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Dandelion@Client Governance Plan

Abstract

[Excerpt] The Dandelion Governance Plan is intended to define, based on the design of the global Dandelion Program operating model, the governance and interaction points between Hewlett Packard Enterprise (HPE) and Clients of the Dandelion Program.

Keywords

Dandelion program, dandelion, autism, autism spectrum, hpe, Hewlett Packard Enterprise, business, governance

Comments

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Dandelion@Client Governance Plan



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v.11	08/11/2016	Nick Curtis	Genericizing of document
v.11.1	12/04/2017	George Dionysopoulos	Rebranding

1. Terms and definitions

Term/acronym	Definition
AS	Autism Spectrum
COB	Close of business
COC	Client Operations Centre
DXC	DXC Technology
ICTSO	ICT Security Operations
OTARC	Olga Tennison Autism Research Centre
SME	Subject Matter Expert

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2. Purpose

The Dandelion Governance Plan is intended to define, based on the design of the global Dandelion Program operating model, the governance and interaction points between DXC Technology and Clients of the Dandelion Program.

3. Introduction

The Dandelion Operating Model is a global model and is, as far as possible, standardised across all Dandelion Teams across all Dandelion Program customers. The prime purpose of the operating model is to provide the support needed to the Dandelion team, enabling them to achieve their highest level of productivity under the most ideal conditions, and to satisfy their autism related needs.

Within this model, it is important to ensure a consistent flow of high quality work is available, enabling the Dandelion Team to remain engaged and busy. The governance plan is designed to allow this flow of work from the Client into the Dandelion Team for dissemination and delivery, whilst supporting their technical learning and autism needs.

The governance at the operational level must be an interactive sharing process between the Dandelion Team Manager and the Dandelion Operations Manager.

The Dandelion Program governance process is not intended to be complex and provides stakeholders and operational team members with a framework for communication, decision making and risk management.

