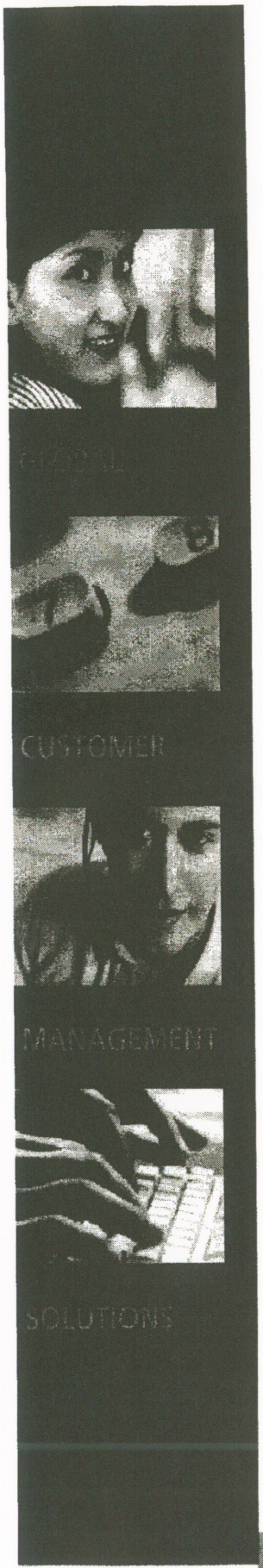

Proposal Presented to:

General Services Administration

USA Contact

Request for

Proposal:GSV07PD0003

REVISED TECHNICAL PROPOSAL

Revised: December 14, 2007

Mission Statement

ICT Group's mission is to help our clients maximize the profitability of their customer relationships. We do this by offering CRM solutions designed not only to help them acquire customers, but also to maintain and extend the customer relationship. Our flexible, scalable solutions are available on a fully outsourced, hosted or co-sourced basis, serving customers across multiple communication channels, including the phone, Internet, email and back-office processes.

As an ISO-9001:2000 Certified CRM solutions company, we achieve our goals through a commitment to client satisfaction, total quality management, continued investment in leading-edge technology and the dedication of highly professional staff.

SECTION 1: PROPOSAL INDEX

SECTION 2: EXECUTIVE SUMMARY (L.7.2.1.2)

"Bringing Commercial Best Practices to the Government Marketplace"

ICT Group is pleased to present the attached proposal response to the GSA's request for implementing the USA Service E-Gov initiative. As a provider underneath the current "FirstContact" procurement vehicle, the ICT Group is proud to have been able to serve the US constituent with our call center services and to provide USA Services with an organization that is committed to providing industry leading, best in class, contact center services.

When ICT Group first entered the Federal marketplace in 2004 with the award under the FirstContact vehicle we set about to bring to the Federal marketplace our 24+ years of experience in delivering call center services and the associated commercial best practices. While the ICT Group may haven been an unfamiliar name within the Government Procurement Marketplace at that time, we believe that our service to the Government has enabled the Government customer to come to trust the ICT Group and to truly believe that we can deliver on the Government clients stated goals and objectives. From our inception in 1983, ICT Group has developed a core competency of delivering on our client's requirements for contact center services. In this time, ICT Group has grown to over $490 million in revenues providing a core deliverable – ***multi-channel contact center services.***

To date, we operate 48 centers throughout the world (with 22 of these centers located within the continental United States) and we employ over 18,000 customer service agents. Each of our centers globally are linked together in a 'hub and spoke' methodology. This methodology allows ICT Group to be instantly able to rapidly expand our contact taking capabilities in times of disaster, emergency, or other anomalies that would impact our client's contact volumes. Additionally, our global presence allows for quick access to multi-lingual capabilities and global contact centers if the need arises to have non-U.S. based contact centers. – ***in CY 2006 we processed over 393 million contacts on behalf of our clients.***

In selecting ICT Group as a chosen supplier for the needs/requirements of the USA Contact procurement vehicle, the GSA will be leveraging the history, experience, knowledge, and infrastructure of a global leader of contact center solutions. As described below and in greater detail throughout this proposal response, the ICT Group will provide to the GSA the following benefits/attributes:

1. Operational Knowledge, Procedures and Capacities, as well as the necessary Management 'bench strength' to handle your volume and skill level requirements.
2. Quality Processes and Continuous Improvement Methodologies delivered through our organization's commitment and use of ISO 9001:2000 standards.
3. A State of the Art Technology Infrastructure that provides a complete "360-degree" view of the citizen within a multi-channel environment.

Summary of Proposed Solution

At a summary level, ICT Group is proposing this best in class integration and management of the three primary 'keystones' of a true value added contact center. Those being People, Process, and Technology. Our history and growth has proven that we excel at delivering the critical services our clients are requiring and seeking.

Operational Knowledge/Procedures

In reviewing the Operational and Management requirements as defined in the RFQ's Performance Work Statement (PWS), ICT Group firmly believes that we have the key personnel, the operational capacity, and the inherent quality procedures that are perfectly suited to serve and support the citizen who is seeking information and knowledge from the their Government.

In evaluating ICT Group with other contact center operators or Government contractors, a competitive differentiator of the ICT Group is the depth, breadth, and tenure of our senior operations and executive management team. Our team of highly seasoned contact center professionals stand ready to serve the GSA, your constituents and citizens of the United States in providing a state of the art multi-channel contact center. Staffed with tenured contact center professionals, who in turn will provide their years of commercial best practices and experiences, the end user will leave the customer experience and feel serviced and satisfied. To illustrate this experience of our senior operations and executive management team, ICT Group boasts combined experience of over 150 years within the contact center industry **WITH** all of this experience garnered while guiding the ICT Group to best in class status within the competitive contact center industry. ***–this tenure of professional contact center operators will ensure that ICT Group will meet and exceed the operational, technical, and satisfaction measurements that GSA will establish.***

Quality Process and Continuous Improvement

In selecting the ICT Group as your multi-channel contact center partner, the GSA will be selecting an organization that is ISO 9001:2000 certified. This certification and process orientation will allow GSA to leverage our 20-plus years of developing, instituting and perfecting our "commercial best practices and processes". These commercial best practices have been honed in the competitive commercial marketplace and enable ICT Group to provide the highest form of quality, service, technology, and knowledge all while delivering this in an economically competitive manner. These processes and practices also allow ICT Group to rapidly deploy contact center services for our clients. With established and existing capacity within the U.S., ICT Group is uniquely positioned to accommodate large volumes of diverse contacts within our current enterprise of U.S. based centers – ***we have the capacity, experience, and technology to expand and grow as GSA contact center initiatives grow in size, scope, and complexity.***

