Telephone Outreach and Education Campaign

EDS' Response to the Department of Veterans Affairs

EDS • 13600 EDS Drive • Herndon, Virginia 20171

/ / /   April 2008

April 7, 2008

Mr. Robert Corey, Contracting Officer
General Services Administration
Central Office Contracting Division (ACM-D)
1800 F Street, NW (Room G-127)
Washington, DC 20405

Subject: ***EDS' Proposal for the Department of Veterans Affairs (VA) Call Center Combat Veteran Initiative***

Reference: ***Request for Quote ACMD-RC-08-001 under GSA USA Contact Multi-Channel Contact Center Services***

Dear Mr. Corey:

EDS is pleased to submit the enclosed proposal (proposal) in response to the referenced VA Request for Quote (RFQ) for the Call Center Combat Veteran Initiative under the GSA USA Contact Multi-Channel Contact Center Services Contract. EDS' proposal is predicated upon the terms and conditions of EDS' GSA USA Contact Multi-Channel Contact Center Services Contract No. GS00V08PDD0072, is fully responsive to VA's requirements, and adheres to RFQ instructions. EDS' proposal comprises the following two volumes:

Volume	Title	Copies
I	Technical Proposal	One electronic submission
II	Price Proposal	One electronic submission

In preparing our response, EDS has reviewed the referenced RFQ; Amendment 01 dated April 3, 2008; and VA's responses to questions provided on April 3, 2008. This proposal is valid for a period of 120 calendar days from the date of this correspondence.

The EDS team brings with it the combined capabilities of an experienced world-class team, with a performance record that demonstrates relevant experience on highly successful large and complex projects. EDS has in place established and committed staff, a management structure, and corporate resources, and we are primed to provide dependable support for the successful achievement of VA objectives.

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed -- in whole or in part -- for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of -- or in connection with -- the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the

Government's right to use information contained in this data if it is obtained from another source without restriction. All data contained in this proposal is subject to this restriction.

Should you have questions regarding this proposal, please contact me at 703.904.4019 (voice), or 703.742.2674 (fax), or by e-mail at yolanda.drake@eds.com.

Sincerely,

Yolanda M. Drake
Senior Contract Specialist

Enclosure: Technical Proposal
              Price Proposal

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Executive Summary

The Department of Veterans Affairs (VA) has demonstrated the highest achievements in quality and patient satisfaction, compared to private-sector healthcare, during the last decade and has a long history of outreach and commitment to a personalized continuum of care for returning service members. Now, in conjunction with recommendations from *The President's Commission on Care for America's Returning Wounded Warriors*, VA has established a number of new processes and programs to ensure that every returning Operation Iraqi Freedom and Operation Enduring Freedom (OIF/OEF) service member has knowledge of and access to Veterans Health Administration (VHA) benefits. These approaches include an OIF/OEF Case Management Program and Federal Recovery Coordination Program. The Case Management Programs now exist at every VA Medical Center for these veterans. EDS understands that the Call Center Combat Veteran Initiative is an integral component of a broader outreach and education program VA is using on multiple levels to fulfill America's commitment to returning OIF/OEF warriors with respect to healthcare and other benefits.

To be effective and significantly increase the historical VHA 27 percent success rate in contacting the intended audience, an outreach program targeted at OIF/OEF veterans cannot duplicate outreach programs that were developed for veterans of previous eras. Our newest veterans reflect the characteristics of the "Millennial" generation. OIF/OEF veterans are technologically savvy, comfortable with accessing information and entertainment on the Internet, and participating in social networking sites such as FaceBook. In addition, OIF/OEF veterans may be suspicious of receiving or providing information from and to unknown callers. A high percentage of OIF/OEF veterans are from the National Guard, and limited contact information may be available for these individuals. Given all these factors, EDS is ready to work with VA to augment call center activities with new approaches for outreach to OIF/OEF veterans.

