



# USA Contact

**Response to RFP No. GSV07PD0003**

**Technical Proposal Revision 01**

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VANGENT 

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## Acronym List

Acronym	Definition
AAPS	Automated Applicant Processing System
ACSI	American Customer Satisfaction Index
ADA	Americans with Disabilities Act
ADDIE	Analysis, Design, Development, Implementation, and Evaluation
AIB	Arizona Industries for the Blind
AIP	Accuracy of Information Provided
ANI	Automatic Numbering Identification
ASC	Application Support Center
ASR	Advanced Speech Recognition
ASTD	American Society for Training and Development
AVR	Automated Voice Response
BRM	Business Reply Mail
C&A	Certification and Accreditation
CAPA	Corrective Action Preventive Action
CATI	Computer Assisted Telephone Interviewing
CCB	Configuration Control Board
CDC	Centers for Disease Control and Prevention
CDR	Contingency and Disaster Recovery
CFSR	Contract Funds Status Report
CIAC	Call Center Industry Advisory Council
CMMI	Capability Maturity Model Integration
CMR	Certified Marketing Representative
CMS	Centers for Medicare & Medicaid Services
CMT	Crisis Management Team
COTS	Commercial Off-the-Shelf
CPS	Central Processing System
CRP	Community Rehabilitation Provider
CSB	Common Services for Borrowers
CSO	Chief Security Officer
CSR	Customer Service Representative
CTI	Call Transfer Interface
CTI	Computer Telephony Integration
DAA	Designated Approving Authorities
DAI	Development Alternatives, Inc.
DNIS	Dialed Number Identification Service
ED	U.S. Department of Education
EEOC	Equal Opportunity Employment Commission
ESC	Editorial Services Contract
ETL	Extract, Transform, and Load
FAFSA	Free Application for Federal Student Aid
FAQ	Frequently Asked Question
FCC	Federal Communications Commission
FEBI	Front End Business Integration
FISMA	Federal Information Security Management Act
FOTW	FAFSA on the Web
FSA	Federal Student Aid
FSAIC	Federal Student Aid Information Center
FTP	File Transfer Protocol
GSA	General Services Administration
HHS	Health and Human Services
HIPAA	Health Insurance Portability and Accountability Act
ICMI	Incoming Calls Management Institute
ICR	Intelligent Call Routing
IP	Internet Protocol

Acronym	Definition
IQAU	Independent Quality Assurance Unit
IS	Information Specialist
ISS	Information Systems Security
IT	Information Technology
IVR	Interactive Voice Response
JWOD	Javits- Wagner-O'Day
LEC	Local Exchange Carrier
LLE	Language Learning Enterprises, Inc.
MMA	Medicare Modernization Act
MWMR	Monthly Work and Management Report
NARFE	National Association of Retired Federal Employees
NCC	National Contact Center
NCSC	National Customer Service Center
NDW	National Data Warehouse
NGD	Next Generation Desktop
NISH	National Industries for the Severely Handicapped
NTI	National Telecommuting Institute
OCTS	Ombudsman Case Tracking System
OIMS	Oracle Identity Management Suite
OPM	Office of Personnel Management
OPM-RIO	Office of Personnel Management, Retirement Information Office
OSHA	Occupational Safety and Health Administration
PaYS	Partnership for Youth Success
PDP	Prescription Drug Plan
PEM	Pearson Education Measurement
PIC	Public Inquiry Contract
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Program Management Office
PMP	Performance Management Plan
POA&M	Plan of Action & Milestones
PoP	Points of Presence
PRS	Phase Review System
QMP	Quality Management Plan
SAM	Software Acquisition Management
SAN	Storage Area Network
SAR	Student Aid Report
SEI	Software Engineering Institute
SLA	Service Level Agreement
SOP	Standard Operating Procedure
SSA	Social Security Administration
SSML	Speech Synthesis Markup Language
ST&E	Security Test and Evaluation
T&M	Time and Material
TDD/TTY	Telecommunications Devices for the Deaf/Teletype
TO	Task Order
TSS	Telephone Survey Services
TTS	Text-to-Speech
UPS	Uninterruptible Power Supply
USCIS	U.S. Citizenship and Immigration Services
VACD	Virtual Automatic Call Distributors
VLAN	Virtual LAN
WAN	Wide-Area Network

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## Executive Summary

*The General Services Administration's (GSA's) USA Contact program is positioned as the leading vehicle for customer agencies to acquire multi-channel customer interaction solutions. Vangent, Inc. (Vangent) shares in GSA's objectives for the USA Contact program and has a long history of providing high-quality services on behalf of the Federal Government.*

For over 20 years, Government agencies have been depending on Vangent to provide full life-cycle of citizen interaction management to the public. Vangent excels in integrating new information channels for agencies, providing inbound and outbound services, centralizing and managing content and developing business intelligence programs. We are recognized as the leader in providing multi-channel citizen interaction services to the Federal Government because of the size, scale, and complexity of our programs.

As the premier provider of comprehensive, fully-integrated customer interaction management for the Federal Government, Vangent understands that effectively managing customer interactions is vital to the missions of Government agencies and other organizations. Agencies are increasingly viewing constituents as "customers" and seeking to provide levels of customer service on par with the best in commercial businesses. At the same time, budgetary realities are forcing agencies to seek efficiencies to drive down program costs, to do more with less. Vangent combines industry best practices, innovative technologies, a high-quality workforce, and proven transition and training approaches to help our clients achieve these goals.

At Vangent, customer interaction management is not just about providing call centers. We apply our vast expertise and experience to fundamentally transform and modernize customer interactions on behalf of our clients. By integrating all customer touch-points, we ensure customers receive timely, accurate, and consistent information via multiple communication channels (e.g., telephone, e-mail, postal mail, fax, and the web). By capturing critical information about customer interactions, we provide our clients with the data essential to ensure program performance and customer satisfaction, while addressing their key business challenges:

- Controlling unit and lifetime costs of customer interactions
- Delivering appropriate services
- Providing insight into the needs/behaviors of served populations and their environment
- Acquiring and retaining customers/constituents
- Delivering value to the taxpayer
- Continuous improvement of portfolio of services
- Applying best-in-industry, market-specific subject matter expertise

***Delivering information to the public; delivering results to the Government.***

### **Vangent: A Proven Partner**

- Over 20 years of Federal contact center experience

[REDACTED]

[REDACTED]

- Named "Major North American Outsourcing Provider" by Gartner, Inc.
- Ranked #15 on Federal Times' Top 100 Professional Services Contractors
- Nearly 30 existing Federal Contact Center programs
- Understand special relationship between the citizen, agency, and Hill

### Past Performance and Corporate Experience (Section 1.0)

Having served dozens of Federal clients, including the [REDACTED] Vangent has long helped Government efficiently interact with its constituents. Our contact centers deliver services which enable complex interactions in politically sensitive environments; we act as a bridge between citizens and their need for information and help, agencies and their requirement to provide information and service to their customers, and Congress and its desire to address constituents' concerns and issues through Government agencies.

Vangent will bring our experience in transforming the way Government interacts with its constituents to USA Contact. We provide a full range of services designed to improve the flow of vital information at critical times and junctures to the agencies with whom we work. We have modernized processes and services [REDACTED]

The Vangent Team is comprised of companies that will meet and exceed the requirements of this contract vehicle. The companies in Table 1 form our core "Rapid Ramp-up Team." This team has distinguished qualifications in the industry, including emergency response capabilities. Vangent has teaming arrangements in place with each team member so no subcontracting red tape will preclude Vangent from meeting a "48-hour" task order.

The experience, capabilities, and capacities of our core team are unparalleled:

- 112 contact centers in the United States
- 28,000 Information Specialists (IS) on staff
- 150 languages provided (5 million minutes spent interpreting annually)
- 108+ million annual Federal Government Citizen interactions
- 2.2+ billion contact interactions per year

**Table 1: Rapid Ramp-up Team**

Vangent's Rapid Ramp-Up Team Members
[REDACTED]

Vangent has completed a careful evaluation of [REDACTED]

It takes a proven, Federally-oriented corporate culture, business development, capture management, and proposal development infrastructure to win opportunities in the Federal market. Vangent has proven its ability to win for over 20 years. With dozens of existing Federal clients, we will integrate our marketing strength with our teammate's business development organizations to partner with GSA in driving new and existing clients to USA Contact.

### Vangent's Technical Approach (Section 2.0)

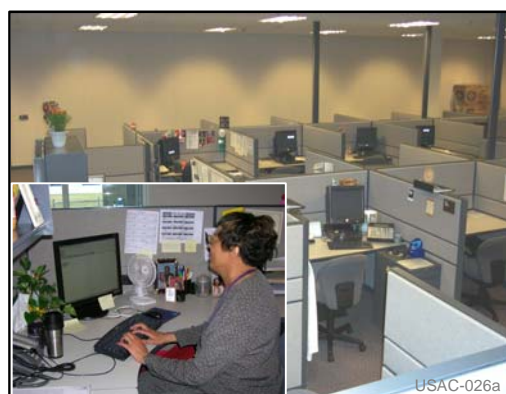
Vangent will deliver on GSA's vision to provide multi-channel contact center services. Our implementation of services, whether automated or attended, encompasses all dimensions of multi-channel contact center process delivery:

- Effective use, management, and development of people
- Leveraging of best-in-class operations
- Strategic use of technology to enhance customer satisfaction and improve efficiency

Vangent's architecture is designed to meet and exceed current and future USA Contact requirements to deliver multi-channel contact center services. The Vangent service architecture provides a seamless integration of "best-in-class" commercial off-the-shelf (COTS) products.

We have the facility and technology infrastructure to handle USA Contact operational requirements with the proven ability to recover in an expeditious manner should a primary facility experience a catastrophic event. Our solid, scalable COTS-based architecture will allow us to fulfill GSA's vision of a seamless citizen network of accessible, consistent, and timely multi-channel services. We have designed and will deliver a virtualized service infrastructure using COTS products in a secure environment so GSA and their clients can experience superior citizen services.

Vangent has been providing customer contact center services for more than 20 years and has established facilities, standards, and practices that consistently achieve the highest ratings in the industry. The layout of our facilities has been optimized to enhance productivity of Information Specialists (ISs) and facilitate effective staff communication. Vangent follows industry best practices in the operation of each site to ensure the facility provides a working environment that meets or exceeds our customers' contact center standards. **[REDACTED]**



**[REDACTED]**

In the event of a shutdown or lapse in service for any reason, Vangent is committed to minimizing adverse service impact. As an integral part of our overall Federal Information Security Management Act of 2002 (FISMA)-compliant approach to security, we will develop and maintain detailed Contingency and Disaster Recovery (CDR) plans for USA Contact per National Institute of Standards and Technology (NIST) Special Publication 800-34 and add specific detail per task order as necessary. These plans document step-by-step procedures to be followed in the case of a major or minor disruption to normal operations.

Vangent has experience in successfully executing CDR scenarios, ranging from basic call rerouting to full recovery of total production computing capability, through retrieval from off-site storage and hot site capabilities using a fault-tolerant, redundant hardware design. Proactive and reactive CDR plans are already in place for our contact centers and customer programs that document our planning approach and detailed implementation procedures.

Sudden workload surges result from a variety of circumstances, including disasters, legislative changes, public health crises, and wide-scale utility failures. **[REDACTED]** Vangent is adept at meeting performance expectations, specifically those that focus on rapid start-up and system and operational business continuity, in spite of unexpected workload surges.

Our experience allows us to understand the resources and processes needed to effectively react to unexpected situations. Our systems and staff are sized to ensure complete coverage, functional area back-up, robust and statistically valid quality assessment, and economies of scale and are

supported by the corporate resources committed to USA Contact through our organizational structure.

### **Vangent's Management Plan (Section 3.0)**

Vangent's approach to delivering outstanding multi-channel contact center services combines close coordination with the customer to ensure project priorities are defined and communicated with strong, experienced leadership; proven strategies for recruiting, staffing, retention and training; an organizational structure where responsibilities are clearly defined, communicated, and understood; and quality assurance and continuous improvement initiatives that are planned and executed daily.

#### **Vangent's PMO Benefits [REDACTED]**

Our Program Management Plan describes the operational and management processes we will use on this effort. These proven, repeatable processes, which we will utilize on all task orders and with our subcontractors, are a part of every multi-channel contact center service initiative we conduct today and are why we achieve consistent and repeatable results for our stakeholders at the highest level of service.

Vangent's solutions offer services that place the citizen at the center of a seamless multi-channel citizen interaction management system which encompasses all dimensions of delivery: the effective use, management, and development of people, leveraging best-in-class operational processes, and the strategic use of technology to enhance customer satisfaction and improve efficiency.

### **Vangent's Security Plan (Section 4.0)**

Vangent brings a strong background of implementing and operating under a comprehensive Security Plan as evidenced by our certification and accreditation for the [REDACTED]. Vangent has developed, documented, and implemented a company-wide security program that protects Vangent's information systems and data, as required by FISMA. Upon contract award Vangent will develop a formal USA Contact security plan that will outline Vangent's direction for protecting USA Contact information and information systems and will document system categorization, system description, minimum security controls, authorizing official, other roles and responsibilities, and other information as specified in NIST SP 800-18 – Guide for Developing Security Plans. This plan will be used to facilitate the certification and accreditation of the USA Contact systems before they become operational and annually thereafter.

Vangent looks forward to the commencement of the USA Contact program and will bring the security pieces together to provide USA Contact with a complete security plan for administrative, technical, and physical security controls that will be used to protect the confidentiality, integrity, and availability of information and to ensure systems are protected.

### **Vangent's Plan for Special Hiring (Section 5.0)**

Vangent creates a work environment in which all employees are valued and respected as an essential part of our business. As an industry leader, we recognize the unique contributions of every individual by using our collective talents to better serve our customers. Diversity is a high priority because we require the widest range of minds and imaginations throughout our business to support our continued growth and success. Our services are only as good as our people.

For USA Contact, we will continue to strive for a diverse work force, including disabled and visually impaired individuals. Vangent has the experience and vision to achieve GSA's AbilityOne (formerly JWOD) goals with minimal risk and maximum efficiency. **[REDACTED]**

### **Summary**

Vangent offers the highest quality multi-channel citizen services available in the Federal marketplace and is excited to bring our capability and experience in transforming the way Government interacts with citizens to GSA's USA Contact. Our powerful combination of industry thought-leadership, technical and operational prowess, and business partnerships offers the best value to GSA and the Federal Government in the provision of multi-channel contact center services.

Vangent is the best value selection for USA Contact by GSA because:

- We will bring our depth and breadth of Federal experience and customers to USA Contact.
- The Vangent Team will bring new and existing customers to USA Contact through our existing Federally-oriented business development infrastructure.
- Based on ACSI ratings, Vangent will provide the highest level of customer interaction services to GSA's USA Contact customers.



## 1.0 Experience and Past Performance

*USA Contact's diverse requirements demand more than just high volume call center companies. Vangent's experience as the leading provider of complete, integrated contact services to the Government—serving dozens of Federal clients—more than meets GSA's requirements. Our mission is to connect people to Government and Government to people. The following table demonstrates the breadth of our contact center experience in 2006.*

[REDACTED]

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

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

### 1.1 Minimum Experience Qualifications Criteria

As a Federally-focused contact center provider, Vangent has the proven expertise and experience to provide GSA and agency customers with all requirements in the USA Contact Statement of Work. Listed below we illustrate how Vangent exceeds all minimum experience qualifications. All of the experience listed meets or exceeds the requirement that the experience takes place within the 5 years immediately prior to submission of this proposal.

**Vangent Delivers Results**  
*Awarded 2007 Contact Center World Americas Region Bronze Medal for Best Contact Center (250+ Agents):*  
Given to overall best contact center that focuses on staff at all levels, demonstrates commitment to the customer, and ensures performance and objectives of the contact center align with the organization's goals

**Table 1-2 Vangent Exceeds All Volume and Experience Qualifications Criteria**

Section L Requirement	Vangent Qualifications
At least three (3) years' general experience in providing information and referral services with monthly work volumes handled by agents of no less than 100,000 telephone inquiries and 7,500 e-mail inquiries per month.	▪ [REDACTED]
At least one (1) year of specialized experience in providing information services in a multi-media environment, including the use of telephone, facsimile, e-mail, and web-based media.	▪ [REDACTED]
At least three (3) years experience in providing information services in a multi-language environment.	[REDACTED]
At least two (2) years of specialized experience in handling case management in an information and referral service environment.	[REDACTED]

## 1.2 Documentation of Experience

Corporate Profile	
Financial Strength	Vangent is a financially sound and stable company [REDACTED] operating as a business under Veritas Capital, with resources to easily provide the necessary cash flow for obligations to our subcontractors and vendors, meet day-to-day project costs, and adequately provide funding for future portions of projects that may require up-front capital.
Core Business Lines	Vangent is a leading provider of United States Federal call centers, providing a complete portfolio of customer interaction management solutions. Additionally, Vangent provides global information management and business process outsourcing services to government, commercial, education, and healthcare organizations. We design, build, and operate mission-critical systems and processes to seamlessly deliver vital information, services, and programs to our customers and their constituents. Our integrated service offerings span consulting, systems integration, human capital management, multi-channel contact center services, and business process outsourcing.
Years of multi-channel contact center experience	We have over 13 years of experience providing multi-channel contact center services for government agencies and over 20 years of experience providing call centers for the government.
Locations	The Vangent Team has over 100 contact center locations. Vangent has 10 Federally-focused locations, including the following primary locations: <b>Chester, VA</b> – [REDACTED]. Offers full suite of contact center services for Federal sector clients <b>Coralville, IA</b> – [REDACTED] Offers full suite of contact center services for Federal sector clients <b>Corbin, KY</b> – [REDACTED] Offers full suite of contact center services for Federal sector clients <b>Lawrence, KS (2 locations)</b> – [REDACTED] Offers full suite of contact center services for Federal, state, and private sector clients <b>Phoenix, AZ (2 locations)</b> – [REDACTED]. Offers full suite of contact center services for Federal sector clients



Corporate Profile	
Size and depth of contact center technical and management staff	Vangent has a contact center technical and management staff of over 550 employees. The precise make-up of the technical and management support staff for each individual contract depends on the needs of that project. Technical and management support staff are either dedicated to the contract or have designed back-ups in place to ensure sufficient depth of support for each contract.
Experience in managing partners/subcontractors	Vangent has a proven track record of effectively selecting and managing a wide range of subcontractors and other teaming partners on contact center contracts. <b>[REDACTED]</b>
Experience in Key Disciplines	
Recruiting, Training, and Retaining Contact Center Personnel - Vangent brings to this requirement commercial best practices for training and staff development. Backed by our award-winning Human Capital Division, our recruiting and training practices enabled us to bring on 900 additional ISs in one month to meet spikes in call volumes on the 1-800-MEDICARE Help Line.	
Supporting Projects That Have Diverse Language and Skill Requirements - We provide significant bilingual (English/Spanish) support for our Federal clients on all of our largest contact centers, including the <b>[REDACTED]</b> and <b>[REDACTED]</b> .	
Evaluating and Implementing Integrated Knowledge and Case Management Solutions that Support Multiple Access Channels - Vangent integrates mission critical business processes with our contact center solutions. <b>[REDACTED]</b>	
Developing and Implementing Quality Assurance and Improvement Programs -Vangent uses regular internal quality sampling of our staff across all channels using techniques such as remote monitoring and call recording <b>[REDACTED]</b>	
Supporting Projects with Stringent Systems and Information Security Requirements - Vangent has extensive experience processing and safeguarding a wide range of sensitive personal and government information. <b>[REDACTED]</b>	
Implementing Electronic Services to Support Automated Self-Help Applications - As IVR and web self-help technology has evolved to provide closed-loop customer interaction, Vangent has applied this technology to facilitate self-help functionality on numerous projects. <b>[REDACTED]</b>	
Short-notice Ramping Up Operations to Support Crisis and/or High Priority Situations - Vangent's management team has learned how to prepare for surges of activity due to legislative actions, filing deadlines, marketing campaigns, and unexpected events. For example, <b>[REDACTED]</b>	
Preparedness For and Recovering from Disasters and/or Major Service Disruptions - Operating multi-channel contact centers in distributed geographic locations gives Vangent the ability to respond to disasters and/or service disruptions in a proactive manner. <b>[REDACTED]</b>	
Evaluating and Implementing New Technology - For the 1-800-MEDICARE Help Line, we evaluated and supported implementation of a <b>[REDACTED]</b> system to distribute incoming calls more efficiently among contact center sites. <b>[REDACTED]</b>	
Operational and Management Processes and Programs (Including Certifications)	
<b>[REDACTED]</b>	
<ul style="list-style-type: none"> <li>▪ Project Management Institute (PMI) – Many of our managers are certified Project Management Professionals by PMI</li> <li>▪ Incoming Calls Management Institute (ICMI) certification – Vangent's Contact Center Managers were beta test participants and received Call Center Industry Advisory Council (CIAC) certification in management track competency modules through a partnership with ICMI.</li> <li>▪ Carnegie Mellon University's Software Engineering Institute (SEI) – To further our commitment to quality and continuous improvement, we embarked on a formal program to achieve a Level 3 rating as defined by SEI Capability Maturity Model Integration (CMMI). We achieved this rating in spring of 2007, and are on track to achieve a Level 4 rating later this year.</li> <li>▪ ISO 9001:2000 – Our Quality Management System is based on industry best practices and proven quality frameworks of our ISO certification</li> <li>▪ Customer Satisfaction Improvement – Vangent studies how it is meeting or exceeding customer expectations across all areas that touch the customer <b>[REDACTED]</b></li> </ul>	
Specialized Expertise and Capabilities	
Vangent	Vangent's expertise in the Federal sector enhances our ability to deliver the services under USA Contact. We handled more than 97 million customer interactions for Federal clients in 2006, meaning that an average of four out of every 10 adults in the U.S. interacted with the Federal Government through Vangent. Because we work primarily with Federal agencies, we are well-versed in the qualities needed to go beyond working with an agency as a contractor to working with an agency as a partner. Vangent is uniquely positioned to understand what it takes to be the face of the Federal Government for an agency utilizing all interaction channels.
	<b>[REDACTED]</b>

### 1.3 Past Performance

Vangent performs contact center interaction management services for dozens of Federal customers, including the Veterans Affairs Contact Management Support Center issued under FirstContact. In selecting past performance references for USA Contact, we carefully aligned the size, scope, and complexity of the programs to the USA Contact requirements. Below are detailed descriptions for our three references: [REDACTED] We have sent questionnaires to each of these customers and welcome GSA to contact any Vangent customers, as we are proud of the work we perform on behalf of our clients.

#### [REDACTED]

Contact Reference Information		
Contract number, task order number, and/or other identification	[REDACTED]	
Project title or name	[REDACTED]	
Name of client/contracting entity with contact information	[REDACTED]	
Role	[REDACTED]	
Period of performance	[REDACTED]	
Geographic location(s) where contract work was performed	[REDACTED]	
CO name, phone number, and e-mail address	[REDACTED]	
Project Manager phone number and e-mail address	[REDACTED]	
Total contract dollar value of contract	[REDACTED]	
Annual Volumes by Work Type and Languages Supported		
Work Type	Volume	Languages Supported
IVR	[REDACTED]	[REDACTED]
Inbound Calls	[REDACTED]	[REDACTED]
Outbound Calls	[REDACTED]	[REDACTED]
E-mail	[REDACTED]	[REDACTED]
Facsimiles	[REDACTED]	[REDACTED]
Postal Mail	[REDACTED]	[REDACTED]
Fulfillment	[REDACTED]	[REDACTED]
Web Chat	[REDACTED]	[REDACTED]
Web Self-service	[REDACTED]	[REDACTED]
Description of Project Scope and Complexity		
Technical objectives of the project and the scope of work	[REDACTED]	
Relevancy of the selected project to the nature of the work to be performed under the USA Contact program.	[REDACTED]	
Complexity and duration of the phase-in (start-up) and phase-out (transition)	[REDACTED]	

<b>Contact Reference Information</b>	
processes.	
Complexity of Inquiries	[REDACTED]
Type of End-users Served	[REDACTED]
Operating Hours	[REDACTED]
Language Requirements	[REDACTED]
Length of Training	[REDACTED]
Complexity of area knowledge and case management requirements	[REDACTED]
Complexity of information systems security requirements	[REDACTED]
Frequency and complexity of reporting requirements and sample report package	[REDACTED]
<b>[REDACTED]</b>	
Project objectives and performance goals and whether they were achieved	[REDACTED]
Summary of the financial benefits the project delivered to the customer	[REDACTED]
Major deliverables produced	[REDACTED]
Variations in work volumes and how they are managed including unforeseen spikes in crisis and high priority situations	[REDACTED]
Description of two unanticipated challenges and the corresponding remedial actions	[REDACTED]
Description of any innovative technologies and/or re-	[REDACTED]

Contact Reference Information	
engineered business processes proposed and adopted by the customer that resulted in service improvement and/or cost reduction	
Description of any performance awards and/or special recognition received	[REDACTED]
Description of any problems or issues that occurred, and the corrective action taken	[REDACTED]

[REDACTED]

Contact Reference Information		
Contract number, task order number, and/or other identification	[REDACTED]	
Project title or name	[REDACTED]	
Name of client/contracting entity with contact information	[REDACTED]	
Role	[REDACTED]	
Period of performance	[REDACTED]	
Geographic location(s) where contract work was performed	[REDACTED]	
CO name, phone number and e-mail address	[REDACTED]	
Total contract dollar value of contract	[REDACTED]	
Annual Volumes by Work Type and Languages Supported		
Work Type	Volume	Languages Supported
IVR	[REDACTED]	[REDACTED]
Inbound Calls	[REDACTED]	[REDACTED]
Outbound Calls	[REDACTED]	[REDACTED]
E-mail	[REDACTED]	[REDACTED]
Facsimiles	[REDACTED]	[REDACTED]
Postal Mail	[REDACTED]	[REDACTED]
Fulfillment	[REDACTED]	[REDACTED]
Web Chat	[REDACTED]	[REDACTED]
Web Self-service	[REDACTED]	[REDACTED]
Description of Project Scope and Complexity		
Technical objectives of the project and the scope of work	[REDACTED]	
Relevancy of the selected project to the nature of the work to be performed under the USA Contact	[REDACTED]	

<b>Contact Reference Information</b>	
program.	
Complexity and duration of the phase-in (start-up) and phase-out (transition) processes.	[REDACTED]
Complexity of Inquiries	[REDACTED]
Type of End-users Served	[REDACTED]
Operating Hours	[REDACTED]
Language Requirements	[REDACTED]
Length of Training	[REDACTED]
Complexity of area knowledge and case management requirements	[REDACTED]
Complexity of information systems security requirements	[REDACTED]
Frequency and complexity of reporting requirements and sample report package	[REDACTED]
<b>Description of Project Performance</b>	
Project objectives and performance goals and whether they were achieved	[REDACTED]
Summary of the financial benefits the project delivered to the customer	[REDACTED]
Major deliverables produced	[REDACTED]
Variations in work volumes and how they are managed including unforeseen spikes in crisis and high priority situations	[REDACTED]
Description of two unanticipated challenges and the	[REDACTED]

Contact Reference Information	
corresponding remedial actions	
Description of any innovative technologies and/or re-engineered processes proposed and adopted by the customer that resulted in service improvement and/or cost reduction	[REDACTED]
Description of any performance awards and/or special recognition received	[REDACTED]
Description of any problems or issues that occurred, and the corrective action taken	[REDACTED]

### 1.3.1 SSA Telephone Survey Services

Contact Reference Information		
Contract number, task order number, and/or other identification		[REDACTED]
Project title or name		[REDACTED]
Name of client/contracting entity with contact information		[REDACTED]
Role		[REDACTED]
Period of performance (including the original completion date established at contract/task order award, and the actual completion date, with an explanation of any variance). If the referenced contract is no longer in effect, provide a brief explanation on why that is the case.		[REDACTED]
Geographic location(s) where contract work was performed		[REDACTED]
CO name, phone number and e-mail address		[REDACTED]
Total contract dollar value of contract including value at initial contract/task order award, and the actual final price, with an explanation of any variance		[REDACTED]
Annual Volumes by Work Type and Languages Supported		
Work Type	Volume	Languages Supported
IVR	[REDACTED]	[REDACTED]
Inbound Calls	[REDACTED]	[REDACTED]
Outbound Calls	[REDACTED]	[REDACTED]
E-mail	[REDACTED]	[REDACTED]
Facsimiles	[REDACTED]	[REDACTED]
Postal Mail	[REDACTED]	[REDACTED]
Fulfillment	[REDACTED]	[REDACTED]
Web Chat	[REDACTED]	[REDACTED]
Web Self-service	[REDACTED]	[REDACTED]
Description of Project Scope and Complexity		
Technical objectives of the project and the scope of work		[REDACTED]
Relevancy of the selected project to		[REDACTED]

<b>Contact Reference Information</b>	
the nature of the work to be performed under the USA Contact program.	
Complexity and duration of the phase-in (start-up) and phase-out (transition) processes.	[REDACTED]
Complexity of Inquiries	[REDACTED]
Type of End-Users Served	[REDACTED]
Operating Hours	[REDACTED]
Language Requirements	[REDACTED]
Length of Training	[REDACTED]
Complexity of area knowledge and case management requirements	[REDACTED]
Complexity of information systems security requirements	[REDACTED]
Frequency and complexity of reporting requirements and sample report package	[REDACTED]
<b>Description of Project Performance</b>	
Project objectives and performance goals and whether they were achieved	[REDACTED]
Summary of the financial benefits the project delivered to the customer	[REDACTED]
Major deliverables produced	[REDACTED]
Variations in work volumes and how they are managed including unforeseen spikes in crisis and high priority situations	[REDACTED]
Description of two unanticipated challenges and the corresponding remedial actions	[REDACTED]
Description of any innovative technologies and/or re-engineered business processes proposed and adopted by the customer that resulted in service improvement and/or cost reduction	[REDACTED]
Description of any performance awards and/or special recognition received	[REDACTED]
Description of any problems or issues that occurred, and the corrective action taken	[REDACTED]



## 2.0 Technical Approach

*Vangent will deliver on GSA's vision: to provide multi-channel contact center services responding to inquiries about Federal Government programs, policies, information sources, and agencies from the general public, Congressional offices, business and professional communities, academia, Government offices, and electronic and print media.*

Our implementation of services encompasses all dimensions of multi-channel contact center process delivery—the effective use, management, and development of people; the leveraging of best-in-class operations; and the strategic use of technology to enhance customer satisfaction and improve efficiency. The services will also support the communications media defined in the RFP: telephones, telecommunications devices for the deaf (TDD/TTY), e-mail, postal mail, facsimile, the Internet, and other media as appropriate. Finally, our services will efficiently and rapidly scale to support the range of complexity and size associated with the task orders expected under this contract including the 48 hour low-complexity contact center ramp-up requirement.

Vangent, the recognized leader in providing outsourced contact center services for the Federal Government, will assist GSA in transforming the current and developing service model to meet accelerating stakeholder expectations, and bring commercial best practices to this critical E-Gov initiative. The table below highlights how Vangent will support GSA's vision.