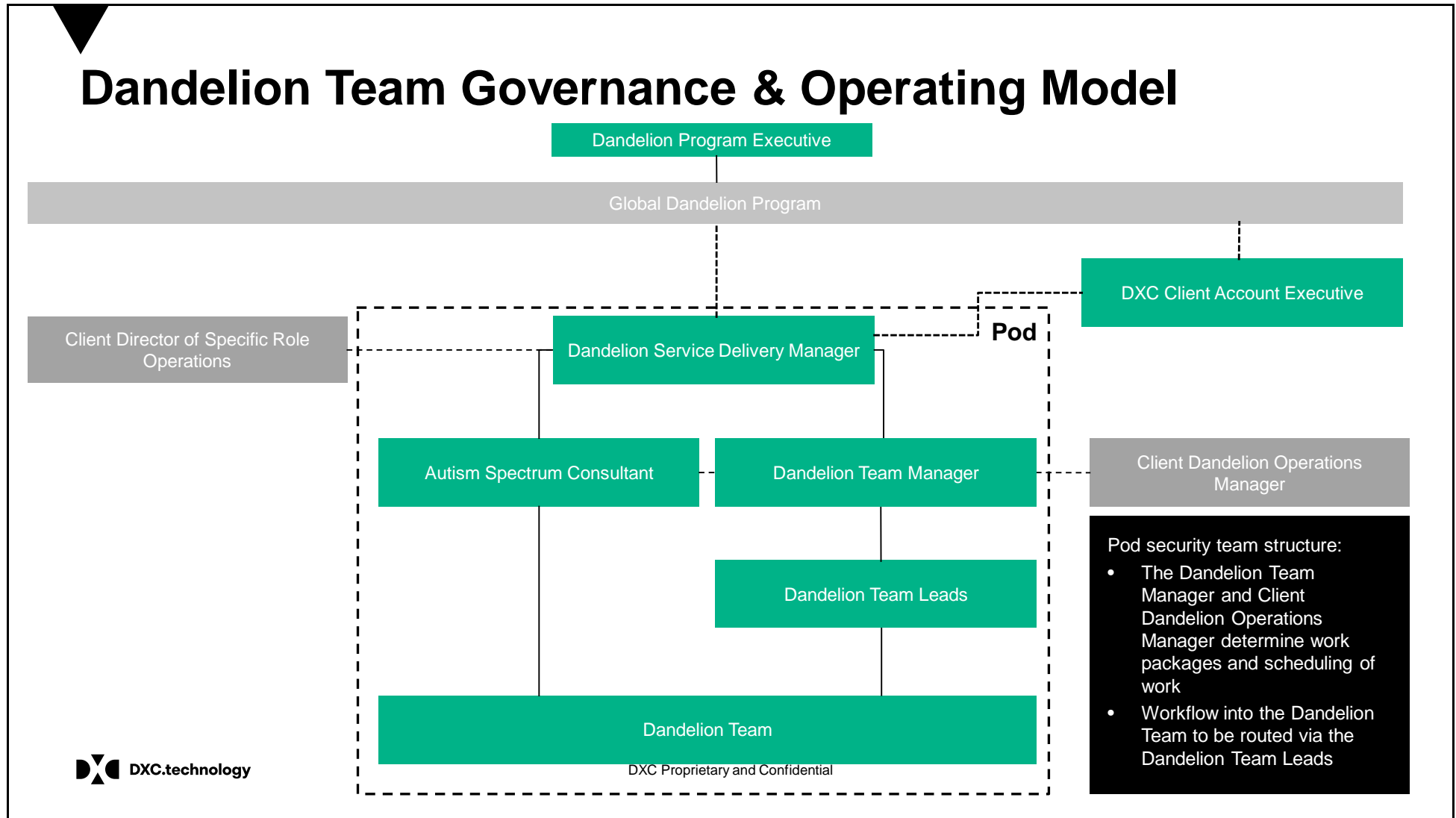
4. Principles Based Engagement

The philosophy and values around the Dandelion@Client Program is to establish and nurture the development of professional ICT security skills within the Dandelion Team. Both DXC and the Client are invested in, and obligated to understand, the development of individual skills, as well as fostering effective and productive working relationships in a safe, supportive environment.

To achieve this, DXC will adhere to a framework and use a “principles” based approach, to manage and deliver work packages. These are:

- The Dandelion Team strengths, skills, and areas of interest will be assessed by DXC Dandelion Team Leads;
- Dandelion Team Leads will encourage the Dandelion Team to work collaboratively, and to explore different roles and activities required to deliver work packages or small projects within the Client. This is intended to expose the Dandelion Team to different aspects of delivery within the specific roles required by the Client, and to provide an appreciation of the diverse skills needed to deliver within Client organisations (legislative, governance, transparency, compliance, service delivery, and sustainment);
- Dandelion Team Leads will work consultatively with SMEs within Client areas to identify and scope needs and requirements, as well as skills and disciplines needed to deliver or assist areas within the required role;
- The Dandelion Team are managed by the DXC Dandelion Team Manager, and are supported by the DXC Autism Spectrum Consultant. The Dandelion Team are not directly contracted resources. DXC staff have a duty of care, and are obligated to provide individualised and appropriate levels of support to each Dandelion Team member.
- The Dandelion Team will be encouraged and supported by Dandelion Team Leads to engage and build a rapport with Client SME through work packages; and
- As professional working relationships develop, the Dandelion Team, when able to work with SMEs with minimal guidance and direction from Dandelion Team Leads, will be encouraged to do so.

5. Dandelion Team Governance & Operating Model (Figure 1)



6. Roles and Responsibilities

6.1 Role Owners

DXC	Dandelion Program Executive
	Account Executive
	Service Delivery Manager
	AS Consultant
	Dandelion Team Manager
	Dandelion Team Lead
	Dandelion Team Lead
Client	Assistant Secretary
	Dandelion Operations Manager
	Director of Operations

6.2 DXC Role Responsibilities

Dandelion Program Executive

The Dandelion Program Executive is responsible for the global Dandelion Program strategic direction, service offerings, and expansion into other regions and industries.

Account Executive

The Account Executive is responsible for the overall commercial relationship between the Client and DXC, and sets the strategic direction of product and service offerings to meet the Client's needs. Account level point of escalation.

Service Delivery Manager

The Service Delivery Manager is accountable for delivery of the Dandelion Program, to both the Client and the DXC Account Executive. The Service Delivery Manager is a key point of escalation, as per the Escalation Procedure documented in this plan. Further responsibilities are identified in the RACI chart later in this section.

