Invitation to Negotiate (ITN)

FOR:

Agency for Workforce Innovation
State of Florida, USA

Submitted to

Submitted by

Wipro Inc

16th July, 2010

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Cover Sheet - AWI Solicitation Acknowledgement Form

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AGENCY FOR WORKFORCE INNOVATION

INVITATION TO NEGOTIATE

Solicitation Acknowledgement Form

Page 1 of 137 pages

AGENCY RELEASE DATE: May 14, 2010

SUBMIT RESPONSE TO:
Agency for Workforce Innovation
Office of Procurement and Contract Administration
107 East Madison Street, B-047
Tallahassee, Florida 32399-4128
Telephone Number: 850-245-7455

SOLICITATION TITLE: Unemployment Compensation Claims and Benefits Information System Design, Development, and Implementation

SOLICITATION NO: 10-ITN-001-SS

RESPONSES WILL BE OPENED: July 16, 2010, 3:00 p.m., EST

and may not be withdrawn within 365 days after such date and time.

RESPONDENT NAME: Wipro

RESPONDENT MAILING ADDRESS: 2 Tower Center Blvd Suite 2200

CITY – STATE – ZIP: East Brunswick, NJ 08816

PHONE NUMBER: 404-218-5370

TOLL FREE NUMBER:

FAX NUMBER: 732-514-0860

EMAIL ADDRESS: david.pryor@wipro.com

FEID NO.:

TYPE OF BUSINESS ENTITY (Corporation, LLC, partnership, etc.): Corporation

X

*AUTHORIZED SIGNATURE (MANUAL)

Srinivar Ramasubbu
Company Secretary

*AUTHORIZED SIGNATURE (TYPED), TITLE

*This individual must have the authority to bind the Respondent.

I certify that this Response is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this response and certify that I am authorized to sign this response for the Respondent and that the Respondent is in compliance with all requirements of the Invitation to Negotiate, including but not limited to, certification requirements. In submitting a response to an agency for the State of Florida, the Respondent offers and agrees that if the response is accepted, the Respondent will convey, sell, assign or transfer to the State of Florida all rights, title and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the State of Florida. At the State's discretion, such assignment shall be made and become effective at the time the purchasing agency tenders final payment to the Respondent.

RESPONDENT CONTACTS: Please provide the name, title, address, telephone number and e-mail address of the official contact and an alternate, if available. These individuals shall be available to be contacted by telephone or attend meetings as may be appropriate regarding the solicitation schedule.

PRIMARY CONTACT:		SECONDARY CONTACT:	
NAME, TITLE:	David Pryor, Business Development Mgr	NAME, TITLE:	Allan Mourer
ADDRESS:	3535 Piedmont Road Suite 1400 Atlanta GA	ADDRESS:	3535 Piedmont RD Suite 1400 Atlanta, GA 30305
PHONE NUMBER:	404-218-5370	PHONE NUMBER:	404-702-9137
FAX NUMBER:	404-846-0595	FAX NUMBER:	404-846-0595
EMAIL ADDRESS:	DAVID.PRYOR@WIPRO.com	EMAIL ADDRESS:	Allan.Mourer@wipro.com

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The name, address, zip code, and telephone of the **Contract Manager** for the **Contractor** is:

Name: DAVID PRYOR

Company Name: W.pro

Address: 3 W.pro Inc, 3535 Piedmont RD, NE Bldg 14, Suite 1400 Atlanta, GA 30305

Phone: 404-215-5370

Email: david.pryor@w2pro.com

The name, address, zip code, and telephone number of the **Contract Manager** for the **Agency** is:

Name:

Agency for Workforce Innovation

Address:

Phone:

Email:

In the event that different Contract Managers are designated by any Party after the execution of the Contract, notice of the name, address, zip code, and telephone number of the newest Contract Manager will be rendered in writing to all of the Parties and said notification will be attached to copies of the Contract.

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I have read the above Contract and the attachments and exhibits thereto and understand each section and paragraph.

IN WITNESS THEREOF, and in consideration of the mutual covenants set forth above and the attachments hereto, the parties have caused to be executed this [insert number] (xxx) page Contract by their undersigned officials duly authorized.

XXXXXX Contractor Name XXXXXX		AGENCY FOR WORKFORCE INNOVATION	
By	X Sridhar Signature	**By**	Signature
	Sridhar Ramasubby		
Title	**Company Secretary**	**Title**	Cynthia R. Lorenzo Director
Date	6-11-2010	**Date**	

Federal Employer Identification Number: ##-####### 77-0494327

Approved As to Form and Legal Sufficiency, Subject Only To Full and Proper Execution by the Parties:

OFFICE OF GENERAL COUNSEL
AGENCY FOR WORKFORCE INNOVATION

By: _____

Approved Date: _____

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Tab 3 - Executive Overview

AWI will realize an opportunity to modernize the legacy system to deliver efficiencies, savings and serve as a model state of future through this Unemployment Compensation (UC) program. On behalf of our Wipro Team, thank you for the opportunity to participate in the ITN process with AWI and help realize AWI's goals.

Wipro understands the challenges that the Agency for Workforce Innovation (AWI) has, but also that of the Florida citizen. We understand the vital importance and the role of AWI in impacting the lives of Florida's citizens. At its core, the UC program compensates unemployed citizens of Florida to advance their economic well being, self sufficiency and also to help citizens to find meaningful employment.

AWI has numerous processes and software applications to meet the requirements of the UC program, relying heavily on legacy technology centered on the Claims and Benefits, a mainframe based system first implemented and being in use for last 38 years. This system can no longer meet the current day to day challenges facing the agency. Wipro recognizes that the following are the critical success factors for Florida's Unemployment Compensation initiative success:

- Implementation Partner demonstrates understanding of business and IT needs
- Deliver a successful integrated system that needs the objectives
- New System to address past inefficiencies and flexible for future agile changes like Federal Emergency Benefits that comes at short notice
- IT Staff adoption for the system, time, effort, cost investments made and the system is delivering the business realization envisaged
- AWI leadership has realized a system that employees can use throughout their AWI career
- Given the unique funding opportunity, an excellent solution must be delivered and a "just good enough" system will not be sufficient
- Sensitive data such as Wages, Salary, Social Security, Address within to maintain system integrity and security
- Staff Productivity to move away from redundant task to efficient tasks
- Maximize efficiency given the window of opportunity
- Serve as a Model state for other states on modernization success

AWI has invited responses to their ITN for the Phase 3 – System Design, Development and Implementation of the modernization Project.

Wipro Approach to the UC Initiative Success

Wipro has analyzed the requirements, challenges and critical success factors and we are putting across a scalable, robust and flexible solution to solve them. We have, in true sense, applied innovative and out of the box thought leadership to bring forth a value adding solution for AWI. Wipro welcomes this opportunity to align with AWI vision of **"Children ready to learn, Floridians ready to earn"** making AWI as the leader and Florida as the Model state in America. The proposed solution will follow three main streams to deliver program as a success as below.

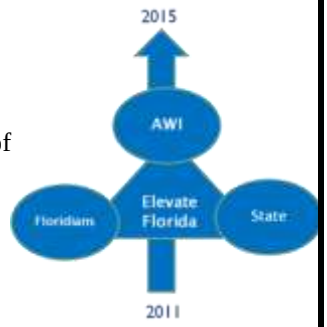


Figure 1: Elevate Florida

1 Deliver Operational Efficiency and Savings

- Wipro brings a solution "**Elevate Florida 2015**" that addresses the current requirements and enables a scalability for future needs while becoming a model state of the future, and generating savings beyond the desired objectives of this program
- Wipro brings an **Oracle stack based integrated solution** for the functionalities envisioned in the new system. Wipro carried out a detailed assessment of alternate products like Microsoft CRM, proprietary products and found Oracle stack as the best fit for requirements and scalability for future needs like Federal Emergency Benefits that can be activated with very short notice.
- Apply specific **focus to Information Security** and Data sensitivity within the integrated solution considering

- Our detailed requirement assessment, found nearly 99% of the AWI requirements will be met by Out of the box system configuration and will require less than 1% requires customization. Wipro in principal **comply with the requirements** of all categories provided by AWI.

2 Manage Risks and Change effectively for program success

- Wipro has carried out a detailed evaluation of program risks for AWI and Wipro. The key risks are summarized coupled with a detailed mitigation plan
- Wipro employs the industry's best SME's and visionary associates with **strong Unemployment Compensation knowledge** to truly elevate AWI to service beyond compare. Wipro is committed to bringing the best of breed to AWI, from placing reports on Executives' Black Berries to working with local Tallahassee partners, and teaming with best Technology partners to hire local Floridians. Wipro also has a program to employ local college talent and pay their tuition fees, give them a job while they are attending the school. We are in discussions with local Universities about this and found a considerable pool of diverse students to pull from. We are committed to **creating good jobs for Floridians** in Tallahassee. We also are utilizing the services of a State of Florida Certified Minority Business Enterprise for additional resourcing.
- Our Program key personnel including our PMP Certified Project manager and Business SME's will be available throughout the project life cycle. Wipro will also partner with **Oracle** and local partners like **Five partners** to bring local and national, diverse Public Sector experience and product support on a premium level to this engagement.
- Product Quality Assurance with maturity assessment of SEI-CMMi rating of Level 4 to enable best practices , risk managed and metrics driven deliver
- Strategic focus of **Top 3 commitments** complemented with a vision, integrated solution, deep expertise, and commitment to program success through investments and skin in the game with executive focus to deliver success as depicted in the Fig shown right.

3 Enable Florida as a Model State for future

- Wipro will set up an **Innovation Center of Excellence** to explore opportunities to accelerate **savings beyond the realizations** planned. Wipro has provided charters of shared services, job creations and positive impact to Florida economy, e-University for Floridians **up skill programs**, proactive analytics frameworks, and technology innovation models like G-Cloud to influence Florida as a model state for future and enhanced business savings realization. This charter is detailed in value add section of the response.
- We are planning to establish a **Wipro Government Center of Excellence** in Tallahassee to support this initiative and the others for Florida and beyond Tallahassee. Wipro will set up a local delivery center in Tallahassee to deliver services to AWI. Wipro's US Government business strategy has its focal point towards Florida. We will leverage our Atlanta Development Center (ADC) and hiring local talent in the south-eastern U.S, to provide state of the art service for its public sector clients. Much like our center in Atlanta where Wipro received 2010 Global Impact Award from Metro Atlanta Chamber of Commerce for success in job creation and positive impact on Atlanta's economy in 2009, we want to enable AWI to help Floridians in every way. Our commitment to Florida using this initiative will improve service, create local jobs and diversity.

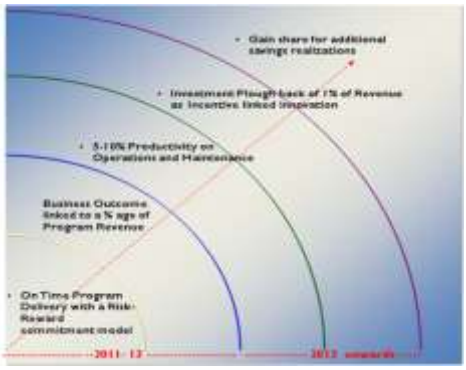


Figure 2: Enable Florida as a Model State

Value Proposition

- **Foundation of Values** – Driven by core ethics and values of "Spirit of Wipro" complemented with transparent Corporate Governance practices, Wipro believes in value delivery to customers. 95% of our business is in **repeat partnerships** that puts customer first into every step of journey.
- **Quality focused Organization** – As a top provider of IT Services, Outsourced R&D Services, Infrastructure Outsourcing, Business Process Services, and Business Consulting, Wipro is suitably placed to

Figure 3: Spirit of Wipro

partner with AWI in delivering this solution to the Citizens of Florida and the Agency users. With 25 years of experience in the global delivery of technology services, Wipro was the first to perfect a unique quality methodology - a combination of Six Sigma, Lean Manufacturing, Kaizen and CMM which we call "The Wipro Way" - to provide unmatched business value, on time delivery and predictability to our clients.

- **Demonstrated Experience –** With a 1000+ strong specialists and 375+ CRM engagements experience, Wipro brings demonstrated experience of large Siebel CRM Implementation and roll outs capability to AWI. Wipro is a Top 12 SI for Oracle and this brings premium product support and technology partner collaboration to AWI. Snapshot of large **CRM credentials** are below:
    - Implemented an integrated and automated Siebel CRM for Sales, Service and Marketing for large mail management company which reduced sales cycle by 50% and order error rates reduced to zero
    - Implemented a global Siebel CRM and deployment in 40 countries as a global roll out for a leading pharma company
    - Our Technology Partner, Oracle Consulting' s strong public sector experience:
        - Implemented Siebel Public Sector and Oracle Business Intelligence Enterprise Edition for NYC's contact center with 3,000 users and supports analytics across NYC's servicing functions
        - Implemented Siebel Public Sector and Oracle Policy Automation in New South Wales for benefit case management
        - Implemented the largest Oracle Policy Automation implementation in the world at the IRS, which is live across 256 call centers with 20,000 users and for online self service for citizens and providers, handling 95% of all questions modelled directly from legislative text and now maintained by agency subject matter experts.
        - Implemented Oracle Business Intelligence Enterprise Edition at Maine DOL for unemployment insurance reporting including required Federal UI reports, claims reporting, and special program reporting

- **Government Focus** - Wipro understands that state governments across the country are turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. Wipro has been extensively active in the government sectors of India, Europe, Middle East, Asia Pacific regions and selective US states. Infocrossing, Inc., a publicly listed company that Wipro acquired in the USA, has had a long relationship with the US government sector, with a significant focus on managing technology assets, data centers and the healthcare sector. Few examples of **public sector credentials**:

    - A 6.5 year Modernization Program that covers for 20Mn citizens, 2220 sites across India being managed for employees State Insurance Corporation (ESIC), an agency of the Indian Government's Ministry of Labor & Employment.
    - Healthcare IT services for Claims, Benefits provided to State of Missouri since 1988
    - Infrastructure services that includes Data Center hosting, Disaster Recovery for Associate Courts of California, Arizona department of Revenue
    - E-governance roadmap & capacity planning for 15 state governments in India
    - Manage proprietary Insurance software and infrastructure for a large Government Insurance organization in India which addresses 200 Mn citizens as policy holders

Once again, Wipro thanks the Florida AWI for allowing us to compete for your business. We believe that our solution will best fit your requirements for the Phase 3 UC Modernization project in multiple areas:

Fit of Solution- Our knowledge of your project and the **Unemployment field** allows us to craft a technology fit specific to your needs; Solution to meet the desired objectives and address challenges of current system
Lowest risk- With our experience and the inclusion of technology vendor partners and their experts we can provide your solution at the lowest risk for failure
Total Cost- We believe that we can provide the **optimal cost effective solution** based on the total cost of the solution

Tab 4 - Project Approach and Methodology

AWI will realize the UC modernization objectives through Wipro's solution vision "Elevate Florida 2015" and program commitment to success.

Wipro understands the **importance of delivering a system** that is crucial to the operations of the Agency for Workforce Innovation and the citizens of the State of Florida. This effort is a high profile, time sensitive, and given the current economic outlook, extremely crucial to the State of Florida. It will require the absolute best talent available to mitigate risk, manage the development effort, control costs and achieve the goals, objectives and ultimately the successful functionality of a modern, state of the art Unemployment System.

Wipro team has an enormous respect and appreciation for lessons learned when performing efforts of this magnitude. We believe one of the most critical success factors for this project is having a solid, proven approach and methodology for accomplishing this mission.

Wipro understands that the Unemployment Insurance funding is cyclical and comes from the Federal Government. The US funding budgets have increased considering the unemployment rates and this presents a unique window of opportunity for Florida for the system modernization.

Florida realizes this opportunity for such a legacy system and below is the **critical success factors** that must be achieved:

- Implementation Partner demonstrates understanding of business and IT needs
- Deliver a successful integrated system that exceeds the objectives and deliver the business realization envisioned
- New System must eliminate past inefficiencies and provide flexibility to respond for future changes like Federal Emergency Benefits that come with short notice
- IT Staff successfully adopts the day to day operations of the system
- AWI leadership has realized a system that employees can efficiently use to provide effective service to citizens far into the future
- Given the unique funding opportunity, an excellent solution must be delivered and a "just good enough" system will not be sufficient
- Sensitive data such as Wages, Salary, Social Security, Address must be protected and managed with integrity
- Improved staff productivity by eliminating redundancy and streamlining business processes to reduce cycle time
- Eliminate redundancy and Maximize efficiency
- Serve as a Model state for other states on modernization success. AWI stakeholders realizes substantial benefits versus the cost and efforts required to develop the new system

Managing and delivering a project of such importance, needs a strong project management and execution. We have assembled a team of local, national and internationally renowned Subject Matter Experts (SME) that will ensure successful and timely delivery

1. Approach – Describe the overall approach for accomplishing the tasks described in Section D, Exhibit 1

AWI will achieve project success through PMP Certified Project Manager and project approach with PMI's Project Management Body of Knowledge (PMBOK) standards for project management.

AWI has laid clear expectations that the Contractor's Project Management approach is in compliance with PMBOK. Wipro's Project Management approach covers Scope Management, Resource Management, Issue Management, Escalation Management, Risk Management, Execution Management and Stakeholder Management in line with the PMBOK and Wipro will closely collaborate with AWI to fine tune this to fit the needs of AWI.

This section outlines our project management approach, responsibilities for each of the pillars of the project management approach and the execution methodology.

Project management is the exercise of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. Wipro adopts a structured approach to Project Management that is in compliance with PMBOK as elucidated in Fig 4:-

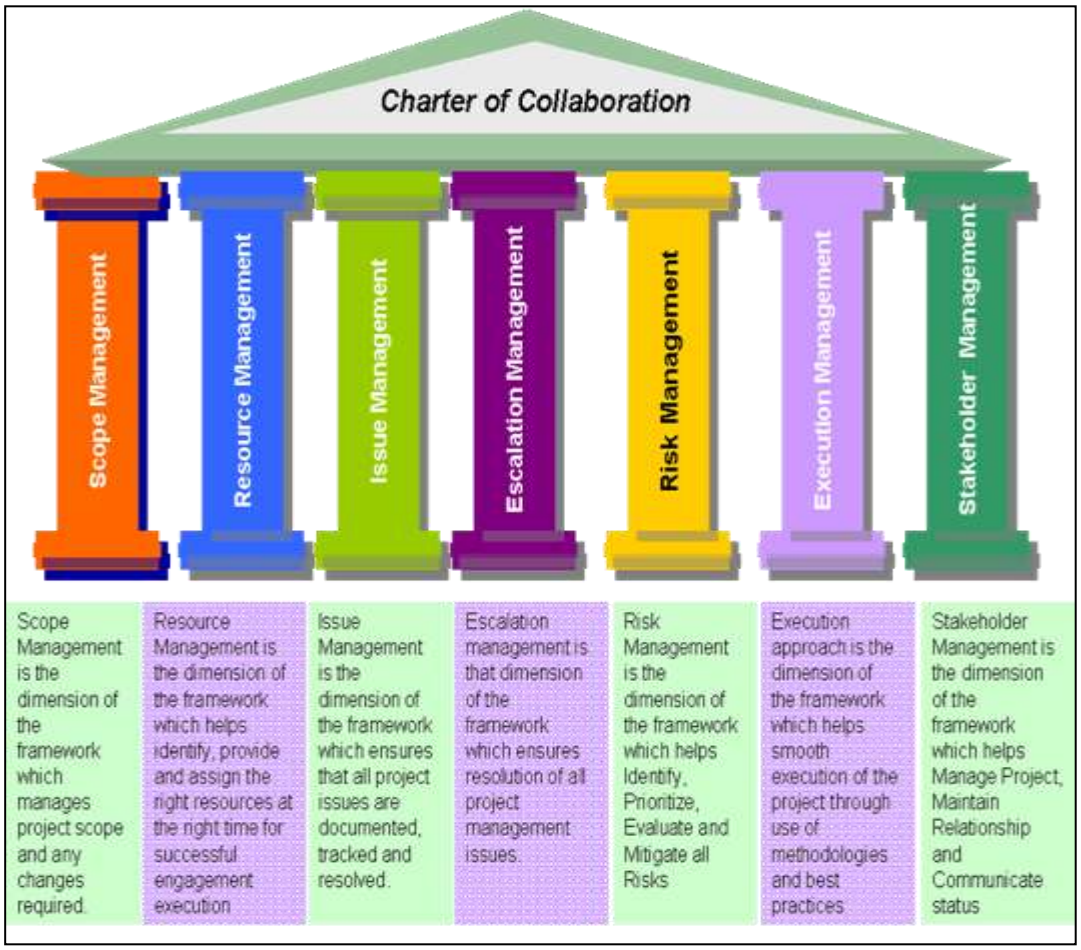


Figure 4: Pillar structure for project management in compliance with PMBOK to meet the needs of AWI

Our proven project management approach and our experience will allow us to successfully manage the engagement with AWI. Our highly experienced and capable team will be augmented with local resources that have several years of experience implementing Florida government and AWI information systems to ensure that adherence to Florida government regulations and AWI best practices are always considered in key decision making opportunities.

The Project Management Process enables process control by measuring performance and comparing the same against the plan. This enables a timely initiation of corrective actions. Fig 5 below shows the activities in the project management processes and activities performed by project manager.

Figure 5: Typical project management activities performed to ensure a successful project completion

Measure to Manage through Tools and Accelerators

AWI will have transparency and visibility of the project risks, dependencies and progress through Wipro's project management tools and accelerators

Wipro brings a powerful set of tools for project management as depicted in Fig 6 below. These Tools reduce cost, reduce errors and provide for very comprehensive and effective management controls. We will utilize these tools for the AWI engagement as well.

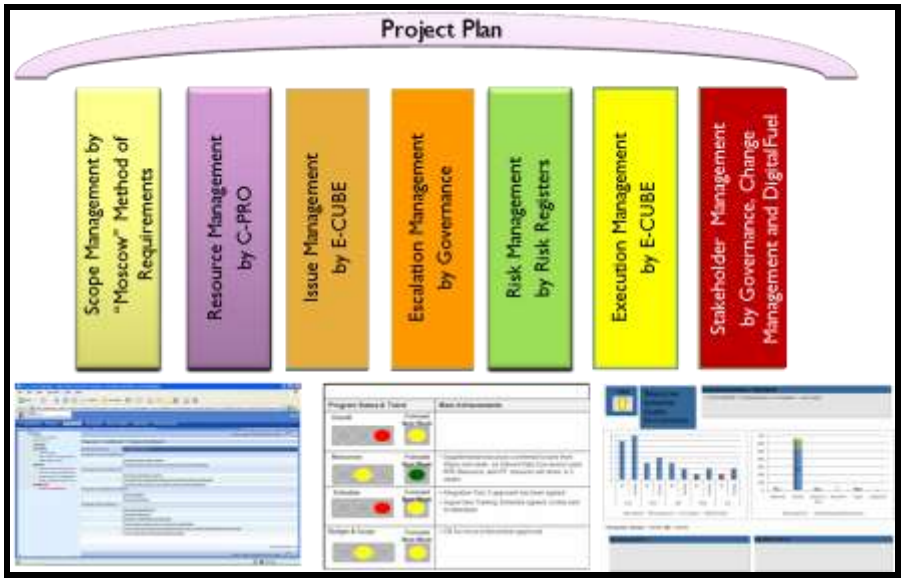


Figure 6: Project Management tools for AWI to plan, automate and deliver a successful engagement

Wipro has extensive experience in delivering wide variety of projects and Wipro has made significant investments in various strategic areas as mentioned below to ensure successful execution of client engagements and hence AWI as shown in Tab 1 below.

Function	Objective
Software Engineering and Process Group	• Central function dedicated to coordinate the quality related activities. • Owns the release mechanisms for process changes and measurement mechanisms • Responsible for verification of processes – audits & assessments • Collates metric trends across organization to develop process performance baselines, revise on periodic basis and establishes organizational norms
Quality Management System	Veloci-Q integrates People, Process & Technologies. It hosts the Policies, Procedures, Guidelines, Templates and Checklists to achieve customer satisfaction by providing defect free products and services on time. It also hosts past project data bank (PDB) to leverage the best practices and lessons learned.
Tools Group	Dedicated group focused on software engineering tools to improve productivity and quality, provide internal trainings on tool usage and develop tools for internal usage
Project Management System	Ecube is a project management system for **E**nabling **E**xcellence in **E**xecution. It encompasses complete Project Management Framework right from Project initiation to closure and well tightly integrated with **Veloci-Q**
People Allocation System (cPro)	Resource forecasting (ramp-up/ramp-down)

Tab 1 – Wipro's Investment in various strategic areas

"Our decision to have a long term partnership with Wipro stems from the confidence we have in them based on their excellent track record in handling mission critical IT projects, depth of technical expertise and world class quality processes."
Paul Grice, Chief Executive, Scottish Parliament

For AWI, Wipro will bring the industry recommended best practices for each activity with clearly defined deliverables and periodic reviews. Wipro being the first company to achieve Level 5 SEI-CMMI certification, **we bring the Best project management practices to AWI for this engagement:**

- Project management templates
- Look Aheads and Milestone audits
- Proactive Risk and Issue Management
- Design Alternatives
- Defect Prevention Techniques
- Bi Directional Traceability
- Metrics based project management
- Adoption of Lean and Six Sigma techniques – Dependency structure matrix for dependency management, Failure Mode Effect Analysis for risk management

The project management approach that Wipro will use for AWI engagement is in compliance with PMBOK. Wipro will bring in various tools as detailed above to ensure smooth and successful execution of the engagement.

2. Describe the proposed project management approach and methodology for managing the UC system project. Explain the benefits and risks associated with the methodology. Refer to Section D, Exhibit 1, 7.1 Project Management Responsibilities. Identify any industry standards incorporated into the project management approach

7.1 Project Management

AWI will achieve on-time delivery and program success through Wipro's SEI-CMMi driven project management best practices and tool sets. The benefits of using our Project Management methodology are enhanced citizen satisfaction, better flexibility and improved quality.

Planning, Execution, Monitoring and Control are critical activities of project management. A good project management approach and plan will have a clear distinction of activities and the responsibilities. Considering the nature of this initiative, all these aspects play a vital role for the success of this project. The tasks will be to monitor dependencies, issues and risks proactively through out the life cycle of the project.

Wipro has reviewed and understood the Project Management responsibilities as detailed in **AWI_ITN.pdf** and in principle agrees to those responsibilities. The following section details the project management responsibilities of the contractor towards various aspects of project management.

Section D - Exhibit 1 - 7.1.1 Project Management Responsibilities - Wipro

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Develop and maintain the Project Management Plan (PMP) as defined in Section 8.1 Planning.	Yes	This is part of the project planning process.
2.	Manage and direct Contractor staff to execute the Project Management Plan and develop project deliverables.	Yes	This is part of the project monitoring and controlling process
3.	Manage the project in accordance with the project schedule.	Yes	This is part of the project execution, monitoring and controlling process
4.	Revise the Project Management Plan, project schedule and all other project management materials as authorized through the change control process.	Yes	This is part of the project monitoring and controlling process
5.	At the direction of the Agency, develop project management administrative templates for use throughout the project	Yes	This is part of the planning and change management process.
6.	Prepare and submit weekly project status reports.	Yes	This is part of Communication management process.
7.	Participate in weekly project status meetings.	Yes	This is part of Communication management process.
8.	Participate in Executive Steering Committee meetings.	Yes	This is part of Communication management process and Governance structure.
9.	Prepare and distribute the minutes of all meetings led by the Contractor.	Yes	This is part of Communication management process.
10.	Facilitate project-related meetings as necessary to fulfill responsibilities as specified in this ITN.	Yes	This is part of Communication management process.
11.	Identify risks, issues, and opportunities and participate in risk and issue meetings.	Yes	This is part of risk management process.
12.	Identify any scope issues and participate in scope management meetings.	Yes	This is part of Issue and escalation management process.
13.	Ensure adherence to the project management standards and guidelines as established in cooperation with the Agency	Yes	This is part of monitoring, controlling process. Facilitated by Audits and reviews.
14.	Ensure deliverables conform to Agency standards provided in Section 10.0.	Yes	This is part of project execution process.
15.	Establish communication procedures with input of all project participants and stakeholders.	Yes	This is part of Communication management process.

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
16.	Prepare formal reports and presentations.	Yes	This is part of Communication management process.
17.	Participate and cooperate in project audits, reviews, and IV&V activities.	Yes	This is part of monitoring, controlling process. Facilitated by Audits and reviews.
18.	Provide monthly ARRA reporting for jobs created or retained	No	Wipro will provide the progress report as per the milestone plan, invoice amount raised and details of invoicing.

Section D - Exhibit 1 - 7.1.2 Project Management Responsibilities - AWI

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Name an Agency Project Manager at the inception of the Project.	Yes	Wipro has reviewed the Agency's Project Management Responsibilities. We are in alignment with the same.
2.	Work with the Contractor to develop or approve project management administrative templates.	Yes	
3.	Coordinate external reporting processes (e.g., TRW status reporting).	Yes	
4.	Define reporting structures between various participants in the Project (project governance).	Yes	
5.	Monitor the availability and participation of Agency staff.	Yes	
6.	Facilitate the timely resolution of issues.	Yes	
7.	Review and, if appropriate, approve the resolution of escalated risks, issues, and opportunities.	Yes	
8.	Review and, if appropriate, approve schedule updates and other changes to the Project Management Plan.	Yes	
9.	Participate in the change control process.	Yes	
10.	Review and approve project status reports	Yes	
11.	Negotiate changes of scope when and if new regulations or requirements require revised or additional functionality	Yes	
12.	Coordinate with stakeholders to prepare for the implementation of the proposed UC solution.	Yes	
13.	Coordinate with the IV&V Contractor to evaluate and incorporate report recommendations into the Project plans.	Yes	
14.	Support the Contractor by providing information needed to satisfy internal Agency inquiries or reviews in a timely manner	Yes	

Our project management methodology will bring in the below benefits to AWI:

- Improved/enhanced citizen satisfaction
- Better efficiency in delivering services
- Better Flexibility.
- Improved Quality.

Industry Standards into the Project Management

- PMP best practices integrated with Wipro's Quality Management
- SEI-CMMi driven project execution such as quantified metrics management, risk and dependency management and phase gate reviews.

- Industry standard templates and checklists will be adopted throughout the project lifecycle
- Maturity assessment of the project in CMMi Level 4
- Tool drive project management (ECube – Wipro's project automation tool integrated with MS-Project)
- ISO 20000 driven disaster recovery strategy and BS 15000 security controls

"Wipro's execution excellence has made it a reliable IT partner consistently exceeding our expectations. We are impressed by Wipro's commitment to make it happen."

Todd Soller, IS leader, Global Sourcing Program, Best Buy

7.2 Risk Management

AWI will mitigate program risks using SEI-CMMi based Risk Register templates. Best practices and accelerators for AWI coupled with Six Sigma Failure Mode effect analyses tool.

Risk Management is another dimension of the project management which helps identify, prioritize, evaluate and mitigate all risks. Wipro understands the various risks that arise in an engagement. Wipro has a proved world recognized Risk Management framework that will be used as a core practice for AWI for mitigating any risks.

The following section details Wipro's Risk Management framework and how it will be leveraged for AWI engagement

Risk Management Framework for AWI

To enable AWI manage risk effectively, Wipro proposes a Risk management framework to identify the occurrence, likelihood of risks and their impact on the project throughout the life of the project. This Risk Management framework outlines the process, tools and responsibilities for managing risks on the integrated lot based project management. The objective of risk management is to identify and quantify potential risks and then agree and perform the necessary mitigating actions before the risk is realized for AWI. We have employed this same approach for projects for similar and significantly larger engagements with great success.

There are three elements to risk:

- The Risk event
- The probability of the risk occurring
- The impact of the event on the project

Wipro adopts some of the key levers for Risk Management and will be used for AWI engagement:-

- **SEI-CMMi based Risk Register templates** enables effective risk management
- Implementation best practices handbooks accelerators coupled with **Six Sigma Failure Mode effect analysis tool**.

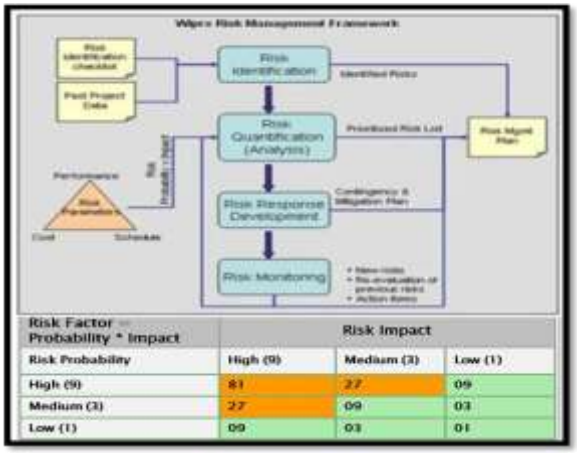


Figure 7: Risk Management framework for AWI

The Fig 7 describes the Risk management framework that would be adopted for this AWI engagement. Failure Mode Effect and Analysis (FMEA) is one of the recommended methodologies in Wipro for risk identification in technical solution design. A snapshot of the risk management framework is as shown in Fig 4.

Top 3 Risks and Mitigation for AWI for this engagement

Risk	Risk For	Impact	Mitigation
Lack of User Change management to	AWI	High	Strong Training plans coupled with change

new system			management strategies and communications
Inaccurate and bad quality data	AWI, Wipro	High	Usage of Data profiling and cleansing tools Data Quality verification and data conversion testing
Delay in dependency streams completion	AWI, Wipro	High	Apply Lean based dependency structure matrix and link to project plan Progress Review and Monitoring on periodic basis

Tab 2 – Top 3 Risks and Mitigation for AWI for this engagement

Section D - Exhibit 1 - 7.2.1 Contractor Risk Management Responsibilities

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Develop a risk management plan for the Project	Yes	Part of project management plan
2.	Identify risks and maintain risk log for all identified risks	Yes	Identify risk doing FMEA analysis, past project database and maintain the same in Risk tracker.
3.	Conduct quantitative and qualitative risk analysis including impacts to resources, schedule, budget, and quality.	Yes	Part of planning process.
4.	Plan risk mitigation strategies for high probability risks	Yes	Calculate Risk factor. Define mitigation and contingency plan as defined in the risk management plan
5.	Plan and implement strategies to address findings in IV&V and audit reports	Yes	Part of planning and execution process group
6.	Monitor risks	Yes	Part of monitoring& controlling management process
7.	Plan and facilitate risk meetings	Yes	Part of communication management process

Section D - Exhibit 1 -7.2.2 Agency Risk Management Responsibilities

S.No	Responsibilities	Remarks
1.	Review and approve the risk management plan	Wipro has reviewed the Agency's Risk Management Responsibilities. We are in alignment with the same.
2.	Assist with quantitative and qualitative risk analysis	
3.	Assist with the development of risk mitigation strategies for high probability risks.	
4.	Assist with the development of strategies to address findings in IV&V and audit reports	
5.	Monitor risks	
6.	Participate in risk meetings	

In principle, Wipro agrees to the contractor and agency risk management responsibilities detailed above. Wipro will use its FMEA famework for Risk Management for this engagement. However, A proactive Risk Mitigation plan for AWI will enable us to jointly maintain visibility and resolution of project level risks.

7.3 Issue Management

AWI will achieve project success through SEI-CMMi best practices for Issue management and Issue Resolution Communication Framework

Issue Management is another dimension of the project management which ensures that all project issues are documented, tracked and resolved.

Wipro adopts a structured Issue Management process for issue management. For AWI, the issue management process defined allows the project manager's focus relative to the management of the project timeline and confirming that issues are resolved in a timely manner, rather than attempting to track down the issues before a status can be determined. The following section details the issue management process.

Detailed Issue Management for AWI

The purpose of the Issue Management process is to ensure that all project issues are documented, tracked and resolved. The Issue Management process is depicted in the Fig 8 below:-

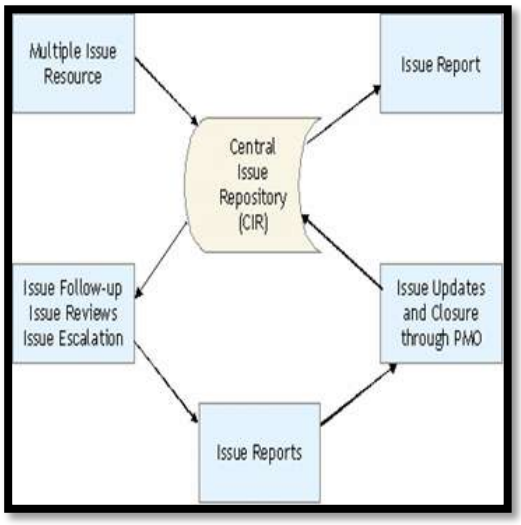


Figure 8: Issue Management process

The detailed responsibilities and activities in each step of Issue Management process are given in table below:-

Activity	Responsibility	Activity Description
Issue Identification	All Team Members	Identify issues or barriers to progress Verify issue has not been previously identified and documented
Issue Documentation	All Team Members	Enter issue into the Issue Log, filling in as much information as possible Discuss questions regarding issue categorization with Project Manager
Issue Resolution	Responsible Team Member	For each assigned issue: Research alternatives and discuss with stakeholders directly impacted by the issue outcome Evaluate pro's and con's of each alternative; develop a well-supported recommendation Document activities and recommended resolution in the Issues Log Mark the issue "resolved" in the Issue Log

Activity	Responsibility	Activity Description
Issue Reviewing and Tracking	Track Leads; PMO	Review issue resolution status in the Issues Log Track outstanding issues and ensure that the assigned team member is making progress in resolving the issue Discuss new issues and issue resolution status during weekly team lead meetings Include high priority open issues on the status report
Issue Escalation	Project Managers	Escalate issues that have not been resolved within a specified time frame or that require Steering Committee attention

The issue management will be managed through effective communication management. Wipro will devise a communication management plan during project initiation. Issues have to be managed at the place where it arises and Wipro has a robust Issue resolution framework as depicted in Fig 9 below:-

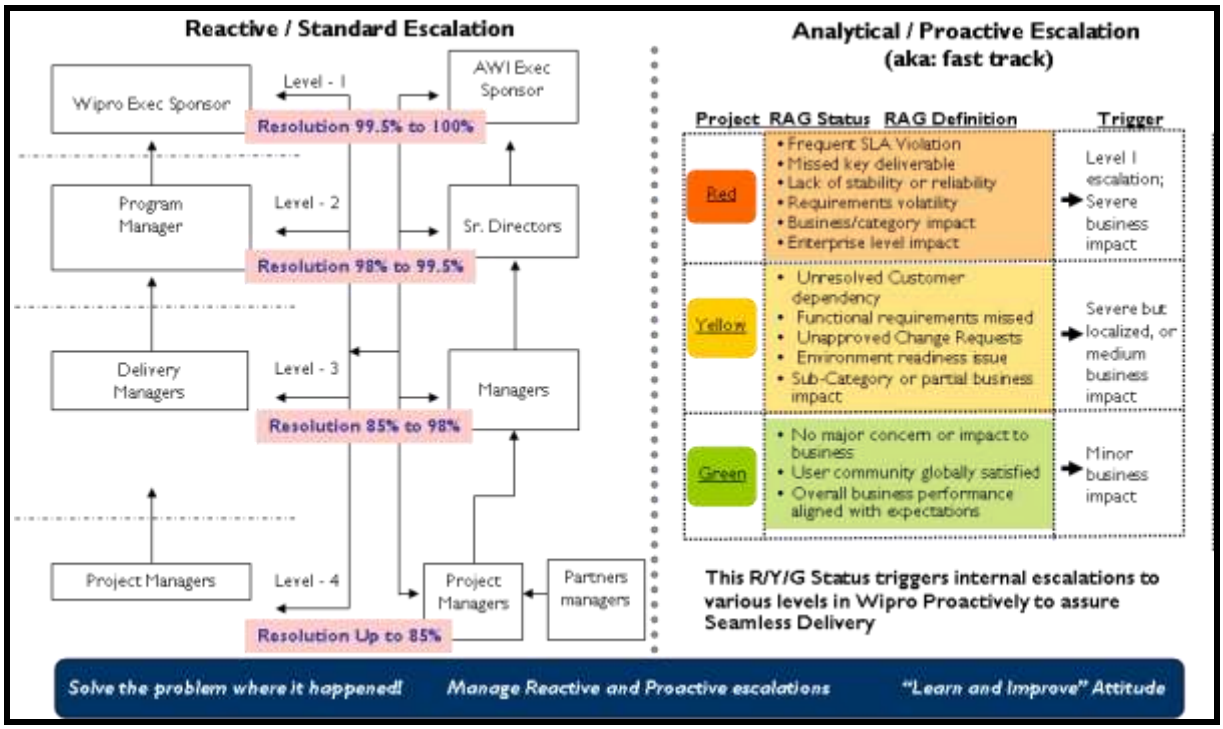


Figure 9: Well defined escalation process to resolve Issues with Priority and Quality

A sample Issue Repository is depicted in Fig 10 below:-

#	Issue raised	Description	Owner	Origination Date	Severity (L, M, H)	Closure Date			Remarks
						P	F	A	
1.									

Figure 10: Wipro's Issue Repository

Section D - Exhibit 1 - 7.3.1 Issue Management Responsibilities - Wipro

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Create a issue management plan	Yes	Part of planning process group.
2.	Identify issues and maintain the issue log for all identified issues.	Yes	Part of execution and controlling process. Issues to be tracked in issues tracker.
3.	Analyze and prioritize issues including impacts to resources, schedule, budget, and quality.	Yes	Part of execution, controlling and human resource management process group.
4.	Work to resolve issues.	Yes	Part of execution process.
5.	Monitor issues.	Yes	Part of monitoring and controlling process.
6.	Report issues to the Agency's project management team.	Yes	Part of communication management process
7.	Revise deliverables, as necessary, to address issues.	Yes	Part of planning and execution process.

Section D - Exhibit 1 - 7.3.2 Issue Management Responsibilities - AWI

S.No	Responsibilities	Remarks
1.	Review and approve the issues management plan	Wipro has reviewed the Agency's Issue Management Responsibilities. We are in alignment with the same.
2.	Identify issues	
3.	Assist with prioritizing issues	
4.	Assist with the resolution of issues	
5.	Monitor issues	

A proactive Issue Mitigation plan for AWI will enable us to jointly manage engagement level Issues.

"We are particularly impressed by the quality of Wipro professionals and their customer orientation. We are excited about the future of this relationship."

Mr. Koji Izawa, Chief Technology Executive, Toshiba TEC

7.5 Quality Management

AWI will benefit product quality assurance of the new system through robust Quality Management framework built with best practices of SEI-CMMi

"Like Integrity, Quality is non negotiable" – Azim Premji, Wipro Chairman

Quality Management is a continuous process that must be followed throughout the engagement to ensure controls on schedule, budget and the deliverables.

The following section describes Wipro's Quality Management process that will be used for engagement with AWI to ensure the quality management in project schedule, budget, and the project deliverables.

Robust Quality Management to ensure Quality throughout the engagement

Wipro has robust quality focus right from our Chairman and flows across as way of work across the organization. Wipro has invested in:-

- Dedicated Software Engineering and Process Group
- Multiple Quality certifications such as World First SEI CMMi Level 5
- Pioneering six sigma, lean principles
- Dedicated Quality Consulting arm
- Online Portal based global Quality Management System
- Ready to deploy Quality and Process Frameworks for clients.
- Focused Quality Assurance Groups at every business unit
- Metrics driven focus to measure product and process quality

Wipro will leverage a well matured quality system "**Veloci-Q**" in place (as shown in Fig 11 below), which amply addresses the quality of services it will provide to AWI. **Veloci-Q** has built in process models, templates, checklists, coding standards and guidelines for different kinds of projects such as COTS product implementation, bespoke solution development, operations and maintenance that we envision delivering for AWI.

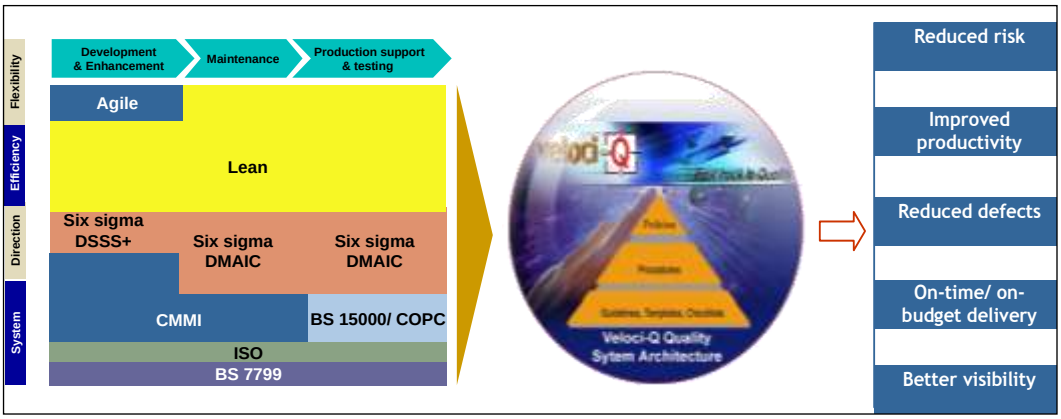


Figure 11: Veloci-Q – Wipro's Quality Management System to ensure Quality throughout the engagement (Schedule, budget and deliverables) for AWI

Given the metrics driven service delivery approach across the organization, Wipro recommends a robust quality assurance process with well defined KPI aligned with project life cycle depicted in Fig 12 below:

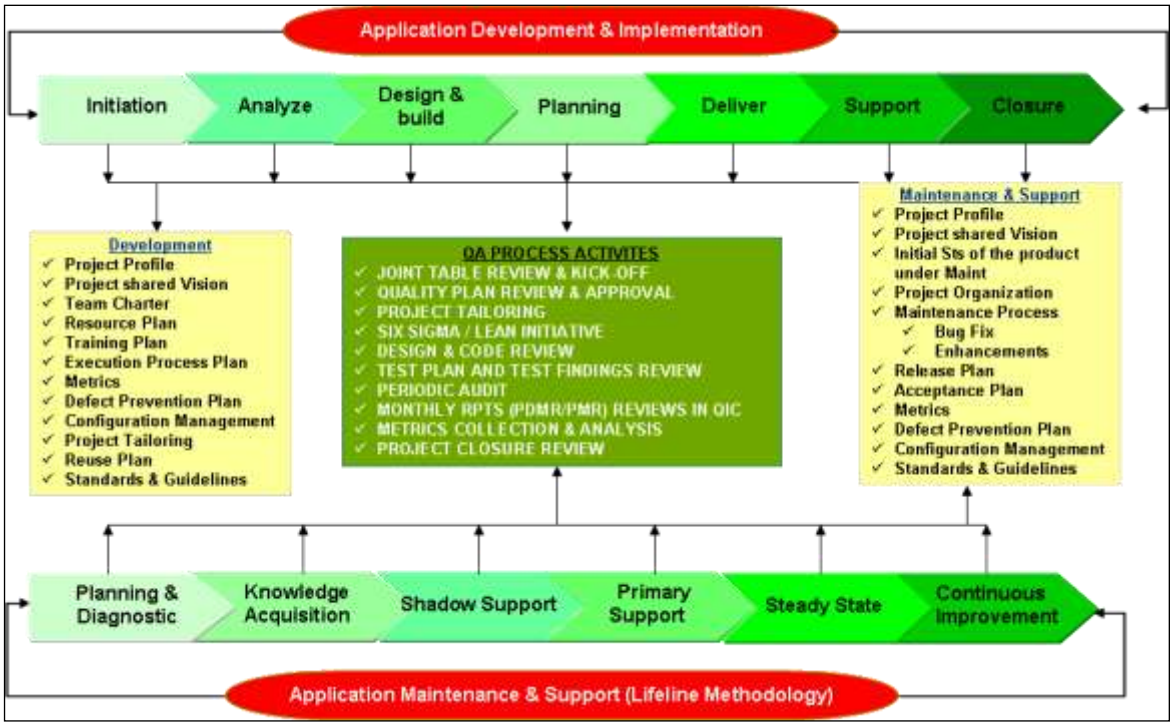


Figure 12: Quality assurance process with well defined KPI aligned with project life cycle

The processes, procedures and guidelines from Veloci Q are tightly integrated in ECUBE (project management and quality management tool) that will be deployed for AWI engagement.

Wipro will also perform Quality Audits during the project duration to benchmark the architecture and the services for Quality Assurance. Some of the key audits that will be performed are:-

- Quality Audit for CMMi maturity at Level 4
- Product Architecture validation from Oracle

Section D - Exhibit 1 - 7.4.1 Quality Management Responsibilities - Wipro

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1	Develop an overall quality management plan as a section of the Project Management Plan	Yes	This is part of the project plan.
2	Develop quality assurance standards for the associated deliverable expectation document for each project deliverable.	Yes	This is part of Quality plan
3	With each deliverable, provide a narrative description of quality assurance measures applied to the deliverable	Yes	This is part of Quality plan
4	Provide project information required for quality assurance monitoring to the Agency's Project Direct	Yes	This is part of Quality plan
5	Develop quality assurance review reports resulting from quality management activities	Yes	This is part of monitoring and controlling process. Quality assurance audits will be conducted by SQAM and individual QC's.
6	Provide plans, staffing, and schedules for addressing any deficiencies identified through the quality management process	Yes	This is part of controlling process group. For any deficiencies reported in quality assurance reviews, root cause analysis will

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
			be conducted using Pareto analysis or any suitable standards and corrective actions will be taken.

Section D - Exhibit 1 - 7.4.2 Quality Management Responsibilities - AWI

S.No	Responsibilities	Remarks
1.	Review and approve the Contractor's quality plan and quality assurance deliverable standards.	Wipro has reviewed the Agency's Quality Management Responsibilities. We are in alignment with the same.
2.	Review and approve plans and schedules for addressing identified deficiencies.	
3.	Review and approve project deliverables as conforming to project quality standards.	
4.	Communicate the findings of the IV&V project reviews and assist in the development of a plan and schedule for addressing the deficiencies identified during the quality assurance process	

"The key thing was our experience with Wipro engineers here and the fact that they have SEICMM Level 5 certification. We were very pleased with the Wipro engineers that came to Tiara."

Amin Varis, VP Engineering, Tiara Networks

Wipro understands the Quality Management expectations as detailed in **AWI_ITN.pdf**. Wipro believes that the Quality Management system and practices followed at Wipro will ensure a first Quality on time, under budget delivery of the engagement.

7.5 Configuration Management

AWI will achieve defect free deployment through periodic Configuration Audits and well defined Configuration Management plan

Wipro has in-depth knowledge and understands the requirements of AWI regarding Configuration Management. Wipro has a structured Configuration Management framework that will be used for AWI for all hardware and software configuration management.

Configuration Management for AWI

The primary objective of Configuration Management Service is to ensure that all aspects of configurable items associated with new and transitioned Applications, Application Artefacts and associated infrastructure, are correctly maintained and managed, thereby ensuring that the correct action is taken against the correct item, whether for impact or change. Based on our experience, such a **Configuration Management Framework** as shown in Fig 10 below and the respective services will be outlined as below for AWI.

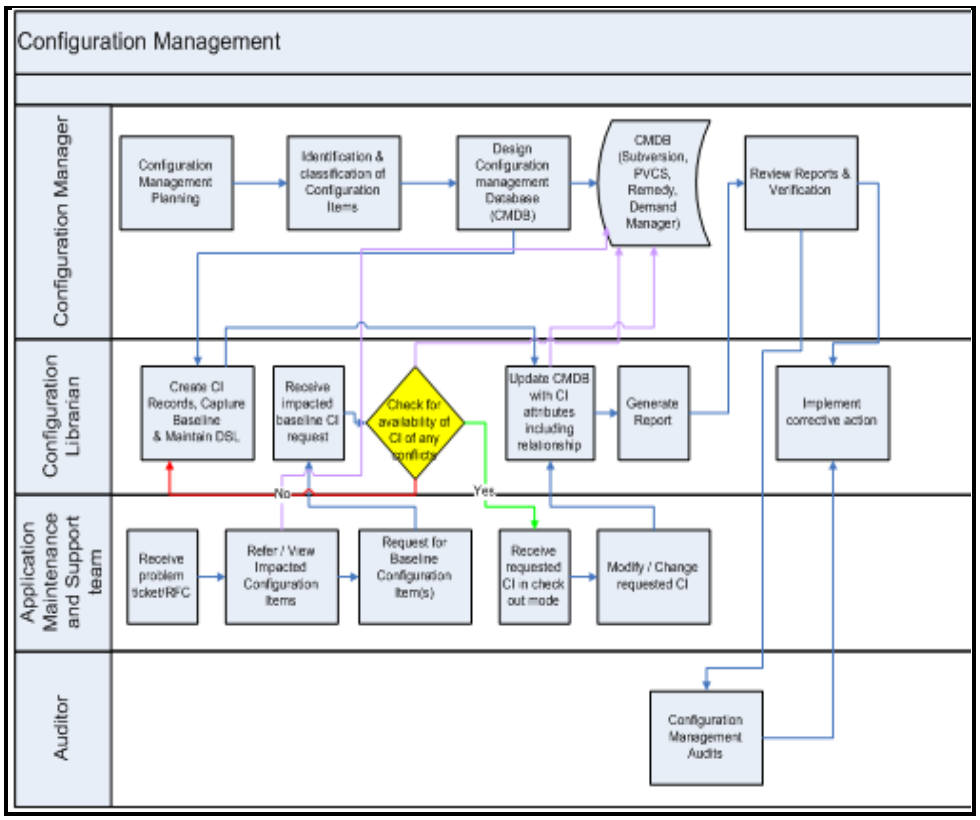


Figure 13: Wipro's Configuration Management Framework to minimize the impact of any hardware or software changes

For AWI, Wipro shall bring a well documented Configuration Management Plan that will ensure each Configurable item is owner and reviewed periodically.

Section D - Exhibit 1 - 7.5.1 Configuration Management Responsibilities - Wipro

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Develop a configuration management plan as a section of the Project Management Plan	Yes	This is part of the project plan.
2.	Establish an effective configuration control system and process in collaboration with the Agency's Project Director	Yes	This will taken in configuration management plan
3.	Identify, classify and document the project's configuration items. Collaborate with the Agency's Project Director on the identification of configuration items pertinent to the proposed UC solution.	Yes	Configurable items will be identified and classified as part of configuration management plan. Configurable items identified by AWI will be shared in a common configuration management tool with access to both AWI and Wipro
4.	Baseline all configuration items in collaboration with the Agency's Project Director	Yes	Baseline process will be guided by the management plan.
5.	Plan and conduct the promotion and versioning of configuration items in collaboration with the Agency's Project Director	Yes	This will be accomplished in configuration management plan.

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
6.	Plan and conduct the release and delivery of configuration items and related documentation in collaboration with the Agency's Project Director	Yes	Part of configuration audit done on delivery and phase end as decided on the project management plan.
7.	Provide project documents and formal deliverables to the AWI UC project management team for review and storage in the project's document management system, MS SharePoint.	Yes	This is part of execution process.
8.	Plan, schedule, direct and conduct audits of configuration items in collaboration with the Agency's Project Director.	Yes	Part of configuration control and monitoring process.

Section D - Exhibit 1 - 7.5.2 Configuration Management Responsibilities - AWI

S.No	Responsibilities	Remarks
1.	Review and approve the Contractor's configuration management plan	Wipro has reviewed the Agency's Configuration Management Responsibilities. We are in alignment with the same.
2.	Collaborate with the Contractor's team on all configuration management processes	
3.	Review and approve plans and schedules for release and delivery of configuration items	
4.	Provide a MS SharePoint repository for document-related deliverables	

Wipro will adopt the above detailed Configuration Management framework for AWI to address all relevant configuration control processes are adhered to.

7.6 Project Communication

AWI will benefit from program visibility, dependency management and timely staff adoption communication through Wipro's SEI-CMMi driven communication plan.

Effective communication management at all levels of governance to enable frequent updates, proactive approaches to managing issues, and increased collaboration between different stakeholder teams.

Communication Management for AWI

Communication is central to any project. Need for clear communication among the Stakeholders about the benefits expected, high level roadmap and implementation plans as shown in Fig 14:

	AWI Team	Process Team	Claims Team	Contract Management	Operations	Third Party Management	Service Suppliers	Product Support
Quarterly Review								
Commercial Issues								
Opportunity and Strategy								
Technical Road Map Review								
Milestone Review								
Major Issue/ Risk Management								
Monthly Review								
Risks and Issues								
Deliverable Status								
Key Challenges								
Weekly Review								
Success and Set-backs								
Plans for next weeks								
Risks and Issues								
Schedule Status								
Resource Status								

Figure 14:High level Communication Management Plan for AWI

The Communications Plan

The Communications Plan describes what will be communicated and the authority required, how it will be communicated, by when, and by whom, during the project. It will be defined and implemented as early as possible during the project and maintained throughout. A typical communication management structure is depicted below in Fig 15:

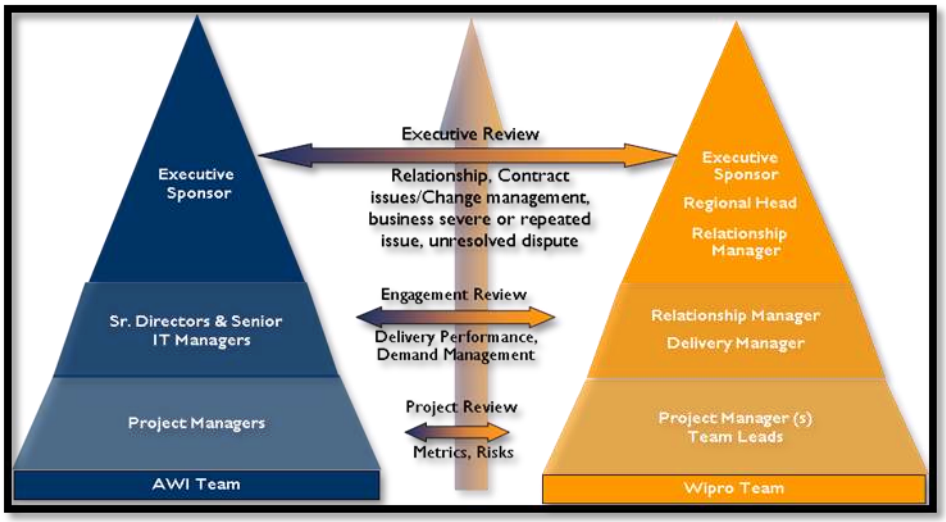


Figure 15: Typical Communication Management framework for effective communication throughout the engagement structure

At the start the key objective will be to communicate early success, secure commitment and build momentum. Thereafter effective communication will facilitate knowledge transfer across project staff and into the operations.

Section D - Exhibit 1 – 7.6.1 Communication Responsibilities - Wipro

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Conduct stakeholder analysis and organizational assessment for identifying and confirming project communications needs	Yes	This will be conducted during the project initiation phase.
2.	Develop a communications management plan as part of the Project Management Plan	Yes	Part of project communication management plan.
3.	Establish appropriate communication channels with the Agency's stakeholders responsible for core business processes	Yes	Part of project communication management plan.
4.	Report issues related to the Project that concern the Stakeholders, to the Agency's Project Manager	Yes	Part of project communication management plan. Conducted through issue and escalation process.
5.	Conduct implementation readiness evaluations	Yes	This will be done as part of the verification and validation process.
6.	Provide project documents and formal deliverables to the Agency's Project Director for review and storage in the project's document management system, MS SharePoint	Yes	Part of the delivery process.

Section D - Exhibit 1 – 7.6.2 Communication Responsibilities - AWI

S.No	Responsibilities	Remarks
1.	Lead the development and execution of an overall organizational change management plan. The Contractor's communications responsibilities are a subset of the broader work of organizational change management	Wipro has reviewed the Agency's Communication Management Responsibilities. We are in alignment with the same.
2.	Participate in change management personnel planning including designees from Agency and Stakeholder staffs	

S.No	Responsibilities	Remarks
3.	Review and approve all project communications deliverables.	

The project communication will focus at the engagement level customer satisfaction and progress of the various key initiatives.

> "All the Wipro team members are skilled professionals committed to the success of the project and dedicated to the work assigned to them. I am very pleased with their performance"
>
> *Omar Fathi, Director e-Business & CTO, Otis*

For AWI, a clear communication plan will be made with responsibility matrix as to what will be communicated and the authority required, how it will be communicated, by when, and by whom, during the project.

3. Project Schedule

AWI will achieve program visibility, dependencies and collaborative master project plan through the Project schedule provided by Wipro

Wipro has arrived at a project schedule taking into consideration:

- Functionalities and tracks like Siebel, Reporting, Data Migration, Training, Testing, Infrastructure
- Phase wise gated reviews
- Phase wise Deliverables
- Project management deliverables
- AWI Dependencies

Based on the considerations, Wipro's project plan is as shown in Fig 18 below:

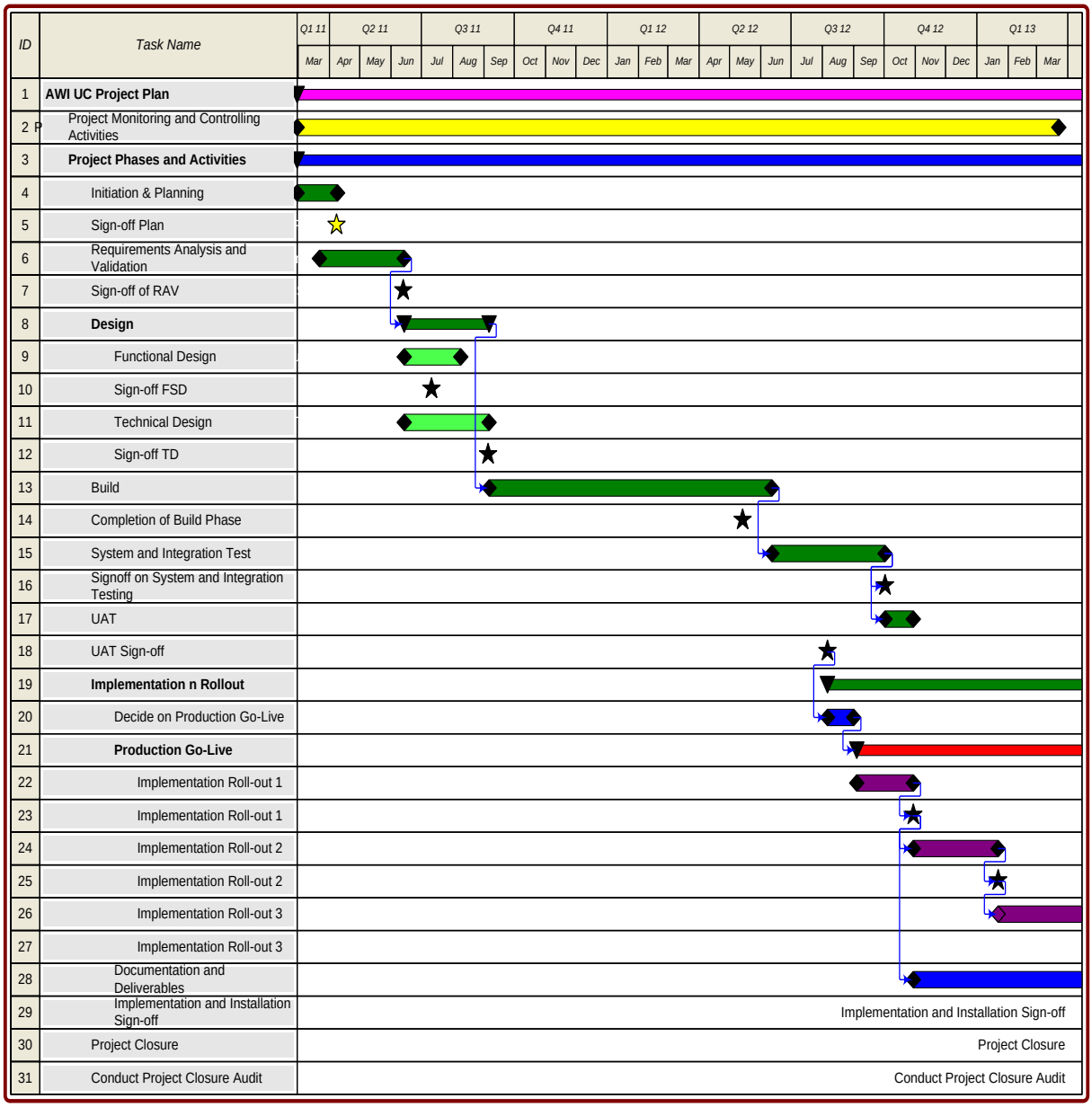


Figure 16: Project Plan for "Elevate Florida 2015" engagement for AWI

Please refer to the detailed project schedule provided as "AWI_Wipro_Project Schedule.pdf" with this response.

Section D - Exhibit 1 – 7.7 Phased Gate Reviews

Phased gate reviews are a means for status check, to ensure completion as well to authorize payments for that phase and authorize proceedings for next phase. Wipro's methodology has in-built reviews for each key activity. Wipro believes that based on the AWI's project methodology the following are the best fit gated reviews as shown in tab 4:-

AWI Methodology		Wipro Methodology				
Phase	**Key Activity**	**Phase**	**Key Activity**	**Review**	**KPI**	**CMMI and Other Best**

						Practices
Planning		Pre-Engagement	Project Charter		Business Metrics	Shared vision linking to CTQ for project success
Analysis and Design	Validation of system requirements, High Level Business Requirements		Requirements Specification Document Acceptance Criteria	Requirement Review; UAT Case review	Requirement Volatility	Bi directional Traceability; Acceptance Scenarios and Criteria definitions; Voice of Customer (VOC) - Requirement Elicitation Techniques
	High Level Design		High Level Design Document	High Level Design Review	Design Review Effectiveness	Pugh Matrix, Quality Function Deployment (QFD) Adoption of industry standard models - OOD, SSAD
	High Level Architecture Design		Architecture Document			
	Project Plan	Planning	Project Plan	Project Plan Review		Risk Plan, Quality Plan, Tool driven project plan (ECube-Wipro Project Automation Tool)
	Full Business Case		Business Case	Business Case Review		
Build and Test	Build & test	Coding & Unit Testing	Low level design specifications, Integration Test Cases, Unit Test Cases, Unit Tested Code	Design Review, Code Review	Coding and Unit Testing Productivity; Cyclomatic Complexity	Code generation tools; Coding standards and guidelines, Static analyzer tools; Code quality matrices; Unit testing tools; Build Plan;

	Build & test	Integration Testing / System / Operation / Performance Testing	Test Report	Test Audit	Test Case Coverage; Test Case Effectiveness; System Testing Code Coverage	Build and test processes; Defect Log and analysis; Test audits; Test logs
Deploy and Operations	Implement Changes	Acceptance Testing	UAT Report	Test Audit	Test Case Coverage	Defect log; Close all post delivery defects

Tab 4 – Phased Gated Review for AWI

To summarize, the phased gate reviews listed above will ensure a status check for each key activity. These will enable comprehensive status health checks and authorization for next phases. Wipro will work with AWI team to enhance the Phased Gate reviews if required to meet the requirements of AWI's review expectations.

The project schedule is in accordance to the PMI standards. Based on large implementation experience such a project schedule is integrated with a master schedule with appropriate metrics for project success measurements.

Standards for defining software development and maintenance tasks

Wipro adopts **ETVX** (Entry, Tasks, Validate and Exit) model for defining software development and maintenance tasks. These are ready to use detailed tasks predefined in Wipro's Quality Management System (veloci-Q). The Fig 17 below outlines the ETVX model.

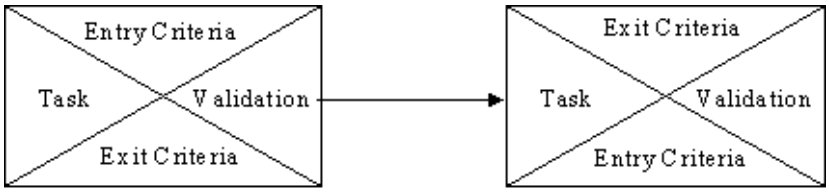


Figure 17: ETVX Framework

Each part of the symbol depicts the phases in which the project is to be executed. They are:

- ***Entry criteria***: The input required for the phase to start
- ***Task*:** The major activity to be performed during the phase
- ***Validation***: The major verification activity (2 / 3 gates of review)
- ***Exit criteria***: The criteria to exit the phase

Based on the ETVX activities the project schedule will be designed. This goes through a formal review with the delivery head, quality review and AWI review to finalize as an integrated plan. Veloci-Q outlines details of activities to be carried out phase wise as a part of ETVX. A phase is considered complete only when the activities planned as in the ETVX model is completed and signed-off to move to the next phase.

7.8 Knowledge Transfer

AWI will achieve a seamless knowledge transition through a structured approach for knowledge transfer and hand over of all knowledge retention documents and deliverables

Knowledge transfer is a key to successful execution of any project. AWI has disparate systems for various activities for completing a claims process. Given the vision to have integrated IT systems, gathering the knowledge of multiple systems together will be critical.

In summary the knowledge transfer approach for the UC Solution Implementation project will be unique in its nature and various type elements like enhancements, upgrades, and rollout make the knowledge transfer more different. Following are the scenarios where the knowledge transfer will be required:-

1. Wipro continues the operations and maintenance of the implemented system
2. Agency or a Agency designate Partner performs the operations and maintenance of the implemented system, and Wipro does the knowledge transfer to the Agency or the Partner

The following section details the knowledge transfer approach that will be used for AWI to gather the technical and functional knowledge.

1. Wipro continues the operations and maintenance of the implemented system

In this scenario Wipro will continue to perform operations and maintenance of the new system. Wipro will have part of the implementation team to do the operations and maintenance. On an ongoing basis the projects will move into the operations, the following knowledge transfer approach will be used:-

Project into Support Methodology

To perform a knowledge transfer from a fresh implementation, the support team involvement from the early phase of implementation will enable an effective knowledge transfer. The support team involved will capture information in System maintenance technical document (SMTD) and Executive process document (EPD) and has an effective knowledge acquisition and can take over support of the application as soon as it is released to production as shown in Fig 18 below.

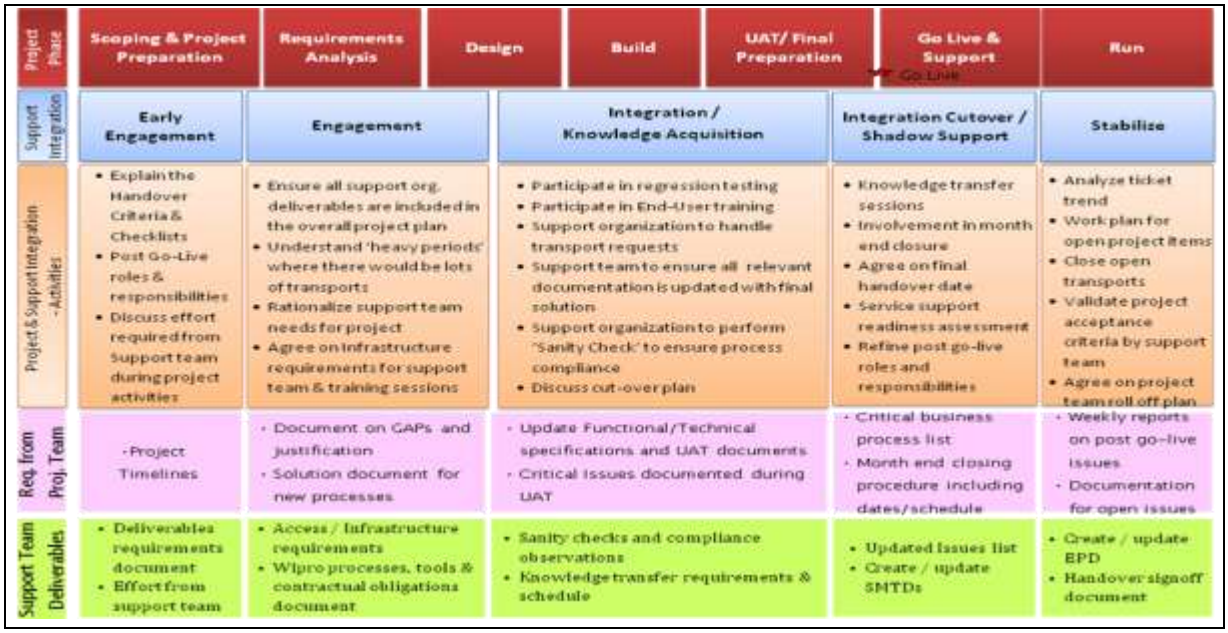


Figure 18: Implementation to Support Hand-Off Methodology for ensuring smooth transition of new projects into support

Support Hand-Off Enablers

Wipro brings multiple support hand-off accelerators to ensure there is a smooth hand off from project to support. Wipro will have a **formal hand off and audit checklist** to ensure knowledge transfer completion of landscape, processes, application, critical business scenarios, and key business stakeholders.

2. Agency or a Agency designate Partner performs the operations and maintenance of the implemented system, and Wipro does the knowledge transfer to the Agency or the Partner

In this scenario, Agency or the Agency designated Partner will perform operations and maintenance of the new system. Wipro will do the knowledge transfer to Agency or the Partners to do the operations and maintenance.

Wipro has an effective knowledge transition methodology in place to ensure transfer of knowledge to Agency or the Partner once the system has stabilized and become completely operational. The Knowledge Transfer methodology, being a complete onsite centric activity essentially comprises of four different activities as depicted below in Fig 19:

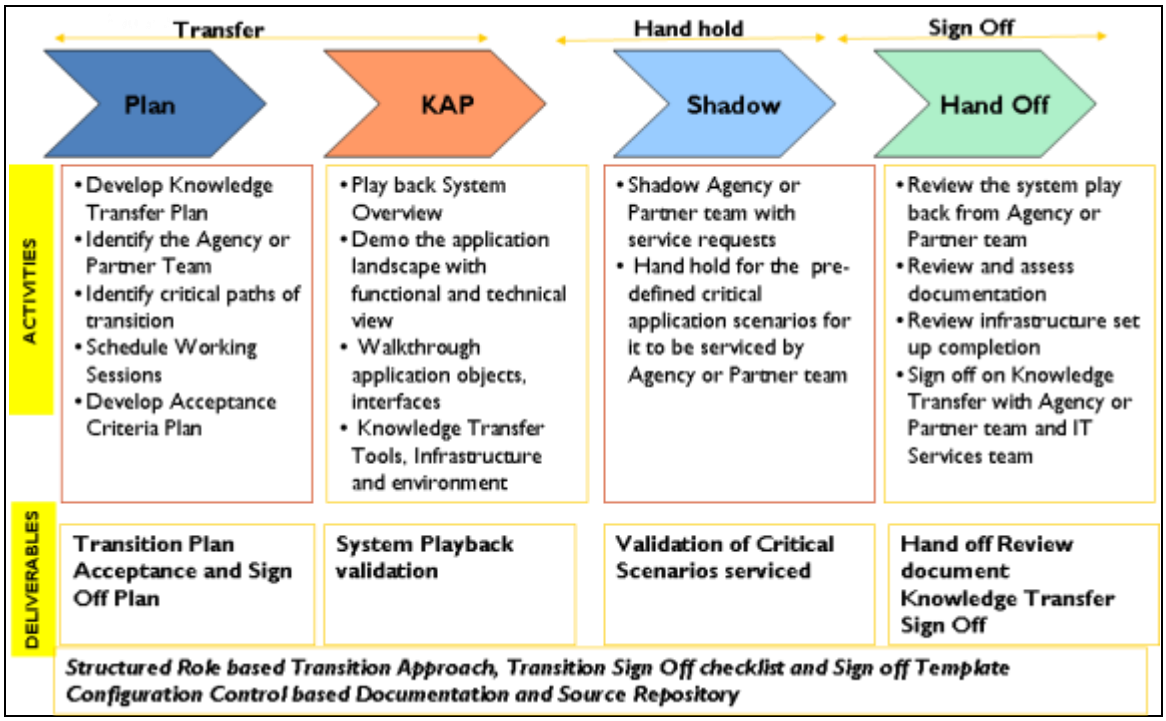


Figure 19: Knowledge Transfer approach for smooth handover to the Agency or the designated Partner

Section D - Exhibit 1 – 7.8.1 Contractors Technical Meetings and Review Responsibilities

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Develop knowledge transfer plan as a section of Project Management Plan	Yes	This will be conducted during the project initiation phase.
2.	Conduct formal reviews and meetings as needed and required.	Yes	Part of project communication management plan.
3.	Provide minutes of formal reviews	Yes	Part of project communication management plan.
4.	Assess and report progress on knowledge transfer activities.	Yes	Part of project communication management plan. Conducted through issue and escalation

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
			process.

Section D - Exhibit 1 – 7.8.2 Agency Technical Meetings and Review Responsibilities

S.No	Responsibilities	Remarks
1.	Participate in formal document reviews	Wipro has reviewed the Agency's Technical Meetings and Review Responsibilities. We are in alignment with the same.
2.	Review and approve deliverables	
3.	Work with the contractor to schedule and assess effectiveness of knowledge transfer activities.	

The support knowledge transfer will be one of the critical components for the engagement's success and our time-tested framework will ensure its successful implementation in this engagement.

7.9 Disaster Recovery

AWI will be able to benefit from Wipro's DR which is based on Reliable, Modular, Scalable and open system architecture.

The Agency for Workforce Innovation is planning to upgrade its 38 year old legacy systems to open systems architecture. Wipro understands the criticality of such a transformational program and have carefully designed a suitable Disaster Recovery (DR) solution for the target architecture. Wipro is proposing an IBM based architecture which consists of platform, storage and data back-up solutions.

Wipro has proposed infrastructure solution which is based on Reliable, Modular, Scalable and open system architecture. This will take care of Future growth of the unemployment claim volumes and reduce risk of failure at different layers.

The Fig 20 shows the DR solution proposed to AWI. The solution is implemented across two data centers. The redundancies will be built at different layers giving the best in class availability for the application. Key principles for ensuring highly available architecture are:

1. HA implementations for Databases (ODI and DW)
2. Load balancing for application and web layer (OBIEE and BI)

Wipro proposes three environments namely Production, UAT and Test/Dev environments. Production and UAT will be deployed in Primary Datacenter within AWI. Test/Dev environment will be deployed in Disaster Recovery Center which will be used as DR systems during Disaster.

Wipro will leverage AWI's existing networking/security infrastructure.