**Table 2-1: Vangent Delivers on USA Contact Objectives**

How Vangent Meets the Objective	Proof
Position the Government's public information services on par with or exceeding private industry standards by providing customers with easily accessible, accurate, timely, and professional responses to their inquiries via their preferred method of communication.	
Vangent brings over 20 years of experience along with a history of contact centers with American Customer Satisfaction Index (ACSI) scores that lead the industry.	[REDACTED]
Provide capability to respond quickly to provide fully managed multi-channel inquiry response and management solutions to meet the needs of Federal agencies and programs in emergency and crisis situations.	
Vangent has the infrastructure in place to stand up a contact center within 48 hours and will use that capability along with our proven experience serving Federal Government agencies. Vangent will utilize our technology infrastructure and facilities throughout the country to provide a solution for programs in emergency situations in a quick and reliable fashion.	[REDACTED]
Provide increased capability to measure and control the delivery of information services to meet the evolving needs of citizens.	
Vangent's over 20 years of experience designing, building, and delivering contact center services for various Federal Government agencies have made us uniquely qualified to measure and control the delivery of information services to meet the often times rapidly evolving needs of the citizenry. Our in-depth knowledge of the constituency of our clients has enabled us to anticipate, meet, and exceed client expectations.	[REDACTED]
Provide solutions that comply with Federal information systems security requirements.	
With dozens of Federal Government contracts, Vangent knows what is needed to comply with Federal information and systems security requirements and has successfully delivered numerous secure systems throughout its history.	[REDACTED]
Gain and sustain access to commercial off-the-shelf (COTS), state-of-the-art technology that is secure and scalable to meet current	

How Vangent Meets the Objective	Proof
and future requirements.	
Vangent presents a “best-in-class” solution to the USA Contact program. Our COTS vendors are the premier vendors in the marketplace and provide the state-of-the-art technology that is secure and scalable to meet current and future requirements.	[REDACTED]
Control information dissemination costs.	
Vangent’s performance-based model reduces cost and risk, while encouraging innovation and service excellence.	[REDACTED]
Promote job opportunities for individuals who are blind or with severe disability.	
Vangent has experience in providing job opportunities for the blind or disabled. We promote initiatives that increase awareness of the needs abilities of blind and disable community by designing solutions that make their work experience rewarding and successful.	[REDACTED]

## 2.1 Services to be Provided

Vangent’s architecture is designed to meet and exceed current and future USA Contact requirements to deliver multi-channel contact center services. Vangent’s service architecture provides a seamless integration of “best-in-class” COTS products to provide automated and attended services.

**Table 2-2: Vangent’s COTS Solution Offering**

Automated Services	Attended Services
<ul style="list-style-type: none"> <li>▪ Automated voice response featuring speech recognition and text-to-speech</li> <li>▪ Facsimile</li> <li>▪ Voice mail</li> <li>▪ Automated telephone and web callback</li> <li>▪ Online ordering</li> <li>▪ E-mail web form</li> <li>▪ Automated telephone and web-based appointment scheduling</li> <li>▪ Hosted FAQ services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inbound and outbound telephone</li> <li>▪ Postal mail (general and congressional)</li> <li>▪ E-mail</li> <li>▪ Facsimile</li> <li>▪ Interactive web services management</li> </ul>

Figure 2-1 shows our proposed services for USA Contact that will provide accurate, consistent, and timely information through the constituent’s preferred method of contact. Our experience in fixed-price, performance-based contracts proves we can provide GSA with cost-effective and high-quality delivery of these services in accordance with the specified performance levels.

[REDACTED]

[REDACTED]

### 2.1.1 Automated Services

Vangent will design, build, and operate 24x7 automated services and support all identified work types, including referrals; congressional, emergency and contingency-related inquiries; fulfillment requests and order intake; service call, appointment scheduling, and complaint calls; public comments, customer surveys, and feedback; and transcription services.

### **2.1.1.1 Automated Voice Response Services**

Vangent's automated voice response solution is built around the best-in-class [REDACTED] Platform. This highly scalable platform provides unattended service 24x7 and includes the ability for citizens to opt-out to live attended service. We will develop and maintain the call flows and messages required by GSA and its agency customers, including the use of focus groups to help pre-test scripts, language dialects, and menu structures. Our interactive voice response (IVR) solution supports call flows and messages for all requested languages, including English, Spanish, Cantonese, French, German, Japanese, Korean, Mandarin, Vietnamese, and other languages as requested on a task order basis. Text-to-speech (TTS) and automatic speech recognition will be made available for each language. Staff support for emergency postings and updates will be provided 24x7, using a standards-based approach to enable GSA-approved menu changes to be posted within 24 hours, and within 2 hours for emergencies.

Vangent provides a comprehensive state-of-the-art IVR solution that combines fully integrated speech technology and human Information Specialists (ISs) into a "Guided IVR" solution. In a "Guided IVR" solution, an IS is able to view the progress of multiple callers in the IVR, including those who are having difficulty. The IS can move the caller forward in the IVR and do so without the caller's knowledge, eliminating the number of inbound calls and increasing customer-satisfaction by providing the caller with self-service options.

[REDACTED]

Vangent understands that GSA may choose to furnish its own network-based IVR. Because our architecture fully supports this scenario, this decision would not alter Vangent's commitment to provide the same staff expertise and call script and call flow management. The Automatic Voice Response services are shown in Figure 2-2.

[REDACTED]

Vangent achieved an immediate high rate of adoption for this low-cost solution by fostering a partnership with the Government and citizens, a process which can be adapted to GSA's needs for the USA Contact contract.

#### **2.1.1.1.1 Interactive Voice Response (IVR) Service**

[REDACTED]

Using this approach, Vangent can easily integrate with existing agency infrastructures, such as FTS, rapidly establish a new service, and expand capacity in the case of an emergency.

[REDACTED]

This standards-based approach is the foundation of how Vangent will handle all automated voice response services.

#### **2.1.1.1.2 Voice/Speech Recognition Service**

In our experience, the more interactive and complex the service, the more speech recognition becomes the preferred method of service delivery. [REDACTED]

Vangent has implemented Advanced Speech Recognition (ASR) services on projects such as the very complex [REDACTED]

IVR using our open, high-performance speech recognition engine optimized for VoiceXML. Our best in breed ASR services take advantage of self-learning technology that continuously enhances accuracy in voice applications as the services adapt to actual caller usage. The speech engine is able to adapt to the caller's language, speech patterns, accents, and environment to ensure accurate responses in all nine required languages as well as accommodating future language requirements.

[REDACTED]

#### **2.1.1.1.3 Text-to-Speech Service**

The comprehensive package of IVR services are further augmented by the inclusion of the [REDACTED]

### 2.1.1.2 Facsimile Services

Because some inquiries still require a paper document be sent to the appropriate agency, business, or citizen, our solution will also allow citizens to obtain information via on-demand facsimile (fax). The sizing and the redundancy of the fax solution will be based on service level agreements and expected fax volume. The Vangent fax solution is shown in Figure 2-3.

#### 2.1.1.2.1 Automatic Fax-Back Service

Vangent's automated fax-back service provided by the [REDACTED] product is invoked by selecting a customized IVR menu option. The menu will allow a caller to browse available documents and enter their desired target fax number. Once the caller selects and confirms a document, the IVR will immediately start a workflow that will acknowledge the request, retrieve the requested data, and route the request to our fax service. The fax platform will send the request a determined number of times. If successful, the fax platform will send a delivery confirmation, along with the closed request, to the [REDACTED] (CRM) application. If unsuccessful, the CRM application will receive a fax failure confirmation with an open request that is routed to an IS for investigation.

#### 2.1.1.2.2 Fax-On-Demand Service

The fax-on-demand service will follow an abbreviated version of the automated fax-back service. Fax-on-demand allows a caller or an IS to fax a requested document while still in a telephone session. Callers will be able to indicate their preferred fax number destination by speaking to an IS or by entering the fax number digits via telephone keypad. This service is integrated with the IVR to enable citizens to access other services. Our fax approach simplifies business processes and provides a centralized source for all inquiries.

### 2.1.1.3 Voice Mail Service

Our approach to voice mail is based on our experience implementing high-technology, high-efficiency, and cost-controlled programs that successfully serve citizens through their preferred methods of contact. While voice mail is a critical service during peak and non-business hours, it is resource-intensive and can keep the citizen from getting timely information. To this end, our IVR menu is designed to encourage callers to pursue other options first, such as pointing to the website, IVR-based FAQs, or scheduling a callback time that is convenient for the user during business hours. This approach to voice mail services has been implemented by Vangent on IVR projects in support of [REDACTED]

When a citizen requests voice mail from the IVR, the IVR records the message and stores it in digital format, which is in turn attached to an e-mail and forwarded to [REDACTED] The newly created service request will then be delivered to an IS. Upon receipt of the request, the IS will listen to the voice mail message and take the appropriate action. The voice mail will be retained in [REDACTED] for at least 90 days. GSA and partner agencies will be able to obtain a copy of the message at any time, from tape if necessary. Vangent's approach, shown in Figure 2-4 has the scalability to host a small and large numbers of voice mail messages, and still maintain a centralized repository for all citizen inquiries.

[REDACTED]

Figure 2-1: [REDACTED] Callback Overview

Vangent has designed its callback feature to be one that is easily maintainable and feature rich. The state-of-the-art integration between [REDACTED] product allows both telephone and web callbacks to go through the same set of software. Figure 2-5 shows the callback service used to meet and exceed GSA's current and future requirements.

#### ***2.1.1.3.1 Automated Callback (Telephone)***

Callbacks provide callers the ability to conduct their personal business on their own schedules. While waiting in the queue, a caller is prompted at regular intervals regarding whether he or she wants to remain on the line or schedule a callback by an IS. If a callback is requested, the IVR then prompts the citizen for their relevant callback information, including name, callback number, preferred callback date and time, and topic. Once entered, the IVR will validate the callback number and ensure the time falls within the hours of operation. If valid, the caller is told that an IS will call them back within the agreed upon time frame and in accordance with Service Level Agreements (SLA). Once the callback is confirmed, the IVR will immediately open a callback request, and the request will be scheduled to occur at the specified time. When the time arrives, the call will be automatically routed to the appropriate IS to attempt the callback. If successful, the IS will answer the caller's question and close the request. If unsuccessful, the activity is attempted two more times before closing the request. If an answering machine is encountered, the system will leave a brief message indicating the purpose and time of the callback, with further instructions. The activity record will include the topic and confirm the callback time information entered into the IVR at the start of the transaction.

Vangent has successfully managed nearly 50 outbound calling projects and has a clear understanding of how important the right process is in determining the effectiveness and efficiency of callback processes. Tying the callback process into workforce management scheduling is essential to efficient and cost-effective use of resources.

#### ***2.1.1.3.2 Web Callback***

Vangent's hosted web callback solution comprised of [REDACTED] will use the same procedure employed for the automated callback (telephone) solution, but with a web interface. The web interface complies with Section 508, and will be invoked by a callback link presented on an agency's website. The web interface will collect the name, callback number, preferred callback date and time, and topic. Once entered, the request will be scheduled to occur at the specified time and routed to an IS to resolve the request. This unified callback approach simplifies the business process without need for customization.



#### **2.1.1.4 Campaign Overview**

To satisfy the requirement for a multi-channel campaign solution, Vangent offers [REDACTED]

When launching a campaign, the list of communication recipients can be defined by a Government-provided contact list or it can be dynamically generated by a quick query in the [REDACTED]. In both cases, [REDACTED] will add the recipient list to the campaign automatically. Once the recipient list has been defined, the next step is to specify the channel or channels through which the campaign will be distributed (i.e., outbound call, e-mail, fax, etc.). Upon activation of the campaign, it will be completed via the multi-channel routing service. This process is shown in Figure 2-6.

[REDACTED]

##### ***2.1.1.4.1 Automated Outbound Dialing Campaign***

Vangent's automated outbound dialing campaign is comprised of the [REDACTED] solution set. The outbound dialing campaign is configured within the CRM application and then submitted for routing. The routing engine attempts to automatically make the calls with at least six attempts at specified time periods and intervals. Upon answer, a prerecorded message up to 90 seconds long will be delivered. If the system encounters a busy signal or no answer, the routing engine will periodically redial until it has made the six total attempts. If the call is successfully completed, or if the sixth attempt is unsuccessful, the call status will be logged and the campaign will terminate.

Vangent's successful experience working with [REDACTED] described in Section 1.3, will be brought to outbound dialing campaigns for GSA and its corresponding agencies.

##### ***2.1.1.4.2 Automated Facsimile Delivery***

As with automated outbound dialing, the automated facsimile delivery campaign will be set up in the [REDACTED] application, with a request that an outbound fax be automatically sent to a specified phone number. After submission, the fax information is sent to the [REDACTED] server and delivery attempts will commence. As in the case of outbound dialing campaigns, the fax service will make six attempts to complete the call. If any of those attempts are successful, an up to three-page document and cover page will be transmitted.

##### ***2.1.1.4.3 Automated E-Mail Delivery***

An e-mail campaign will be sent automatically to a specified address and will accommodate the ability to have messages greater than 15 kb. Our experience tells us that [REDACTED]. Any unsuccessful attempts to deliver an e-mail will be routed back to the CRM application where the source of the error will be corrected and the message retransmitted within 24 hours. System workflow will ensure we are able to meet the timelines of this request.

#### **2.1.1.5 Hosted On-Line Ordering**

Vangent's hosted, secure, 24x7, online ordering solution will provide full product catalog and shopping cart functionality allowing citizens to order free or fee-based Government publications. The integrated [REDACTED] online ordering application selected for our solution is Section

508 compliant and runs on multiple browsers (AOL 6.0 and higher, MS Internet Explorer 5.0 and higher, Netscape 4.7 and higher, Opera 5.0 and higher, Safari 5.0 and higher, and Firefox 1.0 and higher). The service will prompt the citizen for the information necessary to successfully fulfill the order: delivery address, billing address, and credit card information for fee-based publications. Once an order is submitted, the transaction details are securely transmitted to the [REDACTED] which in turn validates the customer's information, authorizes payment with the credit card issuer, and then returns the transaction status back to [REDACTED]. Because ISs have access to customer ordering information via [REDACTED] Service, orders can be placed via the phone channel in addition to online ordering.

#### 2.1.1.6 Hosted E-Mail Web Form

Vangent will provide an intuitive, fully managed, and hosted e-mail web form service using the [REDACTED] application which allows citizens to submit free-form comments and questions. The structured web form will allow the citizen to choose an inquiry topic from a pre-determined Government-defined list. Other information, such as name and e-mail address, will also be captured to facilitate workflow and routing. This approach ensures that the e-mail message will be routed via [REDACTED] to an IS with the correct skill set to answer the question. From our experience, this channel is an affordable and extremely effective way for citizens to conduct business on their own schedules.

[REDACTED]

[REDACTED]

#### 2.1.1.7 Hosted FAQ Service

To minimize the cost and risk in developing a [REDACTED] FAQ service, Vangent has selected [REDACTED] provider. [REDACTED] is a Gartner Magic Quadrant vendor of choice and a Vangent partner [REDACTED] brings specific subject matter expertise to hosted FAQ environments. Our solution will offer GSA a [REDACTED] Vangent has implemented [REDACTED] resulted in a 20 percent reduction in service costs and a 400 percent increase in hosted FAQ usage.

[REDACTED] FAQs will provide citizens with easily accessible, consistent, timely, and professional responses to their inquiries from the [www.USAgov.gov](http://www.USAgov.gov) website, as well as a centralized information source for GSA's customers that can be linked to their agency websites. FAQs will also serve as a reference tool for ISs responding to general phone, e-mail, fax, or postal mail inquiries. FAQs can be [REDACTED]

By working closely with GSA's agency customers, the information contained in the FAQs will accurately and consistently convey an agency's official response. As a result

- Citizens will benefit by receiving clear, concise, and easily accessible information
- GSA's customers will benefit from the exposure provided by [www.USAgov.gov](http://www.USAgov.gov) and the advanced technology used to host the FAQ services

Vangent's hosted FAQ service meets all of the requirements listed in section C.3.1.11 of the RFP as shown in the following table:

Table 2-3: Vangent's FAQ Solution



Requirement	Feature
Provide a user/administrator-friendly and intuitive interface that is easily configurable to match a website's look and feel.	[REDACTED]
Allow the content of the FAQ knowledge base to be published to multiple websites, each with a customizable "look and feel" for different audiences, or for multiple audiences on a single site.	[REDACTED]
Support multiple languages	[REDACTED]
Meet Federal information systems security requirements	[REDACTED]
Browse and search FAQs answers from a single or multiple knowledge bases by subject and response categories, with results automatically ranked by relevancy, usefulness, or other appropriate methods selected by the Government, including manual ranking to increase or decrease a particular FAQ's prominence relative to others.	[REDACTED]
Have the capability for a user to submit an inquiry to either the contractor or the subscribing agency for response. Allow Government and/or contractor personnel to review and/or respond to user inquiries in real time.	[REDACTED]
Have the capability to collect user feedback on the effectiveness, usefulness, and customer satisfaction of the service.	[REDACTED]
Allow users to subscribe to the automatic notification of FAQ updates.	[REDACTED]
Provide both remote and onsite access to authorized personnel to all administrative functions, as appropriate.	[REDACTED]
Store each FAQ and its corresponding answer as a separate record with a unique ID number, and allow information to be posted and modified in real time; enable each FAQ to be tagged with meta-data, which might include subject keywords, ownership, last updated date, expiration date, and other information.	[REDACTED]
Display the last update for each FAQ, if required.	[REDACTED]
Allow content managers to automate content management tasks, which might include reviewing, archiving, and purging of data. Provides automatic notification on expiring or outdated content based on specified review schedule.	[REDACTED]
Be capable of presenting FAQs and their corresponding answers in a format that can be indexed by search engines (internal or external) without affecting performance metrics.	[REDACTED]
Search, select, and sort FAQ answers from within separate knowledge bases. Provide the capability to select which knowledge bases will be included in each topic query.	[REDACTED]
Provide management reports on a scheduled or on-demand basis. Reports can be accessed via the web or by e-mail.	[REDACTED]
Provide time/date stamping and user-friendly tracking numbers for all information requests. Allow multiple sub-tracking numbers to be assigned to a single request if required for internal or external purposes.	[REDACTED]
Include an automated query acknowledgement mechanism with a choice of customizable response messages.	[REDACTED]

Requirement	Feature
Have the capability to automatically verify the validity of internal and/or external links contained in the FAQ system on a daily basis and notifying the Contractor of any invalid links. The link verification process shall not disrupt availability of the hosted FAQ service to end users.	[REDACTED]

**2.1.1.7.1 FAQ Guidelines**

For information to be useful, it must be clearly and concisely presented to a reader, as well as formatted to take advantage of the media strengths. Vangent will ensure all FAQs are written, formatted, and edited for usability on the web. Our knowledge management team will review all FAQs to ensure they are self-contained and well written, acronym usage follows established editorial guidelines, and URLs are written out and formatted to fit on one screen.

Each FAQ will be proofread and will undergo a copy edit as it is added to the service, or when updates or changes are made to existing FAQs. A search will trigger access to a link to other answers that may provide more relevant answer information. The system will provide the user with the date of the last update included, giving the user confidence the system is providing the most current information.

**2.1.2 Attended Services**

Vangent’s contact center experience has shown that emerging multimedia technologies and automated services augment rather than replace attended contact center services. We know that successful CRM requires access to information in the manner that citizens prefer. This means a more direct and personal set of contact methods. Citizen-facing services become the voice of the Government and an opportunity to help citizens navigate through the massive amounts of information available to them.

Attended services also provide the opportunity to provide a feedback mechanism for full-circle citizen-Government interaction. These interactions produce insight into citizen information needs by uncovering areas in which the Government has no response. By researching Government-approved information sources, responses are generated, approved and put into the knowledge base to ensure that, regardless of channel, a citizen will receive the same answer to a given question.

Our design drives quality and consistency across channels through common business rules and architecture, as outlined for automated services. In partnership with each agency, we will establish business rules, including how to handle misdirected calls, maximizing the use of scripted responses, and approving standard language. Before selecting candidates for contact center positions, our Human Resources group will work with Vangent to match the most qualified candidate to the appropriate job classification. All staff supporting the contact centers will have the right tools, the proper training, and receive continuous feedback to perform tasks with confidence. See the high-level flow diagram of attended services, Figure 2-8.

[REDACTED]

Each attended service communications channel will be capable of supporting the 17 work types listed in Section C.2.1.4 of the RFP. Figure 2-9 depicts Vangent's annual volume of contacts with Federal agency constituents.

[REDACTED]

### 2.1.2.1 Responding to Telephone Inquiries

Though other contact methods are growing at a faster rate, both Gartner and Forrester Research indicate that the telephone will remain the dominant form of contact for the foreseeable future. Vangent's experience also shows citizens prefer to talk directly to ISs. In response to this, we place a premium on ISs being able to deliver high-quality services.

To augment their personal skills, Vangent leverages systems and processes (such as telephone and TDD/TTY) that allow ISs to provide accurate responses to inbound inquiries. Vangent currently answers more than 40 million inbound calls and TDD/TTY contacts each year. We provide qualified staff, training, equipment, and supporting processes to assure our ISs are prepared to answer inquiries in a professional and courteous manner; capture and track information related to inbound inquiries, questions, and follow-ups; and forward recorded information via the proper channel to the appropriate authority for further processing. We use the most efficient and citizen-preferred method of sending requested information.

Vangent consistently receives 98 percent or better in "grading" the customer experience during our quality checks and monitoring. We design and optimize call flow and service operations for escalation within our organization as well as to the Government or third parties.

We establish and manage multiple tiers of service depending on the complexity of a given program, with the express goal of maximizing first contact resolution and minimizing the need to escalate or transfer calls.

We establish and manage multiple tiers of service depending on the complexity of a given program, with the express goal of maximizing first contact resolution and minimizing the need to escalate or transfer calls.

Figure 2-10 shows our inbound telephone inquiry process flow and provides the ability for a caller to conduct self-paced transactions with or without assistance. While all the various contacts use the telephone portal, the system is set up to track the date and time of the call as well as the type of inquiry (i.e., fulfillment, appointment, follow-up) and the options selected in the IVR.

[REDACTED]

### 2.1.2.2 Outbound Calling Services

Outbound calling provides a mechanism for a Government agency to follow up on issues, relay customer information, and perform satisfaction and outreach functions. Vangent has extensive experience performing outbound calling services, [REDACTED] We will provide the staff, training, equipment, and supporting processes to respond to callback requests and relay citizen information in a professional and courteous manner. Callbacks will be made to citizens to resolve issues that could not be resolved on the first contact, to verify that problems have been resolved, and to measure service satisfaction. Vangent blends inbound and outbound calling

activities to increase efficiency, reduce cost, and improve service levels. Figure 2-11 depicts how our outbound calling services process flow provides consistent, citizen centric-responses.

[REDACTED]

### 2.1.2.3 Responding to Postal Mail Inquiries

Vangent understands the sensitivity and trust required in handling postal mail inquiries, including traditional written correspondence and highly-sensitive Congressional inquiry handling. Vangent will provide qualified staff, training, equipment, and supporting processes to ensure the IS staff is prepared to answer written inquiries in accordance with business rules and performance guidelines. We will use the most efficient and citizen-preferred method of sending requested information and converting documents to a scanned, electronic format. ISs will capture and track information related to written inquiries, questions and follow-ups, and forward recorded information via the proper channel to the appropriate authority for further processing. As a further quality step, ISs will review outgoing responses for accuracy and completeness. Vangent will adhere to timelines and will use scanning, workflow routing, and tracking to manage turnaround. Figure 2-12 represents the workflow for postal mail inquiries and outbound responses. Throughout the process, the Government can monitor the status of each inquiry.

We earned the right to handle high-visibility inquiries based on the trust we developed over 20 years of providing high quality, cost-effective service for [REDACTED]

[REDACTED]

### 2.1.2.4 Responding to E-Mail Inquiries

The popularity of e-mail communications in the private and public sectors has created an increased demand for supporting this channel. We will deliver using expertise gained from the several Vangent programs that have in-place e-mail processes that together handle over a half a million e-mails a year. Vangent will respond to normal and misdirected e-mails, as shown in Figure 2-13. We will provide qualified staff, training, equipment, and supporting processes to ensure the IS staff is prepared to:

- Answer e-mail inquiries according to agency-approved business rules,
- Capture and track information related to inbound inquiries, questions, and follow-ups
- Forward recorded information via the proper channel to the appropriate authority for further processing.

The Vangent solution will use the most efficient and citizen-preferred method of sending requested information. We use best-practices for auto-filtering, automated responses and acknowledgement, and auto-suggested responses for ISs using Siebel's eMail Response platform. Vangent will develop automated responses in concert with the agency's requests on a

task order basis. Vangent has the ability to ensure quality by measuring and tracking email response times to achieve acceptable turnaround on all correspondence. Vangent will use a blended IS service environment to maximize efficiency by having ISs handle e-mail during slow periods outside of standard 8-to-5 business hours. The customer agency and Vangent's management and supervisory staff can monitor process flow and performance levels, including quality.

[REDACTED]

#### **2.1.2.5 Responding to Facsimile Inquiries**

Vangent processes tens of thousands of facsimile (fax) inquiries each year. For USA Contact, all faxes will be retrieved by our fax platform and enter the workflow as attachments to e-mails. This will allow ISs trained in our e-mail process to also respond to faxes, as well as provide a convenient solution to fax storage and subsequent forwarding to Government agencies. ISs will have the ability to query the knowledge and case management databases, conduct research, note the resolution in the correspondent's electronic record, and respond appropriately. ISs will also have the ability to use automated responses (fax-on-demand).

If the IS is unable to identify a response, the correspondence will be forwarded to the appropriate agency personnel. Vangent will track response times and deliver SLA-based turnaround on fax inquiries. Figure 2-14 represents the workflow for fax inquiries and outbound fax requests.

[REDACTED]

#### **2.1.2.6 Interactive Web-Based Services**

Vangent will leverage our integrated [REDACTED] to provide a best-practices approach to online customer service. This comprehensive, multi-faceted, and integrated channel approach will give citizens the ability to text chat, co-browse, and instant message with ISs.

The [REDACTED] solution is currently used by many organizations in the private sector, and provides the least cost/least risk to the Government over competing systems. The system is robust and scalable, and integrated into the entire technology stack to provide a consistent and uniform interface to the IS and citizen. Vangent has a great deal of experience with this solution as demonstrated on one of our current [REDACTED] contracts, where we conduct more than [REDACTED] web chat sessions each year.

Vangent ensures our ISs are prepared to answer interactive web inquiries, such as text chat, co-browsing, and instant messaging. Information Specialists will be comprehensively trained to:  
[REDACTED]

As directed by the agency, we will use the most efficient and effective method of sending requested information through the use of our best-in-breed [REDACTED] platform. Figure 2-15 represents Vangent's workflow for web-based service requests. Citizens will experience the same high-quality level of customer service regardless of their choice of contact method.

[REDACTED]



Other critical support services include fulfillment, transcription services, and multi-channel language translation services, each of which is addressed in the following sections.

### **2.1.2.7 Fulfillment Services**

We understand that the Government may use a vendor to handle batch fulfillment.

[REDACTED]

As shown in flow diagram, Figure 2-16 Vangent is prepared to fulfill requests not only through traditional printed materials, but also via fax, e-mail, or links to a web page.

[REDACTED]

[REDACTED] A queue will be established for recorded services, and the trained ISs will process these inquiries, [REDACTED] Follow-up may take place in the form of a referral, a callback, an e-mail, or use of other appropriate channel based on the nature of the inquiry.

[REDACTED] Language Translation Service

Vangent is well-versed in providing multi-lingual and language translation services.

[REDACTED]

Directory Listing Services

Vangent understands the criticality of listing voice, TDD/TTY, and URL contact information in bold type in applicable Blue, White, and Yellow page directories, as well as online sources, to ensure citizens know where and how to access Government information under this contract. Citizens use the Blue Pages approximately 81 million times a year to find Government information. Often, these listings are the first point of contact a citizen has with the Government. Approximately 25 percent of the time citizens attempting to contact a particular Government agency are unsuccessful, causing wasted time and unanswered questions. To mitigate this problem, Vangent will work with the GSA's Blue Pages Project Team to publish contact information and ensure timely updates as new client agencies are brought on board.

A representative from our Program Management Office (PMO) will serve as a liaison with the Blue Pages Management and Support Team and Federal Blue Pages Council, providing regular updates on program information and participating in quarterly or monthly meetings, as needed for a given task order. To ensure the widest possible exposure for Government information under this program, our liaison will also work with the Yellow Pages Association to place advertisements in areas not covered by the Blue Pages project. Vangent will advertise in all available directories in specific markets through Certified Marketing Representatives (CMRs), who are experts in the field of directory listing services. Our liaison will work with both the CMR and the Blue Pages Project Team to ensure no duplication across directories or channels.

### **2.1.3 Technical and Management Services**

Vangent will leverage our operations experience and best practice knowledge for the implementation of the USA Contact Services customer contact centers. We will use Project Management Institute (PMI)-compliant procedures to manage all task orders. [REDACTED] we employ PMI-based approaches to control IT and operational costs and improve quality.

Vangent has attained high, objectively determined, quality and performance standards that will enable us to support all task orders from a technical perspective. Our high level of commitment to a well-defined and ongoing process improvement effort is evident in our consistent success on IT programs.

In addition to our industry-leading capabilities, our team members possess significant experience with Federal Government contact center operations. Their skills include: program management, technology management, information and relationship management, human resources management, performance management, quality assurance/quality improvement, management reports, security, contingency/disaster recovery, and value engineering.

### 2.1.3.1 Core Project Management Support

Vangent's core project management approach is detailed in Section 3.0. All Vangent project personnel operate within a highly structured management environment that has been developed and proven successful over the course of dozens of previous contact center support engagements. Vangent's management structure includes key processes and tools supporting management planning, quality control, performance monitoring, training, security, documentation, and other key aspects of project control. For example, Vangent's proprietary project management methodology, the Phase Review System (PRS), provides a single overarching decision framework that defines project phases and milestones, management metrics and reviews, and decision gateways. The PRS methodology has been continuously improved throughout its 15 years of its active use and supports consistent, efficient performance on contact center support engagements.

Vangent's PRS methodology aligns with PMI's Project Management Book of Knowledge (PMBOK). Integrated within PRS are specific tools and techniques that address different aspects of project management. Vangent adheres to ISO 9001:2000-prescribed processes for quality management and a system engineering framework built in accordance to the Software Engineering Institute's (SEI's) Capability Maturity Model Integration (CMMI) model principles. Vangent uses a variety of industry standard tools for workforce management, training, quality monitoring, financial control and reporting, and documentation that support our project management methodology.

Vangent has defined the roles and responsibilities of the contact center staff needed to perform the USA Contact requirements, as follows:

**Table 2-4: Strategies to Ensure Successful Project Execution and Management.** Vangent offers clearly defined descriptions of our skilled personnel needed to successfully carry out USA Contact requirements.