Autism Spectrum Consultant

The Autism Spectrum (AS) Consultant is responsible for ongoing support around AS resources and the wider team (DXC and the Client). The AS Consultant provides support, training, and individual planning for each Dandelion Team member. They are a single point of contact and escalation point for any AS related issues or needs, and provide personal counselling and referrals for the Dandelion team members.

Dandelion Team Manager

The Dandelion Team Manager manages the Dandelion Team and the pipeline of work. They work with the Client to define work packages, and establish a consistent flow of work for the team. They are responsible for developing and maintaining project schedules, as well as creating and distributing status reports in accordance with stipulated timeframes with the Client. They are a single point of contact and escalation point for Dandelion Team work related matters.

Dandelion Team Leads

The Dandelion Team Leads are responsible for all task preparation and execution. They support and act as mentors for the Dandelion Team. They participate in preparing the Dandelion Team to understand and execute tasks, and perform peer reviews of completed work. They will report preparation, execution, and completion status to the Dandelion Team Manager and the Client team leads. The Dandelion Team Leads will participate in reviews of work allocation and development of the Dandelion Team.

Dandelion Team

The Dandelion Team are responsible for execution of tasks allocated to them through work packages. They will work under the supervision and training of the Dandelion Team Leads, until their skills in this area have been developed.

6.3 Client Role Responsibilities

Assistant Secretary

The Assistant Secretary is responsible for the commercial relationship between the Client and DXC and, with the DXC Account Executive, defines the strategic direction of product and service offerings to meet the Client's needs. The highest Client escalation point. Recipient of fortnightly and quarterly reporting.

Director of Operations

The Director of Operations representative is responsible for dealing with any escalations that cannot be resolved via the Dandelion Operations Manager, and works with the DXC Service Delivery Manager as a key point of contact. They are responsible for changes to the Official Order and other service operational matters that are not specific to the daily pipeline of work being performed by the team. Recipient of fortnightly and quarterly reporting, and chair of the Dandelion Operations Forum.

Dandelion Operations Manager

The Dandelion Operations Manager works with the Dandelion Team Manager to define the pipeline of work (though work packages), and appropriate training to support that pipeline. They act as a first point of contact and escalation for matters concerning Client supplied tools, systems, and related access or permissions. Recipient of fortnightly and quarterly reporting.

6.4 Detailed Responsibilities (RACI)

Organisation	DXC							Client		
	Dandelion Program Executive	Account Executive	DXC Service Delivery Manager	AS Consultant	Dandelion Team Manager	Dandelion Team Leads	Dandelion Team	Assistant Secretary	Director of Operations	Dandelion Operations Manager
Role										
Dandelion Program Global Strategy	RA	I	C	C	I	I	I	I	I	I
Dandelion@Client Commercial Agreements	I	RA	C	I	I			R	C	I
Overall Service Delivery	I	A	R	I	I			I	R	I
Provide Autism Related Training			A	R						
Develop Autism Strategies			A	R	I	I				I
Deliver Autism Strategies			A	R	R	R	I		C	C
Monitor Progress of the Dandelion Team			A	R	R	R				
Report Progress of the Dandelion Team			A	R	R	R			C	C
Develop Program Wide Autism Strategies	A		I	R						
Provide Fortnightly Status Reporting		C	A	C	R			I	I	C
Provide Quarterly Reporting		C	A	R	R			I	I	C
Lead Dandelion Operations Forum		I	R						A	
Participate in Dandelion Operations Forums		I	R	R	R	R		I	A	R
Mentor the Dandelion Team			R	A	R	R				R
Define Work Package Requirement					C				I	RA
Receive Work Package Requirement					RA				I	C
Define Training to Meet Work Package				C	RA	C				C
Deliver Training to Meet Work Package			I	C	RA	R			I	C
Disseminate & Manage Team Work Packages			I	C	RA					
Deliver Work Packages			I	C	RA	R	R		I	I

R=Responsible, A=Accountable, C=Consulted, I=Informed

7. Dandelion Program Overview

7.1 Autism Management Strategy

The overall Dandelion Program autism management strategy is determined and governed by the Dandelion Program Autism Spectrum Consultant Group, which is the collective of all Dandelion Program AS Consultants in consultation with the Olga Tennison Autism Research Centre (OTARC). Meetings are held monthly.