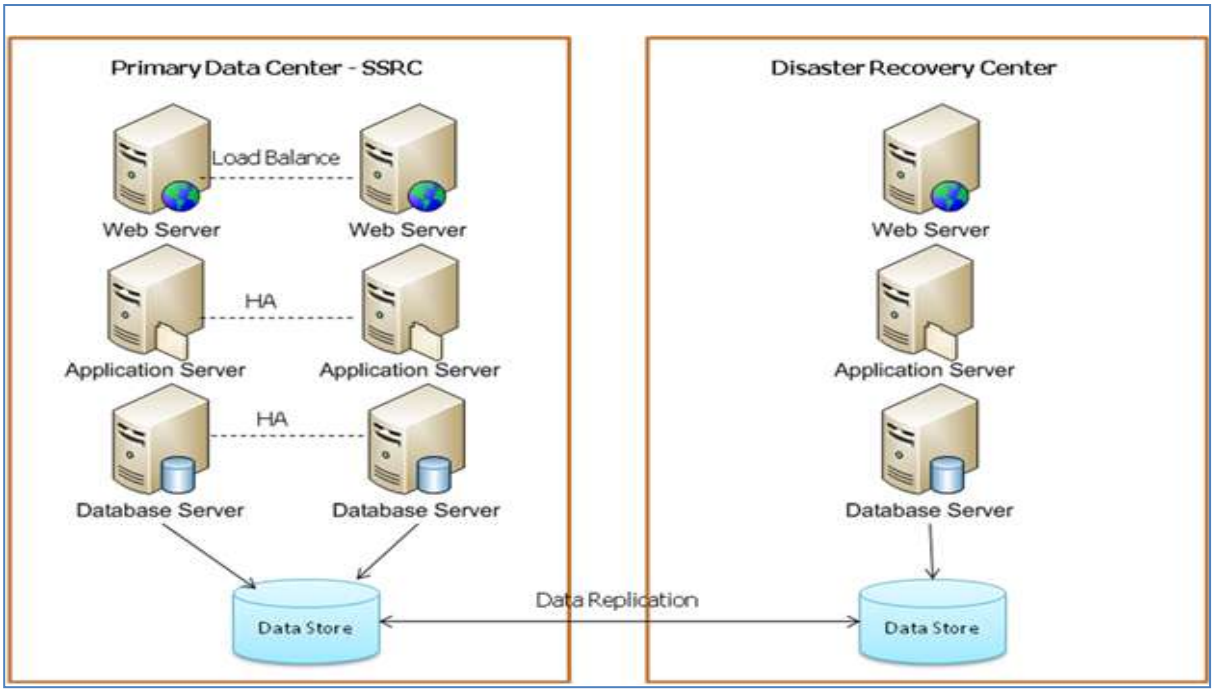


Figure 20: Disaster Recovery Solution

Keeping in mind the AWI's Disaster Recovery requirement (RPO = 24Hrs and RTO = 72Hrs), Wipro proposes warm DR solution. Every day the data (delta change compared with the previous day) is backed up on to tapes and shipped to the DR location. This data is restored on to the DR data store. In case of disaster we will use the test and development servers hosted out of Disaster Recovery Centre as DR servers. For DR systems we will not have the HA implementations.

The features of the proposed Disaster Recovery solution for AWI are

1. **Efficient**
   In case of disaster, the recovery procedure should efficiently make the service available in the identified data center. This is implemented by proper DR plan and having the regular DR drills. The detailed plan will be worked out along with AWI during the detailed design phase.

2. **Reliable**
   The Disaster Recovery solution should reliably bring up the necessary service in the secondary data center.
   This is ensured by High Availability (HA) implementations on production environment for databases (like ODI and DW) and load balancing configurations on application and web layers (like OBIEE and BI).

3. **Standardized**
   All components involved in the Disaster Recovery should be standardized in order to ensure efficient and reliable service recovery.
   Wipro is proposing standard x86 open system based hardware.

4. **Repeatable**
   The disaster recovery solution should be planned and made repeatable, making the service available, in an efficient and reliable manner.

Wipro proposes to test DR on regular basis so that we are sure of working DR in case of actual disaster as shown in Fig 21.

Figure 21: Features of DR solution for AWI

Below table shows the high level activities and deliverables proposed by Wipro.

Activities	Deliverables
DR Plan and Testing	
• Business Impact Analysis • High level Disaster Recovery Design • Detailed Disaster Recovery Design/Plan • Implementation and Testing of DR	Disaster Recovery Plan

Section D - Exhibit 1 – 7.9.1 Contractor Disaster Recovery Responsibilities

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Prepare disaster recovery deliverables	Yes	1. Wipro shall develop a well defined written and approved DR plan with AWI in a pre-built template. 2. Proactive DR identification and precautionary measures implementation.
2.	Revise deliverables as a result of the review and approval process	Yes	
3.	Lead the testing of the disaster recovery plan	Yes	

Section D - Exhibit 1 – 7.9.2 Agency Disaster Recovery Responsibilities

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Review and approve disaster recovery deliverables	Yes	Wipro has reviewed the Agency's Disaster Recovery Responsibilities. We are in alignment with the same.
2.	Provide the contractor with existing disaster recovery plan for the Agency's data center prior to the commencement of the disaster recovery planning activities	Yes	

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
3.	Co-ordinate and assist with the testing of the disaster recovery process	Yes	

"I want to extend a special thanks to the Wipro team for doing whatever it took to make this project a success. This is my first experience using Wipro as a service provider, and you have made me a very satisfied customer. I have been very impressed not just with Wipro's technical expertise, but also the planning and processes, the ability to think out-of-the-box to develop creative solutions, the sense of urgency and above all the ability to execute. We really pushed for things near the end of the project and Wipro stepped up to the plate and definitely went above and beyond to satisfy the customer. This effort is highly appreciated. Well done Wipro!"

Andre' L. Bunnitt, Manager, Infrastructure Technology Group, Honeywell

7.10 Disaster Preparedness Plan

AWI will benefit from IS0 20000 and BS 7799 best practices for DR.

Wipro has included in its solution the detailed Disaster Recovery (DR) design and derived DR plan at the end of this phase. Wipro shall conduct the DR drill within 30 calendar days of the execution of the contract. Wipro over the years has successfully designed and implemented DR for its customers. We follow a structured methodology for design, implementation and testing of DR solution.

Wipro shall adopt and fine tune this to meet with AWI requirements. Wipro's DR methodology consisting of the several phases is briefed below-

1 Business Impact Analysis
2 Assessment
3 High Level Disaster Recovery Design
4 Detailed Disaster Recovery Design
5 Implementation
6 Disaster Recovery Testing/Drill

Below table shows typical activities and deliverables for each of the phases in Tab

Phase	Task	Deliverables
Business Impact Analysis	Meet with various Business Teams and gather information	1. Risk Report 2. Business Impact Analysis Document
	Collect Business information using questionnaires and existing customer documentation	
	Meet stakeholders at various levels	
	Collate and tabulate the collected data	
	Understand criticality of application to the organisation in terms of; 1. Cost incurred to the organisation in case application/infrastructure is unavailable (cost impact) 2. Number of other applications being impacted in case infrastructure/application unavailable 3. number of users accessing the application (user impact)	
	Compute commercial value for each application	

	Understand the current SLA's of application/infrastructure	
	Prepare Risk Report	
	Categorise Applications in to Tiers based on their impact to the business	
	Preparation of Business Impact Analysis Report	
Assessment	Collect Technical and Business information using tools such as Tideway, questionnaires and existing customer documentation	1. Service map 2. RTO and RPO listing 3. DR scope documentation 4. Current State Assessment document
	Technical Discussions with key stakeholders	
	Identify customer strategy and path for the next few years to formulate and align DR plan	
	Understand the customer's current IT infrastructure	
	Understand Customer's IT Organization Structure	
	Formulate RTO and RPO in accordance to the Business Impact Analysis	
	Define scope of IT - Disaster Recovery	
	Identify appropriate platform/product/vendor preferences, based on the information collected	
	Identify and recommend Data Replication Methodology	
	Collect standards and policies for various components	
	Create service map for applications	
	Define Disaster Recovery Test Strategy	
	Identify DR Strategy (Hot / Warm / Cold)	
	Compute high-level cost	
High Level Disaster Recovery Design	Identify Infrastructure requirements	1. High Level Project plan with timelines (both internal & external) 2. High Level Bill of Materials 3. High Level DR Design Presentation 4. High Level DR Design Document 5. DR Strategy Presentation 6. DR Strategy Document 7. DR Solution Approach document
	Share RFP with identified vendors (If it is outside of Wipro)	
	Identify Infrastructure requirements	
	Analyze As-Is Architecture	
	Analyze existing DR Strategy (if available)	
	Align To-Be DR architecture with the existing DR strategy	
	If no existing DR strategy, prepare an outline of DR strategy for the customer, including data center usage	
	Vendor Identification (if it is outside of Wipro)	
	Share RFP with identified vendors (If it is outside of Wipro)	
	Identify components which will be critical for the DR implementation such as; 1. Storage (SAN/NAS) 2. Backup 3. Replication methodology and product	
	Prepare High Level Bill of Materials	
	Prepare High Level DR Design Presentation	
	Prepare High Level DR Design Document	
Detailed Disaster	Meet IT Infrastructure Teams and collect Technical information	1. Disaster Recovery Plan 2. Application Disaster Recovery Plan 3. Detailed Design Presentation 4. Detailed Disaster Recovery Design Document
	Install, configure and collect infrastructure information like configuration and utilization using tools	
	Identify and detail Storage Replication Mechanism	

	Components development according to Capacity / Sizing / Availability / Performance requirement	5. Project Plan for Implementation 6. Infrastructure Test Cases 7. Rack Layout 8. Resource Loading Sheet for Implementation 9. Configuration document
	Implementation approach - component definition	
	IP address, DNS, Storage detail definition	
	Detail layout of hardware infrastructure	
	Detail network and storage connectivity details	
	Storage, server, network, firewall configuration details	
	Infrastructure application implementation details (WAS/WPS/Weblogic/IIS/web/et-al)	
	Third-party Application Connectivity	
	Prepare detailed Bill of Materials	
	Formulate Disaster Recovery Plan including: (a) DR Team (b) Roles and Responsibilities (c) Operations Flow (d) Process Flow (e) Communication Plan	
	Collate Recovery Procedures from Infrastructure Team and Application Team, incorporate the same in DR procedure	
	Collate Application Disaster Recovery Procedures from Application Team and prepare Application Disaster Recovery Plan (ADRP)	
	Identify Disaster Recovery Tests to be conducted	
	Prepare Infrastructure Test Cases for Disaster Recovery Tests	
	Timelines and Project Plan for Implementation	
	Prepare Detailed Design Presentation	
	Prepare Detailed Disaster Recovery Design Document	
DR Test	Meet with Application Team and obtain Application Test Cases	1. Disaster Recovery Test Report 2. Lessons Learned

7.11 Staffing Requirements

AWI will have retention of key personnel for the program life cycle and key personnel are identified for the program with similar public sector and Un Employment Insurance experience

Wipro has created a project organization considering all the streams required for the project success. Wipro will bring SME profiles with similar engagement experience, Public Sector and in addition has collaborated with **Oracle and Minority Business Entity Five Partners based in Florida** to bring the right experience to deliver the program.

The program will include Floridian nationals as central team to deliver the program and this also enables job creation within Florida.

Wipro has provided 20 profiles as Key personnel including that of Program Director, Innovation Advisory, Architects, SME Specialists, Data Migration specialists, Training and Change.

Wipro will leverage our Government Center of Excellence, Siebel and Oracle Center of Excellence, BI Center of Excellence, Oracle premium Meta link, Quality Management Groups that brings in CMMi Audits and Quality audits.

On a long run, Wipro has specific staffing growth plan in Florida as outlined Fig 22.

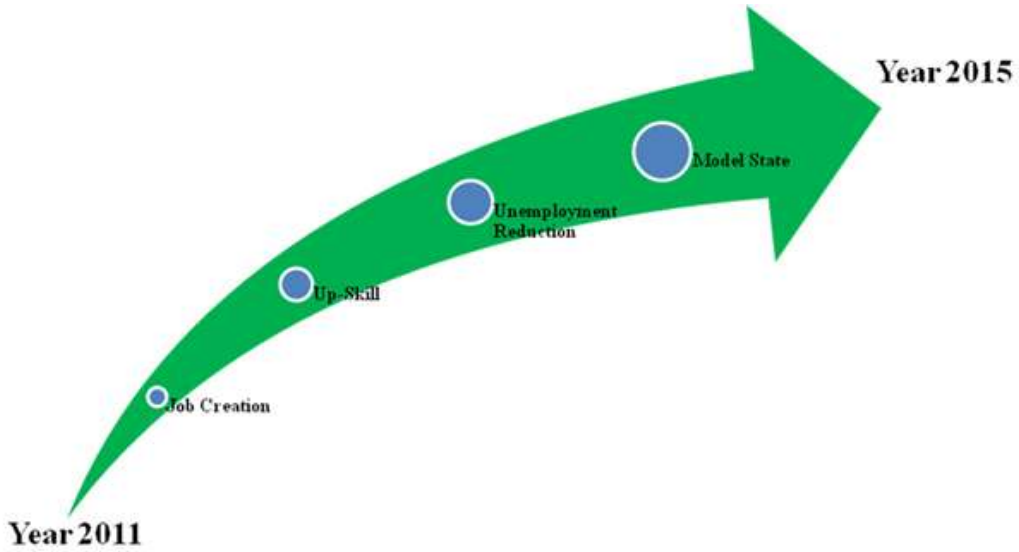


Figure 22: Plan to maximize use of Floridians

As part of the overall solution design, the plan to maximize the use of Florida-based residents, state products and other Florida based business is already within the solution vision

The proposed plan has 4 milestones to achieve from 2011 to 2015.

Job Creation - Wipro is committed to bring the best to AWI, from placing reports on Executives' Black Berries to working with local Tallahassee partners, from teaming with best Technology partners to hiring local Floridians. Wipro also has a program to hire local college talent and pay their tuition fees, give them a job while they are attending the school. We are in discussions with local Universities about this and finding a pool of diverse students to pull from. We are committed to **creating good jobs for Floridians** in Tallahassee.

Up-Skill - Wipro has provided charters of shared services, job creations and positive impact to Florida economy, e-University for Floridians **up skill programs**, proactive analytics frameworks, and technology innovation models like G-Cloud to influence Florida as a model state for future and enhanced business savings realization.

Unemployment Reduction - Wipro invests in setting up local offices based on our strategy and plans for growth, customer needs for local coverage and cost objectives. Wipro is willing to **invest in creating a local Florida office** to service the State of Florida in general and AWI in particular. State of Florida will benefit from Wipro's citizen centric up skill initiatives that help job creation and positive impact to economy.

Model State - We are planning to establish a **Wipro Government Center of Excellence** in Tallahassee to support this initiative and the others for Florida and beyond Tallahassee. Wipro's US Government business strategy has its focal point at Atlanta, Georgia. We will leverage our Atlanta Development Center (ADC) and hiring local talent in the south-eastern U.S, to provide state of the art service for its public sector clients. Much like our center in Atlanta where Wipro received 2010 Global Impact Award from Metro Atlanta Chamber of Commerce for success in job creation and positive impact on Atlanta's economy in 2009, we want to enable AWI to help Floridians in every way. Using a Florida project to improve service and help them back into the workforce as well as create local jobs.

Wipro has partnered with a Florida based minority business "**Five Partners**" for local talent acquisition and management. Wipro firmly believes that this plan will help maximize the use of Florida-based residents, state products and other Florida based business. Please refer to "AWI_Wipro_OSD MBE Certificate.pdf"

Wipro has reviewed the personnel expectations as in ITN and in principle agree to the same. On any unforeseen and unplanned situations, Wipro will work with AWI and do the necessary transitions should there be a need.

7.11.1 Background Investigations

AWI will carry out necessary Level 2 background screenings for the project personnel and Wipro will cooperate on the same.

It is our belief that all the employees should exhibit honesty, fairness, reliability and uprightness in whatever they do. Towards this motive we shall ensure that all employees exhibit high level of integrity without any compromise.

In order to ensure that all employees exhibit high level of integrity without any compromise, Wipro performs background checks on all new hires. Wipro has structured **background verification (BV) process** for all new employees hired into the US as described below:

- Social Security Number Verification
- Address History Trace
- County Criminal Felony and Misdemeanour
- (7 years, Based upon addresses revealed by Address History Trace)
- National Sex Offender Registry
- Global Terror Report
- Education Verification – Highest degree
- Employment Verification – Most recent three
- NCCD - National Criminal Directory
- Federal District Criminal
- 7 years, Based upon addresses revealed by Address History Trace

Wipro will conduct additional Background Investigations Checks on specific client requests – i.e: Drug Tests

Wipro has an **Overseas Operations Cell (OOC**) dedicated to ensure compliance to immigration and labor regulations for respective countries including US where Wipro employees are relocated to service our clients.

7.11.2 Individual Non-Disclosure and Confidentiality Confirmation

All Wipro personnel assigned to this project will sign an Individual Non-Disclosure and Confidentiality Confirmation form; to be provided by the Agency at contract signing.

4. Project Management Plans

AWI will achieve success and manage risks effectively through Wipro's structured Project Management Task Model "ETVX" and SEI-CMMi driven project management deliverables.

Wipro adopts **ETVX** (Entry, Tasks, Validate and Exit) model for defining software development and maintenance tasks as shown in Fig 23.

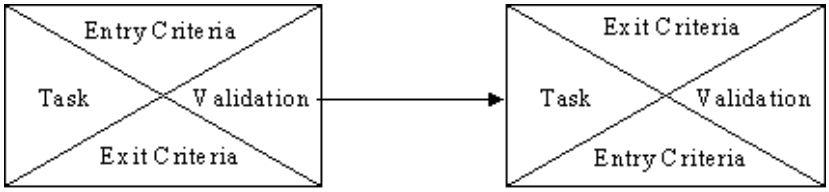


Figure 23: ETVX Framework

Following illustration gives an overview of the each of the phases with the activities, output criteria and tools used in Wipro to effectively manage all the activities.

Initiation			
Input • SOW/ Contract	**Tasks** •Project Contract •Capture Assumption and Constraint •Selection of tools and methodology	**Deliverable** •Project Initiation Document	**Tools** • SAP

Planning			
Input • Signed SOW	**Tasks** • Identify Stakeholders • Prepare estimate and schedule • Identify Resource requirement •Define Communication Plan • Complete Risk Analysis •Project Kick-off meeting	**Deliverable** •Integrated Project Management Plan	**Tools** • cPro •Ecube – Transactional and non-transactional plan

Execution			
Input • Approved Integrated project management plan	**Tasks** • Requirement understanding / analysis • Technical Design • Development • Quality Assurance reviews and audits • Contract Administration	**Deliverable** • Work products as defined in the project management plan • Audit report • Change Requests	**Tools** •VelociQ Methodologies, life cycle models, templates, metrics • Ecube – Task monitoring

Control			
Input • Project Management Plan • Approved/ Rejected Change Request • Work performance review report	**Tasks** • Performance measurement and reporting as per the plan • Configuration Management • Risk performance analysis	**Deliverable** • Implemented Corrective actions • Implemented Preventive actions • Implemented Defect Repair • Plan Updates • Project Updates	**Tools** • Risk Tracker • Periodic Audits • Tools selected for the configuration management • EBS

Closure			
Input • Project Report • Deliverables	**Tasks** • Release and user acceptance testing • Prepare lessons learnt document • Financial closure • Archive Records • Submit project case study in Knet	**Deliverable** • Project Management report	**Tools** •eCube • Veloci-Q templates • KNet

Wipro's high level project plan is as shown in Fig 24 below:

ID	Milestone	Task Name	Duration	Start	Finish	Predeces	Resource Names
1	No	AWI UC Project Plan	27.8 mons	Mon Feb 28, '11	Mon Apr 15, '13		
2	No	Project Monitoring and Controlling Activities	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		
3	No	AWI Weekly Status Meeting	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		AWI,WIPRO
4	No	AWI Monthly Review Meeting	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		AWI,WIPRO
5	No	Quarterly Business Review Meeting	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		AWI,WIPRO
6	No	Monthly Quality Improvement Council Meeting	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		WIPRO
7	No	Phase-End Audit	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		WIPRO
8	No	Pre-Delivery Audit	27 mons	Mon Feb 28, '11	Fri Mar 22, '13		WIPRO
9	No	Project Phases and Activities	27.8 mons	Mon Feb 28, '11	Mon Apr 15, '13		
10	No	Initiation & Planning	1.5 mons	Mon Feb 28, '11	Fri Apr 8, '11		
11	No	Prepare Project Charter	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
12	No	Prepared Shared Vision and Key success factor for the project	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
13	No	Software team onboarding plan confirmed	15 days	Mon Feb 28, '11	Fri Mar 18, '11		
14	No	Prepare Project Plan and Schedule	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
15	No	Hold Project Kick-off Meeting	1 day	Mon Mar 21, '11	Mon Mar 21, '11	14	AWI,WIPRO
16	No	Prepare Communication Plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
17	No	Prepare Configuration Management Plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		
18	No	Prepare Quality Management plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
19	No	Prepare Change Management plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
20	No	Prepare Knowledge Management plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
21	No	Prepare Sun-Set strategy	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
22	No	Prepare Risk Plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
23	No	Prepare issues and dependencies plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
24	No	Prepare Disaster Recovery and Business Continuity Plan	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
25	No	Plan Walk-thru Meetings	15 days	Mon Mar 21, '11	Fri Apr 8, '11	24	AWI,WIPRO
26	No	Re-work on Plans	15 days	Mon Feb 28, '11	Fri Mar 18, '11		WIPRO
27	No	Re-review Plan Meetings	15 days	Mon Feb 28, '11	Fri Mar 18, '11		AWI
28	Yes	Sign-off of Project Plan	0 mons	Fri Mar 18, '11	Fri Mar 18, '11	27	AWI
29	Yes	Completion Initiation & Planning Phase	0 days	Fri Mar 18, '11	Fri Mar 18, '11	28	AWI,WIPRO

Figure 24: Project Plan for "Elevate Florida 2015" engagement for AWI

Project Monitoring and Control

Wipro's project management processes comprise activities defined for tracking and monitoring the project, periodically. Project performance is measured and monitored regularly to identify variances from the plan. These activities include — monitoring and control of scope changes, schedule, cost, quality and risks. Performance reporting involves collection and dissemination of performance information.

The following fig 25 provides an overview of the project monitoring and control processes that Wipro will adopt for this project.

Communication	**Frequency**	**By Whom**	**To Whom**	**Description**
Status Reports	Weekly	Functional	PMO	• Tasks completed • Tasks in-progress with expected timelines for completion • Plan for the next week • Issues/Concerns • Metrics report • Escalation of Issues
Project review meetings	Monthly / frequency as indicated by ICA	Delivery	PMO	• Consolidated Project status against project plan • Consolidated report on Vendor Management, Change Management • Process Compliance • Risks and Mitigation plans • Issues/Concerns • Metrics report • Scope Control Management • Discussion on review feedback and signoff of deliverables • SLA Compliance
Change Management Report	Monthly	Change	Wipro Delivery Manager	• Change Control log • Status on each open application change requests • Issues / roadblocks and mitigation • Status on preparing the ICA user community for the new solution
Design Compliance Report and Reuse, Innovation Report, Technical Walkthrough report	Monthly,	Design	AWI PMO Wipro Delivery Manager	• Compliance of the current In-Progress solution to the base design framework • Application Architecture, Design, Coding and QA • Infrastructure design and implementation status • Best Practices, innovations, reuse • Challenges/Issues faced and the corresponding mitigation adopted

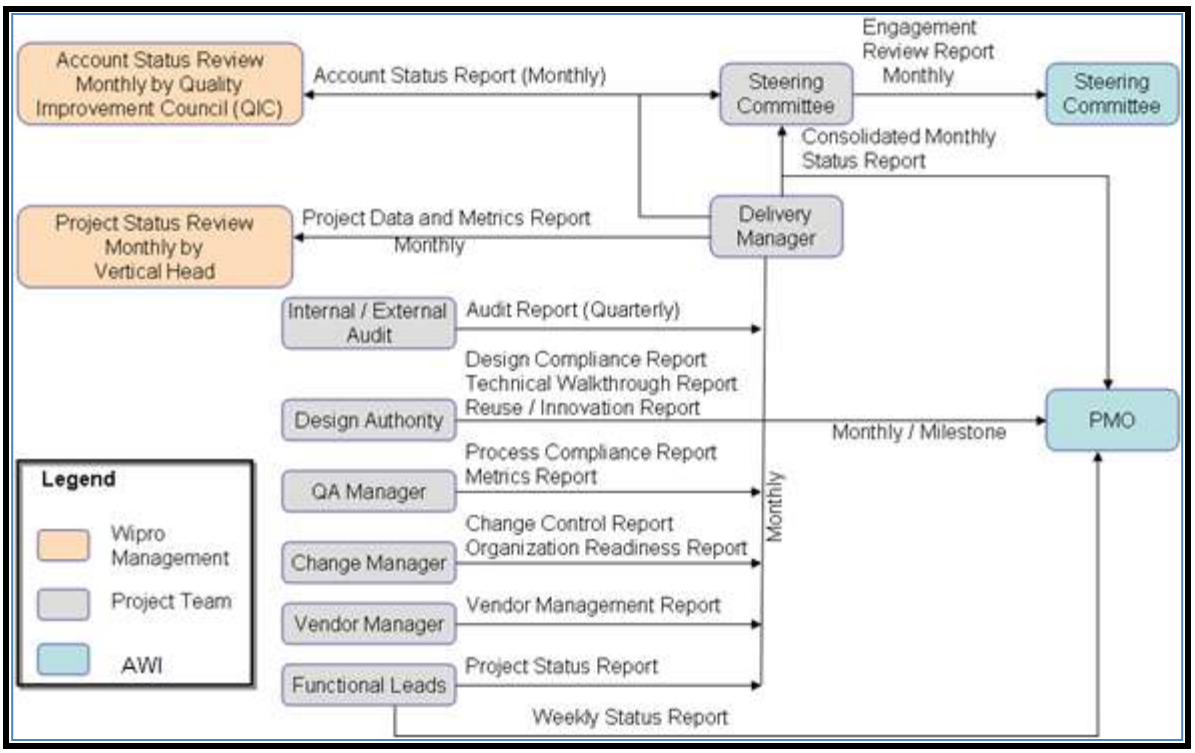


Figure 25: Project Monitoring and Control

The Project Monitoring and Control is performed two levels

- Reports and reviews with AWI
- Reports and reviews with Wipro Management

Section D - Exhibit 1 – 8.1.1 Contractor Project Initiation and Planning Responsibilities

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
•	Facilitate the project kickoff meeting	Yes	Wipro's Project Kick off meeting Project Initiation and planning is integrated / comprehensive and covers the remaining project work through the warranty period.
•	Designate staff members to serve as part of the planning process	Yes	
•	Work with Agency staff to establish the necessary technical environments	Yes	
•	Prepare the planning deliverables	Yes	
•	Revise deliverables as a result of the review and approval process	Yes	

Section D - Exhibit 1 – 8.1.2 Agency Project Initiation and Planning Responsibilities

S.No	Responsibilities	Remarks
1.	Participate in project planning activities and identify responsibilities of Agency staff.	Wipro has reviewed the Agency Project Initiation and Planning Responsibilities. We are in alignment with the same.
2.	Participate in plan development by providing technical information and guidance.	

S.No	Responsibilities	Remarks
3.	Review and approve all planning deliverables	
4.	Supply hardware, software, and infrastructure for which Agency is responsible	

Tab 5 - Proposed Solution

1. Solution Overview

AWI will achieve its vision for Economic prosperity and this initiative objectives and savings by Wipro's solution vision – "Elevate Florida 2015"

AWI manages processing of unemployment claims and payments to the claimants in the State of Florida. They also enable the unemployed Floridians to get alternate employment. Hence the UC Modernization project is critical not only to AWI, but also to the Citizens of State of Florida.

Wipro commits itself to partner with AWI in building a robust, flexible and scalable solution that will significantly streamline the claims process, reduce inefficiencies and elevate Florida to the next generation thus enabling the citizens to get back to meaningful jobs.

This section outlines our understanding of the problem statement, challenges, new system benefits and expectations, solution overview, compliance to requirements, and detailed architecture of how the overall solution will meet AWI goals, objectives and needs.

Our Understanding

The vision of the future UCCBIS system as we understand is:

- New industry standard solution for UCCBIS that enables agile business process improvements, best practices and most updated state of the art technology
- Eliminate or automate paper based process, enhance for more automated work flows to expedite claimant transactions
- Enable online and self service access to claimant and employer
- Enable online Federal and State reporting
- Integrate benefit payment control with adjudication and collection to improve detection of fraud
- Unemployment compensation laws compliance for federal and state laws
- Integrate with Revenue department for unified tax system that collects unemployment compensation taxes

AWI has a 38 year old, legacy, mainframe based system that supports Claims and Benefits process with interactions of over 16 applications to complete the entire process. The agency has created multiple independent innovations or enhancements to this system and its environment to meet the dynamically increasing claims.

Challenges

The system is at the doorstep of "end of life" and can no longer meet the challenges facing the Agency, including:

- Unemployment claim volumes that have more than doubled in the past one year
- Ever increasing risk of infrastructure failure
- Limited integration with workforce activities that support getting back to work
- Lack of customer self service options and costly, inefficient manual processes hinder timely resolution of disputed claim payments resulting in higher employer tax rates.

This has also additionally resulted in time taken to develop these innovations or enhancements as new sub systems, specialized knowledge required to manage and synchronize data across these systems.

New System Expectations and Benefits

AWI has carried out internal feasibility study that determined that a new system will increase operational efficiency, operating cost reduction, effective UC program delivery for Floridians to help get back to work, savings benefit and more so a 21st century delivery model for Floridians.

This modernization initiative is being carried out in 3 phases with phase 1 and phase 2 completed. The phase 1 and phase 2 have resulted in detailed to-be process flows, use cases, functional and non functional requirements across multiple business process functions.

The new system is envisioned to enable employers, claimants, and work force to access the system over internet. The system should enable claimants to access in different communication modes like telephone, email, online. Also, AWI intranet based access to UC system is critical. All the desired functionalities and features are required to meet the desired Vision, eliminate current challenges and create a 21st generation UC service delivery model. The scope of the current RFP is to carry out the execution phase of this program.

AWI will achieve its desired business functionalities, mitigated challenges in current system through Wipro's Integrated, Online and Self service solution.

Wipro proposes a 3 layered solution architecture as outlined in Fig 26. Each layer is manageable and measurable as independent blocks and yet bundled together as an overall solution vision "*Elevate Florida 2015*" for UCCBIS program.

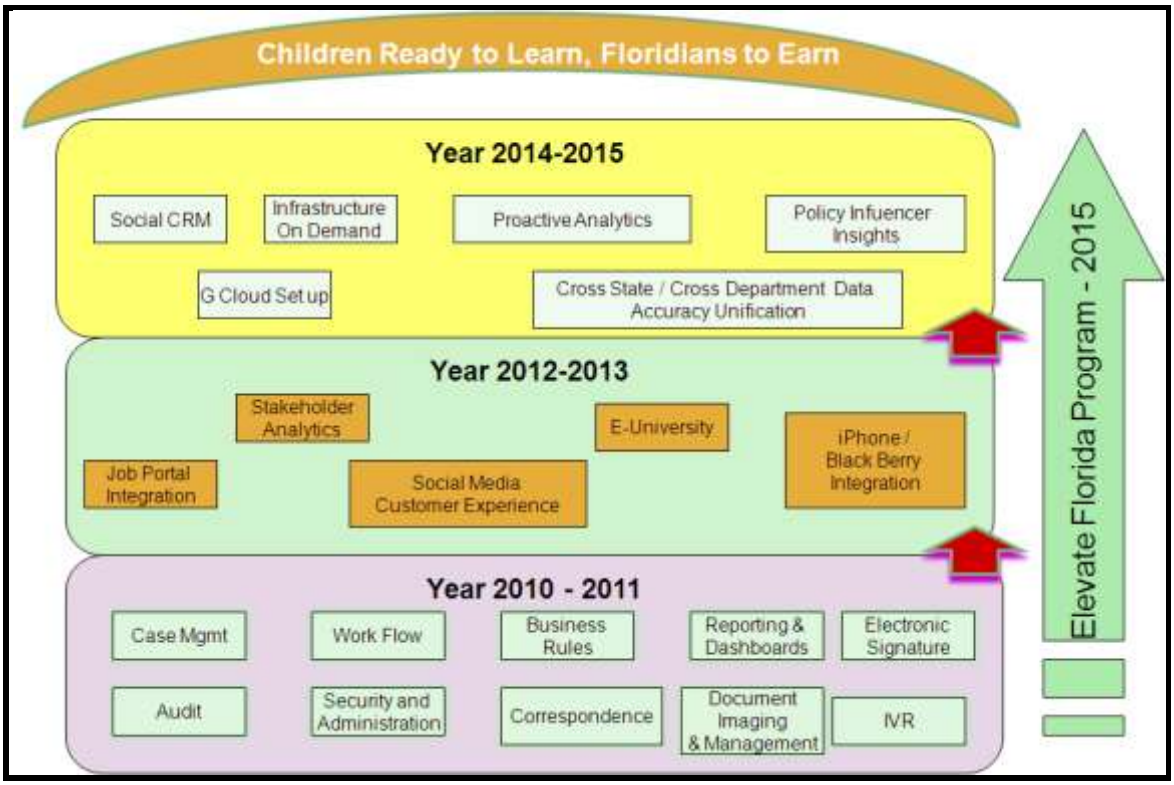


Figure 26: 3 Layered Solution Framework for AWI

1. Deliver Operational Efficiency and Business Savings

Increase Citizen Service levels and reduce in person communication through integrated solution to meet the desired business functions to deliver claims and benefits to claimants in an operationally efficient manner

This layer of solution will be delivered through a complete Oracle stack through out of the box and minimal customization to address AWI needs as represented below. Wipro has reviewed alternate product stacks such as CRM On demand solutions, Content Management solutions against the AWI requirements.

Based on the evaluation, Wipro provides a recommended solution with Oracle stack, as shown in Fig 27, that best fit the requirements to meet operational efficiency, operating cost reduction and business savings realization.

AWI Requirement	Solution Stack mapping to the requirement
Work Flow	Siebel Public Sector 8.2 Business Process Automation
Advanced Search	Siebel Public Sector 8.2
Reporting and Dashboards	Siebel Public Sector 8.2 Reporting & OBIEE
Document Management	Siebel Public Sector 8.2
Document Imaging	Co-Fax API & Siebel Public Sector 8.2
Correspondence and Events	Siebel Public Sector 8.2 Correspondence
Business Rules Engine	Oracle Policy Automation
Import / Export Data	Siebel Public Sector 8.2
Audit Tools	Siebel Public Sector 8.2 Audit Trail
System Administration	Siebel Public Sector 8.2 e-Service
Account Management	Siebel Public Sector 8.2 e-Service
Notes	Siebel Public Sector 8.2
Security	Siebel Public Sector 8.2 e-Service
Case Management	Siebel Public Sector 8.2 Benefits Case Management
Electronic Signature	Siebel Public Sector 8.2 Integration
IVR	Oracle Call Center Anywhere

Figure 27: Recommended Solution with Oracle stack

The entire solution stack is supported by a robust hardware infrastructure on an IBM platform with the functional and non functional requirements scalability support. The Disaster Recovery strategy will be managed through ISO 27001 certified, bio metric controlled, SAS certified Tier 3 data centers within US considering the system criticality for Floridians and data security.

Execution Methodology

AWI will achieve project success through a time tested Enterprise Applications Package Methodology (EAPM) of 600+ similar implementation engagements. This methodology enables metrics based measurement, phased gated quality reviews, CMMI best practices for risk, dependency management, tool driven project management for successful execution. Wipro will deliver this project with a local Florida entity set up and Floridian nationals within the project. The following table outlines summary of tools and accelerators with program benefits:

Wipro Tool and Accelerator	Program Benefit
Claims Collaboration Accelerator	Business Process Maps that enables accuracy of requirements to design
KPI Library	Pre-Built Analytics construct such as Fraud, Claims views. Early realization of business intelligence
Enterprise Application Package Methodology	800+ Similar Implementation time tested methodology for robust project execution assurance. This has ready to use templates for deliverables, check lists, best practices standards that enables on time delivery to implement

wRapid Data Migration and Quality Accelerator	Accelerator to enable data accuracy and verification
Siebel Test Accelerator	Pre-built functional test cases that enables defect free deployment
E-Cube (Online Project Management tool), Veloci-Q (Quality Management System) Execution Accelerators	CMMi best practices based measurable and predictable service delivery and product quality assurance

2. Unemployment Reduction and Insightful Job Opportunities with Predictive Modelling

Enhance Business Savings and Citizen Service Experience through Innovation Center of Excellence and Predictive modelling insights

This layer of solution is a next generation of value to bring predictive insights from the base integrated solution for opportunities to improve:

- Further enhance reduction of unemployment
- Further business savings and
- Predictive opportunities for improvement in citizen service experience to progress on 21st century delivery model.

Wipro will set up a centralized **Innovation Center of Excellence** that works with the following charters to influence this building block of the solution as shown Fig 28. This will be joint Center of Excellence that comprises of **AWI, Oracle and Wipro** as constituent members.

- Legislature, AWI, Floridians Stakeholder analytics
- Online e-University for Certification and Up skill
- Job Portal Engine integration with Wipro job Portal Engine
- Media Integration like Black berry / iPhone
- Social Media Digital Citizen Experience
- Claims Process and IT as one single Shared Services

Figure 28: Innovation Center of Excellence

3. Learn to Earn and Business Savings with Proactive Modelling

Elevate Florida as a model state for future through proactive modelling insights

This layer of solution will enable Florida as a model state to look into the future to bring proactive insights for the opportunities to strategize and focus ahead. Few such proactive insights that Wipro believes will be of relevance for AWI are:

- Social CRM
- Cloud and On Demand Citizen Service Optimization
- Policy Influencer proactive analytics modelling
- Cross Department Unification / Cross State Replication

Wipro will leverage the centralized **Innovation Center of Excellence** to influence this building block of the solution.

In summary, Wipro believes the solution vision "***Elevate Florida 2015***" and 3 layered building blocks of the solution bring an integrated solution that meets the required objectives and readiness for Floridian future.

Requirements Compliance

The AWI requirements have been reviewed by Wipro and we agree to comply with them in our proposed solution:

RTVM Matrix Sections	Number of Requirements	Compliance from Wipro Solution
Functional Requirements	1040	comply
Functional Business Rules	1058	comply
Reports	465	comply
Forms Correspondence	538	comply
Interfaces	37	comply
Non Functional Requirements	442	comply
Non Functional Business rules	498	comply

Solution Architecture

This layer of solution will be delivered through a complete Oracle stack through out of the box and minimal customization to address AWI needs as represented below in Fig 29. Wipro has reviewed alternate product stacks such as MS CRM, CRM On demand solutions, Content Management and other 'proprietary' solutions against the AWI requirements.

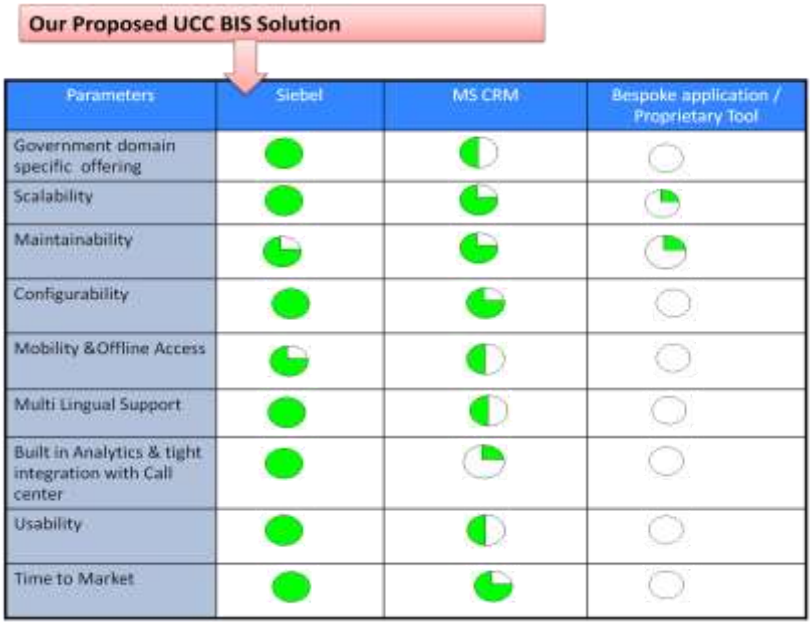


Figure 29: Competitive Analysis of Technology

Below gives the summary of analysis which was done to arrive at Siebel based solution for this initiative.

Based on the evaluation, Wipro provides a recommended solution with Oracle stack that best fit the requirements to meet operational efficiency, operating cost reduction and business savings realization.

Wipro proposes the solution architecture, as shown in Fig 30 below, to cater to requirements of the UC modernization project. The proposed solution includes Siebel case management functionality. The Case Management System will be interfaced with other AWI applications for all real time and batch interface requirement. The case management system will have a point-to-point integration with the legacy system.

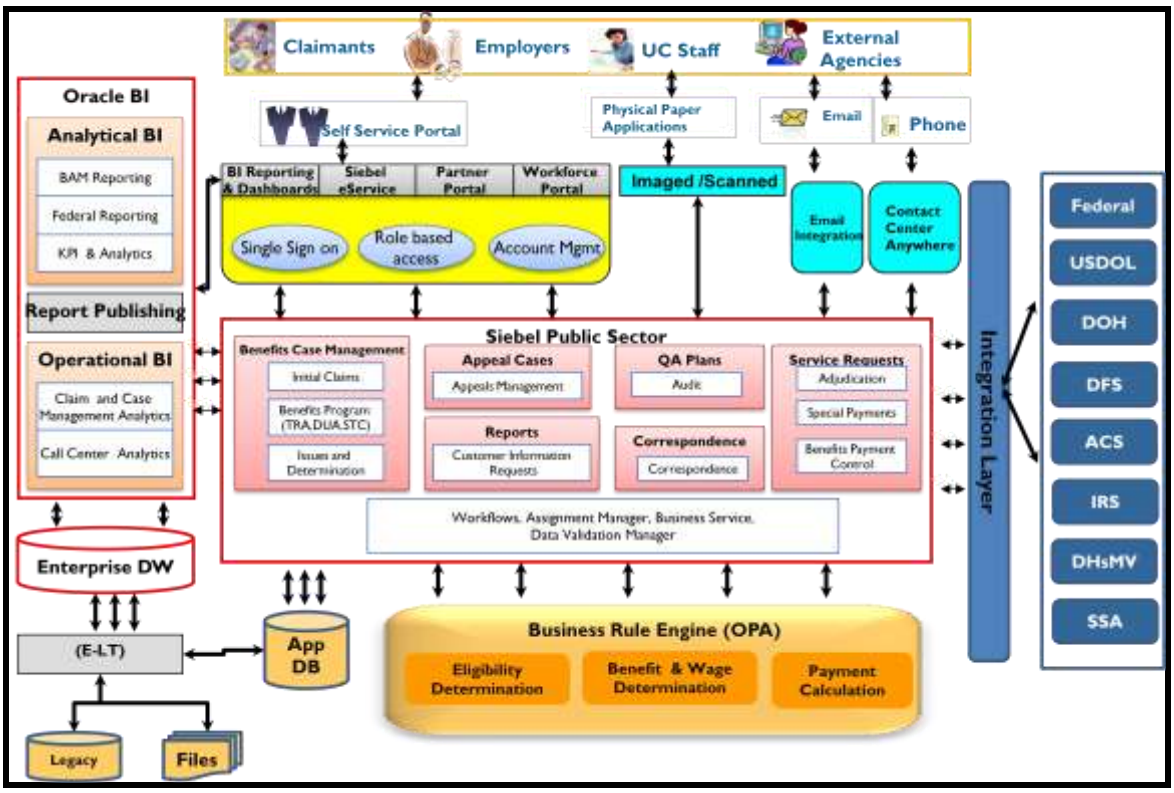


Figure 30: Proposed Solution Architecture for AWI

The Case management solution will allow **AWI** to handle Claims, Appeals, and Service Request for Adjudication, Over- payment, and Special Payment across a broad range of communication channels such as telephone, email, and through Self Service Portals.

These channels are integrated, allowing each user internal or external to become a Citizen-contact manager, supporting a range of products and services and presenting tailored offerings designed to meet Citizens' needs.

Claimants can approach AWI through various channels like Self Service Portal, CCA and Email. Employers will also be provided with the portal access for functionalities such as file an appeal, check on the status of claims under their names for which they are being charged.

High level functional requirements mapping to Siebel

The below snapshot provides an indication of how Wipro is trying to meet the AWI requirements with the proposed Siebel based solution. Wipro has done a detailed analysis of why Siebel should be the package of choice for AWI and below analysis was done as part of the same.

Functionality Requested by AWI	Siebel Module	Functionalities Supported
Appeals Management	Siebel Public Sector – Appeal Cases	Appeals Management Process Auto Assignment of appeals
Audit	Siebel Public Sector – QA Plans	Benefit Accuracy Measurement (BAM) weekly reviewers Benefits Timeline Quality (BTQ) - Quarterly
Adjudication	Siebel Public Sector – Service Requests	Potential Issue Tracking Handling various disputes like Labor, employer and chargeability

Special Payments	Siebel Public Sector – Service Requests & Payments	Issues related duplicate / cancelled warrants Payment to nominees in case of claimant's death
Benefit Payment Control	Siebel Public Sector – Service Requests & Payments	Issues related to over payments New Hire Audit
Correspondence & Events	Correspondence Module Communication Server	Various Notifications, reminders etc Integration through communication server
Special Programs (TRA, DUA and STC)	Siebel Public Sector – Benefits Plans	Creation and Maintenance of all information related to benefit programs
Customer Information Requests	Reports, Invoicing, Correspondence	Preparing the information requested by claimants Sending the information to claimants
Publishing Media	Literature, Correspondence, Communications Server	Preparing materials before sending to media Identification of media outlets

Benefits to AWI

The solution brings the following benefits to AWI:

Benefit to AWI	Solution Feature
Increase Client Service levels	Maximize technology opportunity with Siebel Public Sector 8.2
Reduce need for in-person communication	Online and Self service enabled with Siebel Public Sector e-Service
Reduced or static funding from Federal administrative grants	Siebel Public Sector 8.2 Reporting & OBIEE Evolution into predictive and proactive analytics
Business Rule and Process Changes flexibility	Work Flows and Service oriented solution architecture
Consistent and accurate data	Data Conversion and Centralized Data base
Documentation availability for Claims and Benefits investigations	Centralized document management and linked to audit trails of case management through Siebel Public Sector 8.2
Consistent approach to claims management among Agency staff	Integrated solution with Siebel Public Sector 8.2 for all desired functionalities as one single system for all staff
Trainings for Agency Staff and enhanced Staff Productivity	Training solution in built with training techniques of Train the Trainer, e-learning, Frequently Asked Questions to enable staff productivity

This section outlined our understanding of the problem statement, challenges, new system benefits and expectations, solution overview, compliance to requirements, and detailed architecture of how the overall solution will meet AWI objectives and needs.

a. Provide detailed overview of the solution. In order to facilitate the evaluation of responses shall be organized to align with the following key business functions

- **Claims – Initial and Continuing Claims, Wage Determination, Short time compensation (STC),**
- **Trade Readjustment Act (TRA), Disaster Unemployment Assistance (DUA), Special Payments,**
- **Customer Information Requests, Audits, Federal Reporting and Workforce**
- **Appeals**
- **Benefit Payment Control**
- **Adjudication, which includes Adjudication and Employer Chargeability**

Following process flows in the section as shown in Fig 5 below, depicts that how will be the proposed solution addressing the above mentioned business functions at a high level.

Case Management

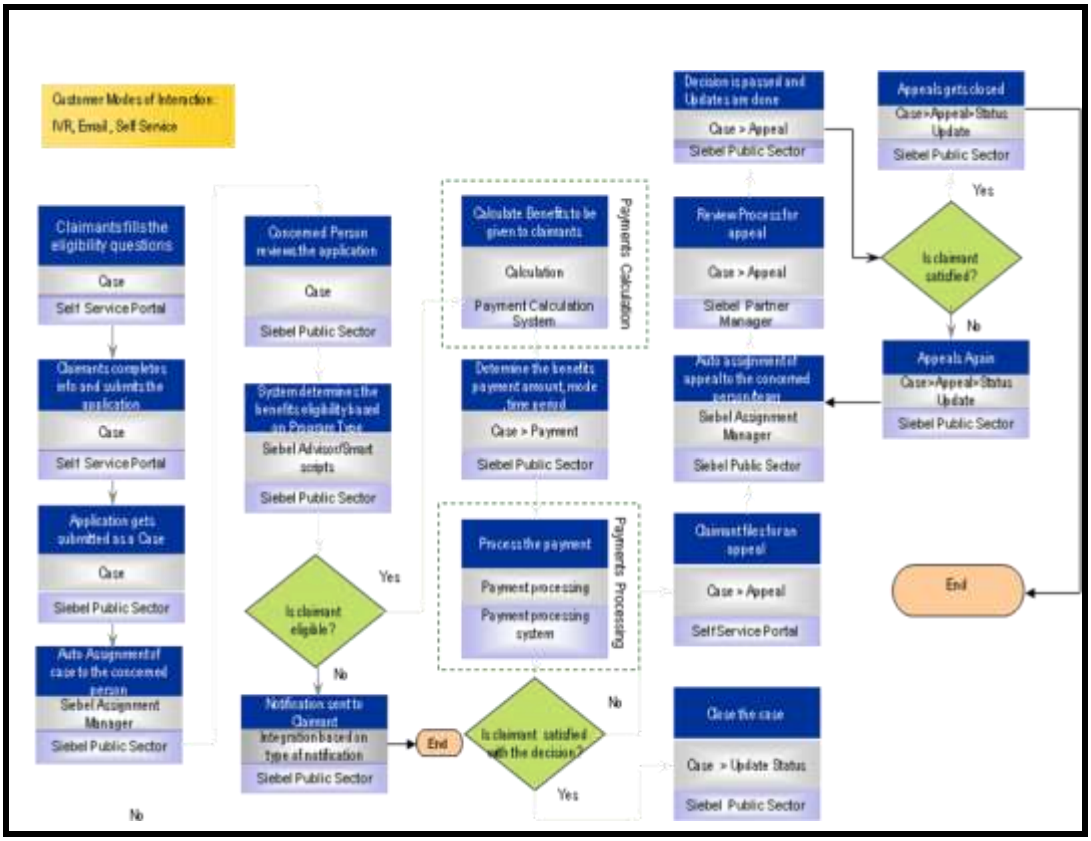


Figure 31: Process Flow in Case Management

The above process as shown in Fig 31 is the complete end–to-end process starting from filling a case to realizing determination and follow up appeal process (if required).

The whole process helps in understands the various entities involved in the process at a macro level.

Claimants can file the case though multi-channel – Self Service Portal, Email and Phone (IVR).Once the case is filed, after the complete validation verification of submitted application; it is submitted as Case in the system. Once the case gets created, Assignment Manager helps in auto assigning the cases to the respective team/person based on skill set, availability, working hours etc.

Eligibility determination is a process determined automatically by the system using OPA (Oracle Policy Automation) based on different business rules and parameters defined. Once the claimant is found eligible, one is also associated to the correct benefit program to get the right benefits associated with that program under 'Benefit Plans' in Siebel.

The major challenge and difficulty AWI is facing in managing the disburse payments, fraud management and in correct method in payment calculation will be totally taken care by OPA (Oracle Policy Automation) and also automated as a process for early calculation thus reducing the time taken to close benefit payments disbursement.

Once, the whole process is complete the determination is shared with respective parties – claimants, employers involved through Correspondence. In case of any concern, Appeals can be filed by claimants or employers to re-determine the decision passed. The

whole Appeals Management process takes care of auto assignment of appeals to the respective person, uploading of supporting documents, managing activities related to Appeals etc.

Benefits Program (TRA. DUA and STC)

Wipro suggests OPA (Oracle Policy Automation) for managing all the business rules associated with STC /TRA /DUA program and managing their UI making it simpler and easy for business users to change /modify easily as the new rules or regulations are issued by the federal government and reduce the dependency on the IT staff .Hence, improving the time to change and faster changes.

In addition, AWI can quickly identify those individuals who may be eligible for those programs the Federal Government continues to support for various dislocated workers. Getting Floridians into those programs as quickly as possible will help get them back to work in sustainable jobs as soon as possible and in the long run save AWI from paying out benefits unnecessarily.

Customer Information Requests

Wipro realize the importance of the information shared with Floridians and aim to minimize the total cost to serve them while improving service effectiveness and promptness to share the information.

Wipro suggests complete Client Self-Service solution, allowing claimants (and employers) 24/7 access to a secure, self service portal. This portal provides an environment for claimants and employers to search FAQs (call avoidance), create information requests, maintain personal information, fill out and submit online applications, upload required documentation and access the status of existing cases or appeals.

Appeals

The Process flow for Appeals is as shown in Fig 32 below

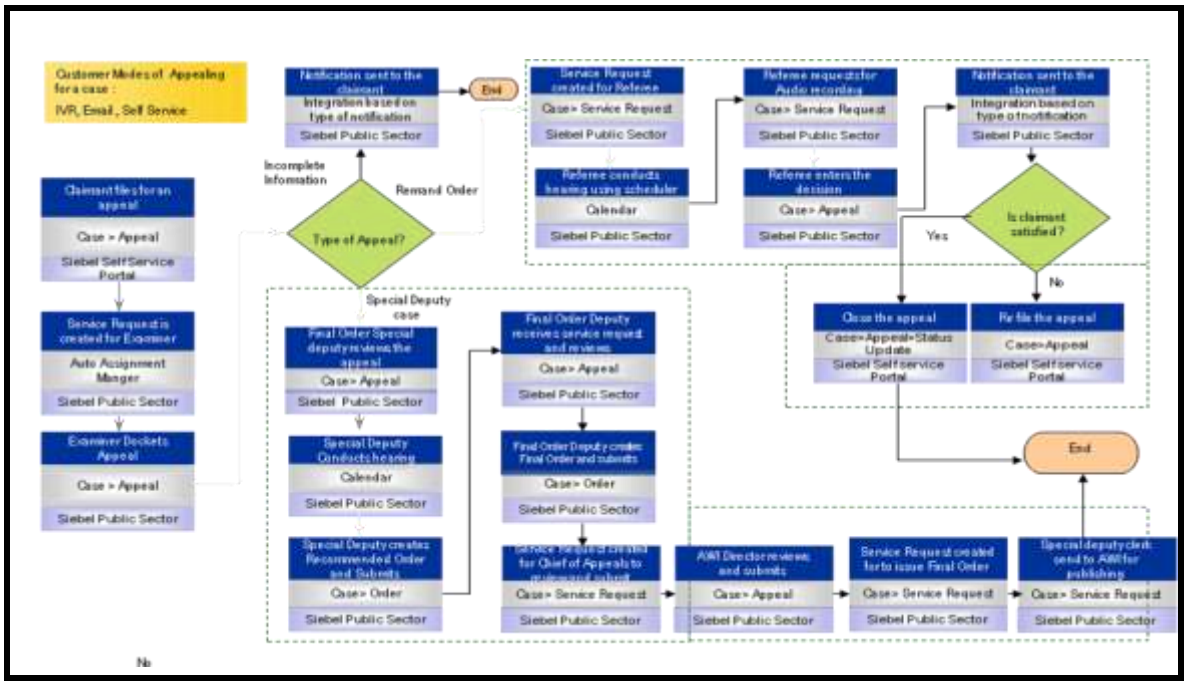


Figure 32: Process Flow for Appeals

Wipro solution will support end to end appeal process for both claimants and employers.

- Appeal cases track create dates, decision dates, activities, documents, generated documents correspondence, and outcomes.
- Scheduling the appointment for hearings between referee and claimants to arrive at a decision.
- Recordings can be associated to appeal cases as an attachment.

Appeal Process for Claimants:

Claimant can appeal to any approved and registered case. Claimant would be able to do the same by logging to Self Service Portal (eService).There are various determinations against which they can file appeal for:

- Appeals on non-monetary eligibility determination – if they are deemed in-eligible for benefits based on non-monetary rules, the claimant has the ability to appeal that decision.
- Appeals on monetary amount – if the claimant does not agree with the benefit amount calculated, they can appeal for the same.

Supporting documents can be provided and uploaded as an attachment for reference.
Based on different scenarios depending on type of Appeal like Remand Order, Special Deputy Case, it will be further treated. As a process, it will go series of approvals and they can be supported. As part of process, hearings need to be conducted that can be scheduled using Calendar and a notification as per the process can be shared with claimant.
Once the final determinations are made payments for the valid weekly certification can be released to the claimant

Appeal Process for Employers

Employers receive a notification through 'Correspondence' when a claim they are responsible for is filed. Employers have the right to appeal the claim within a certain time period. Using the Employer portal (Siebel Partner Portal), or through other channels (Email, Phone) employers can appeal the claim. The appeal will record the date/time that the appeal was received, and capture the reason for the appeal. Notifications will go out to claimants and the employer, and activities will automatically be generated to move the appeal through its process. The related appeals can be grouped together as part of one case as per the requirements.

Adjudication

The Process flow for Adjudication is as shown in Fig 33 below

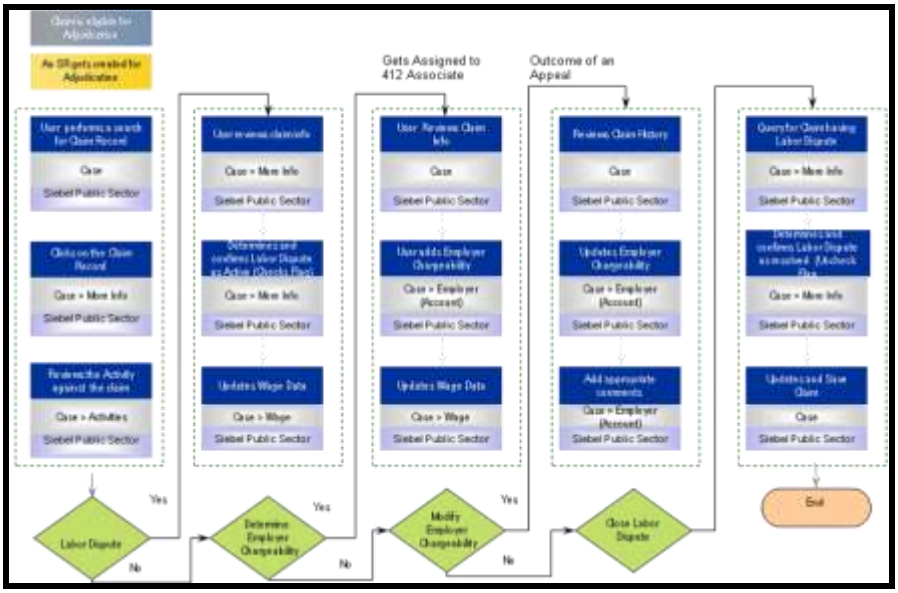


Figure 33: Process Flow for Adjudication

When a claim is filed by a claimant that requires additional fact finding and/ or adjudication, the proposed solution enables your organization the ability to do the following

Dynamic fact finding - The system will prompt the claimant to provide the required information about their job loss and situation. This information will be passed across and associated to an issue case. The information gathered here is easily accessed by adjudicators for use in making accurate and consistent determinations.

Automated assignment - Issue cases are automatically assigned to Adjudicators based on the Adjudicators:

- Skills (the type of claims they can handle, languages spoken, level of authority, etc)
- Availability: The Oracle solution has the ability to look at calendar availability (integrated)
- Workload – Does one Adjudicator have more issues and determinations (and the difficulty of those cases is taken into account) than other adjudicators
- Location – You can assign issue cases based on claimant location as well

Automated activity generation

- Ability to adhere to federal timeline standards for tasks needed to be completed.
- Tasks can be assigned to individuals or groups as required and can be monitored ensuring timely response.
- Different types of issues can have different tasks automatically generated.
- Tasks can be completed in parallel or serially (next task automatically created when another task is completed)

Render Timely and Accurate Determinations

- All data required by Adjudicators is easily accessible "one tab away"
- Automatic notifications of determinations to claimants and interested parties (employers)
- Determination suggestions from the integrated rules engine are provided to Adjudicators using gathered input data. These suggestions can be based on current Florida AWI Policies. Adjudicator can use suggestion or over-ride (and give a reason for that)
- If negative determination, then notifications can be provided to claimants and interested parties stating Florida regulation and policy

Special Payments

The Process flow for Special Payments is as shown in Fig 34 below

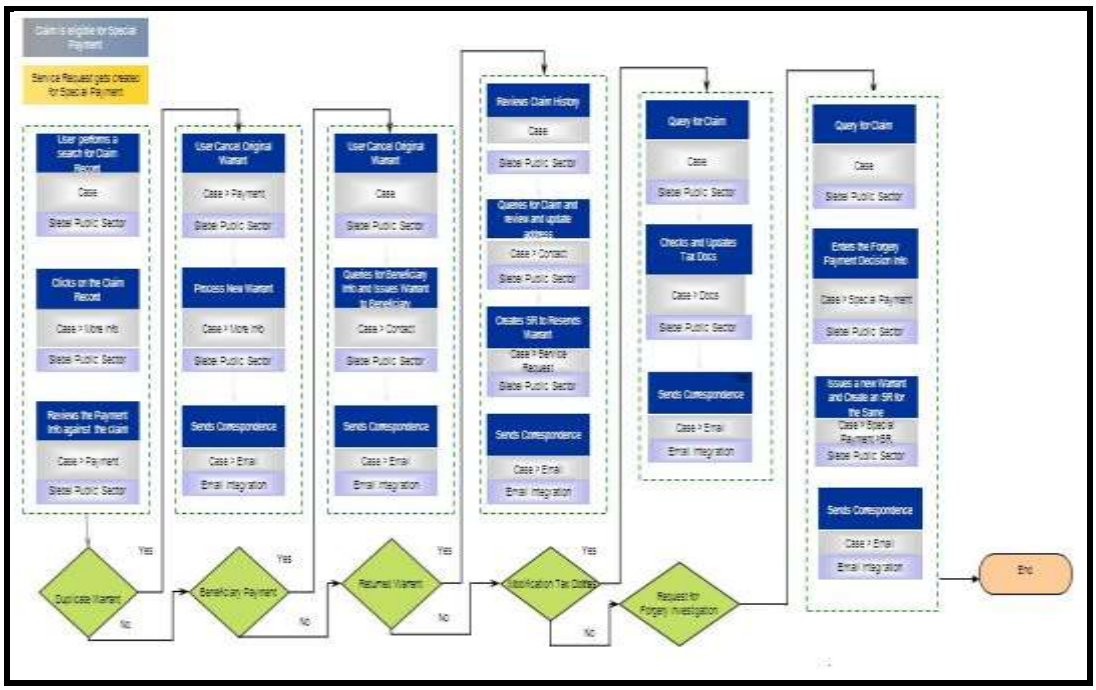


Figure 34: Process Flow for Special Payments

Special Payment can occur for the following scenarios:

- Duplicate Warrant
- Beneficiary Payment in case of death of Claimant
- Returned Warrant
- Request for Forgery Investigation

Users can log into the system to view the information required to process the request for Special Payment. The request for special payment can be created as Service Request in Siebel. The user can view the desired Case Information, Benefits Determination, Issues etc under the Case Screen. The Payment Information can be accessed through Payment Screen.

Benefits Payment Control

The Process flow for Benefits Payment Control is as shown in Fig 35 below

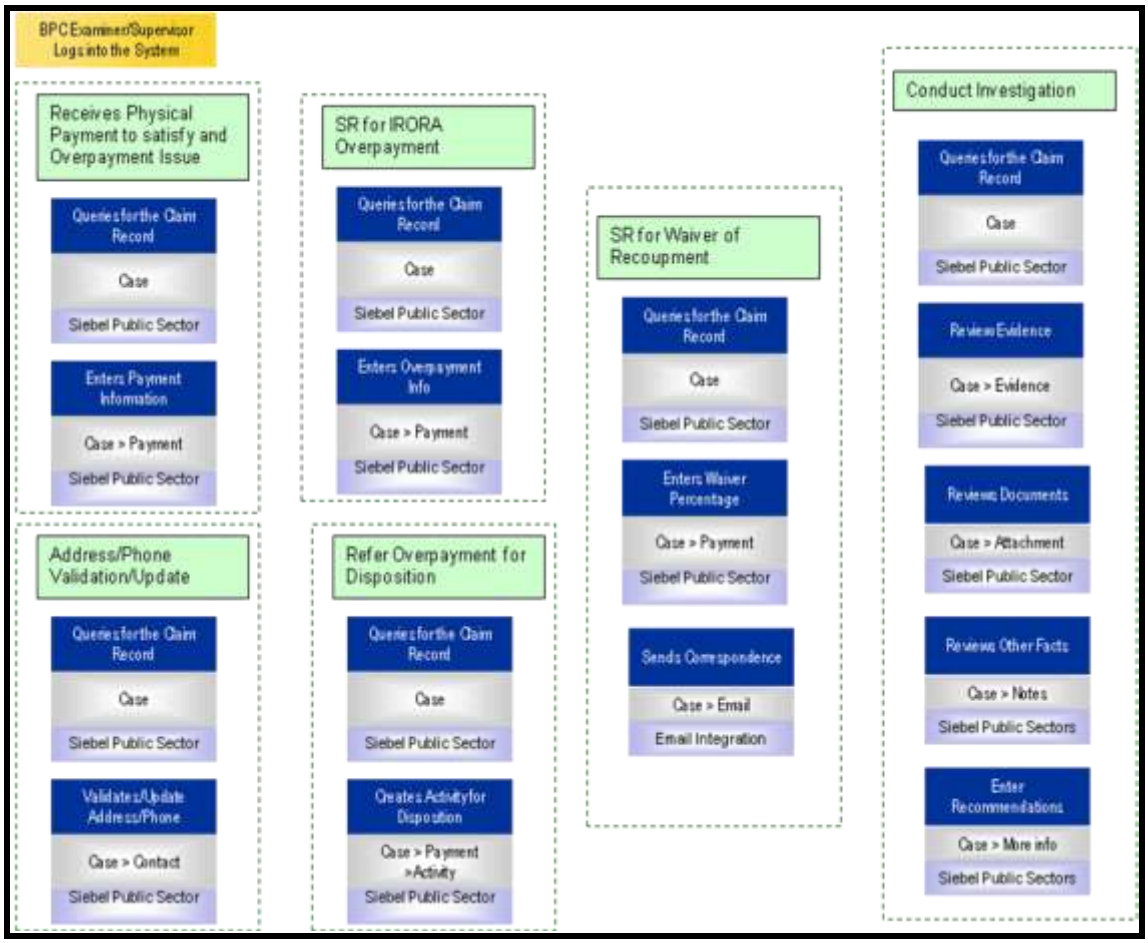


Figure 35: Process Flow for Special Payments

Benefit Payment Control unit is primarily responsible for controlling and tracking overpayments due to fraud, waste, and abuse of unemployment benefits. It helps detecting and preventing of overpayments.

Overpayment issues can arise due to many reasons such as duplicate payment from other state or due to forgery of information etc. Siebel helps BPC unit to gather the all the required information to control overpayment under one roof. It stores the claimant contact information such as address and phone numbers so as to facilitate address phone validation. It helps integrate with IRORA system to detect if the claim has also been filed from another state and facilitates to collect overpayment on behalf of other states.

It also provides to store investigative information such as Evidence which could be in the form of Documents submitted by claimants. It allows the investigator to enter his/her finding in form of Notes, thus helping in preparing a Case file to be forwarded to State Attorney or any other officials.

Audit

The Process flow for Audit is as shown in Fig 36 below

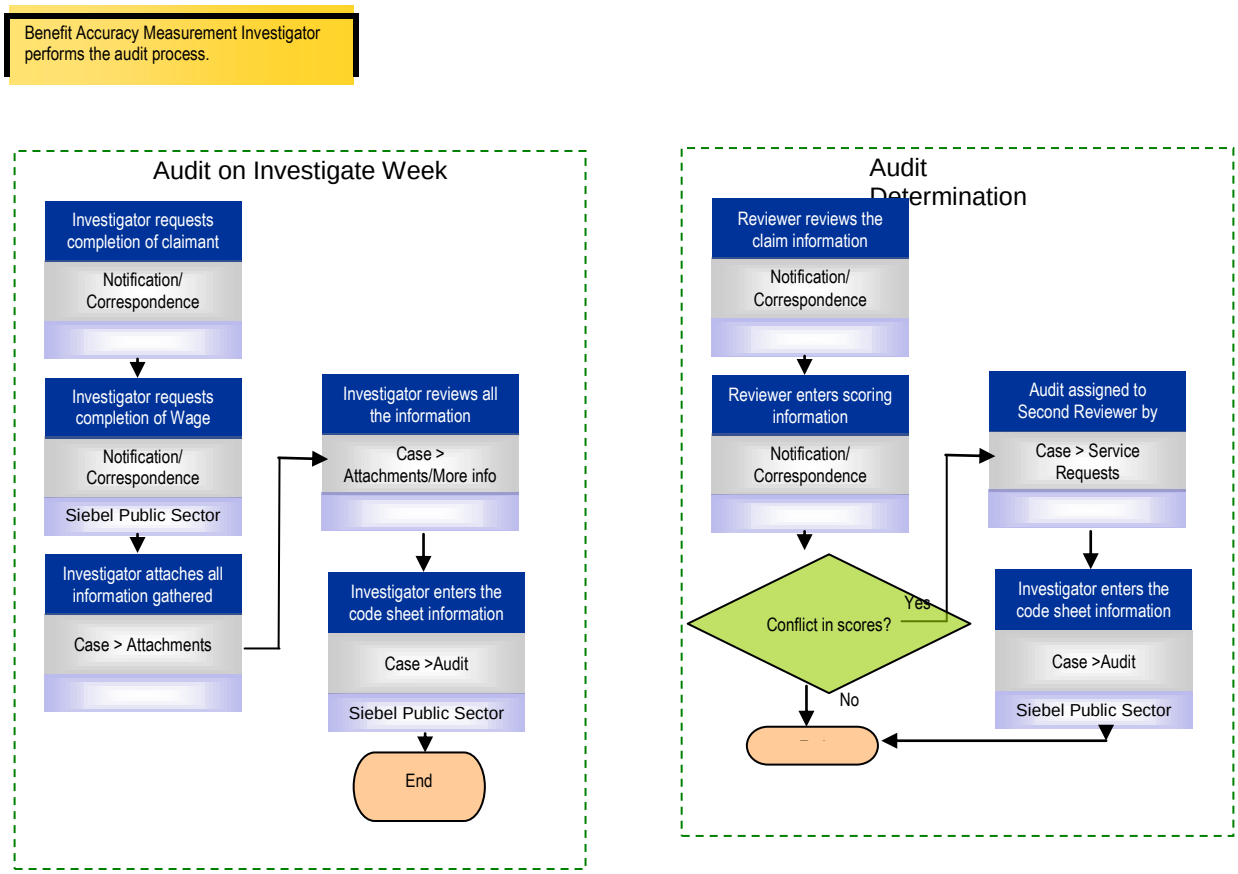


Figure 36: Process Flow for Audit

Wipro's solution supports the audit life cycle – from selection of audit candidates based on Federal guidelines and other requirement through completion of the audit.

There are two types of Audit handled:

- Benefit Accuracy Measurement (BAM) Weekly Reviews
- Benefit Timeliness Quality (BTQ) – Quarterly

The whole audit process will be handled in QA plans in Siebel. All the relevant documents required for the review would be uploaded as attachments, all the related activities that need to be completed would be tracked, and the creation of documents from pre-defined templates would be possible.

Federal Reporting

All the Federal Reporting requirements that arise out of the above workflows such as Appeals, Claims, etc would be routed through the OBIEE BI Publisher, an enterprise reporting solution to author, manage, and deliver all types of highly formatted documents for submitting Federal Unemployment Insurance reporting metrics, that covers workload evaluation, claims for Benefits, Timeliness and Quality of UI non-monetary determinations and reporting Benefits Accuracy Measurement statistics to various State and Federal Agencies. The solution allows AWI easily change the reporting forms and mode thus addressing the changes required by the Federal Statutes.

BI Publisher is single window Operations tool that allows you to generate 'pixel perfect' output files in popular formats such as MS Excel, MS Word, PDF, XML, CSV for paper based printing or online upload to the Federal Reporting website. This also enables PDF Form filling and printing for the paper based forms submission. End users can easily design report layouts using familiar desktop tools, dramatically reducing the time and cost needed to develop and maintain reports. Being extremely efficient

and highly scalable, BI Publisher can generate tens of thousands of documents per hour with minimal impact to transactional systems. Reports can be viewed online or scheduled for delivery to a wide range of destinations using different channels.

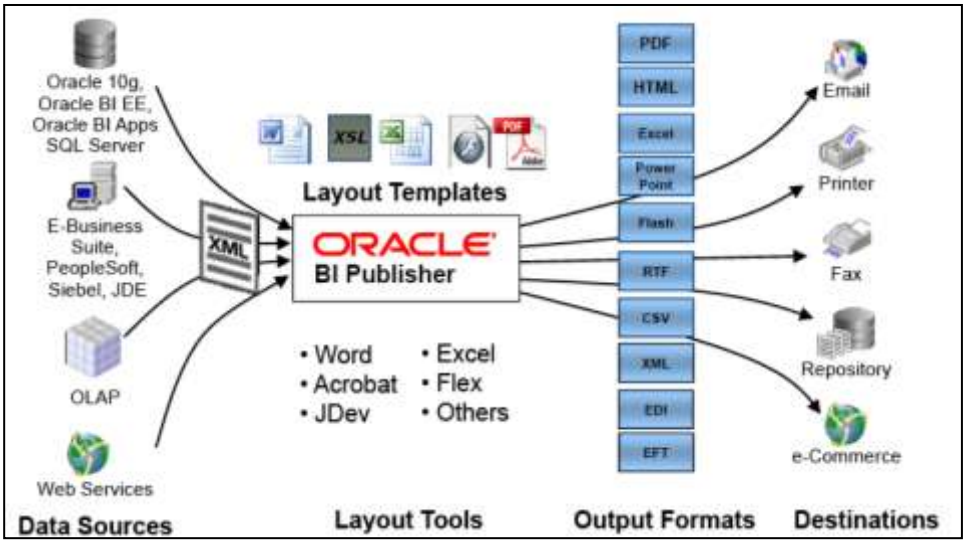


Figure 37: BI Publisher Data to Destination

b. Describe how the proposed solution provides flexibility in day-to-day operations

The proposed solution gives flexibility to carry out the Day – to – Day operations by enabling the claimant to file a claim, check the status on the claim from anywhere and anytime. It also gives Employer the flexibility to see what claims are filed against them and provides a quick response because of multi channel support. Answer to question c, address system's multi-channel capability

Contact Center Anywhere (CCA) empowers AWI by extending Claimants interaction management from the Citizen to any agent anywhere, AWI Agents can work efficiently from anywhere in the world with 360-degree views into Citizen interactions. The details is provided in the section below

Business Rule Engine (OPA) gives AWI flexibility to change the rules and policies for Eligibility determination, Benefit Determination and Payment calculation without the need of the programming skills the details is provided in the section below

The proposed application will be implemented in three languages, English, Spanish and Creole catering to three different language groups. Thus it offers multi lingual implementation. The details is provided in the section below

Next generation Contact center solution (Oracle Contact Center Anywhere):

CCA offers consistent processing across all channels and improves the quality and reduces response time to Floridians.