Technology Infrastructure

A key strength to the ICT Group solution is that, as an organization, ICT Group has already *designed, developed, integrated, and deployed* on behalf of our commercial clients a true, multi-contact, multi-lingual technology solutions. Our view has been to take best in class, industry leading products and applications and seamlessly integrate them in order to provide a full "360-degree" portal to our contact centers so that citizens/customers can reach us and reach their desired information and/or applications. This commitment to developing and deploying a state of the art contact center environment has produced a technology environment that boasts the following components: ***Contact Management – RightNow Technolgies or Siebel Systems, Email Management – RightNow Technologies, Knowledgebase/FAQ – RightNow Technologies, ICT Interactive (a full voice enabled IVR Application), RightNow Technologies (a complete web chat, co-browsing application), RightFAX***

CONCLUSION

For 20+ years, ICT Group has been delivering world-class call center service to our commercial clients in a variety of verticals, from Financial Services, to Insurance organizations, to Telecommunications firms, to Healthcare and Pharmaceutical companies and in doing so we have developed a reputation for ***partnering*** with our clients to ensure that their service levels are met and their business goals and objectives are fulfilled.

We chose this partnership model because we understand what our role in the partnership is/should be. We are a CRM/Call Center outsourcing solutions company. What this means is that delivering call center services/solutions is our core competencies and as such we need to add value to our clients call center solutions. We add this value in a variety of manners. These range from our operation personnel understanding how to recruit, hire, train, staff and manage a diversified workforce to meet our client's needs. Additionally we add value by providing flexibility and expandability to our client's current infrastructure. Lastly, we add value in that we are constantly reviewing, purchasing, and deploying state of the art technology that our clients can leverage in order for them to deploy a call center infrastructure that allows them to improve service levels, improve customer access and satisfaction, and allows for an increase in CSR productivity and provides for an overall reduction in costs to deliver services.

Below is a brief recap of the differentiating factors on why we believe the VA should select the ICT Group for this important initiative. We believe these factors will have the greatest influence on the success of this initiative:

- **Financially Stable Partner** - Over $490M in annual revenue in performing contact center services – our core competency!
- **ISO 9001:2000 Certified Quality** – Quality processes that enable ICT Group to meet our clients expectations and goals
- **Past Experience** – 24+ years of constantly growing our business with our current clients. A testament to our ability to continually meet and exceed client expectations and SLAs.
- **Immediate Capacity Availability** –The ICT Group has immediate capacity in the continental United States that is equipped, wired, and ready for immediate occupancy by your Government customers. These 22 US based centers are prepared to service the needs of the Government on a task order by task order basis and will be selected based upon the unique requirements of each task order. These requirements may be for a certain number of seat capacity, labor pool type and availability, proximity to the end user customer or other extenuating facts/requirements. However with this available and robust network of best in class, connected, contact centers, the ICT Group will be a valued strategic partner of the GSA and your end user customers.

Once again, thank you for the opportunity to present the enclosed RFQ response to the GSA's USA Contact Performance Work Statement. The ICT Group looks forward to continuing our relationship with the GSA and in delivering services to the end user customers – the US Citizen – in a manner that provides value, information, and brings acknowledgement to the Government for providing world class service and support.

SECTION 3: EXPERIENCE AND PAST PERFORMANCE (M.2.1.1)

L.7.2.1.3.1 - Minimum Experience Qualification Criteria

The ICT Group has been in business for over 24 years providing our core competency – multi-channel contact center services/solutions. Today we are an organization with over $490M of revenue attributed solely to providing contact center services. We operate on a global basis 48 networked contact centers. We have over 18,000 customer service representatives/employees and in calendar year 2006 we processed over 393 million contacts on behalf of our clients. Below we have provided documentation of the capability of the ICT Group to be a valued business partner of the GSA and a trusted source of service to the US citizen/constituent.

- Within the last three years, the ICT Group has 10 clients wherein we have supported over 100,000 telephone inquiries per month (on average) and over 7,500 email inquiries per month.
- For the GSA, and in support of the National Contact Center (NCC), the ICT Group has 2 plus years of supporting a full, multi-channel, contact center. For the NCC we have designed, developed and implemented a support infrastructure that allows citizens/constituents to contact the NCC in a variety of channels. These include: phone, fax, email, web portal/knowledgebase, and web chat. Utilizing state of the art, and best in class technologies, the ICT Group has developed, with GSA, and industry leading and award generating contact center. See the case study below of the NCC.
- For the past 8 years, the ICT Group has been providing multi-lingual support to meet our clients' needs. We have provided this multi-lingual support out of contact centers located in the US, as well as contact centers around the world. To date, and presently, the ICT Group has 5 clients wherein we provide multi-lingual support for our clients.
- The ICT Group was an early adopter of CRM and case management applications and tools

For a further illustration of our core capabilities and qualifications, the ICT Group provides for your review and evaluation these following case studies that detail and demonstrate our organization's capabilities, experience, and organizational depth and breadth. In some cases these case studies are a further delineation of clients we have chosen to participate in the past performance survey and in other cases we are prevented, by non disclosure agreements with our clients, from using/naming them as clients/references but are allowed to verbalize our relationship and experience with them.

GENERAL SERIVCES ADMINISTRATION'S NATIONAL CONTACT CENTER (NCC)

Under our task order with the Government, the ICT Group provides call contact services to the GSA in support of the GSA's National Contact Center (NCC). Under support for the NCC, the ICT Group provides customer services for those citizens who seek information through the Government's deployment of "1-800-FED-INFO". This toll free number provides citizens with access to information to resolve a myriad of questions. Additionally, the ICT Group support email inquiries and has developed and hosts a web based knowledgebase that citizens can either search for information or ask questions from the "firstgov.gov' web site.

Currently, the ICT Group support approximately [REDACTED] with approximately [REDACTED] per month. In December of 2006, the GSA and ICT Group launched web chat –adding yet another channel of contact wherein the US citizen/constituent could receive service and information. Since the inception of the program, the ICT Group has process, on average, about [REDACTED] per month.

The NCC task is configured to deliver citizen services Monday through Friday, 8:00am to 8:00pm, although for certain emergency situations, the NCC will expand its hours of coverage to a full 7X24. We have increased the hours of coverage several times to date. Other service level metrics are an average speed to answer of 80% within 20 seconds, a response time of emails within 2 business days (98%) and 100% within 4 business days. Other metrics include: ASA 40 seconds or less, CSR occupancy of 75% or greater and others.