EDS has proudly served our nation's veterans for more than 10 years by providing to VA mission-critical services that include solutions and support of the Veterans Health Information Systems and Technology Architecture (VistA), eTravel, Enterprise Architecture and Security, and privacy services. This extensive experience with VA's mission, culture, and security requirements, coupled with our world-class call center experience, uniquely qualifies EDS for this mission-critical requirement. EDS operates world-class contact centers with operational processes enabled by optimal technology. We have the experienced and highly skilled personnel who are able to plan, implement, operate, and manage multi-channel and multilingual contact center processes and services. As we explain in this proposal, we also have the technical capabilities to capture and coordinate information with local Transition Patient Advocates, Case Managers, and others, as designated by VA. The calls managed in this initiative will be more critical than basic transactional calls. We understand the sensitivity of these contacts and the absolute requirements for information confidentiality and security. EDS has demonstrated capabilities to manage unique recipient needs during our call center assistance to hurricane victims and Medicaid recipients. We realize that veterans will perceive each of these contacts as being representative of the local VA healthcare system and that they must be managed with respect and sensitivity. Moreover, some of these contacts will require immediate coordination and intervention by VA personnel to ensure veterans' care. Beyond our technology and operational competencies, EDS is committed and prepared to participate in this outreach campaign to enhance participation in VA services and to positively affect the health and well-being of our deserving veterans and their families.

Past Performance

EDS understands VA's complexities and needs, as expressed in Request for Quote (RFQ) No. ACMD-RC-08-001. We bring to VA the capabilities of an experienced, world-class supplier of information technology (IT) services for its Call Center Combat Veteran Initiative. EDS has **[Redacted]** contact center professionals delivering customer relationship management (CRM) services **[Redacted]** languages on behalf of more than **[Redacted]** clients from **[Redacted]** locations in **[Redacted]** countries. We **[Redacted]** of multi-channel interactions involving inbound, outbound, fax, e-mail, Web chat, and interactive voice response (IVR) services. *CRM Magazine* recently presented its 2008 Service Leader Award to EDS. The 2008 Gartner Magic Quadrant for Help Desk Outsourcing, North America, report distinguishes EDS' efforts in this area, stating, *"EDS scored high in its capability to deliver high-quality services — an indication of EDS' attention to detail. EDS continues to successfully focus on agility and flexibility."*

EDS has supported outreach campaigns for the **[Redacted]** that are similar to VA's Call Center Veteran Initiative requirements; for example, in **[Redacted]**

In support of the **[Redacted]** EDS is responsible for working cases received by telephone, mail, e-mail, and Web requests to research, resolve, and respond to concerns related to **[Redacted]** the staff successfully completed **[Redacted]** cases from internal and external sources.

Before **[Redacted]** call center was responsible for maintaining and updating entries on the **[Redacted]**. The contact center also provided a toll-free **[Redacted]** Supervisors were responsible for processing the data daily to the **[Redacted]**.

EDS has a number of relevant client engagements to demonstrate and refine best practices that VA would find beneficial immediately on Day 1. The following selected qualifications of services we provide to clients highlight our core competencies that are aligned with VA's mandatory requirements:

[Redacted]

Our successful past performance record demonstrates relevant experience in providing outreach and educational support through call center services comparable to VA's RFQ in requirements, size, scope, and complexity, as documented in the following references:

[Redacted]

Description. This project is directly relevant to the requirements of VA's Call Center Combat Veteran Initiative in its provision of information and referral services with agent-managed monthly work volumes of more than **[Redacted]** telephone inquiries and **[Redacted]** e-mail inquiries; in the provision of information services in a multi-media and multi-language environment; and in the demonstration of specialized applicable experience with case management in an information and referral service environment. EDS support includes a **call center**, research and analysis, and **customer service operations**. **[Redacted]** EDS provides the **human interaction** between **[Redacted]**

[Redacted]

Description. Because of **[Redacted] call centers** were operating beyond their capacities; consequently, **[Redacted]** tasked EDS to furnish **[Redacted]** requirements for a **[Redacted]** were similar to VA's, and **[Redacted]** hours of being contacted, EDS drafted a contract and established **[Redacted]** call center positions **[Redacted]** at EDS facilities in **[Redacted]**. Working with **[Redacted]**.

In **[Redacted],** also in response to an **[Redacted]**, EDS set up **[Redacted]**. EDS hosted **[Redacted]** applications at our **[Redacted]**, facility. EDS also hosted **[Redacted]** critical public-facing applications for **[Redacted].**

[Redacted]

Description. EDS provides **[Redacted]**. Call center volume for **[Redacted]** was **[Redacted]**

EDS has supported the **[Redacted]**. Currently, as a **[Redacted]** to **[Redacted]** EDS supports **[Redacted]** contract to provide support for **[Redacted]**. Since the contract's inception, EDS has **[Redacted]** and **[Redacted]** to book in excess **[Redacted]**.