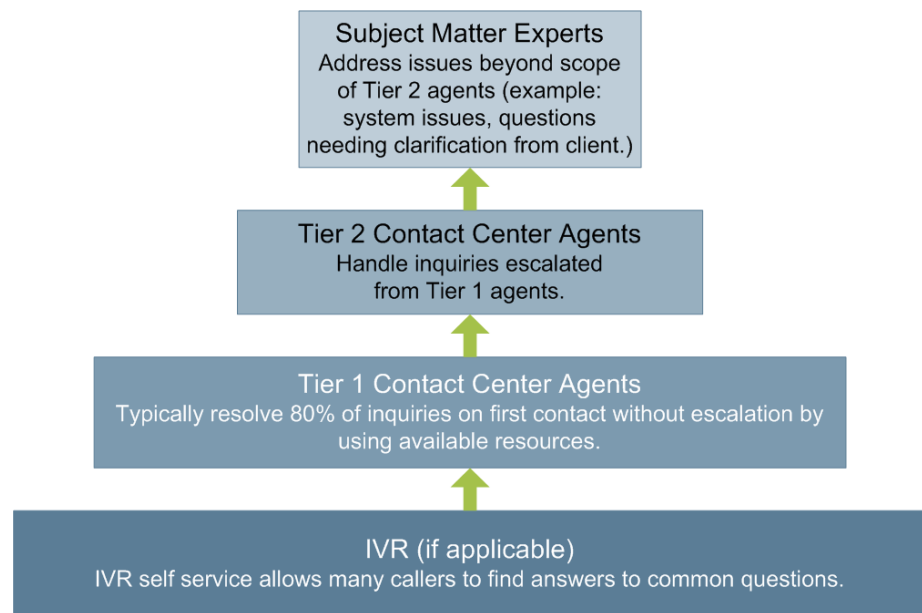
Position Title	Job Description
Project Manager	Provides overall management of the project. Responsible for all work performed in the program, including achievement of service and quality commitments. Serves as primary point of contact for the customer agencies and to USA Contact PMO.
Site Manager / Contact Center Manager(s)	Responsible for the contact center, including staffing, training, evaluation, project performance, and communication. The Site Manager is responsible for inter-site coordination and communication if applicable and serves the Program Manager as a secondary point of contact for the USA Contact PMO.
Operations Representative	Leads forecasting and staffing planning, using the workforce management tools to provide near- and long-term forecasts and establishes staff schedules for optimal service levels. Provides support to management on reports. Serves as a backup to the Site Manager assisting with day-to-day logistics of departmental operation.
Project Administrator	Assists with project coordination, reporting, site logistics, and general administrative duties.



Position Title	Job Description
Call Center Supervisor	Provides leadership to a team of ISs including supervision, ongoing coaching, and training. Performs outbound calls. Inline with industry best practice, the Supervisor to IS ratio is 1:15.
Senior Representative	Responds to customer contacts via telephone, email, online chat, or TTY. Maintains up-to-date program knowledge and customer service skills. Also responds to requests for help from Information Specialists and takes escalated calls. Perform outbound calls and assist with email Quality Assurance. Supports mentoring of new employees. Captures and tracks all inquires in RightNow.
Information Specialists	Responds to customer contacts via telephone, email, web chat, voice mail or TTY utilizing standard responses and approved scripting. Captures and tracks all inquires.
Quality Control Manager	Monitors telephone and email interactions for quality, customer service, and accuracy. Analyzes data and works closely with the Site Manager/Contact Center Manager and training team on continuous improvement actions. Assumes a QC Manager to IS ratio of 1:200.
Content Specialist/SME	Provides knowledge and guidance to contact center, management and support, and other staff in the technical and operational aspects of USA Contact customer agency policy. Uses customer agency approved content to develop and manage contact center scripts and FAQs.
Security Manager	Provides knowledge and leadership to enable the Vangent Team to determine the best security posture through: Risk assessments, physical security reviews (IT and facilities), network security reviews, operating system security reviews, database security assessments, vulnerability analysis, penetration testing, application development security consulting, internal audit security interface, specialized consulting and assessments.

Vangent uses a multi-tiered approach to contact center management. Vangent designs and optimizes call flow and service operations for escalation within our organization as well as to the government or third parties. We establish and manage multiple tiers of service depending on the complexity of a given program, with the expressed goal of maximizing first contact resolution and minimizing the need to escalate or transfer calls. We work with individual agencies to determine the number of tiers and the role and responsibility of each tier. Figure 2-18 provides the generic Vangent tiered escalation process. It can be easily tailored to USA Contact customer agency requirements:

Vangent uses a comprehensive training program that provides ISs and other staff with the skills and knowledge required to perform at a level exceeding the expectations of callers seeking service from USA Contact customer agencies. The Vangent learning and development team will work with the customer agencies to accurately capture their needs and ensure that each contact center staff member has the necessary skills, training, and knowledge to successfully execute USA Contact customer agency requirements. Our primary objective is to enable customer agencies to maintain high standards, achieve new goals and be prepared for future challenges.



**Figure 2-2: Escalation Diagram.** The goal of Vangent’s escalation process is to deliver accurate, first call resolutions to customers. USAC-047

For all new training modules, the Vangent Learning and Development team will follow the ADDIE (Analyze, Design, Develop, Implement, Evaluate) five-step phased approach to instructional design. Through this process, we can ensure the materials are instructionally-sound, accurate, and effective to the adult learner. For the new hire curriculum design and development effort, Vangent will use staff consisting of one Lead Instructional Systems Designer (ISD) and four ISDs, all with contact center training experience.

With adult learners, several approaches accommodating multiple learning preferences are required. Therefore, the recommended delivery method for the USA Contact new hire training is a blended approach. According to USA Contact RFP requirements, we will develop and deliver new employee training program as reflected in Table 2-5.

**Table 2-5: Vangent’s Task Level Training Approach**

Training Level Description/Complexity and Scope	Minimum Training Hour Requirement
Level 1 (Low) - training includes Q&A content/knowledge simple script reading, development and maintenance, customer service skills, technology training (automated voice response service, knowledge and customer databases), security/privacy	40 hours
Level 2 (Low to Moderate) - training includes development and maintenance of moderately complex scripts for automated voice response service and knowledge and/or customer databases. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements.	40-80 hours
Level 3 (Moderate) –training includes development and maintenance of highly complex scripts for automated voice response service and knowledge and/or customer databases. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are high.	80-120 hours
Level 4 (High) - these tasks generally require the recruitment and training of 100 or fewer new employees and the development and maintenance of extremely complex scripts for automated voice response service and knowledge and/or customer databases. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are very high.	120-160 hours

The Vangent Learning and Development Team will ensure that our rigorous training program is in compliance with the training level and hours dictated in the C.3.5.1 of the RFP.

**2.1.3.1.1 Incremental Support**

Vangent's primary service offering is contact center operations and solutions. Contact center operations are our business and, based on our customer feedback, we are good at what we do. This expertise has enabled Vangent to attract personnel who have extensive experience managing contact centers and are available to assist a contract if the need arises. Some examples of incremental project management support include:

- Additional experienced managers and personnel
- Customized reports and management analyses
- Financial resources and physical infrastructure
- Newly engineered business processes or systems solutions

An example of a newly engineered business process and system solution occurred on our [REDACTED] We implemented a knowledge management system that searched information entered by each IS which enabled better reporting analysis of potential problems. During the height of increased calls responding to the [REDACTED] thought there was a problem nationwide with answers beneficiaries were receiving. However, our ad hoc reporting enabled us to ascertain that there was only a problem in one city. Thus, [REDACTED] saved a considerable amount of money by not having to change the message nationwide.

### 2.1.3.2 Site Management

Vangent and its core rapid ramp-up team operate 112 U.S. contact center operations for both Government and commercial customers. Vangent’s professional staff shares a commitment to innovation, leading-edge technologies, industry knowledge, and continual improvement while providing services in a cost-effective manner. Our site managers are fully accountable for the daily operation of the centers—staffing, training, evaluation, project performance, and communication. They are also responsible for inter-site coordination and communication if applicable and will serve the Program Manager as a secondary point of contact for the USA Contact Center Services PMO. Table 2-6 highlights some of Vangent’s skills in maintaining superior customer service and reducing our overall costs.

**Table 2-6: Vangent’s Proven Site Management Approach**

Site Management Skills
<b>Call Management</b> - A proven call management and skills-based routing system to allow supervisory staff to monitor and manage the activities of their staff, while observing call statistics for their sites in real-time.
<b>Subject Matter Experts</b> - Vangent ISs must have strong subject matter skills to handle complex calls. Vangent conducts a rigorous training and certification program that includes preparatory exercises, role-playing, mock calls from internal staff, listening to live calls, sitting alongside experienced ISs, and weekly refresher training.
<b>Knowledge Management Systems</b> - Expertise in knowledge management systems and business processes enable the ISs to proficiently handle all calls consistently and accurately across the enterprise.
<b>Work Volume Management</b> - A proven successful approach to handling variations in work volumes and management, including unforeseen spikes and priority situations. For [REDACTED] and its related web tool, bringing on more than 900 trained ISs.
<b>Workload Fluctuations</b> - Vangent site managers effectively and efficiently handle workload fluctuations and operational responsiveness. Deriving from our extensive experience operating and staffing government contact center functions, Vangent routinely analyzes, predicts, and prepares for changing resource needs. Resource dependencies, critical demand thresholds, and workload leveling capabilities are modeled far in advance of actual events, enabling the capacity planning and provisioning functions to stay comfortably ahead of the demand curve without needlessly expensive over provisioning.
<b>Performance Monitoring</b> - All contact center transactions, including logins, data retrievals, search functions, and other specified operations, are consistently monitored. We capture platform and application activity and performance metrics using system monitoring and data auditing tools. Vangent will review and analyze the statistics and trends. We will use this intelligence to support resource capacity planning and report against established performance standards.
<b>SLA Approach</b> - A systematic, SLA-based approach to the timely handling of inquiries of all types: telephone, IVR, web chat, email, and fax. Our SLA approach is discussed in detail Section 3.3, Performance Management.

### 2.1.3.3 Program Management

Vangent will establish a PMO for USA Contact Services with a dedicated program manager to manage contract activities, respond to letters of request for proposal, and oversee task order delivery functions managed by task order project managers. Our professional staff shares a commitment to innovation, leading-edge technologies, industry knowledge, and continual improvement while providing the necessary services, equipment, materials, and facilities in a cost-effective manner.

Our technical approach encompasses process components and improves predictability and efficiency in the development, production, delivery, and support of technology systems and services. Key components include Vangent’s PRS project management approach, our CMMI Level 3 processes, and our quality assurance program. Vangent will provide support to address project management, oversight, process management, recruitment and retention, workforce management, performance management, training, quality assurance/improvement, continuous process improvement, information systems security compliance oversight, management reports, value engineering, and topic trend and reporting.

### 2.1.3.4 Technology Management

For decades, Vangent has demonstrated its technology management capabilities through innovative yet cost effective use of IT and telecommunications services in support of high volume, highly visible multi-channel contact center operations. Currently our multi-channel contact centers support more than 68 million customer interactions per year and more than 97 million transactions per year across our domestic locations. This documented performance, as illustrated in Table 2-7 reflects the institutional knowledge, flexibility, cooperation, leadership, and technical capabilities distinguishing Vangent.

**Table 2-7: Vangent’s Professional Technology Management Skills**

Vangent Technology Management Skills
<b>Infrastructure and Network Management - [REDACTED]</b>
<b>Contingency/Disaster Recovery – [REDACTED]</b>
<b>Monitoring</b> – Vangent consistently meets and exceeds a wide variety of contact center performance metrics, including industry standards and those identified in the USA Contact RFP. [REDACTED]
<b>Traffic Analysis – [REDACTED]</b>
<b>Optimization [REDACTED]</b>
<b>Coordination</b> – The Vangent Project Manager will recommend, process, coordinate, and monitor telecommunications orders, and serve as a liaison with telecommunications vendors.

### 2.1.3.5 Information Systems Security Management

The Vangent Information Systems Security Management approach is detailed in Section 4.0, Security and Section 2.3, Business Continuity.

### 2.1.3.6 Content and Knowledge Management

Content and knowledge management are critical to providing the “best-in-class” solution that Vangent has proposed. Section 2.1.1.1 described how the Vangent solution will address Automated Voice Response (AVR) development and management. Because of the direct linkage between the hosted FAQ systems and the knowledge management system, Vangent has chosen a single, integrated platform [REDACTED] It provides a centralized, self-learning, and largely self-maintaining knowledge base that automatically incorporates customer interactions into future responses. Administration is performed directly from the [REDACTED] integration. It can store, organize, search, and retrieve knowledge content required to respond to stakeholder inquiries, regardless of the channel they select, particularly information from the hosted FAQ system.

The knowledge management solution allows information in the FAQ knowledge base to be posted, updated, and retrieved, including management reports by authorized personnel in real time via an easy-to-use web interface while the application is running. Other capabilities include real-time and historical insight into the usage pattern and usefulness of the stored knowledge, as well as access to search and retrieve information via the Internet by the general public. Using [REDACTED] will reduce the risk of a long and costly technology implementation. Vangent will meet the requirements of a knowledge management solution as shown in the table below.

**Table 2-8: Vangent’s Approach to Knowledge Management**

Requirement	Knowledge Management Team Features
Collect, organize, select, record, verify, update, and present relevant information in the knowledge management system on an ongoing basis.	Manages the ongoing maintenance of the system by collecting, organizing, selecting, recording, verifying, and updating information.
Update and manage the content of the knowledge management system on an on-going basis.	Defines a process with the customer agency to maintain and manage content. Content can be updated either automatically

Requirement	Knowledge Management Team Features
	using feeds from external systems or manually from within the knowledge management system itself.
Develop a procedure to ensure agency concurrence on all updates and information dissemination from the knowledge management system to any other media.	Best practices follow the project methodology to ensure agency concurrence on all additions, deletions or updates to the system and those changes are verified in Software Change Control Board meetings.
Conduct research of agency-approved sources of information and develop appropriate responses to customer inquiries.	Skills and experience will facilitate the successful conduct of research on Government-approved information and develop the appropriate responses.
Organize information into suitable means for easy access by all contact center employees, Government employees, and/or customers	Comprised of individuals who bring experience and skills to organize information to ensure it is easily accessible and intuitive.
Analyze usage data of the knowledge management system to determine trends and patterns.	Has extensive experience analyzing patterns using reporting from the knowledge base, and business intelligence reports.
Analyze new inquiries and inquiry trends to develop responses bases on research.	Comprised of individuals who bring experience and skills to analyze patterns using reporting from the knowledge base, business intelligence reports, personal experience, and research found.
Collect, organize and prepare information and answers to frequently asked questions for dissemination using automated systems, such as interactive voice response, automatic fax-back, information search and retrieval systems and web-based systems.	The single source where collection, organization and preparation of information and answers to FAQs are brought forth. The subsequent decision to disseminate the information to the various automated systems is managed by them and brought to pass with assistance from our IT team when needed.
Where new and topical inquiries arrive, have a mechanism for collection (from IS to management), quick preparation of response, and a means of advising the Government of these sudden unexpected influxes of question categories.	Evaluates the knowledge management system for increases in certain inquiries with business intelligence tools and knowledge base reports and uses their experience and skills to provide accurate and quick responses to those issues.
Ensure that, where applicable, additions, changes, or deletions of materials from the knowledge database are carried over to the corresponding IS training and support materials.	Best practices follow the project methodology to ensure agency concurrence on all additions, deletions, or updates to the system, ensuring that those get carried over to IS training and support materials through a Software Change Control Board.
Website Content Coordination - The Contractor shall share relevant inquiry data and trends with agency web support team to ensure that information provided at the agency websites and the contact center is accurate, up-to-date, and meets the needs of the agency customers	Coordinate with agency-identified support team members to ensure that information in both systems is in synch, up-to-date, accurate, and meets the needs of agency customers.
Filing System - The Contractor shall establish and maintain a filing systems that shall allow Government oversight of, at a minimum, written and electronic correspondence, employee (but not individual) performance, work stoppage, agency liaison, hardware and software maintenance, database maintenance, call data and contract reports.	Allows Government agencies to have program oversight by allowing system access along with reports that are provided to meet the needs of our customers.

### 2.1.3.7 Contact/Case Management

[REDACTED] are solutions that have been implemented by Vangent for various Government contracts. [REDACTED] are complemented by [REDACTED] multi-channel routing and the other market leaders for products in the Vangent solution to make up a “best-in-class” solution based on Gartner investigations. Not only do [REDACTED] store requests from all channels, through the [REDACTED] interface with [REDACTED] the applications become the one seamless application to the IS [REDACTED] both have zero footprint clients so no installs on the IS desktop are required other than a browser, even for the CTI capabilities, making this solution very low risk to implement. These CRM applications will track all requests from all channels, provide data captured regarding those requests, and provide the ability for tracking and management automatically through workflow or ad hoc means.



### **2.1.3.8 Relationship Management**

Vangent's Project Manager will coordinate with the cooperation and direction of government officials, discussions with other government agencies, vendors, business partners, and relevant individuals regarding operational and program issues. Based upon size and complexity of the task order, the Vangent Program Manager will provide additional support and leadership. Vangent will use our multi-channel contact center industry expertise, research capabilities and conference hosting capabilities to enhance these experiences and provide another source of program support and reach on a task-order basis.

Our Project Manager will also assist customer agencies in defining requirements and develop operational and technical solutions to those requirements. We will develop and coordinate implementation plans for current and expanding services. The Project Manager will work closely with the Knowledge Manager and customer agencies to define requirements, update the knowledge management system, maintain content and develop methods and procedures for the full knowledge management process. We will work closely with customer agencies to promote their services through Directory Listing Services described in Section 5.1.4.

### **2.1.3.9 Customer Satisfaction Assessments**

Vangent understands that regular customer feedback is essential to ensuring a contact center is meeting the needs of its customers. Vangent relies on customer feedback in our current contact centers to identify areas of improvement as well as recognize excellent customer service. Our staff has performed customer satisfaction assessments in various forms:

- We use surveys to solicit customer feedback in several of our contact centers. The combination of our corporate capability in survey design and emphasis on user design and testing input have been invaluable in isolating areas for improvement and delivering corresponding increased user satisfaction.
- One of the most efficient methods for gathering customer satisfaction feedback is through the IVR application. Callers are periodically offered the opportunity to participate in a customer satisfaction survey. Through the IVR, they are simply routed to the survey if they choose to participate. If a caller was working with an IS, the IS transfers the call to the automated survey for the caller to complete. In addition to answering scripted questions, the callers are also offered an opportunity to provide ad hoc feedback regarding the service they received.
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In all cases, the results of the various surveys are analyzed and documented in reports to our clients on at least a monthly basis. In many cases, weekly reports are provided in order to keep abreast of rapidly changing volumes or customer needs. Depending on the technology being employed in individual help desks/contact centers, these reports may be provided via access to a website, electronically via email, or via paper.



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In addition to our internal quality systems, Vangent studies how it is meeting customer expectations across all areas and functions that touch the customer through the use of an independent third-party quality monitoring company- [REDACTED] This independent organization executes this process as an ongoing [REDACTED] effort of performance improvement.

#### **2.1.4 Special Project Support**

Vangent understands that while it is not possible to predict every type of special project that will be required, we believe that our best-in-class team can deliver for GSA and its customers on a wide variety of topics. We believe that GSA and agency customers can benefit from our approach to providing innovative customer service on behalf of the Federal Government. We anticipate the following types of projects:

- Technical prototypes
- Contact center enterprise architecture
- Systems consulting
- CRM consulting
- Market research
- Web hosting
- Special applications
- Systems interconnectivity

Vangent is accustomed to working in a flexible, unstructured environment to support special projects on behalf of our clients. As an example, Vangent assisted [REDACTED] The entire special project is highly successful and is a showcase in the Government for the development and use of enterprise architecture and portfolio management.

Regardless of the nature of the special project detailed in a specific task-order, Vangent will be flexible and leverage its knowledge and experience to deliver any specialized services that are required. We will provide the technical support, management support, facilities, appropriate personnel, and equipment to deliver on this commitment.

#### **2.1.5 Technical and Management Services**

Vangent will leverage our operations experience and best practice knowledge for the implementation of the USA Contact Services customer contact centers. We will use Project Management Institute (PMI)-compliant procedures to manage all task orders. [REDACTED] we employ PMI-based approaches to control IT and operational costs and improve quality. Vangent has attained high, objectively determined, quality and performance standards that will enable us to support all task orders from a technical perspective. Our high level of commitment to a well-defined and ongoing process improvement effort is evident in our consistent success on IT programs.

In addition to our industry-leading capabilities, our team members possess significant experience with Federal Government contact center operations. Their skills include: program management, technology management, information and relationship management, human resources management, performance management, quality assurance/quality improvement, management reports, security, contingency/disaster recovery, and value engineering.

### 2.1.5.1 Core Project Management Support

Vangent’s core project management approach is detailed in Section 3.0. All Vangent project personnel operate within a highly structured management environment that has been developed and proven successful over the course of dozens of previous contact center support engagements. Vangent's management structure includes key processes and tools supporting management planning, quality control, performance monitoring, training, security, documentation, and other key aspects of project control. For example, Vangent's proprietary project management methodology, the Phase Review System (PRS), provides a single overarching decision framework that defines project phases and milestones, management metrics and reviews, and decision gateways. The PRS methodology has been continuously improved throughout its 15 years of its active use and supports consistent, efficient performance on contact center support engagements.

Vangent's PRS methodology aligns with PMI's Project Management Book of Knowledge (PMBOK). Integrated within PRS are specific tools and techniques that address different aspects of project management. Vangent adheres to ISO 9001:2000-prescribed processes for quality management and a system engineering framework built in accordance to the Software Engineering Institute’s (SEI’s) Capability Maturity Model Integration (CMMI) model principles. Vangent uses a variety of industry standard tools for workforce management, training, quality monitoring, financial control and reporting, and documentation that support our project management methodology.

Vangent has defined the roles and responsibilities of the contact center staff needed to perform the USA Contact requirements, as follows:

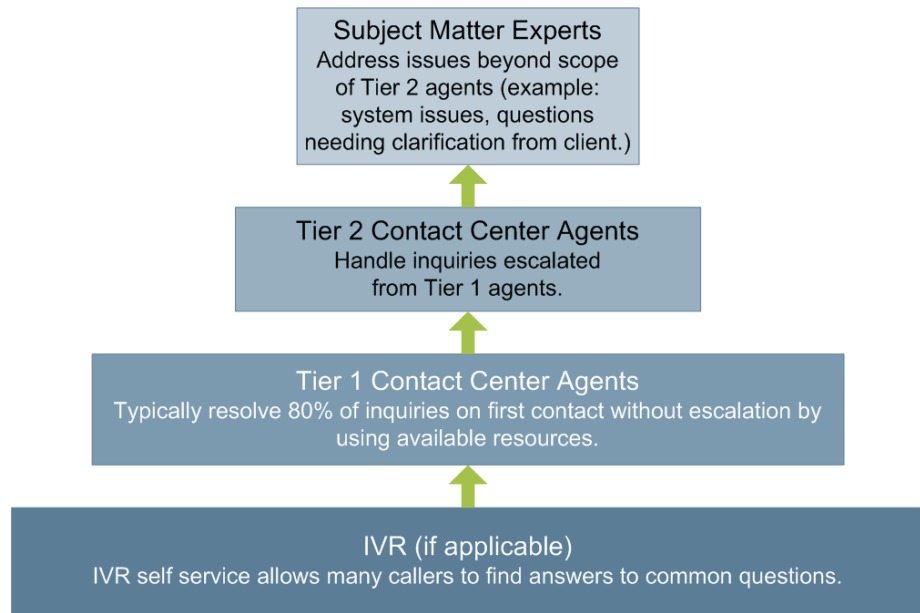
**Table 2-4: Strategies to Ensure Successful Project Execution and Management.** Vangent offers clearly defined descriptions of our skilled personnel needed to successfully carry out USA Contact requirements.

Position Title	Job Description
Project Manager	Provides overall management of the project. Responsible for all work performed in the program, including achievement of service and quality commitments. Serves as primary point of contact for the customer agencies and to USA Contact PMO.
Site Manager / Contact Center Manager(s)	Responsible for the contact center, including staffing, training, evaluation, project performance, and communication. The Site Manager is responsible for inter-site coordination and communication if applicable and serves the Program Manager as a secondary point of contact for the USA Contact PMO.
Operations Representative	Leads forecasting and staffing planning, using the workforce management tools to provide near- and long-term forecasts and establishes staff schedules for optimal service levels. Provides support to management on reports. Serves as a backup to the Site Manager assisting with day-to-day logistics of departmental operation.
Project Administrator	Assists with project coordination, reporting, site logistics, and general administrative duties.
Call Center Supervisor	Provides leadership to a team of ISs including supervision, ongoing coaching, and training. Performs outbound calls. Inline with industry best practice, the Supervisor to IS ratio is 1:15.
Senior Representative	Responds to customer contacts via telephone, email, online chat, or TTY. Maintains up-to-date program knowledge and customer service skills. Also responds to requests for help from Information Specialists and takes escalated calls. Perform outbound calls and assist with email Quality Assurance. Supports mentoring of new employees. Captures and tracks all inquires in RightNow.

Position Title	Job Description
Information Specialists	Responds to customer contacts via telephone, email, web chat, voice mail or TTY utilizing standard responses and approved scripting. Captures and tracks all inquires.
Quality Control Manager	Monitors telephone and email interactions for quality, customer service, and accuracy. Analyzes data and works closely with the Site Manager/Contact Center Manager and training team on continuous improvement actions. Assumes a QC Manager to IS ratio of 1:200.
Content Specialist/SME	Provides knowledge and guidance to contact center, management and support, and other staff in the technical and operational aspects of USA Contact customer agency policy. Uses customer agency approved content to develop and manage contact center scripts and FAQs.
Security Manager	Provides knowledge and leadership to enable the Vangent Team to determine the best security posture through: Risk assessments, physical security reviews (IT and facilities), network security reviews, operating system security reviews, database security assessments, vulnerability analysis, penetration testing, application development security consulting, internal audit security interface, specialized consulting and assessments.

Vangent uses a multi-tiered approach to contact center management. Vangent designs and optimizes call flow and service operations for escalation within our organization as well as to the government or third parties. We establish and manage multiple tiers of service depending on the complexity of a given program, with the expressed goal of maximizing first contact resolution and minimizing the need to escalate or transfer calls. We work with individual agencies to determine the number of tiers and the role and responsibility of each tier. Figure 2-18 provides the generic Vangent tiered escalation process. It can be easily tailored to USA Contact customer agency requirements:

Vangent uses a comprehensive training program that provides ISs and other staff with the skills and knowledge required to perform at a level exceeding the expectations of callers seeking service from USA Contact customer agencies. The Vangent learning and development team will work with the customer agencies to accurately capture their needs and ensure that each contact center staff member has the necessary skills, training, and knowledge to successfully execute USA Contact customer agency requirements. Our primary objective is to enable customer agencies to maintain high standards, achieve new goals and be prepared for future challenges.



**Figure 2-3: Escalation Diagram.** The goal of Vangent’s escalation process is to deliver accurate, first call resolutions to customers. USAC-047

For all new training modules, the Vangent Learning and Development team will follow the ADDIE (Analyze, Design, Develop, Implement, Evaluate) five-step phased approach to instructional design. Through this process, we can ensure the materials are instructionally-sound, accurate, and effective to the adult learner. For the new hire curriculum design and development

effort, Vangent will use staff consisting of one Lead Instructional Systems Designer (ISD) and four ISDs, all with contact center training experience.

With adult learners, several approaches accommodating multiple learning preferences are required. Therefore, the recommended delivery method for the USA Contact new hire training is a blended approach. According to USA Contact RFP requirements, we will develop and deliver new employee training program as reflected in Table 2-5.

**Table 2-5: Vangent’s Task Level Training Approach**

Training Level Description/Complexity and Scope	Minimum Training Hour Requirement
Level 1 (Low) - training includes Q&A content/knowledge simple script reading, development and maintenance, customer service skills, technology training (automated voice response service, knowledge and customer databases), security/privacy	40 hours
Level 2 (Low to Moderate) - training includes development and maintenance of moderately complex scripts for automated voice response service and knowledge and/or customer databases. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements.	40-80 hours
Level 3 (Moderate) –training includes development and maintenance of highly complex scripts for automated voice response service and knowledge and/or customer databases. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are high.	80-120 hours
Level 4 (High) - these tasks generally require the recruitment and training of 100 or fewer new employees and the development and maintenance of extremely complex scripts for automated voice response service and knowledge and/or customer databases. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are very high.	120-160 hours

The Vangent Learning and Development Team will ensure that our rigorous training program is in compliance with the training level and hours dictated in the C.3.5.1 of the RFP.

**2.1.5.1.1 Incremental Support**

Vangent's primary service offering is contact center operations and solutions. Contact center operations are our business and, based on our customer feedback, we are good at what we do. This expertise has enabled Vangent to attract personnel who have extensive experience managing contact centers and are available to assist a contract if the need arises. Some examples of incremental project management support include:

- Additional experienced managers and personnel
- Customized reports and management analyses
- Financial resources and physical infrastructure
- Newly engineered business processes or systems solutions

An example of a newly engineered business process and system solution occurred on our [REDACTED] We implemented a knowledge management system that searched information entered by each IS which enabled better reporting analysis of potential problems. During the height of increased calls responding to the [REDACTED] thought there was a problem nationwide with answers beneficiaries were receiving. However, our ad hoc reporting enabled us to ascertain that there was only a problem in one city. Thus, [REDACTED] saved a considerable amount of money by not having to change the message nationwide.

**2.1.5.2 Site Management**

Vangent and its core rapid ramp-up team operate 112 U.S. contact center operations for both Government and commercial customers. Vangent’s professional staff shares a commitment to

innovation, leading-edge technologies, industry knowledge, and continual improvement while providing services in a cost-effective manner. Our site managers are fully accountable for the daily operation of the centers—staffing, training, evaluation, project performance, and communication. They are also responsible for inter-site coordination and communication if applicable and will serve the Program Manager as a secondary point of contact for the USA Contact Center Services PMO. Table 2-6 highlights some of Vangent’s skills in maintaining superior customer service and reducing our overall costs.