From a technology application perspective, the ICT Group designed and customized a version of RightNow Technologies knowledgebase that is hosted and maintained/managed by the ICT Group. This knowledgebase application has recently won an award for best web site within the Government. The NCC Knowledgebase/FirstGov FAQ won the 2005 Web Content Managers Best Practice Award for Citizen Services. Voted on by web content managers throughout government, the award recognizes government websites that provide new ways to help citizens complete tasks online, help better answer citizen questions or include interactive features that let citizens participate

In support of the Government and the GSA's NCC, the ICT Group has had to face the challenge of quickly (1) ramping additional agents in a short period of time and (2) in increasing the hours of coverage of the support desk. Whether related to weather (hurricanes), terrorism (London Bombings), or personal security (VA), the ICT Group has been asked and has responded to our client's request to significantly increase the amount of agents and to expand the hours of coverage of our support desk from normal hours (M-F 8:00am to 8:00pm to a full 7X24). In all cases, the ICT Group has been able to utilize our commercial best practices and operational excellence to deliver on the requests of the Government. For both FEMA and the VA, the ICT Group has proven our ability to produce over 1,000 agents in a very short period of time (within 72 hours from request).

Through the use of our commercial best practices, ISO processes and procedures, plus the experience of our senior operations team, the ICT Group has been able to quickly and effectively adapt to a changing environment for our services on the NCC account and we have consistently meet our service level metrics.

MULTI-MEDIA CONTACT CENTER

Objective/Strategy

Objective of this multi-media contact center program is to have ICT Group service and provide information relative to prescription card plans and member services to a variety of constituents, such as the Senior population seeking guidance, empathy and resolution to a question or task within the healthcare field, to Company employees, as well as Healthcare professionals. Additional applications of the service desk include qualifying eligibility for enrollment and customer care.

Program

For this multi-national Pharmaceutical company [REDACTED] ICT Group provides complete multi-channel contact services, that range from a front end IVR, phone, fax, email, web chat, and white mail.

For [REDACTED] ICT Group provides two primary functions. The first function is to act as [REDACTED] Customer Response Center (CRC) wherein [REDACTED] customers respond to Direct Mail, Direct Advertising, and other Marketing Initiatives, such as email and web based campaigns for their prescription [REDACTED] Upon contact with the CRC, through all multiple channel such as phone, email, white mail, and fax. The ICT Group agents then perform basic information dissemination and fulfillment and distribution capacities in coordination with Pfizer and a third party fulfillment/distribution organization.

The second task that we perform for [REDACTED] in this consolidated contact is to provide a customer service function via a multi-channel contact center to provide general inquiry tasks, perform enrollment/eligibility verification/validation, and to provide support to health care professionals. Our contact center also serves as the gateway through which prescription card members and non-members calls are serviced and processed.

For this account, ICT Group handles on an annual basis, [REDACTED] that are handled/processed though an ICT Group developed and deployed IVR. Additionally, we handle/process approximately [REDACTED] by our trained agents, with an additional [REDACTED] white mail pieces handled each year by our agents. Approximately, 15% of all call volume is delivered and serviced in Spanish, the remainder in English.

For this client we have been continuously providing support for this client for over 2 years. We are currently staffed in excess of 320 representatives for customer service function, an additional 65 in a marketing management capacity and finally 15 representatives for the CRC initiative for a total of 400 full time equivalents supporting this client's multi-channel needs and requirements.

As a proof of ICT Group ability to meet our customer's demand and business requirements, ICT Group ramped up to 200 customer service representatives for this account in ten days and 400 customer service representatives over a thirty day period.

MULTI-LANGUAGE ENVIRONMENT

Our Nogales, AZ facility is just one of the many U.S. based facilities that ICT Group offers and can provide multi-language capabilities. This center though has become one of larger center with respect to call volume and multi-lingual agents based upon our clientele within those facilities and the performance of our agents working for these clients.

Program

For the last 6 years, ICT Group has provided multilingual support services for a diverse set of clients such as [REDACTED], and [REDACTED] the US based contact center in [REDACTED]

From this facility, ICT Group has provided sales and customer service applications on behalf of [REDACTED]

These accounts provide over [REDACTED] calls annually for [REDACTED] calls annually for [REDACTED] respectively. Of these annual calls from our Nogales center we are providing a minimum of 70% (for) Spanish speaking support to a maximum of 80% [REDACTED] Each of these clients have selected ICT Group because of our ability to deliver consistent and quality multi-language capabilities. Our tenure with these clients, plus our competitive position among other third party outsourcing organizations has enabled ICT Group to keep these clients over these past few years and allowed us to grow our business with these organizations.

PERFORMANCE BASED CONTRACTING

ICT Group has serviced this top tier Wireless Telecommunications firm for the past 6 years. The Company is a recognized U.S. leader in the Wireless Industry. Three years ago, The Company chose ICT Group to be their exclusive provider of contact center support services for North America and due to the success that both parties have experience during the contractual relationship, ICT Group and the Client have recently expanded to a second ICT Group contact center.

As of today, hundreds of seats, in multiple contact centers, are dedicated to the Company. For this client, ICT group supports inbound technical and customer support, e-mail and chat support, as well as sales support. Additionally, ICT Group designed and built an integrated voice response unit that front ends the Company's primary interface with existing customers. This 'virtual customer service representative' assists customers in real time through voice recognition and text to speech capabilities. This application, through the use of the voice recognition capability, serves many of the functions that previously would have required an agent. This approach continues to provide significant value to the client in both cost and customer satisfaction and is core to ICT Group's approach of working with our clients in a continuous process improvement environment.

Program

Being that the Company was in effect, placing 'all of its eggs in one outsourcers basket.' The Company was desirous of a contract that provided for guaranteed and measurable service level adherence. At the inception of the contract, ICT Group and the Company set out to negotiate a complex and strategic contract that detail and measure the Key Performance Indicators (KPIs) for the Company. These KPIs, in the Company's estimation, were the drivers to a successful business model in the US marketplace and in effect success in performing to these levels by ICT Group would guarantee success in the Company's chosen area of expertise, the wireless marketplace.

Objective/Strategy

The objective of the performance based contracting vehicle put in place between ICT Group and the company was to establish service level agreements that would be based on performance and industry benchmark standards. These included:

i. Handle time (defined as talk time, hold time and after-call work time;
ii. One call resolution % target; and
iii. Customer satisfaction (as determined by an independent third party)

Within the body of the our contract with the Company, Primary Key Performance Indicators ("Primary KPIs") are defined as:

a. *Answer Time*	90% of calls answered within 20 seconds.
b. *Quality Score*	Minimum quality score as defined by ICT and the Company
c. *Sales Close Rates*	The percentage of sales contacts transitioned into actual sales.

