	1	1	
BenefitsCal Tier 1	5	5	5	5	5	5	Retained same levels as existing staffing

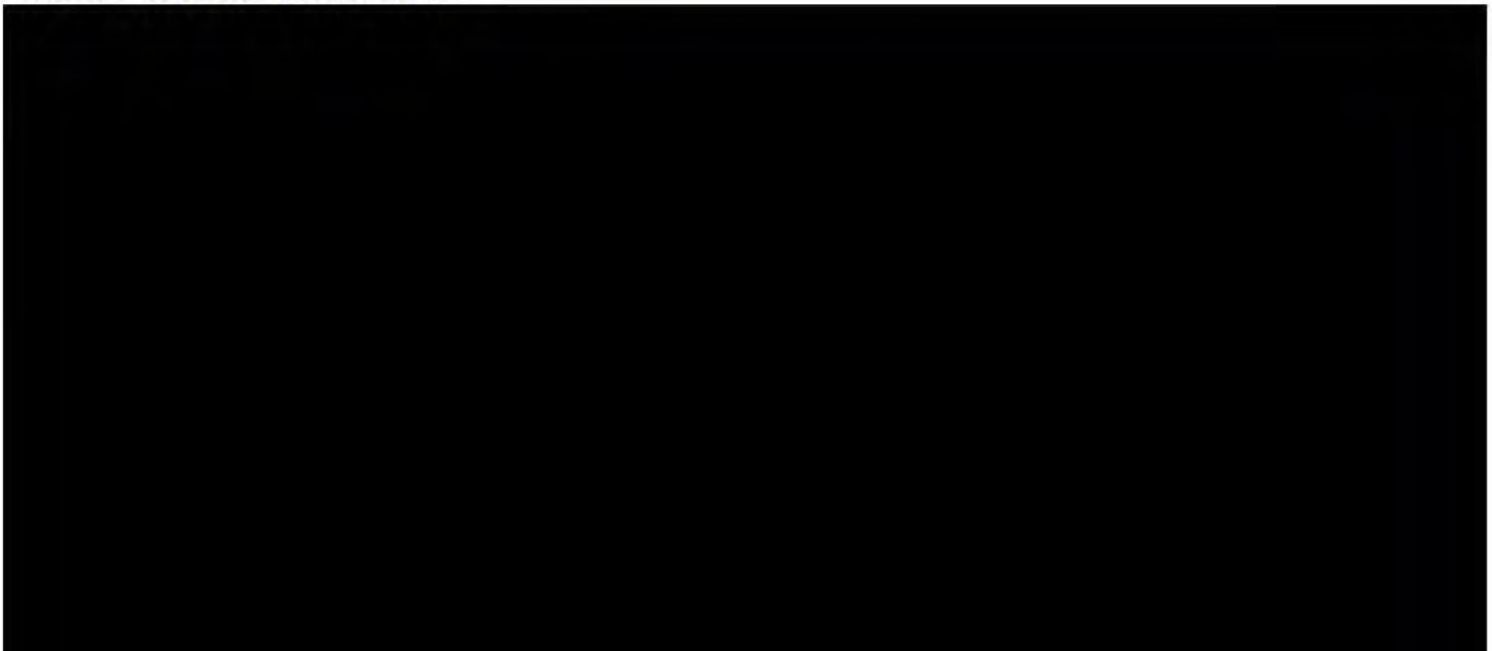
Table 4-13. We used our standard estimation tools to determine the number of Tier 2 agents.

Note: We have not factored in the additional deflection resulting from Sophie, which will effectively serve as a Tier 1 agent, providing additional Service Desk capacity.

BenefitsCal Staffing Level Justification

We used similar principles to estimate staffing for the BenefitsCal Technical Helpdesk. Our key inputs include the total number of contacts (approximately 1,200 contacts per month) with an average handle time of 14.5 minutes for each contact.