**Table 2-6: Vangent’s Proven Site Management Approach**

Site Management Skills
<b>Call Management</b> - A proven call management and skills-based routing system to allow supervisory staff to monitor and manage the activities of their staff, while observing call statistics for their sites in real-time.
<b>Subject Matter Experts</b> - Vangent ISs must have strong subject matter skills to handle complex calls. Vangent conducts a rigorous training and certification program that includes preparatory exercises, role-playing, mock calls from internal staff, listening to live calls, sitting alongside experienced ISs, and weekly refresher training.
<b>Knowledge Management Systems</b> - Expertise in knowledge management systems and business processes enable the ISs to proficiently handle all calls consistently and accurately across the enterprise.
<b>Work Volume Management</b> - A proven successful approach to handling variations in work volumes and management, including unforeseen spikes and priority situations. For [REDACTED] and its related web tool, bringing on more than 900 trained ISs.
<b>Workload Fluctuations</b> - Vangent site managers effectively and efficiently handle workload fluctuations and operational responsiveness. Deriving from our extensive experience operating and staffing government contact center functions, Vangent routinely analyzes, predicts, and prepares for changing resource needs. Resource dependencies, critical demand thresholds, and workload leveling capabilities are modeled far in advance of actual events, enabling the capacity planning and provisioning functions to stay comfortably ahead of the demand curve without needlessly expensive over provisioning.
<b>Performance Monitoring</b> - All contact center transactions, including logins, data retrievals, search functions, and other specified operations, are consistently monitored. We capture platform and application activity and performance metrics using system monitoring and data auditing tools. Vangent will review and analyze the statistics and trends. We will use this intelligence to support resource capacity planning and report against established performance standards.
<b>SLA Approach</b> - A systematic, SLA-based approach to the timely handling of inquiries of all types: telephone, IVR, web chat, email, and fax. Our SLA approach is discussed in detail Section 3.3, Performance Management.

### 2.1.5.3 Program Management

Vangent will establish a PMO for USA Contact Services with a dedicated program manager to manage contract activities, respond to letters of request for proposal, and oversee task order delivery functions managed by task order project managers. Our professional staff shares a commitment to innovation, leading-edge technologies, industry knowledge, and continual improvement while providing the necessary services, equipment, materials, and facilities in a cost-effective manner.

Our technical approach encompasses process components and improves predictability and efficiency in the development, production, delivery, and support of technology systems and services. Key components include Vangent’s PRS project management approach, our CMMI Level 3 processes, and our quality assurance program. Vangent will provide support to address project management, oversight, process management, recruitment and retention, workforce management, performance management, training, quality assurance/improvement, continuous process improvement, information systems security compliance oversight, management reports, value engineering, and topic trend and reporting.

### 2.1.5.4 Technology Management

For decades, Vangent has demonstrated its technology management capabilities through innovative yet cost effective use of IT and telecommunications services in support of high volume, highly visible multi-channel contact center operations. Currently our multi-channel



contact centers support more than 68 million customer interactions per year and more than 97 million transactions per year across our domestic locations. This documented performance, as illustrated in Table 2-7 reflects the institutional knowledge, flexibility, cooperation, leadership, and technical capabilities distinguishing Vangent.

**Table 2-7: Vangent’s Professional Technology Management Skills**

Vangent Technology Management Skills
<b>Infrastructure and Network Management - [REDACTED]</b>
<b>Contingency/Disaster Recovery – [REDACTED]</b>
<b>Monitoring</b> – Vangent consistently meets and exceeds a wide variety of contact center performance metrics, including industry standards and those identified in the USA Contact RFP. [REDACTED]
<b>Traffic Analysis – [REDACTED]</b>
<b>Optimization [REDACTED]</b>
<b>Coordination</b> – The Vangent Project Manager will recommend, process, coordinate, and monitor telecommunications orders, and serve as a liaison with telecommunications vendors.

### 2.1.5.5 Information Systems Security Management

The Vangent Information Systems Security Management approach is detailed in Section 4.0, Security and Section 2.3, Business Continuity.

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Content and knowledge management are critical to providing the “best-in-class” solution that Vangent has proposed. Section 2.1.1.1 described how the Vangent solution will address Automated Voice Response (AVR) development and management. Because of the direct linkage between the hosted FAQ systems and the knowledge management system, Vangent has chosen a single, integrated platform [REDACTED] It provides a centralized, self-learning, and largely self-maintaining knowledge base that automatically incorporates customer interactions into future responses. Administration is performed directly from the [REDACTED] integration. It can store, organize, search, and retrieve knowledge content required to respond to stakeholder inquiries, regardless of the channel they select, particularly information from the hosted FAQ system.

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Regardless of the nature of the special project detailed in a specific task-order, Vangent will be flexible and leverage its knowledge and experience to deliver any specialized services that are required. We will provide the technical support, management support, facilities, appropriate personnel, and equipment to deliver on this commitment.

## **2.2 Facilities and Technology Infrastructure**

Vangent operates dozens of contact center operations for both Government and commercial customers. We have the facility and technology infrastructure to handle USA Contact operational requirements with the proven ability to recover in an expeditious manner should a primary facility experience a catastrophic event. Our solid, scalable COTS-based architecture will allow us to fulfill GSA's vision of a seamless citizen network of accessible, consistent, and timely multi-channel services. We have designed and will deliver a virtualized service design using COTS products in a secure environment so GSA and their clients can experience superior citizen services.

### **2.2.1 Facilities to Be Provided**

Providing a physical environment conducive to world-class service is paramount to achieving GSA's mission. Our sites are designed and constructed to meet the needs of Federal Government contracts. To maintain maximum stability and seamless transition upon contract award, improve

the speed and accessibility of services, enhance service quality, and expand the array of services and information access, Vangent is committed to continuously improving the current environment, and to expand that environment when business needs dictate growth.

Vangent has been providing customer contact center services for more than 20 years and has established facilities, standards, and practices that consistently achieve some of the highest ratings in the industry. The layout of our facilities has been optimized to enhance productivity of ISs and facilitate effective staff communication. Vangent follows industry best practices in the operation of each site to ensure that the facility provides a working environment that meets or exceeds industry contact center standards.



A business process review completed by Strategic Contact identified our facilities as a best practice for contact centers, specifically:

- All sites are easily accessible
- All sites provide clean, work-friendly atmospheres
- Vending or food service is provided at all sites
- Sites lack typical feel of outbound call centers; focus is on business goals

USAC-026

**Figure 2-4: Federally Focused Facilities.** Vangent's facilities are designed specifically to meet the specifications required for Federal Government Contact Centers.

### 2.2.1.1 General Requirements

Vangent operates 10 Federal contact centers in the United States: Arlington, VA; Baltimore, MD, Cedar Rapids, IA; Chester, VA; Coralville, IA; Corbin, KY; Lawrence, KS (2); and Phoenix, AZ (2). Our model enables Vangent to exploit its common architecture from any of those locations, as well as the 100+ commercial, and subcontractor locations we have available. By utilizing a virtual technology infrastructure, Vangent is able to deliver consistent, scalable solutions to meet the Government's contact center needs, no matter the size, complexity, or scope of operations. We can assure GSA that all locations performing work under USA Contact task orders will meet the facility and security requirements of the RFP. Table 2-9 provides an overview of our Federal contact center facilities.

**Table 2-9. Overview of Vangent's Contact Center Facilities**

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

### 2.2.1.2 Facility Infrastructure

Vangent will use our existing facilities to provide a low-risk facilities solution. Our in-place facilities include: cable distribution systems, conduits, terminals, and connectors, raised flooring, and other equipment needed to interconnect and support contact center systems and operations.

### 2.2.1.3 Site Selection and Facility Design Requirements

To support the task orders issued under USA Contact, Vangent has the facilities and infrastructure in place. Vangent has identified our [REDACTED] facility as our primary location; however, for each task order, Vangent will evaluate the requirements and determine which of our steady-state contact center locations or emergency sites best meet the needs of the Government. The [REDACTED] infrastructure supports all of the multi-media channels that are required and it is the center of our technology research as well as a hub of multiple contracts. This facility is designed specifically for Federal customer interactions and meets all of our requirement for site selection. We have 195,000 square feet of space designed specifically for contact centers. Vangent has facilities nationwide that are linked with wide bandwidth telecomm capability, consistent technology infrastructure, and built-in redundancy.

Vangent understands that some task orders may require that we leverage the extensive capabilities of our Rapid Ramp-up Team. In these instances our Teaming Coordinator works with our Subcontracting Office to ensure a process, either competitive or sole source, which provides customers with the highest value subcontractor services for each task order. Vangent follows this systematic procedure (Described in Section 3.0, Management Plan) to evaluate and select the best solutions and facilities as part of our subcontracting process. We determine and understand specific subcontracting requirements to ensure GSA and customer agency objectives are achieved. Figure 2-20 below demonstrates the sites available to perform work for USA Contact task orders:

Figure 2-5: [REDACTED]

Prior to bidding on any task order, Vangent will follow our proven business model for site selection and facilities design, giving special emphasis to physical facilities, equipment, furniture, and contact center management personnel. Table 2-10 lists our criteria for site selection and facility design.

[REDACTED]

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

In addition, Vangent makes a special effort to ensure that ISs have access to amenities which make the work environment more comfortable and enjoyable. For example, all of our sites have vending or food service. Vangent also strives to provide a work environment that is aesthetically pleasing for ISs. Our contact centers are configured to provide ISs with a line-of-sight to a window, whereas management offices, conference rooms, etc. are located towards the interior of the building.

**2.2.1.4 Project Housing**

The workspace provided for USA Contact will be contiguous and have access restricted to those employees supporting the contract. Workstations used for this program will be available for extended hours of use, and additional space is available as growth occurs in the USA Contact program. During normal hours of operation, IS seats will be dedicated only to this project. In compliance with the site selection criteria of the RFP

1. Work space for the entire IS staff will be contiguous
2. Access will be restricted to only for ISs and authorized Government representatives
3. While seats do not need to be dedicated, seats will be made available across multiple work shifts
4. No hoteling of seats will be done
5. Non-exclusive space will be made available for authorized Government personnel

**2.2.1.4.1 Exclusive-Use Space**

When a Government-authorized representative is on site, Vangent will supply a fully functional, enclosed office with telephone and modem lines, security, and additional administrative support as required. Vangent has allocated adequate workspace for the proposed operation, and has identified additional space as the operation increases. If required by a given task order, Vangent will provide exclusive-use space for these individuals, as we have done for other programs.

**2.2.1.5 Facility and Systems Access**

Vangent understands GSA’s requirement for restricted access to sensitive information and assurances that contractor personnel are properly screened prior to being granted access. Table 2-11 shows our approach to facility and systems security.

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



[REDACTED]	[REDACTED]
------------	------------

## 2.2.2 Technology Infrastructure

Vangent will provide and maintain all contact center system infrastructure, hardware, software, and related technology components to meet the requirements of this program. Our solution set will include the technology management services required to achieve those results.

We will provide and maintain a comprehensive contact center for GSA that encompasses the required system specifications, utilizing state-of-the-industry technologies to deliver maximum efficiency and optimal performance, allowing for rapid, seamless expansion and increased constituent satisfaction. This technology infrastructure will rely on best-in-class COTS components such as inquiry capture services, a universal inquiry routing tool, and CRM tools implemented with minimum customization. As the contact center services expand, the proposed tools and services will scale rapidly. All systems will adhere to a 99.9 percent uptime standard during a given invoicing period and will be fully accessible by individuals with disabilities as required by Section 508.

### 2.2.2.1 Proposed Systems Architecture

Vangent has implemented technologies to create a reliable, flexible, and scalable contact center solution. In order to best support our stakeholders, Vangent’s technology infrastructure and telecommunications system will provide the features and benefits highlighted in Table 2-12 below.

**Table 2-12: Vangent’s Proposed Architecture [REDACTED]**

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

[REDACTED] architecture enables Vangent to stand up contact centers within the 48-hour rapid ramp-up time frame. Vangent’s contact center system architecture uses proven best-in-breed COTS components to ensure low-risk rapid deployment, efficient maintenance, and scalability. Figure 2-21 depicts our network topology.

### [REDACTED]

In the past, Vangent [REDACTED] Starting in the fall of 2007, in addition to our traditional customized co-located model, Vangent in partnership with [REDACTED]

If the Government requires strict hardware-level separation of contact center systems, then Vangent is fully capable of accommodating this requirement by building dedicated systems that are [REDACTED]

Disaster recovery for USA Contact task orders will be handled one of two ways depending on the requirements of the program. [REDACTED] In the event of a complete or partial loss of [REDACTED] with no disruption of service. If disaster recovery requirements do not warrant real-time failover, or do not require full operation of all contact center systems, [REDACTED] Pre-established Service Level Agreements and Disaster Recovery Plans would then determine the means and timeline for rebuilding the full contact center capability.

Figure 2-6: Vangent Best of Breed Network Diagram. Our IP-centric network environment facilitates rapid deployment and efficient maintenance of contact centers.

**[REDACTED]**

GSA requires a scalable solution that enables expansion over its current internal customer base to other agencies. We propose a shared contact center platform that can support future growth and help GSA meet this long-term vision. Vangent will deliver a secure, scalable contact center solution that employs existing COTS technologies and facilitates the rapid, low-risk addition of new agencies, channels, services, and inquiry types in a cost-effective manner. Each new agency will share a portion of the contact center environment, allowing all agencies to benefit from economies of scale. To architect a solution that allows GSA to meet its public information services vision, Vangent will deploy [REDACTED] creates a single, universal, multi-channel queue for managing all inbound inquiries, regardless of channel, so that citizens receive the most accurate and consistent resolution with each service experience. This universal queue will contain all of the business rules for priority queuing, intelligent routing, and timely inquiry resolution. The universal queue will also ensure that citizens receive a timely response through their preferred method of contact. Vangent's solution offers unparalleled channel flexibility, allowing interaction between any or all channels on any given inquiry. Relevant inquiry types, such as voice or e-mail, once queued, will automatically report to the citizen the estimated wait-time or time-to-response.

Our solution will allow GSA to dynamically scale individual components, or the entire contact center solution, from all channels of inbound inquiries to all manner of outbound resolutions, as demand dictates.

The [REDACTED] integrated solution creates a seamless interface so that all inbound inquiries, regardless of channel, can be assigned an inquiry ID number shared between the products. This universal identifier sharing allows citizens to check the status of pending inquiries across multiple channels and also provides GSA with a complete picture of the customer's interaction with the agency and links those interactions to citizen satisfaction metrics and inquiry processing times. With this approach, all inquiries will be processed through the same queue and tracked via the same inquiry tracking mechanism for greater simplicity and consistency.

Vangent knows that authentication and security is a critical component of any solution used by the Federal Government. While the solution we have described has very few parts to integrate, those pieces of the solution will use a common Lightweight Directory Access Protocol (LDAP) service for authentication to provide a single sign-on configuration. This industry standard approach provides a more convenient user experience, is easy to maintain, and lowers risk.

For a task order that requires a significant number of the technologies mentioned in the RFP, Vangent will use the [REDACTED]. An overview of this solution is shown in Figure 2-23.

**[REDACTED]**

This suite will leverage LDAP to provide: access and identity management, Internet directory, delegated administration services, single sign-on, and Web services manager. The [REDACTED] resides on an [REDACTED] can provide security to any public-facing website. [REDACTED] ensures that an internal or external customer has access and rights to view/change/delete explicitly authorized data while simultaneously preventing the customer from accessing data outside of their allowed security realm. The ability to secure data at the data level is essential, especially with a task order requiring online ordering or other capability that

requires the capture of personal identity or financial information that must be guarded to FISMA standards.

**2.2.2.1.1 Call Processing Technology and Services**

The specific call processing technologies that Vangent will use are shown in Figure 2-24, which provides further detail in addition to that provided in the overall architectural diagram in Figure 2-21 above.

[REDACTED]

**Call Routing and Distribution.** Vangent will utilize [REDACTED] provide call routing and distribution. [REDACTED] is a recognized leader in the call routing arena, as determined by Gartner as well as Vangent’s internal technology selection process.

The [REDACTED] solution will allow routing based on sequence of arrival/origination, inquiry type, IS availability and skills, contact center availability, or any other routing instructions as required by the Government. The [REDACTED] solution fully meets or exceeds all minimum requirements shown in Table 2-13 below.

**Table 2-13: Vangent’s Call Routing and Distribution Solution**

Requirement & Solution	Brief Description
The capability to monitor and visually display the work state and availability status of all ISs on a real-time basis.	This is provided by the [REDACTED] tool set for real-time views.
The capability to display call-handling statistics real-time.	[REDACTED] does this through aggregating data collected over the desired time period up to real-time to display call-handling statistics.
The capability to provide electronic and hard copy reports on all trunks, IS, and workgroup performance statistics.	Reports on trunks, IS, and workgroup performance can be provided through many electronic means (XML, XLS, etc.) or on paper.
The capability to provide incoming calls by Dialed Number Identification Service (DNIS) reporting.	[REDACTED] provides DNIS reporting available in all formats.
The capability to originate and route outgoing and follow-up calls at the lowest cost.	[REDACTED] Outbound Calls provides the ability to route outbound calls to the lowest-cost route through skills-based routing along with any other routing determinations used to derive a low-cost call.
The ability to transfer calls within the contact center or to transfer calls to another location via attended or unattended transfers.	ISs will be able to transfer calls, attended or unattended, to another person within the contact center or outside to a third party. This is part of the base telecommunications offering available through the [REDACTED] solution.

**Automated Fax-Back/Fax-on-Demand.** Vangent’s solution incorporates [REDACTED] partner) to allow customers to request faxed information via the IVR without an IS interaction. Also, an IS will be able to initiate a fax from the [REDACTED] application through [REDACTED] to the customer’s specified fax number.

**Automatic Numbering Identification (ANI).** [REDACTED] supports gathering call information, such as telephone number. Our experience has shown that this information is frequently needed to provide accurate and consistent screen pops through the call transfer interface built into the CRM system. This information is frequently needed for in-depth reporting and data mining on call trends and volumes. The Vangent solution comes ANI-enabled so no additional software or hardware is needed in our solutions set.

**Accounting and Management.** The [REDACTED] solutions both provide detailed reporting for all inquiry types and for all channels offered. These reports are available in electronic or hard copy format.

**Call Queuing.** The [REDACTED] solution provides call queuing. [REDACTED] provides the estimated wait time and offers the ability to stay in the queue, leave a message, or schedule a callback at a time convenient to the customer. With this technology, the caller can return to the queue with their place in the queue intact.

**Call Transfer.** ISs will be able to transfer calls, attended or unattended, to another person within the contact center or outside to a third party. The [REDACTED] solution will be able to provide reporting statistics on the quantity and duration of transferred calls. This is part of the base telecommunications offering available through the [REDACTED] solution. Vangent will utilize the most efficient and cost-effective way of transferring calls.

**Computer Telephony Integration.** The [REDACTED] allows ANI or Dialed Number Identification Service (DNIS) information captured by [REDACTED] along with any information captured in the IVR, to be used to launch a screen in the [REDACTED] or [REDACTED] application. This is a proven best practice reducing the need for customers to repeat information provided in the IVR. This technology decreases handle time, increases security, and provides better service.

**Dialed Number Identification Service (DNIS).** The [REDACTED] solution is DNIS-enabled and able to recognize the inbound call telephone number and use that information to route the customer to the appropriate response system or IS. This solution also allows for program identification through whisper announcement at the IS workstation.

**Automated Voice Response.** The [REDACTED] provides customer self-service for FAQs and other IVR menu items in a customer-friendly way. Text-to-Speech and Automatic Speech Recognition software, provided by [REDACTED], is available in any of the nine languages listed in the RFP to enhance the customer experience. The [REDACTED] solution is the clear leader in the IVR arena according to Gartner as well as Vangent's internal technology selection process. [REDACTED] is the leader in the VoiceXML arena as well as the complete offering of services in the IVR arena.

As an additional offering to enhance the IVR capabilities, [REDACTED] offers the ability for an IS to guide customers through the IVR. The IS can view up to 16 customers in the IVR and be prompted with flags identifying when people are having troubles in the IVR. The IS can then listen in on the call and assist in moving them through the IVR to find the solution/answer they were looking for (transparent to the user). This type of technology will allow for a reduction in calls routed to the IS and increase satisfaction.

**TDD/TTY Calls.** A separate 800 number is typically provided for TDD/TYY calls. Vangent's solution includes [REDACTED] as the desktop application that enables a dedicated pool of ISs to receive calls and send replies to hearing-impaired customers right from their desktop. The calls will be logged in [REDACTED] to get a full view of the request history.

**System Capacity.** Because many of Vangent's current contact center programs expand and contract based on annual volume fluctuations, we are experienced in both anticipating capacity needs and determining the capacity required in ramping up or down to meet the needs of the Government.

### **2.2.2.1.2 E-Mail Routing and Management**

Vangent's solution for e-mail routing and management is provided by [REDACTED]. An incoming email is received by [REDACTED] which generates the reply through its auto-response capability. The outbound response email is then automatically handed off to [REDACTED] for routing to an IS for final verification and quality control via a screen pop in [REDACTED]. Finally, the email is dispatched to the customer. Figure 2-25 shows the e-mail routing and management solution at a high level.

This solution meets all the minimum requirements as described in detail below:

#### **[REDACTED]**

**Time/Date Stamping of Receipt.** When an e-mail is received by [REDACTED] via the [REDACTED] adds a time/date stamp to the e-mail message. This time/date stamp is used to confirm quality since it shows if we are meeting pre-determined SLAs and providing the best customer service in the required time frame.

**Auto Copy of Message Upon Receipt.** [REDACTED] rules will be in place to forward a copy of inbound e-mail messages to any number of Government-designated e-mail addresses upon receipt. Messages can also be forwarded from Siebel to any number of Government-designated e-mail addresses at any point in the process.

**Automated Inquiry Tracking Number Assignment.** The [REDACTED] solution creates a tracking number for each and every inbound/outbound e-mail. Typically, these requests are assigned a [REDACTED] and a corresponding e-mail activity object is created with its own unique Activity ID. This solution allows e-mails that pertain to one original request to be stored under the same Service Request ID, but each and every inbound and outbound e-mail request (or any other channel activity) is stored as an Activity under that Service Request with a unique Activity ID.

**Auto-Message Processing.** [REDACTED] E-mail Response and Smart Answer coupled with [REDACTED] routing provide the ability to scan, filter, analyze, sort, categorize, prioritize, route, queue, and respond to e-mail messages based on specific and configurable business rules. [REDACTED] Response provides an Auto-Response mechanism that sends the customer an e-mail acknowledging the receipt of their request which includes data from the original e-mail (whether it be web form, personal e-mail from their e-mail client, etc.), and a time frame for when they can expect to receive a response.

[REDACTED] provides the ability to review the content of the e-mail and suggest answers, or in some cases auto-answer, the inbound e-mail. Vangent has found that auto-suggest is typically used and requires IS involvement for answer accuracy and quality control, although on rare occasions, auto-response based on content is achievable. If desired, the Vangent solution is able to automatically respond to designated request types automatically without IS involvement.

Spam control will be provided on the [REDACTED] server by leaders in the spam control industry.

**Automated Response Aids.** [REDACTED] E-mail Response and [REDACTED] offer the ability to reply with preformatted responses, provide suggestions for a possible response, spell check responses, and insert commonly used words, phrases, or responses to increase IS efficiency, decrease handle time, and ensure consistent and high-quality responses.



**Attachments/Web Links.** [REDACTED] E-mail Response has the ability to receive or send e-mail with or without an attachment. E-mails with an attachment are still stored as Activities under a given Service Request, but a corresponding Attachment record associated with the Activity is found for each and every attachment in the e-mail with each record assigned a unique Attachment ID for tracking and reporting purposes.

**Monitoring.** [REDACTED] allows supervisors, managers, and Government officials from remote locations to monitor e-mail message queues, IS activity, and performance levels. [REDACTED] allows for automatic escalation of messages both before and after performance level thresholds are met. This best practice process that escalates items before the SLA thresholds are met, allow Vangent to proactively anticipate high service demands so we can take measures to meet or exceed Government-specified SLAs.

**Mail Tracking.** The Vangent solution uses Siebel to send out responses to individuals both off-site and on-site. Off-site respondents can receive and respond to e-mail messages with their own existing e-mail client. When that response arrives, the corresponding Activity created in [REDACTED] for the inbound e-mail will be associated to the original Service Request ID and be assigned a unique Activity ID. This gives our Government customers a complete and reportable history of the interaction with the customer.

**Inquiry Tracking.** [REDACTED] allows an IS to record, query/inquire, and track all information relevant to the e-mail inquiry in a real-time environment. Siebel also provides the capability to categorize the request and generate/escalate issues, track the request through to resolution, and maintain all historical data for the given request.

**Management Reports.** Our [REDACTED] solution has the ability to provide scheduled and ad-hoc reports in electronic or hard copy methods. These reports will reveal e-mail volume statistics, category and agency breakdowns, historical data, trends, case tracking, and productivity performance measurements. These data points can be seen at a high level or in a detailed summary along with corresponding charts/graphs to enhance the understanding of the subject. Grouping and sorting of information on this report is available in either the scheduled or ad-hoc reports as well. Reports will be accessible via a secure website through the preferred XML format.

**Interoperability.** The [REDACTED] system is fully able to exchange e-mail with Government e-mail systems.

**Security.** All security features (content checking, anti-virus, e-mail exploit detection and defense and threat analysis) will be provided by leading providers on the [REDACTED] platform.

**Storage.** To provide sufficient capacity, Vangent will conduct proper sizing reviews at all stages of the task order lifecycle. The sizing review will ensure the Vangent email routing and management solution can store all e-mail inquiries (including any attachments) for the current and previous fiscal year. Typically, Vangent stores the entire e-mail history for the contract duration, but best practices dictate a need to archive information whenever possible to increase system productivity and performance.

**Mass Mailing.** Mass mailing is done through the [REDACTED] campaign feature described earlier. A [REDACTED] mail campaign can be set up to send mail to a group of identified contacts according to a pre-determined schedule or as directed by individual task orders. The



actual mailing is delivered to a fulfillment vendor such as our fulfillment center in [REDACTED].

**Message Blocking.** Rules will be set up and maintained on [REDACTED] to provide the ability to block specific e-mails from entering the Vangent email routing and management solution. This includes replies to IS responses sent by the inquirers using the “reply to” function.

**Auto Copy of Responses.** Siebel has the ability to send an e-mail to any number of people through the Blind Carbon Copy (BCC) field. This feature sends the e-mail to those people listed in the email “To”, “CC” and “BCC” fields although the email addresses in the “BCC” field are not visible to any recipient of the e-mail.

**2.2.2.1.3 FAQ System**

The [REDACTED] solution is a leader in the Knowledge Management/FAQ system arena according to Gartner and Vangent’s own experience and technology selection process. This solution will provide the Government with the reliability, scalability, and secure FAQ solution desired to satisfy requirements specified in Section C.3.1.11 of the RFP. Section 2.1.1.11 provides the details around Vangent’s FAQ solution and capabilities of the system.

**2.2.2.1.4 Knowledge Management System**

[REDACTED] provides a web-based FAQ and knowledge management solution for self-service and assisted contacts. [REDACTED] lets citizens quickly search and locate immediate answers to their questions. The ability to store, organize, search, and retrieve knowledge received via any channel, including FAQs, is available in the [REDACTED] solution. In addition, ISs can leverage the Knowledge Management System to provide automated response assistance. Figure2-26 shows an overview of the Knowledge Management System.

[REDACTED]

[REDACTED] technology—part of [REDACTED] Knowledge Management—predicts what information citizens desire and leads them to the information by presenting suggested solutions, enhancing their ability to rapidly find the desired information. [REDACTED] is able to meet or exceed the Government’s requirements listed in Table 2-14.

**Table 2-14: Vangent’s Knowledge Management Solution**

Requirements	[REDACTED]
Real-time access to knowledge base via an easy-to-use secure web or equivalent interface for posting, updating, searching, and retrieving information, including management reports by authorized personnel. Capability of sharing FAQ answers and information in the knowledge base with other systems and/or services through the use of XML.	The [REDACTED] solution provides authorized personnel an easy-to-use secure web interface to post, update, search, and retrieve information. All information in the knowledge base can be exported out into XML format and subsequently shared with other systems and/or services.
Real-time and historical insight in the usage pattern and usefulness of the stored knowledge.	[REDACTED] reporting and business intelligence provide the insight into both the usage pattern and usefulness of knowledge base articles on both a real-time and historical basis.
Real-time access to search and retrieve information via the Internet by the general public.	The [REDACTED] application can be made available through the Internet to the general public if desired.
Capability of automatically verifying the validity of internal and external links contained in the knowledge base on a daily	[REDACTED] will automatically verify internal and external links found through the knowledge base articles in the system.

basis and notifying the Contractor of any invalid links. The link verification process shall not disrupt availability of the knowledge base to end users.	We will be notified of any invalid links. The solution does not disrupt availability of the knowledge base to end users.
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As the leader in the Knowledge Management arena, [REDACTED] offers the scalability, reliability, and security features required by GSA.

### 2.2.2.1.5 Contact Management System

[REDACTED] is the absolute leader in CRM. Vangent has extensive experience implementing the Siebel suite of products over the past 10 years. [REDACTED], complemented by [REDACTED] and the other market-leading products in the Vangent offering, constitutes a “best-in-class” solution for USA Contact, based on Gartner research conclusions.

[REDACTED] provides scalability and reliability beyond what any other CRM package can offer. Not only does [REDACTED] store all requests from all channels, it also easily integrates with the [REDACTED] interface as one seamless application to the IS.

[REDACTED] user interface is a completely zero footprint client. As a result, no installs on the IS desktop are required other than a browser, even for the CTI capabilities, thereby reducing implementation costs and risks. The [REDACTED] application will track all requests from all channels, provide data captured regarding those requests, and provide the ability for tracking and management automatically through [REDACTED] or through ad-hoc means. Siebel meets or exceeds the requirements listed in Table 2-15.

**Table 2-15: Vangent’s Contact Management System**

Requirements	Features
Capture, record, and document all customer inquiries and responses made to those inquiries whether via telephone, facsimile, e-mail, written correspondence, or any other communication channels supported. This includes date and time of receipt, nature of inquiry, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and/or follow-up action. The system shall also identify whether the inquiries are resolved by the Contractor or forwarded to Government personnel for resolution.	[REDACTED] captures all inbound and outbound inquiries regardless of channel and provides the ability to store data regarding those calls. The date/time is captured automatically, along with response date. The nature of the inquiry, information requested, disposition, any fulfillment actions, and identification of who resolves the case are entered into the application by the IS working to resolve the inquiry.
Retain a history of customer inquiries, interactions, and responses.	[REDACTED] not only captures and retains a history of customer inquiries, interactions, and responses for a time period identified by the Government, it also provides an audit trail history so one can see who made what changes to the records and when they made them.
Support reporting requirements that include data and management information analysis. Incorporate multiple sorting and reporting alternatives including, but not limited to: by case number, by caller name, by applicant name, by date, by disposition code, by inquiry type, by program, by method of inquiry receipt, by method on inquiry response, by frequently asked question (FAQ).	[REDACTED] provides out-of-the-box reports and as well as the ability to develop customized reports as needed. In addition, [REDACTED] offers a very powerful ad-hoc reporting tool as well to create reports on the fly. Any of the reports can be sorted by one or all fields including case number, caller name, applicant name, date, disposition, inquiry type, program, method or inquiry receipt, method of inquiry response, and FAQ.
Provide the Government with the capability and support required to ensure uninterrupted access to the application outside of scheduled system maintenance periods.	The [REDACTED] application, in Vangent’s experience, consistently provides a 99.99 percent uninterrupted service level.