[Redacted]

Technical Approach

Overview. EDS understands that VA has an immediate need to make contact with as many veterans as possible who are returning from the Global War on Terrorism (GWOT) to assist them in receiving the healthcare and benefits to which they are entitled. We have an understanding of the health issues challenging modern veterans, and we also have the ability to listen effectively and document efficiently veterans' needs. EDS is a major employer of veterans; we have a thorough understanding of their culture and, as a responsible corporate citizen, we are committed to helping them. EDS has made donations in support of the **[Redacted]**. In 2007, *GI Jobs* magazine rated EDS No. 17 in the top 50 military-friendly employers, and in June 2007, VA recognized EDS with its "Corporate Champion Award" for exceeding the U.S. Government's 3 percent goal for service-disabled, veteran-owned small business (SDVOSB) participation in Federal procurements.

To better align with the communication techniques and preferences of OIF/OEF veterans, EDS proposes an OIF/OEF outreach improvement initiative. The EDS task order program manager will spearhead activities focused on increasing the contact percentage success rate. With VA's approval, the task order program manger will investigate activities that may significantly affect the contact success rate. The task order program manager will leverage EDS' assets including our marketing department, infrastructure, commercial best practices, and Government programs to identify specific activities that may improve the contact percentage success rate and continue to improve it. With VA's approval, the following is a list of activities the task order program manager may pursue.

[Redacted]

Activities VA approves from the foregoing list and others VA wishes to suggest for implementation will start immediately after contract award. The most effective activities will be reviewed with VA, and with its approval, will be incorporated into the VA- and EDS-operated OIF/OEF outreach program.

Approach. EDS' focus is on the importance of making productive contact with veterans to successfully complete an interview. We have established a **[Redacted]** to provide the best results for completed Combat Veteran Interviews and Care Management Interviews. Our approach consists of [Redacted]

Workflow

Outbound Calling Services: EDS agents will perform Combat Veterans Interviews, Care Management Interviews, and Follow-Up calls between 10:00 a.m. and 7:00 p.m. based on local call destination time zones of veterans called, Monday through Sunday. Because of EDS' extensive experience with call centers, we are well qualified to predict and adjust staffing levels for outbound calls appropriately.

All dates and times in the following workflows are captured and stored in the database. Agent disposition of the call (veteran interview; veteran interview, but interrupted due to immediate healthcare attention needed; left call-back information with third party; or wrong number) will be added to the date and time information during the course of the call.

When the intended veteran is reached, the time and date of the contact will be recorded. Agents will accurately follow scripts provided for the appropriate contact to be made (Combat Veterans Interviews, Care Management Interviews, and Follow Up). If, during the course of the interview, it becomes apparent that the veteran needs immediate healthcare attention, the interview will be terminated and a live, warm transfer of the call will be made to a facility designated by VA, or the veteran will be referred to a VA facility. This interruption of the interview process will be recorded to the database. If, during the course of the interview, the veteran expresses a desire to receive VA-related forms or publications, that also will be noted in the database. If the publications are to be delivered by e-mail, the agent will capture the e-mail address from the veteran. If the publication is to be mailed through USPS, the agent will verify the veteran's mailing address. In all cases, the agent will note the titles of publications the veteran is interested in receiving for fulfillment service.

If a call is answered by a person other than the intended veteran who says the veteran is unavailable, the agent will provide call-back information (an 800 [toll-free] number and call hours of operation) to that person, if he or she is willing to record the information. Otherwise, the agent will attempt to document a date and time the veteran may be available and note this information for a further attempt. This additional attempt will be made to reach the veteran at approximately the specified time.

If the call is answered by a person other than the veteran who indicates that the agent has reached a wrong number, the agent shall make the appropriate notation in the database.

The following conditions do not require agents' interaction: call encounters of busy signal or no answer. For calls that are busy, agents will retry the number approximately every **[Redacted]** up to a maximum of **[Redacted]** For no answers, agents will redial a call at **[Redacted]**. If not successful **[Redacted]**, agents will call the number the **[Redacted]** If no contact is made within that period, the veteran number will be logged into the database as a "no contact," and further attempts will be terminated. Calls that result in incomplete or disconnected numbers will be noted in the database, and no further attempts will be made for that number.

Inbound Calling Services: EDS agents will perform Combat Veterans Interviews, Care Management Interviews, and Follow Up calls between 10:00 a.m. and 12:00 midnight Eastern Standard Time (EST), Monday through Sunday.

All date and times in the workflows will be captured and stored in the database. Agent disposition of the call (veteran interview; veteran interview, but interrupted due to immediate healthcare attention needed; left call-back information with third party, or wrong number) will be added to the date and time information during the course of the call.