Additionally, Secondary Key Performance Indicators ("Secondary KPI's") are defined as measured within the contract and are more aligned to operational effectiveness.

a. Maximum Delay
b. ACD Busy Signals
c. VRU Busy Signals
d. Forced Disconnects
e. Abandonment Rate
f. One-Call Resolution
g. Average Handle Time
h. E-mail - Automatic
i. E-mail - Simple Live
j. E-mail - Research

Primary and Secondary KPI's are measured with respect to all call and inquiries made each calendar month. In the event ICT Group fails to meet the Secondary KPI's, Client may provide written notice to ICT Group pursuant to the Informal Dispute Process as described in the contract.

Results

- Within the text of our contractual relationship with the Company, and tied to the Primary and Secondary KPIs, ICT Group and the Company have defined a set formula for allocating penalties and bonuses for the achievement, or lack thereof of the KPI metrics as defined. These penalties/bonuses are calculated monthly and provide for a penalty of up to 2% of gross monthly billings, with an equivalent 2% bonus for over-achievement of stated goals. Additionally, up to 10% of any bonus monies earned are to be used to pay actual cash benefits to each member of the ICT Group team that is currently supporting the Company.
- In calendar year 2003, ICT Group processed, for this client, over 7.5 million calls through our interactive voice response unit, as well as those calls that required a customer service representative for support.

L.7.2.1.3.2 – Documentation of Experience

- **financial strength**

Based on our proven business model, strategic expansion initiatives and CRM operating and technology investments, ICT Group is in excellent financial shape. ICT Group has consistently outperformed its peers in the Call Center Outsourcing industry. While many of our competitors have seen a downturn in revenue in recent years, ICT Group has consistently achieved a 20-30% growth rate and has maintained solid profitability. This financial stability gives our clients the assurance that ICT Group will continue to be a strong partner for years to come, providing the investment resources necessary to acquire quality personnel and leading-edge technologies that ultimately result in an industry-leading experience for GSA.

Over the past five years, we have experienced tremendous financial growth. We are consistently ranked among the top CRM Services firms and have managed this growth by delivering exceptional value to our clients. Currently, We are ranked as the 5th largest inbound domestic services provider and the 3rd largest outbound domestic services provider as rated by Call Inter@ction Solutions magazine. We also ranked as the 9th largest inbound international provider and the 6th largest outbound international provider. We, as a company, have grown from one contact center with $2 million in revenue in 1987 to 48 worldwide centers with more than $490 million in revenue in CY 2006.

For further details on ICT Group's financial position, please refer to our 2006 Annual Report provided in Exhibit 1. You may also access this information on the Internet at http://www.ictgroup.com/investor/index.html.

- **core business lines**

ICT Group is a leading global provider of customer management and business process outsourcing solutions. The company helps clients identify, acquire, retain, service, measure and maximize the lifetime value of their customer relationships. ICT Group's offerings are designed to provide complete and robust solutions to our clients. **–providing multi-channel contact center services is our core competency and deliverable.**

ICT Group currently manages 48 outsourced contact centers in 10 countries from which we support domestic and multinational corporations primarily in the financial, insurance, government, telecommunications, energy, healthcare, information technology and consumer products and services industries. Our worldwide facilities are staffed with approximately 18,000 sales and service representatives and 2,000 full-time management and support personnel.

ICT Group provides a comprehensive mix of customer care, retention, technical support, acquisition, up-selling/cross-selling, document management services, market research, and database marketing as well as e-mail management, data entry and claims processing using its global network of onshore, near-shore and offshore operations. ICT Group also provides Interactive Voice Response (IVR) and advanced speech recognition solutions as well as hosted Customer Relationship Management (CRM) technologies, available for use on client premises or

on a co-sourced basis in conjunction with the Company's fully integrated contact center operations.

- **number of years of experience designing, implementing, operating and managing multi-channel contact centers**

ICT Group has been in business for 24 years. The company was established in 1983 and was reorganized in 1987 through a management buyout. In June 1996, we became a public corporation, trading on NASDAQ. The company's rapid growth has been achieved through internal expansion, diversification, and a series of strategic acquisitions and joint ventures.

- **the number and locations of centers currently in operation and capacity for expansion**

ICT Group currently operates and manages 48 contact centers throughout North America, Europe, Australia, Mexico, Philippines and the Caribbean.

[REDACTED]

All of our facilities are expandable by up to 50%. Further, ICT Group sets a threshold of 85% percent utilization to ensure we are properly sized for new opportunities. This number fluctuates on a monthly basis according to seasonal variations, forecast changes, etc., and is designed to allow flexibility to our clients.

ICT Group opens 3-5 contact centers per year. Since going public in 1996, most capacity growth has been through internal expansion and not through acquisition. Sites are selected based on the demographic requirements of our clients and facilities are fully owned and operated by ICT Group.

- **the type of services and business sectors the centers support**

ICT Group provides multi-channel contact center services to a wide variety of clientele. These clients range from the large (Fortune 500) to the small, even in some cases business start-ups. For these clients, ICT Group provides the full life cycle of contact center services, such as acquisition, customer service, technical support, retention and optimization, as well as customer satisfaction survey and measurement analytics. To date, ICT Group largest penetration of clients comes primarily in the financial, insurance, telecommunications, energy, healthcare, information technology and consumer products and services industries.

- **the total number of full time and part time employees, the size and depth of its technical and management staff dedicated to supporting contact center services**

Our worldwide facilities are staffed with approximately 18,000 customer service and sales representatives and 2,000 full-time management and support personnel.

- **Experience managing teaming partners and/or subcontractors**

ICT Group partners with specific companies that allow us to expand the breadth and depth of our services in contact center offerings in the industries in which we specialize. We look for partners who can specifically expand our industry knowledge and who can provide technologies for the achievement of service levels and efficiencies for cost reduction for reduced live agent calls. Finally, ICT Group works to nurture all strategic partnerships to ensure that ICT Group's partners provide results seamlessly to our clients. We orchestrate all service offerings. ICT Group does not anticipate the need for teaming partners and/or subcontractors to fulfill the operational requirements. We may on a task by task basis re-evaluate this stance or require additional technology products and services to fulfill the Government requirements.

- **recruiting, training, and retaining contact center personnel;**

ICT Group considers recruitment, training, and retention of our agents the most critical success criteria for the ultimate success of a program. Identifying and selecting the right people to do the job is a methodical, defined process. Included in our Human Resources Management Plan, ICT Group has provided the detail behind how we recruit, hire, train and manage over 18,000 agents worldwide and how we will accomplish this on behalf of the GSA and the constituents that you serve

- **supporting projects that have diverse language and skill requirements;**

ICT Group has substantial experience providing bilingual and multilingual support, including phone, email and technical support in a wide variety of languages, including all of the languages listed above by Google. Throughout our 48 worldwide centers we have many multilingual programs and agents in place, with virtually unlimited capacity to deliver required language speakers.