Output from these meetings and operational governance will be incorporated into the Dandelion Program Operating Manual, which is an internal DXC document used to govern day to day Dandelion Team operating methodology globally. It does not govern the work component.

7.2 Dandelion Program Transition Planning

The transition of the Dandelion Team from the pod into which they joined is managed through the Dandelion Program Transition Plan.

This determines the process, conditions, readiness, training, reporting, and support strategy that will govern how a person transitions out of a Dandelion Team into another working area or role. This process will be managed by the AS Consultant.

7.3 Dandelion Program Research

Olga Tennison Autism Research Centre (OTARC) at Latrobe University is managing and governing the Dandelion Program Research. This research considers the impact of the program and activities within the program on the health and wellbeing of the team members, colleagues, customers, and families.

Their work is undertaken under approval from ethics committees assigned by Latrobe University and the Client.

7.4 Dandelion Program Life Skills Development

The Dandelion Program develops 'life skills' programs for team members. These encompass activities including:

- Financial Management;
- Nutrition;
- Diet and Exercise;
- Cooking Skills; and
- Wellness.

These are developed by the Dandelion Program Autism Spectrum Consultant Group, in conjunction with OTARC and third party providers.

7.5 Dandelion Program Management Training

The Dandelion Program Management Training has been developed by the Dandelion Program Autism Spectrum Consultant Group, to train DXC and Client employees who will be managing Dandelion Teams about how to appropriately manage people on the Autism Spectrum. This training is a global tool available to the Dandelion Program.

8. Dandelion Operations Forum

The Dandelion Operations Forum is a joint status meeting that is held every fortnight and is chaired by the Client Director of Operations. The meetings are important to ensure that communication of delivery against expectations is being met by both the Dandelion Team and the Client. The meeting is the main method of discussing operational progress, resolving roadblocks, and planning change.

The meetings are supported by information from the fortnightly reports that are produced by the Dandelion Team Manager and are distributed to the Client Assistant Secretary, Client Director of Operations, and Client Dandelion Operations Manager by the DXC Service Delivery Manager.

The reporting also ensures that the DXC Service Delivery Manager and DXC Account Executive are kept fully informed regarding Dandelion Team progress, and any risks or issues that arise.

9. Operations Forum Artefacts

9.1 Terms of Reference

The Dandelion Operations Forum is run based upon a standardised Dandelion Program Terms of Reference (Appendix A). The Terms of Reference will be reviewed at the initial and subsequent meeting and annually thereafter, unless specifically requested.

9.2 Frequency

The Dandelion Operations Forum frequency is documented and modified via the Terms of Reference.

9.3 Agenda

A standardised Dandelion Operations Forum Agenda will be supplied in advance for each meeting by the DXC Service Delivery Manager. Any additional topics to be requested should be notified to the DXC Service Delivery Manager for inclusion. The standard Operations Forum Agenda template can be found as Appendix B.

9.4 Meeting Minutes

The Dandelion Operations Forum is minuted by the DXC Service Delivery Manager. The standardised Dandelion Operations Forum minute template is attached as Appendix C.

10. Reporting

10.1 Fortnightly

A fortnightly status report will be produced by the Dandelion Team Manager. This is intended to show the status of the Dandelion Team, and the delivery factors over the prior two weeks and the upcoming two week period. This report is delivered to the DXC Service Delivery Manager on each Friday fortnightly and reviewed with the DXC Account Executive, prior to being delivering to the Client Assistant Secretary, Client Director of Operations, and the Dandelion Operations Manager. The report format is attached at Appendix D.

10.2 Quarterly

The quarterly report contains a summary of the technical capabilities and workplace integration progress of members of the Dandelion Team for the prior quarter. It details appropriate development actions to further develop individual team member's skills or autism self-management.

Data for the assessment is collected through one to one meetings held with Dandelion Team members and Dandelion support team. The report template is attached at Appendix E.