Other features of [REDACTED] that Vangent has found useful in exceeding expectations on our Government programs include:

- Change audit trail history
- Ease of integration with external systems through pre-developed adaptors

- Charting and graphing capabilities to augment its best-in-class reporting engine
- Extremely stable clustering platform which enables Siebel to scale to any size and processing load to meet and exceed all availability and performance SLAs

Vangent currently uses the [REDACTED] solution for a great number of Federal Government programs including [REDACTED]

#### ***2.2.2.1.6 Workforce Management System***

Call volumes and resource demands fluctuate within every contact center and within every channel. To support the operations with adequate staffing levels for each channel, a sophisticated workforce management solution is needed. To that end, Vangent uses [REDACTED] software to support staffing and service level management across its contact center enterprise.

[REDACTED] generates effective workforce schedules that meet service levels set by GSA to accommodate IS availability, account for IS schedule preferences and language capabilities, and finally create the basis for skill-based routing. In short, [REDACTED] allows the operations team to balance business needs with individual lifestyle factors, achieving an optimal balanced work environment.

[REDACTED] is also unique in its ability to go beyond simple telephone workforce management by extending its capabilities into all other service channels, creating a solution that meets GSA's vision for a comprehensively managed, best-in-class, multi-channel contact center. The [REDACTED] solution will analyze historical traffic and IS data to determine the most efficient allocation of resources. As a result, on-site staff have the tools to manage intra-day service levels in a more efficient and cost-effective manner and coordinate additional scheduling when staff augmentation or disaster recovery steps become necessary.

#### ***2.2.2.1.7 Customer Survey Automation***

As an industry leader in citizen satisfaction measured by the [REDACTED] Vangent understands the high value GSA places on citizen satisfaction measured through customer feedback. As part of our customer satisfaction strategy, Vangent has teamed with [REDACTED] to capture and transcribe automated feedback in accordance with GSA-prescribed rules.

Using the experience with GSA it has gained over 3 years; [REDACTED] will perform outbound citizen satisfaction surveys using their proven [REDACTED] system to expedite the process.

#### ***2.2.2.1.8 Compliment and Complaint Management***

Vangent considers comments from citizens, whether compliments or complaints, a critical component to our continuous improvement. To facilitate the processing of citizen comments, a central point of contact for compliment and complaint management is necessary.

Communications received will be acknowledged quickly by an e-mail auto-acknowledgment, and then forwarded via the email routing solution to the appropriate agency.

Automated compliment and complaint management represents a reactive but effective approach to using feedback to shape service improvement and perceptions of the Government as caring about the needs of its citizens. Vangent will gather citizen input via web, fax, e-mail, postal mail, and phone channels and store the results in Siebel's common database. Each compliment or

complaint will be recorded as separate item, to be searched, analyzed, and reported on in a consistent manner, whether by direct query or through published reports.

Automated compliment and complaint management scripts, handled by [REDACTED] and the IVR, will also measure the attitudes of callers regarding contact center services. The IVR will randomly survey callers for service satisfaction and information gathered will be aggregated, analyzed, and reported to GSA. In addition, the [REDACTED] software will also randomly survey web self-service users to gauge effectiveness of the process.

#### ***2.2.2.1.9 Service Monitoring and Quality Control***

Vangent's contact centers have instituted a closed-loop, continuous performance quality improvement process. This process ensures the highest possible levels of quality are achieved which in turn results in higher customer service levels and measurable financial improvements. [REDACTED], Vangent's quality monitoring partner, is a critical component of our continuous quality improvement methodology because it identifies training opportunities for both individuals and workgroups.

[REDACTED] was selected for its unique capability to monitor all of the contact channels required by GSA. Vangent has used [REDACTED] automated monitoring for several contact center projects, including the large, multi-site [REDACTED]. Leveraging [REDACTED] has helped Vangent achieve consistently high quality and customer satisfaction ratings.

[REDACTED] provides a comprehensive solution that enables authorized quality control specialists and supervisors to schedule and record the quantity, time frame, IS level, workgroup, and other parameters they need in order to manage the automated service observation and feedback process. Our solution records both the voice and the data associated with the interaction, maximizing the accuracy and objectivity of the observation, and uses this data as a collaborative means of coaching, feedback, and service improvement. To ensure that quality is fully calibrated between Vangent's internal quality management organization, GSA, and its agency customers, remote access to session recordings will be provided for authorized Government personnel. This recorded information will be retained for a rolling 90-day period.

#### ***2.2.2.1.10 Training***

Vangent has extensive experience in training, ranging from developing and delivering classroom training, and train the trainer curriculum to developing computer-based training that enables end users to learn at their own pace. Each year we train thousands of individuals including ISs, financial aid administrators, and members of the healthcare community. Our training plan accommodates the realities of training operations, and is particularly tailored to the special needs of contact center operations.

Contact center training environment and curriculum components include:

- Classroom training
- Role play using real-life scenarios
- Continuous assessments to track progress
- Individualized training
- Train-the-Trainer and subject matter expert (SME) development

Vangent will use [REDACTED] which enables the creation of e-learning content. Using recorded customer interactions, we will develop online training modules based on real-life

scenarios encountered by ISs. When best practices are identified, e-learning modules will be built to emphasize both technical and soft skills development.

#### ***2.2.2.1.11 Literature Fulfillment***

In our approach, the contact center will be capable of generating requests for information (forms or information booklets) that will be provided through a number of channels, including postal mail, e-mail, facsimile, and web. Vangent will use [REDACTED] to track literature and information fulfillment transactions. Fulfillment requests from a Government-approved list of documents and information can originate by direct e-mail and fax initiated by an IS or by the customer itself. Where volumes warrant, large fulfillment requests will be routed to Vangent fulfillment operations. All fulfillment transactions will be tracked with a closed-loop validation process so that ISs can validate the successful fulfillment of requested materials.

For large scale requests, Vangent fulfillment operations has tremendous capacity, fulfilling more than 600 million pieces annually. Vangent can generate printed materials in laser-quality black-and-white and color with each request tracked electronically.

#### ***2.2.2.1.12 Voice Mail and Electronic Mail***

To reduce cost and design complexity, Vangent will use existing facilities that include cable distribution systems, conduits, terminals, and connectors to supply staff with voice mail and e-mail capabilities for both internal and external communications between the contact centers, GSA, and other third-party locations for our contact center staff. To support this communication need, Vangent utilizes secure voice mail [REDACTED] accounts for the contact center staff.

#### ***2.2.2.1.13 Online Ordering System***

Online ordering of Government products and services will be done through a [REDACTED] partner, [REDACTED] [REDACTED] This solution is Section 508 compliant and has a user-friendly interface which is configurable for common look and feel and also compatible with commonly used browsers. The [REDACTED] solution has the following capabilities:

- Ability to capture and store user-entered data in Government-specified formats and deliver batch orders to Government-specified location via secure protocol on a scheduled basis.
- Ability to post orders/reports via a secure FTP site.
- Provides a shopping cart feature to enable user to review order information, delete items and/or change quantities before submitting the order.
- Ability for user to easily print order receipt.
- Provides address verification and can automatically correct addressing mistakes made by the user.
- Ability to assign a unique order ID to each order.
- Allow inventory reports to be generated at any time.

#### ***2.2.2.1.14 Web Chat System***

[REDACTED] is the reliable, scalable, and secure solution for web chat services. This user friendly system is fully integrated into the Siebel IS desktop user interface and is Section 508



compliant. An IS can provide real-time service to multiple users at the same time, should demand become heavy. Specific [REDACTED] chat capabilities are shown in Table 2-16.

**Table 2-16: Vangent’s Web Chat System**

Web Chat Capabilities	Description
Ability to route inquiries to a specific queue based on IS skills.	[REDACTED] routing will handle routing based on IS skills
Ability to push active web pages to end users.	[REDACTED] allows the pushing of web pages to end users.
Allow IS to guide end users through a website or application.	[REDACTED] allows the IS to guide users through a website or application.
Provides access to knowledge base and preformatted responses to facilitate inquiry response.	IS will have access to view knowledge base and use preformatted responses. Also, preformatted responses used frequently can be saved and used automatically or through a list of responses to choose from.
Allows users access to knowledge bases to enable them to find answers while waiting in queue.	Users can access the knowledge base to find answers while waiting in queue.
Provides automatic greetings and responses.	[REDACTED] stores automatic greetings and responses that can be used manually or automatically.
Provides real-time monitoring capability.	[REDACTED] enables real-time monitoring randomly, 100%, or ad-hoc.
Ability to track response and transaction time for each session and exchange.	[REDACTED] stores the response and transaction time for each session and exchange and moves that data into [REDACTED]
Provides real-time and historical management reports on chat sessions and activities.	[REDACTED] pushes the captured data to [REDACTED] will have the ability to perform real-time and historical management reports from its interface.
Ability to send copy of the session transcription via e-mail to the user and/or the Government.	[REDACTED] allows users to get a copy of the transcription e-mailed to them, or they can be e-mailed to the Government.
Ability to enable users of the chat service to copy and/or print the content of the entire chat session onto an electronic or print media.	[REDACTED] allows users to print or make an electronic copy of the entire chat session.

**2.2.2.1.15 Power Supply**

Continuity of operations is important when providing a public service to GSA customers. It is imperative that the “doors remain open” during business hours to provide continuous and high quality customer service. To provide maximum uptime, Vangent will augment electrical power with the use of multiple uninterruptible power supply (UPS) systems capable of sustaining operations in the event normal power sources are lost until the backup generator, capable of sustaining full contact center operations for a minimum of 24 hours, can come online. This failover capability is continuously tested and reliably occurs without service impact.

**2.2.2.1.16 Database Design**

We understand GSA’s focus on using XML for data sharing between Vangent and other Government systems, and the importance of having consistent answers from a single source, regardless of the channel. The Vangent solution is based on easily configurable COTS products that can be adapted to any GSA task order.

Specifically, our [REDACTED] case management system natively supports XML as a systems integration protocol. In addition, database-centric solutions will be optimized for heavy query transaction loading and security, and tested as part of Vangent’s systems integration testing process. Vangent adheres to vendor-recommended database schemas to minimize cross-interaction and drag that can occur when non-standard customizations are introduced into the solution. The information stored in any database will be secured and will be configured to enforce element-level security and data validation as required by the GSA. Finally, Vangent



adheres to a strict policy of performing any scheduled system maintenance activities outside of normal business hours; and plans them well in advance to ensure a short downtime period.

### **2.2.2.2 Telecommunications Services to Be Provided**

Vangent's 20-plus year track record of successfully providing Government contact center solutions demonstrates our proven ability to provide telecommunications services in support of our programs. Nowhere was this capability more important than in provisioning advanced telecommunication services to a rural, HUBZone contact center location under tight timelines on behalf of [REDACTED]

Vangent has provided telecommunications services for many contact centers in the Federal Government arena and can bring that knowledge and experience to GSA task orders. Vangent is routinely able to efficiently and rapidly integrate local and intercity telecommunications services, FTS 2001 service integration, LAN and WAN network design, and other necessary technological components for our contact center programs. Moreover, Vangent regularly develops end-of-contract ownership transfer protocols for these services for Government clients.

In order to provide this capability, Vangent is teaming with industry leaders [REDACTED] in order to provide all the telecommunications needs of USA Contact and bring their collective experience and knowledge to bear on the program. In addition, as a participant in the GSA Networkx program, Vangent is able to support GSA through multiple contract vehicles and bring that knowledge to the USA Contact program.

#### **2.2.2.2.1 Local Telecommunications Services and Internet Access**

Vangent has existing T3s and Internet infrastructure in place for rapid start-up. Working with GSA, Vangent will address the provisioning of Local Exchange Carrier (LEC) and Internet services. Vangent will provide standard contact center local telecommunications services from the point of demarcation at the contact center location and basic Internet services at designated workstations as required by task. Local voice telecommunication services will be ANI- and DNIS-enabled.

#### **2.2.2.2.2 Intercity Telecommunications Services**

When securing telecommunications services for a task order, Vangent knows that GSA may elect to provide part or all of its own intercity telecommunications services. These services may include features for domestic and international toll-free services with nationwide coverage and call routing, call termination, automated voice response, outbound long distance, and management reports. Vangent will work with the Government to identify and confirm availability of these intercity telecommunication services to the contact center on a task order basis. Intercity telecommunication services can be DNIS and/or ANI-enabled as desired by the Government. Vangent has relationships with multiple carriers; most are FTS 2001 carriers including [REDACTED] as part of the Vangent partner team. All of our domestic contact center locations have existing FTS 2001 facilities. Data connectivity between Vangent locations will be provided by our pre-existing wide area network.

#### ***2.2.2.2.3 Network Design***

Vangent will provide telecommunication services from the point of demarcation at the contact center location. In our telecommunications implementation plans, we have accounted for the overall design and call traffic patterns, internal wiring accommodation within the contact center proper, interfaces for telecommunications to support voice and data in the contact center, and termination of telecommunications services. We will also provide Internet services and security mechanisms in order to protect sensitive data, where applicable and permitted under GSA security guidelines. Vangent has addressed these on such large and security-focused programs such as the multi-site USCIS program.

#### ***2.2.2.2.4 Network Termination Equipment***

Vangent will provide all equipment necessary to terminate telecommunications and identified Internet services, where applicable and permitted under GSA security guidelines, including inside wiring and connectors.

#### ***2.2.2.2.5 Service Coordination***

We understand that GSA is considering using FTS 2001 services to contain costs and take advantage of their GSA-negotiated pricing for telecommunication services where appropriate. Should that occur, Vangent will coordinate telecommunications service provisioning and trouble resolution with the carrier to ensure a smooth and low-risk implementation.

#### ***2.2.2.2.6 Telephone Number Ownership***

In the event GSA requests that Vangent provide toll-free numbers as part of the solution, we will transfer ownership of all in-bound contact center telephone numbers including fax numbers to GSA at the end of the contract period.

#### ***2.2.2.2.7 Internet Domain Ownership***

Likewise, in the event GSA requests that Vangent provide Internet domains as part of the solution, we will transfer ownership of all Internet domains to GSA at the end of the contract period.

### **2.2.2.3 Section 508 Compliance**

Vangent understands that citizens require not only creative, functional, and attractive user interfaces, but also interfaces that are in compliance with Section 508 for citizens with disabilities. All GSA websites and customer-facing applications will be designed to comply with the final accessibility standards issued by the Access Board on December 21, 2000. These standards may be found at <http://www.access-board.gov/news/508-final.htm>.

Our requirements and testing team stays current on all Section 508 regulations and services by referencing the [www.section508.gov](http://www.section508.gov) website on a regular basis. To automate the testing process, Vangent will use a suite of products to test and verify compliance with Section 508 standards. As the industry's most popular tool, InFocus 508 is specifically designed to determine the level of Section 508 compliance of websites and is therefore our tool of choice. The Vangent solution will also use PageScreamer, which enables fast verification and automated corrections of violations, and Jaws, a speech synthesizer application used for screen reading to blind users.

We are well-prepared to meet the challenge of Section 508 compliance. For example, Vangent provided one of the first and only Siebel solutions in the Federal Government that has complied with Section 508 guidelines in support of our ED programs. Vangent programs supporting the U.S. Department of Justice, DOL, and other Federal contracts have also complied with Section 508 guidelines. We are prepared and able to meet that compliance on this contract.

Our solution will include providing a separate toll-free number for hearing and speech-impaired individuals using TDD. Callers using the TDD/TTY line to contact GSA and its customer agencies will receive the same level of service as all other customers.

### **2.3 Contingency/Disaster Recovery Planning**

Vangent is committed to minimizing any adverse service disruption impact to an agency's ability to fulfill its mission in the event of an incident that threatens the availability of program operations. As an integral part of our overall Federal Information Security Management Act (FISMA) approach to security, we will develop and maintain detailed Contingency and Disaster Recovery (CDR) plans for the USA Contact program per National Institute of Standards and Technology (NIST) Special Publication 800-34 and add specific detail per task order and agency as necessary. These plans will document step-by-step procedures to be followed in the case of a major or minor disruption to normal operations.

Vangent has experience in successfully executing CDR scenarios, ranging from basic call rerouting to full recovery of total production computing capability through retrieval from off-site storage and hot site capabilities using a fault-tolerant, redundant hardware design. Proactive and reactive CDR plans are already in place for our contact centers and customer programs that document our planning approach and detailed implementation procedures.

#### **2.3.1 Potential Risks and Safeguards**

Our CMMI Level 3 documented standards and procedures include defining potential risks, contingencies, and mitigation strategies for realized and potential risks to each project. For USA Contact, we will stringently follow this process to identify potential risks and their impacts, and develop the appropriate remediation steps. In addition, we will document in the CDR Plan the alternate steps to be followed should risk prevention fail.

#### **2.3.2 Backup and Restoration Processes**

Backup and restore capabilities and processes provide continuity of services in the event data cannot be retrieved from the primary storage medium. Vangent will include backup/restoration procedures in the USA Contact program's CDR Plan and will customize backup/restore retention policies and testing per specific task orders. At Vangent, data is maintained in three places:

- On the primary data storage medium (i.e. SAN or on-board disk system)
- On a secure and reliable tape backup device which contains full and incremental backup data for each server and database
- Off-site in a secure and geographically separate location.

Data restoration procedures ensure the right data is brought back online in a timely and consistent manner. Vangent's tested and secure backup/restore systems and processes are not only critical for the continuity of the business, but they are also adhering to FISMA compliance standards. All backups are scheduled and monitored to ensure a complete and consistent data set.

Finally, backup data is encrypted where necessary in order to protect it if the facility is compromised in a disaster.

**2.3.2.1 Physical facility**

Vangent has built fault tolerance and resiliency into all of its data center locations, including carrier diversity, redundant power, and back up strategies as well as optional designs that allow customers to leverage several hardened data centers based on aversion to geographic threats. Vangent has allowed for two data center locations to serve as primary and secondary data center locations, with each center providing unique advantages. Table 2-17 outlines our approach for protecting the facilities.

[REDACTED]

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

**2.3.2.2 Voice, Data, and Desktop Systems and Applications**

The following sections on Voice Recovery, Data Recovery, and Desktop Recovery outline the protective measures we will apply to USA Contact task orders, based on potential risks, costs, benefits, and implementation feasibility.

**2.3.2.2.1 Voice Recovery**

Table 2-18 outlines our approach for minimizing voice recovery risks.

[REDACTED]

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

**2.3.2.2.2 Data Recovery**

Any risk mitigation strategy discussion would be incomplete without highlighting the capabilities of our Data Center. Our Data Center is designed to be resistant to natural or deliberate disaster or environmental failure and to provide a high level of protection to overall operations. The Data Center consists of a concrete, semi-hardened Carlisle EPDM membrane roof supported by a 600kW UPS and a 1400kW stand-by generator. A detailed risk assessment of its design and construction ensure its resistance to natural disasters, deliberate disasters, or environmental failure that could compromise the facility’s ability to meet our customers’ needs. This Data Center has a number of in-place physical security measures to safeguard against destruction or theft of physical assets, loss or destruction of data and program files, theft of information, and delay or prevention of processing. Table 2-19 outlines our approach for minimizing data recovery risks.

[REDACTED]

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

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

**2.3.2.2.3 Desktop Recovery**

To minimize the risk of service interruption, USA Contact task order systems and applications will be hosted in a fully fault-tolerant environment. Contact centers and data centers both possess fully redundant facilities, including power, HVAC, and network connectivity. Should an event cause a disruption to any of these services, the necessary redundancy is in place to provide a seamless transition to a backup service that will be transparent to users.

**2.3.2.3 Communications Networks**

For our current communications service, we use separate disaster recovery sites that back up each other. The same switches and software are used at all locations and the software looks ahead and serves as a virtual contact center. If one site, for example, encounters a problem, Vangent will ramp up staff at another facility and take calls until operations are restored at the original site or an alternate location is established. Vangent also applies the following features to minimize impacts to our communications network:

- UPS systems which support all communications and data closets
- Wide telecommunications bandwidth and redundancy for all functions
- All site operation with current and/or leading edge technologies that accommodate telecom and computer systems requirements.

**2.3.2.4 Electrical Service**

Vangent facilities maintain an emergency backup generator capable of supporting the contact center operation in the event of a major electrical outage through an automatic transfer switch. Additionally, computer and processing equipment are protected from power surges and fluctuations that could cause damage to either the system or the data contained therein. UPS units are connected to every device that makes up the local area networks at our facilities, including routers, token ring controllers, hubs, and switches. A power conditioner unit intercepts electric signals at the building’s electrical source, further helping to mitigate the risk of electrical issues.

**2.3.2.5 Customer Access Points**

The sheer number of required access channels offer excellent alternative methods of communications. Because of our USA Contact service design, the fully-developed CDR Plan will address impacts to all identified customer access points (e.g., interactive voice response, fax, voicemail, Websites, hotlines, email, and postal mail services). Not only does our multi-site approach offer full redundancy in terms of customer access points, but our common business rules, procedures, and technical architecture provide uninterrupted service in the event one of the locations is impacted by a disaster.



### 2.3.2.6 Partners and Procedures

Vangent’s Procurement and Software Acquisition Management (SAM) process requires a rigorous review of multiple vendor options, both for capability and cost considerations. The SAM process and corresponding procedures also require development of a vendor/partner management process. If for any reason Vangent needs to replace a vendor or product, our SAM process is in place to accomplish this task, including documentation of the other options we reviewed in selecting our current USA Contact partner/vendor/product mix.

### 2.3.2.7 Staff

Vangent’s CDR Plan reduces staffing risks by providing Attended Services and managed Automated Services through our balanced people, process, and technology support design. Table 2-20 outlines our approach for minimizing staffing risks for USA Contact:

**Table 2-20. Vangent’s USA Contact Approach for Minimizing Staff Risks**

Risks	Preventative Measures
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

### 2.3.2.8 Program Operations Recovery

Vangent has adopted a strategy of spreading contact center operations over multiple sites. We have done this for large programs, such as [REDACTED]. In the event of a problem at one location, we can re-route calls to another location in the event of a major disaster, if USA Contact and its customer agencies so choose. This is made possible because all Vangent contact centers are part of a single “virtual contact center,” enabled by network-based contact routing infrastructure. Our approach can be further augmented with the use of tele-work models should the Government approve use of remote ISs under this contract. Vangent can engage our teaming partners to provide remote agent services. This support can be increased in the event of a lengthier outage.

### 2.3.2.9 Notification Process

Designated key security customer personnel, as documented in each USA Contact task order CDR Plan, will be contacted in the event of any system outage. Escalation and notification processes are outlined Table 2-21, Emergency Response Roles and Responsibilities and are tailored to the issue severity and the appropriate notification level. This procedure is standard throughout Vangent contact center programs.

## 2.3.3 Roles and Responsibilities of Contractor and Government

The foundation for each site’s CDR Plan is the decision-making authority of a pre-designated, cross-functional group of business leaders known as the Crisis Management Team (CMT). In the event of an unplanned business disruption at either client site, the site’s CMT will quickly assemble to provide direction and leadership to the affected programs. The CMT will use the information in the site’s CDR Plan while working closely with the programs and shared service groups to determine necessary response and recovery actions. Each site’s CDR Plan will include CMT contact information, assembly points, and a general action plan for responding to a



disruption. CMT training will be provided as needed. Table 2-21 highlights our emergency response roles and responsibilities.

**Table 2-21. Emergency Response Roles and Responsibilities.**

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

### 2.3.4 Implementation Procedures to Test and Execute

Vangent tests CDR plans at least annually. There are also several table top exercises that test various aspects of the plan such as the notification procedures. Vangent maintains testing and execution implementation plans that include emergency procedures (the emergency action to be taken in the event of an incident that threatens IT operations and/or human life); fallback procedures (the actions to be taken to restore critical IT systems and services within agreed time periods); resumption procedures (description of the steps to be taken to return to normal IT operations); and a test schedule (the when, how, and at what frequency the plan will be tested). A full record of testing, including any observations on plan deficiencies, is also maintained. Using a group control approach, the record of testing is inspected at least once annually. Vangent has provided a sample CDR plan as Appendix A.4.

### 2.4 Emergency Response Capability

Sudden workload surges result from a variety of circumstances, including organized/deliberate disasters, environmental disasters, legislative changes, public health crises, and wide-scale utility failures. With more than 90 percent performance-based Government contracts, Vangent is adept at meeting performance expectations, specifically those that focus on system and operational business continuity, in spite of unexpected workload surges.

Our surge management approach is predicated upon advanced planning and practices—workload forecasting, executive dashboard monitoring, customer collaboration, scalable solutions, and continuous project evaluation—which mitigate the full impact of events that cause surges. We also understand a successful approach addresses all affected project functional areas, including human capital, technical infrastructure, and facilities.

Once we have identified the problem and impacts, we perform an analysis to determine the most effective and cost-efficient method of surge management. Our first strategy is to rely on our extensive corporate resources. If the surge creates an impact of magnitude expanding beyond Vangent capabilities, we rely on our proven subcontracting methodology to rapidly identify and integrate team members. In either case, Vangent applies our rigorous quality control practices to the additional resources.

Our experience allows us to understand the resources and processes needed to effectively react to unexpected situations. Our systems and staff are sized to ensure complete coverage, functional area back-up, robust and statistically valid quality assessment, and economies of scale, and are supported by the corporate resources committed to USA Contact through our organizational structure. Based on industry best practices, we have the flexibility and scalability to effectively respond to unexpected events.

Vangent’s existing Federal contact center infrastructure allows it the flexibility to meet the Government’s needs in times of emergency. We can leverage our existing pool of qualified and trained Information Specialists to support national emergencies that take precedent over normal operations. Realigning our resources, with the approval of our customers, has allowed us to serve the greater good of the nation.

### 2.4.1 Short Notice Ramping up and Ramping Down

On many occasions our customers have asked Vangent to prepare for increased contact volume due to legislative changes, increased media visibility of a government service or agency, or emergency. Table 2-22 highlights Vangent’s track record of quick ramp-up for current Federal clients.

**Table 2-22. Vangent Ramp-up Track Record.**

Type of Event	Vangent Example
Emergency Ramp-Ups	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

### 2.4.2 Capacity to Provide Emergency Services

Because of the cyclical nature of much of our business, Vangent’s core competency is ramping up to meet new requirements. Specifically for the USA Contact contract, we offer extensive, in-place resources across our in-house and partner center locations to augment our capabilities in the event of an emergency. Table 2-23 below quantifies our capability at each of our major domestic Federal contact center sites.

**Table 2-23: Vangent’s Primary Facility Specifications**

	Coralville / Cedar Rapids, IA	Phoenix, AZ	Lawrence, KS	Corbin, KY	Chester, VA
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

In addition to our Federal locations, Vangent will partner with our teammates as needed to meet task order requirements. Our partners maintain over 100 U.S. locations and have over 23,000 ISs on staff.

### 2.4.3 Emergency Ramp-Up Management Planning

Our Management approach is based in our long history of providing Citizen Interaction Services to the Federal Government. We have developed a repeatable process for Rapid Ramp-up, the Vangent Contact Center Transition Plan, which was used to successfully implement the Veteran's Affairs Contact Management Support Center in a two-week period.

It is imperative to have a plan which describes in detail all the elements required to establish a contact center and the processes to implement them in an extremely tight timeframe. Another absolute necessity is having Project Managers who have the programmatic training and the operational skills that only come from having done it many times before. Lastly, having the preplanned operational commitments of all team members firmly established and documented in advance allows the entire team to come together quickly, in the right sequence, at the right location, with the right resources and the right roles.

### 2.4.4 Emergency Technical/Operational Delivery

The technical and operational sides of a Rapid Ramp-up are dependent on the size, scope, complexity and requirements of the Ramp-Up. Vangent has the unique ability to technically expand or contract our contact centers because of our careful selection of standardized and scalable technologies installed in our centers. Each and every element in our technical stack is selected for USA Contact using the following criteria: it is scalable, we are using it today or have used it before; it is well tested for cost/benefit, it is refreshed to stay current, and it also sits as a leader in the Gartner magic quadrant. It is this criteria which allows us to size the requirement on the fly and to "drop" our VACD into any one of our facilities with minimal technical support.

In order to support this capability, Vangent has the ability to bring additional ISs on board rapidly to meet dynamic demands. For example, under normal circumstances our six contact centers are operating at less than full capacity. Once a task order is received that requires rapid ramp up, we can rapidly leverage this capacity using our VACD infrastructure to route calls to the desired contact center or centers as needed. This approach was used to implement the CDC Hotline until it became a steady state contract.

To handle the massive personnel requirement needed to support our contact center operations, Vangent's human resources division has assembled a Citizen Interaction Services group. This team maintains a complete enterprise-wide picture of our current staffing profile at all times and uses this information to effectively staff up or down from our over 6000 ISs without drawing upon new hires. And because of our standardized selection, training, and operational processes we can shift ISs to a Rapid Ramp-Up requirement from operations that may be at a lower operational tempo until fulltime ISs can be hired, trained, and placed.

These operational ramp-up capabilities are dramatically enhanced by leveraging the technical and operational capabilities of our partners, [REDACTED]

### 2.4.5 Emergency Ramp-Up Scenario

Upon receipt of a Government-issued 48-hour ramp up task order, Vangent will begin execution of its Contact Center Rapid Ramp-Up Transition Plan. The high-level steps of the plan are as follows:

- The Vangent PMO will immediately review the size, scope, scale, and timing of the requirement against our Rapid Ramp-Up Transition Plan. At this point our contact center

technology and staffing partners will be notified of the task order and asked to immediately provide their real-time staffing profile.

- Simultaneously, Contact Center Site Managers will provide real-time capacity statistics to the Program Manager which detail the availability of skilled ISs at their sites and to determine “open seat” (at one or multiple sites) availability for any additional ISs that may need to be rapidly staffed.
- A staffing model is also determined—the engineering team will determine desktop requirements and begin installation of required hardware and software desktop resources.
- Simultaneously, the engineering team will allocate the pre-provisioned circuits necessary to handle the call volume, and obtain the inbound toll-free number from the carrier. Call distribution logic is programmed into the VACD, including hunt groups and skills.
- While the facilities, technical, and staffing requirements are finalized, the operations team will work closely with the Government to coordinate the lay out of the call scripts and determine the level and complexity of training that the ISs will require.
- Once scripts are finalized, they will be loaded into the hosted desktop application where they will be reviewed by our Quality Team prior to acceptance by the Government.
- IS are assembled and trained on the use of the approved call scripts.
- Vangent activates the contact center and informs the Government that the toll-free number can be published.
- At this point the contact center will be providing a basic inbound call service. If the Government decides to expand the service offerings of the center to more channels or features, then those requirements will be defined and implemented in a phased approach to minimize impact to the ongoing contact center operations.

#### **2.4.6 Excess Capability versus Additional Infrastructure**

Where Vangent has excess capability that is applicable to specific task orders, we will use best practices to offer the most appropriate solution to customers that need to interact with a customer agency. Our solution is flexible enough to handle emergency responses on a small or large scale as well as sophisticated enough to implement a solution to respond to complex inquiries and responses. Our technology solution and our business partners allow us to meet the needs of the most complex contact center or react to emergencies.