Contact Center anywhere helps AWI in providing multichannel contact center solution that enables organization to communicate more effectively with their Claimants. This solution enables routing, queuing, and distribution of phone calls, chat, fax, and Web communications to agents anywhere — whether in the contact center, a remote location, or at home. It also provides interactive voice response (IVR), preview and predictive dialling, and call recording—for completely unified contact center communications as shown in Fig 38 below:

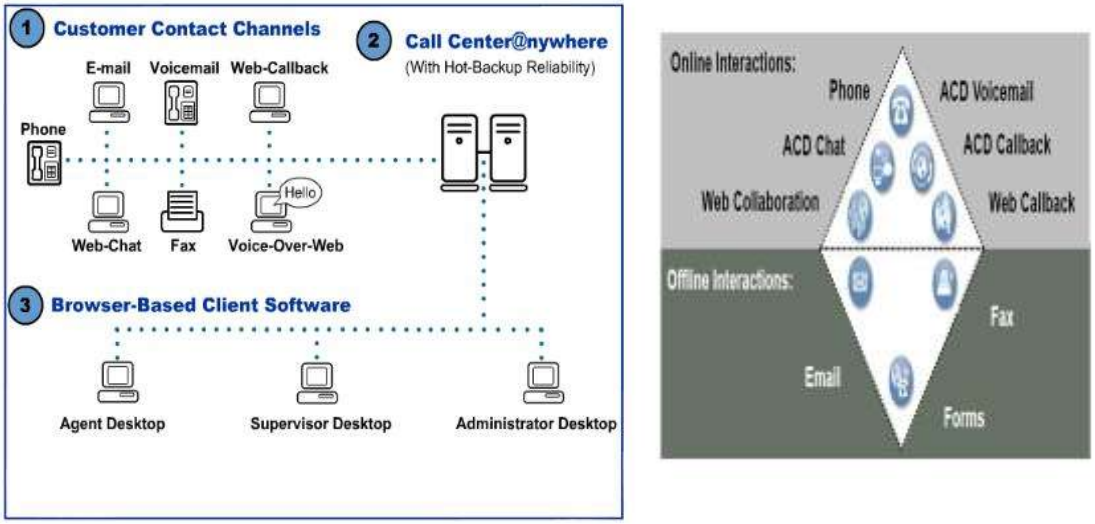


Figure 38: Call Center Anywhere

Oracle Contact Center Anywhere empowers AWI by extending Claimants interaction management from the Citizen to any agent anywhere, AWI Agents can work efficiently from anywhere in the world with 360-degree views into Citizen interactions as shown in Fig 39 below

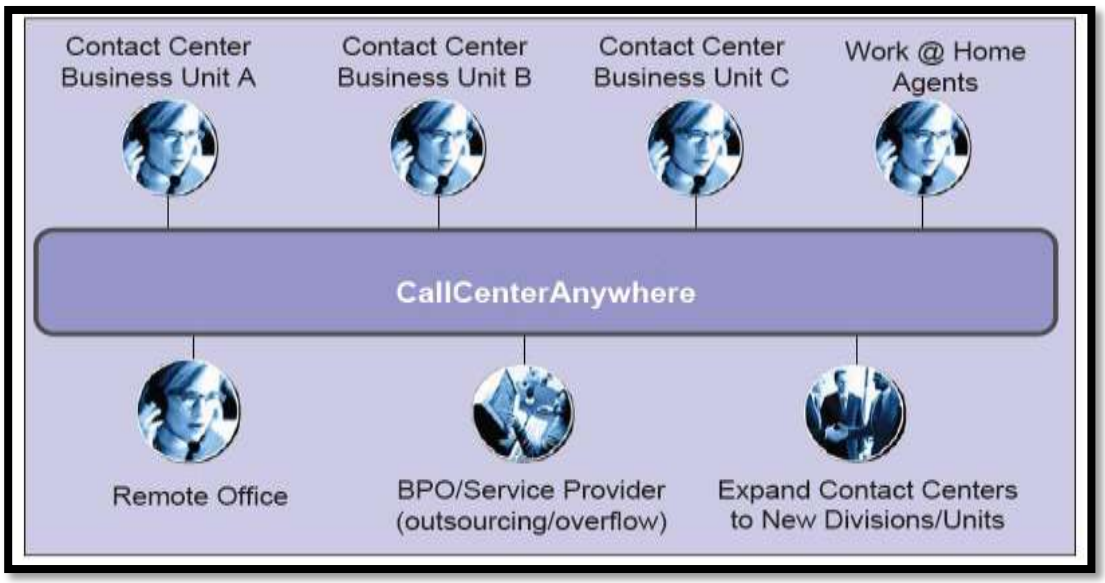


Figure 39: CCA in AWI engagement

Contact Center Anywhere Solution enables geographically dispersed sites and/or independent business units to realize productivity, efficiency, and cost benefits by sharing hardware, software, and voice networks to support global operations while retaining total autonomy with AWI. Contact Center Anywhere enables real-time adaptability to changing needs as shown in Fig 40

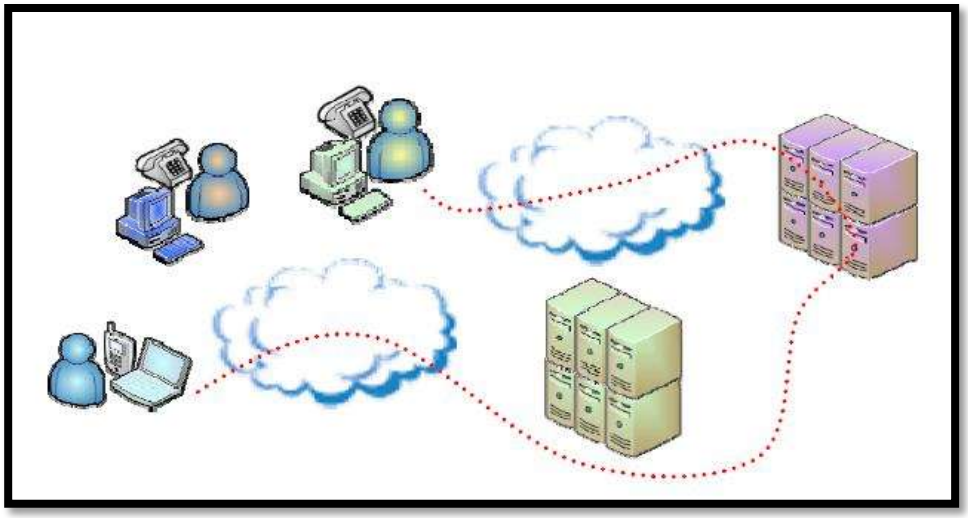


Figure 40: CCA in multi-geography setup

Contact Center Anywhere's enables AWI:

- Queue, route and distribute inquiries to agents based on specific business criteria.
- Customize call flows and create automated voice menus that gather call routing information and Citizen IDs.
- Rate each agent's skills and weight skill requirements on a workgroup basis to create a custom routing algorithm for individual.
- Process voice calls and Web-based transactions by a single group of agents, or route them to specialized agents in different groups—the flexibility to drive successful Citizen Interactions.

Contact Center Anywhere's Features:

- Complete software solution for unified, multichannel communications
- Single, unified queue for phone and Web Citizen interactions
- Computer telephony integration (CTI) screen pops
- Web chat, Web call back, and collaboration
- Interactive Voice Response (IVR)
- Intelligent, weighted skills based routing
- Distributed network
- Scalability

Oracle Policy Automation (OPA)

Oracle Policy Automation provides a mechanism for the business users to define the rules, in "What –if" Analysis kind of format which makes it easier for the users to understand and to formulate. It is supported to extract the legacy code into a modern, natural language rules engine. The eligibility and entitlement engine supports the deployment of rules in Microsoft Office Word and Excel documents. It allows policy and legal experts within the organization to manage updates to policies and rules as they occur without the need to introduce technology and programming codes. Thus the integrity of the rules are maintained which are often lost while translating it into IT Codes.

Multilingual Implementation

AWI will have multi lingual support for users from different language background to provide personalize and customize touch

Wipro understands that the AWI system should be able to address the solution in 3 languages English, Spanish and Creole. Wipro has done many multi lingual deployments and the solution is already in place.
Siebel eBusiness Applications are designed to meet the needs of Citizens operating in a global environment which includes:

- Supporting central & local business models
- Allowing each individual to work in a local language environment
- Functioning simultaneously in multiple regions
- Viewing data in local time and number formats
- Managing global time differences
- Meeting local regulations
- Global deployment encompasses all of the above and generally means a deployment that goes beyond a single instance in a single language.

- Set of rules defined with in Siebel (Locale), which guide how common data is displayed to the user or received from the user. These rules format data from DB before displaying in UI. For example, date and time, numbers, and currencies are all displayed using locale rules.
- Concurrent multiple language support: A single installation of a Siebel application can run in more than one country simultaneously; which means that more than one language can be enabled which are support by Siebel application.
- The language that is shown to the user varies according to the current active language setting of the Siebel Server or the Mobile Web Client, and the Siebel repository file used.
- Siebel currently supports around 23 local languages. Note - this varies for Industry applications.

Wipro has done many multi lingual deployments and have and approach already in place, below are the high level steps that will be done as part of the same, we understand that AWI needs 3 languages English, Spanish and Creole for this initiative , high level approach –

Setup and Architecture:

- Code Pages and Global Deployment templates
- Installing other Language Packs for different Siebel components
- Installing Seed Data
- Importing Language to Repository
- Enabling Language Specific Application Object Managers
- Installing web Server for other Language specific SWSE
- Creating Language specific Object Manager
- Regional setting in the Operating System for date and time formatting

Configuring Application for Global Deployment

- Translate the user interface and other attributes to meet locale-specific (Regional) requirements using Language Management Utility
- Finding Un-translated Text Strings , Importing Strings and Other Locale-Specific Attributes
- Enabling Multilingual List of Values using MLOV upgrade utility
- Administering Multilingual List of Values
- Checking In and Out locale specific attributes
- Configuring the Multilingual List of Values in Siebel Tools
- Adding Translated Display Values in Application Administration
- MLOV configuration and coding guidelines
- Multi Currency Setup if applicable

Multi Lingual Siebel Implementation – Best Practices

- Upfront, determine what needs to be localized (List of Views and Applets by language)
- Ensure feature and code designs do not make assumptions based on a single language or locale.
- Ensure string values are not hard-coded in the scripts.
- Post string change, verify UI for alignment / display which can be handled via

- Template modification
- Alternate locale strings
- When multilingual Lists of Values to support multilingual pick lists is enabled, evaluate Siebel eBusiness Applications' performance for columns used in search specifications.
- Plan local language testing strategy in advance, typically should involve Client's local IT / Business team to test the application in local language during SIT phase.
- Plan effort towards multi language test cases during SIT and UAT phases.
- Developer / System Administrator should ensure to change language in Tools during locale string translations & SRF compilation (In Siebel Tools, go to View > Options and select the Language Settings Tab to choose the appropriate language).
- Mobile Users should not modify the Language parameter to change their active language. Rather, users should define the appropriate application configuration file for the language they want to run using the /c switch in the command line of the siebel.exe icon.

c. Describe how the customer will interact with the system to obtain UC information and services

The proposed solution provides a multi channel access to all its customers
.

- Internet through Self Service Portal and Partner portal
- Contact Center Anywhere (Addressed in answer to question b)
- Email.

The claimant can also file an appeal by sending the physical copy of the Claim Application, which can be scanned and auto loaded into the system. The multi channel capability of the system is explained in the section below

Online Claimant Portal (Siebel eService) provides and supports following things to the claimants:

Wipro will help AWI provide claimants and employers with easy to navigate, user friendly and fully integrated portal for better experience.

- Easy access and user friendly UI service delivery in a secure environment
- Create an account with the UC Program for purposes of doing business with UC online.
- File initial or continuing claims
- File an appeal
- Access their history (e.g., claims, determinations, appeal decisions, status of pending actions)
- Request information from the Agency
- Respond to Agency requests for information
- Receive UC correspondence
- Respond to UC correspondence

In addition to the above functionalities, it will also provide various communication opportunities between UC staff and claimants.

- Notification of claim determinations or re-determinations
- Notification of appeals hearings
- Solicitation of additional information
- General information from UC
- Links to other useful and relevant web sites

Employer Portal (Siebel Partner Portal)

PRM solution automates and streamlines the relationship between AWI and employers. Employers can use Siebel PRM to view information about Cases, Appeals, Create Service Requests, View Service request History, Manage their own Contacts and their profiles, Administration activities etc.

In terms of data security and access control PRM Portal will use CRM's data control & visibility rules to ensure AWI's desired model is implemented.

This solution provides the following functionalities which fulfil the AWI requirements:

- Create an account with the UC Program for purposes of doing business with UC online
- File an appeal
- Access their history (e.g., determinations, appeal decisions, status of pending actions)
- Request information from the Agency
- Respond to Agency requests for information

Largest GSM Services provider in Bangladesh having 27+ million Citizens with 53% market share. Wipro helped the client in following things:

- *Unified view of Citizen Information on single CRM screen - 360° Citizen View.*
- *Single application for end-to-end Citizen management, service execution & delivery led to significant reduction in request handling time*

Single application used across all channels across nation led to standardized service/support processes and operations

Email Integration with Claims Management Solution:

AWI has number of requirements around various notification and reminders that needs to be send to claimant, employer in different scenarios which build the needs of email integration if the mode of communication is email. Some of the scenarios have been listed below:

- Notification is send to claimant when some additional documents are required for processing
- Reminder notifications are send in case of appeals for hearing appointment
- When the determination is passed, notification will be send to claimant with updated status

Siebel eMail Response will help AWI to respond to a high volume of inbound email. It routes inbound emails to the most appropriate users based on the same business logic available for routing other types of Citizen Communications.

Using the Send Email command, call center agents can send email messages from any context within Siebel. Depending on how the Siebel administrator has configured the application, AWI can use context-specific email message templates to improve efficiency and standardize replies for types of communications that frequently occur.

Proposed Case Management Model supports individual user choice regarding the software used for Send Email.

The software options are:

- Send Email window for Siebel applications
- User's preinstalled Microsoft Outlook email client
- User's preinstalled Lotus Notes email client

Reporting:

The proposed solution integrates the BI reporting with the Case Management workflows with a Single Sign on (SSO) authentication. This ensures that the users of the Transaction System are within the same application or window. The reports are presented as dashboards or cross tab reports for quick access to assist in the claims processing transactions.

d. Describe how the Agency customers will interact with the system to perform their activities

The proposed solution is Zero footprint intranet based solution. The AWI users can access the system from anywhere by connecting to the AWI network. It will not require a local install of a database or applications. The Application will be installed in the server and will be accessed by an URL within the AWI networks.

The proposed solution also facilitates AWI for quick User adaptability and quick change. It will help AWI to reduce its training costs because of its following 2 features:

- Siebel iHelp
- Task UI

Key Enablers for AWI Users:

Wipro's proposed solution will facilitate AWI to

- ***Reduce the training efforts and help AWI realize more cost savings***
- ***Enable users to quickly learn and adapt to new system, thus increase user acceptability***

Wipro understands that AWI caters to large number of citizens responsible for processing the unemployment applications of approximately 2.5 million individuals and making payments to over a million claimants each year. To process these claims and to perform other related activities like handling Appeals, Special Payment, Overpayment and Adjudication etc. For these tasks AWI users have to go through complex process and needs to perform various activities. Even with the new system, AWI user will have to adapt the processes and activities, which they will learn and adapt over a period of time. Therefore AWI needs a mechanism to accelerate the process of internalizing with the new application and adapt new process flows for its users. Siebel provides following two features as a solution to this possible complexity:

1. **Siebel iHelp:** Siebel iHelp can be leveraged for catering AWI's user display servicing and processing instructions. So while processing a claim or any other tasks or activities, user need not look into the user manual or the training material. iHelp is provided out of the box by Siebel and can be used to display instructions real time to the users. Users can follow these steps to complete the tasks in the application as shown in Fig 14 below

Figure 41: Snapshot of Seibel iHelp

The key features provided by iHelp are –

- Can be configured for specific screens in required Siebel applications.
- Can be access controlled to be displayed to certain users.
- Fields and Controls can be highlighted on the respective view to draw user's attention.
- Activation and Expiration dates can be set for the iHelp items.
- Import and Export of iHelp items in XML format.

iHelp is beneficial to first time and occasional users as a guide to complete a task in the application. However it cannot be used to enforce the completion of each step as user can choose to ignore it. Thus this will help AWI to reduce its training effort.

2. **Siebel Task UI:** Siebel 8.x has provided a new module, Task Based UI to facilitate the implementation of business processes that require user intervention. Task Based UI provides a wizard like interface to help users in completing the steps of a process. With Task Based UI, User need not read any instructions, training material or user manuals. Task base UI takes the user from one screen to another screen performing a task in each screen. For example, if a user needs to manually process a claims and needs to perform n number of tasks. Siebel Task UI will take the user from one step to another, such that user only needs to enter the required information and then click on Next and then Submit in the end, thus minimizing the training effort even more.

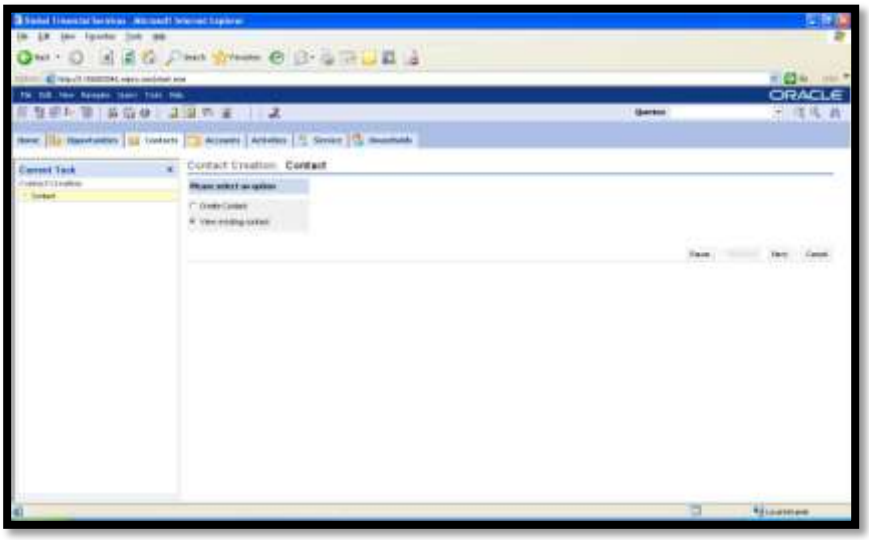


Figure 42: Snapshot of Seibel iHelp Task UI

The features of Task Based UI are –

- Standardization of business process
- User guidance using forward-backward navigation between views
- Implementation of branching and decision logic
- Business rules validation
- Integration with external data/services for processing of task.
- Task UI integrates well with Siebel Workflow.

e. Describe how the proposed solution will enable all the users to interact, collaborate and communicate with each other to achieve the goals and objectives of the UC program.

The proposed system will be a single point of contact for all the Claims processes, Appeals, Adjudication BPC etc. It will be uniform system which will provide all the information that a citizen, an employer or an AWI user will need for all its process.

Interaction - The proposed system will provide user interaction for the Claims management by capability to assign cases to multiple users, so multiple users can work on the case simultaneously, with each person performing its own set of task.

Collaborate - It provides team based access such that set of users can collaborate work on a claim as a team, instead each working in isolation. For example, when a claim is files, the claim processor will do the necessary task of determining eligibility, associating employers with the claimant, etc. As soon as issue arrives which needs an Adjudicator to access the claim, the claims get assigned to the adjudicator to work on it.

Communicate - the proposed system gives multiple options for the user to communicate between each other or with the citizens. It allows creating activities, which would be an action item for another user or updates the eService portal for the claimant. It also allows to send correspondence though multiple channel. The system's correspondence capability is explained in detail below. The proposed solution also provides capability to generate report using Siebel BI Publisher to be sending to publishing media or for internal circulation as explained in section below

Correspondence and Events

Siebel Correspondence allows users to create Correspondence records, add recipients, add attachments and generate correspondence. End users generate correspondence using the predefined correspondence templates. It also makes it easy for them to send correspondence to fulfilment centers that print and mail it to recipients.
This will be helpful in sending various notifications, reminders, status of the application/case /appeal to the claimants, employers and UC Staff. Following activities can be performed using Siebel Correspondence Module

- Create a Correspondence
- Add enclosure to Correspondence
- Creating fulfilment from correspondence
- Edit Correspondence
- Delete Correspondence
- Search Correspondence

Siebel BI Publisher

Integration between Siebel & BI Publisher helps AWI Business Users to build & generate the reports on their own without depending too much on the IT Department.

Siebel 8.0 onwards, Siebel application comes bundled with BI Publisher. Earlier Actuate Reports was suggested.
Following were Challenges being faced in Actuate Reports development –

- Complicated report development tool requires a Developer
- End users can't create their own layouts
- Clumsy report administration (recompile SRF; restart server)
- Limited Output format
- Dependency on 3rd party software – Actuate

BI Publisher eliminates above mentioned issues. Following is approach of BI Publisher Reports Development –

- Generate XML data
- Create report Layout Template in Word
- Upload Template
- Associate with View
- No need to compile Report
- No need to restart the Server.

Below Fig 43 is pictorial representation of BIP Reports Development –

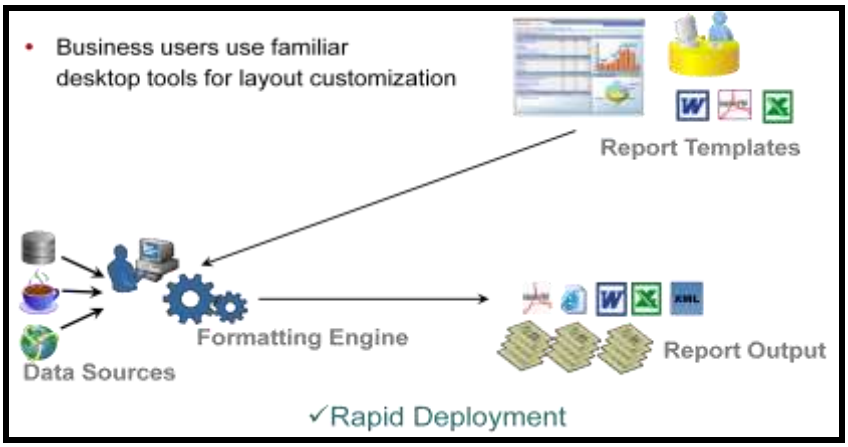


Figure 43: BIP Report Development

Following are the benefits of BIP Reports –

- Use common desktop tools to create report layouts
- End users (Business) can create their own layouts
- Easy report layout deployment and administration
- End user chooses output format (PDF, RTF, Excel and HTML)
- Use Oracle's strategic enterprise reporting tool (used in E-Business Suite, PSFT, JDE, BI EE, and others) and remove dependency on Actuate

2. System Development

a. Describe the proposed system development lifecycle methodology that supports the requirements of Section D, Exhibit 1, 8.2 through 8.14

AWI will benefit from Wipro's experience of over 600 engagements experience of COTS package methodology for this program. The methodology brings in pre-defined templates, best practices, lessons learnt in similar implementation and roll outs.

This section outlines Wipro's Enterprise Application Package Implementation Methodology (EAPM), Activities performed as part of the approach and Benefits AWI receives from the same.

EAPM Methodology

Wipro proposes adoption of EAPM methodology for execution of this project. EAPM utilizes the multi-track concept, to represent the different "skill-sets" required for the various streams like Siebel Case Management, Reporting, Data Migration, Disaster Recovery, Call Center and Integration. The four tracks used are:

- Technical Infrastructure (TI)
- Business Process / Application (BP)
- Systems Development (SD)
- Project Management (PM)

The execution methodology aligns to AWI methodology and complements with accelerators that is ready to use for this engagement as shown in Fig 44.

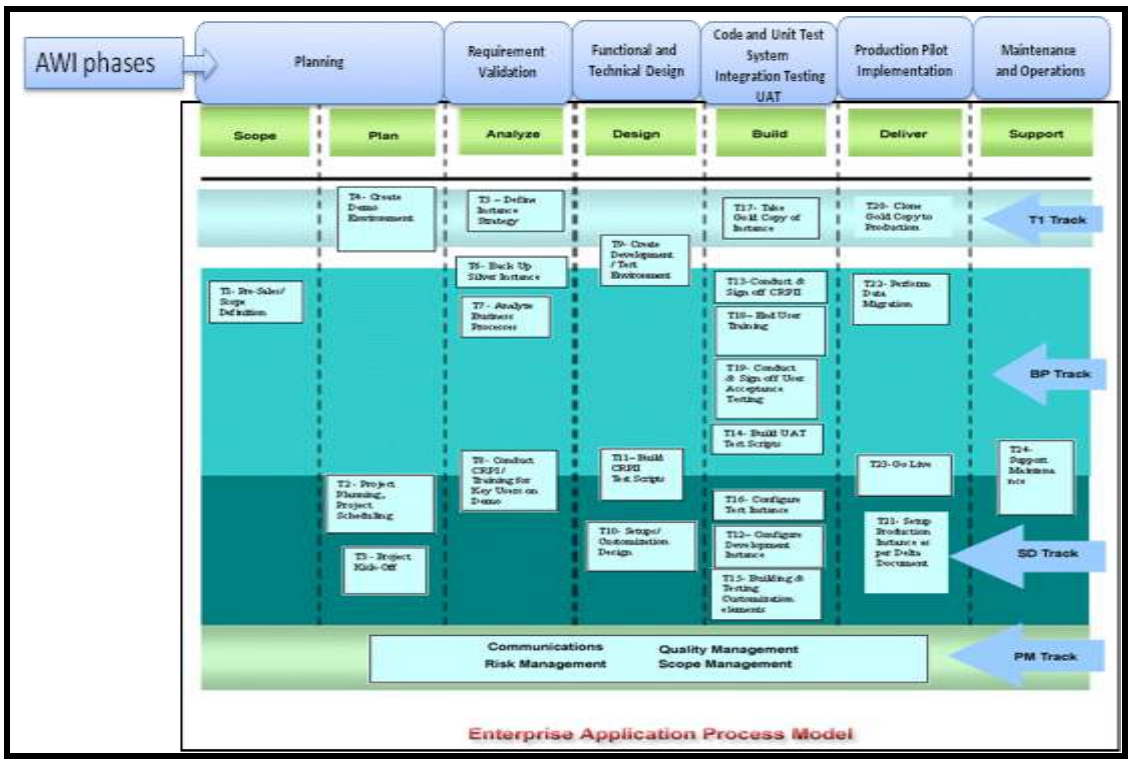


Figure 44: EAPM Methodology

The table below summarizes benefits to AWI on the features and specific accelerators of the methodology:

Benefit to AWI	Feature of EAPM
Upfront risk mitigation for roll outs	Template and guided approach to deployment
Standardization and best practices driven deliverable documentation	Provides the templates for the documents required in each phase of the implementation along with seeded data
Product Quality Assurance	Defect prevention by way of detailed toll gate review at each stage
Enabling AWI Agency or designated for Operations effectiveness	Efficient handover by way of standard guidelines, templates and checklist

The table summarizes the key activities carried out in each of the phases and best practices that Wipro will apply in this initiative based on our experience in similar large implementations and roll outs.

Phase	Activities	Best practices	Remarks
Scope / Plan	▪ Project Planning: Vision, Schedule, Resource and Infrastructure ▪ Finalize Risk and Dependency plan ▪ Finalize Project	▪ Obtain leadership alignment and business buy in with overall risks and ROI articulated well in advance. ▪ Finalize project plan quickly with all stakeholders' involvement. ▪ Define and communicate roles &	AWI has completed the detailed requirements definition, to-be processes and Use cases.

	Governance structure ▪ Quality Planning ▪ Finalize the project management and project control mechanisms ▪ Set up Change Control Board ▪ Training Strategy expectations ▪ Infrastructure Strategy expectations ▪ Test Strategy expectations ▪ Data Migration of source systems expectations ▪ Finalize common methodology/approach	responsibilities using RACI Matrix. ▪ Define Release Management Strategy upfront with all external dependencies and vendors especially for the Pilot and staggered rollouts. ▪ Secure key skills and roles needed for the project both internally and externally (Business SME, Siebel public sector BA, Domain experts in Claims management, DBA, Network Admin, etc.) upfront. ▪ Wipro conducting a boot-camp for all the resources getting on-boarded for the project so that they are in an accelerated mode of being productive on day1.	This phase will map in to the Planning phase of AWI (6.2 as mentioned in the ITN document)
Analyze	▪ Business Process Walkthrough ▪ Gather and validate business requirements ▪ Identify and validate data migration requirements ▪ Identify and validate interface requirements ▪ Finalize User Acceptance Criteria ▪ Map Business Processes and perform Gap Analysis ▪ Develop Training Needs requirements ▪ Identify change communication needs ▪ Environment set up for proof of concepts	• Using Conference Room Pilots for validating the Requirements by visualizing the scenarios and how will it be achieved. • Business user involvement to sign-off on Requirements & Solution • Define overall Architecture including data volume & capacity needed over a period of around 5 years, any planning change from the infrastructure side should be accommodated • Securing Oracle TAM & Siebel Expert Services (for validating critical & complex design issues) • For interface designs, keep all the application stakeholders in sync	AWI has completed the detailed requirements definition, to-be processes and Use cases. This phase will map in to the Requirement Validation phase of AWI (6.3 as mentioned in the ITN document) Phase Gate Reviews and audits in every milestone is cleared and approved for next phase to kick off
Design	▪ Application Architecture Design (Siebel, Reports, Interface, Data and Disaster Recovery) ▪ Technical Solution Design ▪ Data Mapping for data migration ▪ Develop Interface Mapping ▪ Conference Room Pilot ▪ Develop Test plan ▪ Wipro Center of Excellence Reviews ▪ Oracle Partner Review ▪ AWI Review	• Update Testing Team of any design changes. • Follow the Configuration and customization checklists. Check the configuration guidelines are followed to avoid performance challenges later on. It may require design changes & result in significant efforts. • Build in 'Task based UI' and 'I help' capabilities to enable users do a self help on their daily tasks.	This phase will map in to the Functional and Technical Design phase of AWI (6.4 as mentioned in the ITN document) Phase Gate Reviews and audits in every milestone is cleared and approved for next phase to kick off
Build	▪ Prepare test cases and test	• Functionality overview session from	This phase will map

	plan for Unit, System and UAT ▪ Configure and Customize Siebel Application ▪ User Interface Demos ▪ Build EAI Interface with external applications ▪ Data Migration details ▪ Build and Test Reports ▪ Review and Audit of configuration ▪ System Test ▪ Support UAT Activities ▪ Defect Tracking and Bug Fixing ▪	Development Team to Testing Team for quick understanding • Effective planning for setup of Test Environments • Tuning of Data Migration Scripts • Effective dialogue between Testing Team & Development Team. • Periodic meetings between Testing & Development Team for quick resolution of issues	in to the Code and Unit Test, SIT and UAT phase of AWI (6.6,6.7 and 6.8 as mentioned in the ITN document) Phase Gate Reviews and audits in every milestone is cleared and approved for next phase to kick off
Deliver	▪ Ensure Environment Set-up ▪ Movement of Configured Application ▪ Data Migration ▪ Knowledge Transfer ▪ End User Training Programs ▪ Implement Organization Change Management ▪ Develop Release notes ▪ Acceptance Sign-off	• Coordination between Infrastructure, Sys Admin, DBA and other IT teams while following the release management checklists • Business users and QA teams to validate the application • Plan the Pilot rollout so that most of the representative user sample can be accommodated and minimum disruption occurs to the business. • Enable the level 1 helpdesk with proper training to handle the 'How to do' calls.	This phase will map in to the Production Pilot and Implementation phase of AWI (6.10 and 6.11 as mentioned in the ITN document)
Support	▪ Defect Resolution of the configured Application ▪ Bug Fixing ▪ Assisting AWI in usage of solution	• Expectation Management of Users • Defining Communication Protocols • Defining Escalation Protocols Keeping up-to-date documentations for different phases of project	This phase will map in to the Maintenance and Operations phase of AWI (6.12 as mentioned in the ITN document)

Wipro has been a valued strategic partner in fulfilling our Global SFA Vision. They have established a robust delivery processes which is flexible and cohesive toward the successful delivery of a multi market Global SFA program.
Joe Felix, Director, Global IT SFA Delivery, **Glaxo Smith Kline**

i. Describe the proposed requirements validation approach and methodology for this project. Refer to Section D, Exhibit 1, 8.2 Requirements Validation

AWI will achieve requirement completeness and accuracy through adoption of Wipro's requirement validation approach and techniques.

Wipro will ensure that all the requirements which are captured are played back to the business / IT both in terms of understanding and also in terms of showcasing the User interface for the Business to visualize how the requirements will be implemented. Our approach to Requirement validation will have the below key elements (in Fig 45):

- **Review**: This will entail review of the already designed to-be processes, use cases and identification of gaps with the AWI functional requirements. Wipro will do a detailed fit gap of the requirements by having sessions with the business and IT.
- **Prioritize**: This will entail requirement prioritization with "MOSCOW" technique. **MOSCOW** helps to assess – Must Have, Should Have, Could Have and Won't have respectively
- **Verify**: Review of requirements finalized with internal stakeholders of Wipro and AWI IT ; Structured reviews with Wipro Siebel Center of Excellence, Oracle Partner Review and overall Quality Phase Gate Review for verification completion
- **Validate**: Walk through of requirements with visual process flows, prototype demonstration with business stakeholders.
- **Sign Off**: Document finalization of requirements and traceability for the business requirements

Figure 45: Requirement Validation

- On a detailed review of the functional and non functional requirements, nearly 99% of the requirements will be met with Out of the box and configuration and only less than 1% will require customization.

Accelerators

Tool	Purpose	Benefits to AWI
Enterprise Claims Collaboration Office Framework	Process Access Library	• Accelerated requirement validation
Raven Flow	Tool based requirement management	• Requirements and Change Management
wMigrateAssist	Tool based data mapping	• Data accuracy
"MOSCOW" Template	Requirement prioritization	• Requirement Coverage
Traceability Matrix	Requirement history	• Change Management

Best practices in Requirement Validation

- Tool based requirement management
- Conference Room Pilot Approach for early requirement validation with business and no surprises
- Adoption of Communication tool sets like video conference, tele presence, live meeting, webex, online prototype mock ups
- Build Traceability Matrix from business requirements and maintain it "live" through the phase
- Test Cases built from validated requirements to ensure traceability
- SEI-CMMi best practices approach to structured reviews with Wipro Siebel Center of
- Excellence, Oracle Partner Review and overall Quality Phase Gate Review for verification completion
- Metrics driven measurement approach to requirements in terms of requirement volatility, phase containment and Test case efficiency for requirement effectiveness in project life cycle
- SEI CMMi driven Scenario based test cases from AWI

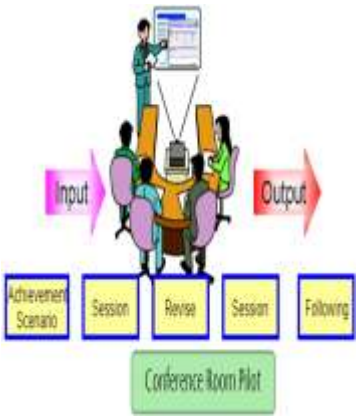


Figure 46: Best Practices

Section D - Exhibit 1 – 8.2.1 Contractor Requirements Validation Responsibilities

Wipro has reviewed the Contractor Requirements Validation Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.2.2 Agency Requirements Validation Responsibilities

Wipro has reviewed the Agency Requirements Validation Responsibilities. We are in alignment with the same.

ii. Describe the proposed reports development approach and methodology for this project. Refer to Section D, Exhibit 1, 8.3 Reports Development

BI and reporting is a strategic functionality in the Elevate Florida – 2015 program, the proposed reporting and BI solution offers an integrated architecture, that not only address the immediate operational reporting needs of AWI but enables AWI to evolve into very advance analytical user with better TCO on its IT investments.

Key tenets of Elevate Florida- 2015;

- Deliver Operational Efficiency and business savings
- Improve Operational efficiency using predictive modelling, trending and Forecasting Analytics
- Pro active forecasting and simulations based on un-structured data sources

"Wipro has been longstanding COLLABORATOR WITH Pithy Bowes. In the BI Space Wipro has WORKED with us to develop a comprehensive technical and process roadmap: moving BI in Pitney Bowes towards an integral, strategic discipline with derives all business decisions. We continue to LEVERAGE Wipro's best practices, Center of Excellence and technical knowledge to provide PB with an outstanding foundation to develop, grow and support all our BI initiatives, Jim Folchick, Director, BI and Data Warehouse Application, Pitney Bowes.

*Wipro is currently supporting PB on OBIEE for better Analytics and Reporting solutions around Sales, Marketing and Call Cenrer"

AWI Reporting Solution approach has been architected keeping in view the specific reporting needs that address AWI's diverse reporting requirements which include Transactional, Operational and Analytical Reporting that to cater to various internal and external stakeholders.

Wipro proposes a three phased approach of Strategize, Architect and Execute to develop the reporting functionality for AWI (in Fig 47).

Figure 47: Reporting Strategy

The phases have been detailed below:

1. Strategize: Defining and Documenting AWI BI vision and roadmap:

AWI has diverse reporting needs which include transactional, operational and analytical reporting to address reporting to various internal and external stakeholders. This section sets in place a blueprint for BI architecture and a Roadmap for AWI. It should serve as the foundation for the development and evolution of AWI Enterprise Data Warehouse (EDW) and all its decision support initiatives.

This phase will outline a multi year road map that helps AWI achieve its vision of Advancing Economic Prosperity in State of Florida. The figure below identifies the proposed BI and Reporting functions, AWI reporting strategy has been split into gradual stages that move from assessment, enablement to value realization as outlined below:

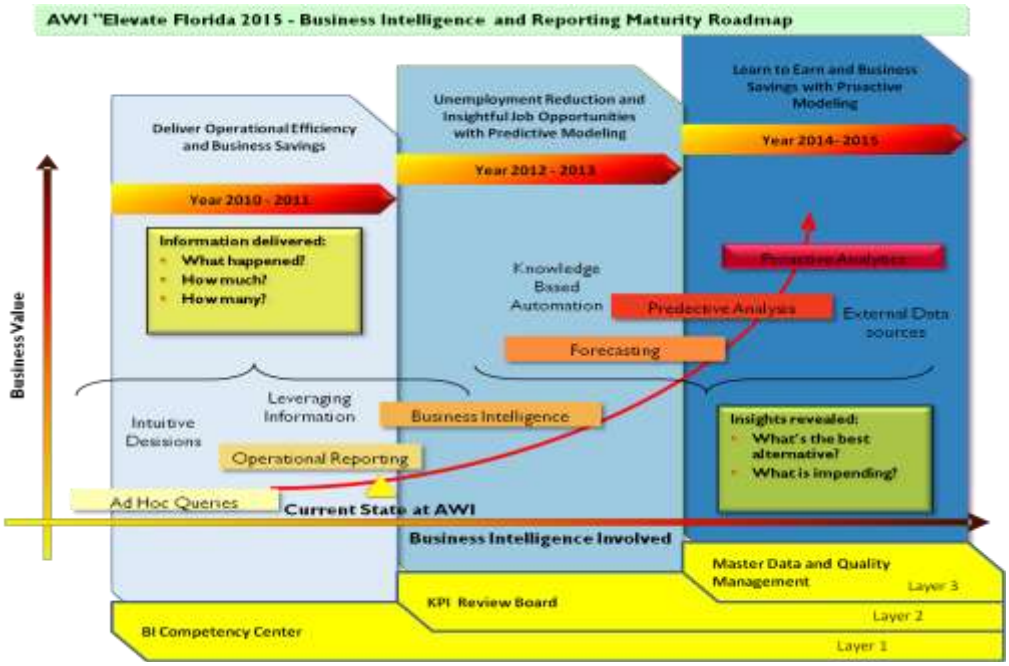


Figure 48: BI and Reporting Roadmap

The above diagram demonstrates that business value increases as the organization moves through each stage of the roadmap. It also shows the expected ROI associated with each stage of the maturity model.

Case lets
"Client is one of the Global Hi Tech Manufacturer that provides an extensive range of analog, mixed-signal and optoelectronic components and subsystems to more than 40,000 end customers worldwide, including many of the world's top original equipment manufacturers. Wipro's solution captured Requirements through Conference Room Pilots across various departments, customized using Oracle Technology stack like Oracle ERP, OBIA and Hyperion Performance Management Faster implementation of Data Warehouse, Business Intelligence and Enterprise Performance Management System for the large set of Reports and Dashboards. The Client Benefits include , Ad-Hoc, Anytime, Anywhere actionable Reports, 360 Degree view of supply chain Processes – Order, Inventory and Shipment, Move to Dashboard and Financial Performance Reporting from Portal with Excel sheets Integrated platform for Reporting from multiple source systems"

Architect:

Based on the recommendation of the Strategy phase, Wipro will implement the BI organisation and define best in class reference architecture and standards for AWI. Wipro Proposes to Setup a Business Intelligence Competency Center (BICC) that will be responsible for:

a. Provide vision, strategy and business plan for integrated BI & IM initiatives
b. Define BI standards for governance, business rules, data, quality, Shared Infrastructure, Reusable Components, Common Frameworks, Information Models
c. BI Knowledge Management
d. BI Program management across business, IT and Vendor partners
e. Guiding approaches for BI Development & Sustenance
f. BI Service Value Realization through best delivery model

The BICC (BI Competency Center) is a formalized structure to deliver BI services to the business organization. The BICC should become the premier and preferred provider of BI solutions at AWI. It would achieve this by leveraging expert resources and superior tools to provide timely, cost effective BI solutions that meet or exceed expectations for quality, resilience, agility, scalability, reliability and affordability.

BICC will enable AWI to adopt a well defined approach to BI & IM programs that helps balance strategic perspective with tactical needs of the business

The BICC comprises of various stakeholders from both – IT & AWI Departments and is of relevance to all stakeholders in different ways. The diagram below illustrates a view of various BICC functions and its relevance to different stakeholders.

The BICC (BI Competency Center) consists of business and IT teams working together to deliver BI services to the end users.

The BICC will act as a "one stop" shop for all BI services within AWI. The BICC will govern BI architecture, principles, policies and guidelines for all ongoing and future BI initiatives across AWI. Different process areas requiring BI services should route them through the BICC organization. This will ensure sharing of "best practices" enabling consistently better quality of BI services across the process areas (in Fig 49)

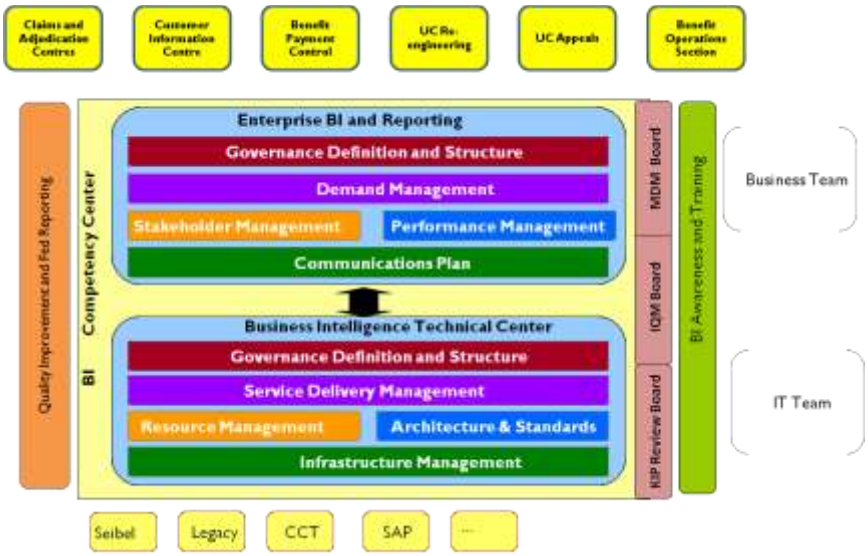


Figure 49: BICC Structure

Case lets
"Client is one of the largest Grocery Retailers in the United Kingdom. Client had embarked on a three year IT transformation program that involves replacement of transactional systems across all business areas. The BI solution is a critical component of this transformation. The existing BI solution is largely manual which cannot be supported through the systems transition phase. Wipro's solution provided early visibility into the end state BI landscape thereby minimizing the "Change Impact", Provided OBIEE/BOBJ tool comparison, making buy/build decision, Wipro assisted client teams during its internal PMO assessments on OBIA solution, Consolidated view of the financial health of various business units in a timely, effective manner to decision makers, Introduced best practices and methodology to implement this solution so that the efforts to implement the other analytics can be further cut-down

There are primarily two facets of the BICC – Business Facing and Technical Led.

The Enterprise BI and Reporting team would be primarily composed of business analysts from the business aligned to individual business teams. They will be primarily responsible for

- Governance from the report delivery and data definitions perspective. Ensure consistency in data definitions used for BI Delivery.
- Understanding and prioritizing the various BI service requests in conjunction with the BI Technical team.

- Set the right expectation to the end users in terms of the BI services delivery.
- Ensuring that the BI delivery is aligned to and meeting the end user requirements.
- Act as the first point of escalation for the end users.

The BI Technical team will be primarily composed of IT folks aligned to the major sources of data into the Data Warehouses / Data Marts etc. They will be primarily responsible for

- Governance from a source system and data within the EDW perspective. This governance will be closely aligned to the overall data governance and stewardship program.
- Delivery and Maintenance of the EDW environment that will enable the Enterprise BI and Reporting team to develop end user reports.
- Define and maintain the architectural standards that should be used to develop the ETL (Extract, Transform and Load), Data Model and Reports.
- Ensuring that the right pool of resources are available for executing the BI projects to meet the end user requirements.
- Manage the BI infrastructure as per the mutually agreed SLAs (Service Level Agreements).

The "Reporting and Data Services" and the "Demand Management" services in the BICC would be provided by the BICC business team, whereas the all the other services will primarily be owned by the BICC technical team.

BICC Services

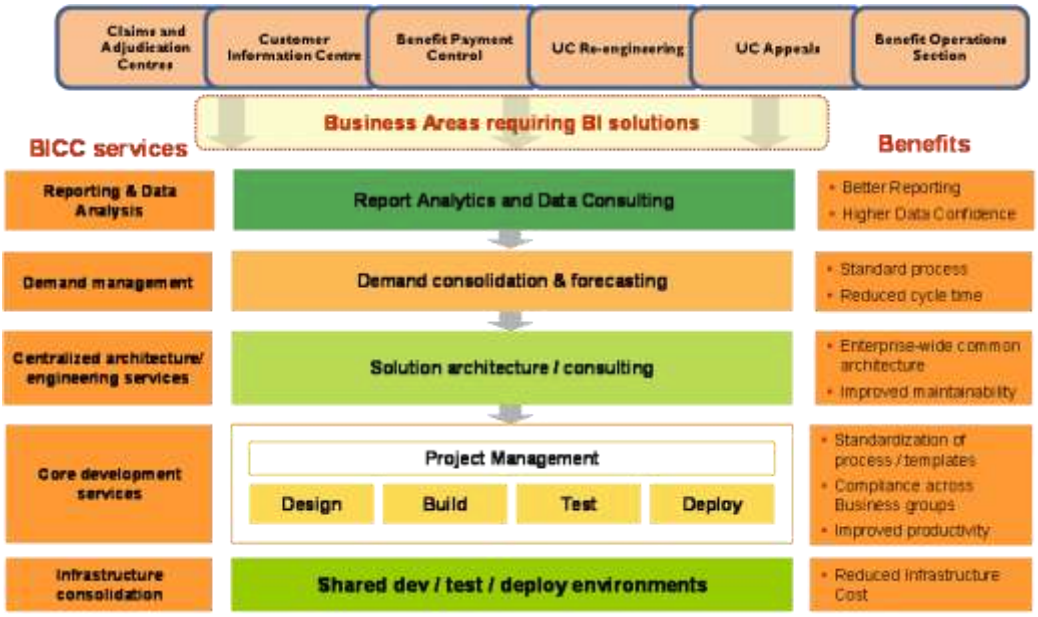


Figure 50: BICC Services

The services offered by the BICC can be broadly categorized into the following areas (in Fig 50)

- Reporting and Data Services: This would involve the BI analysts helping the business end users create new reports as well interpreting and understanding the data definitions used for analysis. This will primarily be driven by the BICC business user team.
- Demand Management: The BI service requests from the various AWI Departments will be analyzed and prioritized depending on the capacity of the BI IT delivery team. This will also involve setting the right expectation with the end users. This will primarily be driven by the BICC business user team.

- Centralized Architecture Services: The architecture and high level design for the BI solution should be a centralized service provided by the BICC IT team across the AWI. This would in turn result in better re-use and consistency of delivery.
- Core Development Services: This will involve the actual development, testing and deployment of the BI artifacts to meet the requirements of the various departments. This will primarily be the responsibility of the BICC IT team. Centralizing the BI development services will create scope for economies of scale, which in turn will result in lower operational costs for each developing each BI unit.
- Infrastructure Consolidation: There will be a set of standard environments that will be used for delivering the BI services to the end users. This will result in a drastic rationalization of the BI infrastructure landscape henceforth lowering the TCO (Total Cost of Ownership) for the BI services.

Execute:

This track would be implemented in as defined in the Program Management and Project Execution methodology. It follows all the SDLC phases that are defined as part of the overall program management strategy. A complete set of WBS Elements and Work Packages would be identified and delivered in during the requirements validation phase for AWI.

Key Tasks:

- Includes development of EDW, data mart and BI reports for the Claims and Case Management
- Reports development using the below mentioned "**Report Development Methodology**" will be used for providing reports to following business functions:
  - Claims and Adjudication Centers
  - Customer Information Center
  - Benefit Operations Section
    - Wage Determinations
    - Special Payments
    - Employer Charges
    - Special Programs
  - Benefit Payment Control
  - UC Reengineering
  - UC Appeals
  - Quality Improvement and Federal Reporting
- Architecture and Design of the BI and Reporting Architecture, Enterprise Data warehouse and data mart covering subject areas of the AWI Department
- Design of infrastructure for AWI BI and Reporting
- Installation and Configuration of Oracle BI Applications for Case Management and Call Center Telephony Analytics
- Creation / Customization of the data model to support the AWI Case and Claims Management Reporting needs
- Design and Development of ETL interfaces between information sources and the data mart.
- Design and development of reports, dashboards and Ad-hoc capabilities.
- Integration and Unit Testing
- Support for User Acceptance Testing

'Report Development Methodology'

Wipro proposes to use a 'Reports Development methodology' that closely follows a 'Report Lifecycle'. This enables report selection, prioritization and development of reports in a methodical manner. The detailed process is listed below:

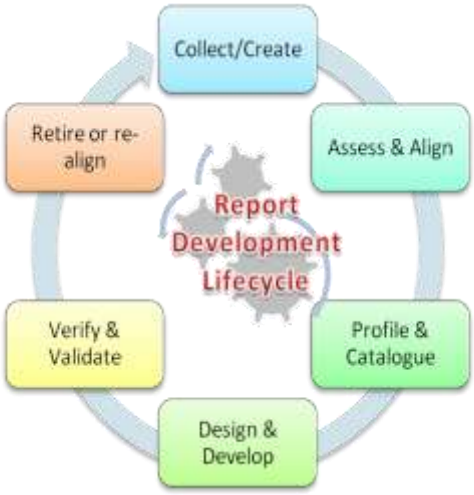


Figure 51 - Report Lifecycle

1. **Collect or Create**
   a. Collect the existing Report from across the inter-disciplinary teams in the form of questionnaires

b. Assess the Request for creation of New Report received from the end users

2. **Assess and Align**
    a. Assess the efficacy and efficiency of the Report
    b. Assess it relevance in the current context of performance management goals
    c. Generic assessment as to
        i. What are the Objectives it fulfils
        ii. Which are the inputs for the Report
        iii. Whether Single or Composite Report
        iv. Impact analysis of the Report
        v. Threshold verification and certification
        vi. Assess visualization and presentation of the Report, Graphical, Tabular etc
        vii. Hierarchy and roll-up structure assessments
        viii. Cross functional area dependencies
        ix. Frequency of Reports
3. **Profile and Catalogue Report**: Maintain a Report profile with the following information
    a. Definition: Generic Description
    b. Owner/Requestor: Department that is responsible for the initiation of the Report request
    c. Unitary Measurements: Percentage, Currency, Absolute Terms, etc
    d. Report Subject Area: Such as Claims, BAM, Fed Reporting, HR, etc
    e. Formula: Calculation and Derivation Formula(s)/expressions
    f. Process Rules and exceptions: Processing Business Rules, ETL Transformation and exceptions
    g. Data sources: Sources data mapping and staging information
    h. Weights: Any Specific weights assigned to the Report
    i. Thresholds: Thresholds for Exception Reporting such as what are the favourable and adverse levels that need reporting
    j. Impact: Impact analysis of the changes in the Report, drawing up dependencies among other Report in case of a Composite Report
    k. Presentation: Visualization of the Report such as Pie charts , Bar charts, Scatter plots charts, Graphs, Tables, Figures, Text
    l. Frequency of reporting; Daily, Weekly, monthly, etc
4. **Design and Develop:**
    a. Requirement analysis and designing the Report
    b. Prototyping and validation
    c. Data Source Mapping
    d. ETL Transformation
    e. Unit Testing
5. **Verification and validation**
    a. Validation of the Report: input and output validations
    b. Certification by the specific Business Functions
6. **Retire or Re-align**
    a. Retire Reports that are no longer being used based on the fulfilment of the set goals
    b. Re-align or re-tweak Report if there is any misrepresentation or misalignment with respect the intended organization goals

Accelerators – Wipro will bring to AWI the below accelerators

Reporting Process Model Framework	• Report Development best practices	• Report development time reduction
Corporate Performance Management Framework	• KPI Analytics Library	• Benefit Realization

Section D - Exhibit 1 – 8.3.1 Contractor Reports Development Responsibilities

Wipro has reviewed the Contractor Reports Development Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.3.2 Agency Reports Development Responsibilities

Wipro has reviewed the Agency Reports Development Responsibilities. We are in alignment with the same.

Case let
"OBIEE implementation for a leader in Retail, with operations in 15 countries, that Employs 1.9 million associates worldwide in more than 4,000 stores in the US and more than 2,900 throughout the rest of the world. Wipro's proven Data integration/Data migration methodology used to handle data synchronization from multiple source system and legacy systems, Best practices for VLDB DW design adhered for handling large volume of data, Enterprise BI model of OBIEE is leveraged to have unified view of information for reporting "

iii. Describe the proposed forms and correspondence development approach and methodology for this project. Refer to Section D, Exhibit 1, 8.4 Forms and Correspondence Development

AWI will achieve re-usable document formats, ease of work flow with Wipro's Forms and Correspondence development approach and methodology.

Development approach and Methodology (in Fig 52)

Wipro's approach to forms and correspondence is a joint development approach with a focus on document format re-usability, security control and ease of work flow.

The approach follows a **10 step work flow** to bring a consistent forms and correspondence across the system

The picture demonstrates the approach for forms and correspondence development.

Figure 52: Forms and Correspondence Approach

Siebel has **out of the box templates** that enables configuration based on the content, frequency, citizen segment or any other criteria which AWI wants. This will help AWI to interact with the Employers, Citizens or any other 3rd party organization both electronically via email or physically taking printout and sending them to media outlets or external agencies.

AWI and Wipro will have **joint forms and correspondence development sessions** to develop these templates and exception handling. These templates will be validated and approved by AWI during the project life cycle as part of the forms and correspondence development approach.

Best practices in Forms and Correspondence development

- Look Ahead and Phase Gate Reviews as a mandatory for phase initiation and phase exit to manage dependencies
- Master Template for document formats for consistency and flexibility to scale
- Joint development sessions for template validation through mock ups
- Focus on Out of the box Configuration for scalability

Siebel Configuration for Forms and Correspondence

Siebel Correspondence allows users to configure Correspondence records, add recipients, add attachments and generate correspondence which can be generated using the predefined correspondence templates. It also makes it easy for them to send

correspondence to fulfilment centers that print and mail it to recipients. This will be helpful in sending various notifications, reminders, status of the application/case /appeal to the claimants, employers and UC Staff.

Following activities can be performed using Siebel Correspondence Module -

Create a Correspondence

The Siebel application supports the creation of a new Correspondence. Creation of a new correspondence may be performed by users from Siebel UI.

Add enclosure to Correspondence

On creating a correspondence record, the user may add new enclosures in the "Correspondence Enclosure Applet" provided in the correspondence view.

Creating fulfilment from correspondence

Siebel supports the fulfilment creation only after creating a correspondence record. A new fulfilment may be created by Submitting the Correspondence to the Fulfilment center. On submitting the correspondence to the fulfilment centers, a fulfilment record will be created. In the Fulfilment Center the print outs of the documents generated by the Correspondence is obtained and dispatched to the Citizens.

Edit Correspondence

The Siebel application supports the editing of correspondence records before Submitting the Correspondence .Once the Correspondence is submitted the record becomes Read only and cannot be edited or new recipients or Enclosures cannot be added. But still the user can select a Modified Template to the correspondence record and generate a document.

Delete Correspondence

The Siebel application supports the deletion of correspondence records by users.

Search Correspondence

The Siebel application supports querying for a particular correspondence based on any of the fields listed in the correspondence record. The search is performed by entering the query criteria.

AWI will achieve functional requirements – Publishing Media, DUA, TRA, claim status, notifications through "**Correspondence**" module in Siebel.

Section D - Exhibit 1 – 8.4.1 Contractor Forms and Correspondence Development Responsibilities

Wipro has reviewed the Contractor Forms and Correspondence Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.4.2 Agency Reports Development Responsibilities

Wipro has reviewed the Agency Reports Development Responsibilities. We are in alignment with the same.

vi. Describe the proposed functional design approach and methodology for this project. Refer to Section D, Exhibit 1, 8.5, Functional Design

AWI benefits from flexible and scalable robust architecture through Wipro's functional design approach and methodology.

Functional Design Approach and Methodology (in Fig 53)

Wipro's approach to functional design and methodology is with a focus of architecture best practices, layered architecture to enable flexibility, scalability and security.

Wipro has carried out a detailed product evaluation of alternate products as part of this proposal process and recommends Oracle stack. This will serve as an enabler input to package finalization during this project.

Figure 53: Functional Design

Wipro has reviewed the non functional requirements provided by AWI in detail and this will form a key decision factor in the architecture design finalization.

Entry tasks which are key dependencies for the phase kick off will be signed off / validated requirements, traceability matrix and user scenario test cases.

The approach follows a **step by step work flow** for functional design and development as depicted below:
Accelerators:

Tool	Purpose	Benefits to AWI
Pre-Configured Functional Design, Fit Gap Templates	SEI-CMMi driven best practices	Coverage and robustness
Lean and Six Sigma Tenets – Design Alternatives, Pugh Matrix	Effectiveness	
Reference Architecture Framework	Enables Product Evaluation to requirements	Decision making on Out of Box functionality

Best practices for Functional Design and Methodology

- Look Ahead and Phase Gate Reviews as a mandatory for phase initiation and phase exit to manage dependencies
- Design Alternatives evaluation with Six Sigma tools – Pugh Matrix
- Design Risk Assessment with Lean tenet - Failure Mode Effect Analysis
- Proof of Concepts for complete scenarios
- Architecture Robustness Certification from Wipro Center of Excellence, Oracle, AWI Architecture team

Section D - Exhibit 1 – 8.5.1 Contractor Functional System Design Responsibilities

Wipro has reviewed the Contractor Functional System Design Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.5.2 Agency Functional System Design Responsibilities

Wipro has reviewed the Agency Functional System Design Responsibilities. We are in alignment with the same.

v. Describe the proposed technical design approach and methodology for this project. Refer to Section D, Exhibit 1, 8.6, Technical Design.

AWI benefits from assurance of automation and work flow efficiency through Wipro's technical design approach and methodology.

Technical Design Approach and Methodology

The following picture outlines the approach to Technical design and methodology that Wipro will follow to ensure all the functional requirements are taken into consideration while developing the Technical Design document.

Under technical design, Wipro will be capturing business rules and algorithms to align with AWI thought of enabling automation considering the quality and time also in mind.

Figure 54: Technical Design Approach

Accelerators

Tool	Purpose	Benefits to AWI
Dependency Analyzer	Configuration and Release Management	Code Quality
wRapidQuality	Data Quality Assessment	Effective Mapping Algorithms

Best practices for Technical Design and Methodology

- Look Ahead and Phase Gate Reviews as a mandatory for phase initiation and phase exit to manage dependencies
- Traceability Matrix would be used to ensure mapping of all functional requirements to technical requirements
- Screen mock ups and presentation to demonstrate the flow

Section D - Exhibit 1 – 8.6.1 Contractor Technical Design Responsibilities

Wipro has reviewed the Contractor Technical Design Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.6.2 Agency Technical Design Responsibilities

Wipro has reviewed the Agency Technical Design Responsibilities. We are in alignment with the same.

vi. Describe the business process re-engineering approach and methodology for this project. Refer to Section D, Exhibit 1, 8.7, Business Process Updates

AWI will achieve Business Process Agility through Wipro's business process re-engineering approach and methodology.

Wipro will conduct BPR in three stages; Assess, Re-engineer and Validate. The BPR approach showing various stages is depicted in the fig 55.

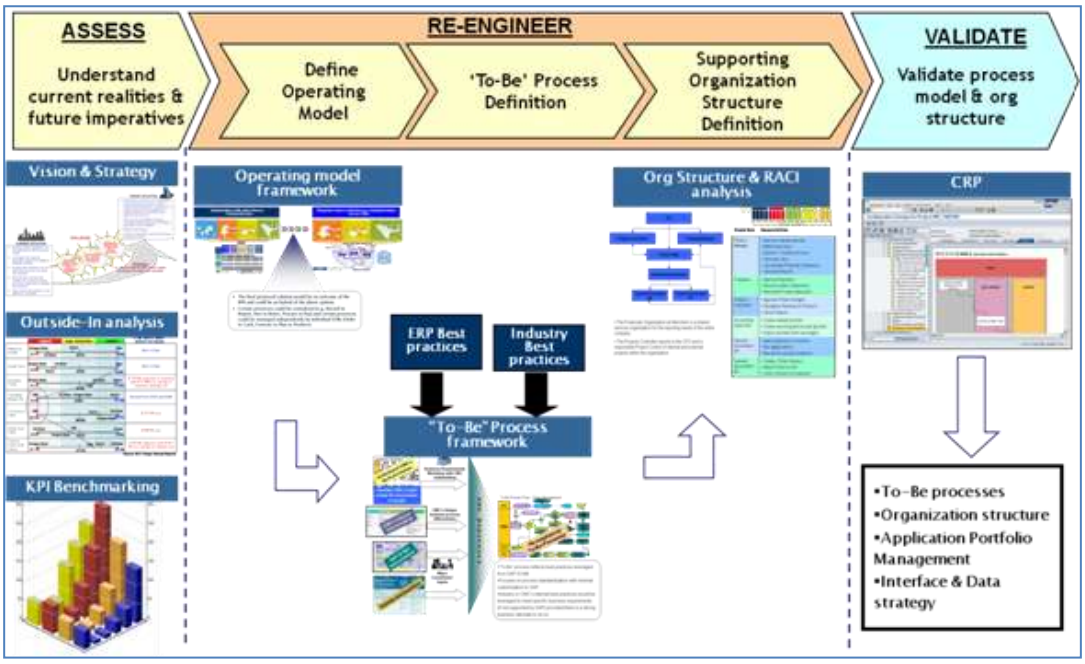


Figure 55: BPR Methodology

We will understand AWI's "As-Is" processes, pain areas for the processes in scope and will define the operating model. AWI's internal and industry best practices will be leveraged to meet the specific AWI business requirements. The approach focuses on process standardization with minimal customization. The re-engineered "To-Be" process reflects best practices leveraged from Siebel Public Sector. The approach for "To-Be" process definition is depicted in the figure below:

Wipro has carried out over 600 large implementation and roll-outs. This brings demonstrated BPR experience, accelerators and templates to AWI. Forrester has rated Wipro's ERP implementation capabilities as a leader.

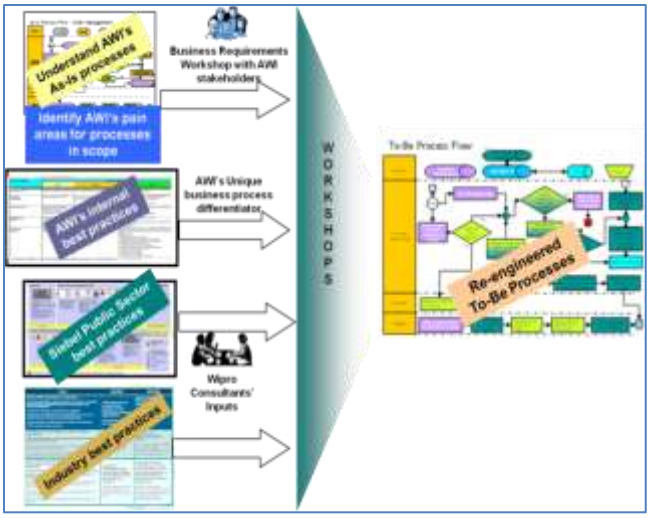


Figure 56: Re-engineered "To-Be" process approach utilizing AWI and industry best practices

A leading brewery company in USA - CRM Assessment and Migration Roadmap

Project Mandate

- Articulate the technology capabilities required to achieve the strategic vision of "Seamless selling"
- Validate the current Systems inventory and identify "In Use" systems
- Assessment of As Is CRM systems and tools
- High level fit gap with Siebel eConsumer goods
- 5 year strategic roadmap

Wipro's Approach

- Wipro's proven methodology for package evaluation engagements – Discover, Define & Recommend phases with deliverables & toll gate reviews at each phase
- Extensive interviews and workshops with system owners users
- Senior IT director workshops for validation of system inventory, fit gap and migration roadmap
- Preliminary evaluation of functionality and Siebel capabilities in conjunction with Siebel Systems Inc.
- Articulated CRM business vision and its implication on the existing Application architecture
- Assessed legacy 160+ CRM Systems and tools

Benefits

- Validated and rationalized list As Is system inventory
- Clearly articulated linkage between technology capabilities required and strategic objective of "Seamless Selling"
- Preliminary fit gap analysis and stakeholder buy-in for migration
- Budgetary cost estimates to get funding request approved from Systems Investments Request committee
- 5 year strategic roadmap with identified high level milestones

Section D - Exhibit 1 – 8.7.1 Contractor Business Process Reengineering Responsibilities

Wipro has reviewed the Contractor Requirements Validation Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.7.2 Agency Business Process Reengineering Responsibilities

Wipro has reviewed the Agency Business Process Reengineering Responsibilities. We are in alignment with the same.

vii. Describe the proposed interface design and implementation approach and methodology for this project. Refer to Section D, Exhibit 1, 8.8, Interface Definition.

AWI will achieve citizen service level efficiencies through Wipro's interface design and implementation approach methodology

On detailed analysis of the interface requirements, it is evident that to meet AWI functionalities it will be necessary to interface the proposed system with various other external applications such as ICON, IRORA, and DOR.

The following diagram Fig 57 summarizes the various interfacing options that Siebel offers which will be considered while designing the interfaces for the new system:

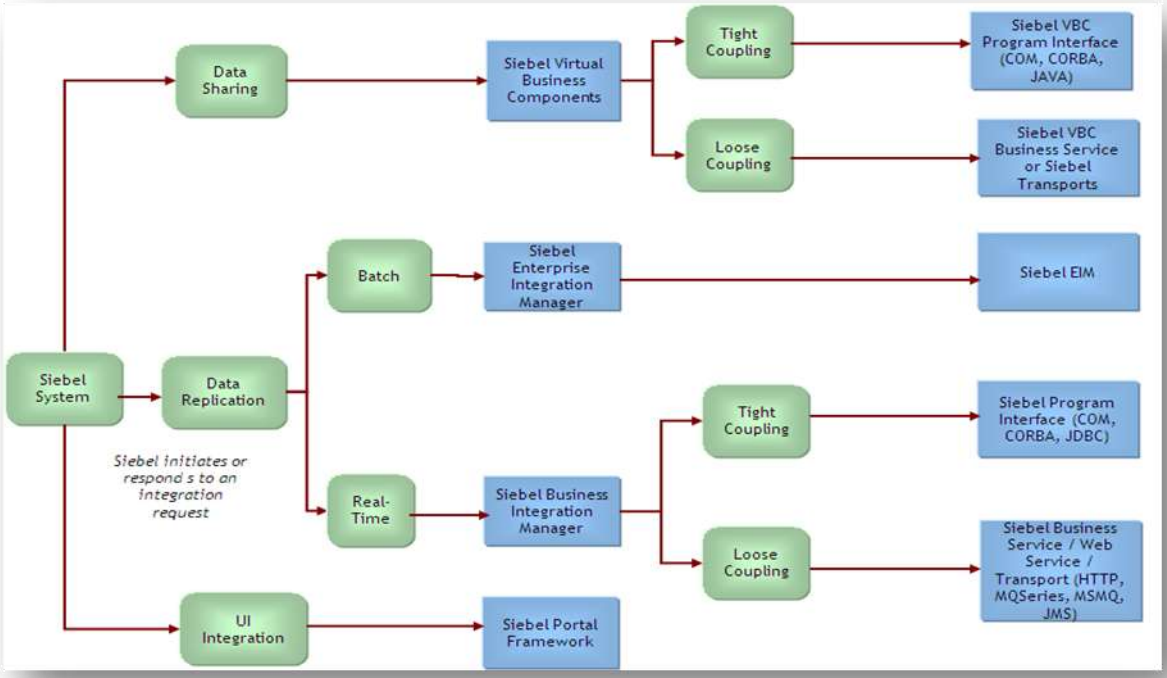


Figure 57: Interfacing Options

The following table outlines the integration methodology that Wipro applies to different source systems and the same will be leveraged for this engagement:

Legacy System Type	Siebel Integration Methodology
Mainframe system	Siebel MQ Connector
Web Based – Web Services Compliant Systems	Web Services
Web Based – XML Messaging Compliant Systems	HTTP Transport
Client Server System – Microsoft Systems	COM Interface
Stand Alone Application – Not capable of Interfacing	Microsoft Systems DLL: EAI DLL Transport
Queuing Systems – System will interface using queues	JMS Transport, MSMQ, MQ Series
Data Sharing – Data will be viewed in Siebel but stored in external systems	Virtual Business Components (VBCs)
Batch Data Load	Enterprise Integration Manager (EIM)

Electronic Signature	Direct Interface with Siebel

Wipro has evaluated design alternatives of Enterprise Service Bus for the Interface design. The proposed system brings point to point integrations and also flexible web services to enable exchange of data.

There are types of Interface Implementation Approach:

- Real Time Interfaces
- Batch Interfaces

Real Time Interfaces Implementation Approach

The real time interfaces between the proposed Siebel solution and other AWI systems will be implemented using the point to point interfacing mechanism using web services. Any point to point interfacing mechanism entails transformation of source or target message format at the sender or receiver system.

Wipro proposes to perform all such message transformations in the proposed Siebel 8.2 solution to convert the incoming message into Siebel native format or to convert the outgoing message to target system message format
Siebel provides the following mechanism to implement these transformations:

- **Siebel Data Mapper:** The Siebel Data Mapper provides a declarative interface to specify maps for both inbound and outbound data transformation. The following diagram illustrates the Siebel Data Mapper architecture:

The Siebel Data Mapper maps one integration object, source, to another integration object, target. Integration objects contain one or more integration components, which in turn contain one or more integration fields. A data map defines the relationship between source and target object format. The map controls the transformation process.

- **Siebel eScript Data Mapping**: The Siebel eScript Data Mapping uses scripts programmed in eScript as data maps. The map developer creates a custom eScript function to do the transformation. The Data Transformation Functions provide a convenient way to read the input data and generate results.

- **Data Mapping Using External Application:** Data mapping using third party software such as Altova MapForce be done to generate an XSLT which can be consumed by Siebel to transform the source or target message format.

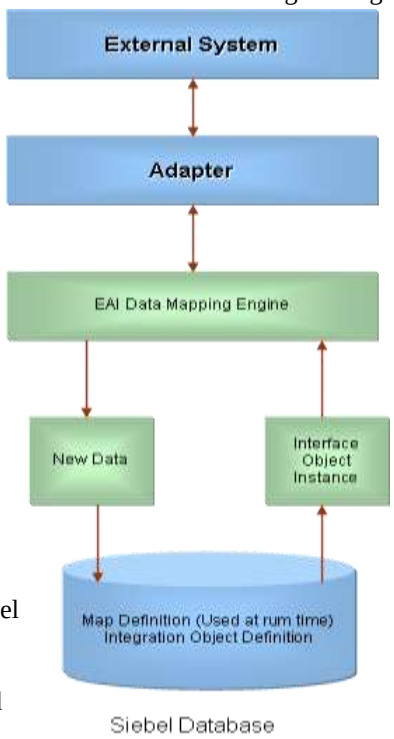


Figure 58: Siebel Database

Each of the above stated options has it's own set of advantages and limitations, As the Siebel

Data Mapper is based on a declarative interface, it does not have the flexibility that script-based data mapping has. Siebel eScript Data mapping or external maps can be used for complex mapping situations requiring aggregation, joins, or programmatic flow control.
Siebel Data Mapper are easy to maintain where as other methods involves overhead of maintenance.
Depending upon the chosen interfacing mechanism, any one of these options can be used to perform the transformations.

Batch Interfaces Implementation Approach
Wipro understands that for the batch interfaces, AWI will provide data in flat files which can be loaded into Siebel. For executing this integration, Wipro proposes to use custom PL/SQL scripts to read the data from the flat files, transform data as per the defined business rule and load the transformed data into Siebel EIM (staging) tables.

Figure 59: Batch Interfaces Implementation Approach

Siebel Enterprise Integration Manager (EIM) is a Siebel server component that transfers data between the Siebel database and other corporate data sources. This exchange of information is accomplished through intermediary tables called EIM tables. The EIM tables act as a staging area between the Siebel database and other data sources. The following diagram depicts Wipro's proposed approach for implementing the batch interfaces:

Accelerators

Tool	Purpose	Benefits to AWI
SOA enabled e-Enabler Framework	Integration Framework built in with best practices	Integration development time reduction
Integration Consortium Standards	Standards and Integration Governance framework	Industry best practices

Best practices for interface design and implementation

1) Design Patterns for Interfaces (Publish-Subscribe Models)
2) Global Integration Architecture for scalability
3) Web services based external system integration to provide the seamless user experience, data consistency and end to end data/process flow
4) Standard Connectors from Siebel out of the box will be leveraged to integrate the source systems
5) Leverage any existing source system interface for re-use as applicable
6) Re-usable Interface Frameworks for Source and Target system data integration
7) Build Interface formats with industry best practices for G2G, G2C for external system integration
8) Handle Real time, Batch interfaces with different mechanisms to ensure integration requirements are addressed
9) Industry standard Integration protocols adoption for open standards and exchange of data
10) SOA based policies and integration governance

Section D - Exhibit 1 – 8.8.1 Contractor Interface Definition Responsibilities

Wipro has reviewed the Contractor Interface Definition Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.8.2 Agency Interface Definition Responsibilities

Wipro has reviewed the Agency Interface Definition Responsibilities. We are in alignment with the same.

viii. Describe the proposed code and unit test approach and methodology for this project. Refer to Section D, Exhibit 1, 8.9, Code and Unit Test

AWI will achieve a code quality driven by SEI-CMMi standards through code and unit test approach and methodology.

Code and Unit test phase will cover the out of the box development, customization of the COTS package and developing the Unit test cases, executing the test case and implementing the defect fixes. This will follow the best practices for configuration and

customization of Siebel, as one of the guiding principles Wipro will make sure that most of the Out of Box functionalities are utilized by AWI.

This phase will cover the implementation of the design elements documented in the Technical Design document including Configuration, Customization of Siebel Public Sector module, Implementation of interfaces, XMLs, XSLTs, Web Services, Workflows, Data migration scripts, ETL mappings etc. The Configuration will be based on signed-of Technical Design document. The following picture depicts the Coding and Unit testing approach and methodology Wipro will adopt for this project:

Figure 60: Configuration Process for Siebel

The fig 60 illustrates the **configuration process** for Siebel system which will use Siebel's built in configuration access tool which enables multiple developers to work on the project parallel and ensure work items are with right version control.

Accelerators

Tool	Purpose	Benefits to AWI
Configuration Review Tool	Auto Report for Standards validation	Code Quality
Siebel CRM Usage Analyzer	Usage Statistics	Ease of Change
WiSTA – Siebel Test Accelerators	Ready to use test cases for Outof the box Testing	Reduces test cycle time

SEI-CMMi Best practices during Code and Unit Test

- Look Ahead and Phase Gate Reviews as a mandatory for phase initiation and phase exit to manage dependencies
- Configuration Audit and Tool based Object version control and configuration management
- Documentation of Reviews and Test Case Reports
- Quantified management through metrics such as schedule, effort, test case efficiency, re-use productivity
- Out of Box utilization for objects

Section D - Exhibit 1 – 8.9.1 Contractor Code and Unit Testing Responsibilities

Wipro has reviewed the Contractor Code and Unit Testing Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.9.2 Agency Code and Unit Testing Responsibilities

Wipro has reviewed the Agency Code and Unit Testing Responsibilities. We are in alignment with the same.

ix. Describe the proposed location for software development activities (Agency offices or Contractor provided facility). Refer to Section D, Exhibit 1, 8.9, Code and Unit Test.

AWI will benefit from local job creation and positive impact to economy with the proposed Wipro Delivery location in Tallahassee, Florida. The program activities will be delivered using a combination of AWI facilities and Wipro location in Florida. Wipro believes the activities like development, training content development, data migration are such activities that can be carried out of Wipro facility where as activities that require touch time with business & IT such as requirement validation, functional system design, deployment and trainings will be carried Onsite out of AWI facilities.

Wipro is partnering with **Five Partners, a local** Tallahassee based minority business to bring in local work force to this program of AWI.

Strategic Objectives of the proposed Wipro Delivery location in FL:

- Delivering the AWI engagement from Florida with a Floridians in workforce recruited locally.
- Delivering on solution bound by local regulations
- Help leverage the state of the art capabilities and talent pool of institutions like University of Florida and Institutions in neighbouring Georgia for working on technologies of tomorrow.

Wipro will also leverage its significant investments in Atlanta where it has set up the Atlanta Development Center (ADC), a hub for development activities for the entire Southeast of United States. A snapshot of our Atlanta Development Center is as shown below:

Figure 61: Wipro's Atlanta Development Center

Typical features of our local offices in US include:

- Adoption of ISO 27001 standard as the guiding principle for infrastructure from Day 1 and is SEI CMMI certified
- Seamless connection to all Wipro offices across US that serves as mutual DR site
- State of the Art voice & Data Connectivity and Equipped with Video Conference facilities for remote training and Meeting requirements
- Easy access to all modes of transportation with Dedicated physical security

Wipro Inc received 2010 Global Impact Award from Metro Atlanta Chamber of Commerce for our Atlanta Development Center and is confident of replicating a similar setup for AWI in Florida.

x. Describe the proposed system integration testing approach and methodology for this project. Refer to Section D, Exhibit 1, 8.10, System Integration Test.

- An **independent verification & validation (IV&V) approac**h and ready-to-use Wipro **Siebel test accelerator(WiSTA™)** to ensure defect free UCCBIS implementation
- Test automation during UCCBIS implementation to accelerate regression of pilot production rollouts
- Agility to adapt to changing requirements/ patch releases of subsequent UCCBIS production roll outs through **tool based test management**
- **QA dashboards** for traceability to requirements and greater transparency among AWI stakeholders
- **Collaborative work environment** with AWI, Wipro development team, Wipro testing team and 3rd party vendors with clear roles and entry/exit criteria

Wipro has reviewed AWI's system integration testing requirements.

The proposed AWI "Unemployment Compensation Claims and Benefits Information System" (UCCBIS) is an integrated solution based on Siebel public sector and other modules and OBIEE analytics. The new system interacts through point-to-point integration with the legacy applications like USDOL, DOH, DFS, ACS, IRS, DHsMV, SSA etc. This will require a thorough system integration testing to ensure seamless integration between the Siebel, OBIEE modules and other legacy systems.

Testing Objectives on UCCBIS:
Independent testing is a key aspect of Wipro's approach for implementing the UCCBIS. Independent testing will establish and assure compliance to quality objectives as under:

- Assurance of Functional readiness of UCCBIS ("Unemployment Compensation Claims and Benefits Information System")
- Ensure usability of UCCBIS front end applications for ease of use and accessibility by a Floridian
- Assure security requirements of UCCBIS to prevent fraudulent uses and hacks
- Ensure Performance stability to handle more than 3 million Floridians
- Ensure high availability of UCCBIS to Floridians
- Ensure testing schedules and budgets are met.

Overall Testing Approach:

The testing team will ensure the correctness and completeness of the UCCBIS design during the Requirement validation and Build phase before moving to the Test phase as shown below.

Requirement Validation & Build Phase	Test Phase

• Ensure requirement completeness, ensure proper documentation and traceability matrix exists
• Ensure all test requirements are captured
  • Functional test requirements are complete
  • Non-functional test requirements in terms of
	• Functional Readiness
	  • Verify UCCBIS's functional requirements, reports and interfaces
	  • Ensure usability of UCCBIS and necessary compliance are met

performance specifications, security, backup, disaster recovery requirements are available
• Validate de-commissioning strategy
• Capacity validation for deployment or roll outs in the different AWI locations
• Prepare and sign off Acceptance criteria with AWI QA team
• Prepare overall end-to-end test strategy and get a sign off from AWI QA team
	• Non-Functional
	  • Ensure performance stability of UCCBIS
	  • Check for security & hacking
	  • Ensure backup & disaster recovery aspects of UCCBIS are met
	• End-to-End system validation
	  • Validate the integrated system from end-to-end business process view
	  • Ensure appropriate localization of UCCBIS in Spanish and Creole
	• Data Migration validation
	  • Check the data migrated from legacy databases to enterprise data warehouse
	• Perform defect tracking, reporting and traceability

UCCBIS will be deployed in the following 6 AWI locations during the pilot production rollout:

a. Tallahassee
b. Ft. Lauderdale
c. Orlando (2 locations)
d. Jacksonville
e. Pensacola

The system integration test approach will align to overall project implementation and production roll out timelines. A thorough system integration testing to validate functional and non-functional requirements of UCCBIS will be performed during the UCCBIS implementation. Testing the localization and customizations of UCCBIS during pilot production roll outs will be performed using Wipro's regression test strategy as explained in below sections.