11. Escalation Procedure

In the event of a requirement to escalate an issue the escalation path, events, and triggers for both DXC and Client are as follows:

Escalation Path	DXC Role	Client Role	Escalation Event	Escalation Trigger
Level 1 Autism related	AS Consultant	Dandelion Operations Manager	(a) Cannot agree on issue resolution or (b) Require clarity or confirmation whether issue is actually a scope change	The earlier of: (a) 1 week elapsed period of non-resolution or (b) Delivery objectives negatively impacted
Level 1 Work related	Dandelion Team Manager	Dandelion Operations Manager	(a) Cannot agree on issue resolution or (b) Require clarity or confirmation whether issue is actually a scope change	The earlier of: (a) 1 week elapsed period of non-resolution or (b) Delivery objectives negatively impacted
Level 2	DXC Service Delivery Manager	Director of Operations	(a) Cannot agree on issue resolution or (b) Require clarity or confirmation whether issue is actually a scope change	The earlier of: (a) 1 week elapsed period of non-resolution or (b) Delivery objectives negatively impacted
Level 3	DXC Account Executive	Assistant Secretary	(a) Contractual obligations not being met by either party or (b) Cannot agree on delivery scope change or (c) Cannot agree on issue resolution	The earlier of: (a) 2 weeks elapsed period of non-resolution or (b) Delivery objectives negatively impacted

Appendix A – Dandelion Operations Forum Terms of Reference

Chair:	Customer TBA - Role
Deputy Chair:	TBA – DXC Account Executive
Establishment Date:	May 2016

Objectives

The Dandelion Operations Forum objective is to monitor and discuss the day to day and future progress of the Dandelion team. The Operations Forum provides the leadership of the Dandelion team the opportunity to share and learn from each other's successes and challenges, and identify opportunities for improving the operations of the Dandelion program at <customer>

Scope

The Dandelion Operations Forum will discuss opportunities and challenges facing the Dandelion team in areas such as:

- Work load and packages
- Ongoing progress of Dandelion teams or individual members
- Transition activities
- Workplace Health
- Staffing needs
- Leave
- Risks and issues

The Dandelion Operations Forum may provide recommendations to <customer> executives about specific opportunities that are identified through the program.

The Dandelion Operations Forum may seek assistance from <customer> executives to address specific issues that impair the effective operation of the Dandelion program.

Meeting Protocols

Members may only delegate to officers formally acting in their position, unless otherwise agreed by the Chair. Others may be invited to attend on an 'as-needed' basis, as determined by the Chair.

Decisions from each meeting, as well as a list of Action Items, recorded by the Secretariat.

Performance Measures

Members of the Committee will be required to annually evaluate the operation of the Committee against its objectives and scope. This may result in suggestions for improvement or refinement of these Terms of Reference.

Appendix B – Dandelion Operations Forum Agenda

Purpose:	Three weekly Dandelion Team operational review				
Meeting Date:	DD/MM/YY	Start Time:	HH:MM	End Time:	HH:MM
Location:	Meeting Room and Conference Call Details				
Attendees:			Customer (Chair)		
			DXC Account Executive (Co Chair)		
			Customer (Secretariat)		
			DXC (Secretariat)		
			DXC (SDM)		
			DXC (AS Consultant)		
			DXC (Dandelion Team Technical Manager)		

Agenda Items

Number	Topic	Sponsor
1	Welcome and apologies	Chair
2	Review of Actions	Chair
3	Fortnightly Report	DXC SDM
4	Operations Status Update (including review of risks)	All
5	Notified Topics	TBA
6	Other business	All
7	Wrap up and Close	Chair

Next Meeting to be held on Date-Month-Year, Time (Every three weeks)

Appendix C – Dandelion Operations Forum Minutes

Purpose:	Three weekly Dandelion Team operational review				
Meeting Date:	DD/MM/YY	Start Time:	HH:MM pm	End Time:	HH:MM pm
Location:	Meeting Room and Conference Call Details				
Attendees:			Customer (Chair)		
			DXC Account Executive (Co Chair)		
			Customer (Secretariat)		
			DXC (Secretariat)		
			DXC (SDM)		
			DXC (AS Consultant)		
			DXC (Dandelion Team Technical Manager)		
Apologies:					

Meeting Notes

Item	Notes	Presenter
1 - Welcome & Apologies		Chair
2 - Review of Actions		Chair
3 - Fortnightly Reports		DXC SDM
4 - Operations Status review of risks & Issues		All
5 - Other notified topics		
6 - Other Business		All
7 - Meeting Close		Chair

Actions and Decisions:

Active Agenda Items

Number	Responsible	Actions/Decisions	Due Date	Date Closed
		None identified		

Recently Closed Actions

Number	Responsible	Actions/Decisions	Due Date	Date Closed
		None identified		

Meeting Decisions

Number	Responsible	Actions/Decisions	Date Closed
		None identified	

Next Meeting to be held on DD/MM/YYYY at HH:MM CST.