4.4.3.2 Results Delivered



4.4.4 Challenges, Risks, and Mitigation

Item # I-UA13

Describe challenges and risks related to delivering Service Desk services to CalSAWS and how you will mitigate the risks.

The following tables present the risks first, then the challenges related to delivering Service Desk services to CalSAWS and how we will mitigate them. For risks, we have based the probability, impact, exposure, level, and category based on the Appendix F – Risk and Issues Management plan of CalSAWS PCD:

- **Probability:** Five risk probability categories from 10% Highly Unlikely to 70% (and over) Highly Likely
- **Impact:** An ordinal scale with values ranging from 1 (lowest) to 5 (substantial) to measure the impact of the risk in four performance areas: cost, schedule, technical, and quality
- **Exposure:** Calculated value based on the assigned probability and the impact
- **Level:** Categorized as low, medium, or high based on the risk probability and risk impact value

For challenges, we did not assign the risk factors described above. For risks, when we assigned a probability to the likelihood that the risk would be realized and become an issue, we did this from the

perspective of Accenture as the selected Infrastructure Contractor. In practice, we would work with the Consortium and the other contractors to assign values to probability and impact. Also, another contractor would have a different probability, likely higher, of these risks becoming issues.

Risk 1: Delayed Efficiency Gains Due to Poor Omnichannel Adoption

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Stakeholder
Trigger		Customers Impacted	Owner	
New Service Desk communication channels report low volumes of user interaction		County users	Service Desk, Consortium, County Helpdesks	
Risk Description				
If users do not adopt new channels, anticipated efficiencies will be delayed. Calls to the Service Desk will be higher than expected, and the Service Desk's capacity to improve First Call Resolution (FCR) will be impacted.				
Proactive Mitigation Strategy				
To ensure County staff adopt new tools and approaches they must be aware of the change and the benefits it brings, have the right support in place to deliver those benefits, and have feedback mechanisms in place to identify areas for improvement. Our mitigation strategies are as follows:				
<ul style="list-style-type: none">• Awareness: We will use a change management campaign to bring awareness and build confidence among users, like the transition of LA County and the 39 C-IV counties in 2021 into a new ServiceNow instance for Service Desk. We will also provide training to encourage further adoption.• Experienced support: We will use high-performing, knowledgeable agents specialized in managing a Service Desk for eligibility systems to support new channels, so users experience the benefits of omnichannel interactions without frustration, all while meeting and exceeding operational metrics and KPIs like average speed to answer and handle time.• Pilot approach: We will roll out new channels in a controlled fashion to get initial feedback from Counties willing to be early adopters. This allows us to address any potential issues before a widespread rollout.• Feedback: We will use the ServiceNow Survey and Assessments feature—already included in the CalSAWS ServiceNow licensing—to reach and educate users and distribute targeted surveys to business leads to facilitate adoption. These surveys help improve our understanding of why a channel is not gaining acceptance from the user community so we can adjust accordingly.• Integrating Stakeholders: For new Service Desk channel changes, we will use a Hybrid Agile approach to involve stakeholders throughout the change process, incorporating ongoing feedback into the development process. The approach engages with the Tier 3 contractors, the Consortium, Helpdesk Committee, QA Service Desk manager, ServiceNow manager, and the DIO to increase adoption.				

Risk 2: Delays in Resolving Tickets Due to Siloed Teams

Probability	Impact	Exposure	Level	Category
30%	4	1.2	Medium	Quality, Stakeholder
Trigger		Customers Impacted	Owner	
Consistent lack of collaboration between the Service Desk and other Tier 3 contractors		County users	Service Desk, Tier 3 teams	
Risk Description				
When Tier 3 teams from various contractors do not communicate openly, share information, and work as an integrated team, County users can experience delays in ticket resolution. Without close collaboration and up-to-date information, the Service Desk may not be optimally informed of ongoing changes to various				

applications and consequently, tickets can be miscategorized and routed incorrectly, adding unnecessary time getting tickets to the appropriate teams.