UCCBIS System Implementation:

Wipro will use in-house **Siebel test framework - WiSTA™** as a base test framework to accelerate system integration testing for UCCBIS system. WiSTA™ comes with ready-to-use test scripts for Siebel modules like Call Center, PRM, Telco, Marketing, Analytics, eTraining etc. The customizations for these Siebel modules will be analyzed and corresponding updates to the WiSTA™ framework will be done. Further functional and non-functional test cases will be developed and executed. A customized IV&V (independent verification & validation) methodology aligned to EAPM methodology will be followed. Automation of SIT test cases will be done in a parallel track which will help accelerate testing during pilot production roll outs.

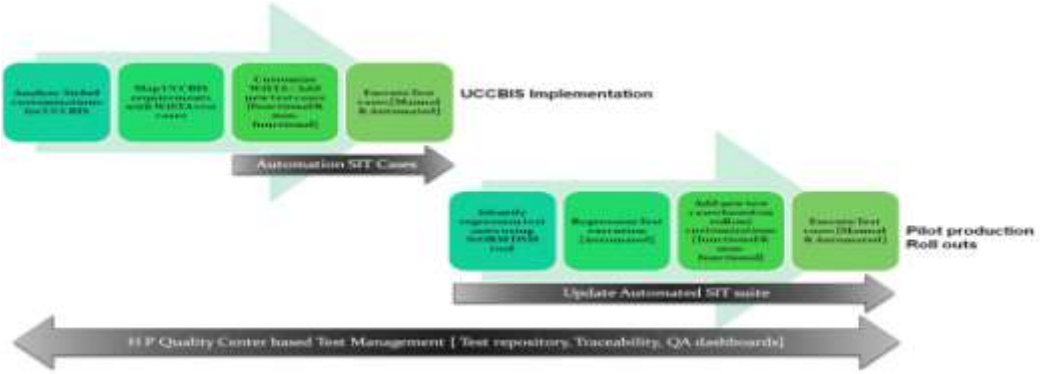


Figure 62: System Integration Test Approach for UCCBIS

Pilot production roll outs:
During pilot production roll outs, localizations and customizations of UCCBIS like language, tax codes etc based on the roll out location will be analyzed. Wipro's in-house **StORM™ tool – Dependency Structure Matrix (DSM)** will be used to analyze and prepare the regression test suite. Functional and non-functional test cases specific to the roll out customization will be prepared and executed followed by the automated regression testing. This will ensure maximum test coverage and speed to market with optimal test efficiency during the production roll outs.

Testing Methodology:
A customized independent verification and validation (IV&V) aligned to EAPM methodology as shown in below figure will be used for UCCBIS implementation.

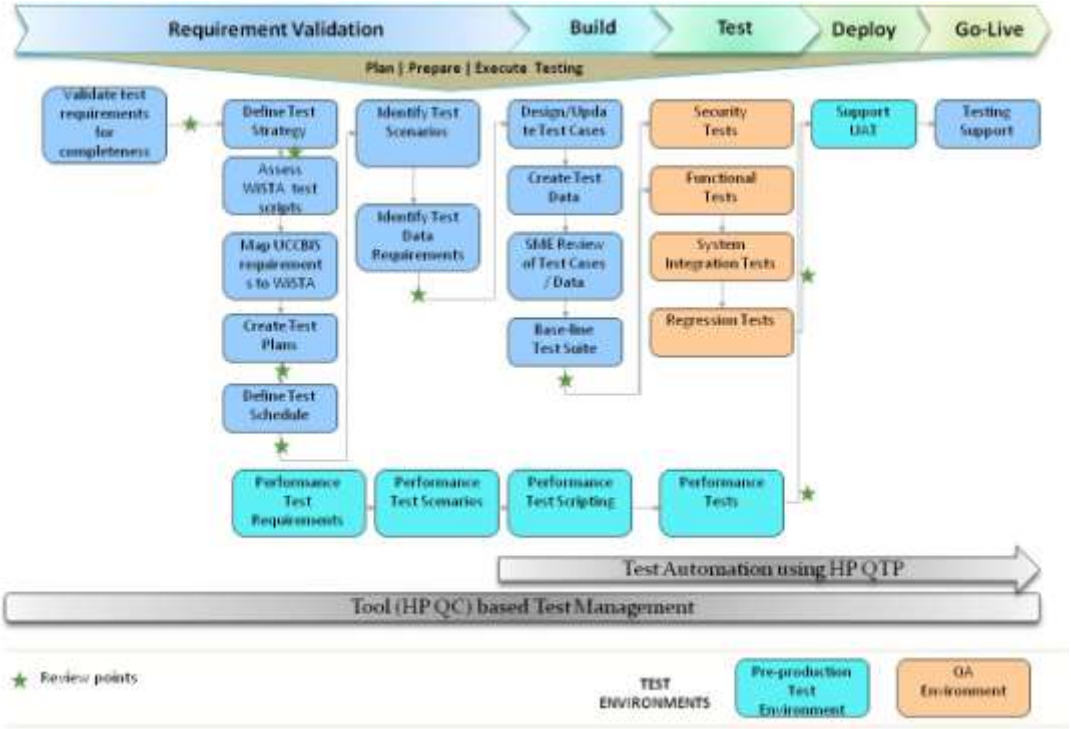


Figure 63: Testing Methodology

The different Test process phases mapped to the EAPM methodology based implementation phases are listed as below.

Wipro EAPM Phases	Wipro Testing Phases	Key Test Activities	Key Test Deliverables
Design Validation	Test Requirements Test Strategy & Plan	• Ensure correctness & completeness of UCCBIS functional and non-functional test requirements with AWI business • Evaluate tools & techniques • Prepare test strategy • Prepare test plan • Prepare high level test scenarios • Prepare Risk management plan • Prepare resource plan • Define processes, templates and checklists.	• Acceptance criteria sign off • Test strategy • Test plan • High level test scenarios • Risk/mitigation plans • Resource plan • Processes, templates and checklists • Traceability matrix

		• Define traceability matrix	
Build	Test Preparation	• Design detailed test cases to conduct ▪ Functional/Security/SIT/Regression/ performance tests • Prepare test data matrix to conduct all the above tests • Develop performance test scripts	▪ Detailed test cases ▪ Functional/Security/SIT/Regression/ performance tests ▪ Test data matrix ▪ Performance test scripts
Test	Test Execution	• Execute test cases to conduct ▪ Functional/Security/SIT/Regression/ performance tests ▪ Prepare defect reports ▪ Prepare test metrics • Update traceability matrix	• Test results ▪ Functional/Security/SIT/Regression/ performance tests • Defect reports • Test metrics • Updated traceability matrix
Deliver	UAT Support	• Prepare UAT Test Cases • Support UAT • Prepare test summary report	• UAT Test cases • Defect reports • Test summary report
Support	Testing support	• Provide testing support	• Test results • Defect reports

Testing Tools, Accelerators & Frameworks:

S.No.	Tool / Accelerator / Framework	Purpose
1	**Wipro's Siebel test accelerator framework**	Wipro's Siebel test accelerator based on WiSTA™ framework provides ready-to-use Siebel test components for Siebel modules to help - Accelerate testing time for UCCBIS - Maximize test coverage - Minimize post production defects for AWI.
2	**Quality Center**	Test management, Requirements traceability, defect reporting and high level dashboards to provide transparency to AWI stakeholders
3	**Quick Test Professional**	SIT Test automation for accelerated regression during re-testing and production roll outs of UCCBIS
4	**StORM™(Statistics, Operations Research, Matrix) tools**	Test lifecycle accelerator tools used to accelerate each of the testing phases. **DSM(Dependency Structure Matrix)** tool specifically used to identify regression test suite during production roll outs

Governance:
Wipro will ensure that while testing is independent, it is well integrated into the overall implementation plan. To this end, Wipro proposes the following:

1. Integrated QA plan with clear linkages into the overall implementation plan
2. Identified hand offs and dependencies between the various Wipro and AWI stakeholders and the implementation moves through the testing phases
3. Usage of collaboration tools such as Quality Center for seamless management of requirements, tests and defects
4. Dual reporting of testing teams into the project teams and AWI
5. Defined escalation mechanisms to resolve issues if any between the testing team and other stakeholders on the UCCBIS project

Roles and Responsibilities:
Following Roles and Responsibilities are defined for the testing team:

Figure 64: Testing Structure

Roles	Responsibilities
Wipro Test Manager	• Primary point of contact for customer. • Liaise with various customer teams • Define test strategy, test plan, etc • Work with customer stakeholders to understand Business requirements for Siebel CRM • Plan & prioritize overall testing activities • Project status review & monitoring • Project Management & Reporting • Interact with functional & technical team on mitigating risks and closing issues. • Resource & Issue Management
Test Lead	• Knowledge Acquisition • Plan & Direct Tests & Report Status for respective Tracks • Execute relevant Tests Onsite • Review all Deliverables • Defect Tracking & Closure
Performance Test Lead	• Knowledge Acquisition & Transfer. • Plan & Direct Performance Test Tasks. • Liaise with AWI team to understand business priorities and create performance test requirements. • Baseline performance benchmarks • Test Framework Design & Implementation. • Performance Test Script Generation & Execution. • Review of all performance test scripts
Functional Testers	• Test Case Development & Execution • Defect Analysis & Reporting • Peer Reviews
Performance Testers	• Performance test script development • Peer reviews • Performance test execution
Automation Testers	• Automation feasibility & assessment • Test automation Framework Design & Implementation. • Automation Test Script Generation & Execution. • Review of all performance test scripts

The table below shows the RASCI Matrix with clear responsibilities of the key AWI stakeholders during testing:

Legend: R – Responsible, A – Accountable, S – Support, C – Consult, I – Inform

Sub-Tasks	Category	Wipro Testing	Wipro Development	AWI Test Manager	AWI UAT Testers	AWI Business Team
Test Requirement Validation						
Test requirements validation	Activity	A, R	I	S, C	S, C	S, C, I
Estimation (Finalizing the estimates)	Activity	A, R	I	S, C	S, C	S, C, I
Gap Analysis in Test requirements documents	Activity	A, R	I	S, C	S, C	S, C, I
Potential Areas of Improvement	Activity	A, R	I	S, C	S, C	S, C, I
Strategy to address gaps	Activity	A, R	I	S, C	S, C	S, C, I
Review	Activity	R	I	A, R	S, I	I
Sign-off on acceptance criteria and	Milestone	R	I	A, R	S, I	I

estimation						
Deliverables						
Acceptance criteria and estimation sign off	Deliverable	R	I	A	S	I
Master Test Strategy & Plan						
Prepare Master Test Plan	Activity	S, C, I	I	A, R	R, C, I	R, C, I
Prepare Master Test Strategy	Activity	S, C, I	I	A, R	R, C, I	R, C, I
Detailed Test Plan Creation (P1,P2, and P3)	Activity	A, R	I	S, C	C	C, I
Review of Detailed Test Plan	Activity	R	I	A, R	S, I	I
Sign-off on Detailed Test Plan	Milestone	R	I	A, R	S, I	I
Deliverables						
Updated project plan for UAT	Deliverable	S	I	S,I	R,S	I
Detailed test project plan for ST, SIT, Performance	Deliverable	R	I	A	I	I
Test Preparation						
Test Requirements Capturing & Analysis (ST, SIT, Reg. E2E, Perf.)	Activity	A, R	I	S, C	S, C	C, I
Review of Test Requirements	Activity	R	I	A, R	S, I	I
Sign-off on Test Requirements	Activity	R	I	A, R	S, I	I
Test Scenario Creation (ST, SIT, E2E, Reg. Perf.)	Activity	A, R	I	S, C	S, C, I	C, I
Review of Test Scenarios	Activity	R	I	A, R	S, I	I
Sign-off on Test Scenarios	Activity	R	I	A, R	S, I	I
ST Test Case Creation	Activity	A, R	C, I	S, C	S, C, I	C, I
Review of ST Test Cases	Activity	R	I	A, R	S, I	I
Sign-off on ST Test Cases	Activity	R	I	A, R	S, I	I
SIT Test Case Creation	Activity	A, R	I	S, C	S, C, I	C, I
Review of SIT Test Cases	Activity	R	I	A, R	S, I	I
Sign-off on SIT Test Cases	Activity	R	I	A, R	S, I	I
Reg. Test Case Creation	Activity	A, R	I	S, C	S, C, I	C, I
Review of Reg. Test Cases	Activity	R	I	A, R	S, I	I
Sign-off on Reg. Test Cases	Activity	R	I	A, R	S, I	I
Perf. Test Case Creation	Activity	A, R	I	S, C	S, C, I	C, I
Review of Perf. Test Cases	Activity	R	I	A, R	S, I	I
Sign-off on Perf. Test Cases	Activity	R	I	A, R	S, I	I
Traceability Matrix Creation	Activity	A, R	I	C	S, C, I	C, I
Sign-off for Test Preparation Phase	Milestone	R	I	A, R	S, I	I
Deliverables						
Test scripts for ST, SIT, Performance and Regression	Deliverable	R	I	A	I	S,I
Traceability Matrix (test scripts to Use cases)	Deliverable	R	I	A	I	S,I
Test Data						
Test Data Specification	Activity	A, R	I	S, C	R, C, I	C, I
Preparation of Master Test Data	Activity	I	S, I	R, S, C	S, C, I	R, A
Preparation of Transaction Test Data	Activity	A, R	I	R, S, C	R, S, C, I	C, I
Test Data Mapping to Test Cases	Activity	A, R	I	S, C	S, I	C, I
Data Migration testing						
Data Migration	Activity	R, C	S, C, I	S, I	S, I	S, I
Testing of Migrated Data	Activity	A, R	S, I	S, I	S, I	S, I
Mapping of migrated test data to test cases	Activity	A, R	I	S, C	S, I	C, I

Sign-off on Test Data phase	Activity	R	I	A, R	S, I	I
Deliverables						
Test Data provisioning	Deliverable	A, R	I	A	S,I	I
Test Execution						
Sanity Test Execution	Activity	A, R	I	S, I	S, C	I
Cycle-wise ST Test Execution	Activity	A, R	I	S, I	S, C	I
Cycle-wise SIT Test Execution	Activity	A, R	I	S, I	S, C	I
Cycle-wise Reg. Test Execution	Activity	A, R	I	S, I	S, C	I
Cycle-wise Perf. Test Execution	Activity	A, R	I	S, I	S, C	I
Defect Logging	Activity	A, R	I	C, I	S, C	C, I
Test Result / Test Reporting	Activity	A, R	I	S, C	S, C	C, I
Review of Test Results / Test Reports	Activity	R	I	A, R	S, I	I
Sign-off on Test Results / Test Reports	Activity	R	I	A, R	S, I	I
Verification of Exit Criteria	Milestone	S	I	A, R	S, I	I
Deliverables						
Test Metrics to track the progress	Deliverable	R	I	A	S,A	I
Defect Dash Board	Deliverable	R	I	A	S,A	I
Status report	Deliverable	R	I	A	S,A	I
UAT Testing Support						
UAT Test Cases preparation	Deliverable	R	I	A, R	S, C	C, I
Pre-UAT readiness	Activity	R	I	A, R	S, C	C, I
Providing support to AWI for UAT	Activity	S	I	R	A, C, I	C, I

Testing Metrics:
Wipro will capture and report metrics regularly to ensure that all AWI stakeholders and senior managers are briefed on the engagement at defined intervals. The following table lists some of the commonly used metrics for testing:

Metrics	Definition	Frequency	Distribution List
Requirement Coverage	Ratio between the Number of Requirements Covered and the total number of requirements Requirement Coverage = (Number of Requirements Covered / Total Number of Requirements) * 100	Weekly, during Test Design Phase	Project Management Committee Project Operations & Delivery
Phase Containment	Ratio between the Number of Errors Found in any phase and the total Number of Errors Found in that phase and the next phase. Phase Containment = (Number of Errors Found in the Previous Phase / Number of Errors Found in the Previous Phase and the Current	End of each phase	Project Operations & Delivery
Review Effectiveness	Ratio between Number of Review Comments Logged and the Effort spent on review. Review Effectiveness = (Number of Review Comments Logged / Actual Effort Spent on Review)	End of each phase	Project Management Committee Project Operations & Delivery
Testing Efficiency	Ability of the testing to detect the defects.	Weekly, during test	Project Management

	Testing Efficiency = (Number of Defects Raised / (Number of Defects Raised + Number of Defects Found After Delivery) * 100	execution phase	Committee Project Operations & Delivery
Test Case Efficiency	Ration between the Number of Test Cases Executed and the Number of Defects Raised. Defect Density = (Number of TCs Executed / Number of Defects Raised) * 100	Weekly, during test execution phase	Project Operations & Delivery
Test Case Efficiency for **Automated Testing (%)**	Ratio of Total # of Test cases successful in Finding Errors from Test Execution using Automated Testing/ Actual # of Automated test cases executed	Weekly, during test execution phase	Project Operations & Delivery
Defect Rejection Ratio	Percentage of Defects rejected by the Client out of the total number of defects. Defect Rejection Ratio = (Number of defects Withdrawn by the Client / Total Number of defects raised) * 100	Weekly, during test execution phase	Project Management Committee
Test Automation	Automation coverage = (Total Number of test cases automated / Total Number of test cases planned) * 100	Weekly, during test execution phase	Project Operations & Delivery
Post Delivery Defect Rate	Ratio of Number of defects reported by the customer post delivery during the acceptance testing and the warranty phases to the actual code size delivered = Acceptance + warranty defects / Code size (in FP or Effort Size)	End of each phase	Project Management Committee Project Operations & Delivery

The Choice of metrics will be mutually agreed between both the parties during the initial phase of the project and will be tracked accordingly. A **QA Dashboard** using HP Quality Center, customized for AWI UC program will be developed for monitoring and tracking testing activities. A detailed analysis of test measurements will be done by WIPRO and findings will be presented regularly. This measurement system would aid quality audits and accreditation to industry standards such as CMMI and TMMi. This will provide the following benefits:

- **Single platform** for metrics reporting in a real-time environment
- **Transparency & visibility** among all AWI stakeholders
- **Consistency** in the metrics that need to be captured and reported

Testing Risks:

Description of Risks	Probability / Impact	Mitigation Strategies
Availability of identified AWI /vendor team (Process Leads or Business users for Test Scenario Walk-through, Development Team for application tuning activities, Infrastructure team for system level tuning activities) resources for usability and user acceptance testing, review and sign-off of testing deliverables	High / Medium	Identify resource requirements in advance and build into test plan.
Delay in availability of test environment prior to scripting and execution	High / High	Environment requirements to be fed into the testing plan and dependencies identified and tracked.
Test Tools licenses (for VU and/or, diagnostics	Medium/High	Test Tool Licenses requirements to be fed into the

and/or monitoring)		testing plan and dependencies identified and tracked.
Availability of master test data for test execution	High/High	Identify test data requirements in advance and ensure sufficient and valid test data is available for the execution. Data migration team to plan for additional support required for meeting performance test team requirements
Discovery of defects during roll outs that relate to previous roll out	Low/High	We will cross link requirements across pilots and ensure traceability Regression test for previous roll out

Assumptions:

- Regression testing of legacy systems will be performed by the corresponding system owners/vendors
- The final configuration for the Testing will be frozen for any changes once the testing starts. All the changes will be routed via the change control process
- Performance baselines (SLA's) will be reviewed and agreed to the Wipro testing team before the commencement of performance test
- Performance testing will be conducted for 1000 VUs load concurrency, to attain and achieve the performance objectives based on the business / functional scenarios
- Master Data required for Testing will be provided by AWI. Transactional test data will be prepared by Wipro
- Testing tools like HP QC, QTP & Load Runner will be procured by Wipro
- Test Environment required for Testing will be set up by Wipro. AWI will support during setting up a scaled down production environment for performance test and UAT

Our system integration testing approach will address all the contractor responsibilities mentioned below.

Section D - Exhibit 1 – 8.10.1 Contractor System Integration Testing Responsibilities

Wipro has reviewed the Contractor Requirements System Integration and in principle agrees to the same.

Section D - Exhibit 1 – 8.10.2 Agency System Integration Testing Responsibilities

Wipro has reviewed the Agency System Integration Testing Responsibilities. We are in alignment with the same.

Case lets

For a **Leading Canadian Health Care Insurer and Third party services provider**, Life-cycle testing for a range of services from Member services, Claims administration, Billing, Payments and Policy administration services was performed. Test approach based on Lean methodology and Six-Sigma techniques like Orthogonal Arrays resulted in **zero residual defects, 10% reduced operational costs and 15% reduction in customer dependency**.

xi. Describe the proposed user acceptance testing approach and methodology for this project. Refer to Section D, Exhibit 1, 8.11, User Acceptance Test.

Wipro has reviewed AWI's user acceptance testing requirements.

An overview of User Acceptance testing approach for UCCBIS project is shown below:

UAT Test Design:
UAT is essentially a sub set of both functional and non-functional tests. Since Wipro will be involved in system testing and performance testing, we can help AWI accelerate the UAT by

- Recommending critical scenarios and identifying dependencies using Wipro's in-house tools like **DSM(Dependency System Matrix)**
- Leveraging the **traceability matrix** created to map test cases to requirements
- Recommending appropriate tool usage

Training AWI Staff:
Due to the familiarity of the UCCBIS system acquired during system integration testing, Wipro will help AWI accelerate the User acceptance testing by training them on the following:

- Test scenarios, traceability matrix, test cases, checklists and other test artifacts
- Training on different commercial and Wipro in-house testing tools used for testing
- Training AWI staff in usage of testing tools, configuration, scenarios etc
- Training AWI staff in automated testing - setup, execution and report analysis

Pre UAT Readiness:
Prior to the user acceptance test, Wipro will configure the UCCBIS system in the pre-production test environment in accordance with the production roll out specifications. Following checks will be performed to ensure latest versions of UCCBIS system components are available for acceptance testing during implementation go-live and the different production roll outs.

- Build readiness check
- Environment readiness check

UAT Execution support & reporting:
Wipro testing team will support AWI users during UAT execution and prepare the test summary report to help AWI in acceptance test analysis and aid in decision making

Entry Criteria	Exit Criteria

• Ensure that all the systems are ready prior to start of Acceptance testing
• Test Data is available in the Pre-Prod environment
• External resources from legacy systems are available
• Test Teams from all the parties (Wipro, AWI & other vendors) are identified and roles are defined.
• All processes required by the application software are up and running
• There is no known outstanding Severity A or B defects in System Integration Testing that will prevent the successful execution of the test.
• Formal procedures are in place to handle the following:
  o Issue Tracking,
  o Defect Logging
  o Defect closure
  o Point of contact for all other vendors
	• All UAT test cases have been executed
	• All UAT test cases have passed
	• All defects logged have been fixed or future defect resolution plan is agreed upon by all stakeholders
	• UAT Results report and Defect Summary Report are accepted/signed off by stakeholders
	• Go/No go decision made on whether the tested component is ready to be moved to production

Our user acceptance testing approach will address all the contractor responsibilities mentioned below.

Section D - Exhibit 1 – 8.11.1 Contractor User Acceptance Test Responsibilities

Wipro has reviewed the Contractor User Acceptance Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.11.1 Agency User Acceptance Test Responsibilities

Wipro has reviewed the Agency User Acceptance Test Responsibilities. We are in alignment with the same.

xii. Describe the proposed data conversion approach and methodology for this project. Refer to Section D, Exhibit 1, 8.12.3, Data Conversion. The data conversion assumptions are to be used by the respondent in order to properly size and estimate the data conversion effort that will be needed. These are high level requirements that are not intended to provide an exclusive list of all data that will be converted. The complete list will depend on the solution selected and the application and database architecture and design.

Data conversion solution delivered by adopting a framework based approach, taking care of data profiling and quality for migrated data and ensuring consistency and repeatability in data migration process due to proven data migration process & methodology and usage of Oracle ETL and Data Quality tools.

Wipro proposes a collaborative approach consisting of data owners, experts of source systems, Siebel functional and data conversion consultants to implement the legacy data migration solution to the new world of Siebel applications using its Data Migration framework to address the various aspects of data migration.

The following is a representation of the data migration approach and the various key activities that will be carried out during the data conversion process:

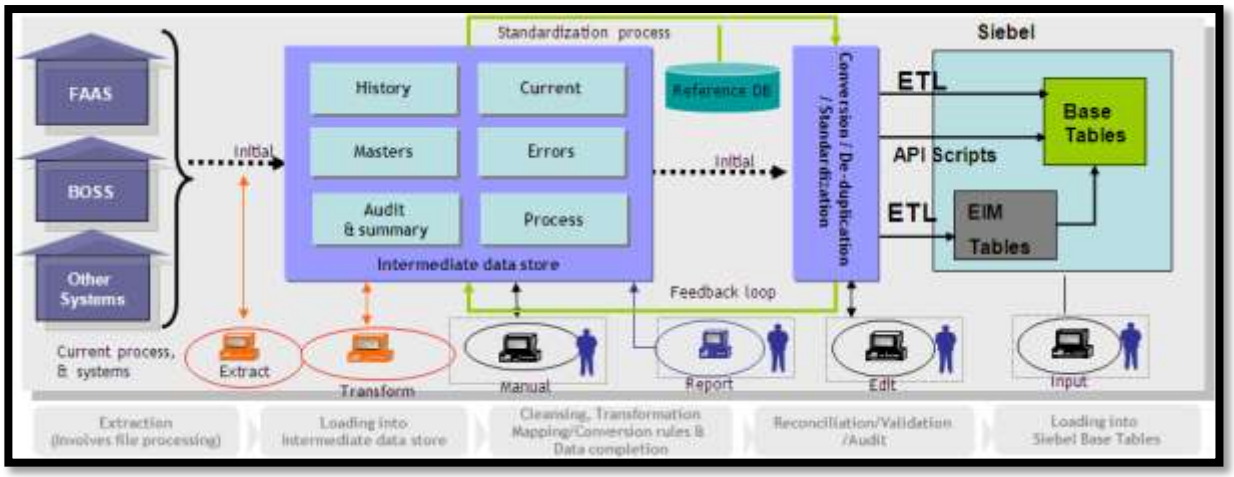


Fig: Data Migration methodology for AWI

The main component of this solution is an intermediate data store which can hold various types of data. Native legacy data can be extracted, transformed and converted into a ready to load data format for the Siebel Application interface/staging tables and Open Interface, API process will load data into target system base tables. Using this approach Wipro realises that Process Readiness can reap multiple benefits from an intermediate data store as mentioned below:

- Data profiling/validations, legacy data readiness against target data model and business rules
- Data access capability for specific Data Stewards to view or format data as and when required
- Reporting capability to view data in the intermediate data store (Data Quality information, statistical information, audit information etc)
- Maintenance of various versions of data sets, thereby facilitating identification of deltas (incremental load), combining data sets across systems and validations against target data sets
- Delivery of data to target systems in various formats, for example the majority of Siebel base tables take data from staging tables, data needs to be prepared and loaded into staging tables as needed.

Data Migration Technology

The data migration process is a resource intensive process and requires the use of ETL tools. Wipro has capabilities in using all leading tools. For AWI, Wipro is proposing to use a combination of ODI ETL tool, Standard Interfaces available with Siebel systems, API process and custom built scripts using Oracle SQL language.

Data Quality assessment would be done using Oracle Data Profile and Oracle Data Quality tool.

Data Migration Implementation Approach

Wipro will be using its data migration process model which will provide for a migration framework to accelerate and de-risk the migration initiative & demonstrate Wipro's capabilities in the migration space. The data migration process model has five phases and will be aligned to project implementation frame work such that data migration will go hand in hand with overall implementation timelines. Description of each of these phases is as given below:

- **Requirement study**

During this phase the Wipro Data team will have discussions with Siebel Functional team, AWI business users and AWI IT resources to acquire knowledge on the data requirements for the new SIEBEL systems. The information on source applications, platforms and volumetrics provided by AWI will be analysed.

As part of this phase, the following activities will be performed by Wipro Data team with active participation from AWI.

- Understanding of Analysis, Correction and Migration Related Activities
- Establishment of Acceptance Criteria and User Sign-off with various teams
- Definition of project deliverables
- Data Migration Approach
- Data Migration Implementation Plan(.mpp format) with dependencies, responsibilities

- **Detailed design**

The detailed design phase comprises of the following key activities:

- Staging area design
- Technical Architecture design
- Identification of hardware/software/network platforms to be used
- Test Case preparation

The following documents will be produced during the Detailed Design Phase:

- **Staging Area Design Document**: A common staging area will be designed to hold the extracted data from all the legacy systems in scope for Data Migration. The same staging area will be used for data standardisation and data transformations.
- **Source to Target Attribute Mapping Document**: Detailed attribute-level mapping and transformation rules will be designed for source to target data movement. This mapping will use the Siebel data model and data cleansing/transformation rules as its foundation. This document will be used in the development phase as the basis for developing extraction, correction (if necessary), and flat file generation routines.
- **Technical Architecture Document**: This document will describe the ETL load strategy for moving data into the staging area, integrating data transformation/correction routines with ETL routines, and moving data into Siebel Staging tables for upload.
- **Test Cases**: Test cases will be prepared, which will be executed during the testing phase. The preparation of test cases will be based on transformation rules, data validation rules, data integrity, entity checks and target data model rules. Test cases refer to the Data Migration Test cases and not the Siebel Functional/Technical Test cases.

- **Development**

The Development phase will consist of actual coding and unit testing for extraction, correction, transformation and load programs. Reconciliation scripts will also be developed during this phase.

The legacy data will be extracted into the data migration staging area. In the staging area, the ODI ETL tool/Custom routines will be used for data standardisation/data transformation/cleansing. The converted data will be exported to staging tables of Siebel application for further upload into Siebel base table.

Note that data correction may be done before the ETL process, as part of the ETL process or after the data has been loaded into Siebel. The decision regarding the data correction option will be taken during data analysis under the detailed design phase.

The key deliverables during the Development phase are:

- Unit tested conversion scripts
- Correction and reconciliation programs
- Unit test results

- **Testing**

To enable the data migration testing phase, the data migration team will develop test strategies, plans, schedules and scripts based on requirements and in consultation with the business users of AWI. This will help ensure the team understands what, how and when something is going to be tested. All unit-tested programs will be submitted to this phase in order to execute the testing cycles.

Tests will be performed against approved test cases to ensure that the following conditions are met.

- All required data elements have been fetched
- Data has been fetched for appropriate specified time periods
- Data has originated from the correct source systems tables/files
- The appropriate target staging tables have been populated in the correct format
- System performance (and hence downtime) during the migration process is within agreed limits
- There has been no data loss during data migration

Data Reconciliation reports validate data migration success as per acceptance criteria

- **Validations & Error Handling during Testing**

Data validation checks will be performed during transformation and load process based on the business rules defined by business users. All errors identified during the testing phase at various stages will be raised, logged, and tracked to monitor progress.

Data migration team will investigate the transformation and data profiling issues and will fix the code as required. All the errors will be centrally maintained in a Test Tool repository.

Any manual data cleansing required will be identified and reported to AWI on case by case basis in accordance with impact. Cleansing issues with high impact might have to be addressed in same testing cycle while others could be addressed before next cycle of Data Migration testing.

- **Data Reconciliation**

Reconciliation reports will be created to verify the number of records migrated from source to target, at various levels. The reports generated during migration will not exclude the records removed during validation and transformation. These will act as support documents for verifying the accuracy of data migration. The suggested approach for the reconciliation process has been specified under a separate section.

The various types of validity checks that will be performed to ensure successful data migration are as follows.

- Entity Checks - Entity checks will be undertaken by the data migration team to ensure that all entities required by Siebel have been migrated. This will involve selection of sample data from respective external systems and verifying that they have been correctly represented in the new target application The sample will be carefully selected to ensure that all entity types have been tested.
- Count Checks - A series of count checks will be performed to ensure that all of the entities, and their relationships, have been loaded successfully. This provides reassurance on the completeness of data transfer, in terms of the number of entities and relationships migrated.
- Sensibility Checks - Sensibility checks are performed to ensure that critical data has been transferred in the correct format, and in accordance with the specified frequency. These checks provide reassurance on the accuracy of certain key data elements. During acceptance testing, all fields associated with all the entity types will be validated for accuracy.

- Transformation Checks - Transformation Checks are performed to ensure that the data has been migrated in the form defined in the Transformation and Mapping document. Every transformation rule will be checked for consistency.
- Integrity Checks - Every business rule will be validated to ensure data integrity. In case of poor matching results with business rules, the same will be reworked with AWI to ensure acceptable results.

The Wipro Implementation team will carry out tests with the migrated data during following application testing phases

- Solution Integration Testing 1 and 2 - The data migration team will provide necessary data to support Siebel process integration testing.
- User Acceptance Testing (UAT) – Data Migration team will align the Dress Rehearsal to UAT execution so that UAT set of key business scenarios, including end-to-end testing can be executed on migrated data. Wipro recommends AWI to include exclusive test cases to verify the data quality during UAT Phase. Wipro Data team will prepare test cases and AWI business users will review and execute the cases during UAT. The data migration team will provide support to the UAT team, in order to resolve any issues. During this testing, sample records from the migrated data will be tested by Business for their completeness and correctness, which will be followed by sign off.

- **Mock Conversions and Dress Rehearsals**

Mock Conversions will be performed to test the integrity and quality of data migration. This helps verify the process, timing, and resource requirements. It also allows for testing of converter tools, load programs and legacy extraction process.

A scenario checklist will be prepared by Business users and used to make sure that sufficient level of data load scenarios are covered under each mock conversion run. Performance of migration programs would be monitored and any tuning of programs would be performed during mock conversions. Two mock conversions and one final dress rehearsal will be performed to test completeness of data migration processes.

Mock Conversion 1

- Main focus is to test data load, transformation and extraction programs
- Integration between all the components would be tested in mock conversion
- Test all dependencies and help refine cutover schedule
- 90% of extracted Master data will be loaded during Mock conversion 1
- A minimum of 70% of extracted Transaction data will be loaded for mock conversion 1
- Refine data cutover timing information and schedule if required

Data from Mock Conversion 1 will feed into various application testing phases. The plan for execution of Mock Conversion 1 would be aligned to Siebel testing phase during planning exercise.

Mock Conversion 2

- First full rehearsal for cutover
- Performance monitoring and tuning of programs if necessary
- Ensure that errors have been fixed and resolved
- 90% of extracted Master data will be loaded during Mock conversion 2
- A minimum of 75-80% of extracted Transaction data will be loaded for mock conversion 2
- Gather and document data errors and issues
- Refine data cutover timing information and schedule if required

The plan for execution of Mock Conversion 2 would be aligned to Siebel testing phase during planning exercise to cater to data feed to testing phase

Dress Rehearsal

- Final rehearsal for Roll-out configuration prior to cutover
- Priority given to mimicking the cutover plan
- No errors in data migration programs and configuration.

- Test migration sequence with 100 % data for automatic loads
- Ensure validation procedures are complete and documented.
- Ensure contingency plan, back up procedures and fall-back options are tested and signed off.
- Obtain go-ahead for final migration

Wipro propose that the data from dress rehearsal should feed the UAT cycle

- **Implementation Phase**
  - Data Cutover with Business & Technical A&R
  - Back out Plan

- **Data Cutover**

Data cutover is an important aspect during the Implementation phase of the Siebel Solution. Data cutover would require system outages on the source and target systems & various other activities to be carried out.

Data Migration cutover plan will be formulated by collaborative effort from AWI & Wipro Implementation team with inputs from AWI Business, Source System SMEs etc. Depending on the volume of data to be migrated and outage required, cutover activities could span across multiple weeks. Wipro has developed templates, methodologies for cutover planning's which can be customised to suit the AWI requirements for carrying out the Cutover. The cutover plan covers the key activities as listed below:

- QA on Staging area and Siebel Infrastructure.
- Code deployment on Staging area and Target systems
- Deploy Data Extraction Scripts
- Check if files have been generated and transferred to the Staging area
- Perform Extraction using the ETL routines
- Execute Data Quality Checks
- Business to manually cleanse the data if required
- Perform data transformation and load
- Produce error reports for data migration loads
- Conduct Technical Audit & Reconciliation exercises
- Business to undertake their reconciliation activities.
- Execute tests to check if the data migrated is fit for purpose.

- **Backout Plan**

Backout plan will be executed to revert the system to previous state. This will be executed only if Data cutover is not successful.

- **Data Reconciliation Approach**

Reconciliation is the process of keeping migration activities such as extraction and loading under control. It is also instrumental in keeping migration on track, ensuring the authenticity of the quality and quantity of data migrated at each stage. Validation programs have to be introduced at the extract and upload levels to capture the count of records. A step-by-step reconciliation carried out for all data conversions will be maintained in the form of a balance sheet.

The following section explains the End-to-End reconciliation process.

Reconciliation identifies the number of records that are successfully converted. It also tracks the records failed during the process of conversion and migration. Analysis will be performed on the failed records to determine the reasons for failure and necessary fixes will be applied to the failed records before reloading them into the target database.

Reconciliation of records will be done in the following ways:

- Volume Reconciliation

- Visual Reconciliation
- Business Reconciliation (Sensibility Checks)

Development of Volume Reconciliation components belong to various 'zones' of the data conversion process. Reconciliation programs will be developed to ensure that no data gets lost during the Conversion process. Statistics at each stage will be maintained in the form of Excel spreadsheets along with screen dumps for audit purposes.

The extract/transform process will take specific records from the legacy systems and perform the following operations:

- Screen out records based on the selection criteria
- Manipulate data records into a form which can be processed by migration tools
- Filter out invalid records

Reconciliation of the extracted records (Extract Report) for all migration objects will be performed, capturing details such as:

- The total number of records in the Legacy system (A)
- The number of records filtered out (records removed by selection criteria/due to error) (B)
- The number of records written on to target tables , as the case may be(C)

Thus reconciliation of the extracted records is:

Total Records (A) = Records filtered out (B) + Records filtered in (C)

For any deviation in the result, the extraction code and report will be scrutinised, and records will be re-extracted until there are no errors.

The figure below describes the zones of reconciliation, which can be monitored during the end-to-end data migration cycle.

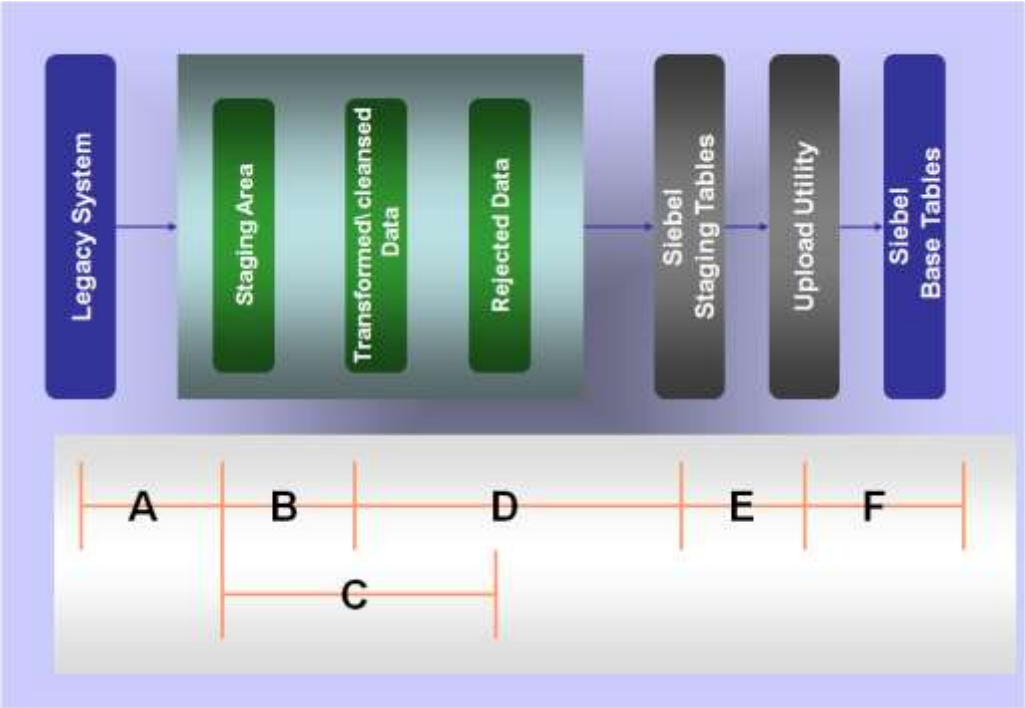


Figure 65: Reconciliation Zone - Zone A = (Zone B + Zone C) = Zone D = Zone E = Zone F

This reconciliation process will continue until the equation is satisfied. During this process, data migration scripts will be modified to reduce or eliminate rejected records, so that all the data extracted from the Legacy environment gets loaded into the target database.

Visual Reconciliation will be used to verify and compare sample records loaded into Siebel with the corresponding data present in the staging area or in legacy systems. An ideal visual reconciliation scenario would be to take a sample of five data sets of each category from legacy system and compare those with corresponding data sets in Siebel. If the results match, it can be inferred that legacy data has been migrated to the right place in Siebel. The same process can be repeated for all legacy systems.

Business Reconciliation will be used to verify the correctness and completeness of the data migration process by defining various sensibility checks. This type of check can uncover the errors that can not be identified by doing only volume reconciliation.

- **Data Quality Management**

Data Quality is one of the critical success factors for early realization of the benefits of moving legacy data to Siebel system. A well functioning data quality program simplifies the defect identification and resolution process, generates confidence in the business and provides for a smoothly reconciled conversion process.

The broad categories of data quality issues we have identified from previous Siebel migration are listed below.

- Fixing database constraint failures
- Discovering and structuring non documented information
- Fixing data that is not "fit-for-use" for the new Siebel business process
- Most importantly issues like Employer name, address and contact etc

The way we measure the data quality is via dimensions, some of the data quality dimensions which we will be concentrating during data quality are:

- Data Specifications and Business rules – Existence, Completeness and quality of Data Specifications (Standards, Data model and Metadata) and Business Rules
- Data Profile Fundamentals – Basic measures of validity, structure and content of data
- Duplication – Determine if unwanted duplication exists within or across the systems
- Accuracy – Correctness of the content of the data requires an authoritative source of reference in terms of reference data or SME certification.
- Consistency and Synchronization – Equivalence of information stored or used in various data stores, applications or systems, and processes making data equivalent.
- Perception and trust – Perception and trust in the data quality, the importance, value, and relevance of the data to business needs.
- Transact ability – Data is sufficient to produce desired business function or outcome.
- Data Fitness – Legacy data fitness against new Siebel application requirements

- **Data Profiling and Analysis**

During this phase, legacy systems' data will be analysed based on the new Siebel systems business rules and anomalies will be reported to AWI's business team. Anomalies in each legacy system, such as null values, structural issues, duplicate values and business rule violations, will be presented to respective legacy business champions for them to make decisions on what the business requires regarding transformation of data before being loaded into the Siebel system.

Data profiling and analysis will be done on different data sets based on the master data and transactional data. For master data, the full data set will be profiled. For transactional data, sampling techniques will be used for identifying data sets.

The Wipro Data team will use SQL/Oracle Data Profiling Tools to conduct a detailed data analysis in order to accurately identify anomalies in the legacy systems' data. The approach for detailed data analysis is given below.

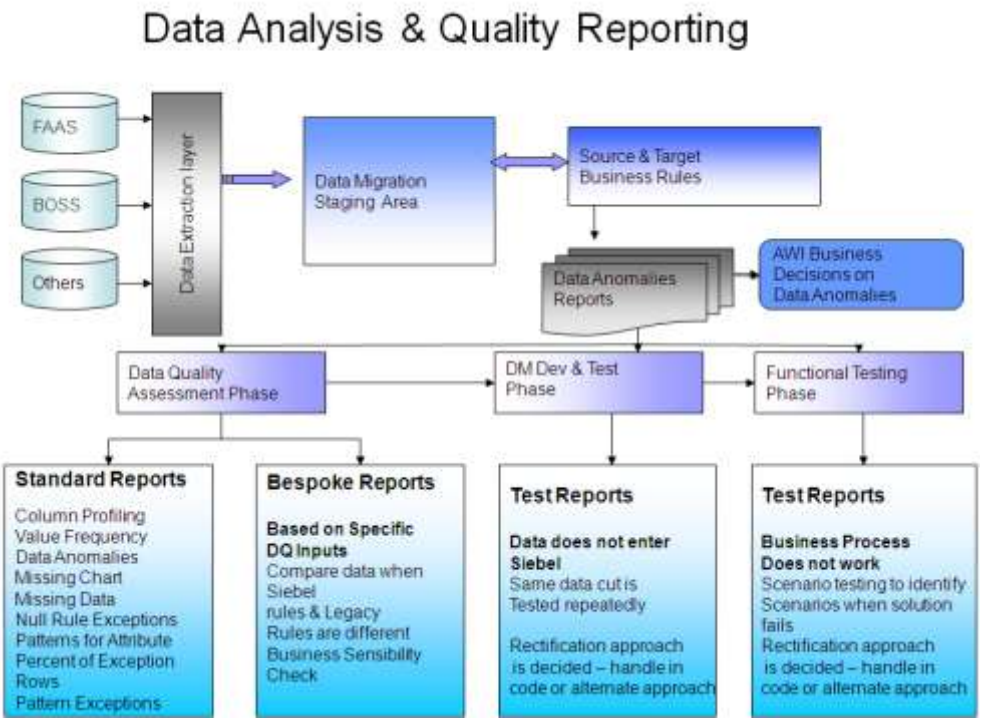


Figure 66: Detailed Data Analysis Approach

The Data Cleansing Approach section below, details the approach to be adopted to correct erroneous data.

Business consultation workshops will be conducted to suggest resolutions for legacy systems' data anomalies. Based on the resolutions, root cause analysis will be carried out to fix the business process issues, data issues if any and suggest a plan for implementing the fix. Once the data quality issue is fixed, monitoring scripts will be build to measure the improvements. This process can be repeated for assessing data quality for any system, for migrating legacy data to new applications or establishing master data management solutions.

- **Data Cleansing**

Cleansing is the process to correct the anomalies found in the data. The major output of the data profiling exercise is a data quality plan to address the cleansing of the data prior to the load to Siebel.

There are several options available for cleansing the data.

- Data Cleansing in the legacy system
- Cleanse during conversion
- Cleanse in Siebel

There are various means to undertake data cleansing.

- Manual Cleansing - Manually correcting the records, primarily done in source systems.
- Automated Cleansing – Automated scripts, tool based routines cleanse the data either in source system or during the conversion process.
- Combination of manual and automated cleansing method.

- **Approach to Identify Cleansing Mechanism**

As expected by AWI, Wipro will endeavour to address the data quality issues through simple transformation logic. However, there could be certain cases where specific manual cleansing needs to be undertaken by AWI business owners. For example, for Claimant Bank Account numbers, telephone numbers etc. Hence, Wipro propose to conduct Business consultation workshops to identify resolutions for legacy systems' data anomalies that would otherwise fail Siebel data validations.

The following diagram outlines the approach during the detailed data analysis phase for identification of data anomalies and for deciding on a data correction approach.

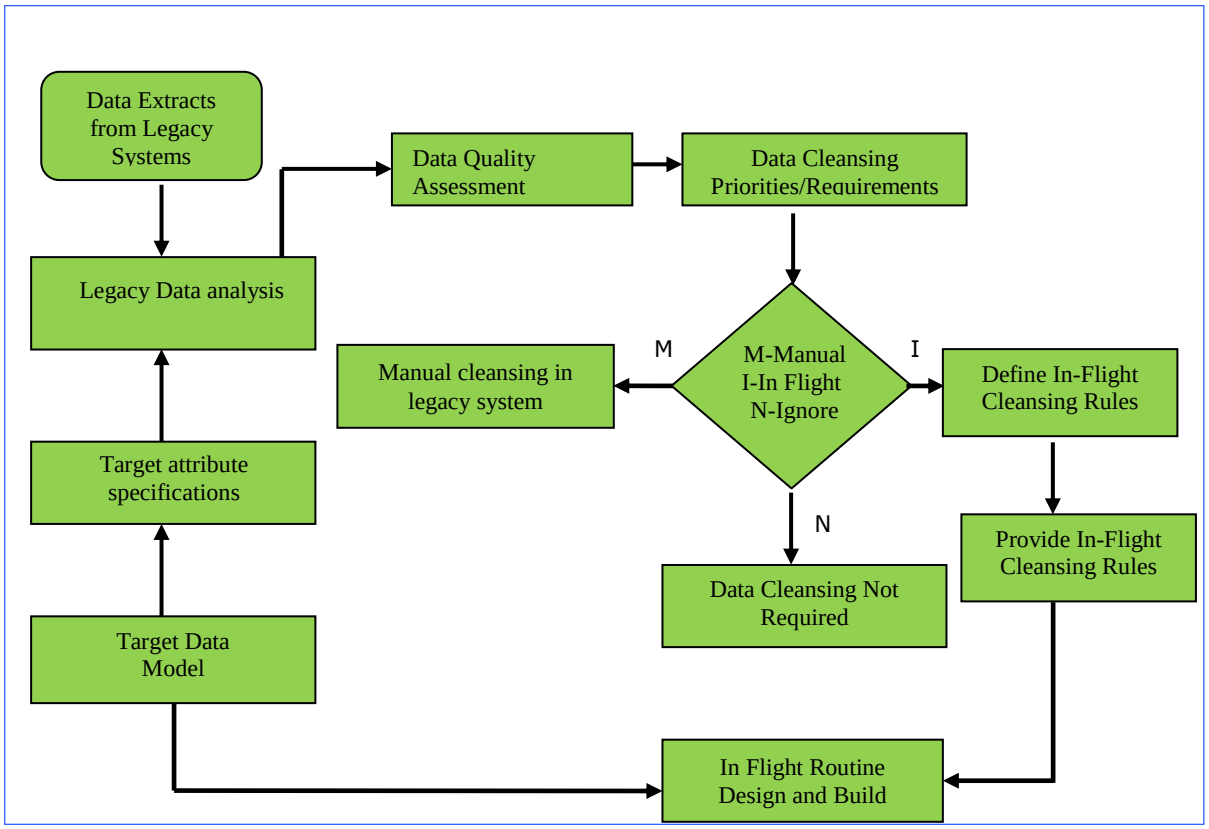


Figure 67: Data Correction

Data anomalies will be presented to AWI's business users, who will decide on whether data correction or transformation rules are required, or whether the data will be migrated unmodified.

Handling Mandatory Siebel data is attribute dependent. If there is no data available in a legacy system for mandatory Siebel attributes, then one of two options can be selected. The first option is to assign default values to the affected fields in order to satisfy Siebel requirements and business users can update these default values as an ongoing activity in Siebel. A second option is for Siebel users to manually update these missing (null) values in the legacy system(s) if the legacy system(s) supports the attribute and BAU (Business As Usual) is not impacted.

The approach for identifying missing data and populating the same in the target system is given in the figure below.

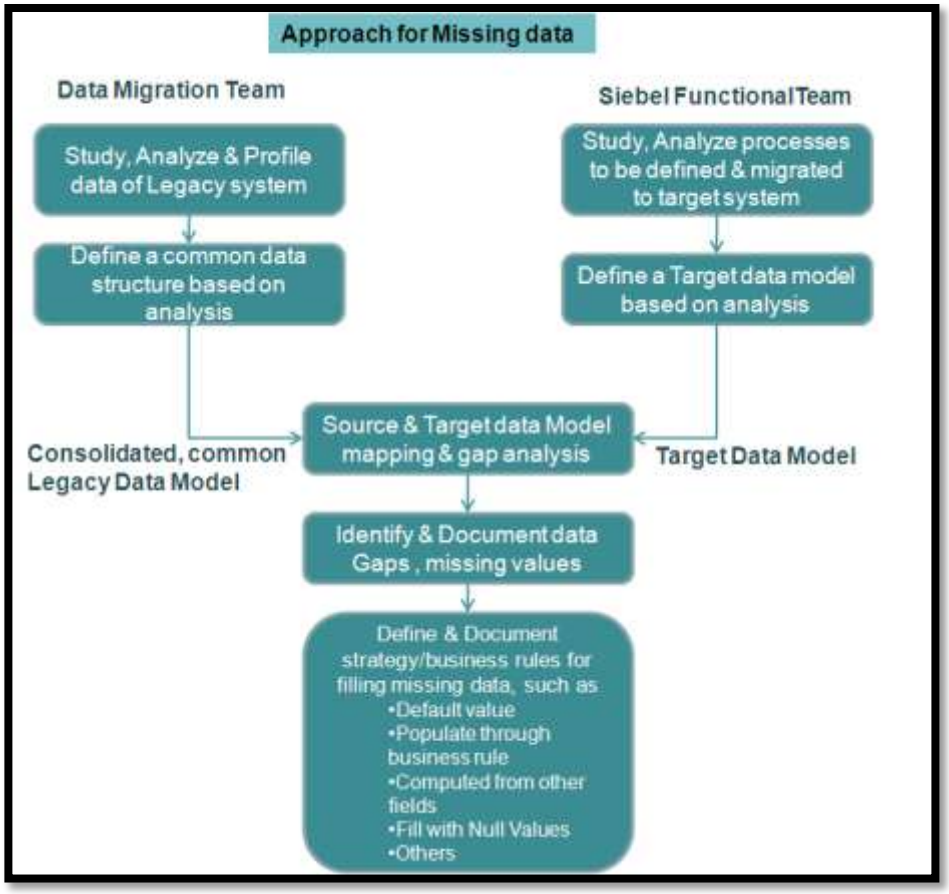


Figure 68: Approach for Identification of Missing Data

Wipro recommends the use of Oracle Data Quality Tool to write rules, and execute multiple iterations of cleansing in order to get to a level of accuracy that allows for a clean data load into Siebel. All automated cleansing should be attempted in the conversion process. Testing and reconciliation will prove the correctness and robustness of the solution. Automated cleansing in Siebel or legacy is not recommended as testing and reconciliation will need additional efforts to develop.

This model has been successfully executed at the following data migration and cleansing engagements:

SNo	Client	Nature of Engagement	Highlights
1	An International Forest Product & Paper Company	Data Cleansing and Migration of Master Data. Extensive use of Incremental and Iterative process model.	Achieved common Master Data definition. Improved operational efficiency and efficient reuse of routines
2	A Large Energy and Utilities Company in UK	Integrated multiple legacy customer care and billing system into a common target data source	Designed and developed a comprehensive Data Migration plan to address business pain areas such as Data Quality
3	A Large Corporate Information Provider	Implement centralized repository of master data and implement data cleansing process	Optimized processes to handle high data volumes from various geographies.

Figure 69: Sample engagement for Data Quality Assessment and Cleansing

Case-let

For an International Forest Products and Paper Company, Wipro used standard off the shelf data profiling, data cleansing and ETL tools along with its patent pending propriety Migration Assistant tool to cleanse the material master data, vendor master

data and customer master data. The following are the results of the Data Quality Improvement Exercise.		
Goal	**Pre-Engagement**	**Post-Engagement**
Duplicate Identification	4%	30%
No. of attributes populated/SKU	1.5%	5%
User satisfaction on search	Low	High
Data Enrichment for cleaning	None	High

- **Approach for Masking of Business Sensitive, Personal Information**

AWI's source systems will contain Personal information of the employer and Claimants like name, Social Security number, address details, bank account information, etc. During the development testing and data profiling phase, personal information and information business sensitive to AWI should be masked or encrypted as precautionary measure. There are multiple techniques available for masking the data.

  - Data Masking during the extraction process: - This method employs using simple SQL based update statements or masking tools like data masker, tools by Princeton softech, plato group etc to mask required information. This method is suitable for all the RDBMS based systems
  - Data Masking after transformation process: - After extraction has been performed, the data files can be loaded & transformed into staging area. Update scripts could be executed to mask the required information. This method is suitable for file based sources
  - Data masking after loading: - After the data is loaded into Siebel system, it can be masked as required in Siebel client using update programs. After masking the client can be released for testing purposes

Based on our understanding of AWI requirements, Wipro proposes to employ Data masking during extraction method for RDBMS sources and masking during transformation process for non RDMS source systems.

Section D - Exhibit 1 – 8.12.1 Contractor Data Conversion Responsibilities

Wipro has reviewed the Contractor Data Conversion Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.12.2 Agency Data Conversion Responsibilities

Wipro has reviewed the Agency Data Conversion Responsibilities. We are in alignment with the same.

Section D - Exhibit 1 – 8.12.3 Data Conversion Assumptions

- For Data Team there will be only 6 source applications for data extraction as mentioned below:
  - Imaging
  - Appeals Intranet Application
  - Automated Employer Notification Response
  - Florida Automated Adjudication System
  - Electronic Fund Transfer/Electronic Fund Fraud Application
  - UC Mainframe including Benefit Overpayment System Screening
- ETL Build effort has been estimated based on ETL tool "ODI". The effort will change if AWI decide to go for some other ETL tool.
- Scope includes data migration into Siebel systems only. Data Migration to any other system is not in scope.
- Any manual Data Collection where required would be done by AWI and is not in scope of Wipro
- Only the source data available in source systems would be migrated to the test environments. Any other data preparation for volume or performance testing is not in scope
- Data Archival of legacy data is not in scope
- Legacy system decommissioning is not in scope
- AWI will help Wipro in understanding Legacy System Source Data and assist during source to target mapping.
- AWI will provide Business SMEs, Legacy experts during data mapping workshops to finalize the transformation rules, cleansing and reconciliation requirements.

- AWI business will be responsible for providing data cleansing rules based on data quality reports provided by Wipro
- Data will be cleansed in the staging area as per business rules that can be automated and have been clearly defined and signed-off by AWI
- Manual Data cleansing would be minimized and if required would be done by AWI
- Impact of any change of timescales for Siebel implementation would be assessed in accordance with Change Management process
- Wipro will provide technical support for masking business sensitive and personal data. However, it is responsibility of AWI to identify all the entities requiring masking & agree on appropriate methodology
- Adequate infrastructure would be provided to house the Data Migration Staging database as well as the ETL Tool Server

xiii. Describe the proposed installation and implementation approach and methodology for this project.

Wipro follows a robust installation methodology that has been derived from our extensive experience of delivering similar programs for multiple customers across geographies.

Our Installation approach involves the phases as depicted above
Assessment: An evaluation of various Functional and non functional requirements of the installation and objectives are conducted. The information is gathered using standard templates such as Server Sizing, Capacity Planning, High Availability, Scalability, Archival, Growth, and DR requirements. At the end of this phase Wipro will provide a detailed plan.
Recommendation: In this phase a recommendation is prepared in consultation with the hardware and software vendors and based on best practices and benchmarks using industry standards.
Execution: This follows a detailed execution methodology where the core components would be installed and configured. The Execution approach is listed in subsequent sections.
Support & Transition: In this phase we will own the support and maintenance of the hardware installed and customizations to the software.

Hardware installation Approach: System Integration consists of a cohesive collection of tasks that are primarily performed to acquire or build individual components. Vendor's System Integration services which start from the design validation phase and proceeds to deployment, test and handover to the Operations team:

1. Design Validation:
   The architecture for a Data Center serves as the starting point for the system integration activity.
   The architecture acts as a baseline for developing initial cost estimates and capabilities to support stated business and technical datacenter requirements.
2. Deployment Planning:
   The deployment plan consists of ascertaining the site readiness and creating the project plan to meet the project schedules. Typically this consists of the following activities-Defining activities, project scope and schedule, resources Planning / Deployment (Responsibility Matrix and Project Plan), Time Schedule planning (Identifying Milestones, Duration of each activity; contingency plans),Review Mechanisms (to ensure milestones are in control and to take care of contingencies for correcting delays/ lapses, if any),Procurement and supply plan, Pre Installation Staging plan, Installation plan and Testing plan.
3. Deployment:
   The deployment would involve supply of the equipments, installation and configuration and then handover to the testing team for conducting the various tests.
4. Assurance
   The Production team performs a pilot run and User acceptance tests. Here the infrastructure and applications are tested as seen by the end-user and also the manageability of the systems. The purpose of these tests is to confirm that the system is developed according to the specified user requirements and is ready for operational use. The systems are introduced to the live environment with full user load and the performance monitored for stability and robustness of the infrastructure.

Training is provided to the administrators if required. The architecture and deployment documentation is completed and handed over to the Operations team. Following gives the detailed activities

Section D - Exhibit 1 – 8.13.1 Contractor Installation and Implementation Responsibilities

Wipro has reviewed the Contractor Installation and Implementation Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.13.2 Agency Installation and Implementation Responsibilities

Wipro has reviewed the Agency Installation and Implementation Responsibilities. We are in alignment with the same.

xiv. Describe the proposed hardware installation approach and physical installation location for each phase of the project. Refer to Section D, Exhibit 1, 8.13, Installation and Implementation

Wipro's proposed hardware architecture for the primary data center and the DR is as shown in Fig 70.

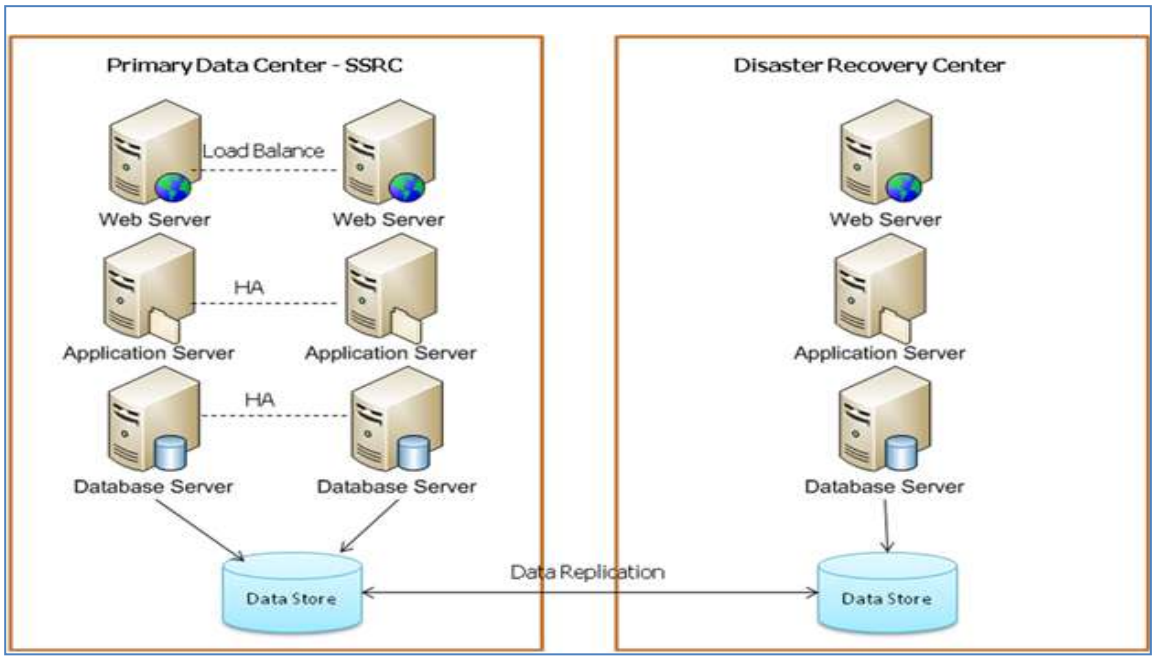


Figure 70: High level approach for implementation of infrastructure for AWI

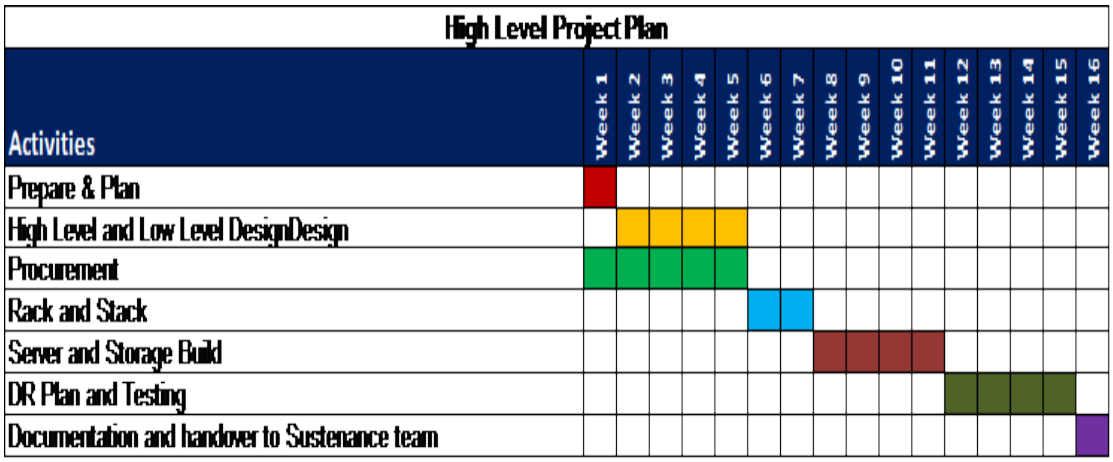


Figure 71: High Level Project Plan

Wipro proposes to set up the hardware infrastructure of different streams spread over a period of 16 weeks. This enables a set up ready for program design, proof of concepts, user mock ups that can be carried out during the functional system design phases. The hardware plan will include storage, SAN and backup set up for the servers.

xv. Describe the proposed production pilot approach and methodology for this project. Refer to Section D, Exhibit 1, 8.14, Production Pilot.

AWI will achieve assurance of the complete solution being delivered before deploying to the larger scale.

Wipro's Pilot Approach and Methodology

There are two types of the approaches that can be chosen:

One Single Rollout to all users

This Rollout option releases the application functionality in Production Environment to all the users at one go. Following is the approach:

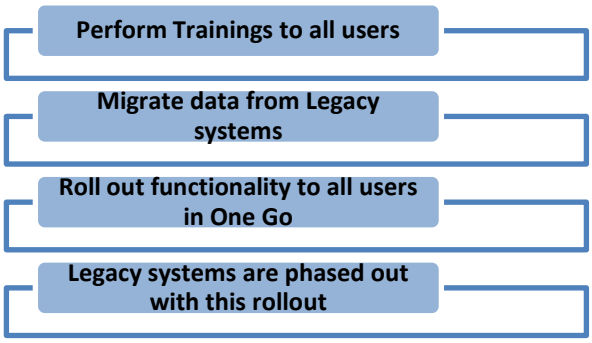


Figure 72: Single Rollout to all users

Pilot Approach

In this approach, the application functionality is released to only subset of Users first. Other users continue to use the legacy systems till new application is rolled out to them. Depending on feedback from Pilot Users, the application is rolled out to next set of users. In this approach, there is an overhead of multiple data migrations from legacy systems to new Production system.

Following is approach for 'Pilot' rollout-

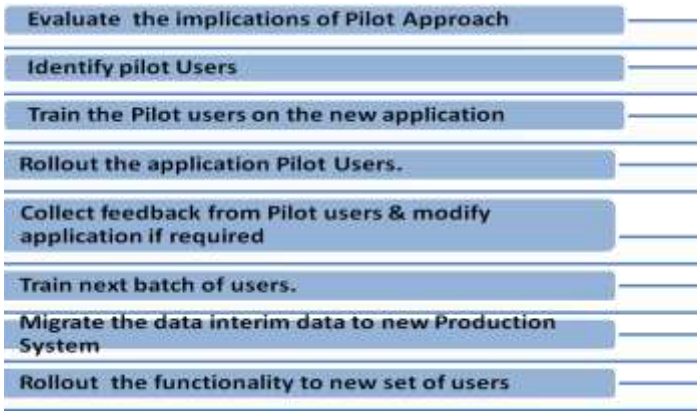


Figure 73: Pilot Roll out

Following are the pros & cons of both the approaches –

Single Rollout to all users	Pilot Rollouts
One single Rollout to all users	Initial Rollout to subset of users
Need more detailed planning for – Training & Production Support Team	Relatively less efforts initially for Training
No need to maintain legacy systems	Need to maintain legacy systems till all users are migrated to new system
No need of interim data migrations	Interim legacy data need to be migrated to new systems

Wipro proposes to have Pilot approach for Production Rollout. Pilot users can be identified based on site locations. Pilot sites potentially include the following six (6) locations as mentioned in the ITN:

- Tallahassee
- Ft. Lauderdale
- Orlando (2 locations)
- Jacksonville
- Pensacola

These can also be identified by Wipro mutually working along with AWI based on:

- Exclusivity of User Groups
- Minimum disruptions to business

Section D - Exhibit 1 – 8.14.1 Contractor Production Pilot Responsibilities

Wipro has reviewed the Contractor Production Pilot Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 – 8.14.2 Agency Production Pilot Responsibilities

Wipro has reviewed the Agency Production Pilot Responsibilities. We are in alignment with the same.

b. Describe the proposed end user training approach and methodology for this project. Refer to Section D, Exhibit 1, 9.1, Training.

AWI will achieve user effectiveness through Wipro Learning Solution and Training delivery mechanisms for now and future

The UC implementation exercise represents a significant change for AWI. The change from a legacy system to the new system needs a comprehensive training strategy to ensure users are skilled to use the new system in a short span of time.

Critical success factors for this training implementation are that all end-users should have a clear understanding of:

- The new ways of working (work-task changes, information flows)
- The new end to end business processes (where one process hands over to another)
- Their role within the new process (what they do today vs. what they will do tomorrow)
- Their specific responsibilities/actions using the system within the business process

Long term objectives:
By involving AWI representatives during training implementation and planning, Wipro can contribute towards developing AWI's internal capability. Following are some key differentiators:

- Build a strong team of internal trainers to sustain the training initiative, developing capability for the future
- Build a comprehensive internal repository of training to help in refresher and new user training
- Develop AWIs internal capability and infrastructure to position it as a leader in workforce innovation

Wipro understands the criticality of training as an enabler in the overall organisational change management process. In order to build an environment that enables effective training implementation Wipro has suggested a comprehensive User Change Management program that would run throughout the implementation of the UC system.

This would be led by a Training Change Manager who would lead the OCM activities and interface with AWI stakeholders and key employees to build the OCM charter and strategy.

The Training Change Manager will be assisted by the Change Lead to carry out specific tasks under the overall Change management program.

User Change Management

AWI will experience significant change challenges during the UC system implementation. Employees will experience anxiety about the changes, the impact on their responsibilities and the day to day activities they perform in their position. Stakeholders from AWI will have to be involved throughout the journey, perhaps at a level of participation that they may have not experienced before. Employees will have to assimilate new knowledge quickly, creating a stressful environment. An added complexity is that employees will have to continue doing their present jobs, while going through this change.

Following are key change best practices that Wipro will bring for this initiative:

- **Vision for Change –** Articulation of the compelling need for embarking on a single platform company-wide. Awareness and buy-in among stakeholders into one consistent vision is a prerequisite to moving the organization towards common processes.
- **Change Strategy -** The integrated approach that drives an organizational transition from the current state to the future state throughout a program.
- **Leadership –** Agreement and commitment to the change among business leadership that demonstrates active and visible support that includes program leaders and key company decision-makers.
- **Stakeholder Engagement –** The process of building commitment and advocacy as well as ownership of the change among managers and employees throughout the organization.
- **Organizational Alignment –** The alignment of organizational structures and functions with associate roles, responsibilities and accountabilities for program assimilation.
- **Performance Management –** The deployment of performance criteria aligned to the 'to-be' environment.
- **Skills & Competencies –** The validation of strategies that transfer new skills and knowledge to leverage in a new business environment.
- **Culture –** The identification of new behaviors in support of the designed environment.
- **Communications –** The development of broad awareness and commitment to successful deployment.

Our User change management activities focus on developing:

- **Leadership Coaching & Stakeholder Management** - An understanding of and commitment to the change among business leaders and stakeholders.
- **Organizational Alignment** - An alignment of organization (structures and functions) and people (roles & responsibilities, skills) for technology implementation and integration.
- **Communication & Training Strategy Validation** - Organizational and individual readiness for the changes through effective communication strategy & branding/campaign in conjunction with execution and training strategy validation.
- **Change Readiness** - An assessment of the skills and development needs of the team that reflects and supports the needs of the organization.
- **Performance Management** – Analysis and appraisal of progress and summative outcome-based program performance.

The work streams demonstrate Wipro's commitment to focused change management solutions that are customized to meet the specific needs of AWI.

AWI User Population Effectiveness - Training Solution

Based on the assessment of the target user audience and the geographical spread of these users, Wipro has advised a predominantly classroom based training approach for this project, along with components of Self-paced Learning and help manuals and guides.

The key highlights of the recommended training solution are:

1. The training program will be delivered across 3 locations Tallahassee, Orlando and Ft. Lauderdale i.e. one round of training on all topics in each location. This has been suggested based on AWIs requirement to judiciously balance effectiveness with expense.
2. The training program plan will align to the overall system implementation plan so that training is provided "just in time" and there is no lag between training and the time when the users will start using the system
3. The Training Needs Analysis (TNA) will help define a training curriculum that is focused on the needs of specific user groups
    a. The TNA would help determine the specific processes that different user groups need to master in order to work productively. The training program curriculum will be based on the findings of the TNA.
4. By providing different avenues for learning like Instructor led sessions, e-learning as well as reference guides, Wipro's advised training strategy ensures that users can use different complementary methods of learning to gain proficiency.
5. The entire training program will be developed and delivered using principles of Adult learning
6. Lessons learned during training sessions will be incorporated into successive sessions so that users can gain from the experience of their peers
7. The trainers who would conduct the training would be experts on the UC compensation processes
8. Once the Train the Trainer (TTT) sessions is complete, the trainers would be assessed on their ability to train other users as well as their understanding of UC processes.
    a. The AWI trainers upon completion of this assessment would be certified to conduct future training sessions for new joinees or refresher training for existing users
9. Certified AWI UC trainers would also be trained on how they can identify new training needs and carry out refresher or new training as a result of application updates
10. A structured training evaluation methodology has been advised that will help AWI assess learners at various stages of training
    - Users will be assessed at different phases – end of module/end of course.
    - Users move to the next module only after attaining a pre-agreed level of proficiency in the previous module (e.g. 80% scores on the assessment. This can be defined for each module and as per requirements from AWI)

Training methodology for AWI

Wipro will use its time tested training development methodology for rolling out this implementation. The key phases of this methodology are summarized in the table below are detailed in the section – Training Methodology.

One of the most critical aspects of the development methodology is to determine an appropriate training delivery method. Based on our understanding of the recommended solution, Wipro is recommending the usage of a blended training approach for this implementation. Training will be primarily delivered in Classroom mode at AWI's locations and will be supported by elements of Self paced learning and job aids/help documents.

This approach is based on Wipro's assessment of AWI's target end user community as being in the same general geographical region as well as the fact that the number of end users may not increase very significantly over the next 2-3 years.

Categories of Training Delivery Methods

The following categories of training delivery methods have been considered for this implementation
Classroom Training - The pace of the training can be adapted to the class. Immediate feedback is possible.

Self paced learning – in the form of e-learning modules, which would help users refresh their understanding of the training
Job Aids: will serve as quick reference material for the users. This will contain application screenshots, as well as step by step information

Training Methodology

Wipro's training development methodology consists of the following phases - Analysis, Design, Development, Training Delivery and Post Go-Live support in Fig 74

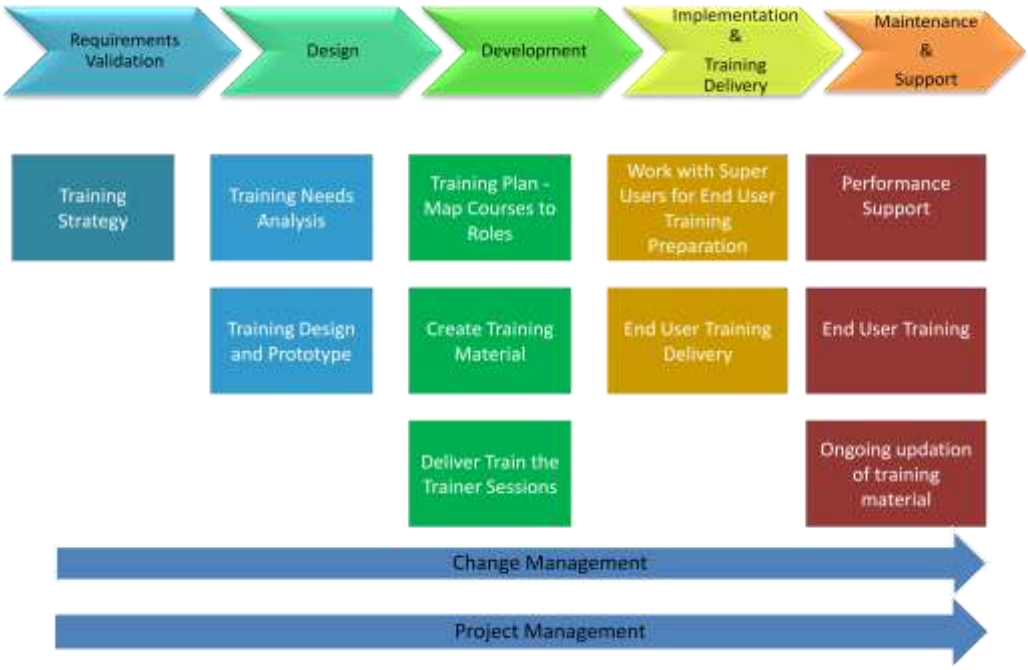


Figure 74: Training Methodology

- **Requirements Validation** – The purpose of this step is to assess and analyse the target audience to get a better understanding of their current skills and job functions. Most of the data in this phase is collected through end-user questionnaires and interviews. Some of the key tasks in this phase include:
    - **Training Needs Analysis (TNA)** would be conducted during this phase. During TNA, the Training Manager will work with various stakeholders to understand their views and goals from the program, interview users, trainers and accordingly build the overall training strategy and scope of the program. During this phase the requirement for language specific training material will also be evaluated. The various phases of (TNA) would include:
        - **Stakeholder Analysis:** Focused discussions and interviews with key stakeholders to understand their vision for training, goals and objectives (immediate and long term)
        - **Focused Discussions with Business Owners:** These will be discussions with key users to understand the goals to be achieved from the Program.
        - **Audience Analysis:** Identification of as-Is roles with their department and location details and number of users per as-is role will be carried out.
        - **As-is to To-be Role Mapping:** This activity will be done in conjunction with inputs from AWI and Wipro's implementation team. The relevant as-Is roles will be identified and mapped to the To-be roles.
        - **Role to Task Mapping:** Based on the Blueprint Design, the To-be roles will be identified and these will be mapped to each business scenario/task defined in the to-be scenario. A high level curriculum and learning requirements for each To-be role will be defined.