From our international contact centers, we have the capability to support more than 25 languages including all regions of the globe including pan-Asia, pan-EMEA, Scandinavian, and all languages in the Americas.

ICT Group realizes that having multilingual capabilities does not mean merely having agents who speak the language. Therefore, we actively recruit and hire bilingual and multilingual

representatives who understand and speak the conversational language, rich with the subtle nuances that enable the agent to interact with the clients' customers the most effective way.

All multilingual agents are tested for their level of proficiency before being hired. Potential new hires go through an interview process where they are given various tests by a human resource hiring professional who is proficient in their language. One of the test administered is a pacing exercise, this is done in order to test language proficiency.

Our Voice Training module addresses the actual voice handling process that is utilized to effectively serve our customers. Initially we assess agent accent, English speaking ability, and voice quality. Our agents then go through an accent neutralization/reduction program, listening skills, handling complaints, role-playing. Depending on the scope of service being provided, the precise accent curriculum ranges from two to five days.

Additionally, from a varied 'skills requirement' perspective, the ICT Group also has a great deal of experience and history in supporting clients/accounts that require a wide degree of skills/certifications/education and complexity. For example, within our healthcare/pharmaceutical vertical, the ICT Group staffs for a leading drug company professional agents that have education and certification backgrounds in the medical profession. To illustrate, this client for which we support from a US based contact center, the ICT Group employees a certain number of nurses and doctors within the operational context of the call center to support end user clients who are calling into the service desk to receive information about the drugs produced by this pharmaceutical organization.

- **evaluating and implementing integrated knowledge and case management solutions that support multiple access channels;**

ICT Group intelligently blends and routes customer interactions across multiple communication channels such as telephone, e-mail, fax, page, wireless messaging, alert messages, IVR, fulfillment, third-party event tracking, voice-over-IP (VoIP), web collaboration and text chat. Work items, including relevant customer information, are delivered to the best available agent in real time assuring a quick and effective response to the customer.

Programs with multiple customer channels can use universal queuing to route customer interactions to appropriate resources regardless of how the customer chooses to contact the call center. This also allows programs to have universal agents that can work on a combination of traditional channels (such as voice, fax, and page) as well as progressive channels (such as email, Web collaboration, and chat). As a result, multi-channel contact centers optimize resources across various channels of communication, increasing productivity and achieving high levels of customer satisfaction.

- **developing and implementing quality assurance and improvement programs in support of contact center services including tools used to support the programs;**

ICT Group has one of the strongest quality assurance orientations available in the outsourcing industry today. All of ICT Group contact centers, have been awarded the internationally recognized **ISO 9001:2000 quality certification** of the International Organization for Standardization in Geneva. ISO 9001:2000 is a world-recognized third-party certification of an

effective quality system that emphasizes meeting customer needs and expectations, good management practices, thorough quality planning, effective communications and prevention of errors in all operations. This award recognizes the quality standards of ICT Group. Certification by the ISO signifies that ICT Group meets the organization's stringent quality guidelines and requirements for customer service.

A centralized Quality Assurance department is located at the company's headquarters in Newtown, PA. This group comprises a corporate management and development team, on-site quality control managers and monitors, a recruitment manager, a licensing manager and a policies and procedures administrator. The corporate Quality Assurance department performs general company and client-based quality assurance functions, regulates and monitors off-site activities, and coordinates the entire Quality Assurance operation to ensure compliance with corporate and client standards.

On-site corporate Quality Assurance teams are assigned to each contact center, business unit and geographic district. This team includes a full-time quality assurance director with a staff of monitoring specialists, tape verifiers, trainers, and recruiters. The number of each specialist at the local center depends on specific program needs and the volume of work generated. Being on-site allows the Quality Assurance team to focus on the program's needs and the local climate, while the corporate reporting structure provides the added benefit of a check at the corporate level, ensuring consistency and strict adherence to all quality standards.

ICT Group will work with GSA during the implementation of the program to develop initial expectations. This will include performance expectations, quality standards and required staffing. Once the program is launched, there is a careful and continuous analysis of results. The ICT Group program manager will monitor statistics and details and discuss these with GSA. These conversations will be as frequent as needed, (hourly if required). Further, ICT believes that we must always work in an open and collaborative fashion to continually understand GSA's business goals. The program manager's role is to foster this close communication and assist with the calibration of results. ICT Group will work with GSA to determine the best options for managing to the desired service level and quality standards.

- **supporting projects with stringent systems and information security requirements, similar to those required for Federal information systems;**

Please refer to our response Section to L.7.2.1.7 Security Plan – for a more detailed review of our security methodologies and processes.

- **implementing electronic services to support automated self-help applications;**

Leveraging our 24 years' experience using best-of-breed contact center technologies in our own outsourced operations, ICT Group's IT experts are able to recommend the best technology products available and efficiently customize standard out-of-the-box software to meet clients' specific applications and/or customer requirements. All of our CRM Technology Solutions are designed to be scalable and flexible as well as fully compatible with our clients' existing IT infrastructures and host enterprise systems. Furthermore, we offer value-added help desk, product training and IT support services through this business division, ensuring that each implementation is carried out successfully and that the clients' end users are fully satisfied.

Each of the following top-tier CRM applications shall be made available to the GSA to fulfill the requirements of the RFP.

- Siebel and RightNow Technologies - Contact Management -Please see our response detail at Section 6.5 Contact Management for a more detailed description of the RightNow Technologies and Siebel Contact Management Systems that we shall be utilizing and customizing to meet the requirements as defined in the RFP.
- RightNow Technologies E-mail Management and Processing
- Aspect or Avaya Automatic Call Distribution (ACD)
- Real-time Chat and Voice-based Web Collaboration
- Interactive Voice Response /Voice Recognition/Text to Speech
- Proactive Notification / Alerting Technology
- Web Self-service Solutions

- **short-notice ramping up operations to support crisis and/or high priority situations, including the provision of support 24 hours a day, 7 days a week;**

ICT Group has relevant, recent experience wherein we partnered with our Federal Government clients to provide an immediate/rapid response to natural and other emergency scenarios that required that we temporarily increased our staff (in one case 1,400 agents within 72 hours) and immediately respond to our clients needs. We have shown the ability to ramp up as quickly as within 24 hours when asked by our clients.

ICT Group has significant experience in handling short-term call spikes. The following case studies illustrate ICT Group's rapid response in the event of unplanned call volume increases.