If an agent is immediately available, the call is routed to that agent. The agent will then begin the interview process using the appropriate call script (Combat Veterans Interviews, Care Management Interviews, and Follow Up). If, during the course of the interview, it becomes apparent that the veteran needs immediate healthcare attention, the interview will be terminated and a live, warm transfer of the call will be made to a facility designated by VA, or the veteran will be referred to a VA facility. The interruption of the interview process will be recorded to the database. If, during the course of the interview, the veteran expresses a desire to receive VA-related forms or publications, that also will be noted in the database. If the publications are to be delivered by e-mail, the agent will capture the e-mail address from the veteran. If the publication is to be mailed through USPS, the agent will verify the veteran's mailing address. In all cases, the agent will note the titles of publications the veteran is interested in receiving for fulfillment service. Upon successful completion of the call script, the call will be terminated and its disposition will be noted in the database.

If an agent is not immediately available, the caller will receive a recorded message indicating that all agents are currently busy and will be given an anticipated wait time. The veteran will have the option to wait, leave a call-back message, or to key in a call-back time. If the caller elects to wait, music will be provided. At one minute intervals, the veteran will be given the option to leave a call-back message, to key in a call-back time, or continue to wait. Call-back requests will be made within plus or minus five minutes of the designated time[Redacted] of designated calls will be responded to within [Redacted] with an abandon rate of no greater than [Redacted]

Database. EDS will create a database in the [Redacted] from the provided schema in RFQ Attachment H. We will use Government-provided data to initially populate the database. When the database is populated, EDS will establish the required information in our ticketing system for each agent to complete as call-backs are established, interviews are completed, follow-up calls are noted, and fulfillment materials are requested and sent. Wrong numbers and incomplete numbers will also be noted. Ticketing system interfaces with the database enable all data captured to populate the database in real-time.

Outbound Calling Campaign. EDS will use an autodialing system, which is capable of the functionality requested in the Statement of Work (SOW). EDS will use the [Redacted] to populate the autodialer with VA-provided telephone numbers. EDS will program the autodialer to make calls in accordance with SOW specifications. [Redacted]

Upon completion of a successful interview or determination that the veteran does not wish to complete an interview, the telephone number will be marked as complete; the autodialer will not dial the number again. If a [Redacted], the database will be updated so that veterans are not called repeatedly.

Contact and Interviews. EDS intends to focus a large portion of training time to verify that all agents manage the initial contact and interview process with care and compassion. It is our goal to provide each veteran with knowledge and understanding of the VA benefit options that are available to them.

When an intended veteran answers a call, agent will introduce themselves in a pleasant manner and follow VA-provided interview scripts. When the interview is complete, agents will request permission to schedule a follow-up call to determine the veteran's satisfaction with the experience. If the veteran allows a follow up call, the agent will schedule it. If the veteran requests form(s), the agent will document the request and send the documents to the veteran by e-mail or USPS mail, whichever the veteran requests.

EDS understands that some calls may be to individuals needing immediate intervention for medical or mental health needs. EDS will warm-transfer these types of situations to a nurse at the **[Redacted]** or to a **[Redacted]** if necessary. In addition, there may be times when spouses identify needs the veteran has not expressed, or the caller may want to speak with a supervisor; this information will be documented and provided to VA.

Based on our best practices, EDS suggests that VA would benefit from providing an on-call capability from a **[Redacted]** to respond to unique issues coming into call center staff.

When an agent is unable to reach the intended veteran, we will provide call-back information. If call-back information cannot be left for the intended veteran, the agent will update the database and in turn, the autodialer, with the status, in accordance with SOW specifications.

Call-Back Message Delivery. If a veteran is not available and an automated answering device or a person is reached, agents will provide call-back information indicating the toll-free number and hours of call-back operations of 10:00 a.m. through 12:00 midnight EST, Monday through Sunday. Call disposition will be updated with the call-back information supplied.

Follow-Up Calls. Agents will conduct follow-up calls to veterans who have consented to a call. The follow-up calls will be made within **[Redacted]** days for veterans who do not request fulfillment materials and within **[Redacted]** days for veterans who do request fulfillment materials. All follow-up calls and results will be logged in the ticketing system.