- **Training Strategy Definition:** The findings from the TNA will be used to build a Training Strategy and Plan for the program. The training strategy defines the overall approach for the training solution. The key aspects that will be covered in the training strategy document include:
    - Framework and methodology for developing training content
    - Training delivery methods, strategy for training delivery,
    - Format and content of training materials
    - Training quality assurance process

- **Training Evaluation Strategy Definition**: The training evaluation strategy will be defined in alignment with AWI's organizational norms and culture. The key aspects that will be covered in the training evaluation strategy will include:
    - Quality of training delivery
    - Coverage of training

- **Design** – The design phase involves the definition of a curriculum that is appropriate for the end users. The tasks in this phase include:
    - Reviewing business process procedure documents
    - Reviewing process flow documents
    - Determining the impacted roles as defined by the functional teams
    - Developing a curriculum based on the identified roles
    - Developing course outlines which define the learning objectives and the transactions to be covered in each course.

  The result of this phase is training *curriculum architecture*, course outlines and a training plan which provides an overview of the courses that will be developed and the delivery method and schedule for each course. This phase also involves the development of a training prototype which needs to be reviewed and signed-off by the client.

- **Development** – The content development phase involves the development of training content based on the defined curriculum. The key tasks in this phase include:
    - Defining standards and guidelines
    - Setting up the training environment for content development
    - Developing, reviewing and finalizing training material

  This step will result in the creation of the training material that will be used for training the trainers and end users.

- **Implementation/Training Delivery** – Post the completion of content development and sign-off by AWI, training is delivered to the Super users who will be involved in delivering the training to the end users. This will be done in a Train the Trainer mode. The Super users would then be involved in delivering training to the end users. Wipro has advised a Train the Trainer (TTT) mode of training delivery for this project. This mode of delivery would be the most cost effective considering the relatively smaller size of the end user audience.

- **Maintenance & Support** – This phase would involve ongoing support to the end users by Super Users and would practice using a training environment, support and coaching by Super Users and remedial and refresher training on a need-basis. (add content related to keeping content updated)

Training Scheduling

One of the key inputs for scheduling training is the list of end users and their roles. The training team and training administrator will use this list as the basis for developing the schedule of classes for each release. The Training Administrator will group end-users into batches and schedule the various batches in a manner that will allow end-users with multiple roles to attend all their required training in the allotted timeframe. Once the training modules have been mapped to roles, the Training Administrator will:

- Create a master technical training schedule identifying all classes to be offered including Trainers, dates and locations
- Validate training schedules and rosters
- Track attendance, invites and course-maps for users

- Administer and track assessments and evaluations
- Report the progress of training

Training Team Structure
Wipro has recommended the following team structure for this project. The chart below defines the overall responsibilities, governance structure and escalation points for different aspects of training and delivery.

Role	Role Description
Training Change Manager	▪ Is the single point of contact for all training activities ▪ Responsible for leading Organisational Change Management activities ▪ Responsible for carrying out TNA and Stakeholder Analysis ▪ Acts as a direct link between the training team and other project teams to ensure alignment of schedules ▪ Reports on management of content development activities, training and assessment activities/results to the Program manager. ▪ Monitors training plan and delivery and ensures that delivery is in line with agreed KPIs and quality ▪ Escalates risks and issues through the appropriate escalation process when necessary
Change Agent	▪ Will support the Change manager on Organisational Change Management activities ▪ Will be responsible for carrying out specific change management and communication management activities
Training Administrator	▪ Co-ordinate booking facility for locations and refreshments ▪ Create and maintain the training schedule and invites ▪ Provide pre attendance information – maps, access arrangements, parking etc ▪ Co-ordinate the supply and availability of devices and stationery for training ▪ Record attendance, non attendance and rescheduling ▪ Manage Assessment & Competency certificates ▪ Ensure printing of training material is carried out and made available when required ▪ Co-ordinate training system requirements including training system ID's and log on ID's ▪ First level of trouble shooting on training records, certificates, attendance, scheduling etc ▪ Collate and report training evaluation and accreditation results
Content Development Team	▪ Develops course outlines defining objectives, content, target audience, duration and exercises and activities ▪ Converts test scripts, process flows, configuration documents, and/or all other relevant functional team tested and approved outputs into the appropriate training documentation ▪ Works with Process and Functional experts to obtain all necessary process and application data to convert into training documentation ▪ Uses effective instructional design techniques to design high quality training documents ▪ Completes all assigned training documents at the quality level, and within the time frame

Role	Role Description
	designated in the Training Plan and Project Plan.
Subject Matter Expert	▪ The Subject Matter Expert on the Training program will be from the team that has implemented the UC solution ▪ Reviews training material to ensure sufficient coverage, business relevance, and accuracy ▪ Provides inputs to the content development team on the business processes and system transactions ▪ Delivers train the trainer sessions ▪ Signs off training deliverables as identified in the acceptance criteria for such deliverables.
Trainers	▪ Trainers will be experts on the UC system, the technical background and will have expertise on carrying out training in similar programs ▪ Responsible for reviewing the training materials ▪ Leads the delivery of relevant Train The Trainer sessions to AWI Trainers ▪ Delivers training pilots and assesses trainer ability ▪ Provides coaching to develop AWI trainer skills in delivering specific training courses
Data and Environment Team	▪ Works with solutions delivery team to define training environment requirements including architecture, integration refresh and support ▪ Works with the training team to define data requirements based on the developed training content ▪ Works with relevant members of the solutions delivery team to define what Master and transactional data can be provided

Case let 1
Customer: The client is large UK Water and Waste Water Company and is currently involved in an SAP implementation to transform its back-office processes.
Solution: As part of the overall training planning, and deployment, Wipro developed a Change Management, a Training Strategy, and the overall curriculum for the entire implementation.
Case let 2
Customer: The largest and oldest news organization in the world serving thousands of daily newspaper, radio, television, with coverage to news and media in all formats.
Solution: Designed an end-to-end training solution including conducting training needs analysis, creating a training approach and plan. Developed the training material for the ERP module being implemented, and delivered training to the end users.

Training Environment
The Training Environment comprises the Application training environment as well as the Technology environment that enables training to be successfully carried out.

Application Training Environment- The purpose of the training environment is to ensure that the learners get to practice on an environment that mirrors the environment at their workplace.

For this implementation, the Wipro functional team will provide two environments:

- Training Development environment – This environment will contain the most up to date configurations and will contain the master data and transactional data to enable the developers to capture transactions for the training simulations.
- Training Delivery/Sandbox environment – This environment should contain the most up to date configurations and should contain the master data and transactional data to enable the Instructors to deliver the sessions in the classroom. Post the completion of training delivery, this environment will be used by the end users to practice.
    - The training sandbox environment ensures that the users are able to use an instance of the system to practice and yet at the same time it does not interfere with the live system
    - The sandbox environment will mimic the real system as it is an instance of the real system and will therefore ensure that users get a feel of the real system
    - The sandbox environment will also contain several data sets that will allow users to practice key tasks in the system

Learning Management System

Wipro has also factored in the deployment and installation of an on premise installation of a best of breed Learning Management System (LMS) for this project.

The AWI LMS once installed will provide the right framework for AWI to structure its training approach and strategy across existing users and employees. This framework will also provide a base for future training programs for Floridians.

Wipro has also advised the development of training assessments for each training program, to be deployed using the LMS. These assessments can be assigned to each individual user based on his/her learning plan.

Following are some specific features and benefits of using an LMS for the training requirements:

- Provides an easy way to access training, track training performance and scheduling
- Refresher training can be conducted using e-learning modules
    - Details of the e-learning modules that will be created is detailed under "Scope"
- Course completion records, assessment scores and individual user learning plans can be tracked using the LMS
    - Will facilitate creation of individual learning plans for each user
- The LMS can be integrated with AWIs existing competency development plans for its users
    - E.g. if a user is expected to gain a certain level of proficiency on certain subjects, these can be allocated to the user on the LMS and his/her performance on these courses can be used as a measure of proficiency
- Reports from the LMS can help AWI analyze the effectiveness of training being imparted to the users and thereby plan for remedial training or enhancements in existing training
- The LMS can also be used to store results or participation records of Classroom training, thereby ensuring that all training activities are tracked using a single system
- Features on the LMS can help AWI track material and resources like availability of classrooms, travel plans, other training related equipments etc

Case let 1
Customer: Global IT Services Company with presence in 45 countries, with an employee base of over 80000 having diverse role based training needs
Solution: LMS was integrated with:

- Enterprise AD and LDAP to enable single-sign on to enterprise learning
- Assessment engine and content engine for anytime and anywhere management of enterprise wide assessments
- Content engines for delivery contents to employees in real-time time including the tracking of learning progress
- MS Outlook for one-click access to LMS contents and silent sign-in to LMS for busy executives
- Employee performance management tool, for tracking and measuring KRAs.

Training Deliverables

The following deliverables are envisioned to be created as part of the project.

Deliverable Type	Purpose	Tool
Training plan	A project plan to ensure that training is aligned to the project goals, scope, deliverables, schedule, roles, responsibilities, and resources. Progress against the plan will be evaluated through frequent status meetings and reports.	MS Project
Training Needs Analysis	A document that will identify the training needs of users and the current and expected competency levels of the users in these areas.	MS Excel
Training Curriculum	The training curriculum is the output of a detailed analysis of the training audience, project and organisation goals, and end user learning gaps. It outlines the recommended sequence and grouping of material into courses and modules as well as the objectives for each course. It also describes the business processes, the intended audience to be supported by each course, and the training for each course.	MS Excel
Course Outlines	Sets out the objectives and high level content of each course	MS Word
Prototype	A sample unit which comprises all the training deliverables that are part of the program. This will ensure that the format of deliverables, the level of detail required, and other key issues are agreed. The prototypes are working models of paper-based and online materials that demonstrate the look and feel of the final deliverables.	Word, PowerPoint, Captivate Simulations etc.
Interface Overview and Navigation training	An interface overview and navigation course that will allow the learners to get comfortable with the interface of the new application	Flash/HTML
Process Overview (PowerPoint Presentation)	These presentations will provide an overview of the business processes, policies and procedures and briefly cover differences between the existing and new systems.	MS PowerPoint
Functional Courses (Participant Guide)	PowerPoint presentations with additional information about the process and the key steps to complete the task.	MS Word (Soft Copy)
Simulations (Show and Try)	The Captivate simulations will help in simulating the environment and enable the learners to view and practice the transactions. These simulations also help provide an assessment of the learner's competency in a task.	Captivate
Assessments	Combinations of Multiple Choice Questions and Captivate System-based exercises that will help the learners gauge their understanding and also help reinforce learning.	MS Word and Captivate
Trainer Guide	Provide session flow and instructional tips.	MS Word
Quick Reference Guide	To provide the learners with a quick view of the key tasks relevant for their roles	Flash/HTML
Training Evaluation Sheet	Provides a mechanism for collecting feedback on the course, trainer, methods used for training etc	MS Word

Functional end users (Target end users, scope matrix and maintenance of training material)

The following section covers the overall scope of training; definition of the end users and super users, along with specific details of Customer Service and Technical support training:

Category of training	Topics covered	Target Audience	Scope of training
Seibel	Seibel Related Training	• IT staff/super users • Technical analysts • Trainers	• Case management • Benefits program • Service request management

		• Developers • Administrator	• Activities management • Business rule UI (Oracle Policy Automation)
	Seibel Overview	• Internal staff • Federal authorities • Citizens • Claimants • Employers	• Siebel Architecture Overview • Siebel Application Overview • Siebel Major functionalities
	Seibel Public Sector module Overview	Common for all Business Users	Overview of the following processes: • Case management • Benefits program • Service request management • Activities management • Business rule UI (Oracle Policy Automation)
OBIEE	OBIEE Related Training	• IT staff/super users • Technical analysts • Trainers • Developers • Administrator	OBIEE Administration • ODI • RPD • Administration Reporting • Answers • Publisher
	Overview of Reporting	Common for all Business Users	Generic training on Basics of Report creation
	Department Specific Training	Claims and Adjudication Centers	Claims and adjudication process training
		Customer Information Center	Customer information/help related training
		Benefit Operations Section	Benefits process training
		Benefit Payment Control	Benefits payment and control process training
		UC Reengineering	Re-engineering process training
		UC Appeals	Appeals process training
		Quality Improvement and Federal Reporting	Reporting process training
	Overview of UC reporting system	• Internal staff • Federal authorities • Citizens • Claimants • Employers	Overview training on reporting system
	Customer/Help Desk/ User Support Specialists		o Customer Service/User Support/help desk management o Customer relations o Face-to-Face and remote diagnosis and troubleshooting techniques o Knowledge of proposed UC solution application architecture o Application security and access controls

			Software maintenance o Reporting, ad hoc querying and data warehousing
	Technical Support		o Technical Support o Knowledge of the proposed UC solution application architecture o The proposed UC solution web services o Firewall and network infrastructure support o Application security and access controls o Software maintenance
Customer and Technical Support	Overview of UC system for Stakeholder audience	• AWI stakeholders • Federal authorities	Overview training for business users
	Overview of UC system for General Public	• Internal staff • Federal authorities • Citizens • Claimants • Employers	Overview training for business users

Key points of Training Scope and Training Delivery plan:

- The total scope of training would be of about 340hrs which will include 12 hrs of e-learning courseware and simulations
- The scope of training has been arrived at based on Wipro's understanding of similar implementation programs as well as AWIs specific requirements
- The training duration detailed in the table above has been calculated based on the time taken to sufficiently explain individual processes within the larger processes.
- Each training session will be an interactive session where the facilitator will present the training material and invite the users to share their experiences and views on the process and how they have been performing the process on the legacy system.
    - The collaborative approach to training will help users gain a better perspective of the new solution as well as an in-depth understanding of how the system has changed
    - The trainers will also take feedback from users so that this can be introduced into successive training
- Training will be carried out by the functional consultants who have implemented the solution. The functional consultants are veterans of similar implementations and by virtue of having implemented the UC solution are most suited to conduct the Train The Trainer sessions
- The scope also accounts for regular updates and changes that will need to be reflected into the training material.
    - Wipro has assumed up to 10% of changes in the training content during training delivery
    - All training material will be created in US English. If there is a requirement for creating language specific content (Creole and Spanish) then this requirement will be evaluated during the TNA phase
- Wipro's delivery training plan will be synched with the overall implementation plan of the system. Wipro will also submit a detailed training plan for approval to AWI.

- In order to balance the training delivery cost and the need for effective training Wipro has advised a Train The Trainer approach for this program
    - Based on the spread of end users in each of the 3 locations mentioned by AWI, Wipro proposes one round of training on the entire curriculum in each of the three locations, Tallahassee, Orlando and Ft. Lauderdale
    - Each location will have up to 15 users per session of training
    - With this approach a healthy ratio of expert Trainers can be trained who in turn can train the larger user audience
        - This training will cover the complete scope so that this target audience is proficient in all the areas and can easily train other end users
        - This schedule will also allow users to take up training sessions in case they are unable to attend it in their home location

- Each training session will be aligned such that the training is conducted just before go live
- The training will be conducted across locations consistently maintaining uniformity of structure, content and details so that all users are at a similar level of understanding
- As part of our continued support to green measures, most of the deliverables will be provided to AWI users in a media format such as a USB drive. The USB drive to contain:
    - An overview of the AWI UC program
    - Change related communication
    - Role-specific scenario simulations
    - Role-specific training content

  A printed copy of the deliverables will be provided to the trainers/super users who will attend the Train the Trainer sessions. Learners can use these documents for reference as needed.

- The Training Administrator will create and communicate the schedule for training. The communication will provide enough room and options to the user in case s/he wants to re-schedule the training.
- The scheduling, attendance records and performance records of classroom training will be stored on the AWI LMS for future reference and use.

Maintenance of Training Material
Wipro will develop high quality training materials that provide highest value to the participants. These materials will accurately reflect the latest version of the implemented solution that users will see when returning to their desks. As training is delivered across the various locations, our Instructional Designers will capture any feedback that needs to be reflected back in the training material. The Instructional Designers will work with appropriate technical and business users to review and finalize the updated training material.

Knowledge Transfer
A critical component of Wipro's training approach is to put knowledge transfer processes in place, for AWIs key users who are responsible for supporting the development of training materials and ensuring future training is carried out.

Knowledge transfer of training development and delivery skills will be supported via:
- The provision and communication of clear guiding principles and methods for developing and reviewing training material
- Effective training project management and review processes being in place to ensure a consistent approach
- Training on the correct use of development tools
- On the job coaching
- Train the Trainer providing trainers with the required training delivery skills combined with provision of knowledge transfer on delivering the courses within the curriculum covering elements specific to Role-based training such as using a lesson plan using the training client to run a demonstration in Seibel and run a training exercise etc.

Evaluating Training Effectiveness and assessment criteria
Wipro's training evaluation method is based on the Kirkpatrick model of evaluation. The Kirkpatrick model looks at four levels of evaluation for any training activity. These levels are always preceded by, and rely on, two components – Training Strategy Definition and Training Needs Analysis.

Level Description	Methods
Level 4 - Which business goals/results have been achieved?	Business Performance Measurements
Level 3 – How effectively will the user apply the learning?	Surveys, Feedback from Supervisors
Level 2 – How successful is the learning?	Assessments Instructor Feedback
Level 1 – How does the learner rate the learning experience	Surveys, Quantitative Feedback

Figure 75: Kirkpatrick Model for Evaluation

The four levels of the Kirkpatrick model are detailed below:

- Level 1: To measure the immediate reaction of the learner(end of training session)
    - End of course Reaction Sheets and or verbal feedback will provide an indication of course, trainer and room quality

- Level 2: To measure the transfer of learning(after the training session to 2 weeks post training)
    - Assessment questions are a measure of learner performance
    - Interim and End of course accreditation
    - Monthly Reports stating numbers trained and accreditation pass rate (monitored against the Training Plan for example stating the number of resources that require training, have been trained, at the appropriate time and have passed the course accreditation).

- Level 3: To measure the changes in the behaviour of the individual and check how well the training has prepared them for their role(minimum of 3 months after the training)
    - Observation and 1-1 interviews involving business/ operational line managers to assess learning applied and sustainability of learning. This normally takes place 3 months after training.

- Level 4: To measure the contribution of training to the achievement of business and operational goals (6-12 months after the training).
    - This would be evaluated through existing management systems and reporting. For example, linking training outputs to business and organisational key performance indicators such as reduction in complaints, achievement of standards.

The success of the Training and Development Strategy will be measured by comprehensive evaluation of the program, and in particular against specific measures to be agreed in conjunction with AWI during the Training Design Phase.

Assessment Criteria

The end of course assessment would be structured in such a way that it would be compulsory for the user to successfully complete the assessment before moving on to the next course.

Qualitative feedback of the user's performance on the assessment will be provided so that the user understands his/her performance and takes remedial action before attempting the assessment again.

The Training Team and AWI stakeholders will determine how many attempts at any test or assessment a learner is allowed during training. For example, following a third attempt at the end of course accreditation specific development needs will need to be identified by the Trainer and a specific coaching plan put in place.

In the event of some learners needing extra coaching or help Wipro recommend that they receive appropriate one to one sessions, where it is felt that this would be conducive to the learner improving their skill, knowledge and competence, and is in accordance with cultural norms.

Attempts and assessment scores will be tracked and stored in each learner's individual learning plan.

Case let 1

Customer: The client is one of the top insurance groups in the US employing over 18,000 employees and serving more than 15 million customers.
Solution:

- Extensive workshops to identify training requirements and setting objectives
- A customized program was developed considering the future role of the participants in supporting the application
- Measuring Effectiveness – Each session was used to measure Level 1 and Level 2 of learning effectiveness as per the Kirkpatrick Model
- Practical Approach to Training – Each session had 50% hands-on practice to help the learners quickly implement the concepts they had learnt
- Over 1000 hours of learning content leading to 15000 hours of learning was delivered in a short time

Section D - Exhibit 1 - 9.1.1 Contractor's Training Responsibilities - Wipro

Wipro has reviewed the Contractor Training Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 - 9.1.2 Agency Training Responsibilities - Wipro
Wipro has reviewed the Agency's Training Responsibilities of AWI. We are in alignment with the same.

Case let 1
Business Need: To develop a repeatable, scalable, sustainable and consistent learning solution to train users on a customized application that involves project tracking and product release
Customer: A US major providing financial products and services

Case let 2
Business Need: To develop training content for over 2000 end users across 13 countries, on a new application deployment**.**
Customer: This client is a UK based leading telecom provider of data, voice, and managed services to business and government customers in Europe. The client has its presence in 13 countries and provides completely secured communication and IT systems in each of these countries.

Case let 3
Business Need: To deliver high quality eLearning content to employees and members worldwide through a corporate intranet and through a secure learning management system (LMS).
Customer: This US based client is in the banking business and has its own branded University for distributing eLearning resources worldwide.

c. Describe the proposed approach and methodology for the development of user documentation. Refer to Section D, Exhibit 1, 9.2, User Documentation.

Wipro will create all user documentations for this project. These would include technical documentation like online Job Aids that would provide context sensitive help to users.

Wipro will also carry out the printing of help manuals, training manuals (participant and instructor guides) and any other printable training material that Wipro will create for this project.

Wipro will also carry out the printing of these documents as per the scope defined in this document.

Details of each document and contents are further described under scope.
The process of creation of these documents will follow a standard development, review and updates cycle so that the final version includes changes.

Section D - Exhibit 1 - 9.2.1 User Documentation Responsibilities – Wipro
Wipro has reviewed the Contractor User Documentation Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 - 9.2.3 User Documentation Responsibilities - AWI
Wipro has reviewed the Agency's User Documentation responsibilities of AWI. We are in alignment with the same.

d. Provide a list of all deliverables associated with the proposed project approach by project lifecycle phase. Refer to Section D, Exhibit 1, 10.0, Deliverables

Deliverables associated with each phase and activity level is mentioned in the project management approach section. It will be detailed out during the preparation of project management plan.

All deliverables and deliverable templates will be submitted as defined by the Wipro and AWI approved methodology. Any adverse impact on Wipro's ability to meet the deliverable commitment resulting from AWI's failure to meet the responsibilities will be treated as per change control mechanism.

Submission, Approval and Maintenance of Deliverables

Wipro will define, maintain and update deliverables throughout the project and contract lifecycle as per the agreed project plan and payment milestone plan.

Deliverable Submission

- All deliverables and artifacts will be submitted as per the mutually agreed upon format. As AWI standard includes Microsoft Office Suite 2007, Microsoft Project 2007, Adobe Acrobat Reader 8.0/9.0 and Visio 2007, Wipro will follow the same.
- Submission procedure of the deliverables will strictly follow the project management plan.
- Each deliverable will be submitted in accordance with the approved Project Management Plan for review and comment by AWI.

Deliverable Review

- Reviews are performed to ensure that items that are reviewed or inspected are complete, correct and fit for use. The process applies for all the artifacts of the project.
- All deliverables submitted to AWI will be first internally reviewed and inspected by the project team and/or Quality Assurance group as and when applicable.
- Review mechanism of deliverables will be determined by the review and re-review criteria section of the project management plan.
- For software and software configuration deliverables, the Wipro will conduct thorough testing of the deliverable and provide AWI with necessary test result.
- Deliverable review, distribution and approval authority at AWI will be mentioned in the communication management plan and RASCI matrix.
- Upon submission of deliverable to AWI if no response is received within ten (10) business days, the deliverable will deemed to be accepted unless an alternate plan is mutually agreed upon. Any feedback or recommendation on the deliverables thereafter will go through the change control mechanism.
- Upon approval of a deliverable, the AWI will send formal notice to the Wipro. A copy of the approval notice for each deliverable will be submitted with the applicable invoice to receive payment.

Deliverable Distribution

- Deliverable description and distribution list will be as per the project communication plan.

Deliverable Consistency and Maintenance

- Wipro will ensure that the technical detail in all deliverables is consistent. If subsequent activities render the content of a previously submitted deliverable incorrect then Wipro will update and republish the previously submitted deliverable, using a distinct version number.
- If the deliverable previously required approval, the updated and republished deliverable will also require approval.

Deliverable Quality Assurance

- Quality Assurance will be an ongoing activity for the entire duration of the Contract. Independent review of deliverable by the quality co-coordinator, phase gate reviews will be part of everyday project quality assurance activity apart from the periodic reviews by the quality assurance team.
- Quality controls activities, measurement criteria, tools, criteria for causal analysis in case quality of deliverable and process goes beyond the tolerance interval will be outlined in the quality management and assurance plan.

General Deliverable Preparation Instructions

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
1.	Electronic copies shall be provided on CDROM or via email and stored in the AWI UC project repository on the Agency's network.	Yes	
2.	Electronic copies shall use Microsoft products, or other products with Agency approval. It is the Contractor's responsibility to follow-up with the Agency to ensure that emailed submissions are received. No deliverable file size shall exceed five (5) megabytes; larger deliverables shall be broken into separate files unless otherwise agreed to by the Agency and the Contractor	Yes	
3.	Formal deliverables associated with payments should be identified by the title of the deliverable and the version of the deliverable (e.g., Draft or Final, with Revision number).	Yes	
4.	All other deliverables should be marked with a unique deliverable identification number and a revision number	Yes	
5.	Each deliverable shall include a deliverable title, date, Contract number, Contract title, name of the preparing organization, and security markings or other restrictions on the handling of the document (as necessary).	Yes	
6.	Each page shall contain a unique page number and shall display the document number, including: title, version and date.	Yes	
7.	If the document contains multiple sections, the document shall contain a table of contents providing the number, title, and page number of each titled paragraph, figure, table, and appendix. The document should contain extensive use of paragraph numbering and this numbering should take precedent over page numbers. Multi section documents should have cross-references and hyperlinks to assist in electronic reviewing/navigation from section to section.	Yes	
8.	Deliverables should be prepared using the Agency's approved documentation standards	Yes	Deliverables will be on a mutually agreed upon format.
9.	Deliverables should be free of any copyright claim or notice.	Yes	Open sources usage will be mutually agreed upon.
10.	The Contractor is encouraged to provide additional diagrams and text whenever such provision is believed to enhance the understanding of the presented materials.	Yes	

S.No	Responsibilities	Wipro Accepts (Yes/No)	Remarks
11.	If a required data description has been published in a standard data element dictionary specified in the Contract, reference to an entry in that dictionary is preferred over including the description itself.	Yes	
12.	The narrative, functional specification and technical specification deliverables should be user-friendly for reviewers to evaluate and to facilitate ease of navigation. Information regarding the approach for a specific activity should be consistently documented among the various specification documents.	Yes	

Please find below the list of all deliverables associated with proposed project approach:

Project Life Cycle Phase	List of Deliverables
Requirement Validation	Requirements Validation Document **Milestone:** **Requirement Sign-Off**
Functional Design	Functional Specification Document- Including all scope items Data Migration, Integration, Interfaces, and Business Rules & Reports. **Milestone:** **Functional Spec Sign-Off**
Technical Design	Detailed Technical Design Document -Including all scope items Infrastructure, Data Migration, Integration, Interfaces ,Business Rules & Reports **Milestone:** **Tech Spec Sign-Off**
Code and Unit Testing	Test Strategy / Plan Document Test case & Design Document Build Complete (Siebel, Integration & OBIEE) **Milestone:** **Integration Test Strategy / Plan Sign-Off** **Unit Tested Code base Ready for testing** **Test Case Sign-Off**
System Integration Testing	System Test cases Document Milestone Signed off System Test case document
User Acceptance Testing	UAT Test cases Document Milestone UAT Signed off System Test case document
Full Production Deploy to Pilot Regions	Pilot Deployment Plan /Regions Data Migration Plan for Pilot/Regions Milestone Signed off Pilot Deployment/Regions
Warranty Support	Develop Application Support document SMTD. Fix all the defects on Application deployed which is identified and validated as part of the solution which Wipro delivered. Milestone Regular Fixes on Warranty support issues.

e. Provide a proposed set of service level agreements, in addition to those contained in Attachment Q – Requirements Response Matrix, for the Design, Development, and Implementation and Operations and Maintenance phases of the

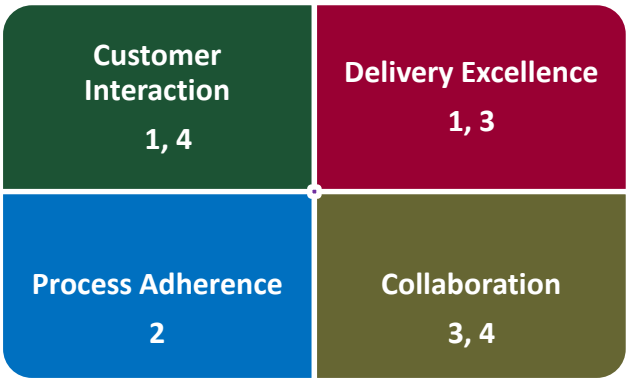
project. Refer to Section D, Exhibit 1, 11.0, Service Levels and Liquated Damages. The formulation of Service Level Agreements and associated liquidated damages for inclusion in the contract will be handled during contract negotiations

As stated in the ITN, Service level agreements, in addition to those specifically defined in the functional and non-functional requirements identified in Attachment Q - System Requirements Response Matrix.

In order to ensure that the proposed program is delivered within required timeline and quality, Wipro recommends a Balanced Score Card construct as an incentivisation mechanism. Wipro's approach to the incentivisation mechanism is on the following tenets:

- Measuring success of delivery based on the success of the overall program and AWI satisfaction
- Adhering to highest regulatory and compliance standard while partnering with AWI
- Utilizing resource and technology mix to achieve a robust and scalable self-service application with focus on end-users and future needs
- Proactive capacity management and strategic planning

The four key areas for consideration would be:



The key performance areas and the points to be earned or lost may change from time to time based upon mutual agreement between Wipro and the AWI. All changes will be controlled in accordance with the normal contract change procedure established through mutual discussion.

Wipro would take following measures to ensure the smooth operation of the Scorecard:

- Provide all scores and supporting evidence in accordance
- Obtain agreement from the AWI on points earned or lost
- Apply agreed debit/credit to next invoice
- Start collection of the scorecard information once both parties agree upon the Scoring mechanism

Performance Bucket	Parameter	Frequency	Weight	Exceeds	Meets	Below
Delivery excellence			**45**			
	Schedule Adherence-projects (within +/- 5%)	Each milestone		>95%	>90% & <95%	<90%
	Defect rate for projects: *Delivered Post System Testing:* *Delivered with only CUT*			0.12 Def / KLOC 4.83 Def / KLOC	0.12 to 0.15 Def / KLOC 4.83 to 5.95 Def / KLOC	0.15 Def / KLOC 5.95 Def / KLOC
	Schedule Adherence-enhancements (within +/- 5%)	Each Milestone		>95%	>90% & <95%	<90%
	Defect rate for enhancements: *Delivered Post System Testing* *Delivered with only CUT*	Each Milestone		0.12 Def / KLOC 2.74 Def / KLOC	0.12 to 0.15 Def / KLOC 2.74 to 2.95 Def / KLOC	0.15 Def / KLOC 2.95 Def / KLOC
AWI Interaction			**20**			
	CSAT Score (On a Scale of 7)	Bi-annual		>6	<6 & >3.5	<3.5
	Timeliness of report	Monthly		>98%	<98% & >95%	<95%
	Invoicing Accuracy	Monthly		>98%	<98% & >95%	<95%
	Participation in meetings, actions completed	Monthly		>98%	<98% & >95%	<95%
	Escalations at AWI Senior Management due to Service Provider's behaviour	Quarterly		0 instance	<=1 instance	>1 instance
Process adherence			**20**			
	CMMi Level - as per Wipro's Process Compliance evaluation methodology			4	4	3
	Adherence to change management process (to be established mutually)	Monthly		>95%	>90% & <95%	<90%
	Regulatory compliance & Information Security (Contract violation/ Security Incidents)	Monthly		0 issues	0 issues	Any issue
Collaboration			**15**			
	Proactive capacity management & strategic planning (Lead time for new resource)	Quarterly		<4 weeks	4-6 weeks	>6 weeks
	Right skilling through third party involvement	Monthly		0 rejection	0-5%	>5%
	Timely communication to 3rd parties	Monthly		0 instance	<=2 instance	> 2 instance

Performance Zones & Evaluation:

- The Performance evaluation to be done at the achievement of each project milestone during implementation. The evaluation to be conducted on a monthly basis for Operations and Maintenance
- Each Parameter is scored based on achievement of the target levels
- The overall score is aggregated and the aggregated score is summarized one of the 3 zones (Green, Yellow or Red)
- Based on the final score – Incentivization to AWI or Gain Share to Wipro is determined and the amount is reflected in the month after the presentation of the scorecard.
- In addition, deliver business savings through a 5% program revenue linked to benefit savings during first year and a "Gain share revenue" for subsequent years during the contract life term for saving beyond the expected 43Mn
- Incentivization Framework is as below:

Performance Zone	Incentivization Mechanism
	% of Periodic Revenue – Gain Share to Wipro
Yellow (>50 and <75)	Neutral Score
	1st Period – No Gain Share , No Penalty
	2nd & Subsequent Periods - % of Quarterly Invoice – Penalty payout to AWI
Red <50	% of Periodic Revenue – Penalty payout to AWI

Reward:	0.1% of Periodic Revenue for each point above 75
Penalty:	0.1% of Periodic Revenue for each point below 50
Maximum Reward:	2.5% of the Periodic Revenue
Maximum Penalty:	5% of the Periodic Revenue

3. Technical Description

a. Provide a description of the General System Architecture of the proposed solution. Describe the benefits of this System Architecture and how it supports the objectives of the proposed UC solution.

AWI will get seamless end to end integrated Solution, increasing efficiency and the performance of the UCCBIS System.

Wipro proposes Siebel based solution architecture as the COTS package for the UCCBIS initiative. This section will summarize the each component of the architecture, benefits of the system architecture and details on how this solution will meet the AWI objectives. Our solution gives the complete flexibility and enhanced UI for the AWI agents to serve the citizens better. For e.g.: CCA solution gives the Call centre agents the flexibility to work from anywhere and be able to address the citizen needs.

System Architecture

It is a seamless integrated architecture representing the Case Management System comprising of the Siebel Public Sector, Online Portals, Contact Center Anywhere, Business Rule Engine (OPA), Email and Imaging Solution, integrated with the Oracle Business Intelligence suite. It also represents the integration with the external system using the EAI framework. The architecture represents the unified system that acts a single point of contact to all its stake holders as shown in Fig 1.

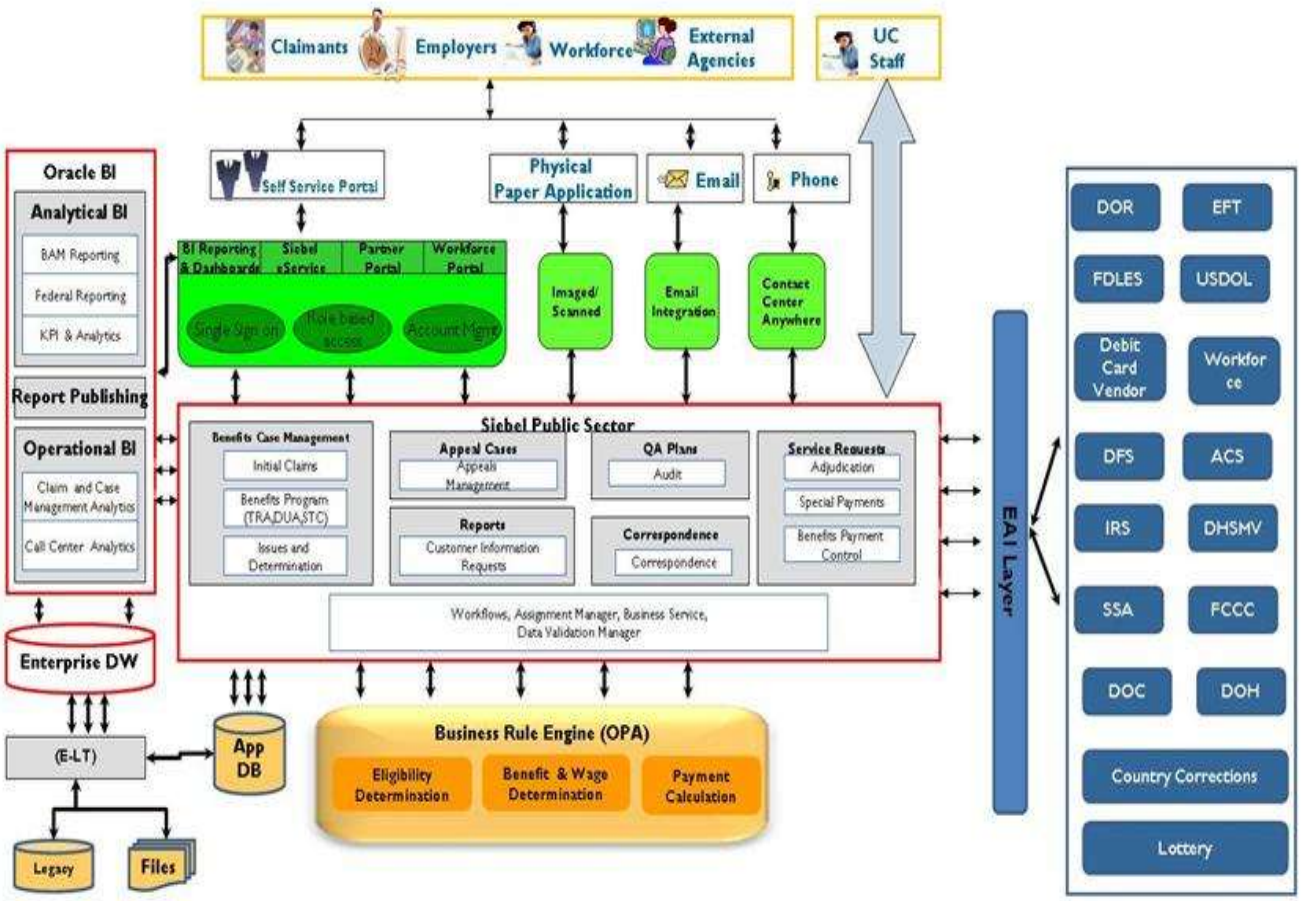


Figure 76: System Architecture for AWI

The Case management solution will allow **AWI** to handle Claims, Appeals, and Service Request for Adjudication, Over-payment, and Special Payment across a broad range of communication channels such as telephone, email, and through Self Service Portals. These channels are integrated, allowing each user internal or external to become a Citizen-contact manager, supporting a range of products and services and presenting tailored offerings designed to meet Citizens' needs.

Claimants can approach AWI through various channels like Self Service Portal, CCA and Email. Employers will also be provided with the portal access for functionalities such as file an appeal, check on the status of claims under their names for which they are being charged.

The Benefits Case Management System will be interfaced with other AWI applications in real time and batch interface methods, below give the logical system architecture for the same

Following components of the System Architecture would be explained in the section below:

- Unemployment Claims Management (Siebel Benefits Case Management):
- Online Portals
- Contact center integration with Claims management solution (CCA Siebel Integration)
- Email Integration with Claims Management Solution
- Business Rule Engine (OPA)
- Oracle Business Intelligence suite.

Unemployment Claims Management (Siebel Benefits Case Management):

Figure 77: Seibel Benefits Case Management

Wipro aims to automate various activities currently happening manually (example from feasibility study stated that there are currently 16 apps the claim takers and adjudicators access to do their job).

On detailed analysis of the requirements of AWI, Wipro Proposes to use Siebel Benefits Case Management module of Siebel Public Sector 8.2 as shown in Fig 2. AWI's requirements around Claims Management can be fulfilled with some configuration using Siebel's out of the box (40-50%) Case Management object. The proposed case management module supports all the core functionalities for end to end Claims processing, Appeals, Adjudication and Benefit Payment Control. Siebel will act as one point solution for all its functionalities by interfacing with various existing applications.

Siebel Case (Claims) Management Modules allows claimants to file for Unemployment claims by answering Claims Intake Questions. Once he answers the question and fills the form either through self service portal or by sending the form through Email or Mail. The Case will get automatically created in Siebel once the form is auto loaded. Depending on intake answers the benefit program will get automatically associated.
The system checks to see if there is an existing Benefit Year.

- If the Benefit Year does not exist for the claimant, then the benefit year will be created with the start and end dates calculated per Florida's policy. The claim will be automatically linked to the benefit year.

- If a benefit year exists for the claimant, the solution will process the claim per Florida business policy.

Once the case is created, Assignment Manager helps in automatically assigning the case to the respective person to verify the information and supporting documents provided by the claimant. In case of any issue, the notification is send through Correspondence to the claimant to provide the clarification or supporting documents as the need may be.

The system will access or interface to the claimant's wages, from one or multiple employers. The system will do checks to verify that the wages have not been used for previous monetary eligibility determinations, and then send the wage information over to the rules engine (Oracle Policy Automation) to calculate monetary amounts as per the governed rules.

Based on the information gathered from the claimant, the claim will be categorized, and a non-monetary eligibility determination will be invoked. If the claimant is both monetarily and non-monetarily eligible, the claim will be created, notifications will go to the responsible employer and claimant, and the claimant can start the weekly certification process. All of this can happen without the intervention of a claim worker.

After the whole process is complete, benefit payment is determined and claimant is informed about the decision via the notification .In case claimant or employer have any issues with the payments, Appeals can be filed by them using Claimant Portal(e Service) and Employer Portal (Partner Portal) respectively.

During the process, there will some scenarios for issue handling like employer chargeability, overpayments etc which will be handled as Service Requests in the Siebel to provide the resolution and creates series of activities to be performed by different people involved in the process using Activity Plans.

As a best practice, Audit is performed by AWI bi-weekly or quarterly basis. The same is handled in Siebel using QA plans for managing Benefit Accuracy Measurement (BAM) Weekly Reviews and Benefit Timeliness Quality (BTQ) – Quarterly Reviews.

Case let
Siebel Implementation for a major Insurance company is intended to restore the Citizen lives back to normal in the fastest time possible. Base application rolled out to a pilot state in Jan, 2001 and currently used in all 42 states where client is operating in.
Some highlights are:

- State of the art Help Point to take the claims 24/7
- Processing of claims from initial reporting to closure and archival
- Application used by 10000 Claims Handlers including 4000 remote users
- Approximately 7000 Claims reported every day

As part of further elaboration of this architecture and what benefits they offer, we have summarized below the key features of the application stack which we are proposing

Online Portal

AWI will provide self service portal to its claimants and employers, which will help them in getting any online help like information around unemployment benefit claims (FAQs) and independently perform all the activities like filling the application form, filing an appeal etc to enable the faster processing of the case as shown in Fig 3.

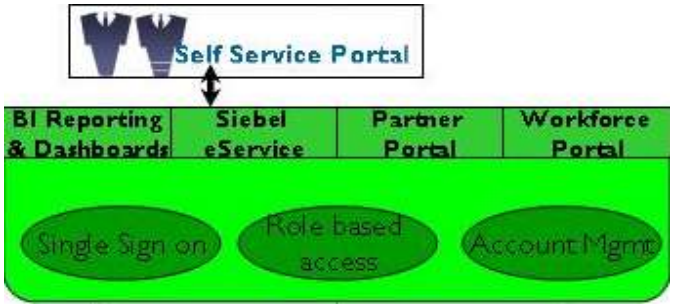


Figure 78: Online Portal

Online Claimant Portal (Siebel eService) provides and supports following things to the claimants:

Wipro will help AWI provide claimants and employers with easy to navigate, user friendly and fully integrated portal for better experience.

- Easy access and user friendly UI
- Create an account with the UC Program for purposes of doing business with UC online.
- File initial or continuing claims
- File an appeal
- Access their history (e.g., claims, determinations, appeal decisions, status of pending actions)
- Request information from the Agency
- Respond to Agency requests for information
- Receive UC correspondence
- Respond to UC correspondence

In addition to the above functionalities, it will also provide various communication opportunities between UC staff and claimants.

- Notification of claim determinations or re-determinations
- Notification of appeals hearings
- Solicitation of additional information
- General information from UC

- Links to other useful and relevant web sites

Employer Portal (Siebel Partner Portal)

PRM solution automates and streamlines the relationship between AWI and employers. Employers can use Siebel PRM to view information about Cases, Appeals, Create Service Requests, View Service request History, Manage their own Contacts and their profiles, Administration activities etc.
In terms of data security and access control PRM Portal will use CRM's data control & visibility rules to ensure AWI's desired model is implemented.

This solution provides the following functionalities which fulfil the AWI requirements:

- Create an account with the UC Program for purposes of doing business with UC online
- File an appeal
- Access their history (e.g., determinations, appeal decisions, status of pending actions)
- Request information from the Agency
- Respond to Agency requests for information

Largest GSM Services provider in Bangladesh having 27+ million Citizens with 53% market share. Wipro helped the client in following things:

- Unified view of Citizen Information on single CRM screen - 360° Citizen View.
- Single application for end-to-end Citizen management, service execution & delivery led to significant reduction in request handling time
- Single application used across all channels across nation led to standardized service/support processes and operations.

Contact center integration with Claims management solution (CCA Siebel Integration)

Figure 79: Call Center Anywhere

CCA Siebel Integration solution seamlessly integrates contact centre anywhere with AWI Siebel CRM application as shown in Fig 4. With Pre-built integration between Contact Centre Anywhere and Siebel CRM available AWI can run a fully functional contact centre significantly reducing total cost of ownership.

CCA Siebel Integration Features:

- Computer Telephony Integration
- Voice channel support
- Full Siebel CTI toolbar support
- Remote agent support
- Multimedia ACD
- Chat and web collaboration

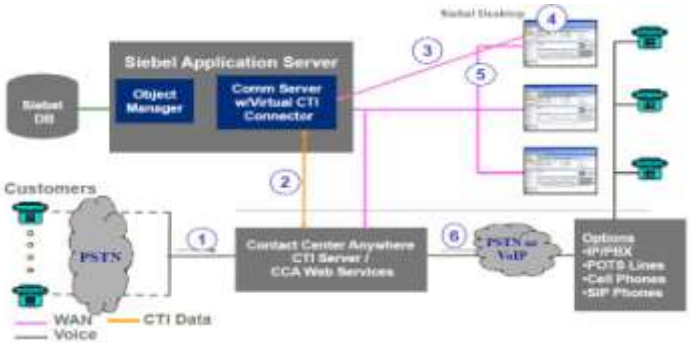


Figure 80: CCA Siebel Integration Features

- Email routing and response

Contact Center Anywhere Analytics

Contact Center Telephony Analytics: The Contact Center Telephony Analytics offers the following prebuilt dashboards

- Agent Scorecard: My Performance
- Contact Center and Agent: Performance
- Contact Center Performance Overview: Contact Center Performance, Agent Performance Overview, Agent Performance
- Contact Center Sales: Overview, Contact Center Sales Breakdown, Marketing Impact
- Citizen Service: Citizen Experience, Contact Breakdown, Service Resolution, IVR Channel, Chat and Email Channels
- Service Delivery and Costs: Overview, Contact Center Costs Breakdown, Agreement Profitability, Agreement Renewal

Email Integration with Claims Management Solution:

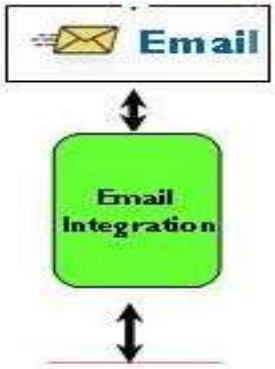


Figure 81: Email Integration with Claims Management Solution

AWI has number of requirements around various notification and reminders that needs to be send to claimant, employer in different scenarios which build the needs of email integration if the mode of communication is email as shown in Fig 5.

Some of the scenarios have been listed below:

- Notification is send to claimant when some additional documents are required for processing
- Reminder notifications are send in case of appeals for hearing appointment
- When the determination is passed, notification will be send to claimant with updated status

Siebel eMail Response will help AWI to respond to a high volume of inbound email. It routes inbound emails to the most appropriate users based on the same business logic available for routing other types of Citizen Communications
Using the Send Email command, call center agents can send email messages from any context within Siebel. Depending on how the Siebel administrator has configured the application, AWI can use context-specific email message templates to improve efficiency and standardize replies for types of communications that frequently occur.
Proposed Case Management Model supports individual user choice regarding the software used for Send Email. The software options are:

- Send Email window for Siebel applications
- User's preinstalled Microsoft Outlook email client
- User's preinstalled Lotus Notes email client

Business Rule Engine (OPA)

Figure 82: Business Rule Engine

Wipro proposes to use OPA which gives a smart script capability for the intake question for the claimants as well as for the employers. The Questions formulated for the claimants to determine Eligibility and Benefit program during filing of a claim can be formulated and the responses can be gathered using Smart Scripts as shown in Fig 6. Depending on the responses, follow up questions can be configured in the application as per the required logic.

The key features provided are –

- Scripts are created from modular elements such as questions, answers, page of questions. These elements can be effectively reused.
- Custom logic can be developed by business users in the application
- Intuitive graphical UI helps embedding the logic using visual script elements
- Personalized interaction with Citizens
- Reduced training time

Advanced and Integration Business Rule Engine (Oracle Policy Automation)

Wipro's offers an integrated rules engine that takes inputs from claimants (from the dynamic questioning/ fact finding) and accesses other information (wages, prior claims, etc) and automatically issues determinations based on AWI policies, increasing the speed of processing . AWI's processes automation with accuracy will be the focus for successful delivery.

The soul of the system will realize in eligibility determination, benefit determination and Payment calculation to disburse the right credits and reducing the fraud and inaccuracies in payment calculation and disbursement. OPA will be supporting all the above requirements and will help AWI in automating the above stated process.
For the scope of this solution, Wipro proposes AWI to use OPA as a Business Rule Engine to store and maintain administrator configurable business rules, for

- Screening
- Eligibility
- OPA integration
- Benefit Plans with Benefits and Payments

The rules and policies for a Government Organization like AWI, keeps on changing. AWI requires a mechanism that will enable it to easily and effectively incorporate the rules and policies, so that the business process is not affected.

Oracle Policy Automation provides a mechanism for the business users to define the rules, in "What –if" Analysis kind of format which makes it easier for the users to understand and to formulate. It is supported to extract the legacy code into a modern, natural language rules engine. The eligibility and entitlement engine

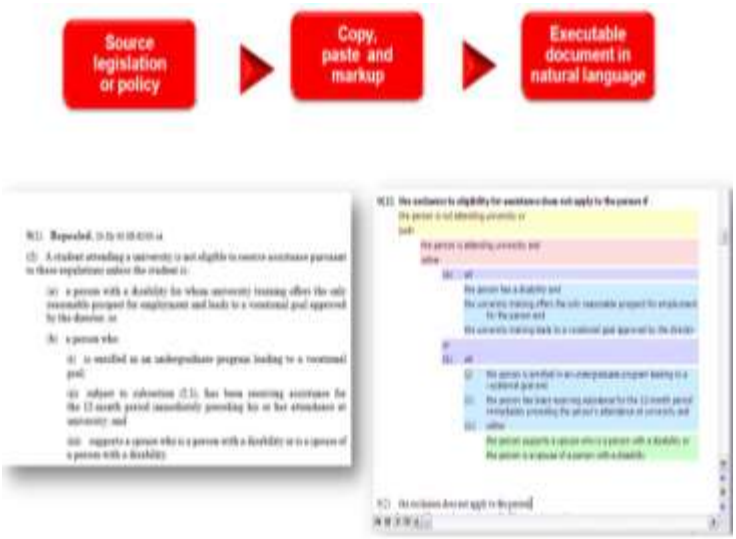


Figure 83: Oracle Policy Automation

supports the deployment of rules in Microsoft Office Word and Excel documents. It allows policy and legal experts within the organization to manage updates to policies and rules as they occur without the need to introduce technology and programming codes. Thus the integrity of the rules are maintained which are often lost while translating it into IT Codes.

The rule extraction methodology of the OPA extract the rules from the standard Word and Excel Documents and converts them into Executable Document in the Natural Language, as depicted in the figure

Integrated Benefits Case Management- Use of Oracle Policy Automation business rule engine with the integrated Benefits case Management system provides easy to understand methodology to understand and administer business rules for processing claims in the different stages such as Eligibility Determination, Payment Calculation, and Redetermination in case of issue, etc.
It provides following advantages

- **Deeper Case Management**
  - Effective Dating for benefit processing and tracking case history
  - Allows efficiently track Entitlements by having a uniform view for all entitlements, tracks program, benefit provider and recipients
  - Effectively Manages Appeals and Redetermination process
  - Change of circumstances, rules and policies

- **Unified Policy Administration and Case Management**
  - AIA Public Sector foundation pack
  - Out of the box support for Oracle Policy Automation integration

- **Program Specific Content**
  - Child Welfare Program Specific Process Support
  - Program specific rule starter pack for screening
  - Specialized built in assessment features – risk assessment, safety assessment, environment assessment

Implemented a paperless Medicaid program with a goal of improved citizen safety and increased efficiency of 94% electronic claims processing for State of Missouri with over 10,000,000+ Medicare members monthly

Oracle BI and Reporting

The architecture is designed addressing the immediate reporting requirements of AWI as well future requirements. Our approach has been to provide solutions that bring to bear our solution expertise; learning's and best practices for the OBIEE and OBI Application implementation. The solution addresses the key requirements of application flexibility and scalability by leveraging the OBIEE Common Information Model and Report repository. This also utilizes the open architecture and SOA components of the Oracle Fusion layer that enables AWI to integrate with the other SOA-based applications with the help of SOAP Interface provided by the Oracle BI Web Services. Integration with IDM services ensures the needed SSO Authentication and Authorization features to the OBIEE implementation.
The data from the various operational systems will be loaded into the staging area within the Enterprise Data Warehouse (EDWH). The data structures in the staging area will closely mirror the ones in the source systems so as to minimize the extraction time from the source systems. The data will then be subsequently moved into the EDW and ODS data stores depending on the type of data as well as the type of reporting it is supposed to support.
Finally the data will be moved into the data marts and then presented to the users using OBIEE as the presentation layer.

Benefits of Reporting Solution:

- Enterprise class reporting solution that addresses the current and future reporting needs of AWI
- An extendable solution that can integrate Enterprise Performance Management Solutions such as MOLP Analytics, Business Planning and Consolidation Applications.
- A highly modular and SOA based open architecture that integrates with other existing components with in AWI's IT landscape. This also provides a highly scalable and agile architecture.

- Self Service BI portal that empowers the AWI Staff to improve quality reporting
- Solution leverages 'Out of Box' Oracle BI Applications Public Sector Analytics and Call Center Telephony Analytics for faster report development and delivery.
- Addresses AWI's reporting requirements in its various forms such as
    - Dashboards and guided analytics using Oracle BI(OBI) 'Interactive Dashboards'
    - Ad hoc and Self Service BI using OIB 'Answers'
    - Email integration and reporting subscription services
    - Enables Reporting Pack publishing for Senior Executives and Legislators using OBI Briefing Books
    - Report Scheduling and offline reporting
    - Alerts and exception reporting
    - MS Office Integration that enables report consumption on MS Excel, MS Word and MS PowerPoint
    - Multi types of outputs such as CSV, XLS, MHTML, Text, PDF, XML, EFT, RTF, EDI, Flash, Fax
    - Offline and Disconnected Analysis
    - Pixel Perfect and high quality reports using Oracle BI Publisher. Enables publishing of forms, checks, mailers, labels, news casts, report booklets etc
- Application of Role based authentication and authorisation
- Reporting that sources data from many types of interfaces, such as Siebel ERP, Legacy System, Near Line Storage, XML, Flat files, legacy DB, Mainframes and Business Processes.
- Data Transformation services that enable interfacing with a multitude of systems such as Legacy DB, Real Time Interfaces, Business Process Engines, XML
- The Reporting and analytics solution will be in compliance with AWI design frameworks, principles and standards.
- Best in class design framework and architectural standards to leverage the Out-of-Box Oracle BI Applications.

Benefits of Proposed Solution

Following are benefits of proposed solution (Case Management Solution) helps the agencies to streamline their process from multiple channels and reduces the turnaround time for the customer-

- Enhanced Employer portal and Citizen portal by implementing the extended Siebel E service and PRM capabilities which are tightly integrated to the Siebel base public sector product.
- Enhanced Scalability and alignment with the Siebel Public sector offering which gives built in functionalities to manage Benefits claims and UC requirements to a very great extent.
- SOA based architecture and compatibility for integrating with any source system.
- Benefits application can be either submitted online or a scanned copy can be received via email. The benefit from received can be used to automatically populate the System Data, thus saving a lot of time manually entering data in the application
- Proposed solution provides out of the box functionality to automatically assign benefits to cases and screen cases for benefits eligibility. User can click on Eligibility and Screening button to assign and screen benefits automatically
- Proposed solution features Web-based, interactive questionnaires that allow will allow AWI to easily analyze the eligibility requirement
- Proposed solution will allow the business users to easily manage policy rules. Oracle patented temporal reasoning capabilities manages changes in both personal circumstances and policy rules that occurs over time
- Detailed audit reports—automatically generated in natural language—allows AWI to see, document, and justify each step of the decision process. This results in greater trust between government and its constituents and significantly reduces complaints and appeals.
- The unique natural-language authoring capabilities in Oracle Policy Modelling allow government subject matter experts to develop rules directly from complex legislative text, policy documents, and regulations using Microsoft Word, Microsoft Excel, and Microsoft Visio. No scripting or programming is needed, so your reliance on technical experts is greatly reduced.
- Comprehensive testing capabilities within Oracle Policy Modelling will allow AWI to pinpoint the impact of proposed legislation, regulations, and policy changes. By enabling what-if analysis of proposed amendments, we will be able to analyze the impact of change.

- Proposed Solution is fully compliant with SOA, so agencies can easily reuse written policy rules within multiple applications and across different communication channels

Objectives to the proposed UC Implementation

AWI Objectives	Solution
Operational Efficiencies	The proposed system is a unified system for the claims management. It will act as a single point of contact for all the claim processing activities, Audit, Adjudication, BPC for all the stakeholders, AWI agents. The proposed system will reduce the response time to claimants by: • Integration with External System to quickly get the required information • Use of business rule engine for determination process, instead of manual determination • Automated Process to reduce the lag time • Eliminating possibility of human errors • Reduced paper work
Multi- Channel Access	The proposed solution provides access through multiple channels, such as Online, Email, and Phone etc to Floridians.
Flexibility	The proposed solution enables the claimant to file a claim, check the status on the claim from anywhere and anytime. Contact Center Anywhere (CCA) empowers AWI by extending Claimants interaction management from the Citizen to any agent anywhere.
Dynamic Rules Engine	The Proposed solution allows administering the Business Rules in easy to understand natural Language without the need of introducing technology and programming codes. It supports the deployment of rules in Microsoft Office Word and Excel documents, allows managing updates to policies and rules as they occur.
Federal and State laws Compliance	The proposed solution is a fully compliant system to federal and state laws
User-friendly	The proposed system provides easy to navigate and search capabilities for the user. The user may enter a full-text query in the Search box, or may click the Advanced Search link, and perform a search against single or multiple categories and data sources. It gives easy Navigation to the user from one screen to another only by the click of button. It allows user to access, modify, skip or jump to the areas of interest as required very easily.
Process Automation	The Proposed solution will automate the process of claims processing, audit, appeals etc wherever the human input is not required. • It provides Auto Form Loader capability, such that when the application is received it gets loaded automatically and the claim gets created on the basis of its eligibility, and the benefits programs get associated to the claim • It provides automatic approval routing that allows for a tiered hierarchy of approval, routing cases to a manager, group manager, division manager, and others within the chain of approval • Automated determination process by seamlessly integrating with the business rule engine • Automated Notifications by sending correspondence • Auto assignments of work item • Workload Distribution Capabilities. Skill based assignments The automation of the business process can be of one complete cycle or in some parts as required by AWI.
Interacting with External Interface	The Proposed solution will integrate with the external interface to get the required data for inputs and send the information whenever required. For Example: • It will Integrate with the Department of Revenue's state-wide unified tax

	system that collects unemployment compensation taxes • It will allow support the exchange of UC program, employer, wage, determination, and state-to-state charge information with the Interstate Connection (ICON) system to allow the exchange of data between states • It will allow exchange of employer, wage, and employer chargeability information with the Department of Revenue's (DOR)

Tab 1: Objectives of the proposed UC Solution

Implemented the Sales, Service and marketing for a leading telecom service provider on Siebel platform in a record time of 9 months across 8 telecom circles rolled out to 3 Million customers

b. Provide a detailed description of the Technical Architecture for the proposed solution. Describe the benefits of this Technical Architecture and how it supports the objectives of the proposed UC solution.

Siebel Architecture provides a lot of flexibility in implementation and development, providing seamless end to end integration as desired by AWI.

The Technical architecture of the proposed solution is explained in the following section below and as shown in Fig 84:

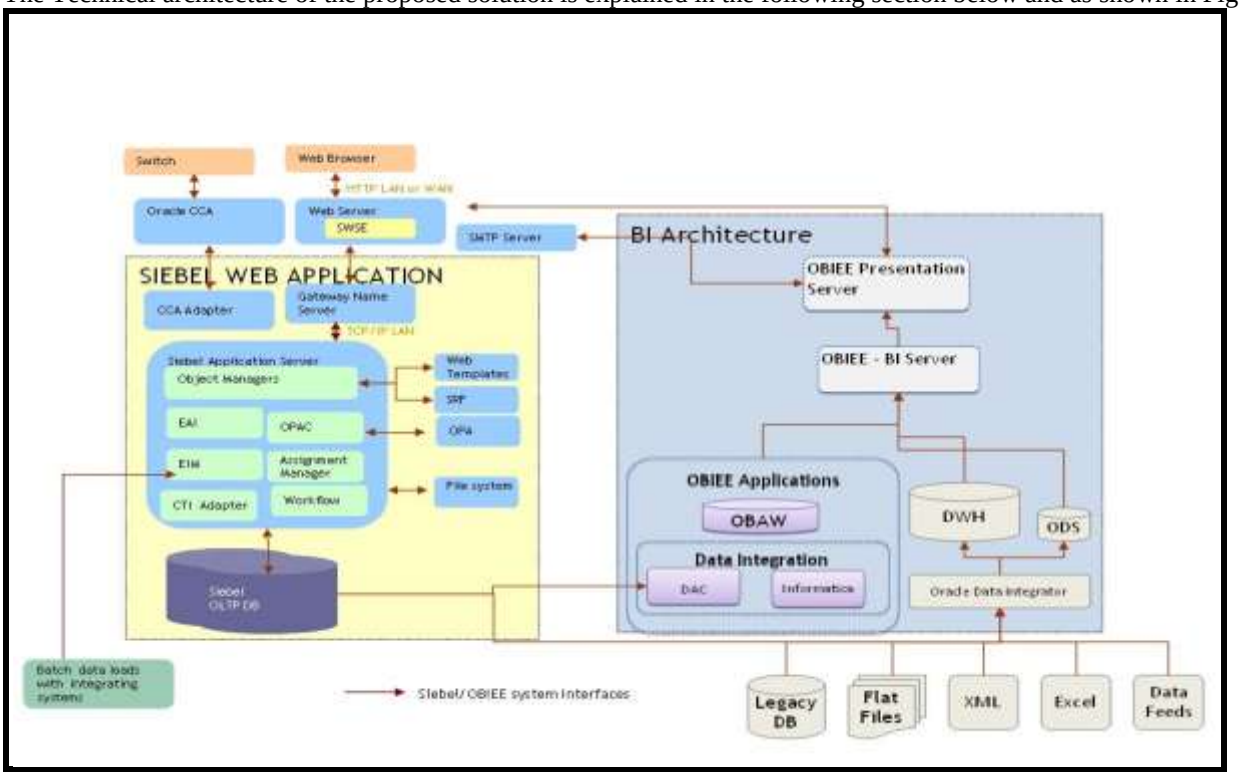


Figure 84: Technical Architecture of the proposed solution

Siebel Business Architecture

The Siebel Enterprise Server environment represents the middle tier within the three-tiered Siebel Business Applications environment. The **Siebel Business Architecture** consists of following entities:

- **Siebel Clients:** Siebel Clients includes Siebel Web client, Siebel Developer Web Client, Wireless Client, Mobile Web Client, handheld client, and Siebel Tools Client.

- **Siebel Enterprise Server**: Siebel Enterprise Server includes the logical grouping of Siebel Servers for a multiple server deployment (for a single Siebel Server and single Web server deployment, the Siebel Enterprise Server contains a single Siebel Server and the Siebel Gateway Name Server). The Siebel Enterprise Server, collectively with the Siebel Gateway Name Server, provides both batch mode and interactive services to and on behalf of Siebel clients.
- **Siebel Gateway Name Server:** This includes the name server for a single server deployment.
- **Siebel Database**: Siebel database consists of the RDBMS software and Siebel tables, indexes, and seed data.
- 5 **Siebel File System**: Siebel File System stores the physical files (like Attachments) used by users connecting to the Siebel Enterprise Server.

Siebel object definitions are the metadata that define Oracle's Siebel Business Applications. Siebel object definitions implement the user interface, business entities, and database organization of Siebel applications. Object definitions are stored in a set of database tables called the Siebel Repository.

The metadata that defines Siebel applications, objects, and other files such as Web templates and style sheets, can be divided into the following architectural layers:

- **The Physical User Interface layer**: .This consists of the physical files, templates, style sheets, and other file-based metadata that render the UI.

- **The Logical User Interface Objects layer:** This consists of user interface object definitions that define the visual interface that the user sees and interacts with in a Web browser. User interface objects are based on business objects.
- **The Business Objects layer**: This includes the Objects that define business logic and organize data from underlying tables into logical units.
- **The Data Objects layer**: This consists of data object definitions that directly map the data structures from the underlying relational database into Siebel applications, providing access to those structures by object definitions in the Business Objects layer.

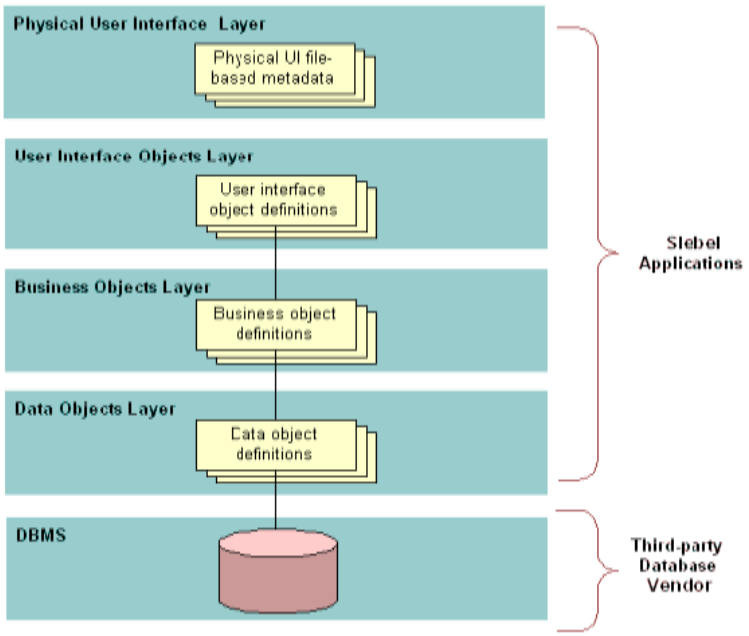
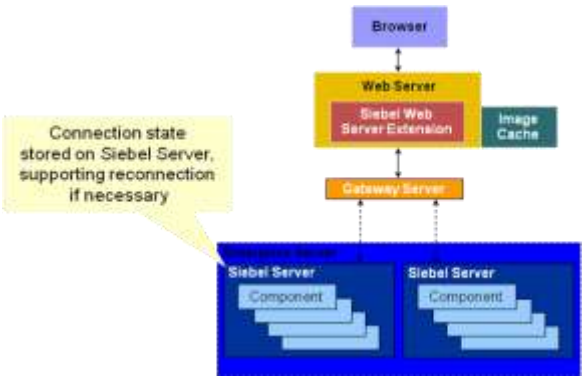


Figure 85: Claims Technical Architecture

The above Fig 9 shows the proposed technical architecture for the AWI Claims Management solution. It includes connected clients, mobile clients and analytics users.

Siebel Clients

- Siebel Clients run in a variety of environments
  - Web browsers, WML devices, and PDAs.
- There are two modes of interaction
  - Standard mode
  - High Interactivity mode



Harmonized Claims Management process from First notification of loss till settlement of reserves and payment reducing call handling time by more than 10% for a leading insurance company.

BI and Reporting Architecture

The proposed architecture and its components address all the reporting needs UCCBIS modernization program of AWI.

The key benefits of this are:

- Standards based Software and Applications that leverages the Oracle's products stack
- SOA based Open Architecture that is highly scalable and flexible
- Applications that allow Clustering and Load Balancing that ensure high availability
- Dimensional Data marts with pre-aggregated measures that enhance reporting performance
- The Transformation layer uses advance E-LT (Extract Load Transform) using ODI that optimizes available hardware processing capacity in the Database layer
- Industry Standard exchange standards such as SOAP, XML, EDI. EFT and RTI
- An architecture that can be integrated with all the new and existing applications within AWI
- Consolidation of relational data bases in to a Enterprise Data warehouse

The system architecture is depicted below:

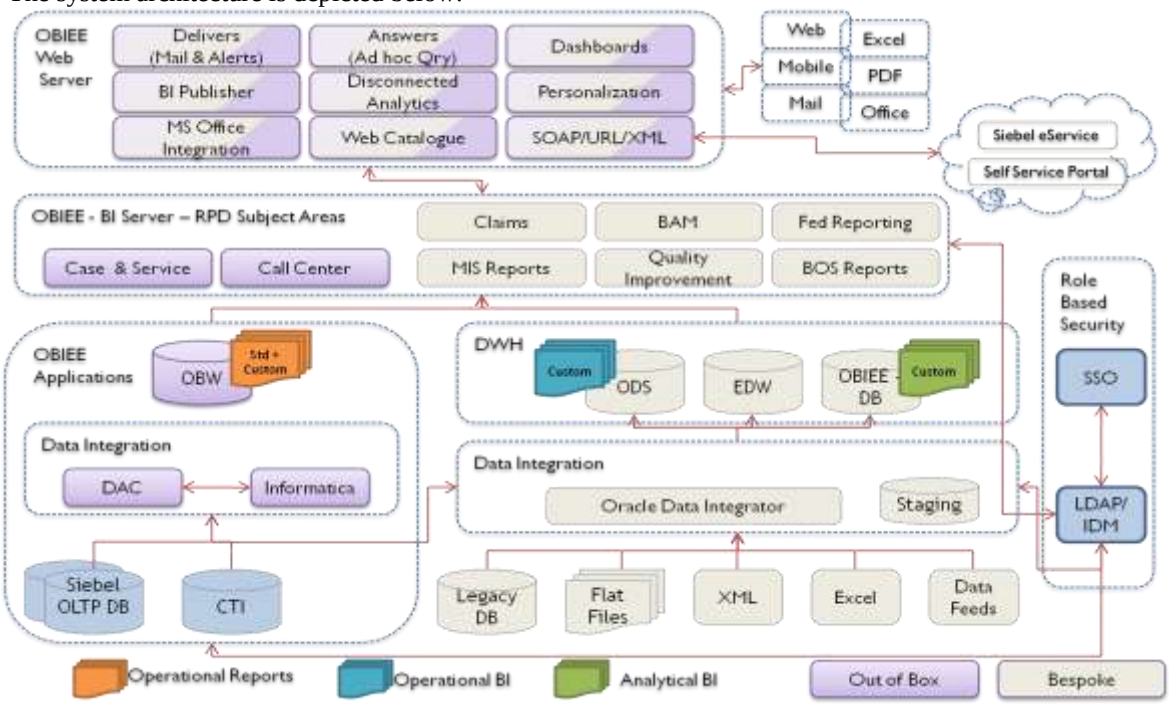


Figure 86: System Architecture

The key components of this architecture are:

Oracle BI Applications (OBIA) Prebuilt Analytics for Call Center and Seibel Public sector reporting: OBIA contains a library of ready use data transformation rules, a repository of prebuilt reports and underlying Oracle Business Analysis Warehouse schemas. OBIA enables a faster Go Live at AWI. This allows the users an ease of selecting from a bouquet of reports and customize it to AWI's specific requirements. Data is delivered using the various presentation components of OBIEE such as Interactive Dashboards, Answers, Email Alerts, report publisher.

Operational BI Reports on Oracle BI Enterprise Edition (OBIEE): All other operational reports that are used in the User Interfaces at AWI that are summarized or analytical but very operational in nature are would be custom built using the OBIEE. These reports would be built from the Operational Data Sources that normally retain data for about a week to a month depending on the report requirement. Department specific subject areas would be built on OBIEE Repository File that cater to the needs of the users. Data is delivered using the OBIEE Interactive Dashboards to report viewers and using Answers component for the Power Users for self-service BI

BI and Analytical Reports on OBIEE using the Enterprise Data warehouse: The proposed solution envisages creation of an Enterprise Data warehouse that would address all the dimensional and historic reporting needs of AWI. OBIEE Repository designs and reports would be custom build as defined during the requirements gathering phase at AWI. Data would be delivered using Interactive Dashboards for dynamic reporting requirements, BI Publisher reports for 'Pixel Perfect' PDF or Documents for the Federal reporting, Email or Push reports to the generic user report viewers at AWI

Enterprise Data Warehouse (EDW): EDW will be the repository for single "version of truth" for all AWI enterprise data required for BI. It will be designed to hold as much transaction history as required by business users for reporting and analysis purposes. The data structures in the EDW would be designed independent of the data access tools as far as possible to enable scalability and maintainability. The EDW will enable data "drill down" to the lowest level of granularity as present in the data sources. The dimension definitions in the EDW would be conformed across the various business areas so as to support "drill across" the various facts.
Data marts: Data marts would be "subject oriented" data stores optimized for reporting and analytic requirements. The data marts will extract data out of the EDW and aggregate it to the appropriate level to optimize report performance. Typically the data marts are designed using a "STAR" or "SNOWFLAKE" schema designs.
Data Sources layer: This tier contains the operational systems and provides the source data. The sources would consist of both Siebel ERP systems as well legacy systems. It is understood that there will be no mainframe based legacy source systems in the end state. The data will be extracted out of the sources on an incremental basis as per the relevant data requirement. This layer also would allow integration with flat file, XML data Sources, Data Feeds and Real Time Integration (ODI Adapter required).

ETL and Integration Layer
Oracle Data Integrator ETL: Data Transformation services are performed using Oracle Data Integrator. ODI provides a declarative design approach to defining data transformation and integration processes, resulting in faster and simpler development and maintenance. Oracle Data Integrator provides a unified infrastructure to streamline data and application integration projects. The Staging area would be the first landing point for the source data as it moves to the ODS and EDW data structures. The data structures in the staging area would mirror the sources as much as possible to minimize extraction time. This will ensure minimal impact to the source systems as data in being extracted into the EDW environment. The staging will not hold any transaction history apart from the latest load data.

Oracle BI Applications ETL: This contains a pre-built Informatica repository which includes mappings to extract data from the supported source systems and load the data into the Oracle Business Analysis Warehouse. This contains the following components:

- Informatica server: Informatica server is used for processing the ETL jobs that are issued by Data Administration Console (DAC).
- Informatica repository: Stores the metadata that is related to Informatica workflows.
- Informatica client: Tools to create and manage the Informatica repository
- Data Warehouse Administration Console (DAC) server which is the orchestration engine behind the ETL process. DAC is a metadata driven administration and deployment tool for ETL and data warehouse objects. It provides Configuration, Execution and Monitoring features for ETL activities. DAC comes with built-in objects such as subject areas, tables, execution plans and supports various types of data warehouse refreshes like Full extract and full load, Full extract and incremental load, and Incremental extract and incremental load

Operational Data Store (ODS): It would hold a subset of the transaction data to satisfy cross functional near real time BI requirements. The transactional data in the ODS would be retained for a relatively shorter period of time as compared to the EDW. Typically the transactional data retention in the ODS would not be more than a couple of weeks. The granularity of the data in the ODS will be the same as in the Data sources. There will be minimal data aggregations in the ODS.

Information Delivery: The Information Delivery architecture forms a key component of the BI landscape and is concerned with mechanism of delivering the BI reports and dashboards to the business users. Reporting is a mechanism to provide information to decision-makers within AWI to support them in their work. These reports can take the form of graphs, text and tables and, typically, are disseminated through an intranet as a set of regularly updated web pages (or "enterprise portal"). Alternatively, they may be emailed directly to users or simply printed out and handed around, in the time-honoured fashion.

The information delivery infrastructure would be designed to bring greater business visibility and insight to the broadest audiences of users, allowing any authorized user in an organization to have Web-based self-service access which is relevant and actionable.

Our solution addresses AWI's diverse reporting requirements that are spread across all the key business functions of AWI. Reporting would be developed and delivered based on the distinct characteristics of the report such as:

- Category such as Transactional, Operation or Analytical
- Nature of reports such as Canned reports or Ad hoc reports
- Granularity from transactional data to summaries and aggregates
- Frequency of report generation differ widely from near real time reports to annual
- Delivery channels are through the Portals, Mails and Paper based reports for direct mailing

Reports have been largely categorized on the following:

Transactional Reports would be delivered with a combination of Siebel Solution and Oracle BI Publisher. These reports could be consumed as cross tab html reports on portal, Excel, PDF or CSV. These will be scheduled based on the frequency of report generation and delivered as per the requirements.

Operational Reports required as canned formats would be delivered on the Seibel Solution, these reports fetch data from Operational Data Store as identified in the BI Reporting Architecture. As with the Transactional reports these will be generated and delivered on the set frequency. The unique feature of the solution is the provide an integration between the Transaction System and the BI Reporting system, the SOA based open architecture of the application stack will be leveraged to achieve this integration thus reducing the need to switch applications.

Analytical Reports both in the canned and ad hoc forms would be delivered using Oracle BI. These reports may require data transformations, aggregations and referencing from the current or historical data sources which are stored in the Enterprise Data warehouse. The Data is stored in a dimensional form which enables users to slice/dice or drill data or perform cross dimensional reports on the EDW. The benefit to AWI is availability of a single version of the data set that may be analyzed in various dimensions such as Claimants, Employers, Region, Type of Claim, Status of Claim, Time scales etc by the Power Users within AWI. This enables the Power Users to generate reports from various data sources on a single platform and publish this within their own departments or across the organization.

Security: We propose to use an existing authentication and authorization applications that currently with in AWI. Authentication could be achieved through any Identity Management solution such as AD LDAP, Oracle IDM etc. Role based authorization matrix would be build based on the inputs gathered in the requirements study phase. The reports will be generated and displayed only on a need to know basis based on the individual users authorization.