OTC Consumer Product Recall

ICT Group supported this worldwide manufacturer of health care products when one of its products was suspected of a causal relationship with an infection. What started as media speculation turned into a voluntary stop shipment and eventually a full product recall. This company's consumer response center typically handled a few hundred calls a day. When the news broke call volume topped 10,000 calls per day. ICT was selected to support overflow call volume from the company's internal center as well as to provide a dedicated 800 number to direct to a hosted IVR that the company could use in its national media communications and recall advertisements.

ICT Group was called on a Tuesday and received scripts and training materials on Thursday. By Thursday night at 3:00 a.m. ICT Group had fully developed and tested an ICT Group hosted IVR that played up to the minute updates on the recall and allowed consumers to request a coupon for an alternative product or a product refund with an option to transfer to a live agent. Over the course of the two and one-half month campaign, ICT Group hosted IVR self-serviced 85% of the callers with only 15 percent asking to speak to a live agent.

By 8:00 a.m. on Friday we opened our live agent service with 100 representatives growing to 600 representatives by the end of the day. The representatives were using a fully automated system with up to the minute FAQs to service consumers - all from scripts that were received the

previous day and updates throughout the day - to answer any calls opting for a live agent from the IVR.

During the first few weeks of the campaign daily call volume ranged from 7,000 - 10,000+ calls. Call volume then trailed off to about 1,500 calls per day until some breaking news that generated over 4,500 calls in a single day - all handled by ICT Group. Over the course of the assignment ICT Group answered 98% of all live agent calls received and 100% of all hosted IVR calls received.

Hurricane Response - 2004 Season

When four major hurricanes struck the southeastern U.S. over a period of six weeks, thousands were left homeless. As individuals and businesses filed applications for disaster assistance with the Federal Emergency Management Agency, FEMA faced the challenge of calling back tens of thousands of disaster victims to gather additional information to help them. And it was necessary to make the calls quickly to get help to the victims as soon as possible.

Within 48 hours of receiving a statement of work and orders to proceed, ICT Group had in place a contact center prepared to complete 30,000 interviews during the first seven days and to conduct additional interviews of over a 90-day period. This center exceeded the customer's expectations by completing over [REDACTED] and responded to over [REDACTED] calls during the first nine days of operation. Within 72 hours, ICT Group had put in place capability and capacity over 2 centers that included trained staff of approximately [REDACTED]

Hurricane Response - 2005 Season

When Hurricanes Katrina and Rita devastated the Louisiana and parts of Mississippi and Texas, the General Services Administration (GSA) and FEMA turned to ICT Group for Assistance. As the day-to-day operator of the Government Citizen Information Center (1-800-FED-INFO), ICT Group was asked to rapidly expand our capability to handle information requests. As the displaced citizens were going to need information relative to labor benefits, social programs, and other Government Services, the GSA and FEMA anticipated that the call volume increase to the 1-800-FED-INFO line was going to be exponential.

In order to be prepared to serve the needs of the effected citizens, ICT Group received a statement of work and request by the Government to rapidly increase our staffing and headcount. To this end, after receiving formal notification of acceptance of our proposal, ICT Group had established [REDACTED]
of [REDACTED] . This incremental staff was deployed, trained, and began accepting calls within 48 hours. This incremental staffing continued for a period of [REDACTED]. To support these new agents, ICT used its self-learning knowledge base hosted for the Federal Government as an agent-facing tool to quickly publish FAQs that were changing by the minute.

In addition to our live agent support, ICT Group used its outbound alert technology to proactively notify people who previously submitted Disaster Relief Claims that additional information was needed prior to completing their application. ICT Group's inbound hosted IVR was used to self-service people calling for a status on their claims.

Department of Veterans Affairs Security Breach

As was nationally and widely broadcast, the Department of Veterans Affairs (VA) had an employee's laptop containing the private and sensitive data of 26.2M veterans and active duty members of the armed forces stolen from the VA employee's house. In anticipation of the 'official' announcement from the VA and the US Government on Monday the GSA and VA put out a competitive solicitation to staff an emergency/special event contact center. This request for proposal came on Friday at 5:00pm. After submitting and subsequently negotiating with the Government, ICT Group was awarded a task order to proceed with the Special Event Contact Center at midnight on Saturday. By noon ET, on Monday, ICT Group had engaged and deployed [REDACTED] with an initial staffing capacity of [REDACTED], by 9:00pm ET that same day, ICT Group had reached its proposed, full staffing level [REDACTED] . This ramp up of staffing was accomplished in less than 36 hours of official notice to proceed by the Government and was an effort that involved both ICT owned/operated [REDACTED]) centers and a subcontractor [REDACTED]). ICT Group as the prime had overall responsibility for the effort and managed all locations from a central, single point of contact.

Medicare Part D New Product Launch

When the new Medicare Part D product was launched in 2005 several five managed care organizations turned to ICT Group for support. A nationwide provider who secured contracts in all 50 states asked ICT Group to provide 150 licensed agents to sell the PDP product and 300 non-licensed agents to support education, pre-qualification, verification and welcome calls. ICT Group started the training and licensing process in July and achieved the full 150-licensed agent goal in time for the enrollment efforts in November with coverage in all 50 states. We also met the non-licensed agent goal. When open enrollment started on November 15th volume significantly surpassed projected staffing levels. In order to support the additional volume ICT Group had to look outside for additional capacity during this peak call center period. Within one week, ICT Group secured additional licensed agents from one of its sub-contracting partners and non-licensed agents from another - allocating calls and managing all work from ICT Group's central point of contact.

- **preparedness for and recovering from disasters and/or major service disruptions;**

ICT Group is extremely conscious of the need for the utmost in disaster recovery plans. We have taken great care to provide our clients with the finest. Constantly striving to improve these methods, we boast the best protection possible to safeguard our clients' interests and those of ourselves as well. ICT Group proposes to work with GSA to utilize other ICT Group centers for emergency overflow routing and disaster recovery. The advantage of this option is that agents will have immediate access to the same ICT Group data systems and platforms that they use on a daily basis.

Please see our response at C.3.5.5.4 - Disaster Recovery/Contingency Plan for a complete description of the disaster recovery processes and procedures that ICT Group has in place per our ISO standards. They plan/processes shall be utilized at the [REDACTED] in support of the GSA requirements.

- **evaluating and implementing new technology.**

Leveraging our 24 years' experience using best-of-breed contact center technologies in our own outsourced operations, ICT Group's IT experts are able to recommend the best technology products available and efficiently customize standard out-of-the-box software to meet clients' specific applications and/or customer requirements. All of our CRM Technology Solutions are designed to be scalable and flexible as well as fully compatible with our clients' existing IT infrastructures and host enterprise systems. Furthermore, we offer value-added help desk, product training and IT support services through this business division, ensuring that each implementation is carried out successfully and that the clients' end users are fully satisfied.