Fulfillment. The proposed EDS facility has space to store all VA-issued fulfillment forms. During calls, agents will determine whether fulfillment items are requested and in what format the veterans wish to receive them. If an e-mail format is requested, agents will select the appropriate form(s) from the secure EDS server and e-mail the form(s) as soon as the call is completed, and before updating the ticket. If USPS mail is requested, agents will note the required form(s) in the ticket and the request for fulfillment will be automatically generated from the CRM tool and sent to the Fulfillment Services for paper form(s) to be mailed out. All postal requests will be sent no later than the next business day, except on Saturdays.

Security Requirements Plans and Approach

With 45 years of IT experience, EDS clearly understands the critical nature of a strong security plan as part of IT implementation and the support paradigm. EDS will develop a security plan for the VA Call Center Combat Veteran Initiative that fully defines our overall approach to programwide security, including **[Redacted]** All approaches will be consistent with the requirements defined by VA Handbook 6500 and will focus on Federal Information Processing Standards (FIPS) Publication 199 - Standards for Security Categorization of Federal Information and Information Systems, including the following:

Confidentiality. The unauthorized disclosure of information could be expected to have a limited adverse effect on organizational operations, organizational assets, or individuals.

Integrity. The unauthorized modification or destruction of information could be expected to have a limited adverse effect on organizational operations, organizational assets, or individuals.

Availability. The disruption of access to or use of information or an information system could be expected to have a limited adverse effect on organizational operations, organizational assets, or individuals.

EDS has extensive experience of supporting VA on a wide variety of security-related projects, beginning in 2000 and continuing through to the present. Most notably, EDS was awarded a Prime contract position for VA's Office of Cyber Information and Security (OCIS) Blanket Purchase Agreement (BPA), in which we

supported multiple security projects and task orders from 2003 through 2007. In addition, EDS developed C&A documentation for many programs within VA, including Home Telehealth, the Enterprise Cyber Security Infrastructure Project (ECSIP), the Veteran ID Card (VIC), and Personal Identity Verification (PIV) programs. For all of these programs, we documented VA security requirements in a compliance matrix, identify the controls to meet these requirements, document (as part of the Security Plan) the programs' approach to meeting the requirements, and ultimately develop the Security Test and Evaluation Plan to demonstrate that the controls are in place to meet requirements. These activities result in the critical Interim Authority to Operate (IATO), and full Authority to Operate (ATO). To support these Security Planning and Accreditation activities for programs such as Home Telehealth, [Redacted] which can be used as a solid starting point for VA's Call Center Combat Veteran Initiative and which will enable EDS to meet VA timelines for Security Plan and C&A acceptance.

Information Systems Security Management. An understanding of VA security processes and requirements is critical to security planning; however, having an experienced security manager with a background in VA-specific requirements, policies, and processes is even more critical to program success. To fill this critical role for VA's Call Center Combat Veteran Initiative, EDS has assigned [Redacted] as the information systems security manager (ISSM) and as a key resource for this project. The ISSM will own the Security Management functions for this VA initiative and be responsible for EDS' compliance with policies and all standards for services. As identified by VA's security policy, this effort includes personnel, facilities, and data security, as well as business continuity plans and procedures.

EDS provides a full range of information assurance services to clients and has more than [Redacted] security and privacy professionals worldwide. EDS created the Security and Privacy Professional Services (SPPS) organization, located in Herndon, Virginia, to provide direct support for U.S. Federal, State, and Local clients [Redacted] is a long-time member of this organization with more than [Redacted] of direct experience on the VA OCIS BPA, providing a wide range of security support services. He holds a Certified Information Systems Security Professional (CISSP) and has provided security services to numerous Federal agencies throughout his technical career. He is familiar with VA IT requirements including VA Handbook 6500 and has used that knowledge to author more than [Redacted] security compliance guidelines for VA.

[Redacted] will work with VA to report security incidents in accordance with VA's Incident Response Plan. He will ascertain that all employees complete Security Awareness and Privacy training before beginning work on this task and annually thereafter, and sign and understand a Rules of Behavior statement before beginning work on this task. He will lead EDS Security resources and verify that the documentation accurately portrays the security posture of the systems used to support VA's Call Center Combat Veteran Initiative. At his disposal, he will have the support of more than [Redacted] He will have access to these resources and to the extensive VA experience and lessons learned from these program implementations. [Redacted] Ultimately [Redacted] will make certain that a successful security program is planned, implemented, maintained, and monitored to protect VA's most critical asset: our veterans' information.