Proactive Mitigation Strategy

To avoid delays in ticket resolution, teams must communicate and share knowledge transparently, stay on top of upcoming changes, and use technology to reduce human error. Our mitigation strategies include:

- **Enhanced communication:** We will promote open communication and knowledge sharing by conducting regularly scheduled touchpoints with teams. We also will assign a designated Service Desk team member to facilitate these activities and serve as a liaison. These liaisons for every Tier 3 contractor will attend each contractor's release management and greenlight meetings to learn about upcoming functionality.
- **Continuous learning:** The Service Desk will prepare for upcoming changes by frequently updating material in the knowledge base and educating our people on new functionality. We will also identify miscategorized tickets through regular quality assurance and continuous improvement efforts. In creating and maintaining the existing category hierarchy based on input from County users and project staff, we will train Service Desk staff to understand and select the appropriate hierarchy, promoting continuous improvement through constant learning. Service Desk staff will also undergo thorough CalSAWS training to further decrease the number of miscategorized tickets.

- **Embrace technology:** [REDACTED] w [REDACTED]
[REDACTED]
[REDACTED] This data-driven approach will help to proactively address the mis-categorization of tickets and identify areas where ticket routing can improve, including adding or changing categories and adjusting auto-routing.

Risk 3: Missed SLAs Due to Transition from Existing Subcontractor

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Quality, Stakeholder
Trigger	Customers Impacted			Owner
Degraded SLAs during initial months following transition	County users, Clients			Service Desk

Risk Description

Without the right knowledge and proficiency present during the transition of the Service Desk operations from Accenture's current subcontractor (Gainwell) ticket resolution may be delayed resulting in missed SLAs.

Proactive Mitigation Strategy

To maintain consistent Service Desk operations during the transition out period from our existing subcontractor, we will use our familiarity with CalSAWS, combined with consistent leadership, an adjusted staffing model, and a proven Center of Excellence for running operations. Our mitigation strategies include:

- **Familiarity:** As your current prime contractor, we will use our knowledge and experience with the existing processes, technology, and operations to inform our approach, lowering the risk of delays and providing a consistent user experience. We already maintain the ServiceNow technology supporting the operation and continuing allowing us to transition without the need for extensive knowledge transfer.
- **Consistent team support:** We will provide consistent support from today's Service Desk to tomorrow's by using existing Service Desk leads like [REDACTED] to support Service Desk operations. We will also take advantage of the many skilled application development practitioners from our current operations.
- **Increased staffing:** During the Transition-in period, we will tailor our approach to include more staff, avoiding degraded service for users as our Service Desk agents become fully proficient.
- **Thoughtful ramp-up and training strategy:** A four-month ramp-up and training based on our proven Knowledge Transfer and Training approach.

Our working relationship and experience with Gainwell as our subcontractor put us in a position to mitigate major obstacles associated with the transition that other contractors will face. In particular, the probability of this becoming an issue for Accenture is 10% where other contractors may experience a 70% to 90% probability.

Risk 4: Unstable Operations Due to Attrition

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Quality
Trigger			Customers Impacted	Owner
Attrition levels rise above the threshold			County users, Clients	Service Desk, Security team, Consortium
Risk Description				
The Service Desk and Call Center industry traditionally faces large turnover. These trends can result in the CalSAWS Service Desk being short-staffed or having inexperienced staff.				
Proactive Mitigation Strategy				
To maintain stable operations, we will use automation and provide incentives for Service Desk employees to increase retention. Our strategies to mitigate the risk associated with high attrition include the following:				
<div></div>				
<div></div>				
<ul style="list-style-type: none">Retention strategies: Our incentives include employee recognition programs, promotions, retention bonuses, leadership building, coaching, and mentoring, and opportunities to cross-training and upskilling.				