Since our founding, ICT Group has led the contact center services industry in the aggressive utilization of technology to improve contact center results and productivity. Our contact centers are equipped with state-of-the-art systems including Aspect and Avaya ACDs, high performance servers and databases, e-mail management and web collaboration tools, and internet-enabled workstations on the desktop. Over the past five years, ICT Group has invested heavily in Systems and Technology. These technology expenditures allow ICT Group to remain in a leadership role in the contact center industry and deliver the results that our clients demand.

ICT Group is continuously investigated technology advancements. A full time Advanced Development group is part of the ICT Systems organization. Their charter is to explore and test the latest technologies from existing and new vendors. Once these technologies are found to be potentially beneficial to our clients, they are tested in a lab environment. If a specific new application continues to show promise, it is then presented to a client for limited deployment in a production environment. Only after it succeeds at this stage, does it become a part of the standard ICT Group offering.

ICT Group has committed to investing 7 to 10% of total revenue into new or upgraded technology for telecom equipment, hardware and software. ICT Group invests millions in new technology, with a focus on the emerging communications channel. This is exclusive of additional licenses for existing technology (Aspect, Avaya IP, CISCO VoIP, Siebel, eLearning, .Net, SER, Pro-active monitoring tools, Infrastructure and DR prevention, self-healing frame rely, etc).

L.7.2.1.4 Past Performance

[REDACTED]

[REDACTED]

Anticipated challenge #1 and remedial action:. In support of the Government and [REDACTED] the primary challenges that the ICT Group has had to face is the ability to quickly (1) ramp additional agents in a short period of time and (2) to increase the hours of coverage of the support desk. Whether related to weather (hurricanes), terrorism (London Bombings), or personal security (VA), the ICT Group has been asked and has responded to our client's request to significantly increase the amount of agents and to expand the hours of coverage of our support desk from normal hours (M-F 8:00am to 8:00pm to a full 7X24). In all cases, the ICT Group has been able to utilize our commercial best practices and operational excellence to deliver on the requests of the Government. For FEMA, the ICT Group has proven our ability to produce over 500 agents in a very short period of time (within 72 hours from request).
Anticipated challenge #2 and remedial action:. The Department of Veterans Affairs Special event contact center was established to handle an expected large volume of calls for veterans seeking information. In a period of 72 hours, the ICT Group had recruited, trained, and staff a support desk of Customer Service Representatives. Over the coming weeks and months of this program, the ICT Group has continually shown our ability to adapt and configure this support desk to meet the VA's requirements. We have had the ability to staff up and down the headcount and seat count to meet expected or planned calling activity.
Innovative technologies and/or re-engineered business processes proposed and adopted by customer that resulted in service improvement and/or cost reduction: Through the use of our commercial best practices, ISO processes and procedures, plus the experience of our senior operations team, the ICT Group has been able to quickly and effectively adapt to a changing environment for our services on the NCC account and we have consistently meet our service level metrics.
Performance awards and/or special recognition received during performance period of project: The ICT Group designed and customized version of RightNow Technologies knowledgebase that is hosted and maintained/managed by the ICT Group has won an award for best web site. The NCC Knowledgebase/FirstGov FAQ won the 2005 Web Content Managers Best Practice Award for Citizen Services. Voted on by web content managers throughout government, the award recognizes government websites that provide new ways to help citizens complete tasks online, help better answer citizen questions or include interactive features that let citizens participate in government.
Problems or issues and corrective action taken, that may impact the offeror's past performance evaluation by its customer. None.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

SECTION 4: TECHNICAL APPROACH (M.2.1.2)

L.7.2.1.5.1 Services to be Provided

C.3.1. AUTOMATED SERVICES

C.3.1.1 - Automated Voice Response and C.3.1.1 Interactive Voice Response

ICT Group utilizes ICT Global Interactive, a robust IVR platform utilizing a UNIX operating system and redundant software and hardware architecture. The IVR offers DTMF and is tightly integrated with Nuance version 8.0 speech recognition and text to speech. The IVR platform features the most advanced, multilingual speech technology available today supporting a large variety of languages. It integrates easily with the leading databases and legacy corporate data sources. And it's highly scalable, supporting from four to tens of thousands of ports.

The ICT Global Interactive platform provides for complete redundancy of application delivery. The platform consists of multiple front-end voice servers and redundant back end infrastructure for database, speech recognition, monitoring and reporting. With the redundant design of the system, an application is deployed over multiple voice servers to provide for uninterrupted service in the event that one server has an issue. If a voice server is offline, the telephone network sees that it is not available and routes all calls around that server to the other servers. This provides seamless service to the end user and uninterrupted service during maintenance and upgrades. The Global Interactive platform is built around open standards to provide easy interface to external systems. The scalability and flexibility afforded by this architecture provide a high-performance voice-processing platform with the following key features:

- Simultaneous support of multiple telephony-based applications
- Application Server independence, the platform supports a wide range of applications, communications interfaces and databases
- Powerful, user-friendly development environment for the rapid creation of sophisticated applications
- Complete deployment engine for the management, monitoring, and maintenance of deployed applications
- Compatible, expandable, and modular product families addressing a range of configurations and options
- Web based secure reporting engine to provide clients with instant access to their application data from any where in the world
- Support for very large port configurations and storage
- Full 24x7 automated system monitoring
- No scheduled outages – systems are taken offline one at a time for maintenance and upgrades. The distributed nature of the system allows the remaining servers to continue to support incoming calls

ICT Group's Interactive Voice Response solution offers extensive functionality:

- Touch tone (DTMF)
- Speech recognition
- Transcription service
- Text to speech
- Multi-lingual playback and recognition
- Interactive Personality creation

- Scripting
- Voice recording
- Outbound messaging/Pre-emptive alert technology
- Integration with U.S., near shore and offshore call centers (both ICT Group and other vendors and clients)

ICT's Global Interactive solution coupled with Nuance's speech recognition software provides the following functionality:

- Proven performance with deployed accuracy measurements of over 96 percent
- Exceptionally high accuracy in noisy environments — ideal for wireless and hands-free operation
- Per-slot confidence scores and multi-pass recognition framework for natural language understanding
- Fault tolerant, load balanced operation for recognition, verification, and TTS software
- Seamlessly integrated speech recognition, verification, and TTS for improved performance
- High port density for efficient use of system CPU and memory resources
- Robust platform integration framework facilitates integration with IVR and other third party solutions
- OA&M framework and SNMP support for easy integration with off-the-shelf and existing OA&M, billing and provisioning systems
- Grammar Hotswap eliminates need to shut down system for changes to user interface allowing 24x7 availability
- Barge-in allows users to interrupt application prompts in mid-stream
- Dynamic Grammar Recognition enables applications involving user-defined grammars (e.g., voice activated dialing)
- Hotword recognition for continuous call control
- Large vocabulary speaker independent recognition capable of handling 100 million listings
- Support for 26 languages allowing for deployment in local markets around the world

By utilizing advanced speech recognition design techniques (and the latest technology in speech recognition) the application can provide help and guidance to enhance the caller's experience, speed customer transactions and improve the overall quality of service. These techniques include: delayed help (just in time instructions), dynamic grammars, barge in capabilities, natural language and mixed initiative dialogs.