Benefits of the Proposed Technical Architecture

Siebel Architecture provides a lot of flexibility in implementation and development. Following are the benefits of the proposed Architecture that AWI will receive:

- Siebel Architecture is a 3 Layered Architecture consisting of Data Layer, Business Logic Layer and the UI layer. These provides facility to do configuration at the middle layer without touching the data layer, which help in configuration and coding with less efforts
- Siebel Architecture follows the Object Oriented Approach, which separates building blocks of one software application object from another. Any changes to one object would not impact another building block.
- Separation of local database with Master Development Server.
- Inbuilt Upgrade utilities

- A highly modular and SOA based open architecture that integrates with other existing components with in AWI's IT landscape. This also provides a highly scalable and agile architecture.
- Capability to alter the functionality through Configuration without writing/modifying any code
- Enterprise class reporting solution that addresses the current and future reporting needs of AWI
- Multiple options for interfacing:
    - Web Services
    - Enterprise Application Integration(EAI) for real time integration
    - Virtual Business Components (VBCs) for real time data sharing.
    - Enterprise Integration Manager (EIM) for Batch Import/Export
- Email integration with different application. The software options are:
    - Send Email window for Siebel applications
    - User's preinstalled Microsoft Outlook email client
    - User's preinstalled Lotus Notes email client
- An extendable solution that can integrate Enterprise Performance Management Solutions such as MOLP Analytics, Business Planning and Consolidation Applications.
    - Self Service BI portal that empowers the AWI Staff to improve quality reporting
    - Solution leverages 'Out of Box' Oracle BI Applications Public Sector Analytics and Call Centre Telephony Analytics for faster report development and delivery.
    - Addresses AWI's reporting requirements in its various forms such as
    - Dashboards and guided analytics using Oracle BI(OBI) 'Interactive Dashboards'
    - Ad hoc and Self Service BI using OIB 'Answers'
    - Email integration and reporting subscription services
    - Enables Reporting Pack publishing for Senior Executives and Legislators using OBI Briefing Books
    - Report Scheduling and offline reporting
    - Alerts and exception reporting
    - MS Office Integration that enables report consumption on MS Excel, MS Word and MS PowerPoint
    - Multi types of outputs such as CSV, XLS, MHTML, Text, PDF, XML, EFT, RTF, EDI, Flash, Fax
    - Offline and Disconnected Analysis
    - Pixel Perfect and high quality reports using Oracle BI Publisher. Enables publishing of forms, checks, mailers, labels, news casts, report booklets etc
- Application of Role based authentication and authorisation
- Reporting that sources data from many types of interfaces, such as Siebel ERP, Legacy System, Near Line Storage, XML, Flat files, legacy DB, Mainframes and Business Processes.
- Data Transformation services that enable interfacing with a multitude of systems such as Legacy DB, Real Time Interfaces, Business Process Engines, XML
- The Reporting and analytics solution will be in compliance with AWI design frameworks, principles and standards.
- Best in class design framework and architectural standards to leverage the Out-of-Box Oracle BI Applications.

Objectives to the Proposed UC Implementation

AWI Objectives	Solution
Low Maintenance Cost	Application will be easy to maintain. Hence the cost to maintain the Application is also less
Keeping pace with business rule and process changes	The multi- layered architecture is also easy to develop and deploy. Configuration can be done without touching the base code
Easy to implement Change Requests	Separation of Logical layer from the physical layer helps in enhance and changes more efficiently. It facilitates to have parallel development, without affecting the existing functionality

Keeping pace with new and more robust technologies	The upgrade utilities make it easier to upgrade to new versions. The utility will migrate configuration and data to new system with less efforts and at very low cost
Integration with multiple External System	Multiple Integration Capabilities allow: • Ad- Hoc Integration • Batch Integration • UI Integration

Tab 2: Objectives to the Proposed UC Implementation

c. From a technical perspective, describe how the proposed solution will satisfy the functional requirements of the proposed UC solution as specified in the System Requirements Matrix (Refer to Attachment Q). As stated before, in order to facilitate the evaluation of responses, responses shall be organized to align with the following major business functions and the related sub-functions as identified in 1.a above: Claims, Appeals, Benefit Payment Control, and Adjudication.

AWI's more than 95% of the requirements would be met through out of the box and configuration capabilities, which help in scalability and easy future upgrades.

Wipro has done a detailed analysis of the requirements from technical perspective and analyzed each of the functional requirements in detail before coming out with a Gap analysis against what is offered out of the box in Siebel based solution. Wipro's proposed solution certainly helps AWI achieve all its objectives & in fact will definitely give AWI the extra edge to serve the citizens better.

Below shall give the snapshot of how proposed solution will satisfy the functional requirements with the functional blocks at a high level on the leftmost column and also the details of the sub functions.

High level functional requirements mapping to Siebel

Online Claimant Portal: The Online claimant portal will be implemented using Siebel eService, the self service portal. The Floridian Citizen can log into the portal and file a claim by answering the intake questions. Based on the form he fills and the answers provided by the claimant, the citizen will be qualified as a claimant and a claim will be filed as a case in the proposed system.

Employer Portal: The Employer Portal will be implemented using the Siebel Partner Portal. Employer will be registered as a partner in the proposed system. The Employer will be able to log into to the partner portal and provide Claimant Employment details, provide wage details, access claims assigned to him, view his chargeability against the claim, etc. The Employer portal will help the Employer's to carry out all its functionalities and view all the information required

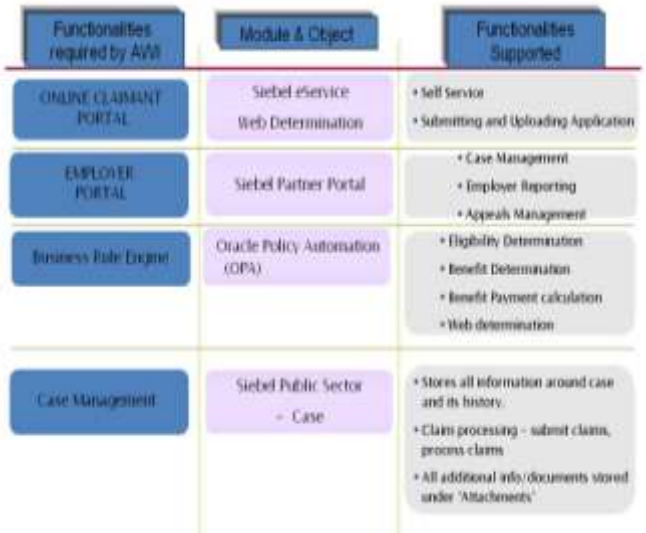


Fig 12a: High level functional requirements mapping to Siebel

Business Rule Engine (OPA): Wipro proposes to use Oracle Policy Automation as its Business Rule Engine, to store and administer all the business rules required for Eligibility Determination, Benefit Determination, Benefit Payment calculation, Web determination. The major challenge and difficulty AWI is facing in managing the disburse payments, fraud management and in-correction in payment calculation will be totally

taken care by OPA (Oracle Policy Automation) and also automated as a process for early calculation thus reducing the time taken to close benefit payments disbursement

Case Management: Case management is the core module of the proposed solution; all the other functionalities will be related to the claims which will be created as cases in claims. Once the case is filed, after the complete validation verification of submitted application; it is submitted as Case in the system. Once the case gets created, Assignment Manager helps in auto assigning the cases to the respective team/person based on skill set, availability, working hours etc. Case Management will facilitate AWI in

- Storing all information around case and its history,
- Claim processing – submit claims, process claims
- All additional info/documents stored under 'Attachments'

Appeals Management: The Proposed system supports end to end appeal process for both claimants and employers.

- Appeal cases track create dates, decision dates, activities, documents, generated documents correspondence, and outcomes.
- Scheduling the appointment for hearings between referee and claimants to arrive at a decision.
- Recordings can be associated to appeal cases as an attachment.

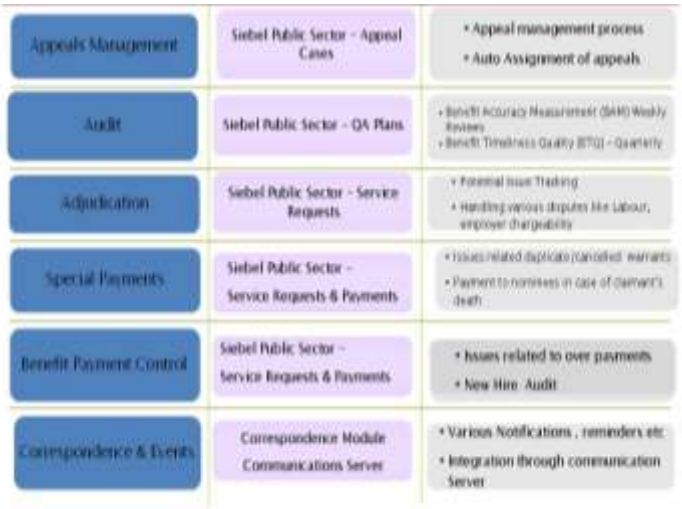


Fig 12b: High level functional requirements mapping to Siebel

Claimant can appeal to any approved and registered case by logging into self portal or by sending email or by calling the CSRs. An appeal is created against the case depending on the issue and gets auto assigned to the respective stake holders using Assignment Manager:

- Appeals on non-monetary eligibility determination
- Appeals on monetary amount

Supporting documents can be attached as an attachment in Siebel which will get associated to the Case and its appeal.

Employers can also file an appeal. Employers receive a notification through 'Correspondence' when a claim they are responsible for is filed. Employers have the right to appeal the claim within a certain time period. Using the Employer portal (Siebel Partner Portal), or through other channels (Email, Phone) employers can appeal the claim. The appeal will record the date/time that the appeal was received, and capture the reason for the appeal. Notifications will go out to claimants and the employer, and activities will automatically be generated to move the appeal through its process. The related appeals can be grouped together as part of one case as per the requirements.

Audit: The proposed system supports the audit life cycle – from selection of audit candidates based on Federal guidelines and other requirement through completion of the audit.
There are two types of Audit handled:

- Benefit Accuracy Measurement (BAM) Weekly Reviews
- Benefit Timeliness Quality (BTQ) – Quarterly

The whole audit process will be handled in QA plans in Siebel. All the relevant documents required for the review would be uploaded as attachments, all the related activities that need to be completed would be tracked, and the creation of documents from pre-defined templates would be possible.

Adjudication: Work Item for Adjudication can be created as a Service Request in the proposed System. When a claim is filed by a claimant that requires additional fact finding and/ or adjudication, the proposed solution enables your organization the ability to carry out the necessary process for the adjudication.

Dynamic fact finding - The system will prompt the claimant to provide the required information about their job loss and situation. This information will be passed across and associated to an issue case. The information gathered here is easily accessed by adjudicators for use in making accurate and consistent determinations.
Automated assignment - Issue cases are automatically assigned to Adjudicators based on the Adjudicators:

Automated activity generation Different types of issues can have different tasks automatically generated.
Tasks can be completed in parallel or serially (next task automatically created when another task is completed)

Render Timely and Accurate Determinations All data required by Adjudicators is easily accessible "one tab away" Automatic notifications of determinations to claimants and interested parties (employers) Determination suggestions from the integrated rules engine are provided to Adjudicators using gathered input data. If negative determination, then notifications can be provided to claimants and interested parties stating Florida regulation and policy

Special Payment: A Special Payment request can be made by the claimant for a Duplicate Warrant, Payment to Beneficiary, Returned Warrant, or Request for Forgery Information All the Special Payment request can be created as Service Request in Siebel. When the Service Request is created, its gets auto assigned to the Special Payment Examiner who will process the payment using the Payment Screen in Siebel. All the information required to process the request will also be available to the User in the Payment Screen and the Case Screen

Benefit Payment Control: Benefit Payment control unit is majorly responsible for controlling and tracking overpayment due to fraud, waste, and abuse of unemployment benefits. It helps detecting and preventing of overpayment

Siebel helps BPC unit to gather the all the required information to control overpayment under one roof. It stores the claimant contact information such as address and phone numbers so as to facilitate address phone validation. It helps integrate with IRORA system to detect if the claim has also been filed from another state and facilitates to collect overpayment on behalf of other states.

It also provides to store investigative information such as Evidence which could be in the form of Documents submitted by claimants. It allows the investigator to enter his/her finding in form of Notes, thus helping in preparing a Case file to be forwarded to State Attorney or any other officials

Correspondence and Events: The proposed system provides out of the box functionality that allows making correspondence templates, which maintains the standard information which is used in correspondence. It also provides capability to automatically populate the required information from the work items such as Cases. Event is also an out of box functionality. For scheduling activities management can be used.

Special Programs (STC, TRA, DUA): Wipro suggests OPA (Oracle Policy Automation) for managing all the business rules associated with STC /TRA /DUA program and managing their UI making it simpler and easy for business users to change /modify easily as the new rules or regulations are issued by the federal government and reduce the dependency on the IT staff .Hence, improving the time to change and faster changes.

Functionalities required by AWI	Siebel Modules	Out of Box Functionalities
Special Programs (TRA, DUA and STC)	Siebel Public Sector - Benefit Plans	• Creation and Maintenance of all information related to Benefit Programs
Customer Information Requests	Reports, Invoicing, Correspondence	• Preparing the information requested by claimants • Sending the information to claimant
Publishing Media	Literature, Correspondence, Communications Server	• Preparation of material before sending to media. • Identification of media outlets

Once the benefit program is identifies, the benefit program gets automatically assigned to the claim the Integrated Benefits Case Management System with OPA will process the claim depending on the Benefits Eligibility and the Payment Calculated.

Customer Information Request

The proposed system's self-service solution, allows claimants and employers 24/7 access to a secure, self service portal. This portal provides an environment for claimants and employers to search FAQs (call avoidance), create information requests, maintain personal information, fill out and submit online applications, upload required documentation and access the status of existing cases or appeals. The information can also be published using email correspondence. The information requested can be made using Siebel BI publisher Reports

Publishing Media: The Proposed System will allow user to store media release in Siebel. The Media Release can also be made using Siebel BI Publisher. The media outlet information will be stored in proposed System. Once the media out let is identified, the media release will be published to them by correspondence using Mail Merge and Email Integration

Implemented an integrated and automated Siebel CRM for Sales, Service and Marketing for large mail management company which reduced sales cycle by 50% and order error rates reduced to zero

d. From a technical perspective, describe how the proposed solution will satisfy the non-functional requirements of the proposed UC solution as specified in the System Requirements Matrix (Refer to Attachment Q).

AWI's more than 95% of the requirements would be met through out of the box and configuration capabilities, which help in scalability and easy future upgrades.

The proposed system supports all the non functional requirements. Some of them are explained in detail in the following section. The Database Architecture and the System Architecture are explained in sections above

Figure 87: Web Based Architecture

Wipro has done analysis of the of all the Non Functional Requirement of the AWI. From its analysis it is concluded that more than 95 % of the requiements can be met out of the box and configuration from the proposed solution

Siebel gives out of the box **Account Management** capability that allows to create Accounts, store related contacts and all the other details like Address, Phone etc. Siebel also provides out of box functionality to manage **Notes**

For **Imaging** Siebel will integrate with the current Imaging solution using Siebel's multiple integrating capabilities with different options for interface such as EAI, Web Service etc. Siebel will be able to integrate with the existing imaging

application, thus eliminating the cost of procuring another imaging application. If AWI chooses to go for a different Imaging Application, as an alternative Wipro can implement Ko-Fax Imaging application as per the AWI decision. Ko- Fax is currently not in scope of this solution.

Polices and Standards: Siebel comply with all the policies and standards for system as a out of box feature. These policies and standards includes NIST Special Publication 800-53 - Recommended Security Controls for Federal Information Systems and Organizations, Americans with Disabilities Act (Section 508 Standards), Florida Accessible Electronic and Information Technology Act and Health Insurance Portability and Accountability Act (HIPAA) regulations, etc.

Search and Navigation: The Proposed system provides robust out the box functionality for search and navigation:

- **Navigation:** Siebel UI is highly user friendly. It gives easy Navigation to the user from one screen to another only by the click of button. It allows user to access, modify, skip or jump to the areas of interest as required very easily. Following are some of the Navigational Features for Siebel.
- *Parent – Child Relationship:* The Objects in Siebel are built with a parent child relation ship, which facilitates the user to see the child records for all its parent record under one Screen. For Example. All the Appeals, Issues, Determination, Activities and Work Item can be viewed for a particular claims can be viewed in one screen, eliminating the necessity to navigating to each particular screen and searching for the related record
- *Show Dropdown List:* The Show drop-down list displays the names of filters—such as My Case, All Cases, and My Team's Cases—which determine what data you see in a screen or a view.
- *History Button:* The history button accesses the History list, which stores the most recent views you have displayed, allowing you to navigate back to any of them. The History list not only shows the views you have visited, but it also indicates a specific record on that view that you selected
- *Back and Forward navigation:* Back and Forward navigation can be used to return to the last return to the last screen or view.
- *Thread Bar:* Thread bar shows the path that has been used to navigate to the particular screen or view. User can click on the thread bar to go directly any view of its navigation path

- **Search**: The Search Center is a central location where users can perform searches and queries on configured data sources. The user may enter a full-text query in the Search box, or may click the Advanced Search link, and perform a search against single or multiple categories and data sources.
- *Look In drop-down* list displays categories in the following order:
    - *Find Objects,* which are database queries, followed by Search Categories which have been indexed and can be queried against. Multiple search categories can be grouped into logical collections, to enable a single search to be executed against multiple search categories
    - The *Look In* field is can be configured with different search categories, depending on the requirement
- *PDQs:* Pre defined Queries can be created in Siebel so that, most frequently used quires can be saved, instead of giving the search criteria all the time
- *Wild Cards:* Siebel allows the use of wild cards. It allows multiple search criteria to be entered for a single search. For Example, if the user wants to search for claimant who has filed in the last month and also belongs to DUA Program.

Common Siebel Search End-User Tasks
Tasks commonly performed in Siebel Search are listed as follows:

- *Search using keywords.* The user can search using single or multiple keywords. In the case of multiple keywords, a default term separator is inserted between query terms.
- *Sorting results of search operations***.** After obtaining results of a Search, the user may sort the results by relevance, data source, result type or date.
- *Refining results of search operations***.** After obtaining results of a Search, the user may further refine the results based on preconfigured navigable fields or dynamically generated keywords.
- *Searching using multiple categories with one search.* The user may choose from a number of categories listed in the Look In drop-down list against which they can search. Multiple search categories can be grouped in a single logical collection, for simultaneous searching. Logical collections are defined in the Search Engine Settings > Search Indices Parent Category View of the Search Administration UI.

- *Saving search queries.* The search criteria can be saved for re-use. Saved searches are listed in the Recent Saved Searches applet in the Search Center.
- *Setting the Customer Dashboard.* Employees can update the open dashboard with the selected search result.

Data Migration

Maintaining Data Integrity and ensuring safe data transfer

Since there are lot of data in the legacy systems, and data maintained in excel sheets. It is very critical for AWI to have a safe and secure data transfer for one time transfer from the legacy system, so that there should not any loss of data and data integrity is maintained. Wipro proposes following Data Transfer Strategy for AWI

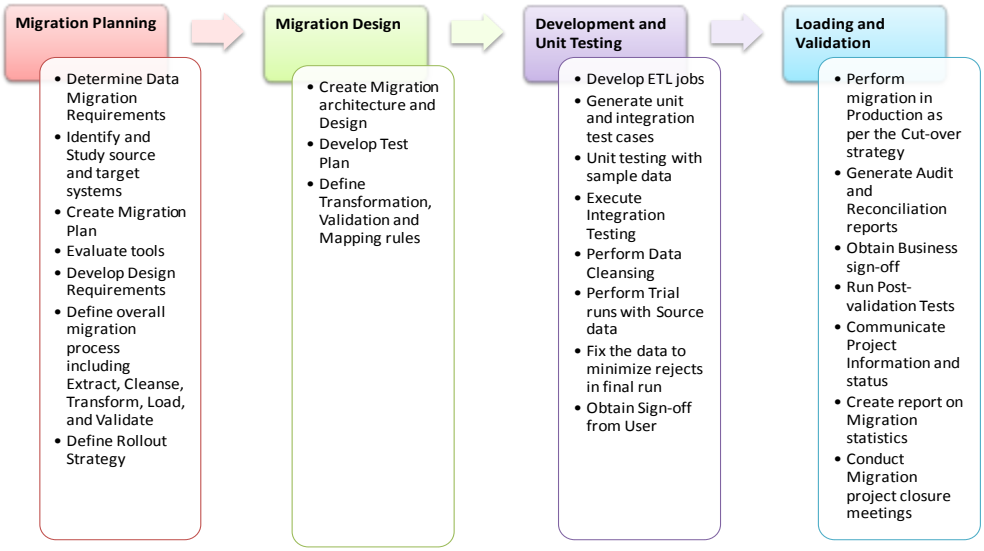


Figure 88: Data Migration

Wipro's data migration services are designed to help AWI migrate their existing data quickly, efficiently, and effectively into the new Siebel Case Management platform.
During the course of providing data migration service, our consultants document all required data sources and formulate a strategy for loading legacy data into the target Siebel application.
Data migration service includes the following:

- *Initial Extraction*: The data will be initially extracted from the source systems and loaded into a staging area for further processing and uninterrupted execution.

- *Data Discovery and Profiling*: Data Discovery is about reducing project costs and risk by discovering data/metadata issues /patterns in the legacy systems during the plan phase of the project. In the legacy systems and enterprise applications, the metadata, the field usage and the data itself would have undergone through several changes over the period. The data may be perfectly acceptable for whatever purpose it was designed for, but it is often not until you load it into another application that you discover how inappropriate it is for what you want to do. Therefore, data profiling becomes very important in the process of data migration.
  Wipro will do a data centric analysis of existing applications, database and file based sources. During this step, a detailed profiling of fields, cross-fields and cross-sources will be done. The profiling results will be used to create the Metadata and will be stored in a Metadata repository. The source system analysis will include but not limited to the following:
  - Column & Domain analysis - Infers from content a column's classification, physical properties, and frequency distribution. It also involves analysis of the metadata individually for all the source systems.

- Table/Primary Key analysis - Validates the uniqueness of the identified key column, which allows us to ensure that a given row of data can be clearly identified and related to other data. It also identifies all the Distinct and Duplicate data present in the source systems.
- Cross-Domain and Foreign Key analysis - Synchronizes the structure, relationships and integrity of data environments by finding and validating otherwise unknown relationships and identifying critical integrity violations that need to be rectified.

- *Data Alignment* **–** The existing data in the source system might have the following challenges.
  - Lack of information standards – Different formats and structures across different systems
  - Data surprised in individual fields – data misplaced in the database
  - Information buried in free-form fields
  - Data myopia – Lack of consistent identifiers inhibit a single view
  - Data redundancy nightmare – presence of duplicate fields and records with lack of standards.

  The data alignment and cleansing step will ensure that all the above issues are resolved. The sources of data will be individually cleansed using cleansing application. The data will be standardized, merged and corrected using technical metadata and lookup tables. Any duplicate data identified during profiling will be removed. At the end of this step Wipro will ensure that only clean, standardized and de-duplicated data is available for further processing.

- *Transformation* **–** Transformation is the key to enabling information to be used in the target business context. This step involves transforming the legacy data as per the specifications provided by the business, so that it can be loaded smoothly into the target platform without running into any compatibility and data issues. Business needs to provide the required transformation rules and mapping between the source and target fields and Wipro will develop DataStage Jobs to transform the legacy data and move the same from Source to Target. Any custom transformation required for complex scenarios will be developed on need basis.

- *Execution*
  This step will involve the data loading and validation.
  - *Data Loading* – Before loading the data into the target systems, the data will be prepared for loading and transformed in the run time environment. The Data Stage jobs will be scheduled to run in batches. Initial trial runs and bug fixes will be done before proceeding for the final load into the production environment to assure quality. During loading Wipro will ensure high load performance by leveraging the pipeline and partition technologies.

  - *Data Validation & Reconciliation:* This activity ensures that all data is properly loaded from the source data files to the target production system.
    Reconciliation is the process of keeping migration activities such as cleansing, extraction and loading under control. Validation programs have to be introduced at the extract and upload levels to capture the count of records.
    Reconciliation identifies the number of records that are successfully converted and tracks the records that failed during the process of transformation and migration.
    Once the data is loaded, the data audit and reconciliation reports will be generated for root cause analysis. Necessary fixes will be applied to the failed records before reloading them into the target database.

Export of Data can be done in any desired format using EIM Enterprise Integration Manager. The data can be exported as a flat file, csv file or in an excel sheet

Leading provider of fiber based communications services in US- Wipro has done CRM implementation aimed at replacing the existing legacy systems with a better implementation to provide a more robust integration of the business processes across the company and enable operational transformation

- Single authoritative source of data for enterprise product catalogue
- Seamless migration and integration of Business Lines/Acquisitions on CRM platform
- Increased flexibility to the Citizen to manage their account portfolio and hierarchies

- Reduced time to market new products and service via product catalogue consolidation
- Enable old Citizen to do feature change in case of obsolete product plans

Workflows

Business process automation capabilities to reduce human effort and dependency on its staff, thus reducing possibility of human errors

Siebel out of the box provides multiple mechanisms for business process automation. The automation of the business process can be of one complete cycle or in some parts as required by AWI. Following are the features of BPA tools of the proposed system

- Auto assignments of work item. End to End to flow of work item form receiving, processing and forwarding
- Manual Intervention for user inputs
- Auto Execution of the process based on the business rules
- Auto Approvals for quick response and turnaround time
- Workload Distribution Capabilities. Skill based assignments
- Auto send notifications and correspondence

The above features will give AWI staff the ability to:

- Reduce Human efforts with more accuracy
- Improved Efficiency by eliminating unnecessary and duplicate steps
- Quick turnaround time
- Improved Service Experience for the Claimants
- Flexibility and Business process improvement

Following are the tools that Siebel provides, that will help AWI to receive above mentioned benefits:

Assignment Manager: Siebel Assignment Manager routes business entities and work items to the most appropriate candidates by enforcing business rules set by sales, service, and marketing organizations. Assignment Manager does this by matching candidates (that is, employees, positions, and organizations) to predefined and user-configurable assignment objects. To assign the most qualified candidate to each object, Assignment Manager applies assignment rules that you define to each candidate.

Siebel Business Process Framework: Siebel Workflow is a customizable business application that allows you to define, manage, and enforce your business processes, creating process automation within the Siebel application.

Siebel Workflow orchestrates the various Siebel process-automation technologies. Workflow processes graphically sequence a series of automation steps that support a process, and they specify inputs and outputs for individual steps and for the process as a whole. Using Siebel Workflow to manage business processes in your organization, you can address such challenges as:

- Automating escalation of events and notification of appropriate parties
- Routing and assigning work
- Processing work
- Enforcing authorization and transition rules
-

Business Rules: Changes in business strategies result from changes in factors such as business conditions, rules and polices changes and changes in personnel. A solution must adapt quickly to these changes and promptly reflect the changes in business priorities.
OPA can be implemented natural language business rules to automate decisions declaratively, instead of implementing those decisions programmatically. By replacing scripts that can be difficult to develop and maintain with business rules that can be

created and modified directly by business managers, the overall cost of maintenance and configuration of Siebel applications is minimized.
Some of the applicability of rules configurations in Siebel applications includes:

- Dynamic business processes.
- Complex business processes
- Field validations.
- Auto-populating field values.

Record Management and Audit tools:

Audit Trail feature is provided inbuilt in Siebel. It helps us to track what users are doing with data residing in Siebel. Tracking can be done for business component records and also for particular fields in business components. Audit Trail creates a history of the changes that have been made to data in Siebel applications. An audit trail is a record showing who has accessed an item which operation was performed when it was performed and how the value was changed. Therefore it is useful for maintaining security examining the history of a particular record documenting modifications for future analysis and record keeping. Audit Trail logs information without requiring any interaction with or input from your users

Following Information can be tracked in Audit Trail:

- Actions performed by user (New Record/Delete/Modify)
- Updating (Old Value and New Value)
- Who updated it (Employee Login/ Employee Id)?
- When was it Updated (Date and Time)?

Siebel Provides Audit trail for the following 3 levels:

- Business Component level. Business component where the business logic is stored.
- User level. The user details who has updated it.
- Action performed

Archival Strategy

Wipro understands that AWI will need to archive old claim, appeals and rules on periodic basis to attain storage management efficiencies. Wipro has vast experience in implementing data archival solution for its Citizens across the globe. This section highlights the different data archival approaches and Wipro's experience in implementing the same.

Predominantly, there are two data archival approaches; the first uses a custom developed solution while the second leverages commercially available tools. The custom option is low cost where data resides on same schema but faces challenges in the area of data integrity & maintenance. The commercial products take are Siebel Recommended partner solutions but the implementation cost is high.

Custom solution: Develop a customized solution with approaches like:

- Archival and Purge of Data from Siebel and Retrieve it Back to Siebel
- Archival of data and related attachments in a staging area and Retrieval on demand
- Periodic Movement of Attachments to Secondary File System from Primary File System
- Archival of data and related attachments within Siebel Schema.

Alternate Solutions: Use commercially available tools like:

- Optim Archive Solution from IBM
- Informia from Applimation
- Livelink ECM

Solution Approach

- Archival and Purge of data from Siebel and retrieve it back to Siebel
  - Identify the tables to be archived
  - Create purge tracking table and backup tables
  - Setup the Data purge and retrieval jobs (Shell Scripts/PL/SQL)
  - Data archival/purge are based on a feed from source system/ set of defined criteria
  - Retrieve the data back to Siebel schema based on request.
- Archival of data and related attachments in a staging area and Access on demand
  - Data is moved to staging area based on criteria's
  - File is archived to Archived File System
  - Access to data from the Single Siebel Interface without any requirement of having any additional object managers through Virtual BCs
- Periodic movement of Attachments from Primary to Secondary File System
  - Define a secondary file system within the Siebel File System
  - Define a Process to move all the attachments to the secondary file system, once the corresponding life cycle process is completed
  - Specify the name of the secondary file system in the Server Object Manager Parameter
- Archival of data and related attachments within Siebel Schema
  - Set up a new Object Manager in the Siebel server
  - Create a second File system in production
  - Configure the new Object Manager to read from 2nd SFS
  - Create custom extension tables to hold archived attachment records
  - Create BCs/Applets on these tables
  - Setup shell scripts & other Utilities to move the files
  - Setup workflows to move the Attachment records

(Alternate Solution): Use commercially available tools

IBM's Optim:
Optim provides comprehensive Siebel archiving capabilities, fully integrated with Siebel workflow. As per the Citizen need Citizen can define policies for managing data- when it needs to be available, how long it should be retained, and who can access it.
The core functionalities include:

- Safely purges the qualified Data from Siebel OLTP database
- Dumps into Archive file maintaining the referential integrity.
- Stores the purged data in proprietary compressed Archive File with extension .AF
- Archive Files can be viewed using Optim Client Tool.

Correspondence and Events

Siebel Correspondence allows users to create Correspondence records, add recipients, add attachments and generate correspondence. End users generate correspondence using the predefined correspondence templates. It also makes it easy for them to send correspondence to fulfilment centres that print and mail it to recipients.
This will be helpful in sending various notifications, reminders, status of the application/case /appeal to the claimants, employers and UC Staff.
Following activities can be performed using Siebel Correspondence Module -
Create a Correspondence
The Siebel application supports the creation of a new Correspondence. Creation of a new correspondence may be performed by users from Siebel UI.
Add enclosure to Correspondence
On creating a correspondence record, the user may add new enclosures in the "Correspondence Enclosure Applet" provided in the correspondence view.
Creating fulfilment from correspondence

Siebel supports the fulfilment creation only after creating a correspondence record. A new fulfilment may be created by Submitting the Correspondence to the Fulfilment center. On submitting the correspondence to the fulfilment centres, a fulfilment record will be created. In the Fulfilment Center the print outs of the documents generated by the Correspondence is obtained and dispatched to the Citizens.

Edit Correspondence - The Siebel application supports the editing of correspondence records before Submitting the Correspondence .Once the Correspondence is submitted the record becomes Read only and cannot be edited or new recipients or Enclosures cannot be added. But still the user can select a Modified Template to the correspondence record and generate a document.

Delete Correspondence - The Siebel application supports the deletion of correspondence records by users.

Search Correspondence - The Siebel application supports querying for a particular correspondence based on any of the fields listed in the correspondence record. The search is performed by entering the query criteria.

Scheduling- Siebel Provides out of the Activities Management that provides Scheduling Capabilities

Server Administration

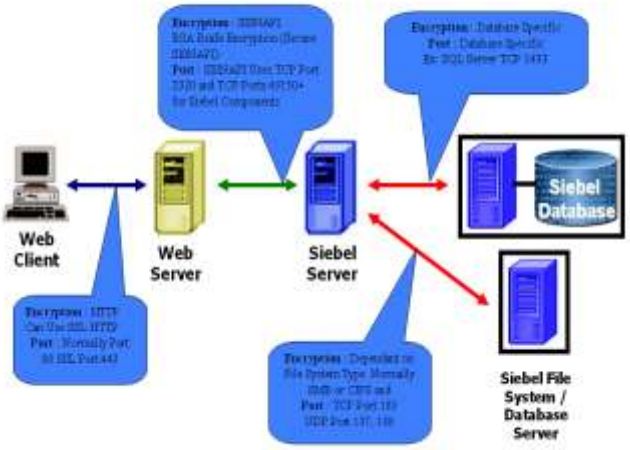
Siebel server administration is a very critical work for smooth functioning of Siebel application in Production environment. This section is focused on practices to apply when planning and preparing to monitor and maintain the Siebel environment. It also adds values on the ways to operate and maintain the Siebel environment, when it is in 'Steady state'.

There are several of monitoring techniques present in Siebel itself, which helps to manage the Siebel environment efficiently. The server monitoring of Siebel application can easily break into five logical areas

1. Infrastructure Monitor – This refers to ability of tool to support the monitoring of hardware required for Siebel enterprise.
2. Component Monitor – This refers to ability of tool to support the monitoring of various components running under Siebel enterprise.
3. Response Time Monitor – This refers to ability of tool to measure and monitoring of response time of various components under Siebel enterprise.
4. Log file Monitor - This refers to ability of tool to monitor and track the Siebel log files.
5. End User Reporting – This refers to ability of tool to display the monitoring statistics to end user.

When it comes to Siebel following things needs to be monitored at regular intervals using shell scripts, third party monitoring tools like Foglight, Empirix, Autosys etc

- Siebel server Processes
- Database Connections
- Memory Usage
- Interactive Components
- Batch components monitoring
- Nightly Cycle Monitoring
- Work Flow Monitors
- Communication inbound Receivers
- Communication inbound Processors
- Report server
- CTI servers
- CTI connectivity
- Integration Point verification
- Siebel Remote Monitoring
- Load Balance monitoring
- Hand held server monitoring
- App server / web server recycles
- All Object Managers
- All production web sites availability
- Email Integration and processing
- Hung sessions monitoring
- Siebel Fax Integration testing
- Testing middleware Integration
- Mobile client transaction status



- Siebel email Response
- Siebel Communications Server consisting of the Comm components.
- Siebel Workflow administration
- Siebel Assignment Manager components
- Disk Space Monitoring
- Host availability on Network
- Improper system Reboot/Shutdown/Crash
- Hardware/Kernel Error message notification
- Monitoring Critical Application Process/Services

Security

Security aspects of Siebel Application can be classified into –

- Network Security
- Application Logon (User Authentication)
- User Access Control

Network Security

The network security can be implemented through Secure Communication between the Client and the Web Server and the between the Web server and Siebel Server.

Secure Communication and Ports:

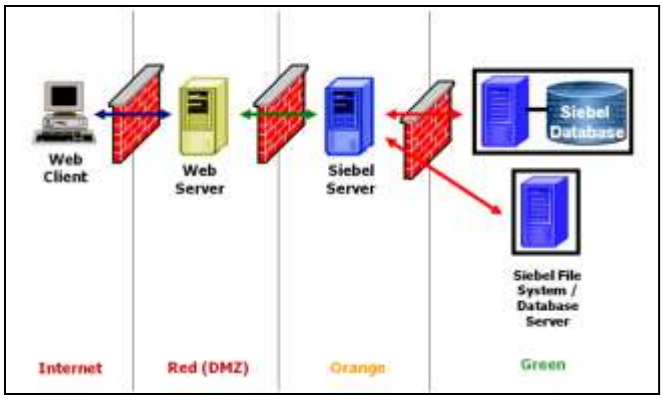
The SSL is implemented to secure communication between the Client and the Web Server. The port used for communication between the Web Client and the Web Server is through 80 for HTTP and 443 for SSL. The secure SISNAPI is implemented to secure communication between the Web Server and the Seibel Server. The port used for communication between the Web Server and the Siebel Server is through port 2320 for Gateway and 49150+ for other Siebel Components. Secure communication can be implemented between the Siebel server and the database is through database specific encryption methods. The port used for communication between the Seibel Server and Database Server is specific to the Database for e.g. Port 1433 for SQL Server.

Fig 15: Secure Communication and Ports

The File System encryption is normally implemented through SMB or CIFS and the port used for the communication is through TCP port 139 or through UDP port 137, 138. Siebel implements encryption at the field level in the database. This is implemented through RC2 Encryptor BusSrv. This could help in protecting information like credit card details in the database.

Blocking Access

A firewall is a simple program or hardware device that filters the information coming through the Internet connection into your private network or computer system. If an incoming packet of information is flagged by the filters, it is not allowed through. Firewall can be placed between the Client Browser and the Web Server. In some implementation firewalls are placed even between the Web Server and Siebel Server to secure your network. The firewall can even be placed between the Siebel Server and Data store to provide additional security to your database.

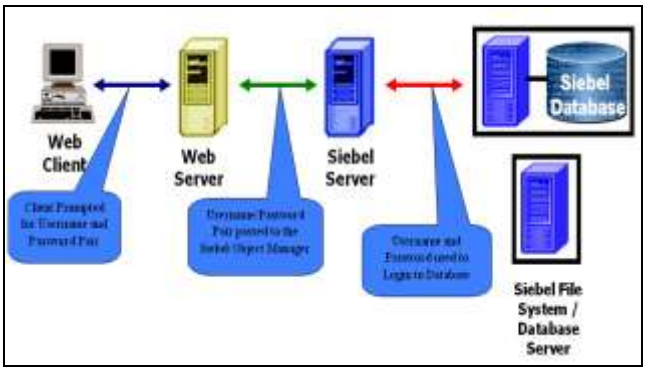


Application Logon (User Authentication)

The authentication is implemented in Siebel through four different modes.

Database Authentication

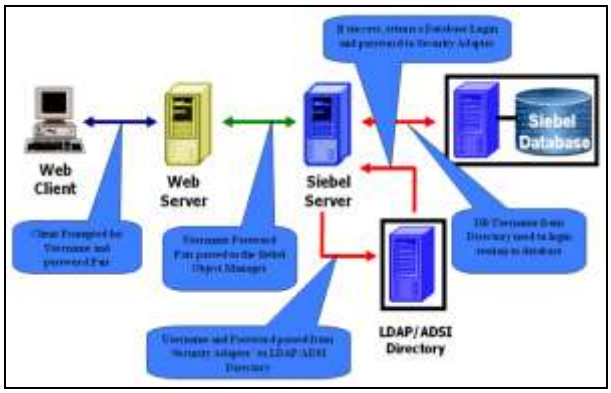
Database Authentication is the default Authentication Method available in Siebel. In this method the Client prompts for Username and password the SWSE passes the username and



password to the Siebel Server. The Siebel Server uses the credentials to login to the Database Server. The Database server validates the user information and allows or disallows access to the specific. In this mode of authentication the user should have a database login and access to the Siebel database.

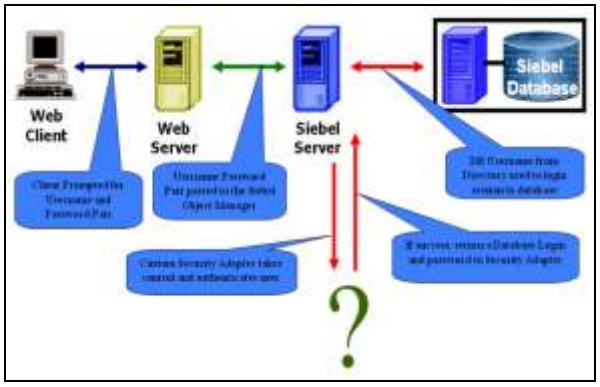
LDAP and ADSI Authentication

LDAP and ASDI Authentication is the other mode of Authentication Method available in Siebel. In this method the Client prompts for Username and password the SWSE passes the username and password to the Siebel Server Object Manager. The Siebel Server passes the Username and password to the LDAP or ADSI to validate the User. If the Username is a valid user then it returns a Database Login and password to Security Adapter. The Object Manager then uses the database credentials to login to the database.



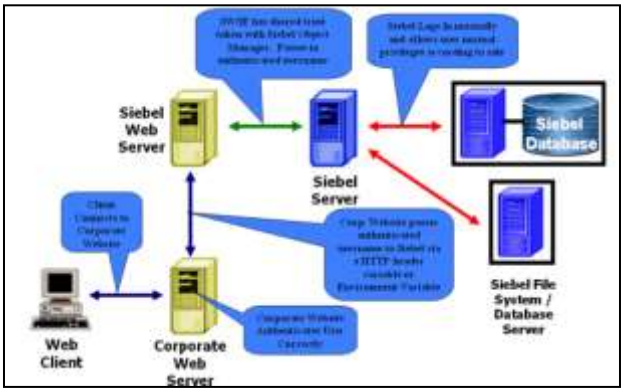
Custom Security Adapter Authentication

Custom Security Adapter Authentication is also available in Siebel. In this method the Client prompts for Username and password the SWSE passes the username and password to the Siebel Server Object Manager. The custom security adapter takes the control form the Siebel Object Manager and authenticates the user. If the user is a valid user then it returns a Database Login and password to Security Adapter. The Object Manager then uses the database credentials to login to the database.



Single Sign on (SSO) Authentication

Single Sign On is another form of Authentication which is available in Siebel. In this method the Client connects to the corporate Website and the Corporate Website authenticates the user. The corp website then passes the authenticated username to Siebel through a HTTP Header variable or Environment variable. The SWSE has a shared trust token with Siebel object Manager and passes the authenticated username to the Siebel Server. The Siebel Object Manager login to the database using a default username and password and provides the information to the user based on the privileges according to the role.



User Access Control

Siebel allows multiple methods of User Access within the Siebel application.

Responsibility & View – This approach allows defining the screens/views within Siebel application that a particular user will have access to. Following is detailed step by step approach –

- Create different Siebel Views. Register each View.
- Classify the uses in multiple Roles. Define responsibilities.
- Assign each user to one or many responsibilities.

- Define a matrix of Responsibilities & Views.

Siebel also allows giving Read Only access to a particular View.

Record level access – Under this approach, Siebel allows defining the "Position" of User which will drive the kind of data that the particular User sees in the application.

Reporting: Based on the evaluation of Non Functional Requirements specified in Systems Requirements Matrix, we have been able to broadly classify these in the following:

- Data access (NF. 165, NF. 201)
  - The proposed solution allows any data element within the transaction system to be accessed and reported using OBI Publisher.
  - Frequently used data elements will be consolidated or aggregated with additional dimensions such as time, claimants, type of claims, employer etc in the Enterprise Data warehouse using the E-LT
- Online Reporting and Querying (NF. 167, NF. 168, NF. 169, NF. 170, NF. 171, NF. 182, NF. 183)
  - Power Users can leverage OBIEE Answers component to generate reports online on pre-built repository
  - Enables Query generation and modification online on OBIEE Answers
  - Generation of Ad hoc reporting capability by OBIEE Answers
- Reports visualizations, format and printing (NF. 172, NF. 179, NF. 181, NF. 192, NF. 193, NF. 194, NF. 195, NF. 196, NF. 197, NF. 198, NF. 199, NF. 200, NF. 391)
  - Pixel perfect reporting is enabled using OBI Publisher that provides report generation and formatting capabilities using standard MS Office Applications. the reports can be formatted for highly quality publishing
  - OBIEE Interactive Dashboards and Answers components allows creation of dashboards with charting, drill through and 'Point of View' selections
  - OBIEE Leverages the OS printing capabilities such as selection of page orientation, page selection, print preview, number of lines of print etc
- Administration (NF. 188, NF. 189, NF. 190, NF. 203, NF. 204)
  - OBIEE has prebuilt reports and queries that allow Administrator to track and monitor report querying and usage statistics.
- Distribution & Scheduling (NF. 184, NF. 185, NF. 186, NF. 187, NF. 191)
  - OBIEE Delivers component will be leveraged to distribute in a specified format, at specified frequencies. The tool allow you to select the format of output such as print, excel, pdf, fax, xml, etc
  - OBIEE Delivers can scheduled reports generation in the background without manual intervention based the set parameters
- User defined report drivers(NF. 166, NF. 173, NF. 174, NF. 175, NF. 176, NF. 177, NF. 178, NF. 180, NF. 202)
  - OBIEE Interactive Dashboards allow the users to select report drivers/dimensions for the generation of reports
  - OBIEE Answers allows the Power Users to pass run time parameters during ad hoc report creation

e. Describe the reliability, availability, and disaster recovery capabilities of the proposed solution

The Agency for Workforce Innovation is planning to upgrade its 38 year old legacy systems to open systems architecture. Wipro understands the criticality of such a transformational program and have carefully designed a suitable Disaster Recovery (DR) solution for the target architecture. Wipro is proposing an IBM based architecture which consists of platform, storage and data back-up solutions.
Wipro has proposed infrastructure solution which is based on Reliable, Modular, Scalable and open system architecture. This will take care of Future growth of the unemployment claim volumes and reduce risk of failure at different layers
The complete Bill of Material for the hardware and software is provided part of the commercials.
High level solution Components proposed as shown in Tab 5:

Role	Configuration	Number of servers
Production - ODI & DW	Dual CPU/16GB	2

Production - OBIEE BI Server	Dual CPU/16GB	2
Production - BI Presentation Server Production- OBIEE Publisher	Dual CPU/16GB	2
UAT - ODI & DW	Dual CPU/16GB	2
UAT - OBIEE BI Server	Dual CPU/16GB	2
UAT - BI Presentation Server UAT- OBIEE Publisher	Dual CPU/16GB	2
Dev - ODI & DW	Dual CPU/16GB	2
Dev - OBIEE BI Server	Dual CPU/16GB	2
Dev - BI Presentation Server UAT- OBIEE Publisher	Dual CPU/16GB	2

Tab 5 - High level solution Components proposed

The features of the proposed Disaster Recovery solution for AWI are

Efficient
In case of disaster, the recovery procedure should efficiently make the service available in the identified data center. This is implemented by proper DR plan and having the regular DR drills. The detailed plan will be worked out along with AWI during the detailed design phase.

Reliable
The Disaster Recovery solution should reliably bring up the necessary service in the secondary data center. This is ensured by High Availability (HA) implementations on production environment for databases (like ODI and DW) and load balancing configurations on application and web layers (like OBIEE and BI).

Standardized
All components involved in the Disaster Recovery should be standardized in order to ensure efficient and reliable service recovery. Wipro is proposing standard x86 open system based hardware.

Repeatable
The disaster recovery solution should be planned and made repeatable, making the service available, in an efficient and reliable manner.

Wipro proposes to test DR on regular basis so that we are sure of working DR in case of actual disaster as shown in Fig 89.

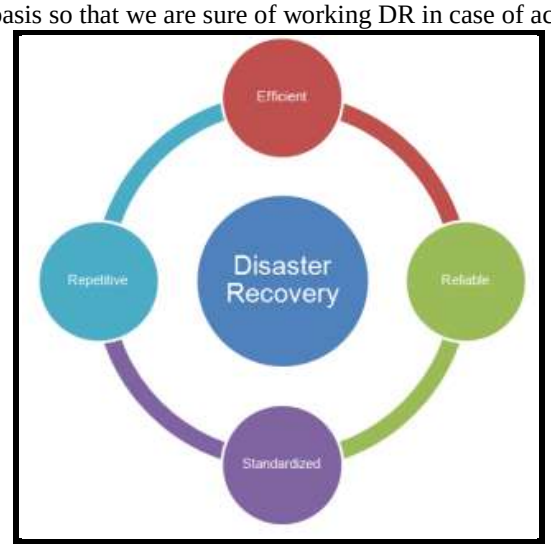


Figure 89: Features of DR solution for AWI

The Fig 90 below shows the proposed DR solution for AWI. The solution is implemented across the Primary and Secondary Data Centers. The redundancies have been built at the database, application and web layer giving ensuring maximum availability for the application

Wipro has proposed three environments namely Production, UAT and Development. The Production and UAT environments will be deployed in Primary Data centre based out of SSRC. The Development environment will be hosted in Secondary Data centre. The same development environment will act as the DR infrastructure in the event of a disaster.

Wipro will leverage AWI's existing networking/security infrastructure.

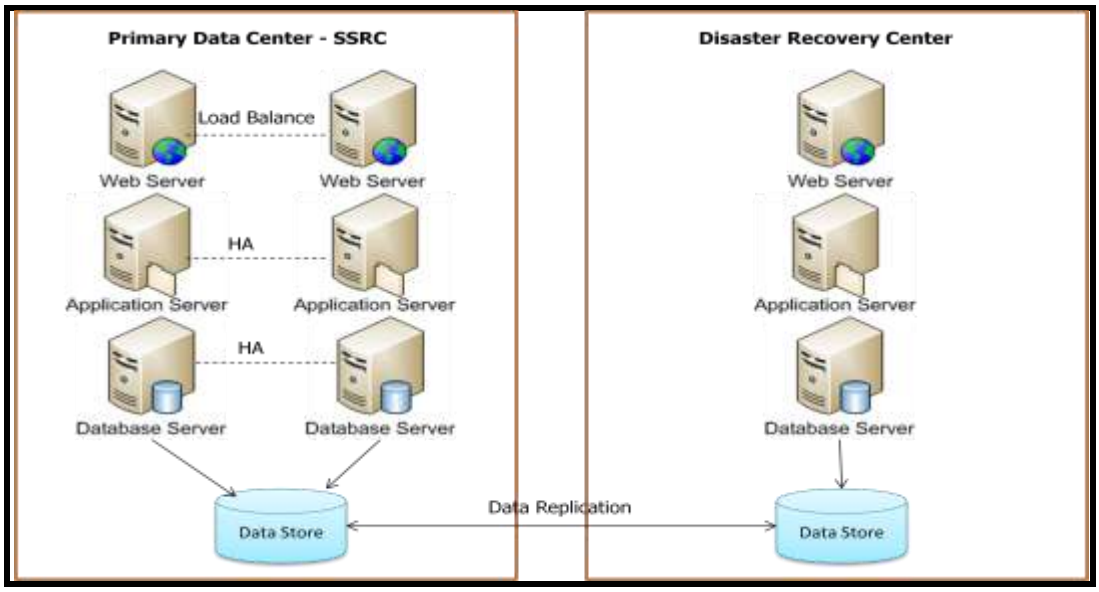


Figure 90: DR solution Components

Considering AWI's Disaster Recovery requirement of 24 hrs for RPO and 72 hrs for RTO Wipro proposes a warm DR solution. Every day the data (incremental changes as compared with the previous day) is backed up on to tapes and shipped to the DR location. This data is restored on to the DR data store. In the event of a disaster the development servers hosted out of Disaster Recovery Center will act as DR servers. The DR systems will not have the HA implementations.

f. If proposing Commercial Off-the-Shelf (COTS) products within the proposed solution, describe the proposed approach and strategy of handling necessary customizations to the COTS products to support the requirements without compromising the architecture or maintenance of the products. Respondent(s) proposing a solution without COTS product(s) shall respond to this requirement as —Not Applicable.

Wipro's Strategy of handling customization

Wipro Project Team would follow following strategy to ensure that customizations done to Siebel application will not alter its core architecture. Wipro's adopted strategy will ensure that customization will not result into high maintenance cost & will not complicate the subsequent version upgrades.

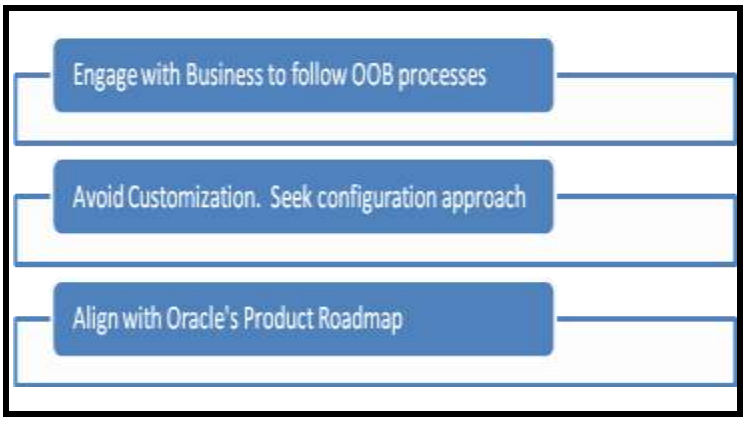


Figure 91: Wipro's Strategy of handling customization

Wipro project team will try to utilize the **out of box functionality** to the maximum.

Sometimes requirement from Business may require huge deviation from standard process offered by Siebel & fulfilling such Business requirement will need huge customization in Siebel. To handle such cases, during Analysis & Design phase, the Wipro Team will interact with Business & suggest them alternative options that will reduce the need for customization. For this we will be doing some **proof of concepts** to validate if the workarounds are ok to go with.

Before making any customization, Wipro Team will seek ways to find out if the requirement can be handled with Configuration or declarative statements. Siebel provides multiple ways whereby customization need not be required & the requirement can be handled with configuration.

Wipro Team will also try to follow **future product roadmap strategies** shared by Product vendor- Oracle. This will help in understanding the functionalities that may be coming up in future & also the details about functionalities getting obsolete in new future. This information will help Wipro team decide whether to make customizations in application or not and make sure the application is scalable easily.

Wipro has a strong partnership (Platinum) with Oracle and we also work in Beta versions and product development along with Oracle in certain areas which gives us insights in to how the product is evolving in the future.

We also through our **Center of Excellence** keep on analyzing this as against what is implemented in client's place and give guidance to our development team and client as well.

Wipro's Approach

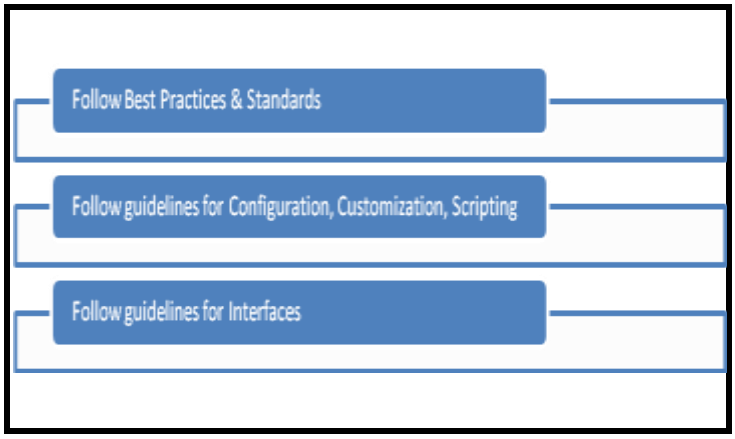


Figure 92: Wipro's Out of the Box Functionality

Wipro's approach will be to go as much as Out of Box functionality as possible. Wipro will adopt following approach to ensure this objective is met –

Oracle has shared Best practices & guidelines that need to be followed for doing configuration & customization in Siebel application. Wipro's Siebel CoE (Center of Excellence) has also compiled a detailed list of Best Practices & guidelines for Configuration, Customization & Scripting.

Phase wise Sample list of such guidelines is given in this RFP Response.

g. Describe the external interface strategy for the proposed solution

Interface will be a critical component of IT systems at AWI. It is imperative that there is a comprehensive Integration strategy to ensure that IT systems are meeting the industry & technical standards. Wipro Project team will follow this strategy as depicted in the picture below:

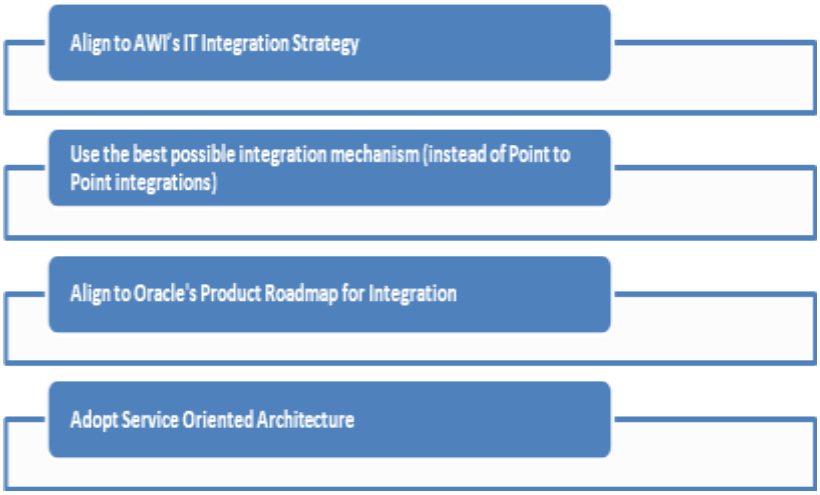


Figure 93: External Interface Strategy for the proposed solution

For the current requirements of within the scope we have assessed integration requirements on the following parameters,

- Number of systems to be integrated
- Volume of transactions/messages to be handled
- Disparate systems that needs to be integrated
- External systems that exchange data
- Technology and the age of the applications that needs to be integrated
- Major source and target systems
- Effort required to integrate
- Potential future systems integration

Since the backbone of the solution is the Claims Management System (Implemented through Siebel system) which is the primary application, it is more efficient to implement an architecture closely aligned with the Siebel system. Our understanding right now states that the number of systems that needs integration is far less for a full fledged middleware strategy to be adopted as of now. Hence an approach has been designed to utilize the point to point integration through web services which is in built and provides scalability for the current solution. We will also like to evangelize and discuss with AWI for validating this approach and come out with a mutually agreed framework.

In Wipro's point of view, AWI in future should consider implementing an enterprise IT landscape wide "Enterprise Service Bus" technology to integrate the applications and data including and beyond the scope of this ITN to have a completely SOA enabled integration architecture. Some of the benefits of adopting an Enterprise Service Bus (ESB) view of integration are

- ESB provides capabilities for enforcing service governance through polices service contracts
- Use of ESB along with a Service Registry/Repository provides for service component reuse
- ESB provides a comprehensive error handling and audit mechanism for message visibility and tracking
- Implementation using integration patterns such as Request-Reply, Pub-Subscribe and others for a consistent integration mechanism
- ESB solution is extensible: plug and play future systems into the integration landscape

Wipro has been a front runner in implementing ESBs and moving organizations to a SOA based Enterprise Business Integration.

h. Provide a detailed list of hardware required for the proposed UC solution. If the hardware listed is COTS or Proprietary, the item must be identified as such. The response, at a minimum, must include descriptions and configurations for the following (if proposed):

- **Servers,**
- **Workstations,**
- **Storage,**
- **UPS,**
- **Printers and Peripheral Equipment,**
- **Network, and**
- **Other Required Hardware for the proposed UC Solution.**

Configuration/Role – SSRC Datacenter (Primary DC)	**Units**
Database Server (OLTP- H/A Mode)	
x3650 M3, 2*Xeon 6C X5650 95W 2.66GHz/1333MHz/12MB, 16GB	4
DS4700 Express Model 72	1
300GB 4Gbps 15K FC E-DDM HDD	16
AOM-Non AOM & workflow & Report &Document Servers (H/A mode)	
x3650 M3, 2*Xeon 6C X5650 95W 2.66GHz/1333MHz/12MB, 16GB	4
WEB & Gateway & File System& LDAP & Remote _Server	
x3650 M3, 2*Xeon 6C X5650 95W 2.66GHz/1333MHz/12MB, 16GB	4
SAN_Switch & BKP Drive	
IBM System Storage SAN40B-4	1
TS3200 Tape Library Model L4U Driveless	1
LTO Ultrium 5 Fibre Channel Drive	1
Tivoli Storage Mgr for Database, 250 10 Value Units w/1 Yr SW S&S	1
System Storage Archive Mgr V6, Terabyte 1-12 w/1 Yr SW S&S	1
IBM TSM FastBack Center V5.5, Server w/1 Yr SW Sub and Supp	1
RHEL OS (Dual Socket Subscription)	12

Configuration/Role (Secondary DC)	**Units**
Database Server (OLTP- H/A Mode)	
x3650 M3, 2*Xeon 6C X5650 95W 2.66GHz/1333MHz/12MB, 16GB	2
DS4700 Express Model 72	1
300GB 4Gbps 15K FC E-DDM HDD	16

AOM-Non AOM &work flow & Report & Document Servers (H/A mode)	
x3650 M3, 2*Xeon 6C X5650 95W 2.66GHz/1333MHz/12MB, 16GB	2
WEB & Gateway & File System &LDAP & Remote _Server	
x3650 M3, 2*Xeon 6C X5650 95W 2.66GHz/1333MHz/12MB, 16GB	2
SAN_Switch & BKP Drive	
IBM System Storage SAN40B-4	1
TS3200 Tape Library Model L4U Driveless	1
LTO Ultrium 5 Fibre Channel Drive	1
Tivoli Storage Mgr for Database, 250 10 Value Units w/1 Yr SW S&S	1
System Storage Archive Mgr V6, Terabyte 1-12 w/1 Yr SW S&S	1
IBM TSM FastBack Center V5.5, Server w/1 Yr SW Sub and Supp	1
RHEL OS (Dual Socket Subscription)	6

i. Provide a detailed list of the software required for the proposed UC solution. If the software listed is COTS or Proprietary, the item must be identified as such. The response, at a minimum, must include descriptions for the following (if proposed):

- **Proposed Application Software,**
- **Operating System Software (for both Servers and Workstations),**
- **Network Software,**
- **Network Management Software,**
- **Data Management Software,**
- **System Software Tools,**
- **Development Tools,**
- **Security And Controls Software,**
- **Version Control Software,**
- **Business Rule Management Software, and**
- **Other Required Software for the Proposed Solution**

Proposed Application Software: The Proposed Application Software is Siebel 8.2. Siebel Public Sector is an integrated suite of Web-based applications designed for use by administrators and users who are associated with municipal governments, social services, tax and revenue management, public health, immigration agencies, and investigative agencies. It's a Customer –Off the Shelf (COTS) Software government Agencies. Features of Siebel functional and technical are explained in Sections above

Development Tools: Siebel tools will be used as a development tool. Siebel Tools enable developers to do Configuration, Scripting Workflows, Assignment Manager, etc. All the development for Siebel will be done in Siebel tools and changes in the base code will not be required. For Scripting Siebel tool supports 2 languages Siebel eScript and VB. Siebel also has a Scripting ST Engine which facilitates the developer in Scripting and avoids errors while writing the code from first time. It also helps debugging.

Business Rule Management Software: Wipro proposed to use oracle Policy Automation (OPA V10). Oracle Policy Automation is an innovative, scalable product family that is designed to fit well into your current and future enterprise architecture.
The main technology components of Oracle Policy Automation are:
Oracle Policy Modeling — transform source policy documents into executable rule models, using Word and Excel
Oracle Policy Automation — cross-platform runtime components for deploying policy models across your enterprise
Oracle Policy Automation for Mobile Devices — integrate policy models with Java or .NET mobile applications

Oracle Policy Automation Connector for Siebel — seamlessly integrate policy models with Siebel, through workflows and UI

Version Control Software: Wipro Proposes to use Microsoft Visual SourceSafe. Siebel provides out-of-box integration with Microsoft's Visual SourceSafe. It provides version management tool for all types of files and directories:

- Records all actions
- Reports history
- Accurate reproduction of every release

4. Warranty, Maintenance and Operations

a. Describe the proposed approach for providing warranty, maintenance and operations services in support of the system. Refer to Section D, Exhibit 1, 12.0, System Support Services

The following are the key principles on which Wipro has designed its solution for warranty, maintenance and operations services for AWI:

- Improving productivity through more efficient use of resources;
- Introduction of leading applications development processes and methodologies;
- Consistent service across the organisation;
- Enhanced integration across common processes and technologies; and
- Reduced overhead and management activities.

During the User Acceptance Test phase, AWI and Wipro will jointly formulate the Warranty support plan. This plan will cover scope of operations, operating model, detailed list of tasks and responsibilities, and draft Service Level Agreements (SLA). The deliverables from the plan phase will be

- Project Plan
- Execution Process Document (EPD)
- Draft SLA's

A hotline will be setup that will receive all calls/tickets raised by users of the system/IT staff. On receipt of the call, the Wipro Warranty support team will classify the calls and initiate its resolution as per SLA's agreed.

Wipro recognizes the following activities as its responsibilities during the warranty

1. Prepare warranty support deliverables.
2. Revise deliverables as a result of the review and approval process.
3. Correct reported deviations to approved designs in the proposed UC solution including all levels of retesting and making all the corresponding documentation changes.
4. Provide standard warranty available with the commercial product (hardware and COTS software).
5. Coordinate with the Contractor any problems identified in the hardware or COTS software.
6. Test the updated solution and install or update the changes on the proposed UC solution.
7. Continue to follow the Change Control process as defined for any scope changes.

At the end of the warranty period, the SLA's defined earlier will be reviewed and redefined. The revised SLA's will be used for the maintenance and operations services in support of the system.

Maintenance and Operations

Wipro will comply with the Services Management (ITIL V3) processes while providing Maintenance and Operations services for AWI. The key principles of our solution

- Maintenance of a secure IT environment in accordance with AWI's security policies;
- Support of a secure AWI's standard operating environment (SOE) with continuous, uninterrupted access by users to Foster's SOE
- Enhancement of applications based on business requirements;
- Provision of an end-to-end service including the management and/or coordination of other service providers and third parties s to meet agreed Service Levels; and
- Monitoring, reporting and reviewing of services provided on a regular basis to demonstrate continuous improvement, innovation and successful adherence to agreed Service Levels.

The Fig 94 depicts Wipro's operating model for providing maintenance and operations services. The Level 1 support team will manage the help desk and the calls logged by users of the system. If the call cannot be resolved by the Level 1 team, it will pass onto the relevant teams in Level 2 or Level Support (depending on the nature of the call).

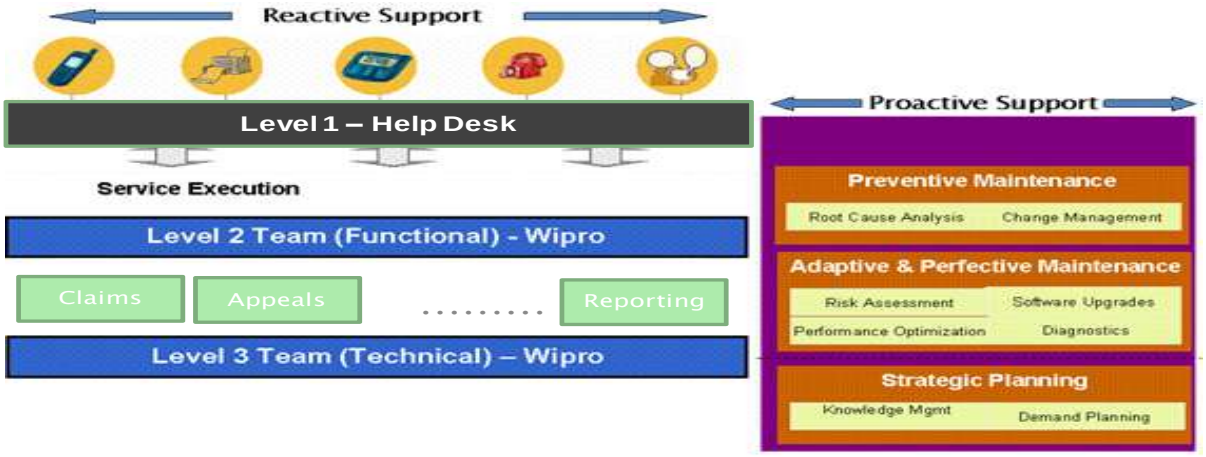


Figure 94: Operating model for providing maintenance and operations services

The Help Desk will be responsible for managing the status of the call and provide updates to users as applicable. The key services provided by the maintenance and support team include:

- Prepare operations and maintenance deliverables.
- Revise deliverables as a result of the review and approval process.
- Correct reported deviations to approved designs in the proposed UC solution including all levels of retesting and making all the corresponding documentation changes.
- Lead the prioritization of maintenance updates.
- Develop, test and install maintenance updates.
- Evaluate impact of software upgrades on the proposed UC solution.
- Keep all software licenses current and active.
- Provide hardware preventative maintenance.
- Provide maintenance of COTS software packages.
- Provide help desk support.
- Provide on-site support (if required).

b. Describe the warranty support and maintenance that will be provided for the proposed solution. Refer to Section D, Exhibit 1, 12.1, Maintenance and Operations, and Section D, Exhibit 1, 12.2, Warranty Support

This section provides a description of warranty support and maintenance services

Application Support Services
Wipro will provide cost effective support and maintenance service for the UCCBIS. Wipro will:

- Ensure that all application software is available to the relevant users as per the Service Level Agreements
- Ensure that the software is correctly maintained so as not to impact applications in production;
- Manage the provision of IT application support necessary to meet AWI business requirements;
- Provide performance monitoring and reporting services on defined applications;
- Work with other Service Providers engaged by AWI for applications and infrastructure support and maintenance as required to resolve any incidents and/or problems and in the conduct of preventative maintenance;
- Manage, maintain and report upon full details of physical and logical access to all in-scope applications and data;
- Provide 2nd level support and where applicable, co-ordinate and manage the provision of 3rd level support functions with software vendors; and
- Provide appropriate level of staffing to ensure the required services are performed as defined and that Service Level Agreements are met.

Change Management
Change Management activities include services required to appropriately manage and document (e.g. impact analysis, version control, library management, turnover management, build management, parallel enhancement) changes to the application(s) and any of the constituent components being developed.

Help Desk Support
Define help desk setup, operating model, and management processes. Operate the Help Desk as per SLA's agreed and provide regular reporting on this.

Training and Knowledge Transfer
The Service Provider shall provide training material and ensure adequate knowledge transfer following any application support and enhancement services.

Monitoring and Reporting Services
The Service Provider shall monitor and provide defined reports on applications including health checks, status reports and problem management.

License Management Services
The Service Provider shall provide activities associated with the management of licenses, license renewal for the assigned and managed contracts.

Documentation
The Service Provider shall maintain and keep up-to-date full application and database documentation as required to support the in-scope applications and databases.

c. Describe the skill sets, training, and technologies needed to for Agency staff to maintain the proposed UC Solution.

The team required to successfully maintain UCCBIS system will require the following skills:

- Subject Matter Expertise on various business processes
- Business Process Re-engineering experience
- Technical Expertise on the proposed toolsets
- Business Analysis skills
- Project Management knowledge

The technologies that the support team need s to possess to support the system is mentioned below. Wipro's training plan includes providing knowledge on the proposed UCCBIS system configurations and customisation.

AWI Requirement	Solution Stack mapping to the requirement
Work Flow	- Siebel Public Sector 8.2 Business Process Automation
Advanced Search	- Siebel Public Sector 8.2
Reporting and Dashboards	- Siebel Public Sector 8.2 Reporting & OBIEE
Document Management	- Siebel Public Sector 8.2
Document Imaging	- Siebel Public Sector 8.2
Correspondence and Events	- Siebel Public Sector 8.2 Correspondence
Business Rules Engine	- Oracle Policy Automation
Import / Export Data	- Siebel Public Sector 8.2
Audit Tools	- Siebel Public Sector 8.2 Audit Trail
System Adminstration	- Siebel Public Sector 8.2 e-Service
Account Management	- Siebel Public Sector 8.2 e-Service
Notes	- Siebel Public Sector 8.2
Security	- Siebel Public Sector 8.2 e-Service
Case Management	- Siebel Public Sector 8.2 Benefits Case Management
Electronic Signature	- Siebel Public Sector 8.2 Integration
IVR	- Oracle Call Center Anywhere

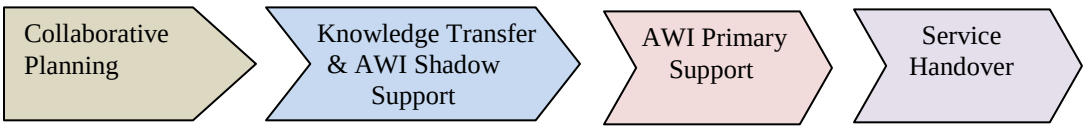
Figure 95: Oracle Software Stack

d. Detail the proposed approach for transferring the solution to the Agency. Refer to Section D, Exhibit 1, 12.3, Operations Transition.

AWI will achieve seamless transition of the solution to the Agency through a robust 1300+ transition experience based transition methodology. WIPRO's solution is designed to address the following key aspects which are considered essential to meet the objectives of the customer on how the service will be transitioned out from WIPRO to AWI.

- Processes aligned with ITIL V3.0 Service Transition Methodology
- Proactive training on key maintenance and support scenarios
- Comprehensive evaluation of the quality of knowledge transferred and acquired by new supplier.
- Key metrics to measure and report transition progress
- Collaborative service delivery for maintenance and support tasks
- Joint Solution Transfer Governance
- Early identification and retirement of risks
- Seamless integration with the development, maintenance and support processes

The approach which Wipro will follow to transition the solution support to AWI is detailed below



Collaborative Planning:

This phase involves carrying out various planning activities for smooth execution of solution transferred to the agency. The activity is carried out in collaboration with the Agency before the initiation of the solution transfer process

Objectives:

Objectives during the planning include the following activities

- Identify the Transition Manager
- Identify the Transition team and the required logistics in advance
- Finalize the detailed Transition plan
- Define communication plan
- Define escalation matrix

- Understand and document management policies, operational procedures and processes
- Qualify skill requirements & mobilize the AWI support team

Key Activities:

- Identify specialist, team members from WIPRO and Agency for solution transfer project with the current account leadership. Define clear roles and responsibilities of each team member.
- Risks with respect to solution transfer are identified and mitigation strategies are drawn and agreed between the two teams.
- WIPRO transition team work jointly with the AWI team and define a detailed wise transition plan with clear start date and end date. All activities should have a clear predecessor and a successor. WIPRO recommends a phased transition approach as against a big bang transition for risk mitigation and minimal business disruption.
- Identify the policies and procedure for document management, quality management and SLA management

Deliverables:

- Transition plan comprising the finalized transition schedule, resources, technology, facilities
- Organisation structure & ownerships for all dependencies & constraints which will be jointly negotiated and agreed
- Communication plan
- Escalation matrix

Acceptance Criteria

- Transition Plan with Schedules
- On-boarding of the Transition teams

Knowledge Transfer & AWI Shadow Support

This phase involves the activities associated with the transfer of knowledge and training activities.

Objectives:

- Organize knowledge sharing sessions, illustrations & Demos
- Documentation Handover
- Set-up Support Queues
- Hand over System Maintenance Technical Document (SMTD) , Known Error Database (KEDB), Asset register ,and Training Materials

Key Activities:

Key activities during the documentation and knowledge transfer phase includes the following

- All documents such as architectural, functional, and programme specification documents will be handed over to the AWI team, and clarify any doubts on these documents to AWI team.
- WIPRO team will conduct coaching sessions on the application maintenance and support to the AWI team which can be recorded and kept for future use.
- The identified team understands processes and procedures being followed using various methods such as document reading, discussions, training and presentations.
- AWI to deploy sufficient team members to shadow the existing WIPRO team.
- AWI staff gains complete understanding of existing operations by shadowing the existing WIPRO team
- The AWI team starts attending sample incidents/problems and continuous to increase their involvement in to operations as the confidence level increases.
- Based on the knowledge gained AWI Support team will do the playback sessions to present their understanding.
- The end ownership for resolving any problem continuous to rest with WIPRO.
- All required support queues will be created in the AWI ticket creation tool and the WIPRO transition team and AWI Support teams will be added to the queues.
- During this phase only restricted access is given to the AWI team on all systems and applications.

- Attend the play back sessions presented by the AWI team and evaluate the AWI support team understanding of the applications and submit the report to the AWI senior management team.
- Review & Evaluate the EPD document prepared by AWI support team.

Deliverables:

- Provide the transition progress metrics to AWI management team
- Report the number of low priority tickets handled by the AWI team. Vs Total Number of issues.
- Evaluate and provide readiness report for AWI to move to next phase.

Acceptance Criteria:

- Review EPD completed by AWI
- Knowledge transfer review action items closure
- AWI Support team to handle 100% of the low Sev tickets / incidents at the end of shadow period

AWI Primary Support

During this phase the AWI/ New Supplier team will start assuming primary responsibilities for support and maintenance activities and where the WIPRO transition team will assist and handle escalations.

Objectives:

Objectives during this phase include

- WIPRO transition team will review the gaps in EPD documents & approve them once they are complete.
- AWI / new supplier support team will handle all the incidents and tickets.
- WIPRO transition team will observe the fixes and handle only escalations.
- Depending on the readiness of the AWI / new supplier support team WIPRO transition team will start ramping down.

Key Activities:

- AWI / new supplier team to handle all incidents / tickets and escalate as necessary.
- Responsibility of WIPRO team during this phase is only to handle escalations and to monitor the progress of the new team.
- Evaluate the readiness of AWI / new supplier team
- Assist in documenting the knowledge base for the tickets/incidents

Deliverables:

- Submit progress metrics to AWI senior management.
- Report the number of escalations
- Provide evaluation report on the AWI / new supplier team readiness on taking over the support
- Reviewed EPD

Acceptance Criteria:

- Sign-off transition checklist
- Customer Satisfaction Survey, Results vs. Expectations

Service Handover

Service handover ensures handing over of the support responsibilities from transition team to AWI / new supplier team.

Objectives:

Objectives during this phase include

- Handover of any performance, capacity plans to AWI / new supplier support teams.
- Handover any third party details.
- Remove WIPRO transition team names from the support queues

- Transfer all the AWI assets pending with WIPRO like laptop, On call black berry etc

Critical factors for hand over

- Cut Over weekend
- Reference dress rehearsal
- Reference back out plan
- Minute by minute detailed plan
- Hotline that has hourly recorded updates
- Escalation path defined and agreed
- Go/No Go decision point or agreement that it is a Go unless there's a critical issue (depends on the nature of the service transitioning)
- Clarity about communication to affected staff of the outcome.

Key Activities:

- Hand-over of all AWI assets pending with WIPRO as part of contract novations
- Handover of the key third party details as part of contract novations.

Deliverables:

- Reviewed and signed-off EPD documents
- Transfer of all the assets.
- Signoff from the customer on completion of the solution transfer

Acceptance Criteria:

- Signed-off transition checklist
- Signed off Handover
- Communicate to all the stake holders

Section D - Exhibit 1 - Contractor's Operations Transition Responsibilities

Wipro has reviewed the Contractor Operation Transition Responsibilities and in principle agrees to the same.