Appendix D – Dandelion Operations Fortnightly Reporting

Dandelion Program – City Fortnightly Status Report

Report Date

DD Month

Status Overview – City & Team Name

Sufficient & Appropriate Work	Replace this text with a status of whether you have sufficient work for the team and that it is the right type of work based upon the roles they are performing. Do not complete with a complete with a list of upcoming work
Resources	Replace this text with a status of the availability of team and support resources resources
System and Environment Availability	Replace this text with a status of the availability of the systems and environments that the team the team are working on. Non availability of environments impacts stress and anxiety as well as as well as limiting available work

Key Activities and Achievements

<p>Achievements this Period:</p> <ul style="list-style-type: none"> Replace this text with a list of good news stories and a brief descriptions of major pieces of completed work 	<p>Activities for the Next Period:</p> <ul style="list-style-type: none"> Replace this text with a list of brief descriptions of planned or expected upcoming work or events
--	---

Risk or Issue Description	Impact Description	Treatment Plan	Impact Rating	Owner
1	Describe the impact of the risk or issue that you are reporting reporting	Describe how this risk is to be mitigated or how the issue will be managed managed	High Medium Low	Name of risk owner
2				
3				

Appendix E – Dandelion Quarterly Reporting

Dandelion Program

Choose an item.

Summary of Technical Capabilities and Development Actions

Choose an item.

Authors:

Choose an item.

DXC Dandelion Program Autism Spectrum Consultant

Choose an item.

DXC Dandelion Program Team Manager

Choose an item.

Introduction

This document contains a summary of the technical capabilities and workplace integration progress of members of the Choose an item. Dandelion Team for the period of Choose an item. and appropriate development actions to further develop individual team members.

Data for the assessment is collected through one to one meetings held with Dandelion team members and support staff. Each quarter throughout the year, the DXC AS Consultant will provide the DXC Capability Manager with an average of the past three months scores gathered from the one to one meetings for each member of the Dandelion Team.

Scores are set as follows:

- 9-10 Achieved above expectation
- 5-8 Successfully met all expectations
- 3-4 Met most expectations and developing into role
- 1-2 Did not meet expectations

Based upon the following criteria:

Technical Capabilities

- <defined technical capabilities for team work type>

Integration into the Workplace

- Coping in the work environment
- Coping with the hours of work
- Integration with the team

Technical Capabilities

KEY POINT: All team members are competent in <range of technical tasks> with ratings between 5 and 7 which denotes that they are successfully meeting expectations.

There have been some challenges in developing the technical capabilities over the reporting period. These include:

List 4-5 challenges during this rating period here

-
-

Highlights:

Over the reporting period, the following achievements have been identified:

List technical achievements/highlights during this rating period here

-
-

Integration into the Workplace

KEY POINT: All team members are successfully meeting expectations in the workplace with ratings between 5-9 which denotes that they are successfully meeting or exceeding expectations.

At the time of writing, all team members are managing their anxiety, social interactions, and challenges related to co-morbidities.

Dealing with constant change can exacerbate anxiety of those with an Autism diagnosis. The leadership team of the Dandelion program are alert to this risk and are working to minimize the impact of change on the team members.

Ratings for this assessment criteria can sometimes go down if a team member has high anxiety or is struggling with social interactions or family issues. Strategies are instigated to raise the ratings as these challenges pass.

Health and Lifestyle interventions to improve success in the workplace:

Currently the Autism Consultant is assisting the Dandelion team with strategies for:

- Low to medium level mental health
- Family issues
- Diet and nutrition
- Financial independence
- Executive functioning challenges
- Further education
- Social interactions

Highlights:

Over the reporting period, the following achievements have been identified:

List social/emotional achievements during this rating period here

-
-
-

Development Actions

The following development actions have been identified for the Choose an item. Dandelion team:

List the training required or focused on during this rating period here

-
-

Highlights:

Over the reporting period, the following achievements have been identified:

List learning/training achievements during this rating period here

-
-