#### **2.4.7 Rapid Addition of Qualified Information Specialists**

Vangent’s response to adding qualified ISs to respond to emergencies involves requesting resources with the appropriate skill levels from the contracts we currently manage, without causing detriment to those programs. Our centers are also located in locations that allow us to have a pool of temporary employees who are trained on Vangent policies and customer interaction skills. These employees are available on an as-needed basis and often support our ramp-up needs. After assessing the projected contact volumes and staffing levels needed, we would engage our teaming partners to bring additional ISs on board. Our teaming partners have the infrastructure to place ISs in seats after training and security processing to assist in the effort.

#### **2.4.8 Processing Security Clearances and Training**

Most of our Federal contracts require the submission of security clearance documentation and obtaining a clearance, especially when our staff is handling sensitive information. We use the eQIP system to enter employee data; prior to gathering the data that is necessary on a SF85P, we

provide our staff or applicants with a list of information they will need to have available upon their first day of employment to expedite the process. In some cases we excuse the employee from work to return only when all information for processing the security clearance documents has been completed. We have the certification and ability to obtain fingerprints on-site, as most of our existing contracts also require the fingerprint cards accompanying the submission of security clearance forms. Day-one of employment includes security awareness training; Privacy Act training; a quick stand-up content/knowledge training; and escalation procedures and expectations.

#### **2.4.9 Accounting for Information Specialist Hours**

Vangent's workforce management tool will track the schedule and adherence for each employee. Some shifts will vary depending on the operating hours and days of week the contact center is open for receipt of inquiries. The workforce management tool can produce reports for individual ISs, the supervisor team, location, and task order. The workforce management tool has alarms built in to alert supervisors and management if a vacancy needs to be filled. We provide our ISs with a report that shows hours and types of contacts that can be used to enter their time into our CostPoint time sheet system. Tracking labor hours is a precise measure, especially on time and material (T&M) contracts, as well as when scheduling shifts for inbound calls. Vangent's management staff will compare the daily adherence reports to the interval performance reports (Average Speed to Answer, Abandon Rate, and Availability Rate) to determine if there are anomalies and to detect new trends or staffing shortfalls.



### 3.0 Management Plan

*Vangent's approach to delivering outstanding multi-channel contact center services combines close coordination with the customer agency to ensure project priorities are defined and communicated with strong, experienced leadership; proven strategies for recruiting, staffing, retention and training; an organizational structure where responsibilities are clearly defined, communicated, and understood; and quality assurance (QA) and continuous improvement initiatives that are planned and executed daily. Vangent is proud of its accomplishments in connecting people to Government and Government to people.*

#### 3.1 Program Management Plan

Our Program Management Plan describes the operational and management processes we propose to use on this effort. These proven repeatable processes are utilized on every multi channel contact center service initiative we conduct today and are why we achieve consistent and repeatable results for our stakeholders at the highest level of service.

##### 3.1.1 Description of Program Management Structure and Support Resources

With over 20 years of experience providing Federal customer interaction services and as an existing contract holder for multiple IDIQ and GWAC vehicles, Vangent understands the criticality of solid corporate and program organizational structures. Figure 3-1 presents a detailed organizational chart showing the names and functional titles of key individuals and corporate resources supporting USA Contact. Our organizational structure enables us to manage multiple task orders concurrently and meet all contract management requirements.

#### **Vangent is Committed to Providing Dedicated:**

- Full-time Program Manager, Mr. [REDACTED] provides GSA with 27 years of management experience, including 17 years managing GWACs.
- Program Management Office (PMO) for growing USA Contact; bidding individual orders; managing contract and order performance; reviewing, approving, and submitting all deliverables, reports, and invoices.
- Marketing organization that is motivated to identify and nurture business opportunities for USA Contact
- Project managers and program delivery teams to submit task order proposals to agency customers, and staff awarded orders with technical and task order management personnel.



**[REDACTED]**







**Figure 3-1: Vangent's USA Contact PMO is the Solution Focal Point.** Program Manager's broad authority backed by extensive corporate resources ensures rapid responses to all GSA and Client requirements.



### 3.1.1.1 Core Project Management Support (Levels 1-4)

Vangent’s seasoned staff, extensive experience with task order management, and proven management methodologies provide GSA with a low risk approach to supporting task orders under USA Contact. The following descriptions of the Program Management Structure and Support Resources map directly to the preceding Organization Chart (Figure 3-1).

**Table 3-1. Vangent Program Management Structure and Support Resources**

Structure and Support Resources	Description
<b>Program Management Office (PMO)</b>	
 Program Manager	Focal point for all program activities and serves as the single point of contact to GSA for our performance. Possesses the requisite organizational, technical, and contractual level of authority to resolve all issues that pertain to our performance under this contract and its task orders.
 Information System Security Manager	Responsible for ensuring information systems used in supporting task requirements meet initial and ongoing compliance of information systems security requirements in accordance with Federal Information Processing Standards (FIPS) Publication 200, Minimum Security Requirements of Federal Information Systems.
 Quality Manager	Ensures the overall program and tasks are compliant with the quality and performance requirements and supports satisfaction of the Government’s goals and objectives. Establishes quality and performance monitoring operations for new tasks. Measures customer satisfaction as experienced by the end-user of the services provided. Serves as the program’s client liaison for quality matters.
 Marketing Manager	Leads Vangent marketing of the USA Contact vehicle. Coordinates those efforts with the Director of USA Services at GSA. Educates clients on the value of Vangent Solutions. Brings potential customer requirements to Vangent for Analysis.
Subcontractor Manager/Team Coordinator	Provides support to our Program Manager and Contracts Manager in the establishment of subcontracts with our teaming partners, and in the procurement of products and services from our vendors.
Contracts Manager	Performs all contract management, with responsibility for all task orders issued under this vehicle. Will work with our Program Manager, task order Project Managers, and the government to ensure compliance of all activities with the terms and conditions of the contract.
Program Control/Finance	Provides administration and program support to program/project managers. Responsible for coordinating workflow, analysis of production, interfacing with internal departments such as development and operations. Involved with financial/volume forecasts and planning, billing.
<b>Task Order Management</b>	
 Project Manager	Responsible for management and oversight of one or more tasks. Responsible for Project Management Plan. This plan will address all strategies, objectives, required actions, roles and responsibilities, and target dates for the implementation of tasks in accordance with specific task order requirements as dictated by the general complexity levels (Levels 1-4) of the work defined by GSA/client. Works closely with the functional support managers to establish and review specific plans to ensure on-time, on-budget delivery of technology and operations across all service channels.
 Site Manager(s)	Responsible for management of a single contact center’s operations. Responsibilities include establishing operations plans, service level agreements, resource forecasting, recruitment, staffing (including special hiring), training, case management, and performance tracking and reporting. Perform operations analysis through data analysis, trending, research and investigation of facts, and creation of ad hoc reports for the purpose of process improvement and employee development.
<b>Support Resources</b>	
Technology	Responsible for establishing and managing our technical infrastructure for all tasks delivered under the USA Contact contract. Single point-of-contact for our technical resources and services, with responsibility for requirements analysis, change control, design, development, test, and implementation of hardware, software, systems, and IT and telecommunications infrastructure.
IT Infrastructure	Supports the Technology Manager in the areas of IT/Telecommunications Infrastructure planning and build out. Responsible for analyzing and establishing IT infrastructure requirements, and for managing, configuring and maintaining the hardware, telecommunications, and network infrastructure required to

Structure and Support Resources	Description
	meet the service levels required for each task order under this vehicle.
Security	Ensure a physically secure environment is provided for the people, equipment, and documentation required. Leads a team which provides security planning support with a focus on personnel, information technology, telecommunications, and facility security to meet the unique security requirements as specified in the SOW.
Human Resources	Provides key support to our Program Team in the area of recruiting, staffing, staff development, retention, and compensation and benefits. Responsible for understanding and anticipating project resource requirements and establishing strategies to ensure that these requirements are incorporated into the screening, hiring, and employee retention processes.
Finance	Responsible for financial planning and monitoring in support. Has a dual reporting relationship to the Program Manager and Vangent's Chief Financial Officer to ensure full compliance of financial activities and reporting with our corporate standards.
Quality Assurance	Responsible for organizing and leading the Vangent Independent Quality Assurance Unit (IQAU). Works closely with the USA Contact Program Manager, GSA, and other Government representatives to establish and agree on the strategies to measure Vangent's performance against the quality and performance standards presented in each task order. The IQAU is also responsible for establishing a formal program for continuous improvement. The IQAU reports to the Vangent General Manager/Senior Vice president responsible for the success of the program.
Content/ Knowledge Management	Responsible for working with task order project managers, GSA, and its customers to research, develop, and maintain customized content and knowledge bases for use by our contact center staff. Coordinates with partner agencies to define their knowledge management needs, sources of content, guidelines, policy, approval, and QA processes. Works extensively with our Site Managers and training teams to ensure the delivery of accurate and consistent information to the public. Develops the Knowledge/Case Management Plan, which is the governing document for our knowledge management effort. Serves as the "chief librarian" during knowledge and case database maintenance to validate and control the quality of the information, and to coordinate and communicate quickly and efficiently during major task order events.
Training Manager	Responsible for conceptualizing our training approach, developing training plans and strategies to achieve service compliance with requirements for individual task orders, and delivering the training program. Works closely with our USA Contact Program Manager, the individual Project Managers, the Knowledge Manager, and our Site Managers to develop, review, and deliver training curriculum for all staff functions.
Workforce Manager	Provides resource forecasting support to our Site Managers and Program Team. Establishes strategies for resource forecasting and workforce scheduling, analyze program trends, and recommend changes to allow us to efficiently manage scheduling to control cost while meeting the service levels for each task.
Facilities	Responsible for fulfilling all build-out and/or new construction activities required to ensure that we have adequate facilities in accordance with our corporate standards and government requirements to safely and effectively deliver our services. Works closely with our USA Contact Program Manager and Site Manager to efficiently manage all facilities requirements.
Contracts	Responsible for performing all contract management, with responsibility for all task orders issued under this vehicle. Works with our USA Contact Program Manager, task order Project Managers, and the government to ensure compliance of all activities with the terms and conditions of the contract. Provides contract and subcontract review, consulting, and contract/performance management.
Subcontracts	Responsible for providing support to our USA Contact Program Manager and Contracts Manager in the establishment of subcontracts with our teaming partners and in the procurement of products and services from our vendors. Manages subcontractor performance and deliverables of the contract.







### 3.1.1.2 Incremental Project Management Support

Our program team has been configured to efficiently handle the broad array of task orders anticipated under this program. Our USA Contact Program Manager will be responsible for identifying any incremental project management support necessary to satisfy the requirements introduced through new task orders. We routinely provide this type of support on our contact center programs, including our past performance references in Section 1.3, Past Performance.

### 3.1.2 Key Positions

As the premier provider of complete multi-channel customer interaction services for the Federal Government, Vangent understands the caliber of personnel needed to deliver high-quality service to GSA, customer agencies, and end-user. Vangent will name key personnel at the task order level upon task order issuance.

**Table 3-2: Vangent Key Personnel Requirements**

Position	Education	Experience
<b>Program Management Office (PMO)</b>		
Program Manager 	Minimum BA/BS Advanced related graduate degree (MS or MBA) preferred.	<ul style="list-style-type: none"> <li>▪ Minimum of 15 years experience, of which at least 10 years must be specialized. Specialized experience includes: complete project development from inception to deployment, demonstrated ability to provide guidance and direction on tasks similar to those expected under USA Contact, proven expertise in the management and control of funds and resources, demonstrated capability in managing multi-task contracts of this type and complexity. General experience includes increasing responsibilities in information systems design and management.</li> <li>▪ In-depth knowledge of GSA and proven record of growing similar types of IDIQ or GWAC programs.</li> </ul>
Information Systems Security Manager (ISS) 	BA/BS MS preferred (substitute 4 additional years of experience for BA/BS)	<ul style="list-style-type: none"> <li>▪ Minimum 10 years general experience and 4 years experience in the Federal Information Security space.</li> <li>▪ Experienced in establishing all Federal Information Security Management Act (FISMA) policies, procedures and controls to ensure the safety of information systems assets and to protect systems from intentional or inadvertent access or destruction.</li> <li>▪ Ensures that Vangent staff, subcontractors, and consultants understand and adhere to necessary procedures to maintain security.</li> </ul>
Marketing Manager 	B.S. degree	<ul style="list-style-type: none"> <li>▪ Minimum 12 years directly related sales experience, including a minimum of 5 years management.</li> <li>▪ Proven record of establishing and maintaining influential relationships at all levels of customer/prospects.</li> <li>▪ Ability to reinforce and build upon strategic relationships.</li> </ul>
Quality Assurance Manager 	BA/BS or advance degreed preferred (substitute 4 additional years of experience for BA/BS)	<ul style="list-style-type: none"> <li>▪ Minimum 10 years' experience in design, development, implementation, and maintenance of contact center quality assurance systems and activities.</li> <li>▪ Proven record of success in establishment, test, validation, and implementation of standards methods, and procedures for inspection, evaluation, and operation of multi-channel contact centers</li> <li>▪ Experience using leading edge industry tools and techniques in the review of contact center design and operations.</li> <li>▪ Significant hands on experience in gathering and analyzing data and reporting on the status of the quality program.</li> </ul>
<b>Task Order Management</b>		
Project Manager 	BA/BS (substitute 4 additional years of experience for BA/BS)	<ul style="list-style-type: none"> <li>▪ Minimum 7 years general experience and 5 years specialized experience. Specialized experience includes: complete project development from inception to deployment, demonstrated ability to provide guidance and direction on tasks similar to those expected under USA Contact, proven expertise in the management and control of funds and resources, demonstrated capability in managing multi-task contracts of this type and complexity. General experience includes increasing responsibilities in solution design and management.</li> <li>▪ Knowledge of contact center operations desired.</li> </ul>
Site Manager 	BA/BS (substitute 4 additional years of experience for BA/BS)	<ul style="list-style-type: none"> <li>▪ Minimum 7 years general experience and 3 or more years experience in managing contact center operations.</li> <li>▪ Proven ability to perform operations analysis through data analysis, trending, research and investigation of facts, and creation of ad hoc reports for the purpose of process improvement and employee development.</li> <li>▪ Previous experience designing, developing, delivering, coordinating, and certifying contact center product and procedure training.</li> <li>▪ Experience forecasting, scheduling, and managing a large contact center workforce.</li> </ul>

### 3.1.3 Organization Chart

Figure 3-1, shown in Section 3.1.1, illustrates how the PMO fits within and is supported by the Vangent corporate organization and the team of subcontractors. Vangent will provide all the required technical and management services required to support USA Contact including program management, technology management, information management, human resources management, performance management, quality assurance, security, contingency/ disaster recovery, and management reports.

#### 3.1.3.1 Chain of Command in the Organization

Vangent has a very flat organizational structure to ensure resources are readily available for our customer engagements. Division General Managers/Senior Vice Presidents report directly to Mac Curtis, Vangent Chief Executive Officer (CEO). The Program Manager reports to the Division General Managers/Senior Vice Presidents for tasks that fall within their respective areas. However, for corporate support, authority, and resources, the Program Manager has direct line of site to the Vangent CEO. The reporting structure for the remainder of the organization is clearly shown on the organization chart.

#### 3.1.3.2 Chain of Command Contract

The PMO is the principal management authority on this contract and is responsible for expanding USA Contact in every way possible, maintaining exceptional customer satisfaction among USA Contact customers with Vangent's performance, as well as with the USA Contact program. As such, we have staffed the PMO with a blend of GWAC specialists and contact center experts [REDACTED] the Program Manager, has final authority and responsibility for all program aspects and commits resources to meet USA Contact requirements. He is evaluated and rewarded based on the success of USA Contact.

#### The Vangent Program Manager, [REDACTED]

- Over 17 years working on GWACs and IDIQs vehicles
- Managed GSA Millennia Lite, VA GITSS, and DOC COMMITS/NextGen
- Works with the Marketing Manager to support successful use of the contract
- Complete access to executive management and resources as needed
- Approves and assigns Project Managers
- Liaison between Vangent and GSA
- Assures customer satisfaction and resolves issues regarding Vangent performance

Table 3-3 identifies expected communication channels between the Government staff and Vangent counterparts.



**Table 3-3: Direct customer interfaces ensure quick, frequent, and effective communication.**

GSA/Contracting Agency Staff	Areas of Communication	Vangent Staff	Escalation Point of Contact
GSA Program Manager	All program and contractual matters	Program Manager	General Managers
Procuring Contracting Officer	All contractual matters	Contract Administrator	Program Manager
Administrative Contracting Officer	Contractual matters delegated from PCO	Contract Administrator	Program Manager
Ordering Contracting Officer	Task order contractual matters, including changes in scope, cost, and schedule	Contract Administrator	Program Manager
Task Order Contracting Officer's Technical Representative (COTR)	Daily communication on task order performance, cost, and schedule	Task Order Project Manager	Program Manager
Technical Staff/IOA	Order technical/implementation issues	Vangent Technical Staff	Task Order Project Manager

### 3.1.3.3 Organizational Components Support the Contract

All the organizational components supporting USA Contact are shown on the organization chart.

### 3.1.3.4 Management, Technical, Administrative, Contractual Delegations of Authority

**Table 3-4: Delegations of Authority**

Position	Authority
Program Manager	Authorized to commit resources to program/tasks
Contract Manager	Authorized to sign contract documents
Project Manager	Authorized to commit resources to task

### 3.1.3.5 Lines of Authority and Roles/Responsibilities of all Corporate Entities including Subs

Our partners are seamlessly incorporated into our information technology, human resources, customer service, and other functions to provide GSA with a truly integrated team for the USA Contact program. Having the same project goals, objectives, quality metrics, performance metrics, and incentives provides significant benefits to our customers by making our project teams greater than the sums of their parts.

### 3.1.3.6 Escalation Procedures for Problem/Dispute Resolution

When an issue or problem arises over the quality or other aspect of services provided that cannot be resolved with the individuals involved or through the appropriate corrective action or complaint management process, the escalation is as follows:

- USA Contact Program Manager
- Senior Vice President of Vangent division responsible for the task
- CEO of Vangent

#### Key Components of PRS:

- Service development, delivery, and support process with common milestones and deliverables.
- Clearly defined roles and responsibilities based on a strong, cross-functional team.
- Ongoing senior management review process.
- Common language with a shared, company-wide understanding of project-related terminology.
- Planning and management tools for the entire project lifecycle.

### 3.1.4 Operational and Management Processes and Programs

The heart of Vangent's management methodology is the Phase Review System (PRS), a proven, corporate-wide management framework that enables us to deliver information management and business process outsourcing solutions to the Federal Government on time and within budget. Vangent has used this highly scalable methodology since 1995 to successfully manage programs and projects of varying size, scope, and complexity for a wide range of Government customers. PRS was formulated to manage large, complex, multi-disciplined operations programs like USA Contact.

PRS is a fully-implemented business process that defines project milestones, management reviews, and decision gateways. This established, repeatable process provides consistency, predictability, and efficiency in developing, producing, delivering, and supporting systems and services for our customers. Based on principles found in the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK), PRS integrates formal executive management review into the project lifecycle and provides a continuing, milestone-based infrastructure for planning and implementation. PRS establishes criteria for configuring Vangent's program team based on the work to be performed.

#### [REDACTED]

Vangent's PRS provides a single, guiding process for project management that is aligned with other widely recognized methodologies. Each phase of PRS maps to process groups identified within PMI's PMBOK. In addition, PRS provides a framework within which our project teams execute Carnegie Mellon University's Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI) Level 3 and ISO 9001:2000 processes tailored to specific program/project requirements. PRS is a scalable methodology that can be applied to an entire program or to multiple projects within a program.

Table 3-5 shows the phase in which the deliverables relevant to USA Contact are produced.

**Table 3-5: USA Contact Program and Task Order Milestones and Deliverables**

Milestones & Deliverables	Purpose
<b>Phase 1 Planning</b>	
Program Management Plan (L.7.2.1.6.1/C.13.3.12), Approved	This document details management procedures/policies/plans, plans and programs for managing team partners and subcontractors, escalation procedures for problem/dispute resolution, and reporting requirements for all tasks and services required under the contract.
Project Plan, Approved (C.13.3.13)	This is a comprehensive plan for implementing the project, addressing all strategies, objectives, required actions, roles and responsibilities, and target dates for the completion of all tasks. This is a living document that is updated regularly, identifying critical paths and task dependencies.
Design, Engineering, Implementation, and Management Plan (C.13.3), Approved	This will be our governing document for the technical effort required for the contract and each task order.
Test and Acceptance Plan, Approved (C.13.3.17)	A System Test Plan that identifies the strategy for sub-system testing, system testing, and acceptance testing.
Customer Satisfaction Plan, Approved (C.13.2)	Identifies plan and procedures to survey customers to determine the degree of customer satisfaction on the services rendered, including details on the processes and methodologies we will use to identify problems and implement corrective actions.
Conflict of Interest Compliance Plan (C.13.1), Approved	Identifies plans and procedures to identify, evaluate, and mitigate all actual, apparent, and potential conflicts of interest that preclude or would appear to preclude Vangent and its partners from rendering impartial assistance or advice.
Disaster Recovery/Contingency Plan, Approved (C.13.3.6)	This plan identifies risks, risk prevention, and risk mitigation strategies to ensure continuity of operations.
Human Resources Management Plan (L.7.2.1.6.2/C.13.3.7), Approved	Identifies staffing resources for contact center operations and project management. This plan includes relevant details on recruiting and retention, workforce scheduling and management, supervision, and quality monitoring practices; training plans, procedures, and methodologies; and dismissal procedures to be followed in the event of a Federal Government closure or emergency.
Performance Management Plan (L.7.2.1.6.3/C.13.3.10), Approved	Identifies plans and procedures to measure and report on relevant customer service performance standards in accordance with specific task order requirements.
Quality Assurance Plan (L.7.2.1.6.4/C.13.3.14), Approved	This document identifies the specific resources, activities, schedule, and reports to be produced for all facets of our Quality Assurance program, including a Quality Improvement Plan to identify performance assessment and improvement opportunities and procedures for implementing service improvements.
Security Plan (L.7.2.1.7/C.13.3.15), Approved	This document provides an overview of the security requirements for the information and IT systems and describes the existing and planned controls for meeting all security requirements.
Service Level Management Plan, Approved (C.13.3.16)	Identifies processes and methodologies for effective service level management, including workload forecasting, Information Specialist (IS) scheduling, service recovery, problem identification and resolution, problem notification, and contingency planning and escalation.
Value Engineering/Process Improvement Plan, Approved (C.13.3.18)	Identifies plans and procedures to evaluate new and emerging technologies and/or re-engineering business processes to improve program efficiency and customer service.
<b>Phase 2 Development</b>	
Phase-In Plan, Approved (C.13.3.11)	This document identifies the specific tasks, schedule, and reviews to be conducted during Phase-In. The plan includes methodologies and procedures for minimizing disruption of service to current customers.
Operations Management Plan, Approved (C.13.3.9)	This document identifies plans and procedures for managing staff, equipment, and processes, including procedures to be followed in the event of service outage, an unexpected surge in call volume, a Federal Government closure, or emergency.
<b>Phase 3 Validation</b>	
<b>Phase 4 Production &amp; Support</b>	
Quality Assurance, Delivered per Plan	Quality Assurance activities are conducted in accordance with the Quality Assurance Plan. The Independent Quality Assurance Unit reviews all facets of our operations and works with the Program Team, customers, and the IS staff to conceptualize process improvement initiatives.
Customer Survey, Completed	Vangent regularly distributes, either directly or via third parties, surveys to its customers to assess its performance on government contracts during and after a program.

### 3.1.5 Management Reports

Task order Project Managers will provide GSA and its customer agencies with weekly, monthly, and ad hoc reports providing contract status, contact center performance metrics, and management reports in accordance with specific task order requirements. The following reports are being provided as part of contract administration:

- The Marketing Manager will produce Quarterly Sales Reports
- The Subcontracts Manager will compile the monthly Special Hiring Report
- The Program Manager will assemble the monthly Cost Recovery Report

Vangent will provide these reports to GSA in email format as requested in the RFP and also has the capability to provide in hard copy format if requested. The reports are discussed in detail in Section 3.3 Performance Management.

#### Meeting Expectations when using Subcontractors:

- A single contract is negotiated with each subcontractor and the Subcontracts Manager will perform all official negotiations.
- Tasks are issued as Vangent is awarded work.
- All subcontractor services and products are subject to project quality control and performance standards
- Monitoring of subcontractor performance for early problems identification; if problems are found, action plans for correction will be created

### 3.1.6 Subcontractor Management

Management of the subcontractor team at the program level is the responsibility of our Program Manager supported by our Subcontracts Manager. As individual task orders are added to the vehicle, our task order Project Manager(s) will also be directly involved. Vangent ensures team success by:

- Integrating subcontractors into our project teams
- Constantly monitoring, measuring, and evaluating subcontractor performance as if they were Vangent staff
- Selecting subcontractors with customer success in mind
- Reviewing subcontractor risk and mitigation strategies early and often

#### 3.1.6.1 Ensuring Performance Objectives are Met

The Program Manager, Project Manager, QC Manager, and Technology Manager assess subcontractor performance and resolve conflicts. Formal direction to our subcontractors and partners will come from our Subcontracts Manager.

Vangent will use a work breakdown structure, subcontractor statements of work, and a master schedule as the basis for assigning tasks, allocating resources, and tracking and controlling the progress of deliverables.

### 3.2 Human Resources Management Plan

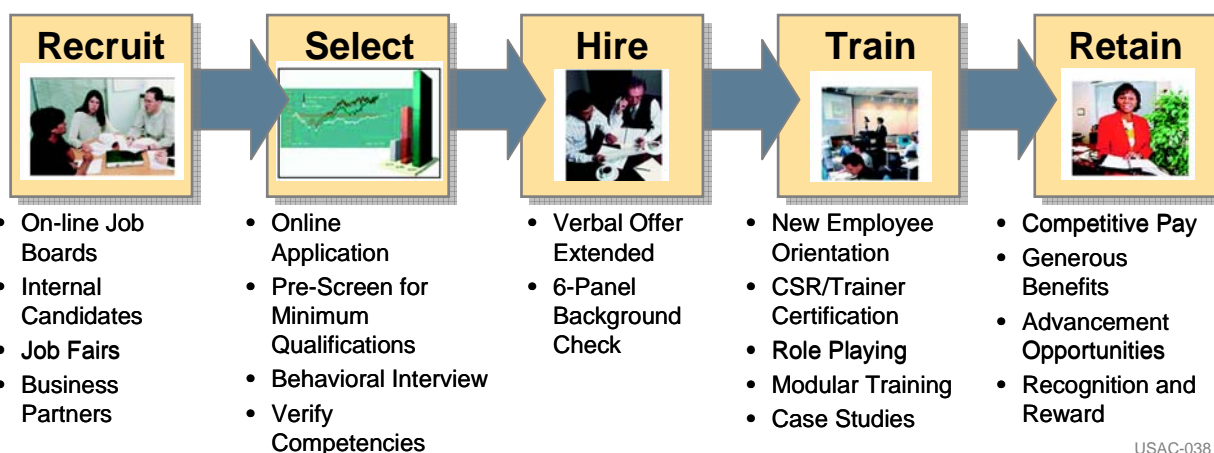
Vangent is committed to providing competent, courteous, highly-qualified staff. We have more than 20 years of experience placing customer service professionals in contact centers for the Federal Government. Human Resources (HR) management is a core competency at Vangent. Our Human Capital Division designs and implements strategic workforce solutions. We have

completed over 5,000 successful engagements with nearly 40 percent of the Fortune 500 and almost every Federal agency. Vangent will recruit, train, and retain qualified staff for USA Contact ensuring high-quality performance from the first task order forward.

### 3.2.1 Recruitment, Staffing, and Retention—Information Specialists

Vangent makes multiple resources available to help job seekers. Our recruiting team identifies those resources and participates in strategically chosen arenas to maximize the pool of candidates who meet our strict hiring criteria. We are able to reach an external and internal audience encompassing individuals with a variety of skills and education by advertising on-line with job boards such as Monster, CareerBuilder, America’s Job Bank, and Jobing.com as well as through our corporate website. Our participation in the Army Partnership for Youth Success (PaYS) Program and Military Stars allows us access to highly-skilled veterans and our relationships with vocational rehabilitation centers provide us with similar access to disabled workers. Our partnerships with small businesses enable us to fill multiple openings with qualified staff on short notice.

We use innovative interview techniques, often beginning the interview process by telephone, to select ISs that will best represent our customers.



USAC-038

**Figure 3-2: Vangent's Premier Staffing Plan.** Vangent's Premier Staffing Plan is designed to efficiently identify, hire, and train well-qualified Information Specialists.

Providing quality services requires not only the utilization of best hiring practices but also the retention of skilled employees. Vangent achieves high levels of retention through the application of our strategic retention plan. Our plan includes offering a first class benefit program which covers health, dental, and vision insurance benefits as well as short term disability and life insurance programs. We also offer the following fringe benefits programs:

- **Tuition Reimbursement** – Full-time employees are reimbursed up to [REDACTED] for undergraduate courses or degree programs and [REDACTED] for graduate courses or degree programs for successfully completed, pre-approved courses. Tuition, fees, and textbooks are included
- **Employee Assistance Program (EAP)** – The EAP offers confidential consultation for concerns about everyday problems and additional resources and referral services for financial, legal, and varying life stages concerns



- **Adoption Financial Aid** – Full-time employees may be reimbursed up to [REDACTED] for legal and adoption fees per adopted child
- **Matching Gift Program** – The company will match up to [REDACTED] per organization, per year, charitable contributions that regular employees make to eligible post-secondary educational and public broadcasting institutions
- **Computer-Based Training** – Over [REDACTED] courses covering a wide variety of subjects are available to download through the company intranet

Vangent's standard employment practices are Service Contract Act compliant. Our competitive salary plan allows us to attract and keep employees who are sought after due to their experience and exemplary work habits. Extensive experience makes Vangent a valuable GSA partner when responding to customer inquiries regarding the benefits of Service Contract Act employees.

### 3.2.1.1 Qualifications and Competencies

The Vangent selection process is designed to quickly identify, hire, and train those individuals who meet our stringent standards and exemplify the qualities identified by our clients as most desirable.

All of our customer service personnel are required to have as a minimum educational requirement a high school diploma or pass a General Educational Development (GED) test and must be fluent in English with a strong command of the language. Our screening methods include typing tests, phone and in-person interviews, and simulated IS script and call role-playing. ISs interview with multiple staff (for example, the HR representative, supervisors, and contact center managers).

To hire and prepare appropriate candidates, we perform pre-hire assessments to ascertain:

- Oral and written communication skill level
- Problem-solving ability through usage of the Internet
- Comfort with call center roles (ability to effectively manage call time and respond to irate or upset customers in a courteous, helpful fashion)
- Keyboarding skills (ability to accurately record information from callers)

We are able to complete six-panel background checks on-line with as little as one hour turn-around time.