Section D - Exhibit 1 - Agency's Operations Transition Responsibilities

Wipro has reviewed the Agency Operations Transition Responsibilities. We are in alignment with the same.

e. Describe the proposed approach to handling version upgrades during implementation

Wipro recognises that there may be version upgrades to the proposed technologies during the implementation phases. Wipro follows the following well structured approach to handle such an event which is detailed below

Evaluate: When a new version of a technology used in the proposed UCCBIS is released, the Innovation Center of Excellence will evaluate the enhancements that it offers over the previous version. An evaluation of the new product will be carried out in partnership with Oracle/software vendor. Wipro will leverage its partnerships with software vendors and research carried by Wipro technical Centers of Excellence to accelerate this activity.

Recommend: This phase, will compare the benefits that can be realized by the upgrade. This phase will also identify the recommended approach, cost and effort associated with the upgrade. Key risks and challenges involved in the upgrade will be documented. The deliverables from this phase are

- Target application architecture
- Upgrade Plan and approach
- Effort and cost estimation
- Project plan for migration
- Business case (Need based)
- Go/No-go Decision to upgrade

Execute: This phase will execute the plan as per the recommendations formulated above

Value Added Services and Innovative Ideas

AWI will benefit from Wipro's value add solutions outlined here in this section for enhanced business savings realization and Optimization for Claimant business services.

This section presents a set of key value add solutions presented below that Wipro believes will bring value to AWI over the engagement term.

- Elevate Florida 2015 – Building Blocks of solution vision beyond the base integrated solution
- Claims Solutions
- Claims processing using BPO
- 24*7 Managed Services
- Shared Services
- Government Solutions
- Sustainability

a) Elevate Florida 2015 – Building Blocks of solution vision beyond the base integrated solution

The Value Added Services are recommended to be realized in two steps:

Layer 2: Elevate Florida 2012-2013: Unemployment Reduction and Insightful Job Opportunities with Predictive Modelling (depicted in figure 2 below)
Layer 3: Elevate Florida 2014-2015: Learn to Earn and Business Savings with Proactive Modelling

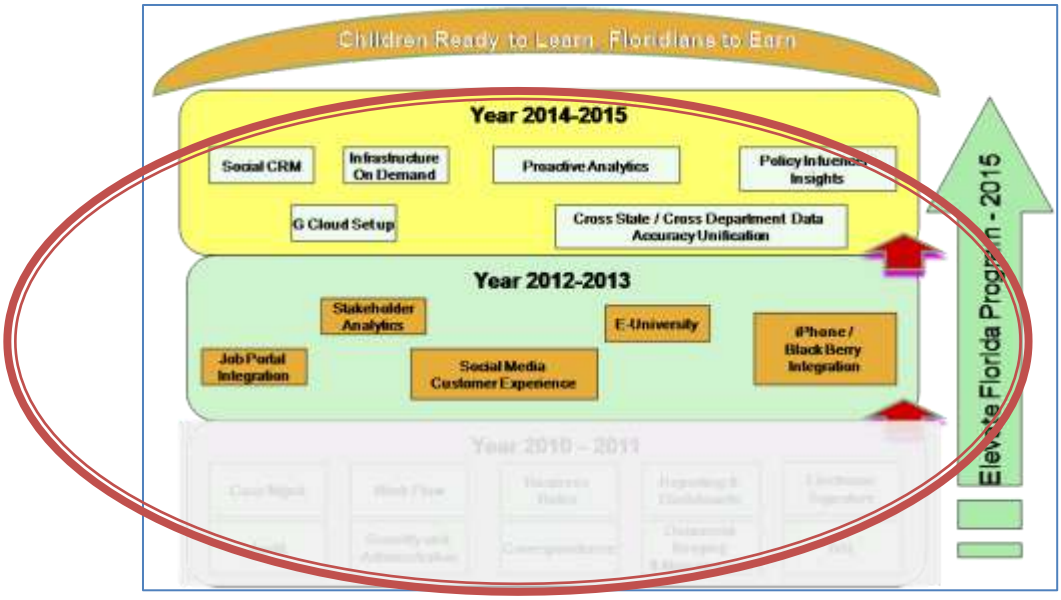


Figure 96: Elevate Florida 2015 – Value Added Services

Layer 2: Elevate Florida 2012-2013: Unemployment Reduction and Insightful Job Opportunities with Predictive Modelling

Figure 97: Layer 2 - Unemployment Reduction and Insightful Job Opportunities with Predictive Modelling

Predictive Analytics

Business analytics focuses on developing new insights and understanding of business performance based on data and statistical methods. Wipro is confident that business analytics can play a significant role in enhancing Business Savings and efficiencies for AWI. The Innovation Center of Excellence will proactively work with all stakeholders in identifying business and technical areas of improvement through the use of advanced business analytics. Some analytics that Wipro believes will be useful to AWI will be in the areas of Fraud Detection, Manpower Analytics and Financial Performance Management.

Fraud Detection

Government agencies face enormous challenges in attempting to prevent improper payments caused by fraud, waste and abuse. The Government Accountability Office estimates that more than $72 billion was lost to improper payments in fiscal year 2008 alone – a conservative estimate at best. And it's the American taxpayer who ends up footing the bill.

Wipro has a Fraud Detection Analytics framework that helps fraud detection on the following three dimensions. The below figure also identifies how AWI can use this framework to early identify fraudulent claims and minimize/eliminate payments against these.

Manpower Analytics

Manpower Analytics focuses on effects of labor markets and demand from employers on AWI operations. Through this,

- AWI can understand trends in the local labor market

- Potential of specific industry growth in the region
- Ability to rate individual cities/counties based on human workforce available

Some other relevant KPIs that can be tracked as part of this solution are

- Current capitalization Availability
- Current Skill Availability
- Future capitalization Availability
- Future Skill Availability
- Future Employers/Industries
- Quality of Education across State cities/counties
- Attractiveness of cities as workforce destination

Executive Dashboards through Mobile / iPhone / Black berry / Device Integration

Wipro has reviewed potential future devices against the Oracle stack of the proposed solution. The proposed solution provides flexibility to address such future device integrations for citizen and claimant access. Siebel provides different options for mobile implementation. For accessing Siebel though a mobile phone browser, **Siebel Wireless** solution can be used. For mobile phones running on Windows operating systems, **Siebel Handheld** solutions can be leveraged. **Blackberry MDS** can be leveraged to build custom applications which are tightly integrated with Siebel. There are also a set of third party solutions which can be leveraged to access Siebel from non Windows mobile devices. Siebel can be integrated with the Blackberry devices using web services. iPhone solutions like Antenna, Pyxis can be integrated with Siebel as well. The below Fig 3 summarizes the different mobile implementation options for Siebel.

Figure 98: Mobile implementation options for Siebel that can be used by AWI

This kind of a feature can enable flexibility for CxO dashboards, reports, job alerts, job updates across AWI staff, claimants and employers.

Social Media Citizen Experience

AWI will benefit from Social Media to improve citizen experience to manage citizen perceptions on citizen service levels, claimant experience efficiency, and AWI brand reputation within Florida and across states. We can provide recommendations and strategies to

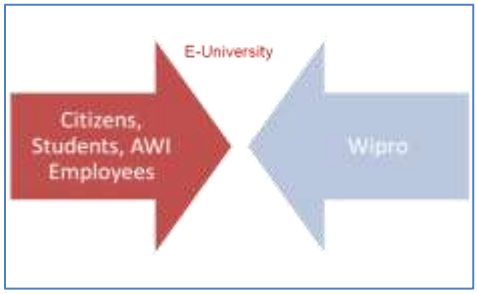
- Drive website traffic
- Publicize promotions
- Create brand awareness

- Foster brand community
- Keyword yield
- Monitor brand reputation

We have a "Digital Marketing cockpit" offering that essentially provides a single window of information to marketing team and consists of the following tools

- Web Presence Sentinel – A complete brand monitoring solution with Qualitative analysis of Online buzz about AWI brand
- Search Rank Analyzer – A search engine monitoring tool that tracks the pattern of search on the internet across multiple keywords

Increase Job Creation and Positive Impact through E-University



The online university will contain courses that citizens can take to improve on their skills or gain new skills that can help them be better placed for employment. The courses will be capsules under different skill categories from technical to leadership and generate an e-Certificate for their skill accreditation.

The training capsules will be based on surveys with top employers in Florida and market trends. A cross section of employers and citizens will also be interviewed to gain their views on skills they consider critical in gaining employment.

This structure will provide AWI an opportunity to proactively address the issue of unemployment and take steps towards up-skilling and re-skilling the citizens of Florida.

Job Portal Integration

State of Florida will be able to reduce unemployment rate with Wipro job portal integration into AWI portals. This enables a cyclical benefit for unemployed citizens, AWI to reduce compensation claims and State of Florida to reduce unemployment. This generates employment and makes a positive impact to economy.

Layer 3: Elevate Florida 2014-2015: Learn to Earn and Business Savings with Proactive Modelling

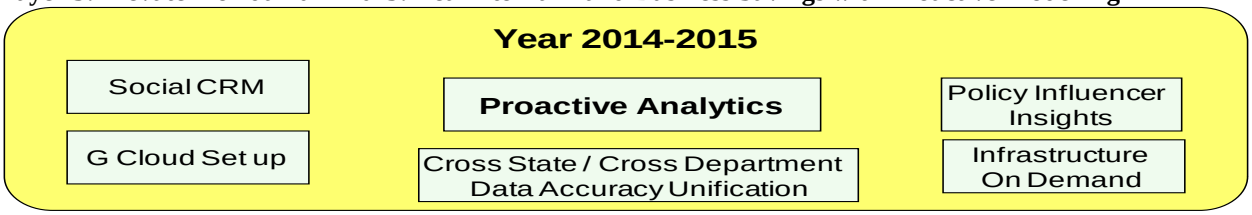


Figure 99: Layer 3 – Learn to earn and business Savings with Proactive Modelling

This layer of solution will enable **Florida as a model state to look into the future** to bring proactive insights for the opportunities to strategize and focus ahead. This layer (depicted in Fig 4 above) aims at establishing a Citizen Centric model to its operations by proactively understanding and improving Floridians expectations of AWI, and including employers and citizens in AWI's decisions making process. Few such proactive insights that Wipro believes will be of relevance for AWI are mentioned below.

Proactive Analytics

This layer of the solution aims at extending the use of Business Analytics by leveraging data from various internal and external data sources to address some of the continually evolving challenges faced by AWI. The various proactive analytics that will be useful to AWI are depicted in the below Fig 5:

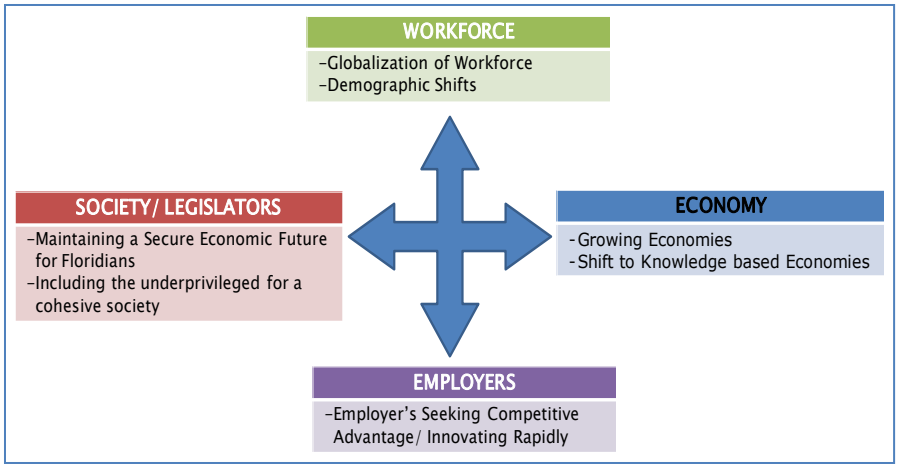


Figure 100: Layer 3 – Proactive Analysis to address some of the continually evolving challenges faced by AWI

Wipro believes that the following analytics will be useful in this layer:

Social Media Analytics

Social Media Analytics can integrate, analyze and enable AWI to act on intelligence gathered from online conversations occurring across professional, job, and social, recreational, and political media sites. It can enable AWI to attribute online conversations to specific parts of their business, allowing an accelerated response to stakeholder demands.

Citizens share a wealth of information, opinions and sentiments on the social media sites, thereby providing significant opportunities to understand stakeholder expectations and perceptions of AWI operations. Some of these opportunities are highlighted in the below Fig 6:

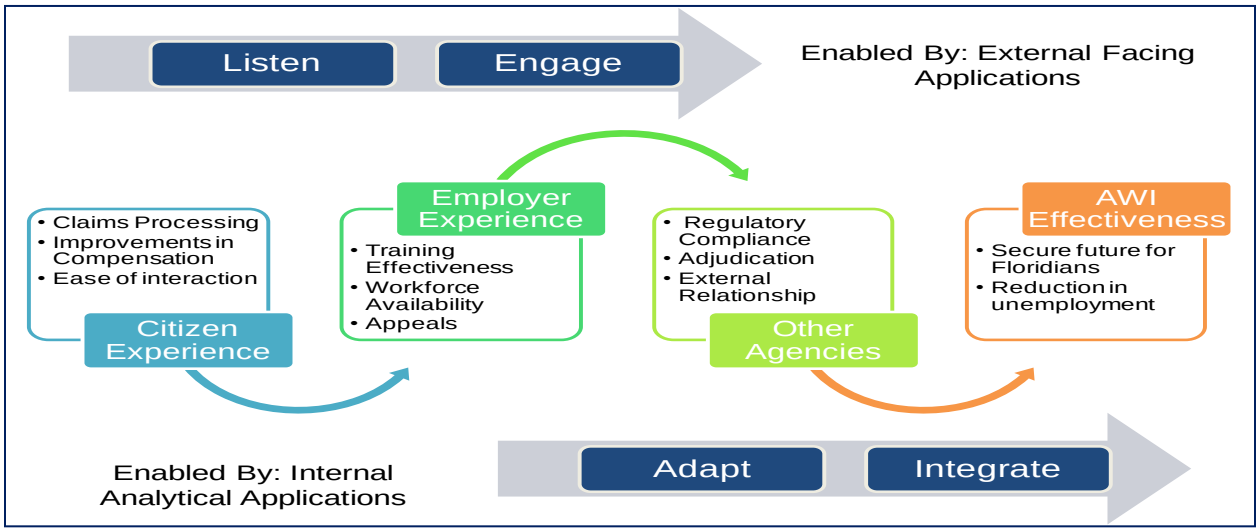


Figure 101: Social Media Enabled Opportunities for AWI

Below is the Wipro's suggestive approach for social media engagement – Wipro's Wheel of Social Media Analytics.

- **Listen** to what citizens are talking about you in social media. Many citizens know more about us then we think.
- **Engage** with citizens on social media and build relationships. Social media is comfortable channel for people to communicate

- **Adapt** communication and strategy based on social citizen insights. Social media strategy should be on place to make most of it.
- **Integrate** social media capabilities with business processes and information to achieve a holistic social media solution. Accept social media as new channel communication.

Social Media Analytics Benefits Expected for AWI

- Better understanding of Citizens, and their expectations
- Understanding of their sentiments towards the agencies and its polices
- Effective servicing of citizens by taking proactive measures

A case in point for Proactive Analytics

Explained in Fig 7 below is an example of how Proactive Analytics can be leveraged to identify skills that will be in demand 3 years from now.

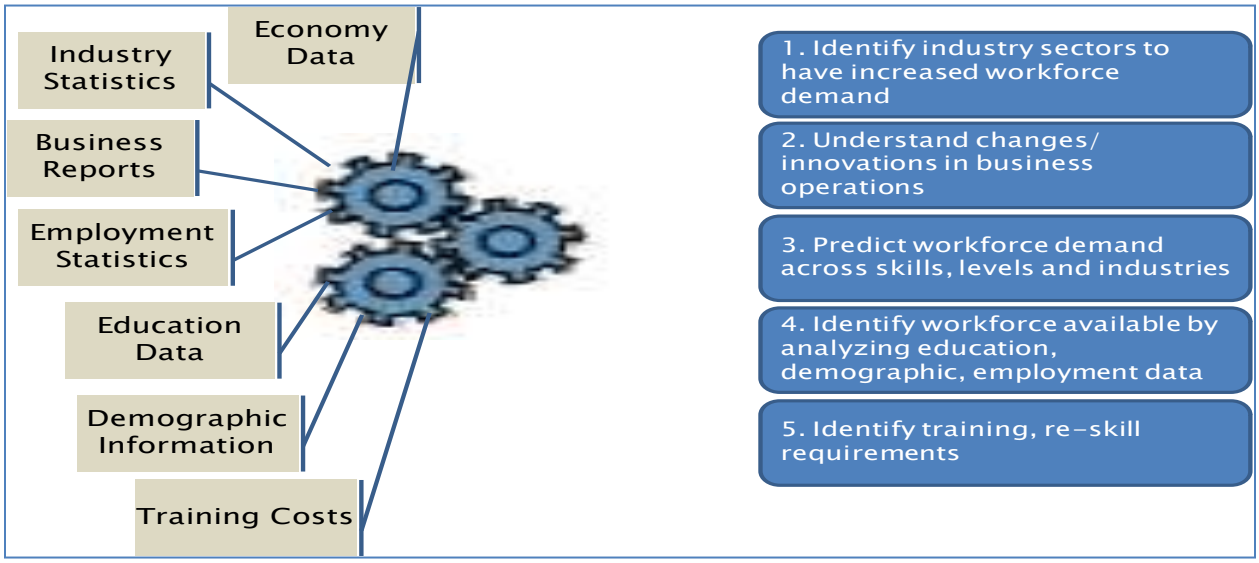


Figure 102: Conceptual Model to Identify Training/ Skill Requirements

Data from various internal and external (including secondary) data sources will be used as inputs. This data will be used to identify sectors that are likely to grow and have increased workforce requirements in the future and identify additional skill training required to meet the demand.

Such proactive modelling enables cross state and cross department collaboration and optimization, influence policies for legislature and Florida State.

G-Cloud Set-up and Infrastructure on Demand

Wipro will help AWI in setting up private Government Cloud for AWI use to deliver infrastructure services for all the projects. The private cloud will be completely built using open source and free software components to support multiple virtualization and system architectures. We are the largest IT Services provider actively developing and piloting several cloud service offerings. The private cloud has the components built-in to deliver IaaS, PaaS & SaaS services to AWI users.

Software-as-a-Service: Delivers application development and management services associated with third-party PaaS such as Force.com and Microsoft Azure. SaaS offerings include messaging and collaboration, document management, mortgage

processing, and claims management. Wipro also provides consulting, implementation, and support services on enterprise cloud strategy.

Infrastructure-as-a-Service: Services to manage virtualization technologies provide self-service/on demand pro-visioning and automated workload management.

Cloud computing enables rapid scalability and elasticity i.e ramp infrastructure capacity requirements up or down on demand as it uses resources only when the need arises. This can save AWI significant amounts of money.

Implementing these technologies will benefit AWI to enhance savings realization from Capex to Opex model and can bring savings beyond the set targets of the program. This will bring in flexibility in funding which will help AWI to utilize the funds in a better way.

Wipro' Private Cloud

Wipro has built a private Cloud for internal use within Wipro to deliver infrastructure services to all the Centers of Excellence driven projects. The private cloud completely built in-house using open source and free software components to support multiple virtualization and system architectures.

Benefits

- Provisioning cycle reduced from two months to few hours
- No procurement of hardware for individual requirements
- 60% cost savings in using open source & free software over commercial products
- No increase in s/w cost with increase of capacity in the cloud or another deployment
- No implementation cost as it is customized for Wipro IT systems & operations

b) Claims Solutions

AWI will benefit on accelerated claims process optimization and reduction of business process cycle time through Wipro's Claims Solutions

Wipro has a dedicated Claims Transformation practice that focuses on claims solution development. This section outlines Enterprise Claims Collaboration Office (ECCO) Framework, Claims Mobility solution; Platform based Claims Document Management Solution and Claims Analytics.

a. Enterprise Claims Collaboration Office (ECCO) Framework for AWI

ECCO addresses the needs and beyond to be on a path of 'Elevate Florida 2015' Vision by accelerating and complementing beyond the base solution

Key solutions that will be of use will be self service web portals, collaboration tools, social networks, geo coding, spatial analysis, text analysis, claims analytics, speech analysis, workflow, business rules and mobile enablement of key business processes. ECCO is an enterprise to enterprise and enterprise to individual portal with the ability to integrate different systems, enable people collaboration and achieve process unification.

AWI can leverage ECCO framework for requirements such as:

- Unified communication and collaboration
- Fraud analysis
- Mobile enablement
- Claims Analytics
- Speech and Text analysis
- Social Networking
- Document Management

- Business Rule management

Benefits to AWI

This enables increased operational efficiency, improved customer satisfaction and align with the changing expectations for AWI as provided below:

Benefits	Impact
Increase in Operational Efficiency	15 – 25%
Reduction of loss adjustment expenses	3 – 4 %
Reduced Claims costs (indemnity)	2 – 4%
Efficient Collaboration between stakeholder	⬆
Enhanced self service options	⬆
Improved customer experience	⬆
Consistent user experience	✓
Intuitive screens requiring no special training	✓

Table: Benefits to AWI on using ECCO

Claims Analytics

We have created an integrated end to end executive analytics solution called **Insurance Claims Analytics (ICA) solution.** This can be used by citizens' for Claims scorecards with a large pre-built library of management objectives, Key Performance Indicator (KPIs), dashboards and reports that suit the needs of COO, CFO, Claims Director and Claims Managers.

The **key benefits for AWI** executives on using Claims Analytics are as below:

- Integrated end to end executive analytics solution
- Can track 70 CXO level strategic objectives in value chain
- Forecasting capabilities using run-rate methods and statistical models
- Accelerated claims feedback to actuarial, underwriting & pricing
- Multi-dimensional OLAP Reports linked to the KPIs
- Quick implementation of models into real time reports or intelligent workflow routing plug-ins
- Multi-lingual and multi-currency support
- Business frameworks for enterprise business performance management
- Interactive "what-if" models to accelerate decision making process
- Predictive analytics capability and workbench for solving critical business issues e.g. Frauds, Subrogation, Claims Propensity

Claims Mobility Solution

A comprehensive framework comprising of all aspects that are needed to be considered before a mobile application can be launched. Mobile claims office solution relates to claim functions and adjustments on Wipro's mTouch Platform which is certified by ***Motorola labs.***

AWI can use this solution to bring together office-staff with third parties, other department users and field users and faster claims management.

The **key benefits for AWI** are as below**:**

- A single workflow solution well-integrated with mobile devices, cutting-edge fraud identification and text-and-speech analytics, digital pen, e-signature
- Powered by collaboration tools it can bring together office-staff with third-parties and field users which will be a key differentiator for carriers
- First-of-its-kind fully featured front-end for E2E Claims servicing

Platform based Claims document management solution

This is a ready to use Claims Value chain solution starting from mail room handling to claims payment and reconciliation. This does not have any upfront investment from customers.

The **key benefits for AWI** are as below**:**

- Hosted application for Document management, Sustainability management and reporting
- Document management solution based on EMC-Documentum

Claims Processing using BPO

AWI will benefit on Outcome based Business SLA Claims processing model through Wipro Claims Business Process Outsourcing services.

Wipro has a dedicated Business Process Outsourcing (BPO) practice. The practice offers services for Finance/Accounting (claims, reconciliation), HR (benefits administration), and Insurance (claims), Healthcare (claims), Technical support, internal help desk and business process consulting. The key highlights are below:

Multiple Processes	Capabilities in Manual Adjudication of Claims, Appeals Processing, and Citizen Service
High Authorization Value	Tenured Claims Processors have the authorization to adjudicate Claims as high as $40,000 per transaction. Wipro BPO is assessed on the basis of the Dollar Accuracy Rate

Wipro supports over 175 million Claims across 75 Medicare Jurisdictions annually for over 90+ Managed Care Customers with local onsite presence.

Wipro has a library of 500 KPI constructs and 200+ claims business rules built from our experience on working on engagements with similar scope. A snapshot of such KPI construct that can apply to AWI is provided in Fig 8:

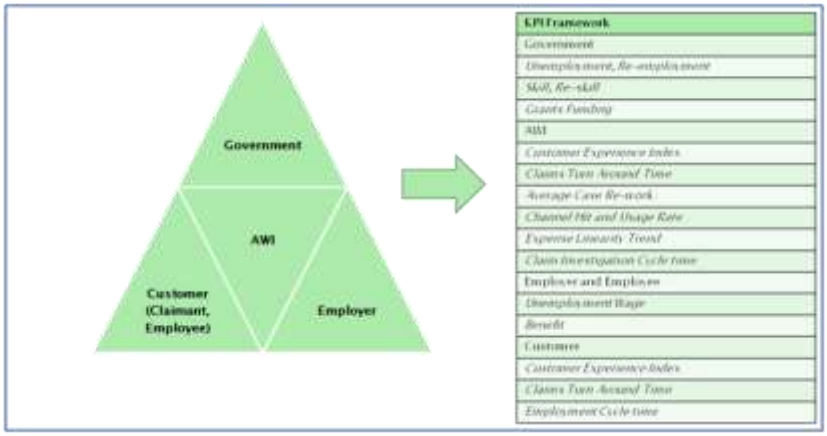


Figure 103: KPI construct that can apply to AWI

Case Study 1: Claims Processing Services for a US-based Healthcare Payer
Business Context: Scalability Challenges, High turn around time, increased cost of claims processing
Engagement Benefits: 100% pre processing of claims is done by Wipro, real time reporting capabilities, quick ramp-up/ramp-down to optimize cost

Case Study 2: Claims processing for a large UK based Life & Pensions provider
Business Context: Unstable Claims system, High turn around time, high cost of serving customers
Engagement Benefits: Testing and improving 14 sub systems that are used for Underwriting, Claims Processing, Endorsements, Cancellations, Reinstatement and Renewals. —this helped the BPO operations to function more efficiently

24*7 Managed Services

AWI will benefit on an Outcome based 24x7 managed services with state of the art facilities locally in US and industry standard certifications on ISO 20000, BS15000 and SEI-CMMi

With over 2 decades of infrastructure experience, Wipro believes 24x7 Outcome based infrastructure services can be provided to AWI. We provide services across the entire range of IT architecture life cycle of planning, deployment, management and auditing of IT equipment for our clients across the globe. We would provide complete end to end solution for AWI inclusive of data center management and associated services.

Some of the key highlights of our Infrastructure Services that can be leveraged for AWI:

- **State-of-the-art** facilities for providing remote infrastructure management (Global Command Center) - world's first BS 15000, ISO 20000 certified facility, delivering enhanced service levels at lower costs using ITIL framework with best of breed processes. Wipro's Global Command Center was awarded NASSCOM's 'Innovation Award' and Business World's 'Innovation Award'
- **Range of services offered -** IT Service desk, desk side support, mobility computing, information security, application security, managed security services, LAN, WAN, IP Convergence, Call Center, Servers, Storage, Databases, Security, Network (DC), Data Center Operations and Hosting Services
- Pioneer in **innovative next generation Infrastructure Services** with location and tool agnostic models
- **Acquisition: Info crossing** - Wipro acquired US firm "Info crossing" to enhance its end-to-end data center management services in 2007

The following Fig 9 below provides a snapshot of the depth and breadth of Wipro's Expertise in Infrastructure services:

Service Towers	Infrastructure elements supported by Wipro for Global Customers	Clients
Data Center Operations	90,000+ MIPS	Leading International Communication Company
	20,000+ Unix Servers	Leading Packaged Food company
	32,000+ WinTel Servers	Leading Oil & Gas Company
	269,000+ production jobs per day; 450,000+ job runs per day	Leading Financial Services Company
	6 PB of Storage Management & Backup	Leading Investment Banking Company
	15+ Data Centre Build & Migration	Leading Financial Services Company
Distributed Computing	585,000+ Desktops	Leading Hospital
	600,000+ Mailboxes (MS Exchange) 80,000+ Mailboxes (Lotus Notes)	Leading Printing/Imaging Solutions Company
IT Helpdesk	4,620,000+ voice calls per month	Leading Packaged Food company
Databases	40,000 Databases	Leading Investment Banking Company
Voice, Video & Convergence Infrastructure	30+ large call center systems 6,000+ call center seats 100+ Video Conferencing Elements	Leading Interactive Marketing Company
Data Network	59,000+ network elements	Leading Packaged Food company
	12,000+ circuits	Leading Plumbing Company

Figure 104: Wipro's expertise on Infrastructure services that can be leveraged by AWI

AWI can employ Wipro's **Global Command Center (GCC)** solution framework for providing remote infrastructure management, hosting and help desk services. Wipro GCC is a state-of-the-art next generation facility for providing remote infrastructure management services. This is the world's first BS 15000, ISO 20000 certified center. It delivers enhanced service levels at lower costs using an ITIL framework and best of breed processes.

Below are some of the **key features** of the GCC that will help AWI:

- Tools Agnostic
- Virtualization of Level 1 operations
- Password Vault and Access only to Sick Devices
- Online Reports
- Business Impact Reporting

Shared Services

AWI will achieve an Integrated Shared services through consolidation of processing and implementation teams to reduce facilities expenses, operations optimization and Capex savings beyond the planned business realization for this initiative

Wipro suggests a "Shared Services Model", as shown in Figure for AWI, which will enable AWI to streamline the Process along with the IT modernization. This will help AWI to have a centralized mode of operations, better efficiency, easier upgradation and cost saving . The shared model will primarily ensure quicker and accelerated upgrades, business service improvements to be learnt, addressed in an agile manner. Additionally, such a consolidation also brings optimization to facilities, infrastructure which brings opportunities for savings beyond the proposed solution. This enhances increase of claimant, legistlature satisfaction and potentially Florida as a future model state. The shared serviced model suggested for AWI is depicted in the Fig 10 below:

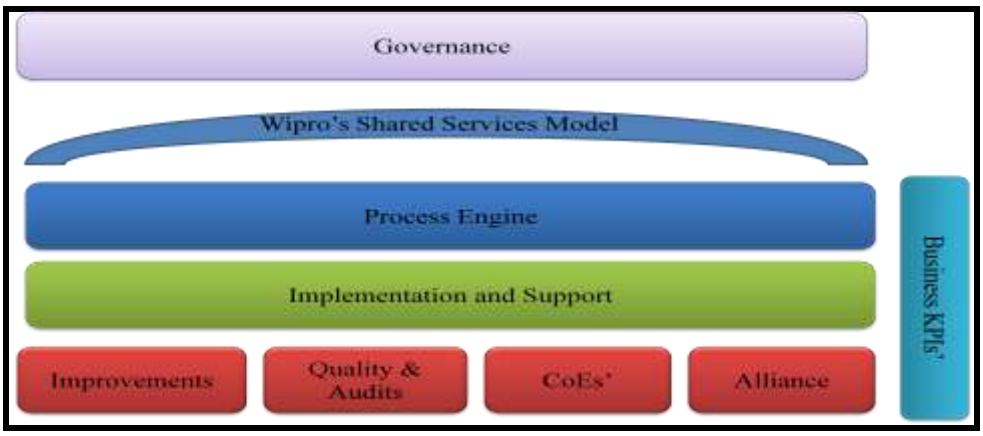


Figure 105: Shared Services Model for AWI

Government Solutions

Wipro understands that Governments across the globe are turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. Wipro has been extensively active in the government sectors of India, Middle East, Asia Pacific regions and selective US states. We also work with Utilities in UK and US.

Specific to the US State and Local government market, Wipro understands that following are the key areas of interest to the IT stakeholders and is working towards building solutions specific for the government sector:

- Improving the efficiency of IT
- Increasing the scope of centralized IT/ Shared services
- Measuring IT's impact on business performance
- Delivering citizen centric services
- Enhance Information Security
- Leverage future Technologies such as Social Networking, Cloud Computing, Green IT Solutions
- IT Infrastructure consolidation
- Records management

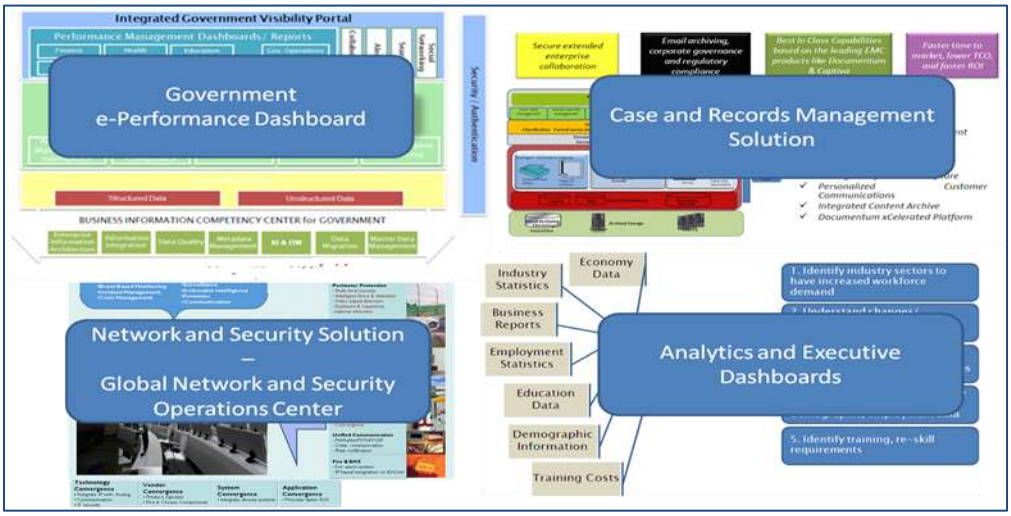


Figure 106: Enhancing Citizen connect - Using Wipro Government Solutions

Wipro is investing significantly into building a strong base for itself in the government space in US and is dedicated towards the endeavour to provide Federal/ Central/ State and local agencies not only in US but across the globe with innovative and value adding solution to help connect with their citizens smartly. A snapshot of Wipro Government solutions is provided in Fig 11 above:

Sustainability

Sustainability is one of the top 5 Global brands for Green initiatives. Our initiatives are in the areas of economic, ecological and social sustainability.

AWI can benefit from a bouquet of Wipro's 'Go Green' solutions

- Wipro Green IT initiatives cover a set of best practices, and innovative solutions funded and built by the Innovation Theme groups and individual business units. They can be categorized as follows:
    - PUE assessment, audit, asset consolidation, virtualization and technology transformation to low PUE data centers
    - Integration of monitoring and management of cooling, power, and facilities equipment into the remote-managed services umbrella

- Wipro Carbon Data management, IT enablement and analytics solution
    - Organizational modeling, Operational modeling, data acquisition and integration middleware implementation.
    - Measurement, management, reporting and control of GHG data using a SaaS model

- Energy Assessment and Management for enterprises
    - Green assessment framework which uses a Wipro-specific methodology to measure, manage, report energy usage across IT, and facilities infrastructure for customers
    - Green Telco-managed services including Tower management and data center optimization solutions for Telco service providers.

- Business process solutions
    - Implementation of paperless e-enablement solutions for business processes such as claims processing, loan processing, and freight management.
    - Waste reduction through supply chain optimization

Microsoft Partnership and Microsoft CRM capability

The Wipro and Microsoft (MS) partnership delivers innovative, quality driven, and value for money solutions. The following partnership components enable efficient and agile organizations.

- Dedicated Developer and Platform Evangelist (DPE) team for Wipro
- Early enablement programs (TAP / PEP / METRO)
- Joint go-to-market programs
- Collaborative events

Our long-standing relationship with MS helps Wipro stay abreast of future MS initiatives before they are known to the general public. Due to our Microsoft Global Gold Alliance, we are confident that our solutions will provide significant value to AWI from a business and technological standpoint.

Wipro's Microsoft-CRM practice highlights

- Strong team of 1000+ CRM consultants
- Impeccable record on On-time, On-budget quality deliverables
- Consistent Customer Satisfaction Rating of 4.5 (Average) out of 5
- Expertise in implementation of multi-currency, multi-language global role out of CRM applications

- Won prestigious CIO awards from one of the largest Automobile manufacturer in the world for Quality and Delivery Excellence
- Wipro has rich experience in implementing CRM solutions for Banking and Financial clients
- Wipro has been involved in implementation, rollout, upgrade and support of CRM application for multiple clients. The engagements encompass multi-year, multi-vendor, multi-phase projects, large and complex implementation and multiple country rollouts.

We have evaluated various solutions for AWI and have decided to recommend Siebel CRM over Microsoft CRM.

Mainframe Capability & Reverse Engineering Benefits to AWI

Wipro expertise in Mainframe will render swift and accurate Data migration for AWI and conversions from existing Mainframes to the newly developed solutions

Wipro employs over 6500 experienced employees in the area of legacy system development and maintenance with 700 projects in Mainframe Technology and 150 offshore development centers dealing in mainframe technology. Legacy applications that are written in third-generation languages (3GL), such as COBOL and PL/1, and use legacy database and file systems to retrieve data by issuing calls embedded within the program code. We understand the complexities of data migration from such systems and have in house expertise and processes that can make the data transfer smooth and accurate.

Some of the key highlights of our mainframe expertise that will benefit AWI are as below:

- Leverage Expertise to generate process maps and test cases for functionalities as-is and to-be system knowledge and testing
- Proven implementation of large migration projects for Financial Services Clients.
- Data Migration accelerators wRapidQuality, wRapid Data Migrate that brings data quality and accuracy from source systems
- Experience of implementing DB Migrations across a variety of Custom Solutions, Standard Vendor Tools, Integration Tool kits, and ETL Tools
- Wipro and IBM are SI Partners
- Wipro can leverage technical support from IBM for any migration challenges we would face during project execution

Tab 6 - Company Profile and Experience

Respondent's History and Experience

Started in 1945, Wipro is a diverse company with multiple lines of business – IT Services, Consumer Care and Infrastructure Engineering. Wipro has been in IT services over the last 2 decades. Wipro is built on a foundation of Core Values. The Values form the essence of our culture. The Core Values are a guide to our behaviour with a diverse global work force spread over 54 countries and 57 different nationalities.

The Spirit of Wipro is deeply rooted in our history and in what we are, and at the same time is soaring with our aspirations. The Spirit is an indivisible synthesis of all three statements. It means **manifesting intensity to win, acting with sensitivity** and **being unyielding on integrity all the time.**

We believe that our demonstrated success in similar implementation projects, Government sector focus, Oracle partnership, citizen centric approach and local work force promotion will enable AWI to achieve 'Elevate Florida-2015'. This section outlines Wipro History, Government sector line of business, global work force, Citizen Centricity, Employee Care, Corporate Governance, Innovation, Why Wipro, similar experience of products, services and brief company profile.

Wipro History

Wipro (NYSE:WIT) is among the top global providers of IT Services, Outsourced R&D Services, Infrastructure Outsourcing, Business Process Services, and Business Consulting. With 29 years in the global delivery of technology services, Wipro was the first to perfect a unique quality methodology - a combination of Six Sigma, Lean Manufacturing, Kaizen and CMM which we call "The Wipro Way" - to provide unmatched business value and predictability to our clients. A snapshot of Wipro at a glance is provided below in Fig 1:

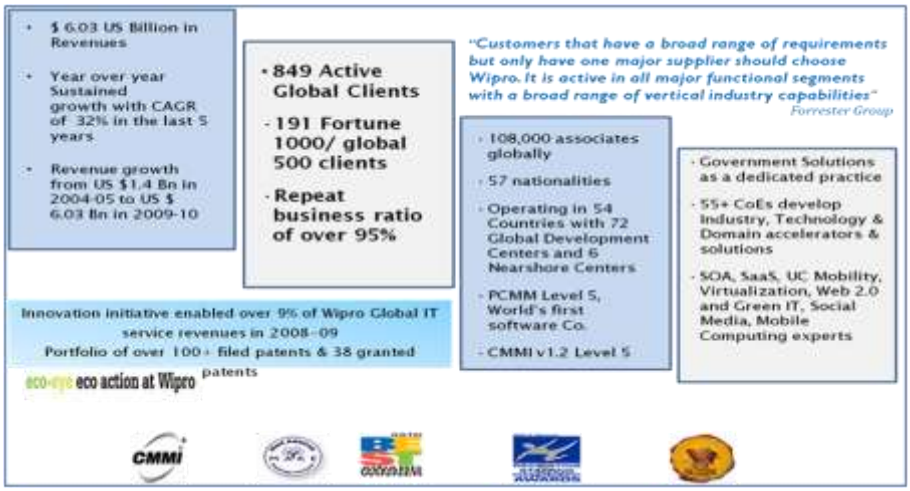


Figure 107: Wipro at a Glance

The detailed historical journey and milestone are provided under Company Profile heading of this section.

Wipro in Government

Wipro has been extensively active in servicing the Governments of India, the Middle East, Asia Pacific regions, the UK and select US states, which includes Florida. We also work with Public Utilities in the UK and the US. Info-Crossing, Inc., a company that Wipro acquired in USA has had a long relationship with the US Public Sector, with a significant focus on the Medicaid and Infrastructure Asset Management, and we continue to nurture the same. Wipro has invested significantly in creating Government Vertical, a line of business to specifically focusing on Public Sector and Government Agencies. This brings in the global experience and best practices under a common umbrella. Wipro understands that Governments across the

globe are turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. A snapshot of Government vertical focus and experience associated is depicted below in Fig 2:

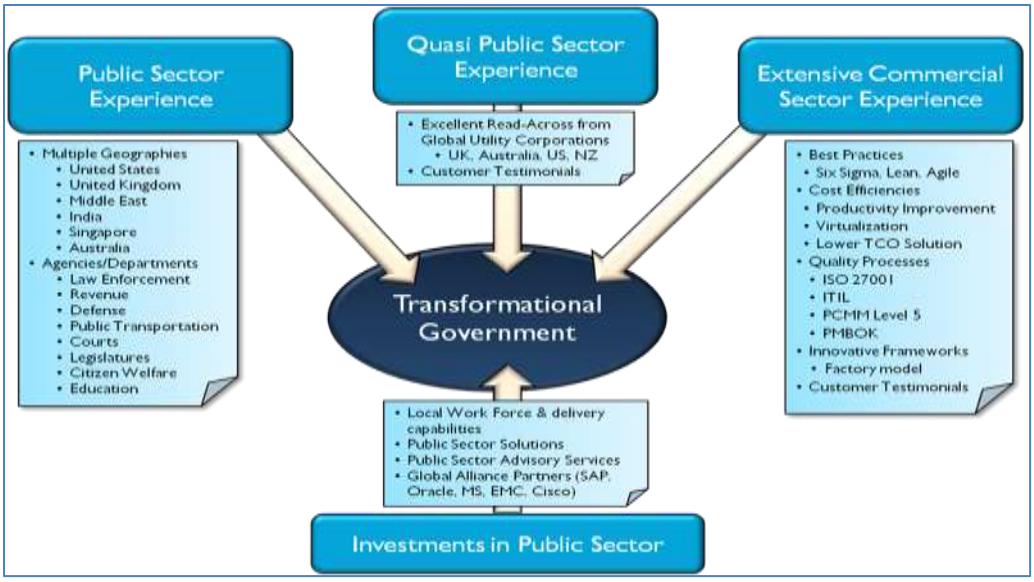


Figure 108: Government Vertical – A critical component of our growth engine

Global Work Force and delivery centers

Wipro has invested in global delivery centers with a focus on global work force, generation of job opportunities in respective countries, local work force job opportunity creation and career job up-skills for local work force within the global organization. A snapshot of the global delivery centers already established locally is provided below in Fig 3:

Figure 109: Global Footprint - To serve global needs of our customers locally

Wipro invests in setting up local offices based on our strategy and plans for growth, customer needs for local coverage and cost objectives. Wipro is willing to **invest in creating a local Florida office** to service the State of Florida in general and AWI in particular. Wipro considers AWI as one of its **Top 3 customers** within the Government Vertical globally.

Citizen Centric Upskill Initiatives

State of Florida will benefit from Wipro's citizen centric upskill initiatives that helps job creation and positive impact to economy. Following are some of the Wipro's citizen centric programs as shown in tab 1:

ADOPT – (Advanced Development Opportunities for Professionals in Technology)	• **What is this Program?**
	  o Program identifies High School students that may not have the ability of going college due to low income
	  o On the job training and mentoring will be provided by Wipro Technologies
	  o College scholarships will be offered in exchange for part time work with Wipro
	  o Full time employment will be offered upon graduation
	• **Mission & Goals**
	  o Provide underprivileged high school senior students with a career in Information Technology
	  o Collaborate with Technical College for student to obtain a Bachelor's degree
	  o Employment with Wipro to commensurate post High School
	  o 5 Year Professional Development Program
	• **Adopt Academy Program**
	  o 3 Month training on Wipro, Soft Skils for Career Success
	  o Technical Training
	  o Graduation Ceremony

WASE	• **Wipro Academy of Software Excellence – 'Learn while you earn'** initiative for non-engineering graduates • Parnerted with leading institutes. • 5000+ citizens post-graduated through this initiative
Wipro Cares	• Responds to immediate needs of communities like - Development programs, Disaster rehabilitation, Employee engagement, learning enhancement
Wipro Applying Thought in Schools	• Build a network of social organizations committed to education reform • Education quality, research and interventions are clearly defined in this program. • Premji Yuva foundation program
Azim Premji Foundation	• Aims at making a tangible impact on identified social issues by working in active partnership with the Government and other related sectors of society • Creating effective and scalable models that significantly improve the quality of learning in the school and ensure satisfactory ownership by the community in the management of the school

Tab – Citizen centric upskill initiatives

Wipro's Customer Centricity Philosophy

'..Relationship with Wipro has steadily evolved. Wipro's ability to help $3.5B JohnsonDiversey significantly reduce IT costs on everything from applications maintenance to its data center was a "significant achievement" for the company. This gave me and my team the ability to change "from efficient order-takers to actual strategic business enablers" in the company's growth and development. **Matt Peterson, CIO, JohnsonDiversey**

Wipro has a customer centric initiative called "Wipro way" that brings in continuous improvement way of working in every aspect of customer partnership as depicted in Fig 4.

Under Wipro Way, Wipro brings delivery transformations, continuous improvements using Kaizen, Six Sigma, Lean and enable strategic business influencing thought leadership with customers.

Customer Satisfaction is a key measurement framework that is carried out as Project Satisfaction, Account Relationship and Partnership Surveys. This is bench marked based on industry standards of Net Promoter Score and Engagement score for customer relationships.

Fig 4: Customer Focused Approach –Wipro Way

This brings in a continuous improvement culture to build excellence, value and customer centricity at all levels of interactions with strategic customers.

Employee Care, Talent transformation, Rewards and recognition

Wipro as an organization offers a very flexible work environment with a highly competitive compensation. While our work environment helps us to retain our people, specific measures are also taken to enhance employee personal and professional fulfilment. The below are some of the Employee Centric programs run by Wipro as shown in Tab 2:

MBA Academy	• Graduates upskilled in areas of **business domain and functional** subject areas • Rigorous learning and certifications upon completion of the academic course • 500+ registered into the academy
PM Academy	• 15000+ certified project managers under the PM Academy • Rigorous course that brings best practices of PMI, PRINCE2 and leasons learnt of Wipro delivered projects. • 800+ PMP certified project managers • Mandatory pre-requisite for a project manager to be PM Academy certified. • Stanford University certified program management
Talent Transformation	• 175 professional trainers and over 3000+ practitioners for training • 3000+ courses that covers Leadership, Behavioural, Technical and Language • Competency labs and training centers complemented with 'U pass V pay' scheme • e-Learning capsules for all the talent transformation courses
Diversity in Employment	• 57 Nationalities • Employment to phsically challenged and disabilities • ADOPT framework for local skill enhancement for job creation. Wipro has tie up with leading American Universities (Wharton, Harvard, Stanford, Carniege Mellon)

Tab – Employee Centric Programs in Wipro

The following are the drivers of Retention at Wipro:

- **Integrated Career Management/ Career Mosaic framework** that allows possible non linear growth paths available to employees across project, specialist and functional streams. Job rotation opportunities provided the necessary global exposure
- Internal Job posting called "**Wings Within**" provides opportunities to employees to move across the organization: Employees learns opportunities within the organization and move to the roles/functions of choice. However, we also expect our employees to be committed to their projects and hence do not consider them for any other project until they finish their current assignment or complete minimum of 18 months in the same project and any specific commitments made for customers
- Learning and Development Opportunities through the vast training initiatives available
- **Meritocratic Culture**: Various Rewards/Recognition initiatives are in place to identify individuals or group contribution towards exceeding customer expectations
    - To recognize and reward employee's total contribution to the organisation, QPLC (Quarterly Performance Linked Compensation) is provided
    - The reward philosophy at Wipro to retain key talent is to promote ownership through wealth sharing. Hence Long term incentives in the form of Stock Options are provided

The following non-monetary make Wipro a preferred employer:

- **Rich and competitive work environment**: We have an open culture in which all employees have unhindered access to all levels of management. They have the opportunity to voice their opinions in various formal and informal forums
- **Job satisfaction**: The Human Resources Division conducts employee perception and dipstick surveys periodically and the feedback is used to implement appropriate changes
- **Job role flexibility**: Flexibility in selecting among various jobs roles and responsibilities

The Performance Management System (PMS) at Wipro is aligned to the organization values and goals. Performance is assessed on two broad parameters:

- Contribution to the company and team objectives
- Personal effectiveness

The reward mechanism consists of two parts – performance pay, which is linked to achievement of company and team goals, and salary increase, which is linked to personal effectiveness. Both of these components are dependent on actual performance and are not paid out automatically.

The following are the areas of training programs that are conducted regularly for Wipro employees:

Organizational	▪ Induction into Wipro Organization ▪ Values and Beliefs
Technology	▪ Platform Skills ▪ Analysis and Design Skills ▪ Role Specific Training ▪ Domain / Technology Skills (over 70+ technologies)
Managerial Skills	▪ Project/Service Management Skills ▪ ITIL Concepts and Foundation ▪ Customer Interaction / Cross Cultural skills ▪ PM Certification courses ▪ Cross-cultural skills (China, France, Germany, Japan, USA, UK) ▪ Language skills
Behavioural Training	▪ Etiquettes ▪ Skill Enhancement Programs ▪ Management Development Programs
Leadership skills	▪ Wipro Leadership Program ▪ Strategic Leadership ▪ Business Leadership

Tab : Areas of Training in Wipro

Corporate Governance

Wipro considers **Corporate Governance** as the foundation for our growth. Corporate governance creates a single cultural thread that can connect the organization and such practices also create greater confidence in minds of providers of capital – equity or debt.

Wipro adopts a six dimensional governance framework which includes transparency; stakeholder's interests first, management ownership of corporate actions, treating business partners fairly, ethical business practices and independence of board and auditors. Wipro has been a listed company since 1947 and has an unblemished track-record of corporate governance and integrity. Our books are audited by KPMG.

CTO Led Innovation Strategy

"Innovation is about action versus just ideas. It is about implementation as much as it about design. Innovation need not be restricted to products or technology alone. Innovation applies to innovations in business model as well as quality, productivity, service, financial discipline, employee attitudes and renewal. Innovation is not just about incremental improvements in the course of daily operations or a one-off new brilliant idea. Innovation is a culture that needs to be created consciously and pursued assiduously by the organization." **- Azim H Premji, Chairman, Wipro Ltd.**

Innovation in Wipro is a top down focus and it is a CTO led focused Innovation Office in Wipro. Nearly 10% of Wipro's revenue is spent on innovation initiatives. A snapshot of Wipro's innovation across the organization is provided in Fig 5 below:

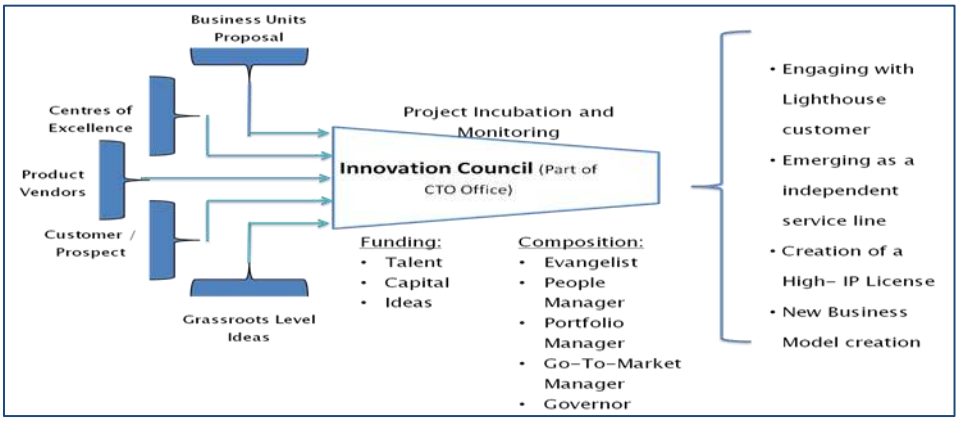


Figure 110: Enabling Continuous Innovation – Investment of 10% of Wipro's revenue

Innovation as a process might seem an incongruity, but Wipro has institutionalized Innovation as a process to deliver the best results to its customers. Wipro's innovation themes are centered on Cloud Computing, Green IT, Collaboration, Social Computing, and Mobility & Information Management as outlined below in Tab 5:

Theme	Solutions & Services
Green IT	❖ Information management & analytics tool for Sustainability tracking, data collection, generate CDP report and embark onto Carbon reduction projects ❖ Energy Management of Data Centers ❖ Paperless office solution for business process simplification ❖ Managed Sustainability Services
Cloud Computing	❖ Advisory Services for Cloud Adoption ❖ Design and Deployment of Private Cloud ❖ Migration Services to Hybrid Cloud ❖ SaaS enablement of Enterprise Applications ❖ Application Development on Platform Cloud like Force.com and Microsoft Azure
Social Computing (Intersection of Social Behavior and Computational Systems)	❖ Development of special purpose community applications based on social suites and platforms ❖ Extend, Integrate Business Processes with Social Computing Platforms ❖ Developing Enterprise Community applications ❖ Analytics of community interaction for enterprise decision making (branding, product support, go to market strategy, product feedback)
Collaboration & Mobility	❖ Systems Integration of Communication and Collaboration solutions using Cisco and Microsoft platform ❖ Application development on wide range of mobile platforms including Android, iPhone, Symbina, J2ME, BREW ❖ Managed Mobility Services
Information Management (Analytics)	❖ Know Your Customers: Customer Scoring, Segmentation, Segment Profitability Analysis, Look-Alike and Campaign Up-Lift Modeling, Cross-Sell/Up-Sell, Attrition Modeling ❖ Know your Products: Merchandise Planning, Assortment optimization, Contextual Pricing , Markdown Optimization, Warranty Analytics ❖ Know Your Spend:Market Mix Modeling, Brand Awareness Modeling, Promotion Effectiveness Analytics ❖ Know Your Supply Chain: Demand Forecasting, Supply Chain Optimization, Product Mix Optimization ❖ Optimization Solution for Scheduling: Origin-Destination Fleet Assignment , Gate Assignment Solution ❖ Performance Management: Strategic Performance Management, Dashboards for Internal and External Ecosystems

Figure 111: CTO Innovation Themes

Considering Oracle is of relevance to AWI, Wipro is working closely with Oracle on Demand solution and a snapshot of the co-innovation that is presented below in Fig 112:

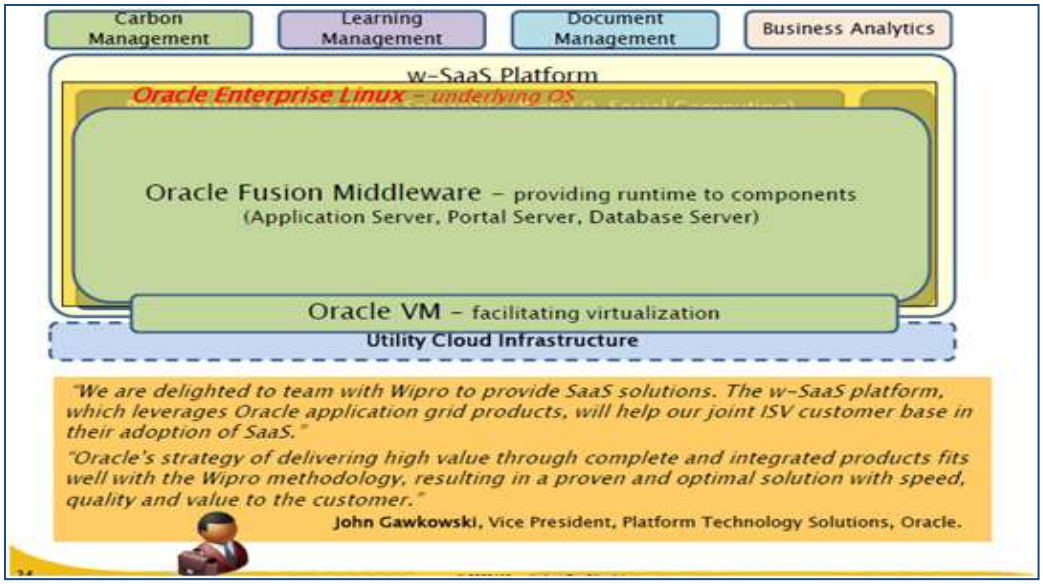


Figure 112: Wipro-Oracle partnership - Delivering innovative solutions

Similar Work Related Experience

AWI will be benefited by Wipro's experience in **implementing Claims and Benefit information system** across Insurance, Finance and Health Services sectors for various clients across the globe. Our experience on Claims & Benefit systems are detailed out below:

Case Study 1: **Relevance to AWI : Operational Efficiency delivered through Claims Management**		
Client Name and Description	UK Commercial Lines Operations of leading global financial services company	
Business Objective	Create a claims processing system to bring about seamless connectivity of personnel involved, reduce cycle time for Claims handling, high degree of management control of work allocation, capability for future workflow requirements	
Key Challenges	**Wipro's Service Highlights**	**Benefits**
Claims processing supported by distributed operation units with varying and inconsistent practices and aligned to multiple supporting legacy systems Paper based and manually intensive claims process resulting in lack of visibility and rigor in claims process The Key business drivers were Operational Efficiency, Scalability, Flexibility and Consolidation Rapid pace of change within the organization requiring rapid configuration/re-configuration of processes	Involved across the program, including development of common front end, package implementation, integration, data warehousing, and MI reporting resulting from business process standardization and automation Analyzed the AS_IS Claims process and helped define and automate the TO_BE Claims process Development of claim handler desktop integrated with legacy claim functionality leveraged as services Electronic claim file replacing current paper files leveraging	Reduced Human Intervention and time to take decision Increases productivity by introducing Business Rules through Rule Engine Reduced expense ratios through process automation and efficiencies Capability for location independent working capability through electronic claim file and flexibility in work allocation/routing Management control and improved customer responsiveness through real time monitoring

	FileNET for document management Rules engine to define allocation, SLA tracking, other process rules Customization of BPM tool to orchestrate work-flow	
		Consistency in processing and responding to customers
		Reduced reliance on legacy infrastructure and ongoing maintenance costs through technology modernization

Table 2: Case Study on Creating a Claims Processing System: AWI will be benefited from Wipro's experience in creating a Claims processing system with the scalability to future workflow requirements

Case Study 2: **Relevance to AWI: Improving Accuracy and Productivity of Claims Verifications**		
Client Name and Description	The client is one of the largest health insurers in the U.S. and Fortune 50 organization servicing approximately 70 million individuals nationwide. The client reported revenue of US $81.6 Billion in 2008 and a net income of US $3 Billion	
Business Objective	The client has penalty based contracts with its (self –insured) customers and the claims processing service levels (for those customers) are subject to review by third party auditors. The client's third-party audit scores were at an unsatisfactory 57% that prompted the client to set up a claims verification process called CEAP (Claims Expanded Audit Program) with Wipro that audits these claims before being audited by third party auditors.	
Key Challenges	**Wipro's Service Highlights**	**Benefits**
The CEAP (Claims Expanded Audited Program), being a non-revenue generating LOB had the following business challenge: Higher cost of transactions --$2.5 per claim audited due to low productivity --5.2 verifications per hour per FTE The client required Wipro's assistance in improving the productivity and reduce the cost per transaction so as to sustain the program	Wipro initiated a Six Sigma program that identified the following root causes for low productivity: Lack of a guided and structured activity flow for claims verification resulting in the need for navigating into multiple screens and applications (to research contracts and policy documents) Stereotypical processes that required multiple checklists to verify claims In-efficient manual allocation of claims inventory for audit that led to longer waiting times for auditors Wipro implemented the following lean tenets to improve the claims verification productivity: Restructuring of the claims verification process by eliminating non-value added activities and minimized the need for navigation into multiple screens Implementation of macros to eliminate the need for manual	The client has realized an estimated annualized financial benefit of approx $2.0 Million as a result of: Improvement in Process cycle efficiency from 65% to 93% Productivity improvement by 179% resulting in 65% reduction in cost
		Simplified audit process aligned to the respective information screen
		Reduction in cost of transaction for the client from $2.50 to $0.88 (by 65%) thus enhancing client satisfaction

	command entry and review of details for certain process steps Initiation of pre-sorting of claims and implementation of a VB based tool to automate inventory allocation to auditors and eliminated wait-times Creation of a comprehensive checklist prepared eliminating need of multiple checklists	

Table 3: Case Study on Improving Accuracy and Productivity of Claims Verifications: Highlights the process efficiency and productivity improvements that we were able to bring in for the client

Case Study 3: **Relevance to AWI: Mainframe to Siebel based new system implementation for Claims Management**		
Client Name and Description	One of the largest P&C insurer in US, part of global financial services provider	
Business Objective	To restore the customer back to normal life in the fastest time possible	
Key Challenges	**Wipro's Service Highlights**	**Benefits**
Mainframe based and paper intensive environment resulting in loss of productivity due to redundancy, high maintenance, and high error rates. Need for Scalability — To handle increasing transaction loads arising from business growth. Need for Flexibility — To add/modify new business rules without fundamentally altering the architecture. Need for Portability — To run on any of the commercially available standard and open platforms.	As a key partner in application and service delivery, involved across development, customization, integration, QA and maintenance & production support Integration of Claims admin with Siebel CRM solution, Call Center and Web Interface to back-end legacy interface, Front-office policy/claims Operational reporting by integrating data from multiple platforms Leverage computer telephony integration with the Call Center for handling customer requests Automatic outbound paging system to service the client request as fast as possible Inbound and Outbound Document Management System Third party integration: ISO – Fraud detection, Hertz and Enterprise – Rental vendors, Choice Point – Police reports	End-to-end capabilities, integrated with Policy, Financial, Document and Archival Systems & external vendors Provide comprehensive and efficient customer care service for improved process handling and customer service Improved claims reporting

Table 4: Streamlining P&C: Scalable, Flexible and Portable solution which help the customer to restore back to normal life at the fastest time possible.

Case Study 4: **Relevance to AWI: Claims Process Rationalization**		
Client Name and Description	One of the leading insurers in UK	
Business Objective	Streamline and rationalize business processes and applications to reduce the overall processing time. Program to transform quickly and consistently, achieving an integrated environment	
Key Challenges	**Wipro's Service Highlights**	**Benefits**
Complex and challenging P&C systems landscape as a result of merger of four companies, resulting in 6 key claims systems, 5 policy systems, and multiple support systems High redundancy, fragmentation, inefficiency, and non-scalable environment across lines of business The processes were driven by system functionality and ranged from manual diary based to semi-automated claim computation and the systems were based on disparate technologies Process and staff rationalization could not be done leading to high processing and system maintenance costs	As Strategic partner in Commercial lines, involved across technology changes resulting from business process and process rationalization Key initiatives of the program delivered by Wipro: Solution assessment based on agreed business processes and strategic technology direction Roadmap for development/ enhancement of systems supporting the LOB including strategic claims platform Define/build/rebuild functionality to support all claim processes (about 75% of the overall system functionality) and front end to re-defined process flows Define the MIS requirements for the LOB and build feeds, data warehouse, data marts, reports, and analytics	Delivered single claim processing system, resulting in savings of £350,000 per annum

Table 5: Claims Process Rationalization: Overall process time reduction by streamlining and rationalizing business process and applications

Having managed volumes of over 100 million claims per year for global scale customers, Wipro has brought in significant benefits to customers. A snapshot of benefits realization is provided below:

Business Process Management		**Claims Application Integration**		**Claims Management & Customer Care**		**Scalability of Claims Processing**	

Client : STATE OF MISSOURI Create a Paperless Medicaid Program Achieve claims processing rate of 98.5 percent, leading to savings of $2.9 million from 2006-2009	End-to-end capabilities from FNOL to settlement Provide comprehensive & efficient customer care service Improved claims reporting Real time Integration of Claims admin with Siebel CRM solution and policy/claims and third party systems like service providers	Fortune 100 Leading Healthcare company in the US Pre Processing of Claims, Claims Adjudication and Adjustment and Customer Service for Physicians/Provider With 1800 FTEs, ranking at No. 1 globally on quality—Customer Care and Claims processing	Processing around 3mn claims per month in a 20 hour service window Select processors authorized to pay up to $40,000 per transaction 700+ FTEs managing the claims processing
Business Process and Application Rationalization	**Testing of Vendor Package Application**	**Process Automation through Workflow Management**	**Business Process Optimization Through Process Rationalization**
Delivered single claim processing system, resulting in savings of £350,000 pa Comprehensive automated functionality enabling resource rationalization / cost reduction Reduced avg. claims resolution time from 15 to 6 days	Positive ROI in the second year of Automation Enhanced Automation Framework – To be re-used across multiple applications Onsite-offshore model caters to the needs of the customer to handle/deliver more number of deliverables for each custom release testing/Hot-fix testing	Reduced expense ratios through process automation Capability for location independent working capability through electronic claim file & flexibility in work routing Consistency of processing & response to customers	Improvement in TAT by an average of around 100% with process efficiency improvement of 10%

Table: Claims Management Experience: AWI will achieve its benefits realization through demonstrated capability and experience of Wipro in handling Claims management

Individuals Experience

Wipro has provided the named key personnel for this program and the individuals have been carefully chosen who bring the right experience of Government sector, technical, functional expertise. These key personnel will be dedicated through the implementation life cycle of the program. The resume profiles for these key personnel are provided in Tab 7 - Personnel section of this response. AWI will succeed in the program delivery with Wipro's commitment of key personnel as dedicated resources to the engagement and access to Wipro's Company resources (Centers of Excellence for best practices, Alliance partnerships, accelerators and tool kits) and solution robustness. **Wipro will deliver this program as a main contractor for the requirements of ITN.**

AWI will improve Floridian Work Force by year 2015 as a result of "**Elevate Florida -2015** " Wipro's solution vision with integrated solution, strategic commitment from Wipro for high quality and skilled work force for the success of the engagement.

Why Wipro and Unique Qualifications

Wipro will mitigate the Government specific claims and benefits experience through Top 3 strategic commitment to AWI, 120 claims management experience from other similar industries, Named individual profiles from relevant implementation experience and Wipro-Oracle joint partnership commitment to deliver the program successfully.

Wipro believes the following are unique qualifications that bring customer centric partner value to AWI as shown in Fig 7:

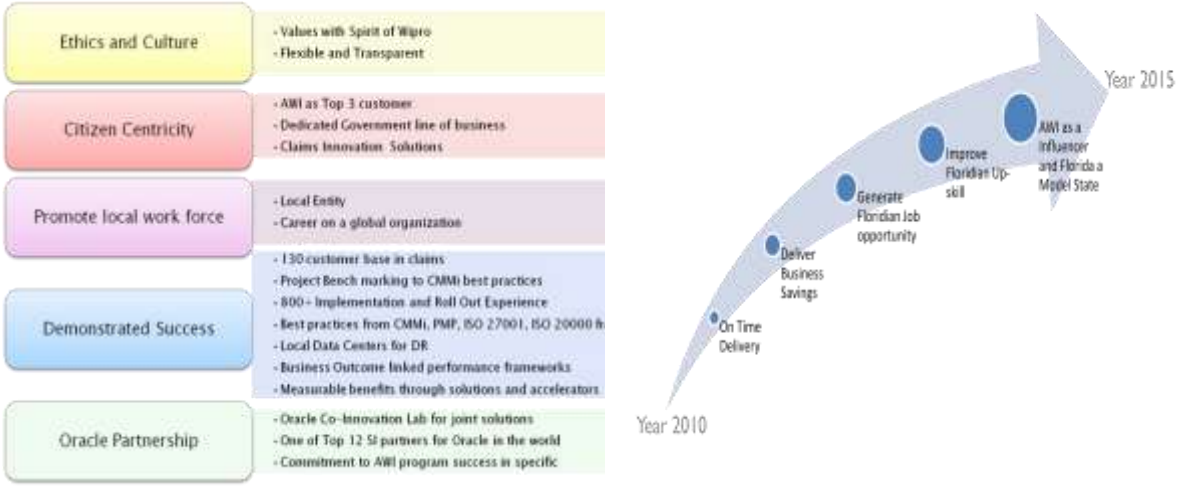


Figure 113: Wipro as an Enabler for AWI to achieve '**Elevate Florida -2015'**

Experience to provide Products and Services

Wipro is among the top global providers offering **360 degrees of services** in the area of IT Services, Infrastructure Outsourcing, Business Process Outsourcing, Product Engineering solutions, Outsourced R&D Services and Business Consulting. With **29 years in the global delivery of technology services**, Wipro was the first to perfect a unique quality methodology - a combination of Six Sigma, Lean Manufacturing, Kaizen and CMM which we call "The Wipro Way" - to provide unmatched business value and predictability to our clients.
AWI can completely utilize Wipro's service portfolio that covers the different service lines as shown in the Fig 8 below:

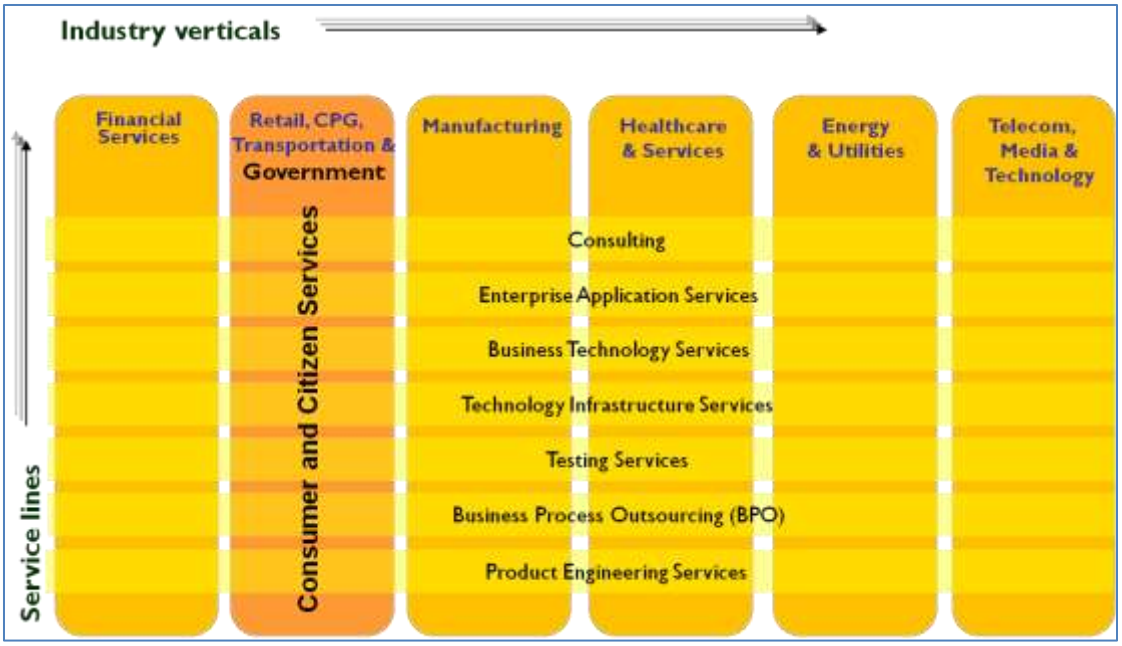


Figure 113: AWI will be benefited by Wipro's experience in providing 360 degree service offerings

Claims and Benefits Management Experience

AWI will benefit from Wipro's Claims management expertise and experience in developing the Claims and Benefit information system. We work across the value chain of claims providing solutions and services in the front office, core claims operations & processing, benefits processing and shared services. With **3000+ man years of Claims and Benefits experience**, Wipro has a strong history of delivering claims projects successfully. We manage around 100m claims globally for our customers.

Wipro serves more than 130 customers in Claims and Benefits related areas in Health Care, Insurance and HR services. About 10 of them are largest global insurance companies that are in our customer base.
Wipro is focused on Claims Transformation and has in place multiple frameworks and solutions specific in this area. The below are some of the Claim solutions which will be of help to AWI. The details of these solutions are explained in the Value Adds section.

- Claims Mobility Solution
- Platform based Claims document management solution
- Claims Collaboration Accelerator
- Claims Analytics

"We chose to go with Wipro for some strong reasons – years and years of experience in Oracle implementations, highly motivated and talented consultants, unflinching focus on our IT objectives, and hunger for quality. With their excellent on time, on budget performance ..., Wipro has vindicated our trust in their execution model and their high quality team." - **Vinnie Thiru, Senior Vice President, Sony Electronics (USA)**

Siebel Capabilities

Wipro's extensive expertise in handling Siebel upgrades, reimplementation's and rollouts will enable AWI to achieve its objective of modernizing the legacy systems. We have a mature Siebel practice with over 11+ years of experience, 375+ engagements and 1000+ specialists. Our end to end CRM capabilities include CRM consulting, Implementation rollout and Siebel upgrades. We have one of the largest CRM practices in the world and Innovation led Centers of excellence. The key service lines offered by our CRM practice can be broadly categorized into the following 4 categories namely

- Implementation Services
- Application Managed Services
- Upgrade Services
- Business Intelligence Services
- On-Demand and Cloud Computing service offering with Oracle CRM On Demand

We have developed Implementation accelerators and tools for configuration and data migration which can be utilized for this engagement. The below table provides our Siebel implementation/upgrade experience:

For a large mobile telephony and network operator	• End-to-end business enablement platform in record time of nine months across 8 telecom circles • Provided **integrated** solution covering Lead to Cash, multi channel Customer Care & Partner Management. • Delivered complex Commissions systems –Daily commissions payout to partners
Leading Pharmaceutical giant	• Service Consolidation and Standardization resulted in cost savings of 10% Y on Y • 40 country global rollout
Global Document Management Company	• Implemented the optimized Field Service process which helped client increase user adoption and increased productivity by more than 15%
Leading Document and Mail Management Company	• Optimized Quote to Order process which improved the sales cycle from earlier 6 months cycle to 3 weeks in the new process. • Able to bring down order rejection rate from 40% to almost 0%
Leading developer and manufacturer of printing and imaging products	• Standardized business framework across the **globe** for Contract, Manage and Assist processes to achieve improved customer responsiveness and provide **consolidated** and consistent view of customer to all business users. Improved Efficiency : "On Demand" data capability with open query environment, Web Portal access for customers

Business Intelligence Capabilities

We understands the Information challenges that Government organization's face and have developed business Intelligence and Information management framework exclusively for Government. Some of the key highlights include dashboards which can be used by executives, operational reports, portals, fraud analytics and financial analytics. We have created various business intelligence solutions for Government like Tax Analytics, solution enabling proper segmentation of citizens, country wide data warehouse and shared services model for defining and implementing consistent BI across state. The Fig 9 below depicts our practice snapshot, government framework, government solutions and competency center.

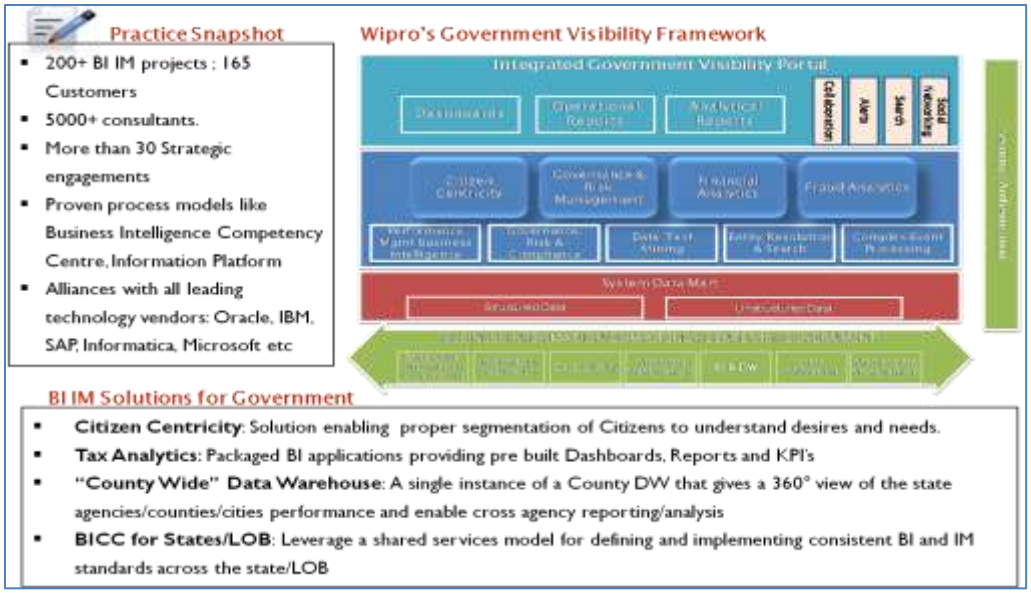


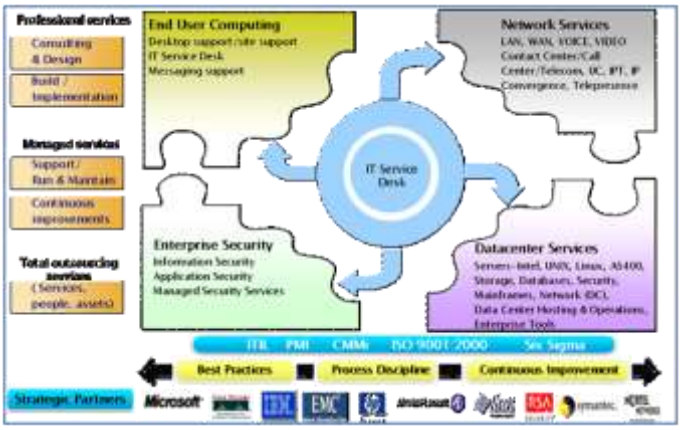
Figure 114: AWI can utilize our BI IM Government solutions framework for dashboards, reporting and analytics

Our offerings provide a robust foundation for AWI to proactively manage their information assets by engaging the right individuals, streamlining processes, managing redundancies, improving reusability and equipping AWI with much needed agility to handle claims.