[Redacted]

Certification and Accreditation. EDS will provide all documentation required to obtain IATO before beginning operations. As stated, EDS performs C&A for a understanding of Federal Information Security Institute of Standards and Technology (NIST) number of Federal clients including VA. Our Management Act (FISMA) requirements and National regulations enables us to perform consistent and

repeatable C&A engagements. EDS will implement the NIST SP 800-37 C&A process for VA's Call Center Combat Veteran Initiative.

Security Plan. EDS will develop a Security Plan for the IT systems used on this effort. Following **[Redacted]**, the Security Plan will be developed in accordance with **[Redacted]**

Incorporated in the Security Plan, EDS will include the **[Redacted]**. EDS' VA Account leaders have extensive experience of meeting these requirements and already have in place many of the policies, controls, procedures, and technical capabilities as part of our day-to-day operations for many VA projects. To formalize this approach for the VA Call Center Combat Veteran Initiative, EDS will include the **[Redacted]** in our overall security requirements matrix, to be developed as part of our security planning activities. Each **[Redacted]** will be addressed through specific security controls and policies, which will be clearly documented as part of the Security Plan.

Examples of existing EDS controls we will leverage to support **[Redacted]** include the following:

[Redacted]

Security Test and Evaluation Reports. Security Test and Evaluation (ST&E) is a critical part of ensuring compliance with Federal regulations and the Security Plan. EDS will assess the system against the requirements of NIST SP 800-53a to ensure that the system meets the requirements for a low-risk system (or higher, if data entered into the system raises its security level).

Security Risk Assessment Report. Following the identification of the system security level through FIPS 199, EDS will conduct a risk assessment to determine the result of system vulnerabilities versus relevant threats and applied countermeasures. The results of the analysis is a level of risk to the confidentiality, integrity, and availability of the system and its information under study. EDS will perform a risk assessment as part of the C&A package development.

Plan of Action and Milestones. The Plan of Action and Milestones (POA&M) will be developed to provide a plan to mitigate risks found during the C&A effort. The POA&M will provide a baseline to ensure that risks exposed during the C&A are addressed, re-tested, and approved by the certifying official. POA&M methods and dates will be agreed upon through consultation between VA and EDS.

Personnel Security. EDS' Industrial Security Office (ISO), Office of Information Security supports all personnel issues for classified contracts within EDS' U.S. Government Solutions arena. Located in Herndon, Virginia, our ISO provides oversight and guidance to classified contracts to verify that personnel comply with the requirements of our Federal Government clients. The ISSM will work with our ISO for the application, tracking, and management of personnel clearance information for EDS employees working on this effort. We will use the mature processes the ISO has developed and implemented to manage building access requests, clearance verifications, and clearance status requests. EDS will facilitate the completion of background investigations for all employees supporting this task.

Program Management Approach

1.0 Overview

EDS' management approach is based on the Project Management Institute's (PMI's) principles and best practices from our worldwide contact centers and task order management on other Government task orders. EDS has **[Redacted]** call centers worldwide with more than **[Redacted]** agents. EDS will provide a fully operational and staffed call center at the EDS **[Redacted]** of task order award. To best

meet VA's goals for this important outreach project, EDS has assembled the following Program Management Office (PMO).

[Redacted]

2.0 Staffing

EDS has analyzed the RFQ requirements and determined the staffing that is needed to fully support the call center. We considered the RFQ requirements addressing the time frames to conduct outbound calls, interviews, and to respond to callbacks, with a goal to interview as many veterans as possible, with a structured staffing model to provide agents to manage both outbound and call-back calls. Our plan is to have the call center operational starting at **[Redacted]**. We have considered our experience on other tasks to identify expected peak calling times. Considering the operational hour requirements and the projected peak calling times, EDS is projecting a **[Redacted]** and **[Redacted]** . After this peak time, EDS will **[Redacted]**. EDS will continually monitor the distribution of inbound and outbound calls and adjust our staffing as needed. The use of subcontractors to provide temporary employees will enable additional flexibility to vary the work force. All contractor personnel will be located within the United States. The **[Redacted]** is experienced in such staffing management based on our experience in supporting ED for the past **[Redacted]** years.

In addition to agent staffing with bilingual skills, EDS has determined **[Redacted]** will be required during peak times and **[Redacted]** supervisor and **[Redacted]** quality monitor during off-peak times **[Redacted]** Level 1 agents will be responsible for call-back delivery, performing veteran interviews, follow-up calls, e-mail and USPS fulfillment (all USPS fulfillment will be sent to the mailroom daily), and all ticket updates. Level 2 agents will be responsible for call-back delivery, performing care management interviews, follow-up calls, e-mail and post fulfillment (all post fulfillment will be sent to the mailroom daily), and all ticket updates. Supervisors will be responsible for providing leadership and guidance during each shift to ensure that the highest level of quality is maintained while meeting performance objectives. Quality monitors will monitor two calls a week, per agent. The quality monitor will make suggestions when needed, write reports about each agent and assign agents to refresher training, if necessary.