Risk 5: Misalignment on M&E and Infrastructure Service Desk Processes

Probability	Impact	Exposure	Level	Category
10%	3	0.9	Low	Collaboration
Trigger		Customers Impacted	Owner	
Consistent lack of collaboration between the Service Desk and other Tier 3 contractors		County, Consortium	Service Desk	
Risk Description				
Without proper alignment between Infrastructure and M&E Service Desk operational processes, these teams may not collaborate as expected to properly address the dependencies between Infrastructure and M&E teams. This could delay Service Desk issue resolutions and cause mis categorizations.				
Proactive Mitigation Strategy				
To avoid misalignment on infrastructure and M&E Service Desk operational processes, we will regularly communicate and share knowledge transparently, and collaboratively identify and close gaps. We will conduct process gap assessment between Infra and M&E operational processes to identify gaps and bring alignments across contractors. We will establish an open line of communication between M&E and Infra teams to continue to have open dialogue and understanding of each team's dependencies.				

Risk 6: Inability to Hire New Service Desk Agents

Probability	Impact	Exposure	Level	Category
10%	4	0.5	Low	Quality, Stakeholders
Trigger		Customers Impacted	Owner	
Service Desk team unable to complete tasks		County users, Clients	Service Desk	
Risk Description				
The Service Desk team is organized with a set number of roles designed to optimally support CalSAWS. If we are unable to hire new Service Desk agents, the level of support would suffer.				

Proactive Mitigation Strategy

To mitigate the risk of not being able to hire new Service Desk agents, we will hire/redeploy from Accenture's pool of skilled resources and existing IE engagements, and offer competitive salaries, bonuses, skills development, certifications to hire best new staff.

Challenge 1: Higher Call Volume Due to Areas Outside of Contractor Control

Trigger	Customers Impacted	Owner
A sudden and prolonged increase in Service Desk contact volume	County users, Clients	Service Desk, Tier 3 Infrastructure, Project Management Office

Challenge Description

Areas outside of our control such as one-time or urgent activities on a mass scale, other contractors introducing defects with widespread impacts, or poorly implemented changes can increase the call volume.

Potential Resolution Strategy

Our strategies to address planned and unplanned events outside our control include:

- **Surge staffing:** For planned system events, like the introduction of large changes tied to a new policy or operational enhancement, we can implement proactive surge staffing in a planned manner following our project management processes. While it is challenging to react to unplanned system events, Accenture will use all reasonable efforts to address additional staffing needs.
- **Extend Business Continuity Plan:** For unplanned events, such as natural disasters, we will extend our current Business Continuity Plan to include our National Integrated Eligibility Service Desk Center of Excellence at San Antonio to provide business continuity for the identified and agreed-on critical business activities and approach for managing urgent situations and disruption to critical business activities.

Our record for the San Antonio Delivery Center includes navigating numerous major events like the pandemic, hurricanes, a winter storm, and other natural disasters. Even throughout the shift to remote work during the COVID-19 pandemic and Winter Storm Uri in Texas, our highly committed support to business continuity for our clients and their users remained intact as we answered more than 95% of calls within 30 seconds.

Risks Conclusion

We would like you to consider another element in determining the overall project risk—who is doing the work. Accenture submitted proposals for both the Infrastructure and M&E scope of work. Assuming we are awarded both contracts, the overall risk profile of the entire CalSAWS project will be lower—and so will the risk score of each individual risk. Why? For the simple reason that one accountable contractor is more efficient, and the Consortium will have "one throat to choke" when it comes to handling risks and issues. This global reduction of risk is only true for Accenture. Any other contractor would be quickly overwhelmed by the prospect of taking over the immense and complex CalSAWS Infrastructure and M&E Application while simultaneously attempting to modernize and prepare their Service Desk to support this complicated application. Just imagine how the Consortium's risk level would increase even more if **two** other contractors attempt to complete their transitions in at the same time. We have been your partner for a long time—now that we've nearly completed the statewide rollout of CalSAWS, we're ready to accelerate the momentum into the CalSAWS M&O organization of the future.