Infrastructure Capabilities

With over 2 decades of infrastructure experience, Wipro believes 24x7 Outcome based infrastructure services can be provided to AWI. We provide services across the entire range of IT architecture life cycle of planning, deployment, management and auditing of IT equipment for our clients across the globe. We would provide complete end to end solution for AWI inclusive of data center management and associated services.

AWI can leverage our expertise on end user computing, help desk services, network services, enterprise security and data center services. The figure shows a snapshot of our Infrastructure services in Fig 10.



IV&V Capabilities

As an independent verification and validation (IV&V) unit, Wipro's Testing Services business unit caters to all key industry segments including government, enterprise, retail, transportation & logistics, energy & utilities, healthcare, banking & finance etc.

Key Highlights:

- 13+ years of testing experience with 9000+ test professionals, 382 Mn in Revenues
- Ranked by IDC as **Largest 3rd party testing vendor** for strategic partnerships, Winner of **"Software Testing Best Practice Award" by IIST, USA** for StORM™ Tools - statistical tool based on Orthogonal Array.
- **Testing as Managed Services (TMS)™** for end-to-end testing ownership through our Global Delivery Model of onsite, Labs-On-Hire and remote testing across all Industry vertical and domains

- End to end **mobile handset design & development** services of software and hardware combined with integration and product verification. **E-mobility** domain specific offerings.
- Strategic alliances with leading enterprise product vendors like Oracle, SAP and testing tool vendors like HP, IBM, Compuware etc. having dedicated Center of Excellence (COEs)
- Have the world's largest pool of HP (Mercury) trained (6000+) and certified (750+) testing professionals in the world and winner of "Mercury Global BTO partner of year" for 2006, 2007 and 2008
- Consistent Knowledge Management, Quality focus through Six Sigma & Lean initiatives and investments into innovation has lead to many **ready-to-use test life cycle accelerators** (StORM™, WTAS™, WTEMS™ etc), **industry specific Point Solutions** (Mobility solution, POS, ecommerce, WAM etc to name a few) and **best-in-class certification labs and COEs** (Wi-fi, 3G, Tools COE etc.)

AWI can leverage our testing expertise to assure product quality and manage testing demand throughout AWI's UC transformation. Wipro's Testing address some of the government specific IT priorities as shown in Fig 11 below.

Figure 115: Testing for Government Specific IT priorities

Client	Global group of energy and petrochemical companies active in more than 140 countries employing 100,000+ people worldwide
Key Highlights: • Partnership of more than 5 years for the testing of mission critical applications across various technologies • 100+ test specialists, architects and analysts support multiple locations in US, UK, Netherlands, Malaysia and South Africa. 80% of team members have been with the same customer for more than 2 years. • Quality Improvement (100% on time delivery and defect slippage ration of less than 1%), Improvement to throughput, robust test and defects reporting plan (metrics plan and dashboard)	

Government Services

Wipro understands that Governments across the globe are turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. Wipro has been extensively active in the government sectors of India, Middle East, Asia Pacific regions and selective US states. We also work with Utilities in UK and US.

Specific to the US State and Local government market, Wipro understands that following are the key areas of interest to the IT stakeholders and is working towards building solutions specific for the government sector:

- Improving the efficiency of IT
- Increasing the scope of centralized IT/ Shared services
- Measuring IT's impact on business performance
- Delivering citizen centric services
- Enhance Information Security
- Leverage future Technologies such as Social Networking, Cloud Computing, Green IT Solutions

- IT Infrastructure consolidation
- Records management

Wipro is investing significantly into building a strong base for itself in the government space in US and is dedicated towards the endeavor to provide Federal/ Central/ State and local agencies not only in US but across the globe with innovative and value adding solution to help connect with their citizens smartly.

At Wipro Government Services, we are committed to helping governments transform public governance services. We are committed to helping you deliver on your promises to the people.

- Healthcare IT services provided to State of Missouri since 1988

Wipro understands that the State of Florida – Agency for Workforce Innovation is turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. Wipro has been extensively active in the government sectors across the world and State of Florida is one of the states in US which has been identified as strategically a potential state for us and we are very keen to involve ourselves and work with the Government in their IT initiatives which brings in more jobs and contribute to the well being of the local Floridians. We endeavor incorporate and bring in innovative and value adds in our solution to Agency for Workforce Innovation to help connect with the citizens of Florida smartly. **We are committed to helping the State of Florida to transform the public governance services and help deliver on your promises to the people of Florida.**

Wipro will mitigate the risks of public sector experience with Oracle Public Sector implementation experience and key personnel subject matter experts with right background and experience for this program

For 'Center for Work and Income' Oracle implemented Siebel Case Management to provide single source, multichannel access to data and workflow capability including employer management, benefit determination and case management. The key benefits of this program includes improved reporting, speed of service delivery, lowered total cost of ownership through flexibility and reduced administration through automatic data capture and intelligent routing of records.

For 'Kansas Department of Labor' Oracle is implementing a case management system with tax web portal for benefits and appeals leveraging Oracle Workforce systems, Siebel and integrate with Call Center. The approach is a phased implementation with business process reengineering and organization change management in phase 1 and portal, analytics and reports in phase 2.

A 6.5 year Modernization Program that covers for 20Mn citizens, 2220 sites across India, largest rollout of identity cards in India, creating largest medical records database in the world being managed for Employees State Insurance Corporation (ESIC), an agency of the Indian Government's Ministry of Labor & Employment.

Business Continuity and Disaster Recovery Data Center Experience

Info-Crossing, a company that Wipro acquired in US has **5 data centers across US** which can be leveraged as **Disaster Recovery Centers for Business Continuity**. Wipro has a dedicated Information Risk Management & Policy Compliance (IRMC) team to take care of all Security and privacy related issues. This team reports to the CIO of the Organization. The team has the charter of Information Security Policies/ Procedures design & review, Risk Assessments, Perimeter Security Infrastructure, Audits and Corporate BCP Frameworks development.

Wipro has developed and implemented Disaster Recovery (DR) for all its critical enterprise resources. In addition to the DR plans, account level business continuity plans are prepared based on the business requirements will covers the following disaster levels: Asset Level, City Level and Country level. Location Emergency response procedures supported by location risk analysis are available to handle location level disasters related to facilities.

Key features of our Facilities and best practices incorporated within the Data centers:

- Ready to use infrastructure and development facilities
- ISO 9001 and ISO 27001 certified

- Eco-Friendly environment
- Service Delivery with SEI CMM Levels
- MPLS links to provide network connectivity to all locations

Product Quality Assurance and Solution Robustness with Oracle Partnership

Wipro has strategic partnership with Oracle and is one of the 12 Global Certified Advantage Partners and moving towards Platinum partnership with Oracle. Wipro has been involved with Oracle to co-develop multiple CRM programs in Siebel & "CRM on Demand" (SaaS model) applications apart from other Oracle products. Wipro has also partnered with Oracle to develop AIA Process Integration Packs which are the pre-built integrations among Oracle solutions. Wipro also has been doing Beta Evaluations of Oracle's applications like Siebel 8.0, Fusion CRM application, etc. Wipro's strong alliance with Oracle enables Wipro to enrich & leverage the Technical & Domain expertise

Forrester: "Wipro is a leader in Oracle Implementation"

Following are key areas Wipro is engaged with Oracle strategically:

- Dedicated Oracle Ozone lab for best practices library, environments, new product beta releases, prototypes, trainings
- Industry process co-innovation
- Gold Partner for Fusion Applications CO-development with Oracle
- Oracle On demand Wipro Framework w-SaaS
- Solutions specific to Oracle
    - Pathfinder- Framework for Siebel On Premise Vs CRM On Demand assessment; Wipro selected as Market Maker for North America
    - Hosted BPO services
    - HR Outsourcing – "Simplify"
    - Value Chain Planning

Data Integrity and Security managed through Security Services

Wipro understands the business criticality, security requirements and service levels needed for this engagement. It is of significant importance that robust security measures are in place to ensure smooth running of the business.

Wipro information security policy and procedures are defined as per the ISO 27001 standard framework. Wipro has well integrated internal ISMS (information security Management System) portal which acts as repository for all our security policies and procedures related to physical security as well as logical security.
Wipro has a secure framework Global Security Operations Center "**G-SOC**" that enables document audits, scanning and security operations monitoring for regulatory compliance needs. This is an ISO 27001 certified framework and Wipro has adopted this framework, ready to use infrastructure set up and dashboards in this center for multiple customers.

Culture to Measure Success through Quality Services
Like integrity, Quality is Non-Negotiable – Azim Premji, Chairman of Wipro

Wipro understands that AWI is turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. Given the complexity and criticality of this initiative, we know that the quality of the services being delivered and accompanying processes for delivery is critical to the success of the engagement.

Wipro has robust quality focus right from our Chairman and flows across as way of work across the organization. Wipro has followed the path of quality journey to bring enhanced value to our customers. We have developed a culture to measure success through Quality Services. The figure elucidates Wipro's quality journey:-

Wipro has pioneered best of breed processes, procedures and methodologies in the IT industry and have created world class frameworks and accelerators which help in rapid quick start of engagements. Wipro will bring in all such best practices, time tested processes and tools to AWI as a part of this engagement and these processes can compliment the existing standard processes and can be tailor made to attain process maturity within AWI.

WIPRO believes in implementing the CMMI best practices to bring CMMI accreditation to AWI IT Department and create an integrated CMMI framework with all suppliers. WIPRO has carried out such accreditation journey to many customers and has a structured framework; accelerators to jump start such journey. WIPRO has accelerators like Rapid Q framework that enables a quick to implement configuration for AWI to internally accredit for CMMI Level 3 and also for adoption across multi-suppliers.

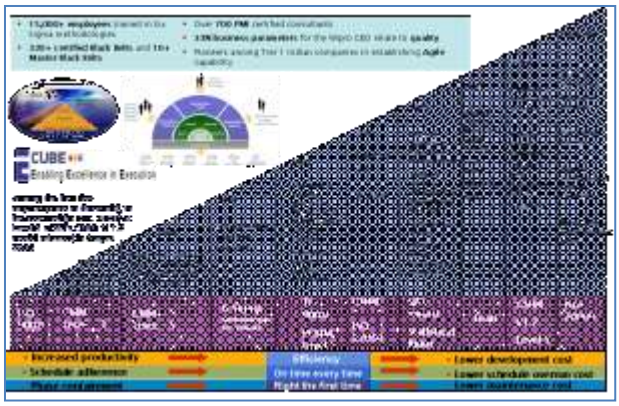


Figure 116: Wipro's Quality Journey

World's first PCMM and CMMi ver. 1.1 Level 5 company World's first SEI CMM Level 5 software services company

Community and Social Responsibility

Wipro believes that Corporations are social - economic citizens, as such their objectives have to be congruent with society's goals. They have significant capacity to influence social issues and this must manifest in a thoughtful and deliberate set of initiatives. Wipro believes it can make a lasting impact to create a just, equitable and humane society, by contributing to the economy, community and environment as shown in Fig 13.

Figure 116: Our Social Commitment

As part of the corporate social responsibility and good citizenship we have the following initiatives at Wipro:

Eco-Eye: Eco-eye signifies our endeavor to apply the lens of ecological sustainability to the way we work with our concerted corporation wide initiative to transform the way we do business and engage all our stakeholders, going beyond compliance, being responsible and making Wipro ecologically sustainable in every dimension.

The Eco-Eye charter is build around 5 themes:

- Make Wipro an ecological surplus organization (Energy, Water, Waste, Bio-diversity)
- Build businesses driven on/by ecological forces (Green IT & Lighting, IT for Green, Water, Clean Energy)
- Widen circle of influence—Engage with employees, suppliers, communities, government, etc.
- Transparent reporting and disclosure
- Risk mitigation and planning

Wipro Cares: This is a trust with employee monetary contributions matched equally by Wipro. Here we respond to immediate needs of communities where we reside in with our initiatives like - Development programs, Disaster rehabilitation, Employee engagement, learning enhancement which we also do by partnering with other voluntary organizations. The areas of the work which is covered include like responding to community rehabilitation needs after natural

disasters like Cyclones, Earthquake and Tsunami disasters in nature. As part of this program we also engage with proximate communities in learning enhancement, supporting sustainable development projects for marginalized communities.

Company Profile

1.	**Full, legal name:**
	Wipro Inc., a wholly owned subsidiary of Wipro Limited
2.	**Federal Employer Identification Number:**
	77-0494327
3.	**Proof of legal entity and authorization to do business with the State of Florida:**
	The certification authorizing Wipro Inc. to do business with State of Florida is attached along with the Technical Response.
4.	**Country and state of incorporation;**
	USA – NJ
5.	**Principal place of business:**
	2, Tower Center Blvd, Suite 2200 East Brunswick, NJ 08816, USA.
6.	**Description of the Respondent's organization, including number of years in business, subsidiaries, parent corporations, officers; include organization charts and details concerning the number of facilities by geographic location;**
	Wipro, Inc. is a wholly owned subsidiary of Wipro Limited (NYSE:WIT), which is among the top global providers of IT Services, Infrastructure Outsourcing, Business Process Services, Outsourced R&D and Business Consulting. With **29 years in the global delivery** of technology services, Wipro is the first to perfect a unique quality methodology, the Wipro Way - a combination of Six Sigma, Lean Manufacturing, Kaizen and CMM - to provide unmatched business value and predictability to our clients. The following data provides an overview of Wipro at a glance: • $ 6.03 US Billion in Revenues • Year over Year sustained growth with CAGR of 32% in the last 5 years • Revenue growth from US $ 1.4 Bn in 2004-05 to US $6.03 Bn in 2009-10 • 849 Active Global Clients • 191 Fortune 1000 / global 500 clients • Repeat business ratio of over 95% • 108,000 associates globally • 57 nationalities • Operating in 54 countries with 72 Global Development Centers and 6 near shore centers • PCMM Level 5, CMMI v1.2 Level 5 **Subsidiary:** Wipro, Inc. is not planning use any of its subsidiaries to deliver this solution, however, Wipro, Inc. will derive from the vast experience of delivering solutions of relevance to AWI from its parent, Wipro Limited. Wipro is partnering with Oracle Corporation to bring in relevant Technical and Domain

expertise, solution architecture validation and access to Oracle Meta links especially for this engagement.

Organization Structure:

Wipro has a matrix structure organized by industry and technology/business specializations to bring best of breed services and appropriate alignment focused to customers industry. The Organization layout shown in figure below provides an overview of how the various business units and technology / business service lines are placed in the organization hierarchy.

AWI will be a part of our **Government Vertical** under the Retail, CPG, Transportation and Government business unit as highlighted in the given Fig 14.

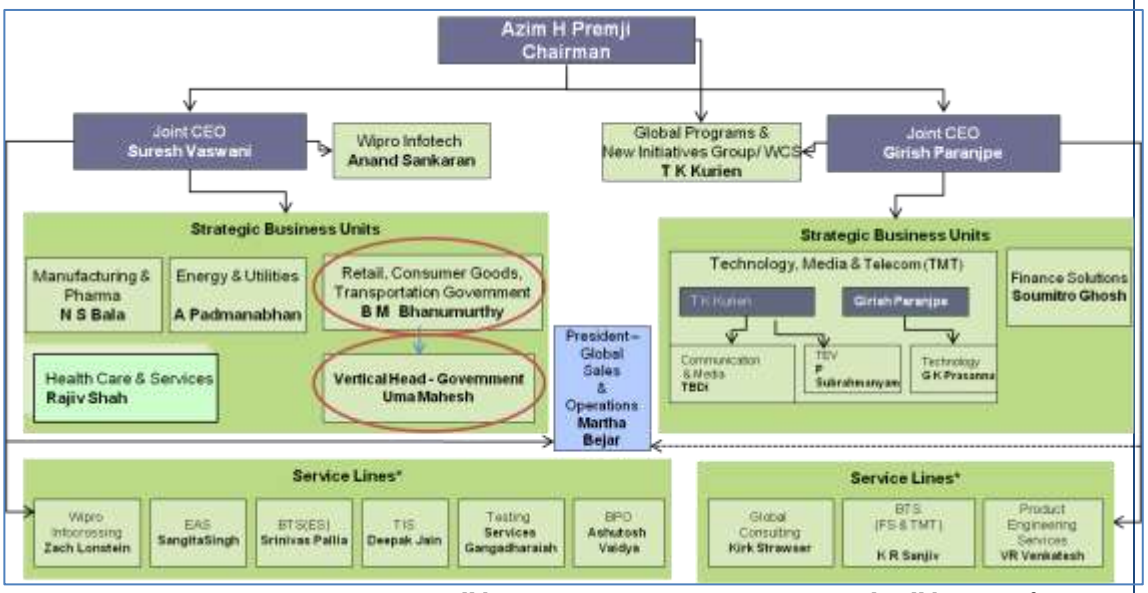


Figure 14: Organization Structure: AWI will be our Top 3 Strategic Customer and will be part of Government Vertical

Wipro is led by our Chairman **Mr. Azim H Premji** and the management team consists of our Executive Directors and **Joint CEO's Mr. Girish Paranjpe and Mr. Suresh Vaswani**. **Mr Bhanumurthy** is our Sr. Vice President for our Retail, CPG, Transport and Government Services business unit and **Mr Uma Mahesh** is our vertical head for our Government Services.

Wipro considers **AWI** as a strategic partner and is committed to a long lasting relationship between **AWI** and Wipro. Mr. Mahesh heads the Government vertical and is directly responsible for the growth and Profit and Loss of this vertical. Mr. Mahesh will be the Executive Sponsor for the **AWI** engagement and will be responsible for the overall success of this program.

Global Footprint:

Wipro is headquartered in Bangalore, India and have operations in North America, Europe and Asia. The following Fig 15 provides headquarter location details.

Global Headquarter	**Wipro Technologies,** Doddakannelli, Sarjapur Road, Bangalore - 560 035	**US Head Office**	**Wipro Technologies** 2 Tower Center Boulevard, 22nd Floor, East Brunswick, N J 08816, USA
Europe Head Office	**Wipro Technologies** Kings Court, 185 Kings Road, Reading, RG14EX, United Kingdom	**Atlanta Development Center**	**Wipro Technologies** 3535 Piedmont Road, NE, Suite 1400, Atlanta, GA 30305

Fig 15 : Wipro Geo Spread

Wipro is a global company having presence in over 54 countries. Wipro has 72 global development and support centers, 6 near-shore centers spread across all major locations in the Americas, EMEA and APAC as depicted in figure below, through which it provides Application development, maintenance and support, Infrastructure, Consulting and BPO services.

Wipro consultants in these centers, bring expertise in areas like technology, management, domain and language. All these centers are equipped with state of the art computing and communication infrastructure that assist us in providing superior IT services as shown in Fig 16.

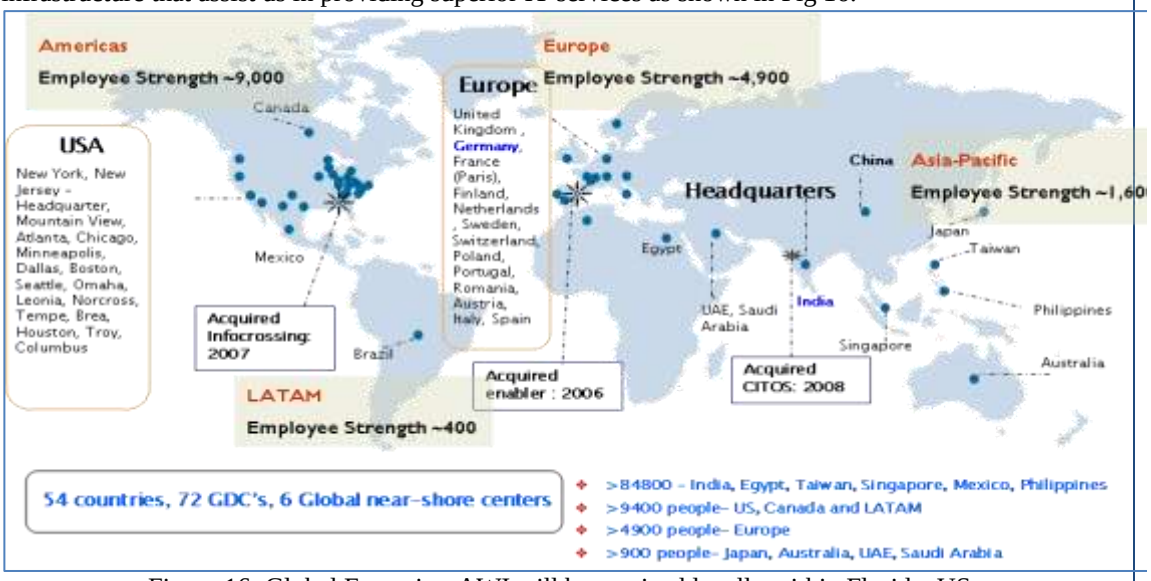


Figure 16: Global Footprint: AWI will be serviced locally within Florida, US

All Wipro delivery centers have:-

- Ready to use State-of-the-Art infrastructure
- Industry standard best practices such SEI CMMi, BS7799, ISO 27001
- Robust disaster recovery (DR) and inbuilt Business Continuity

Wipro understands that the State of Florida – Agency for Workforce Innovation is turning to reform IT as they seek to drive public-sector services and governance systems towards efficiency, transparency and citizen-centricity. Wipro has been extensively active in the government sectors across the world and State of Florida is one of the states in US which has been identified as strategically a potential state for us and we are very keen to involve ourselves and work with the Government in their IT initiatives which brings in more jobs and contribute to the well being of the local Floridians. We endeavor incorporate and bring in innovative and value adds in our solution to Agency for Workforce Innovation to help

	connect with the citizens of Florida smartly. We are committed to helping the State of Florida to transform the public governance services and help deliver on your promises to the people of Florida.
7	**Brief description of the Respondent's principal type of business and history and what uniquely qualifies it for this work;**

History of Wipro:

Wipro has had its beginning as a successful business in 1945 with interest consumer care products. In late seventies, Wipro diversified into Technology business both in R&D and Services. Today Wipro is a Top Tier Global IT Service Provider and among other things, Wipro has interests in Infrastructure, Consumer Care and Medical Systems' Business as well as shown in Fig 17.

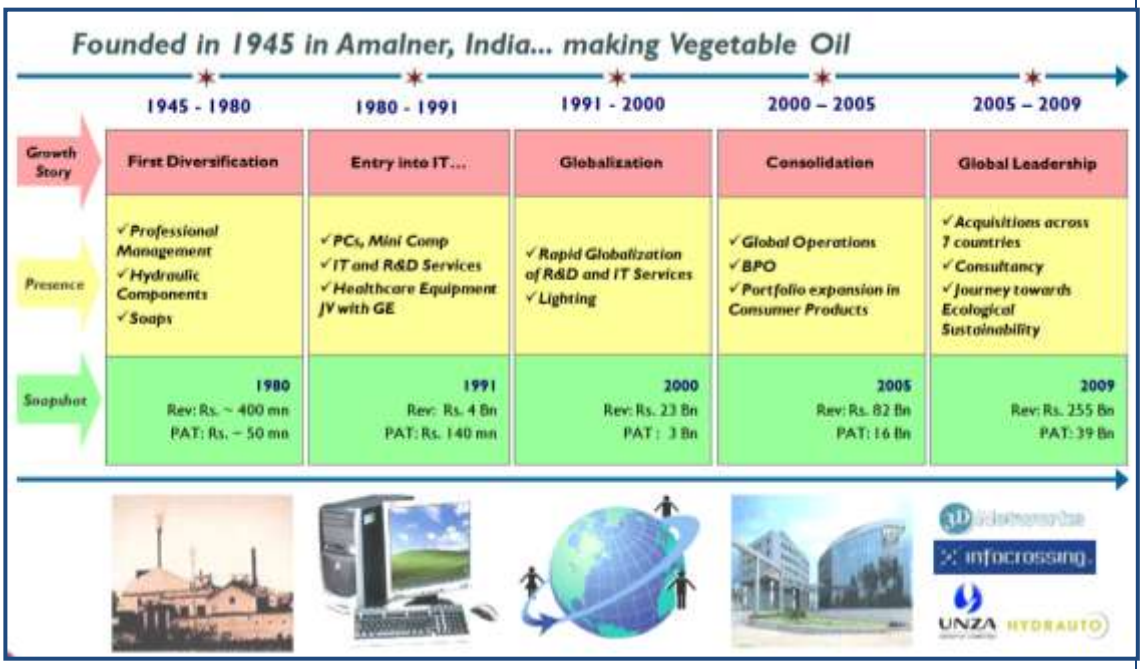


Figure 17: Wipro - Over the Years

Listed are some of the key milestones achieved during the past few years.

Year	Achievement
1990	▪ Incorporation of Wipro GE Medical Systems, a joint venture with GE Medical Systems. Factory set up in Bangalore. ▪ Launch of Wipro SuperGenius computers
1991	▪ Diversification into Lighting. Factory set up at Aurangabad ▪ Launch of baby care products, branded Wipro Baby Soft
1992	▪ Commencement of business by Wipro Finance Limited
1995	▪ Wipro InfoTech and Wipro Systems merged with Wipro Limited
1997	▪ Six Sigma Quality journey begins
1998	▪ Wipro launches its repositioned corporate identity (Rainbow Flower and Applying Thought) and articulates its externally oriented values ▪ Wipro branded computers and systems launched
1999	▪ Achieved SEI-CMM Level 5, highest global software quality ranking in all

		Software Services offered by Wipro ▪ Wipro becomes #1 in market capitalization in the country
	2000	▪ Wipro listed on New York Stock Exchange ▪ Mr Premji is adjudged the Business Man of the Year 2000 by Business India ▪ He becomes one of the world's five richest men, according to Forbes Magazine
	2001	▪ Wipro acquires American Management Systems' global energy practice ▪ Wipro becomes world's first PCMM Level 5 company ▪ Mr Premji established Azim Premji Foundation, a not-for-profit organization for elementary education ▪ Wipro only Indian company featured in Business Week's 100 best-performing technology companies
	2002	▪ Wipro gets world's first SEI CMMi Level 5 v1.1 certification ▪ Wipro acquires Spectramind
	2003	▪ Wipro acquires Nervewire ▪ Wipro Wins Prestigious IEEE Award for Software Process Excellence ▪ Wipro awarded prestigious ITSMA award for services marketing excellence ▪ Wipro wins the 2003 Asian Most Admired Knowledge Enterprise Award
	2004	▪ Wipro named Asian Most Admired Knowledge Enterprise second year in a row ▪ IDC rates Wipro as the leader among worldwide offshore service providers
	2005	▪ Wipro acquires mPower to enter payments space ▪ Wipro acquires European System on Chip (SoC) design firm NewLogic ▪ Azim Premji, becomes First Indian to receive Faraday award ▪ Wipro becomes the first Indian IT Service Provider to be awarded Gold-Level Status in Microsoft's Windows Embedded Partner Program
	2006	▪ Wipro acquires cMango Inc., a Sunnyvale, California, US headquartered company that focuses on Business Service Management (BSM) Solutions ▪ Wipro acquires US based Quantech Global Services LLC and Indian based Quantech Global Services, leading provider of Computer Aided Design and Engineering Services. ▪ Wipro acquires leading European Retail Solutions Provider, Enabler, one of the leading specialties in consulting and implementation of integrated solutions and effective support of retail systems ▪ Acquired Finland based Saraware, a 21 year old leading provider of Design and Engineering Services to Telecom companies.
	2007	▪ Wipro named leader in North American Applications Outsourcing by Forrester
	2008	▪ Wipro has been recognized as a winner of the 2008 Indian Most Admired Knowledge Enterprise MAKE Award ▪ Wipro Wins International Institute for Software Testing's Software Testing Best Practice Award - Recognized for StORM™ Tools which reduces test case development effort by 30%

2009	▪ Wipro named a Leader by Independent Research Firm in Global IT infrastructure outsourcing report,Q1 2009 ▪ Wipro has been conferred the American Society for Training & Development (ASTD) award for its learning and development practices 2004 – 2009. ▪ Wipro won the 2009 Asian MAKE awards. The panel recognized Wipro Technologies for enterprise knowledge sharing and collaboration. Wipro Technologies is a seven-time Asian MAKE Winner. ▪ Wipro was named the No.1 service provider in a comprehensive ranking titled "Global R&D Service Providers' Rating", by Zinnov Management Consulting Pvt. Ltd, a leading management consulting firm. ▪ Wipro figured in the joint second position in the list of Top 5 Green Electronics Brand as per the latest edition of the Greenpeace Guide to Greener Electronics, because of our strong focus on e-waste management and climate control. ▪ Wipro's website was awarded the WebAward "For Outstanding Achievement in Web Development" under the category - Consulting Standard of Excellence by Web Marketing Association. ▪ Reinforcing its position as the largest third party R&D services provider in the world, Wipro was named the No.1 service provider in a comprehensive ranking titled "Global R&D Service Providers' Rating", by Zinnov Management Consulting Pvt. Ltd, a leading management consulting firm. ▪ Winner of 2 awards at the Outsourcing Institute and Vantage Partners' inaugural RMMY awards- "Best Enabled Relationship/Account Managers and "Best Transition Process" categories - March 2009
2010	▪ Wipro receives 2010 Global Impact Award from Metro Atlanta Chamber of Commerce for success in job creation and positive impact on Atlanta's economy in 2009. ▪ Partner of the Year Award for Systems Integration, Applications and Middleware from Oracle. ▪ Wipro receives Most Outstanding Alliance Partner of the Year Award in Asia-Pacific and Japan from HP. This is the third time in the last five years that Wipro Technologies has been recognized by HP Software and Solutions.

Table 7: Wipro's Key Milestones achieved over the past few years

Wipro's Vision is focused on attaining leadership in the areas of business, customer and people.

- **Business Leadership**: Among the top 10 Information Technology Services companies globally and the No.1 Information Technology company in India.
- **Customer Leadership**: The No.1 choice of customers through innovative solutions and Six Sigma processes.
- **People Leadership**: Among the top 10 most preferred employers globally by creating an environment of empowerment, intellectual challenge and wealth sharing.

The **Spirit of Wipro** is the core of Wipro... the Spirit is rooted in current reality, but it also represents what Wipro aspires to be thus making it future active. The Spirit is an indivisible synthesis of all three statements. It means manifesting **Intensity to Win**, **acting with sensitivity** and being **unyielding on integrity** all the time.

Figure 18: Our Core Values

	Few credentials: • Among the few companies in the world to be assessed at **maturity level 5 for CMMI V1.2** across offshore and onsite development centers • **"Partner of the Year Award"** for Systems Integration, Applications and Middleware from Oracle. • Wipro's shared service delivery – CIGMA wins NASSCOM Award for Process Innovation as it enables customers to manage customer engagements with business linked KPI's rather than traditional IT SLA's. CIGMA integrates cutting edge technology and process elements to deliver stability of the client's business platform at a lower cost. • Wipro receives 2010 Global Impact Award from Metro Atlanta Chamber of Commerce for success in job creation and positive impact on Atlanta's economy in 2009. • Wipro awarded Green Building award by US Green Council Award
8	**State whether the Respondent has filed for bankruptcy protection in the past five years or is currently in the process of filing or planning to file for bankruptcy protection or financial restructuring or refinancing. If so provide Court and case number**
	No. Wipro has not filed any bankruptcy proceeding since its inception.
9	**Identify any potential or actual conflicts of interest that might arise for the Respondent as a result of Contract award to the Respondent, and describe in detail the plan to eliminate or mitigate them. Such conflicts include, but are not limited to, those covered by Section 6 of the PUR 1001 (Section C). Address both personal and organizational conflicts.; and**
	We have reviewed the AWI ITN document and there are no potential or actual conflicts of interest that arise.
10	**Describe reservations Respondent must make if unable to certify completely all of the items in Section 9 of the PUR 1001 (Section C,) entitled "Representations and Authorization." If no reservations are made in this section of the proposal, Respondent shall be deemed to attest to the truth of all of listed items and the Agency may rely upon them.**
	We have reviewed the AWI ITN document and there are no potential reservations.

This section outlined Wipro History, Government sector line of business, global work force, Citizen Centricity, Customer centricity, Employee Care, Corporate Governance, Innovation, Why Wipro, similar experience of products, services and brief company profile.

Dun and Bradstreet Qualifier Report

Please find attached the Dun and Bradstreet qualified report as a part of this response as AWI_Wipro_Attachment H - D&B SQR Report.

Tab 7 – Personnel

- **Project Organisation Chart**

In developing our proposed operating model for AWI, we have considered the size and scale of the environment, the criticality of the services that are provided, the complexity of the environment, commercial considerations, and the skill requirements. We recognize the unique nature of certain aspects of the AWI business and understand the need to deploy a proven operational structure that can deliver service with reduced risk and a commitment to continuous improvement.

We are also determined to bring fresh thinking and innovation to bear on the challenges faced by AWI and have therefore combined components of a number of our existing large engagements to define what we believe will be the optimum model for AWI. We propose Senior Management and Executive sponsorship processes that we have deployed in large, global and multi-supplier engagements such as with GM and Best Buy.

We propose delivery and resource management processes that we have deployed in large and complex engagements such as Johnson Diversey and a Leading Financial Institution.

We will use our vendor management process and measures to support effective collaboration with all partners to meet AWI needs. We will deploy our world class capability in "Lean" and "Green" approaches in order to build in both continuous improvement and sustainability as key touchstones of our approach.

The theme for our governance model is to work as unified team with AWI and the other strategic suppliers, keeping boundaries transparent enough to maintain uninterrupted supply of services and a smooth approach to continuous improvement. Our governance focuses on establishing a long-term, interdependent relationship with other stakeholders. We believe it will be vital that all partners invest the time early in the relationship, in planning how best to co-manage the relationship, and not just the business.

In so doing we will be guided by the PAS 11000 framework which places the effective management of partnership at center-stage. In keeping with this framework we are determined that our governance solution should promote collaboration at all levels, building trust, minimising conflict and maximising the value of the relationship to the Authority.

In delivering service to the AWI, we propose to deploy a tried and tested three-layer structure of interface as presented in the following Fig 1:

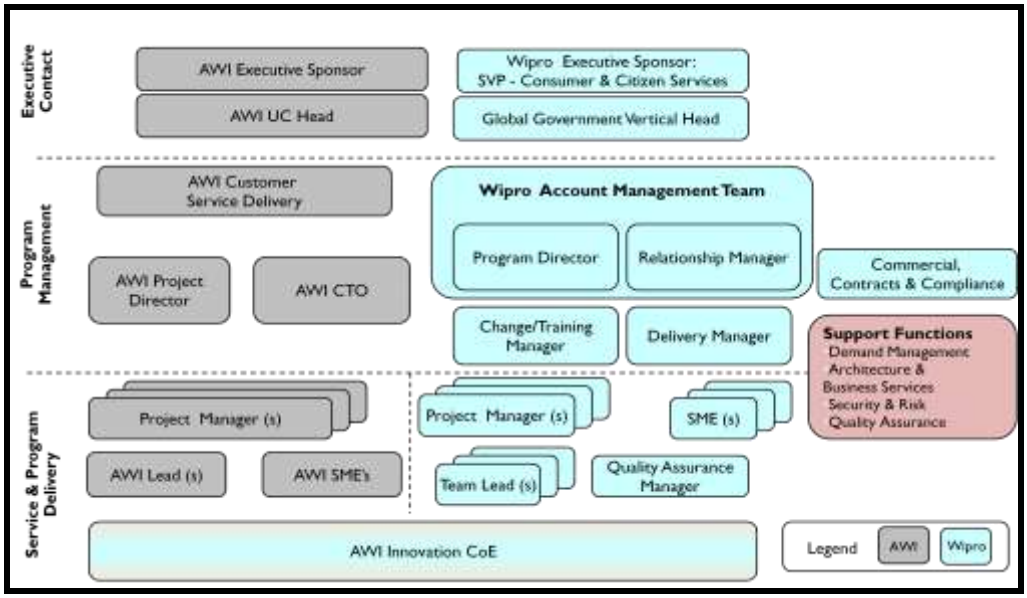


Fig 1: Three Layer Structure of Interface

Key aspects of our proposed model are:

- Executive Contact and steering to ensure that the overall relationship is right and that we are aligned from a strategy perspective. We see this as the level where the "big picture" for the Authority and Wipro will be articulated to ensure alignment of our two organizations in pursuit of genuine "win-win" outcomes. The alignment of Wipro's Executive Sponsor with the AWI's Executive Sponsor reflects the importance of the AWI account to Wipro's global plans in the public sector. This top level relationship provides the final point of escalation for issues identified in the operational sphere.
- Program management to ensure we are delivering in line with Service and Commercial needs and effectively managing the day-to-day relationship. At this level of the relationship we will look to develop real partnership with the Authority and the other key suppliers so as to create a genuine "collegiate" style of working, in keeping with PAS 11000 principles. At the core of this model is the Account senior team consisting of the Account General Manager, the Program Director and the Relationship Manager, all three of whom are closely supported by the Commercial director. This is a flat management structure and the style of working here will be one which empowers the core team to take timely decisions in response to the Authority's requirements.
- Program delivery to ensure we are delivering day to day meeting all operational needs. This is the "engine room" of the Account and will be resourced in accordance with the precise combination of responsibilities awarded to Wipro.

Key Roles and Organisation Chart

The success of Wipro's delivery is fundamentally due to the capability of its staff. Wipro has considered the criticality of the project and assures AWI of team continuity for the entire life cycle of the project.

In the context of this stability of tenure for key roles, the various functions we have described will be performed by the organisation defined in the Fig 2. As indicated previously this is a flat structure that aligns with the breadth of AWI requirement and enables collaboration to support a balanced view of service.

Our senior on-site team balances these various needs and, as for other major Wipro accounts, they have direct access to a Wipro board-level executive sponsor as well as the nominated SRIE. Each member of our senior on-site team then has a hierarchical structure that aligns with the scope, locations, etc required to support AWI.

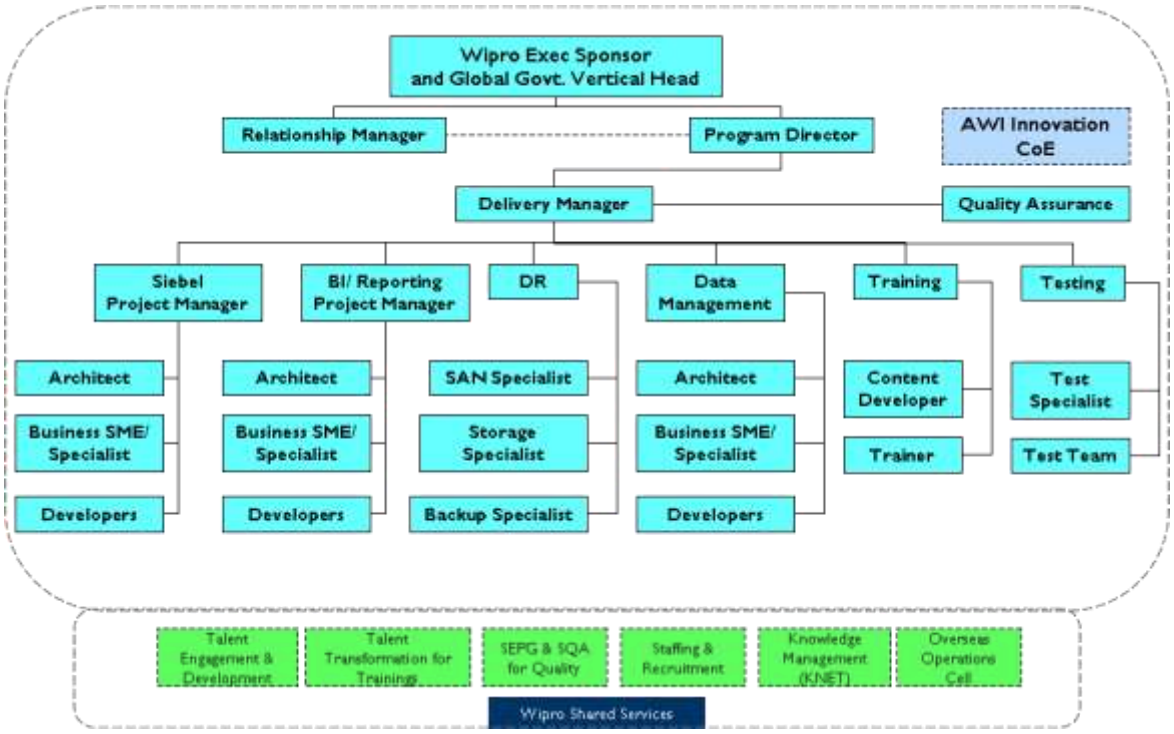


Fig 2: Project Team Structure for AWI

The roles set out in this table 1 are discussed in more detail below:

Executive Sponsor	The nomination of this individual at Senior Vice President level, reporting directly to the CEO, reflects the importance attached by the CEO to the AWI and this role is intended to provide support across the Wipro business for requests originating in the Account Team. He will also keep the CEO informed of progress in the Account.
Government Vertical Head	This role, which is a recommended good practice, is intended to provide an interface for the Program Level to pursue strategic matters related to the account with a senior Wipro executive.
Account Management Team	The key players in the Account Management Team – Relationship Manager and Program Director - are responsible for working with the AWI to agree the overall direction of the program and then to oversee the delivery of this by Wipro
Relationship Manager	Wipro Relationship Manager, apart from managing the Relationship aspects of AWI, will enhance existing solutions with specific AWI solutions that use local SMEs and specific partners for the AWI. Our Relationship Manager will establish a set of resource solutions that can be used to meet specific AWI needs.
Program Management Team (Program Director)	Our Program Management Team is the core delivery team and will work to balance the requirements from the areas they cover and discuss and agree priorities with AWI. They will be responsible for: ▪ Overall business performance ▪ Program Delivery ▪ Program change and enhancements This team and many of the senior delivery roles will be based at Florida. We will have managers in each of the locations from which work is delivered. This team will be supported by a hierarchical structure in each area that addresses the operational needs of that area and enables the right level of customer contact. Our Program Team is ably supported by the following roles that we see as critical to the

	success of the service: Commercial Manager who will leverage all of Wipro shared services to support AWI cost effectively. This includes: ▪ Finance and Procurement ▪ Staffing and Recruitment ▪ Talent Engagement & Development (TED) ▪ Talent Transformation for Training ▪ Quality team - SEPG & SQA ▪ Overseas Operations (OOC) ▪ Knowledge Management Resource management is another critical function. Our Program Team would define resource needs and raise them with our resource management function within our back office shared services team. There are existing solutions in place for Wipro and technology partner resource that can be leveraged.

Tab 1: Roles in the Project Team and their responsibilities for AWI

Staffing Levels during the project

AWI desires to procure the services of a Contractor to replace the non-integrated systems currently supporting the UC program with a single, modern, integrated, web-based information system. Given the nature and criticality of this project, it is equally significant to have the right team in place to execute this project.
Wipro proposes a 100% onsite team to execute this project. The project team will be a local entity based and will be operating from Wipro Florida and the Agency office.

Wipro has already identified key profiles such as Program Director, Stream Project Manager(s), Quality Manager, Business SME's, Training/Change Manager, Design configuration specialists, Siebel public sector specialists who will be 100% dedicated for the entire life cycle of the project.
Wipro has partnered with Oracle for delivering this project and have a 100% partner commitment for the entire project life cycle.

Wipro has thought through the criticality and significance of this project for AWI and hence proposed a 100% onsite based delivery team with key profiles continuity commitment for the entire life cycle of the project.

Details of team members in the proposed project team

AWI will achieve program success and manage program risks through the key personnel profiles provided. Considering the critical nature of the program and its importance to AWI leadership, Floridians, Wipro has hand picked the team to bring in the public sector experience, deep technology and domain expertise required for the program success. These key personnel will be dedicated through the program implementation life cycle and will be accountable for the success of program delivery.

Wipro has provided a program structure in consideration with the multiple streams within the program, AWI SME team collaboratively working with Wipro teams.

Wipro understands AWI expects duration and tenure of the individual spent in the role.

S.No	Name	Role	Duration & Tenure	Experience
1	Scott Tomaszewski	Program Director	30 years	Resume attached as "AWI_Wipro_Key Profiles.docx"
2	Joseph Barra	Unemployment Compensation & Insurance Business Consultant SME	20+ years	

3	Jane Snurr	Unemployment Compensation & Insurance Technical Consultant SME	30+ years	
4	Muralidhara Honnur	Innovation Center of Excellence Advisory Head	16 years	
5	Naga Praveen Kumar Vutukuri	Delivery Manager	12+ years	
6	Sachin Mohile	Siebel Technical Architect	11 years	
7	Veer Raju	Siebel Enterprise Integration Manager	8 years	
8	Madhu Hosadurga Rajanna	OBIEE Architect	10+ years	
9	Girish S Patel	Public Sector Analytics Architect	10+ years	
10	Nayan R Gavaral	Integration Consultant	10+ years	
11	Humbert Piscitelli	Oracle Siebel Public Sector Architect	15+ years	
12	John Logsdon	CTI Architect	10 years	
13	Bhupendra Tandon	BI and CRM Architect	25+ years	
14	Bibin Kumar	Integration Architect	15 years	
15	Rajesh Dharia	Training Manager	10+ years	
16	Joel M Arrington	Claims SME	6 years	
17	Bruce Culpepper	Business Analyst	6 years	

Resumes of Key Personnel

Wipro has attached the key resume as "AWI_Wipro_Key Profiles.docx" to this technical response.

Plan for verification for each team member

Wipro adopts a structured strategic sourcing process followed for recruitment as depicted in figure below:-

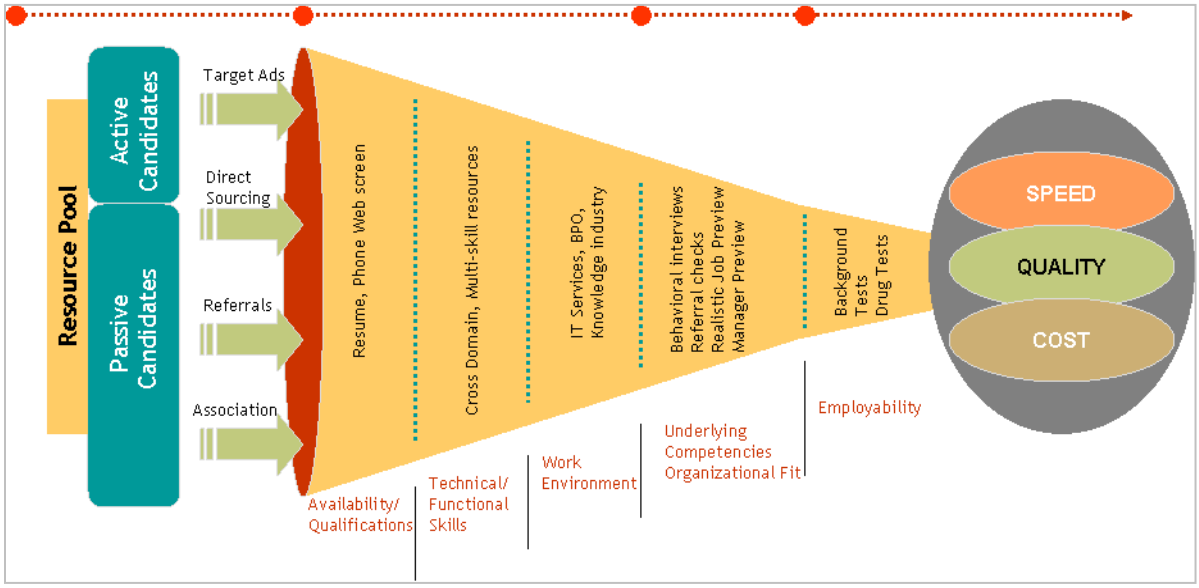


Figure 117: Wipro's Sourcing Strategy

As part of the sourcing process, Wipro performs the candidate backgrounds tests and checks before offering employment. For personnel joining Wipro in US or other countries, the respective background investigation process is followed. Specific to the request of AWI, Wipro will perform the necessary background investigations for personnel hired in US.

Wipro has an **Overseas Operations Cell (OOC**) dedicated to ensure compliance to immigration and labor regulations for respective countries including US where Wipro employees are relocated to service our customers.

Each employee joining Wipro has to undergo Medical Clearance from preferred Medical Agencies to ensure a healthy workforce. Wipro performs appropriate reference checks.

In order to ensure that all employees exhibit high level of integrity without any compromise, Wipro performs background checks on all new joinees. Wipro has a structured background verification process for all new joinees as described below:

Definition:

a) **Employment/Education Verification**: It is the verification done on the data given by the candidate/employee to Wipro Limited with regards to their Career History and or Education History.
b) **SIR / Blacklisted Company / Ombudsperson Input:** This verification covers any Malpractices/Integrity Issues raised against the employee prior/during the employment with Wipro Limited.

Types of Checks done by the External Agency:

a) Pre-Employment Verification (previous to the organization where the candidate is currently employed) before the candidate joins Wipro. (SLA: 7 working days)
b) Post–Employment Verification (previous to joining Wipro) after the candidate joins Wipro (SLA: 7 working days)

Education Verification after the candidate joins Wipro (SLA: 15 working days)

Background Verification Process for Wipro Employees:

Process Flow for Lateral Hires

1. **Pre-Joining: Check carried out before the candidate comes on-board -** The following Fig 4 below elucidates the Process Flow for Lateral Hires – Pre-Joining:

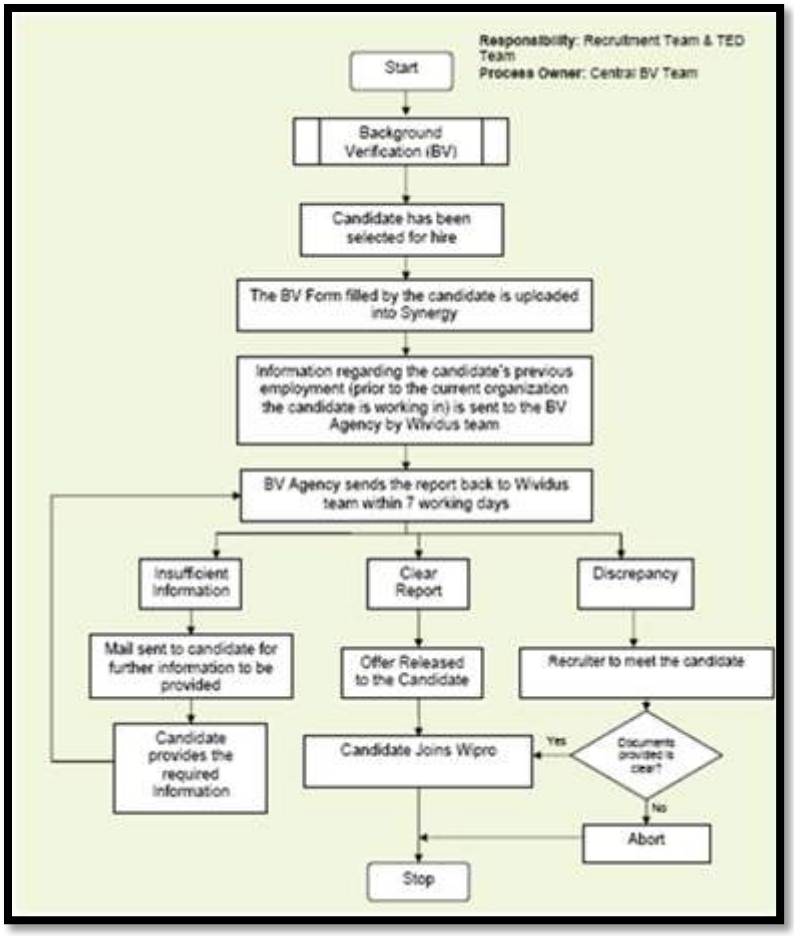


Figure 118: Process Flow for Lateral Hires – Pre-Joining

2. Post Joining: Check carried out once the candidate comes on-board.

The following Fig 5 below elucidates the Process Flow for Lateral Hires – Post Joining

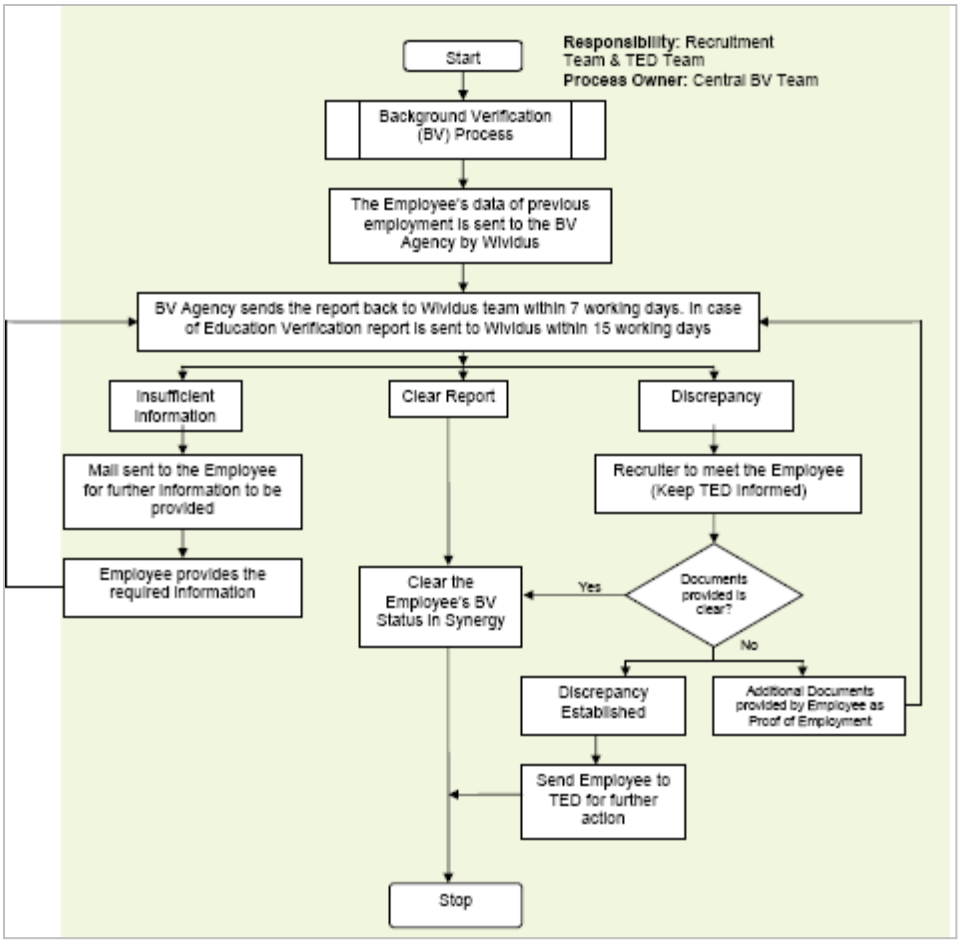


Figure 119: Process Flow for Lateral Hires – Post-Joining

3. Process Flow for Education Check

Wipro will be conducting the Education BV for 15% of the employees hired. The report on Education check will be sent by the external agency within 15 working days. Process for Education Check remains the same as in Post Joining Process.

4. Process Flow for Security Incident Report (SIR) & Ombudsperson Information and for Blacklisted Companies - The following Fig 6 below elucidates the process flow for SIR and Ombudsperson information and Blacklisted Companies:

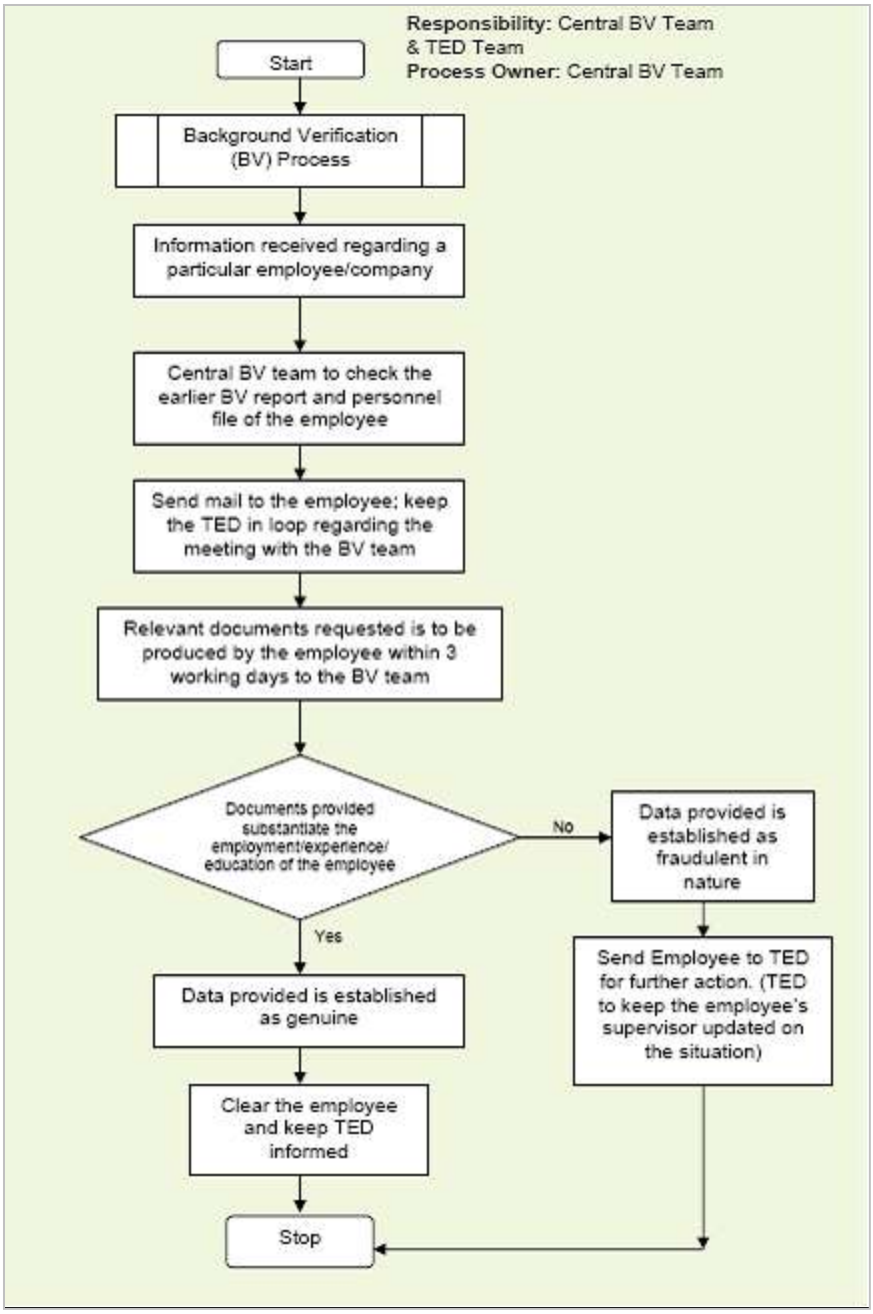


Figure 120: Process Flow for SIR and Ombudsperson information and Blacklisted Companies

Wipro confirms that all key personnel mentioned as a part of the team structure are free from any conflict of interest with the Agency.

Wipro demonstrates its commitment to the State of Florida such as minority business experience, charitable endeavors and mentoring.

Wipro confirms that all key personnel mentioned as a part of the team structure are free from any conflict of interest with the Agency.

Wipro demonstrates its commitment to the State of Florida such as minority business experience, charitable endeavors and mentoring

Senate Bill 2386

The Respondent shall provide the following information in their response

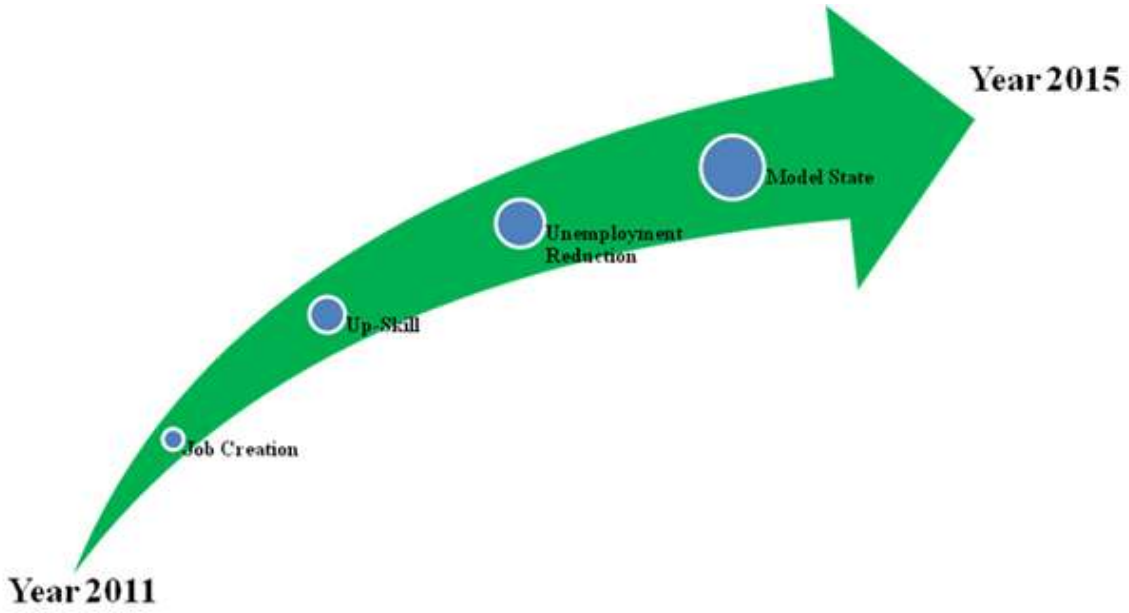


Figure 121: Plan to maximize utilization of Floridians

As part of the overall solution design, the plan to maximize the use of Florida-based residents, state products and other Florida based business is already within the solution vision

The proposed plan has 4 milestones to achieve from 2011 to 2015.

Job Creation - Wipro is committed to bring the best to AWI, from placing reports on Executives' Black Berries to working with local Tallahassee partners, from teaming with best Technology partners to hiring local Floridians. Wipro also has a program to hire local college talent and pay their tuition fees, give them a job while they are attending the school. We are in discussions with local Universities about this and finding a pool of diverse students to pull from. We are committed to **creating good jobs for Floridians** in Tallahassee.

Up-Skill - Wipro has provided charters of shared services, job creations and positive impact to Florida economy, e-University for Floridians **up skill programs**, proactive analytics frameworks, and technology innovation models like G-Cloud to influence Florida as a model state for future and enhanced business savings realization.

Unemployment Reduction - Wipro invests in setting up local offices based on our strategy and plans for growth, customer needs for local coverage and cost objectives. Wipro is willing to **invest in creating a local Florida office** to service the State of Florida in general and AWI in particular. State of Florida will benefit from Wipro's citizen centric up skill initiatives that help job creation and positive impact to economy.

Model State - We are planning to establish a **Wipro Government Center of Excellence** in Tallahassee to support this initiative and the others for Florida and beyond Tallahassee. Wipro's US Government business strategy has its focal point at Atlanta, Georgia. We will leverage our Atlanta Development Center (ADC) and hiring local talent in the south-eastern U.S, to provide state of the art service for its public sector clients. Much like our center in Atlanta where Wipro received 2010 Global Impact Award from Metro Atlanta Chamber of Commerce for success in job creation and positive impact on Atlanta's economy in 2009, we want to enable AWI to help Floridians in every way. Using a Florida project to improve service and help them back into the workforce as well as create local jobs.

Wipro has partnered with a Florida based minority business "Five Partners" for local talent acquisition and management.

Wipro firmly believes that this plan will help maximize the use of Florida-based residents, state products and other Florida based business.

Please refer to "AWI_Wipro_OSD MBE Certificate.pdf"
Please refer to 'AWI_Wipro_OSD MBE Certificate.pdf'.

Tab 8 - Attachments

ATTACHMENT A – REFERENCE FORM

ATTACHMENT B – DRUGFREE WORKPLACE CERTIFICATION

ATTACHMENT B – DRUGFREE WORKPLACE CERTIFICATION

Preference shall be given to businesses with drugfree workplace programs. Whenever two or more responses which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a response received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie responses will be followed if none of the tied Respondents have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2) Inform employees about the dangers of drug abuse in the workplace, the business policy of maintaining a drug-free workplace, available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees from drug abuse violations.
3) Give each employee engaged in providing the commodities or contractual services that are under this solicitation a copy of the statement specified in Subsection (1) above.
4) In the statement specified in Subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under this solicitation, the employee will abide by the terms of the statement and will notify the employee of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the work place no later than five (5) days after such conviction.
5) Impose a sanction, on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

_____

***Authorized Signature (Manual)**

Sridhar Ramasubbu
Company Secretary

***Authorized Signature (Typed), Title**

***This individual must have the authority to bind the Respondent.**

ATTACHMENT C – DISCLOSURE STATEMENT (CONFLICT OF INTEREST DISCLOSURE)

ATTACHMENT C – DISCLOSURE STATEMENT
CONFLICT OF INTEREST DISCLOSURE

The award hereunder is subject to the provisions of Chapter 112, Florida Statutes. Respondents must disclose with their bids whether any officer, director, employee or agent is also an officer or an employee of the Agency, the State of Florida, or any of its Agencies. All firms must disclose the name of any state officer or employee who owns, directly or indirectly, an interest of five percent (5%) or more in the Respondent's firm or any of its branches or affiliates. All Respondents must also disclose the name of any employee, agent, lobbyist, previous employee of the Agency, or other person, who has received or will receive compensation of any kind, or who has registered or is required to register under Section 112.3215, Florida Statutes, in seeking to influence the actions of the Agency in connection with this procurement.

The following persons are officers, director, employee, etc., have a 5% or greater interest in the Respondent's firm:

N/A

The following persons are a state officer or employee who owns 5% or greater interest in the Respondent's firm:

N/A

The following persons have sought to influence the Agency in this procurement on behalf of the Respondent.

N/A

☐ The Respondent has no conflict of interest to disclose and has had no person seeking to influence the Agency in connection with this procurement.

*Authorized Signature (Manual)

Sridhar Ramasubbu
Company Secretary

*Authorized Signature (Typed), Title

*This individual must have the authority to bind the Respondent.

ATTACHMENT D – CERTIFICATION REGARDING DEBAREMENT

ATTACHMENT D – CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION CONTRACTS/SUBCONTRACTS

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, signed February 18, 1986. The guidelines were published in the May 29, 1987, Federal Register (52 Fed. Reg., pages 20360-20369).

INSTRUCTIONS

1. Each provider whose contract/subcontract equals or exceeds $25,000 in federal monies must sign this certification prior to execution of each contract/subcontract. Additionally, providers who audit federal programs must also sign, regardless of the contract amount. The Agency for Workforce Innovation cannot contract with these types of providers if they are debarred or suspended by the federal government.

2. This certification is a material representation of fact upon which reliance is placed when this contract/subcontract is entered into. If it is later determined that the signer knowingly rendered an erroneous certification, the Federal Government may pursue available remedies, including suspension and/or debarment.

3. The provider shall provide immediate written notice to the contract manager at any time the provider learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

4. The terms "debarred," "suspended," "ineligible," "person," "principal," and "voluntarily excluded," as used in this certification, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the contract manager for assistance in obtaining a copy of those regulations.

5. The provider agrees by submitting this certification that, it shall not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this contract/subcontract unless authorized by the Federal Government.

6. The provider further agrees by submitting this certification that it will require each sub-contractor of this contract/subcontract, whose payment will equal or exceed $25,000 in federal monies, to submit a signed copy of this certification.

7. The Agency for Workforce Innovation may rely upon a certification of a provider that it is not debarred, suspended, ineligible, or voluntarily excluded from contracting/subcontracting unless it knows that the certification is erroneous.

8. This signed certification must be kept in the contract manager's contract file. Sub-contractor's certifications must be kept at the Respondent's business location.

CERTIFICATION

1. The prospective provider certifies, by signing this certification, that neither he nor his principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract/subcontract by any federal department or agency.

2. Where the prospective provider is unable to certify to any of the statements in this certification, such prospective provider shall attach an explanation to this certification.

*Authorized Signature (Manual)

Sridhar Ramasubbu
Company Secretary

*Authorized Signature (Typed), Title

ATTACHMENT E – CERTIFICATION REGARDING LOBBYING

ATTACHMENT E – CERTIFICATION REGARDING LOBBYING
CERTIFICATION FOR CONTRACTS, GRANTS,
LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of congress, an officer or employee of congress, or an employee of a member of congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of congress, an officer or employee of congress, or an employee of a member of congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

***Authorized Signature (Manual)**

Sridhar Ramasubbu
Company Secretary

***Authorized Signature (Typed), Title**

***This individual must have the authority to bind the Respondent.**

ATTACHMENT F – LIST OF SUBCONTRACTORS

ATTACHMENT F – LIST OF SUB-CONTRACTORS

Each Respondent shall submit with their response a list of the sub-contractors who will perform work under the contract resulting from this solicitation. The Respondent shall have determined to their own complete satisfaction that a listed sub-contractor has been successfully engaged in the related sub-contracted services and is qualified to provide the services for which each sub-contractor is listed.

In the event that no sub-contractor will be used, this list shall be returned indicating "No Sub-contractors will be used."

NO SUB-CONTRACTORS WILL BE USED: ☐

Sub-contractor Name:	ORACLE
Business Type:	SOFTWARE/SERVICES
Sub-contracted Services:	SIEBEL, OPA, OBIEE, CCA
Address:	1910 ORACLE WAY
City and Zip:	RESTON - VA 20190
Phone #	703-478-9000
FEIN #	94-2805249

Sub-contractor Name:	FIVE POINTS TECHNOLOGY GROUP
Business Type:	STATE OF FLORIDA CERTIFIED WOMEN OWNED SMALL BUSINESS
Sub-contracted Services:	SYSTEM AP. DEV
Address:	1334 TIMBERLANE RD
City and Zip:	TALLAHASSEE 32312 - FLORIDA
Phone:	850-459-3808
FEIN #	65-1018494

Sub-contractor Name:	
Business Type:	
Sub-contracted Services:	
Address:	
City and Zip:	
Phone #	
FEIN #	

Sub-contractor Name:	
Business Type:	
Sub-contracted Services:	
Address:	
City and Zip:	
Phone:	
FEIN #	

P.S. 1334 TIMBERLANE RD
SUITE - 14.

*Authorized Signature (Manual)

Sridhar Ramasubbu
Company Secretary

*Authorized Signature (Typed), Title

ORACLE
SUB-CONTRACTED SERVICES:
SIEBEL, OPA - ORACLE POLICY AUTOMATION, OBIEE - ORACLE BUSINESS INTELLIGENCE ENTERPRISE EDITION, CCA - ORACLE CONTACT CENTER ANYWHERE, IMPLEMENTATION SERVICES

*This individual must have the authority to bind the Respondent.

ATTACHMENT G – REFERENCE QUESTIONNAIRE

Wipro has shared the references as mentioned in ATTACHMENT A – REFERENCE FORM along with this technical response document

ATTACHMENT H – DUN & BRADSTREET QUALIFIER REPORT

Please find Wipro's DUN & BRADSTREET QUALIFIER REPORT attached to the technical response.

ATTACHMENT I – NON-COLLUSION AFFIDAVIT

ATTACHMENT I – NON-COLLUSION AFFIDAVIT

By signature below I state that I am authorized to make this affidavit on behalf of this firm, and its owner, directors, and officers. I am the person responsible in this firm for the price(s) the amount of this reply, and the preparation of the reply.

I state that

1. The prices(s) and amount of this reply have been arrived at independently and without consultation, communication or agreement with any other contractor, bidder or potential bidder.
2. Neither the price(s) nor the amount of this reply, and neither the approximate price(s) nor approximate amount of this reply, have been disclosed to any other firm or person who is a bidder or potential bidder, and they will not be disclosed before bid opening.
3. No attempt has been made or will be made to induce any firm or persons to refrain from submitting a reply for this contract, or to submit a price(s) bid higher that the price(s) in this reply, or to submit any intentionally high or noncompetitive price(s) or other form of complementary reply.
4. The reply of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive reply.
5. Wipro Inc its affiliates, subsidiaries, officers, director and employees are not currently under
   (Name of Firm)
   investigation by any governmental Agency and have not in the last three years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding on any public contract, except as follows:
   I state that Wipro Inc understands and acknowledges that the
   (Name of Firm)
   above representation are material and important, and will be relied on by State of Florida for which this bid is submitted.

I understand and my firm understands that any misstatement in this affidavit is and shall be treated as fraudulent concealment from the State of Florida of the true facts relating to the submission of bids for this contract.

Authorized Signature: X _____ Date: 6-11-10

State of NEW Jersey, County of Middlesex

Sworn to and subscribed before me this 11 day of June, 2010

By Elissa A. Davis as Notary for Wipro Inc
(Name of person) (Type of Authority, Officer, Attorney) (Firm/Company Name)

ELISSA A. DAVIS
NOTARY PUBLIC OF NEW JERSEY
Commission Expires 2/25/2013

_____ (Signature of Notary Public) _____
Print/Type/Stamp Commissioned Name of Notary Public

Personally Known_____ or Produced Identification_____

Type of Identification Produced _____

ATTACHMENT J – PROOF OF SIGNATURE AUTHORITY

ATTACHMENT J – PROOF OF SIGNATURE AUTHORITY

This Invitation to Negotiate shall include proof of signature authority **if someone other than the President or Chairman of the Board of Directors signs the reply to this Invitation to Negotiate.**

This proof shall be one of the following:

- A written statement by the President or Chairman of the Board delegating authority to a particular person; or
- A copy of the entity's by-laws reflecting signature authority to a particular person; or
- A copy of the Board of Directors meeting minutes that show action to delegate signature authority to a particular person or position.

If delegating signature authority, please complete the below and include one of the above required documents.

Azim Premji, CHAIRman

(Type Name and Title of President or Chairman of the Board of Directors)

Sridhar RAMASubbu

(Type Name of Person to Whom Signature Authority is Delegated)

Secretary

(Type Title of Person to Whom Signature Authority is Delegated)

ATTACHMENT K – CERTIFICATE OF GOOD STANDING

State of Florida

Department of State

I certify from the records of this office that WIPRO INC. is a corporation organized under the laws of Delaware, authorized to transact business in the State of Florida, qualified on September 23, 2009.

The document number of this corporation is F09000003795.

I further certify that said corporation has paid all fees due this office through December 31, 2009, and its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of Florida, at Tallahassee, the Capital, this the First day of June, 2010

Kurt K. Roberts

Secretary of State

Authentication ID: **200181555052-060110-F09000003795**

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.
https://efile.sunbiz.org/certauthver.html

ATTACHMENT L – CERTIFIED SERVICE DISABLED VETERAN BUSINESS ENTERPRISES CERTIFICATION

N/A

ATTACHMENT O – RESPONSE TO SCOPE OF WORK

ATTACHMENT O – RESPONSE TO SCOPE OF WORK

This form allows Contactors to propose modifications to the draft SOW language provided in Section D, Exhibit 1 of this ITN. All proposed modifications are subject to negotiations and do not imply agreement by the Agency. If no modification is proposed, enter "Accepted" in the table for each SOW section. This form may be expanded as needed to facilitate response to this requirement.

SOW Section	Proposed Modification to SOW Language or "Accepted"
PROBLEM STATEMENT	ACCEPTED
CONTRACT OBJECTIVES	ACCEPTED
COORDINATION WITH THE AGENCY & OTHER ENTITIES	ACCEPTED
PROJECT GOVERNANCE	ACCEPTED
PROJECT SOFTWARE DEV LIFECYCLE PHASES	ACCEPTED
OVERALL MANAGEMENT RESPONSIBILITIES	ACCEPTED
PHASES, TASKS & DELIVERABLES	ACCEPTED
TRAINING & DOCUMENTATION	ACCEPTED
DELIVERABLES	ACCEPTED
SERVICE LEVELS & LIQUIDATED DAMAGES	ACCEPTED
SYSTEM SUPPORT SERVICES	ACCEPTED

X

*Authorized Signature (Manual)

Sridhar Ramasubbu
Company Secretary

*Authorized Signature (Typed), Title

ATTACHMENT P – RESPONSE TO SPECIAL CONDITIONS

ATTACHMENT P – RESPONSE TO SPECIAL CONDITIONS

This form allows Contractors to propose modifications to the Special Conditions language provided in the Agency's contract, Section D, Exhibit 3 of this ITN. All proposed modifications are subject to negotiations and do not imply agreement by the Agency. If no modification is proposed, enter "Accepted" in the table for each Special Condition. This form may be expanded as needed to facilitate response to this requirement.

Special Condition Section	Proposed Modification to Special Condition Language or "Accepted"
2.0 3.0 4.0	ACCEPTED
5.0 6.0 7.0	ACCEPTED
8.0 9.0 10.0	ACCEPTED
11.0 12.0 13.0	ACCEPTED
14.0 15.0 16.0	ACCEPTED
17.0 18.0	ACCEPTED
19.0 20.0 21.0	ACCEPTED
22.0 23.0	ACCEPTED

X

*Authorized Signature (Manual)

Sridhar Ramasubbu
Company Secretary

*Authorized Signature (Typed), Title

ATTACHMENT Q – REQUIREMENTS RESPONSE MATRIX

Wipro has attached ATTACHMENT Q – REQUIREMENTS RESPONSE MATRIX as “AWI_Wipro_ ATTACHMENT Q – REQUIREMENTS RESPONSE MATRIX.xlsx”

ATTACHMENT R – REQUIREMENTS RESPONSE SUMMARY FORM

ATTACHMENT R – REQUIREMENTS RESPONSE SUMMARY FORM

For Attachment R, each respondent shall complete and return with the response the Requirements Response Summary Form (Attachment R).

Respondent Response	Definition
0	Cannot Support requirement - The business function is not included in the base product, the base product cannot be configured, or customized software cannot be developed to meet the required functionality.
1	Customization required - The business function requires customized changes to the base product or software development apart from the base product's design, process or structure or customized software needs to be developed to meet the required functionality or integration with another software is needed.
2	Configuration required - The business function can be met by configuring the base product. In this context, "configuring" means that coding is not required.
3	Included in base product - The business function is included in the base product(s) and is fully demonstrable.
Note:	The Extent of Effort information is required if the contractor's response to the requirement is 1 or 2 (Customization Required or Configuration Required).
Extent of Effort	**Definition**
Trivial	Less than 8 hours
Low	9 hours to 80 hours
Medium	81 hours to 500 hours
High	501 hours and above

Respondent Response	Extent of Effort	Totals
0 - Cannot Support Requirement		0
0 Total		**0**
1 - Customization Required	Trivial	0
	Low	0
	Medium	1
	High	2
1 Total		**3**
2 - Configuration Required	Trivial	53
	Low	655
	Medium	148
	High	
2 Total		**856**
3 - Included in Base Product		625
3 Total		**625**
Grand Total		**0**

ATTACHMENT S – COST RESPONSE

Wipro has attached the Attachment S – Cost Response as “AWI_Wipro_ ATTACHMENT S – COST RESPONSE.xlxs”