We require the completion of a training program to acclimate new employees to Vangent. The training program, which lasts from six to eight hours per day, includes call simulations to familiarize employees with the typical calls they will receive and manage. Candidates who pass the certification test at the end of the training session are then offered a position with our company. Individuals who have applied to provide foreign language support also receive a certification at the end of their training which identifies their ability to effectively communicate verbally and in writing.

We hold our employees to a high standard, requiring adherence to our distinctive Core Values, which include respecting our customers and each other, striving to continually improve, the determination to uphold ethical principles, and the pledge to do meaningful work. The result is the swift placement and thorough training of courteous, skilled ISs.

### 3.2.1.2 Skills Categories

Because our banding is independent of Wage Determinations, our HR staff focuses on accurately mapping the different positions outlined in the Wage Determination requirements to current Vangent positions. As a current provider on Federal contracts under the Service Contract Act, we have the advantage of possessing a functioning classification system of positions that already map to positions outlined in a Wage Determination. This allows faster new hire processing and accurate identification of training needs based upon pre-determined qualifications. The result is candidates who are positioned for career growth and excel in performance due to precise placement in roles that match their skills and abilities.

The table below provides an example of our mapping of the different skills categories to current job families and subfunctions. Also included is detail regarding contracts, such as the [REDACTED] on which we currently have employees placed in these bands.

**Table 3-6: Vangent Contact Center Personnel Qualifications, Experience, and Wage Rate Categories**

Skill Level	Qualifications/Competencies	Job Family – Sub function	Band	Contract	SCA
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### 3.2.1.3 Multi-language Support

Vangent has a multi-lingual work force in our contact centers, due in large part to the geographic location of our facilities and their positioning near higher education institutions. When necessary, Vangent leverages our close connections to assist in the recruitment and competency assessment process for this workforce. Our partnership with [REDACTED] assists in the recruitment and competency assessment process for on-site personnel and will supplement our recruitment and selection process to provide timely staffing for any languages provided under USA Contact.

### 3.2.1.4 Staffing during Start-up and Contract Performance Periods

Vangent has gained valuable insight through our experience in staffing and managing multiple call center programs. During a three month time period, we hired more than 600 customer service representatives and management staff for two contracts in our Chester, Virginia facility.

We have call center locations both domestically and internationally, with support staff to assist in hiring, training, and retention of new ISs.

We have the proven ability to staff call center operations for efficient, cost-effective handling of steady state and spike call volumes. In supporting contact centers Vangent will use Aspect, the same state-of-the-art workforce management tool used in staffing our current call center projects. With the combination of “Agent Profile Routing” and “Service-Level Routing”, we will have easy access to the next available IS with the right skills.

On-going staffing needs will be coordinated through in-place Vangent recruiting staff. We will post IS positions to our websites and utilize Monster, job fairs, CareerBuilder, and WebHire. An allowance for normal unscheduled leave is built into staffing estimates.

### **3.2.1.5 Personnel Necessary to Perform Tasks**

Vangent manages leave/sickness issues through specific performance incentive programs and by using the Genesys workforce management tool to provide timely staff scheduling information. This tool provides sophisticated forecasting, scheduling, and tracking capabilities and provides multi-skill, multimedia, and multiple-site scheduling and reporting. Our workforce management solution allows our call center managers to build accurate forecasting models using customized parameters such as desired rates and response times. Using this tool, we are able to successfully manage the IS workforce to ensure complete coverage of the call center’s needs.

### **3.2.1.6 Contingency Plans for Human Resource Acquisition During Surge Operations**

Our experience with contact centers such as those we provide for [REDACTED] affords us the advantage of already possessing working plans for rapid placement of qualified staff during ramp-up and surge operation. Our contingency plan has several facets that may function as stand-alone solutions or may be combined to address a particular need. They include:

- Rolling Recruitment – Continually selecting IS utilizing the process outlined in the table above. This provides us with a steady stream of qualified, trained personnel who are available for immediate, full time placement, or to work intermittently as schedules warrant additional personnel
- Forecasting – Anticipating surge periods and working with the recruiting staff to plan placement
- Accelerated Placement – Engaging the human resources staff to assist in an accelerated version of the staffing plan outlined in the table above based on forecasting or business needs
- Re-Allocation of Personnel – Multiple locations and multiple contact centers within locations allow us the flexibility of diverting calls to IS already in place. This is done on a not to interfere basis and considers the task requirements of both the existing tasks and the task being re-allocated.
- Offering of Elective overtime to IS

### **3.2.1.7 Wage Rate Categories**

Please refer to Table 3-6 in Section 3.2.1.2 for information regarding our mapping.

### 3.2.1.8 Compliance with HSPD-12

In accordance with HSPD-12, Vangent applies the following practices to establish employee identification:

**Table 3-7: Approach to Compliance with HSPD-12**

Step in Employment Process	Action
Job Interview	<ul style="list-style-type: none"> <li>Completion of Application, Authorization of Release, and Background Check authorization</li> </ul>
Acceptance of Verbal Offer	<ul style="list-style-type: none"> <li>Background check is performed, utilizing a six-panel battery that includes criminal history, credit history, employment history, social security number verification, verification of date of birth and name, residential history/verification. Responses may be received in as little as 2 hours.</li> <li>Employee manager/supervisor completes security access form and submits to Facilities Management and Corporate Information Security</li> </ul>
First day of work	<ul style="list-style-type: none"> <li>Employee completion of I-9 form and provision of one or two acceptable forms of identification as outlined by the U.S. Citizenship and Immigration Services</li> <li>Employee is escorted by supervisor or manager until receiving access badge from Facilities Management</li> </ul>

### 3.2.2 Training

Vangent’s extensive learning and development experience in both the commercial and Government workspace offers GSA an unparalleled array of innovative, best practice, and customizable training processes. Our mature training capability, specifically designed for adult learning, offers a high performance training platform for USA Contact. Such high quality training enables our information specialists to perform complex interactions among the citizen, agencies, and the Hill.

Some of the key features of our Training Program include:

- The use of an adaptation of our proprietary ADDIE (Analysis, Design, Development, Implementation, and Evaluation) model as a methodology and framework to ensure the consistent delivery of effective, results-producing training solutions.
- Training facilities that were designed solely for training purposes.
- The use of certified trainers to conduct training.
- Vangent contact center training material will be integrated with domain-specific information provided by the Government and will form the basis for IS competency modules.
- A training record database will be maintained
- Student training and learning evaluations will be performed during each stage of the training.

Table 3-8 presents the training topics for the various levels of staff working on the program.

**Table 3-8: Comprehensive Training for All Contact Center Personnel**

**Training for Results**

Our Human Capital division was awarded the 2003, 2005, and 2006 American Society for Training and Development (ASTD) Excellence in Practice Award for Workplace Learning and Development. We were recognized for achieving outstanding results for our customers: for example we achieved a 24 percent reduction in call resolution time and a 26 percent increase in Information Specialist (IS) handling confidence, resulting in a \$3.6 million savings for our client in annual training costs.

Program Component	Skills
Information Specialists	<ul style="list-style-type: none"> <li>▪ Contact center 101</li> <li>▪ Telephone etiquette</li> <li>▪ Listening</li> <li>▪ Problem-solving</li> <li>▪ Verbal and written communication</li> <li>▪ Stress management</li> <li>▪ Team building</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>▪ Project goals and objectives</li> <li>▪ Performance goals</li> <li>▪ Contact center management</li> <li>▪ Human performance management</li> </ul>
Support Personnel	<ul style="list-style-type: none"> <li>▪ Project goals and objectives</li> <li>▪ Task terminology, laws, services, regulations, systems, and protocols</li> </ul>

### 3.2.3 Standards of Conduct for Personnel

Our in-place policies and procedures from current Government contracts will ensure compliance and our management team will educate employees and enforce policies that address:

- Discussing information obtained in performance of the contract with unauthorized persons
- Conducting business outside the contract during periods paid by the Government
- Conducting business not directly related to the contract on Government premises
- Use of computer systems and/or other Government facilities for company or personal business
- Recruiting on Government premises or otherwise act to disrupt Government business

### 3.3 Performance Management Plan

Vangent and our teaming partners are committed to delivering service level excellence and will meet or exceed all performance standards and service levels defined in each task order. Vangent’s leadership position in providing multi-channel contact center services to the Federal Government ensures we have the experience and procedures to meet all performance requirements of USA Contact Task Orders.

#### 3.3.1 Performance Management Processes and Methodologies

Our performance management approach is driven by regular reviews and analysis of operational metrics at all levels of our service delivery. The Project Manager will chair a weekly operations staff meeting to review project-wide performance. At the strategic level, our Program Manager will be responsible for establishing, maintaining, and improving our USA Contact infrastructure. He will conduct regular

**Examining our Performance**

In addition to our internal quality systems, Vangent studies how it is meeting customer expectations across all areas and functions that touch the customer through the use of an independent third-party quality monitoring company [REDACTED] This independent organization executes this process as an ongoing (every 6 months) effort of performance improvement.



performance reviews with the project teams and be responsible for establishing and delivering regular operations and quality reviews with GSA, its customer agencies, and Vangent’s executive management.

Vangent has extensive experience operating and measuring compliance associated with performance-based contact centers. Table 3-9 presents compliance with typical contact center requirements for past and present Vangent customers and programs such as [REDACTED]

**Table 3-9. Historical Performance Standard Comparison**

Performance Standard	Typical Minimum Acceptable Quality Level	Vangent Compliance Score
Service Delivery Quality	90%	[REDACTED]
Accuracy of Information Provided	93%	[REDACTED]
Accuracy of Information Captured/Recorded	97%	[REDACTED]
Average Speed of Answer	15 seconds	[REDACTED]
Service Availability	99.5%	[REDACTED]
% of Calls Completely Handled by IVR	25%	[REDACTED]
Response Time (postal)	98% within 2 work days 100% within 4 work days	[REDACTED]
Response Time (email)	98% within 2 work days 100% within 4 work days	[REDACTED]
Customer Satisfaction	90%	[REDACTED]
Abandoned Calls	5%	[REDACTED]

Vangent’s ability to meet and exceed performance standards across all channels for a variety of customers demonstrates our ability designs solutions and deliver the results expected of contractors under USA Contact.

### 3.3.1.1 Service-level Monitoring

Our call management system, in concert with the SQL Server 2005 reporting tool, will capture all required utilization data across all channels. This detail will be thoroughly examined and analyzed to assist GSA in the ongoing assessment of workload, productivity, and service quality. Table 3-10 describes the reports we will provide under this contract.

**Table 3-10. Service-level Monitoring.** Vangent’s monitoring and reporting tools provide timely insight from the broadest perspective down to the smallest detail.

Reports & Information Provided		
Weekly/Monthly Contract Status Reporting (C.11.1)		
Management Summary	Schedule assessment vs. plan	Compliance/Non-compliance (including corrective actions) Cost incurred vs. cost budgeted Cost variance summary
Work performed during the reporting period	Continual improvement opportunities	
Activities anticipated for the next reporting period	Issues Change requests	
Operational/Performance Reporting (C.3.11.2)		
Inbound and outbound call/inquiry/fax/e-mail/appointment activity	Exceptions	Agent activity Customer profiles Traffic analyses
Service levels/quality	Notification of service outages	
Inquiry/request types and trends	Trunk usage Agent group activity	
Management Reporting (C.11)		
Data/information security issues	Workload/workforce/scheduling	Notification of changes Quality assurance reports Performance assessment reports
Problems/issues and trends	Information	
Training evaluations	Staffing forecasts	
Problem Resolution Reports (C.11.3)		
List of unanswered and unfilled requests	Disposition/resolution	Summary Analysis and trending
Monitoring Reports (C.11.4)		

Reports & Information Provided		
Results of call and work monitoring efforts	Conclusions Recommendations	Action plans Improvement priorities
Compliment and Complaint Management Reports (C.11.5)		
Overview Categorization of feedback	Verbatim comments Source classification/identification	Analysis and trending
Client Relationship Report		
Agency liaison contact summary	Agency Web team support summary	Outreach initiatives
Ad Hoc Reports (C.11.6)		
In response to specific requests from GSA or its customer agencies		

### 3.3.1.2 Workload Forecasting

Workload forecasting will be performed at the task level by our Project Manager and Site Manager, at the project (e.g., Consumer Information Line) level by our Site Manager and Project Coordinators, and at the channel (e.g., phone, e-mail) level by our Site Manager and Channel Supervisors. To provide GSA and its customer agencies with the outstanding performance levels we have achieved on other programs, we will utilize [REDACTED]

### 3.3.1.3 Scheduling

Vangent’s Performance Management Plan (PMP) will detail IS scheduling for all facets of staffing requirements, including regular periods, peaks, and special circumstances. Our standard practice is to schedule ISs in 15-minute increments, based on each individual’s specific skills and training. The [REDACTED] accommodates time of day, day of week, seasonal, special cause, and projected growth considerations in its model.

The multi-project, multi-channel [REDACTED] is an example of our ability to provide dynamic scheduling where the average IS level is 330, with an anticipated spike of 518 staff.

### 3.3.1.4 Service Recovery (from system failures)

Steps to ensure consistent procedures are followed for each incident:

**Table 3-11: Vangent’s Proven Service Recovery Process**

Service Recovery Steps	
1. Notification of an incident is reported.	7. Notification will begin to occur to impacted internal customers.
2. Assembly of the response team will begin.	8. Remediation process will be initiated.
3. The response team will quickly try to determine the severity of the incident.	9. Investigation will begin to assess damage and perform forensic activities.
4. The team will try to gauge the impact to the business.	10. The team will try to learn from the incident to mitigate future risk.
5. The team will then define a course of action.	11. An incident report will be created.
6. Damage control will begin by attempting to isolate and contain the incident.	

### 3.3.1.5 Problem Identification and Resolution

Vangent has developed a proven system for identifying, reporting, tracking, and resolving security and system problems and producing corrective action plans. When a problem is discovered the person observing the problem will immediately notify the Project Manager. Within no later than 1 business day, the Project Manager will notify the COTR or designee of problems that could impact the contact center operations. Within 3 business days of identifying such a problem, we will generate a Corrective Action Plan and forward it to the COTR.

We will provide a complete description of the problem in the Corrective Action Plan, along with its impact on operations, and our approach to resolving the problem, including our estimated timeline for implementation. We will proceed with the necessary adjustments, as outlined in the Corrective Action Plan, to resolve the problem, maintaining frequent communication with the COTR through problem notification status reports until the resolution is complete.

Employees will receive training on the requirements of the program to monitor and report system problems. Our production and technical staff work closely to maintain communication on the status of the system.

### **3.3.1.6 Contingency Planning and Escalation**

Contingency planning includes preparations for contact center fluctuating volume, emergency response, technology infrastructure changes, and security risks. In addition, our USA Contact Program Manager will create a USA Contact Program Plan which will include detailed procedures for escalation of management authority and communications to GSA.

Vangent empowers our employees to identify continuous improvement initiatives in their work areas and escalate ideas and solutions to senior management. This work ownership approach is a large part of our customer service and process improvement successes.

### **3.3.2 Projecting and Monitoring Processes and Methodologies**

The PMP will be the governing document for service level delivery strategy and tactics. The plan will be a living document, maintained by the task order Project Manager with significant input from the Site Manager, Technology Manager, and Quality Assurance Manager. Execution of this plan will be the primary responsibility of the task order Project Manager. This plan includes a description of the processes, procedures, tools that reflect our best practices for workload and resource forecasting, scheduling, and management to balance workload and performance objectives with funding allocation by the Government.

#### **3.3.2.1 Workload**

Our strategy for quality assurance and quality improvement will be based on measuring and improving organizational performance. Our focus will go beyond monitoring the performance standards to include all factors linked to the performance standards. For example, a key contact center performance standard is Accuracy of Information Provided (AIP). By regularly measuring and monitoring AIP scores and support data from our inquiry tracking and workforce management tools, the Program Manager, supervisors, and our Quality Assurance Manager can observe trends in performance from multiple data perspectives and make informed decisions as to the level of compliance and the factors contributing to compliance.

By measuring application of the performance standards and by identifying and measuring the factors that contribute to them, Vangent will be in a position to recognize the potential for any adverse trends, quickly implement any corrective actions, and avoid the consequences of poor performance.

##### **3.3.2.1.1 Operational Reports**

To proactively and clearly communicate task progress and issues, Vangent will provide a detailed Monthly Work and Management Report (MWMR) to the Government throughout the

contract. The MWMR will present information in the following categories each month: task order progress, problems and issues, event timeline, security progress, quality assurance, contact center.

### **3.3.2.2 Expenditure of the Authorized Funding Level for the Project**

Vangent will deliver to the Government a monthly Contract Funds Status Report (CFSR). The CFSR will provide a snapshot of the project's financial status and forecast, enabling the project team and the Government to quickly assess the financial health of the project and proactively address potential problems.

### **3.3.2.3 Appraisal of an Adverse Program Event**

The Program Manager will work closely with the task order Project Managers to review and document any adverse program events. That material will be shared with both GSA and the customer agency. Vangent makes outstanding use of lessons learned to ensure that adverse events and their resolutions are captured and shared among the management teams.

### **3.3.2.4 Corrective Actions and Contingent Plans to Balance Workload and Performance Objectives**

Vangent has extensive experience with queue management where the resources required to support the user community have been reduced because of budgetary constraints. We will work closely with the customer agency to minimize the impacts of reductions on the users. In addition Vangent has been extremely successful in implementing process improvements that allow its contact centers to do more with the resources available.

### **3.3.3 Ad Hoc Reports (up to twelve annually)**

Vangent is confident that we can quickly respond to any ad hoc reports requested by GSA or an customer agency by utilizing our SQL Server 2005 reporting tool and the multi-channel data it captures.

## **3.4 Quality Control/Quality Improvement Plan**

As with all of our contact center programs, Vangent will implement an independently verified enterprise-wide Quality Management Plan (QMP) to ensure that USA Contact services are delivered to specification and that citizens receives accurate, complete, and consistent customer service regardless of communication channel. The Vangent QMP will be tailored to meet all of the requirements and expectations of the governing agency. The QMP will describe Vangent's quality control (QC), performance management, and service monitoring and performance analysis processes and procedures. The QMP will also describe other inherent features of the Vangent quality program including our strategy for conducting audits and inspections, remote monitoring, utilizing quality control statistics to support fact-based decision analytics, conducting the call monitoring and calibration program, and the role of the independent quality assurance unit in ensuring compliant and timely deliverables.

The QMP will also provide the foundation for the customer satisfaction surveys, employee satisfaction assessments, compliment and complaint system, and utilization of the continual process improvement program.

The QMP is intended to be used in conjunction with our established quality standard operating procedures (SOPs) and the Vangent Phase Review System (PRS) to detail all actions necessary to control and assure quality across all areas of contract performance. It serves as a road map describing the steps we will take to satisfy the USA Contact program's contractual requirements as well as the vehicle for monitoring development and production of our work and understanding where improvement efforts need to be initiated. It provides a checklist for Vangent and the governing agency to use in assuring adherence to the quality standards set forth in Section C.9, L.7.2.1.6.4, and E.2 of the Contract Statement of Work (SOW) and describes our strategies and methodologies for achieving all service level agreements (SLAs) and performance metrics that will be presented in the task orders.

### **3.4.1 Processes and Methodologies for Effective Quality Assurance**

Effective QA begins with a thorough understanding of the performance requirements and a commitment to customer and client satisfaction. The QMP will provide details of the processes, methodologies, and tools to be used to ensure an effective QA program is implemented that incorporates the specific task order requirements presented in the Contract SOW. The QMS will also describe the work performance to be monitored, methods to be used, frequency of the IS monitoring sessions, who will be conducting the monitoring sessions, frequency of the calibration sessions, minimum quality requirements, Vangent QC Manager and government agency quality representative relationship, and content and frequency of the quality and performance reports.

#### **3.4.1.1 Developing, Operating, and Maintaining a Quality Control Program**

The QC program, a key position for the USA Contact program, will form the USA Contact will form the USA Contact Independent Quality Assurance Unit (IQAU) that will be responsible for development, operation, and maintenance of the QC program. The overall objective of the IQAU is to ensure the entire Vangent team incorporates QC/QA practices during development, operations, and maintenance of the program. The IQAU reports to the Vangent Divisional Vice President and will have primary responsibility for independently measuring and reporting on each of the performance standards presented in the task orders and satisfaction of the governing agency's strategic objectives. This group will present unbiased reports and a status of the level of compliance on a monthly basis to the Vangent Divisional Vice President responsible for the success of the program, the Vangent USA Contact PMO, and the Government.

##### ***3.4.1.1.1 Staffing and Training***

Selecting the right staff and providing the training that will lead to IS success and growth and, subsequently, customer satisfaction is critical to the Vangent strategy for success. The first step in Vangent's quality management approach for contact center staff is to educate and train each individual in the organization regarding Vangent's quality expectations, performance expectations, and the objectives of the client. We discuss why those standards and expectations are important, what everyone's individual role is, and how management can instill a quality culture in the staff. At the start of each contract we establish a quality training curriculum tailored to the specific requirements of the program and train all management, technical, and customer service staff in our contract-specific quality processes and procedures. This training ties quality objectives and performance appraisals to operational performance metrics.



### **3.4.1.1.2 Operations**

Effective operational output involves regularly measuring conformance to standards and requirements. Vangent understands that both performance measures and performance indicators are essential to managing quality for contact center services. In order to improve performance, we must first be able to measure it. Therefore we continuously measure critical parameters that indicate how we are performing in our delivery of high-quality products and services to our customer agencies. We build quality requirements, metrics, and tracking procedures into every task, and we record and report these to Vangent management and our customer agency at predefined intervals to assure that we continue to perform to our quality standards.

Vangent relies heavily on metrics in assuring quality and understanding performance levels for both products and services. The QMP described above incorporates reliable measures and processes for comparing contract performance against pre-established targets. It ties outcomes to realistic metrics that are specific, measurable, and time-bound to verify not only that all deliverables meet specifications, but also that they are managed, developed, and deployed in a sound and reasonable way. We constantly monitor metrics against standards to assure that all resources are used effectively and no work is performed that does not move us directly toward our operational goals.

### **3.4.1.1.3 Contract Deliverables**

Our Quality Management program ensures that contract deliverables are timely, reflect the actual status of the program, are detailed as deliverables in the project management schedule, and are delivered as described in Section F of the Contract SOW.

### **3.4.1.1.4 Performance Management**

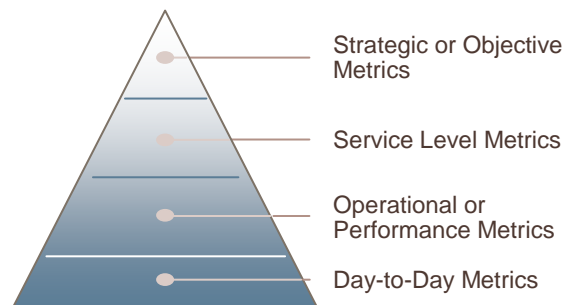
One of the chief objectives of a performance-based service contract is to focus the contractor's attention on what is important to the client. Vangent's approach to performance management centers on identifying the governing agency's critical goals and objectives and defining specific, measurable processes that support their achievement and subsequently performance management. The Vangent performance management approach ties outcomes to realistic metrics that are specific, measurable, and time-bound to verify not only that all deliverables meet specifications, but also that they are managed, developed, and deployed in a sound and reasonable way. We follow a four-step methodology that begins by analyzing customer priorities to determine which functional areas of our solution deserve the most weight. Then we critically design measurable processes for each functional area to translate the goals into measurable, performance-based outcomes. Finally, we establish specific metrics and acceptable levels of quality for those processes to allow us to assess their effectiveness.

Within this framework, we define quality, service, cost, risk, and financial integrity metrics for each major component of our solution and arrange the metrics into a tiered structure that categorizes them into four levels:

- Strategic or Objective Metrics
- Service Level Metrics
- Operational or Performance Metrics
- Day-to-Day or Tactical Metrics

Figure 3-4 illustrates how this hierarchical level flows and indicates how the Vangent team is performing in meeting the overall objectives. Structuring the metrics in a hierarchical fashion allows Vangent to formulate a cause-and-effect relationship for each metric. Subsequently, this supports performance management by providing the ability to determine potential impacts on other processes and initiate risk aversion exercises. This approach also brings visibility and accountability for those metrics linked to any performance incentives.

The Strategic or Objective metrics define the high-level outcome expected to be realized or achieved. These represent the goals, purpose, and desire of the government agency. The Service Level metrics are those metrics that are necessary to achieve the objectives and are the metrics described in the task order. The operational or performance metrics provide indication of compliance with the service level metrics. The Day-to-Day metrics present a status (or health) of the process needed to achieve the higher level metrics and provide the initial indicators of improvement opportunities.



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**Figure 3-3: Vangent Tiered Metrics.** Vangent's tiered metric structure provides complete alignment of Vangent resources to strategic client goals

#### **3.4.1.1.5 Process Engineering**

Quality is the responsibility of every Vangent employee and is integrated into every Vangent process. Quality management therefore begins with the process owner—the producer of the product or provider of the service. This includes contact center ISs as well as engineers, managers, and staff responsible for the underlying support systems. Each person tasked with producing a product or providing a service is expected to deliver that product or service to specification and on time and per the requirements provided in the task order. At the beginning of each project, process owners are responsible for process-mapping their primary processes, testing, and after a verification and validation process directed by the IQAU, then execute those processes in accordance with established quality standards. Primary process owners define their process in terms of quality, service, cost, risk, and financial integrity. Responsibility for execution and quality both reside with the process owner; Vangent employees are evaluated based on the delivery of performance-based outcomes as defined by the customer agency and measured by key metrics. A critical responsibility of the QC Manager is to ensure the process mapping and process readiness activities are in place and integral facets of the solution.

#### **3.4.1.1.6 Service Delivery and Service Improvements**

The Vangent solution places a strong emphasis on progress reporting and assessment as the foundation for our corrective action and continuous improvement activities. As discussed in the previous section, we regularly review performance results to assess our progress and expose areas of concern. We also establish stretch goals for each process, and measure our progress against them to identify opportunities for improvement. We then follow sound, established procedures to resolve problems and continuously improve our performance.

Vangent's service improvement process is a systematic methodology aimed at not just solving problems but preventing their occurrence. It provides a consistent framework for resolving

problems identified by individuals at all levels of the company, by the end-user, and by the customer agency. It includes an integrated set of tools and activities for initiating, investigating, resolving, and recording corrective actions, as well as channels for communicating results to Vangent management. It also establishes accountability for the ensuing actions and records the correction process and outcomes in a database so that we benefit from lessons learned to prevent recurrence and avoid similar problems in the future. Vangent's history of superior performance on contact center contracts is due in large part to the effectiveness of our service improvement program. The success of our improvement efforts is reflected in our consistently high customer satisfaction scores and the positive trends in our performance metrics. Our proven experience in quality management, continuous improvement, and preventive actions on other contact center programs clearly demonstrates our ability to meet and surpass quality standards for programs described in this solicitation.

#### **3.4.1.1.7 Customer Satisfaction**

Vangent is committed to measuring our effectiveness from the end-users perspective and understanding from them how we can better serve them. The IVR will automatically survey an agreed upon number of callers as presented in the task order each month. Data will be collected for weekly, monthly, quarterly, semiannual, and annual reporting to provide an overview of the end-users perception of our customer service.

The Vangent customer survey solution will also have the capability to survey web, email, and TTY communication channels. Sample questions will include: "How would you rate the way the IS you spoke with handled your call?" with the response options "Unsatisfactory," "Satisfactory," or "Excellent."

After task order award, the Vangent IQAU will work with the governing agency's representatives to design the survey questions to measure the public's confidence in the services provided. The IQAU will also work with the client to establish the reporting frequencies, templates, and deliverable requirements.

#### **3.4.2 Performance Assessment Evaluations**

Call monitoring is the primary performance assessment tool the IQAU uses to measure IS performance against task order standards. The metrics and criteria needed for success of the IS and the outcome of the call will be incorporated into a monitoring form within the COTS product used to support the call monitoring process. After task order award, the IQAU will meet with the customer agency's quality representative to ensure a mutual understanding has been developed that identifies the necessities for providing excellent customer service. The call monitoring criteria for assessment/evaluation purposes will be captured on a monitoring format that will be incorporated into the call monitoring solution. The monitoring form will be separated into individual sections with independent scoring: Accuracy of Information Provided, Accuracy of Information Recorded, and Soft Skills. Each metric is weighted and points are assigned accordingly. Each metric can earn minimum or maximum points according to IS performance. The points earned by the IS determine the score for each section as well as the overall score and provides the basis for identifying training and coaching needs. The results of the monitoring sessions provide contributing data for the monthly performance reports delivered to the Vangent Divisional Vice President, Vangent USA Contact PMO, and the customer agency.

All of the members of the Vangent team and the Government representatives who monitor calls will use [REDACTED] proven call monitoring tool [REDACTED] to listen to random calls and rate call quality and customer service using the scorecard. This tool will allow the customer agency and IQAU to use the same tool to monitor calls thus providing an “apple-to-apple” comparison of results. This tool is also a key element to ensuring consistency of operations during calibration sessions. Everyone who monitors calls will be required to use the approved monitoring forma and attend the calibration sessions. Data capture observations will be accessible via the web, making remote monitoring and measurement readily accessible to the customer agency.

### 3.4.3 Service Monitoring, Calibration and Effectiveness of Service Delivery

Continuous improvement through call monitoring is vital for contact center operations. We rely on continuous monitoring of call quality against critical metrics that let us know immediately whether a process is in control or producing an unacceptable outcome. Call monitoring enables us to quickly identify needs for focused training, refresher training, development of new scripts, or refinements to the desktop application. Exposing these needs early allows us to address them before they become more challenging issues.

Vangent has a rigorous call monitoring system already in place with a proven history of success in the federal contact center environment. The Vangent team’s call monitoring system will be included in the QMP described in Section 3.4. The call monitoring plan within the QMP will clearly define the performance attributes to be monitored and will use a clear, objective scoring system, which is codified in a standardized monitoring form (our call monitoring "scorecard") and accompanying procedures manual that specifically identifies performance thresholds for customer service and accuracy. The plan also makes retention recommendations for recorded call data, for both monitored and unmonitored calls, and describes policies on staff and customer awareness of call monitoring activities. It incorporates all Federal, state, and local laws that apply to call monitoring, including the Privacy Act of 1974.

Figure 3-5 shows the major inputs and outputs of our call monitoring system. Our systematic approach provides a built-in feedback loop that maintains checks and balances and self-correcting mechanisms to optimize IS performance. The data obtained through call monitoring is analyzed and reported and results are used to prioritize training needs; identify proficiencies, discrepancies, and opportunities for improvement; and perform IS coaching. Call monitoring results are combined with other employee evaluation information (such as training class attendance, performance, and test scores) and used to improve customer service and to prepare IS performance evaluations.