All EDS call center and help desk agents (Level 1 and Level 2) in our **[Redacted]** meet the RFQ's security requirements, have previous experience with Government clients, and have experience with the facility's technology and processes. In addition, EDS is working with our USA Contact small business partners to contract Level 1 agents. EDS' approach is to deliver the best available resources to VA based on the entire team's combined resources. Each subcontractor's agents will meet the same stringent requirements that EDS adheres to when hiring employees: background checks, skills assessments, and excellent customer service skills. EDS is soliciting veterans as candidates for our proposed Level 1 agents. Through the use of veterans, EDS anticipates that agents will not only have a better understanding of VA's objective with this task, but also will be able to communicate easily with the diverse veteran population. EDS is in the process of reviewing candidates for this effort to ensure that all agents are trained within **[Redacted]** from task order award. As an additional motivator for our agents, EDS will provide **[Redacted]** 3.0 Training

The EDS team will develop and implement a detailed training strategy, plan, and curriculum for VA's Call Center Combat Veterans Initiative. The solution will incorporate information delivered during the training

and orientation session VA provides to the EDS team. **[Redacted]** The EDS team will develop instructional materials that focus on the outreach and education campaign to increase veteran awareness of available healthcare and benefits services. A proficiency exam will ensure that new agents demonstrate a thorough understanding of the military and veteran culture, customer service skills, and telephone service workflows. Learning tools include instructor-led training (ILT) and courseware and a training environment in which telephone agents can gain hands-on experience.

ILT classes employ a variety of materials and techniques to create an engaging experience for learners including software demonstrations, group discussion, workshops, classroom activities, and hands-on exercises in a realistic training environment. VA will approve in advance all training materials and performance examinations the EDS team develops.

EDS will use a repeatable, scalable, and proven methodology that decreases curriculum development and maintenance time frames while providing excellence in instruction, course quality, and student retention. The EDS team includes instructional systems designers (ISDs) who rely on Learning and Development Industry best practices to develop and deliver effective and engaging training solutions. The ISDs will use the five phases of the Analyze, Design, Develop, Implement, and Evaluate (ADDIE) model to bring structure to the instructional design process when determining the optimal instructional strategies, instructional sequencing, and instructional delivery media to meet training objectives. Original content will be developed in collaboration with subject-matter experts (SMEs) to ensure consistency with all VA documentation standards. The ADDIE model is easy to use, straightforward, and flexible. It allows for varying degrees of complexity based on the content being developed.

The EDS team will apply a continuous evaluation process to verify that all performance requirements are met, content is accurate, and a high standard of student learning is achieved.

4.0 Technical and Operations Support

EDS will provide telephony, desktop, and LAN and wide-area network (WAN) support during hours of operations by a team with combined experience of more than **[Redacted]** years of technology support.

5.0 Quality Control / Quality Improvement Plan

The purpose of EDS′ Quality Control Plan (QCP) is to describe the industry best practices VA and EDS use to assess EDS′ performance and quality results against the performance objectives and standards. Quality factors, such as calls answered within a specific timeframe, abandonment, fulfillment, and service availability, provide a high level of critical measures of EDS′ performance. In partnership with VA, EDS will continually assess the effectiveness of the program, test quality processes, and refine them as required. We will also have specific responsibilities for taking corrective action if unforeseen problems arise. The quality control manager will have responsibility for taking corrective action by assigning the appropriate person or persons as quality monitors for each shift.

EDS uses a **[Redacted]** to manage the quality process: **[Redacted]**. These steps drive consistency across the organization and help leaders easily manage the process.

The plan will document VA′s performance measures and standards, as provided in the RFQ, and describe how EDS will meet or exceed them. These measurements set the standards for customer interactions and will be incorporated into both agent training and quality monitoring processes. EDS and VA will finalize specific performance measures after contract award.

5.1 Random Remote Monitoring. QM for VA will be through the use of EDS' **[Redacted]** VA can remotely monitor live calls through an **[Redacted]**, which EDS will provide. We provide a desktop application that can be remotely accessed to enable VA to listen to telephone calls.