[REDACTED]

To sharpen the evaluation process, Vangent conducts regular monitoring calibration sessions to ensure that all call monitoring activities are conducted according to Vangent's quality standards for performance measurement. Vangent defines calibration as the practice of checking or measuring the correctness of a process, such as quality monitoring performed in call center environments. Because quality monitors, supervisors, and other call center coaches are individuals who often see things differently, calibration is necessary for improving the clarity, focus and effectiveness of the monitoring program. Most importantly, it is the key to ensuring

not only consistent performance within our call center but also continuous improvement. The prime objective of the calibration session is to promote consistency in scoring.

Calibration sessions are facilitated by the IQAU. Each individual responsible for conducting and scoring call monitoring is required to attend, and management staff and the customer agency's representatives are also encouraged to participate.

The calibration process drives all participants to a common definition of quality and customer service levels, ensuring that our call monitoring performance measures are scored the same way across multiple locations. Additionally, this process helps us identify long-term trends and address shifts in customer requirements or expectations and offers an opportunity for regular, real-time interaction between the Government representatives and the contact center leadership team.

Vangent is an industry leader in providing multi-channel citizen services to the Government and the IQAU has been a key contributor to that success by expertly measuring and reporting on the effectiveness of the service delivered. The IQAU brings over 15 years of experience supporting the full lifecycle of the contact center through measurement, data analysis, feedback, and training.

#### **3.4.4 Quality Improvement Program**

The Vangent solution places a strong emphasis on measurement, identifying accountability for processes and metrics, progress reporting, and assessment as the foundations for our corrective action and continuous improvement activities. The IQAU and the Vangent PMO regularly review performance results to assess our progress and expose areas of concern. Additionally, each member of the Vangent team has the authority to identify areas needing corrective action and present opportunities for improvement to the Configuration Control Board (CCB) where an action is assigned and tracked to closure. The CCB will use PVCS Tracker, a COTS application for managing version control, assigning accountability to each problem report, and providing a status of the incident reported.

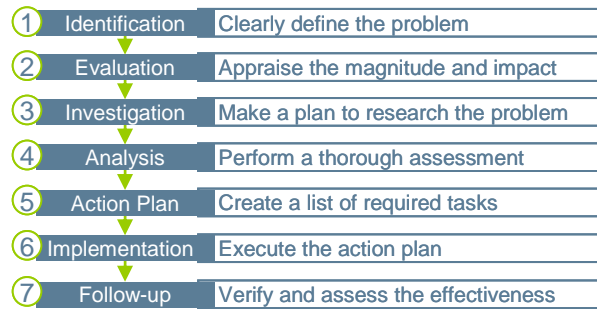
The Vangent USA Contact Center solution also involves establishing stretch goals for each process, and measuring our progress against them to identify opportunities for improvement. We then follow sound, established procedures to resolve problems and continuously improve our performance.

Vangent's service improvement process is a systematic methodology aimed at not just solving problems but preventing their occurrence. It provides a consistent framework for resolving problems identified by individuals at all levels of the company, by the customer (end-user), and by the client. It includes an integrated set of tools and activities for initiating, investigating, resolving, and recording corrective actions, as well as channels for communicating results to Vangent management. It also establishes accountability for the ensuing actions and records the correction process and outcomes in a database so that we benefit from lessons learned to prevent recurrence and avoid similar problems in the future. The Vangent service improvement process is illustrated in Figure 3-6, Vangent Corrective Action Preventive Action (CAPA) 7-Step Process. This diagram presents the Vangent service improvement process.



Using this seven-step CAPA process has been a pivotal support factor for Vangent's success in initiating call centers with government agencies and moving to efficient, high-end multi-channel centers for citizens. The IQAU has used this approach and QC strategy to support the enablement of Vangent establishing effective complex interaction systems in several different government agencies. The success of our improvement efforts is reflected in our consistently high customer satisfaction scores and the positive trends in our performance metrics. Our proven experience in quality management, continuous improvement, and preventive actions on other contact center programs clearly demonstrates our ability to meet and surpass quality standards for programs described in this solicitation.

### The Corrective/Preventative Action Process



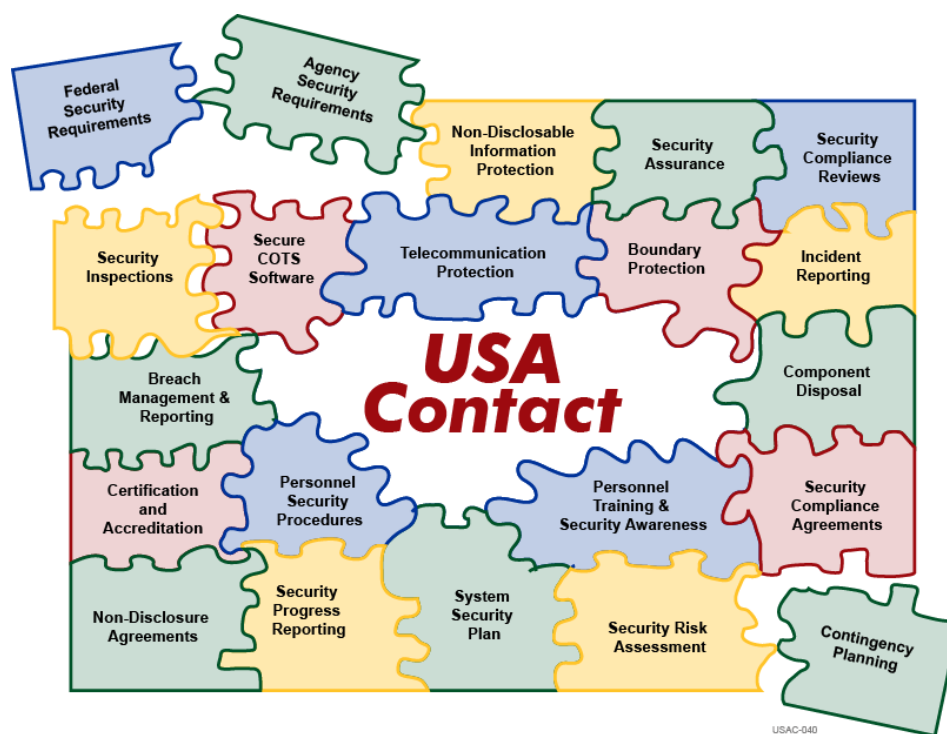
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**Figure 3-4: Vangent Corrective Action Preventive Action (CAPA) 7-Step Process.** Having a defined strategy for corrective action and preventive action allows Vangent to quickly and expertly address concerns and ensure closure.

## 4.0 Security Plan

*As a Federally-focused organization, Vangent has developed, documented, and implemented a company-wide security program that protects Vangent's information systems and data, as required by the Federal Information Security Management Act of 2002 (FISMA). Vangent will develop a formal USA Contact security plan per the RFP which outlines our approach to protecting USA Contact information and information systems. Our plan will document system categorization, system description, minimum security controls, authorizing official, other roles and responsibilities, and other information as specified in the National Institute of Technology and Standards (NIST) publication NIST SP 800-18 – Guide for Developing Security Plans. This plan will be used to facilitate the certification and accreditation (C&A) of USA Contact systems before they become operational and annually thereafter.*

Vangent looks forward to the commencement of the USA Contact program and will bring the security pieces together to provide USA Contact with a strong, reliable, and secure security plan. Our plan will provide for administrative, technical, and physical security controls that will be used to protect the confidentiality, integrity, protection, and availability of information and systems. Figure 4-1 illustrates the complexity of Federal information security system requirements and Vangent's ability to connect the individual components into one cohesive piece.



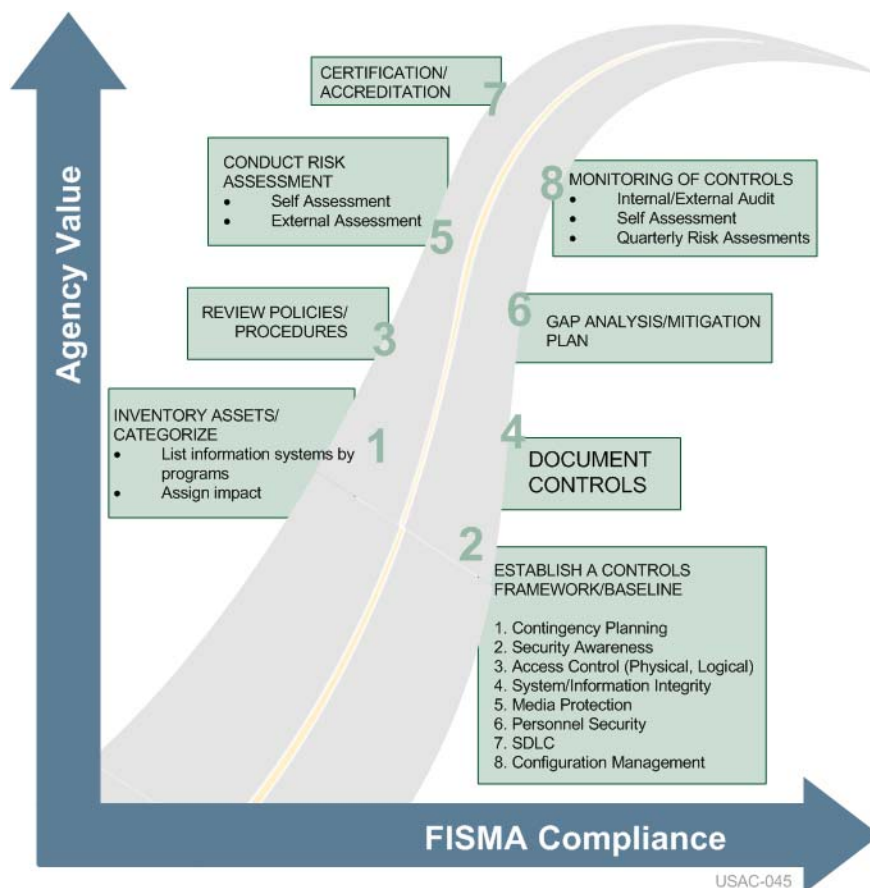
**Figure 4-1: Putting the USA Contact Security Process Together.** Vangent's approach to Security brings all the components of security together as a single, effective and cost efficient solution to meet the USA Contact's security requirements.

#### 4.1 Information Systems Security Management

Vangent formalized its FISMA compliance by establishing a corporate security office, baselining controls, and assigning a Chief Security Officer (CSO) responsible for FISMA governance. The CSO is responsible for:

- Developing and maintaining information privacy and security policies, standards, guidelines, procedures, and documentation to meet legislative requirements and industry standards
- Facilitating security leadership forums to enhance the sharing and leveraging of information security ideas, best practices, and solutions
- Planning and coordinating incident reporting and response teams
- Notifying the US-CERT of security breaches.
- Providing information security training and awareness for employees, business partners, and contractors
- Interfacing and supporting internal audits and C&A activities.

As illustrated in Figure 4-2, the end goal of Vangent’s corporate security methodology is twofold—provide our customers with high value and achieve FISMA compliance. At each step of the way we are closer to achieving each of those goals. For USA Contact, we will use this approach as our baseline and customize it to meet agency customer requirements.



**Figure 4-2: FISMA Roadmap.** Following Vangent’s FISMA compliance roadmap will achieve a FISMA compliant security plan for USA Contact.

The CSO will assign an Information Systems Security Manager (ISSM) who is a member of Vangent’s USA Contact Program Management Office. The ISSM will be responsible for ensuring compliance with specific agency security policies, NIST standards and guidelines, and USA Contact systems security requirements as well as fulfilling all agency reporting requirements for the FISMA compliance process. The position will also be responsible for the development and maintenance of the USA Contact security plan, ongoing security test and evaluation (ST&E) activities, risk assessment reports, and C&A activities. Table 4-1 describes the security plan deliverables Vangent will provide under USA Contact.

**Table 4-1: Vangent USA Contact Security Plan Deliverables**

Deliverable	Description
Security Plan	This Security Plan conforms to NIST SP 800-18. Vangent understands that USA Contact may require additional information specific to this procurement and will work with the appropriate agency to include that information.
ST&E Reports	Vangent will work with Government agencies, Government supplied ST&E vendors, or its own vendors in conducting the required Security Testing. Vangent will work with the vendor to produce Evaluation reports and include an Action Plan indicating corrective actions taken or planned to reduce or eliminate the vulnerabilities in the system for the USA Contact agency. This entire deliverable will be subject to Government ISSM/authorizing body approval as to the system’s certification.
Risk Assessment Report	Vangent will provide USA Contact with this report as the final statement of the level of acceptable residual risk remaining in the system.
Certifier’s Statement	Vangent will coordinate the submission of documents with the Designated Approving Authorities (DAA) to ensure that USA Contact receives a Certifier’s statement. This statement will provide an overview of the Security Test and Evaluation Report, a status of the system, and a summary that will allow the DAA to make an informed, risk-based decision. Vangent will develop severity level-based escalation procedures for the USA Contact agency and for USA Contact reference.

#### 4.1.1 Personnel Security

Vangent is experienced in adhering to stringent personnel security standards for a variety of Government programs, including such agencies as:

- [REDACTED]

In 2006, Vangent processed approximately [REDACTED] and agency-specific forms. Vangent also processes DOD Top Secret security clearances for programs within our analytical business unit. We further protect Government information and materials through effective personnel pre-screening and training. Some of our existing control procedures are described below.

**Pre-screening of applicants:** Vangent’s human resources department has extensive experience and skill hiring qualified personnel for sensitive positions. In addition to completing an employment application, each candidate has multiple employment interviews with human resources personnel and program staff. We may require candidates to complete Federal Government forms and questionnaires, undergo an agency investigation, obtain a clearance, provide proof of U.S. citizenship, and/or submit to fingerprinting.

**Background checks:** As standard practice, Vangent conducts background checks on employees prior to extending any offer of employment in the following areas: criminal history and credit checks for the last 7 years, employment verification for the last 2 years, and education history for the highest degree received. In addition, Vangent will perform drug screening and any other agency required personnel security measures, including compliance with Homeland Security Presidential Directive 12 (HSPD-12).

### 4.1.2 Information and Telecommunications Systems Security

Vangent’s security group is experienced in understanding, implementing, and assessing Federal information systems security requirements. Vangent’s CIO staff has created a robust enterprise security program. New systems are categorized per Federal Information Processing Standards (FIPS) Publication 199 - Standards for Security Categorization of Federal Information and Information Systems for risk and assigned controls as recommended in FIPS PUB 200 - Minimum Security Requirements of Federal Information Systems. Some controls, such as Identification and Authentication, Access Control, Incident Response, Personnel Security, Risk Assessment, Contingency Planning, Media Protection, and Awareness and Training are standard across the infrastructure. Other controls are implemented as needed. Vangent policies and procedures augment security controls by providing specific directives on expected human and machine behavior. Table 4-2 provides a description of our policies and procedures for each information and telecommunication system component.

**Table 4-2: Vangent’s Information and Telecommunications Systems Security Policies and Procedures**

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

### 4.1.3 Facility Security

Vangent processes large volumes of sensitive data for Federal and financial customers. To protect that data and the equipment used to process it, comprehensive physical security measures have been implemented within our data processing and contact center facilities. Purposeful building design works in conjunction with data and personnel security measures to provide seamless and protected delivery of services. Vangent provides physically secured facilities for its people, equipment, and documentation. Vangent’s facility security policies are document in Table 4-3.

**Table 4-3: Vangent’s Facility Security Policies and Procedures**

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

### 4.1.4 Existing and Planned Security Controls

Vangent has developed rigorous security practices for highly secure data processing, software development, security testing and evaluation, contact centers, and other operations. We have successfully tailored these practices to meet the requirements of a wide range of customers and programs, and will adapt them for USA Contact. Controls are designed and implemented based on the risk level (FIPS PUB 199) of the specific system and the data it contains; e.g., higher risk systems and data require greater controls, such as complex passwords to access the network, additional passwords to cross network boundaries, and robust firewall configurations to protect systems within a network enclave. We implement stricter security requirements even for low- and moderate-risk systems, since these may provide indirect access to high-risk systems.



In 2006, Vangent conducted a corporate wide risk assessment that included a privacy survey of its contracts with the Federal Government. Based on the results of this risk assessment, a controls baseline, compliant with NIST SP 800-53 - Recommended Security Controls for Federal Information Systems and FIPS PUB 200, was established and included in all security plans. Vangent works with its customers to understand their security requirements and then selects the most appropriate controls for their information systems. A sampling of these controls—management, administrative, and technical—is listed below and describes the planned controls for the USA Contact systems.

**Table 4-4: Vangent’s Existing and Planned Security Controls**

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

**4.2 Plan to Achieve Certification and Accreditation**

Vangent’s security group is well versed with the C&A process described in NIST SP 800-37 - Guide for Security Certification and Accreditation of Federal Information Systems. We recognize the significance of testing controls before the system is placed in production and are willing to dedicate the resources needed to accomplish this. Vangent has been through the process several times with various federal agencies and has been able to streamline the process as described below. Our programs such as [REDACTED] have benefited from the efficiencies inherent in this process. Table 4-5 outlines our proven process and corresponding deliverables for C&A.

**Table 4-5: Vangent’s Methodology for the Required C&A Process and Deliverables**

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

**4.2.1 Previous Experience with Certification and Accreditation**

Vangent is committed, as evidenced by our past and present C&A experience, to attain certified and accredited security systems for USA Contact. We fully recognize the importance of information security and information assurance to the economic and national security interests of the United States. Vangent fully supports the Office of Management and Budget (OMB) Circular A-130’s (Management of Federal Information Resources) processes for C&A security and coordinates the submission of C&A documents with the designated ISSM for submission to the DAA. We are experienced in these security processes, as evidenced by our [REDACTED]

**4.2.2 Documented Evidence of Existing Policies and Procedures**

Vangent has a robust set of security policies, standards, and procedures that address controls such as network access, system access, internet access, e-mail use, handling of sensitive information, and data security and privacy. Vangent security policies have been validated by external auditors for soundness. They are compliant with NIST standards as well as other security guidelines such as ISO 17799 and are created and maintained by Vangent’s CSO. They

are available on Vangent's internal website for access by Vangent employees who also receive formal, mandatory education on Vangent policies annually. Our policy approach includes need identification, policy creation, guideline development, communication, and awareness. Policies are reviewed on a regular basis and updated as needed based on the review. Vangent has established a cross-functional team of people who provide oversight to this effort. Upon contract award, Vangent can make available to USA Contact our documented corporate security policies and procedures. Our Information Security and Technology Policy, for example, documents all items listed in Table 4-6.

**Table 4-6. Vangent’s Information Security and Technology Policy Index**

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

### 4.2.3 Existing and Planned Arrangements to Conduct and Document Assessments

Strong security posture depends largely on timely risk identification and mitigation. Vangent’s Risk Assessment program centers on placing appropriate controls to protect its customers’ information and information systems and assessing the effectiveness of these controls. Vangent follows a FISMA specified roadmap on risk management and conducts quarterly risk assessments across the company.

Vangent’s approach to security is founded on a process which focuses on pro-active investigation of both real and potential security risks, and the assessment, mitigation and documentation by properly cleared and security trained employees, its partners, and its customers. This combination strengthens the overall security environment producing a more accurate, timely, and cost-effective solution to USA Contact electronic and web-based processes.

**Table 4-7: Vangent’s Risk Assessment Process High Level View**

Phase	Description
Identify risks	Risks can be identified formally or informally. Vangent’s quarterly risk assessment process and third-party audits are the biggest source of risk identification. Additionally, any member of the project team can identify security risks.
Analyze risks	Assisted by an ISSM, project personnel analyze the probability, impact, and time frame of potential risks.

Phase	Description
Manage risks:	
<i>Plan</i>	The first step in managing any identified security risk is to plan specific actions that effectively address the issue. The Project Manager and team members—with input from the ISSM – develop various mitigation strategies and schedules, and evaluate their impact on customer requirements, cost, schedule, and other performance variables.
<i>Control</i>	The project team selects and implements the optimum mitigation plan, monitors progress toward resolution, and adjusts the plan. If security risks are not mitigated within the required timeframe, the team selects alternative strategies. The Project Manager may escalate the issue to secure additional resources and expertise.
<i>Track</i>	The Project Manager assigns “ownership” of each risk to a specific team member, who is responsible for coordinating implementation of the mitigation plan, tracking progress, and reporting status to the team. The Project Manager reviews all open risk items at weekly project status meetings.
<i>Document</i>	The project team documents all security risks and mitigation actions in the Plan of Actions and Milestones database and ensures effective communication among team members and with the customer throughout the risk management process. Documentation also enables us to apply “lessons learned” to future projects.

### **4.3 Development and Implementation of Plans to Correct Deficiencies/Eliminate Vulnerabilities**

Vangent will promptly address any deficiencies discovered during the risk assessment process. Using a series of risk management techniques, including self-assessments and external evaluations such as Statement on Auditing Standards (SAS) 70 type I & II, Vangent has developed a process for planning, implementing, evaluating, and documenting remedial action to address any deficiencies in information security policies, procedures, and practices. Our process is consistent with FISMA, public law 107-347, Title III, subsection 3544(b)(6) and NIST SP 800-53A – Guide for Assessing the Security Controls in Federal Information Systems standards. The Vangent Plan of Action & Milestones (POA&M) database provides the foundation for risk management decisions in all program areas, including security. Developed according to NIST standards and OMB guidelines, the Vangent POA&M database is the single repository of risk management concerns and serves as the basis for risk acceptance, transfer, and mitigation decisions. The Vangent ISSM will be responsible for managing action items/gaps on the USA Contact program.

The importance of information security in today's culture is of utmost importance to the Government and to Vangent. We can assure GSA of effective and compliant security procedures to safeguard data, systems, personnel, and facilities against all types of threats and vulnerabilities because:

- We have experience in the Federal sector with all types of security requirements across dozens of Federal agencies, including DOD, which allows us to have a deep understanding of Federal information system security requirements.
- We have an in-place Corporate Security Office dedicated to Vangent's compliance with FISMA and other state, local, and Federal security requirements
- Our facilities, solutions, infrastructure, and personnel are selected with security in mind.

## 5.0 Plan for Special Hiring

*Vangent creates a work environment in which all talent is valued and respected as an essential part of our business. As the industry leader in providing multi-channel citizen services to the Federal Government, we recognize the unique contributions of every individual by using our collective talents to better serve our customers. Diversity is a high priority because we need the widest range of minds and imaginations at work throughout our business to support our continued growth and success. Our services are only as good as our people.*

For USA Contact, we will continue to strive for a diverse work force, including disabled and visually impaired individuals. As noted throughout this section, Vangent has the experience and vision to achieve GSA's goal with minimal risk and maximum efficiency. Our active relationships with the AbilityOne—formerly Javits-Wagner-O'Day (JWOD)—organization, National Industries for the Severely Handicapped (NISH), National Industries for the Blind (NIB), and Community Rehabilitation Providers (CRPs) provide continued access to disabled human resources. Vangent will also work with local and state agencies affiliated with the Committee for Purchase from People Who Are Blind or Severely Disabled.



Figure 5-1:

[REDACTED]

### 5.1 Plan to Meet Five Percent Goal

Vangent will meet the five percent requirement for the recruitment of disabled and sight impaired personnel by:

- Leveraging our current relationship with Peckham Vocational Industries, Goodwill Industries, and Columbia Lighthouse for the Blind to identify staff for contact centers
- Engaging additional, vetted organizations which specialize in the placement of severely disabled and sight impaired individuals, extending our reach into this unique workforce
- Collaborating with NIB and NISH on job valuation and the recruitment/selection process
- Ensuring special accommodations meet and exceed ADA and Section 508 Guidelines and are appropriate to the training curriculum required for Information Specialists
- Retaining visually impaired and severely disabled employees through the provision of Vangent's competitive salary and benefits package and access to growth opportunities

### 5.2 Association with Qualified Organizations

Vangent has long partnered with organizations that focus on the placement of disabled individuals. For example, our associations with NIB through the Arizona Industries for the Blind, and NISH through [REDACTED] have allowed us to proactively tap into valuable employment resources, resulting in successful placement of disabled personnel on our contracts. Our



maintenance of these relationships at a local level provides the added benefit of easily placing personnel across our multiple locations, thereby providing wider coverage and service area.

Our experience in this field is evidenced by our work on the Centers for Disease Control and Prevention’s (CDC’s) CDC-INFO project where we initiated an effort to increase the diversity of the workforce by targeting the inclusion of visually impaired employees as customer service representatives (CSRs). To identify candidates who would succeed in our environment, a Vangent human resources professional in Phoenix and the Arizona Industries for the Blind (AIB) visited a contact center operating with visually impaired CSRs. They discussed challenges, accommodations, and lessons learned with the company’s leadership and the blind personnel.

CDC-INFO utilizes a Siebel based content management and data collection tool as the primary method for responding to caller inquiries. To address compliance with Section 508, software engineers from the AIB began the process of integrating JAWS for Windows software to work with our Siebel content management device. JAWS is a screen reader that provides access to current disparate software applications and the Internet. Additionally, we worked with AIB to create custom scripts for visually impaired CSRs. The result was that the visually impaired CSR successfully completed the CDC-INFO training and certification process and continues to successfully function on our program.

Additionally, in 2004, Vangent received the Innovator of the Year award for our work in support of the 1-800-MEDICARE Help Line program. CMS added requirements for a Home-based Pilot, conducted at the request of the U.S. Department of Labor’s Office of Disability Employment Policy, to the 1-800-MEDICARE program. It specified that Vangent work with the National Telecommuting Institute (NTI) to recruit, hire, and employ qualified JWOD (now AbilityOne) individuals to work as Tier I CSRs from their homes. In responding to the requirements, Vangent created an innovative solution using Witness Systems’ eQB customer interaction recording software, allowing these home-based CSRs to interact with the call center and be calibrated, monitored, and audited as if they were working on-site with the other 1-800-MEDICARE CSRs.

**5.3 Roles and Responsibilities of NIB and NISH within HR Management Processes**

The relationship between NIB and NISH with Vangent’s human resources management staff will be one of collaboration, with NIB and NISH functioning as expert advisors to complement Vangent’s contact center and general staffing expertise. The engagement will encompass every facet of the personnel process, from development of programs which assist in hiring, to candidate profiling, selection, training, and finally, on-boarding. The table below identifies the roles and responsibilities of Vangent versus our NIB and NISH partners in the HR management process. These roles are similar to the proven process Vangent employs with any staffing subcontractor.

Identifying TO Needs	Recruiting	Staffing	Security Checks	New Hire Training	Refresher Training	Retention	Employee Release
Vangent	Partner	Partner	Partner	Vangent	Vangent	Vangent/Partner	Partner

Upon task order issuance, Vangent will identify those positions that can be filled with disabled or visually-impaired individuals with no compromise to the agency's program objectives. We will then engage our vetted partners to begin an exhaustive recruiting and staffing effort to meet task order requirements.

Vangent's partner agencies are charged with recruiting persons who are blind or severely disabled under the NISH and NIB affiliated programs. Partners such as Peckham, with their established community presence, have ready access to qualified individuals interested in employment. Our partners screen and select individuals suitable for work in the contact center and they are placed on the partner's payroll. NIB and NISH employees will attend Vangent's new employee orientation along with Vangent employees. This will familiarize them with task order and Vangent policies, requirements, and the workplace. They will be assigned to a new hire class where they will undergo comprehensive training program with other Information Specialists (ISs). Before handling calls, they will be certified using the same criteria required of all staff.

Prospective ISs must pass a comprehensive exam and demonstrate their ability to handle interactions meeting knowledge and quality standards. Once they are assigned workstations, they will become a member of a team under the direction of a supervisor who provides monitoring and coaching, weekly training updates, and a general feeling of team development.

Assigned workstations will be customized to meet the particular needs of the individual employee and facilitate their performance. Accommodations may include:

- Raised or lowered work surfaces
- Braille keyboards
- Specially ordered chairs
- Headsets that block out ambient noise
- Monitors with lifts that are adjustable with a fingertip
- Larger monitors and/or software to enlarge screen information

Workstation assignments may also include locating their workstation at the end of an aisle to facilitate ease of entry and exit as well as locating them closer to a restroom if needed. We also will make schedule adjustments for employees who need a lighter schedule due to stamina issues, allowing them to work reduced hours. We will accommodate extended breaks for diabetic employees to permit such activities as glucose checking, snacking, and administering insulin, and allow for more frequent breaks for employees who must stand, stretch, and walk regularly. We will allow these ISs to take unpaid leave for therapy and accommodate scheduling and special transportation needs. The work itself, the training, the facilities, and workplace atmosphere, along with Vangent's fringe benefits and compensation, will all work to promote retention.

Disabled and visually impaired employees are subject to the same stringent qualifications and performance requirements as other personnel. Our human resources staff will consult regularly with NIB and NISH and our CRPs to ensure we are providing an environment in which disabled and sight-impaired employees can grow and thrive.

#### **5.4 Compensation Arrangements**

Vangent will provide no special “compensation arrangements” per se. In accordance with GSA requirements, we will provide a standard compensation and benefits plan to any personnel sourced through NISH or NIB, and any NISH or NIB affiliates acting as a subcontractor on a task order will be compensated in the same manner as all other Vangent teaming partners. ISs working on our projects through Peckham or other partners will receive the same hourly, vacation, sick, and holiday compensation as Vangent employees. As a rule, these partners will invoice Vangent for billable hours worked by their ISs with a mark-up to cover administrative expenses for each contract. When hired by a partner, an employee will become the recipient of that partner’s benefits which will attempt to mirror Vangent benefits and policies as much as possible.

GSA can be assured that Vangent will provide a low-risk, proven approach to special hiring based on our successful experiences and rigorous human resources management methodology. We will continue to demonstrate our longstanding commitment to providing meaningful work opportunities for persons with disabilities. Vangent firmly believes that persons with disabilities play an important role in many key areas of organization, including customer interaction management, and we intend to extend those opportunities to USA Contact task orders. Vangent is the best value selection for USA Contact by GSA because:

- Vangent has created a work environment in which all talent is valued and respected as an essential part of our business.
- Vangent has in the past and will continue to work with CRPs to enhance our diverse work force with qualified employees who may be disabled or visually impaired.

***Delivering information to the public; delivering results to the Government.***

## **Appendix A: Sample Plans and Reports**

As part of the past performance submission, Vangent has included sample reports from our three past performance reference projects. These reports serve only as a sample of the types of data Vangent shares with its customers on a regular basis. Additionally, Appendix A.4 contains a sample disaster recovery plan for a current Vangent project.

Note: Vangent underwent a name change in 2007. As a result all historical documentation refers to Pearson Government Solutions, now Vangent.

## **Appendix A.1: CMS 1-800-MEDICARE Help Line Sample Reports**

The CMS 1-800-MEDICARE Help Line Sample Reports follow.



## **Appendix A.2: FSA FEBI Operations Sample Reports**

The FSA FEBI Operations Sample Reports follow.

## **Appendix A.3: SSA Telephone Survey Services Sample Reports**

The SSA Telephone Survey Services Sample Reports follow.

## **Appendix A.4: Sample Disaster Recovery Plans**

The Sample Disaster Recovery Plans follow.

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