Quality Monitoring Capture and Retention. EDS' QM process monitors agents working a 40-hour work week at least **[Redacted]** a week. Part-time employees will be monitored at least **[Redacted]** a week.

Performance Assessment. QM must provide auditable confirmation that our account and agent goals are met while allowing for training and process improvement. Proper use of QM will remove the subjectivity of an agent's performance assessment. The call monitoring system offers a scoring template, allowing EDS to modify the scoring rules based on VA's business requirements.

5.2 Service Monitoring and Calibration Standards. EDS will perform quality monitoring either **[Redacted]** is used to audit agent performance as agents are typically unaware that they are being monitored**[Redacted]** has an agent and supervisor or quality agent (QA) taking calls together. EDS quality monitors will use both methods to meet the VA requirement to monitor two calls per agent, per week. The greatest benefit of the **[Redacted]** is that agents receive immediate coaching and feedback. These sessions are extremely useful to work on specific aspects of an agent's performance. In **[Redacted]**, the supervisor or QA uses the same monitoring form and scoring criteria. It is important that agents see consistency in monitoring and coaching sessions to reinforce standards. The monitoring form and scoring criteria will be provided to VA officials monthly. All agents not meeting the scoring criteria will be retrained or released from assignment.

5.3 Effectiveness of Service Delivery. EDS monitoring programs comply with all Federal and state regulations regarding contact monitoring. In all cases, customers calling into the **[Redacted]** hear an announcement that calls may be monitored or recorded.

The **[Redacted]** has monitored **[Redacted]**. This experience includes **[Redacted]** Our proposed quality manager, **[Redacted]** for more than **[Redacted]** years.

5.4 Quality Improvement Program. To meet VA's specific needs, EDS will work with designated Government representatives to design comprehensive quality improvement programs to supplement the quality monitoring program. The ultimate goal of a contact center is customer satisfaction. EDS understands VA's commitment to our veterans and designs all our operational processes with that goal in mind. During our scheduled client meetings, customer satisfaction is a recurring topic so that we can solicit feedback on what is heard from veterans.

VA knows veterans; we know how customers interact with contact centers. By working together, we can develop strategies that are designed to reach and educate more and more veterans about their available healthcare services while controlling cost and maintaining service levels.

6.0 Performance Management

To ensure that we meet the goals outlined in the Call Center Combat Veteran Initiative RFQ and to help increase enrollments and provide the benefits our veterans deserve, EDS will develop a **[Redacted]**. EDS will conduct **[Redacted]** with VA to determine if VA and EDS are **[Redacted]**

7.0 Management Reports

EDS delivers performance metrics, analysis, alerts, and key performance indicators (KPIs) in an easy-to-use and understand format. Analytic reporting provides VA with a view of the enterprise not available

through conventional reporting. By providing increased data in a useable way, VA has the information to enable it to reduce costs and improve outreach capability.

The **[Redacted]** is currently operational. We invite VA at its earliest convenience to visit the center to view our capabilities at first hand. The **[Redacted** has a mission to increase employee motivation, reduce operating costs, and improve customer satisfaction. Key to driving these improvements is the ability to access and act upon timely, relevant call center performance data. EDS will work with

[REDACTED]	[REDACTED]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

VA to review and analyze the data in the reports and determine if we can help to improve enrollments. EDS will provide reports to VHA officials as follows:

EDS will perform the services set forth in the Statement of Work (SOW) in a professional and workmanlike manner. EDS will provide the training required by SOW Section 5.2, but contractor personnel will not receive specialized training in diagnosing medical conditions. To refer veterans with special needs identified during the interview process to other VA facilities or offices for assistance, EDS will conduct interviews based on the scripts VA provides. The Government understands that certain special needs, medical or otherwise, may not be identifiable during interviews based on the scripts VA provides or otherwise. EDS is not an insurer and will not be responsible for failure to identify special needs based on the interviews conducted pursuant to the SOW.

From experience, EDS knows that a formal process and a single point of contact is key to a project's overall success. For the VA Call Center Combat Initiative, EDS proposes several key personnel to oversee the Call Center outreach. Task Order Program Manager **[Redacted]** and Site Manager **[Redacted]** will be responsible for the overall Department of Veterans Affairs (VA) Call Center Combat Initiative project. The Technical and Operations Manager, **[Redacted]**, Information Systems Security Manager, (ISSM) **[Redacted]**, Quality Manager, **[Redacted]** and Lead Trainer **[Redacted]** will support the Task Order Program Manager and the Site Manager.

[Redacted]