C.3.1.1.2 Voice/Speech Recognition Service
C.3.1.1.3 Text-to-Speech Service

As a core feature of the ICT Global Interactive IVR platform, the ICT Group architecture supports ***both*** Voice/Speech Recognition and Text to Speech capabilities.

The sophistication of the Speech Recognition application defines the Nuance Tier License required for deployment. The level of Tier License will drive the overall cost per minute.

Tier A

- Recognizes Yes/No and single digits
- Recognizes values, dollar amounts and natural numbers (40 instead of 4-0).

- Recognizes alpha characters.
- Provides recognition of a single phrase
- Recognizes 40 phrases per application

Tier B

- Recognizes values, dollar amounts and natural numbers (40 instead of 4-0). Recognizes unlimited phrases per application

Recognizes multiple phrases in one interaction with the user. Most commonly used in the airline industry where we must recognize multiple values such as Depart - Philadelphia, Arrive - Phoenix (4 phrases). Allows for US Address Grammar Package (Nuance)

C.3.1.2 Facsimile Service

ICT Group uses RightFax solutions to provide call center applications with a centralized infrastructure for mission-critical document delivery. RightFax contains broad, scalable features that integrate with e-mail, desktop, CRM, ERP, document management, imaging, archival, call center–virtually all business applications.

RightFax provides desktop and email gateways necessary to enable any user to send and receive documents. RightFax provides flexible, modular alternatives that enable ICT Group developers to create a strategic document delivery solutions for the call center applications. This unique approach leverages our technology investments.

RightFax contains a rich set of tools to make it easy to send, receive and manage all of a company's document delivery traffic. Administrators have centralized control of supervisory and configuration tasks. Users benefit from intuitive interfaces, convenience and reliability. RightFax gives users and administrators the control to know when documents were delivered along with an audit database containing modular logs.

C.3.1.3 Voice Mail Service

Each ICT Group contact center has the ability to meet the voicemail service as defined in the PWS. The ICT Group can set up IVR prompts that prompt the user for an extension. Once the caller reaches that extension the caller has the option to leave a voice mail, or make a selection to go to the first available agent. We can also set up a program specific voice mailbox that will allow any caller to leave a voice mail. For further details, please refer to our response above that provides details on our automated voice response services.

C.3.1.4 Automated Callback (Telephone)

ICT Group's IVR system has automated callback capabilities. One example that ICT Group has utilized is Aspect VRU feature to capture name and phone number during anomaly peak call points. Then though the Aspect call control tables these captured messages are delivered to live agents. The captured messages are delivered automatically when the calls in queue are empty and agents are available, or when the projects services level are obtained.

C.3.1.5 Web Callback

ICT Group deploys RightNow chat and collaboration to provide immediate access to personalized service-right when your customers need it. With text chat, screen push and co-browse functionality, agents can select the best path to help customers complete a transaction, fill out a form or find the product they need. RightNow's live chat and collaboration put the human touch back into online service, ensuring your customers remain satisfied.

This solution provides a chat solution for Web users who request immediate "live agent support," allowing customers to click an on-screen "chat with an agent" button and connect in seconds to a live operator through text chat. Using the RightNow solution, customer service representatives can push Web page views to the customer to direct them to appropriate sections of the website.

C.3.1.6 Automated Outbound Dialing Campaign

The ICT Global Interactive IVR platform described above in C.3.1.1 has the capability to provide outbound, or proactive, IVR communications. This robust IVR platform and architecture has inherent in its feature set to be utilized as an automated outbound dialing platform. Within this context the ICT Global Interactive platform provides outbound communications that can scale to the needs of the government and deliver either homogenous messages to a group of citizens or too even deliver unique automated messages to a group or distribution list of citizens.

In large scale outbound dialing that involves the end user citizen speaking to a live agent, the ICT Group can utilize our predictive dialing equipment/capability. This technology is described in greater detail below. The ICT Group will make a determination on which technology to use on a task order by task order basis.

ICT Group's outbound predictive dialing equipment is supplied by SER Solutions (SER/Call Manager 7.2). The outbound telephone marketing software provided by SER Solutions is a fully functional scripting package. The predictive systems are remotely administered by a centralized Systems Group at corporate headquarters in Newtown, PA. All predictive systems use T-1 ISDN services provided by multiple vendors to ensure redundancy. The SER predictive dialers are located in several secure, highly reliable data centers, which allows ICT Group to provide better systems support and performance. Using Voice over IP technology (VoIP), ICT Group has been able to leverage telephone agents in multiple centers to participate in large outbound campaigns on a single dialer, which yields significant performance improvements in outbound telemarketing campaigns.

In the predictive dialing environment, clients experience a 30-60% increase in number of contacts and 50-400% increase in dials. All busy signals, telephone company messages, no answers, and in many cases answering machines, are screened out. The agent receives a live call. Information required by the client is obtained during the telephone call and is sent back to the client according to their specifications. In between calls, agents and supervisors are able to measure individual performance against the Group's average on a real-time basis.

C.3.1.7 Automated Fax Delivery

ICT Group can support this function. Please refer to our response to C.3.1.2 Facsimile Service

C.3.1.8 Automated E-mail Delivery

Utilizing the RightNow e-Services suite, the ICT Group will utilize the email service module from RightNow to deliver this automated E-Mail delivery function. This feature of the RightNow e-Service suite can be developed/program to meet the requirements as defined in the PWS. As such, in the delivery of an automated E-mail delivery application/function, the ICT Group will configure our chosen application, RightNow, to meet the text message size and delivery criteria as defined in this clause/paragraph.

C.3.1.9 Hosted On-Line Ordering

ICT Group has direct and current experience retrieving and processing Web site orders for clients. In fact, for the GSA's National Contact Center (NCC) the ICT Group designed, developed, implemented, and hosts an on-line ordering application for the GSA and Federal Trade Commission (FTC). This ICT Group hosted site provides an application for citizens to go online to order FTC publications that are ultimately fulfilled through the Government's Pueblo, CO printing office.

For other clients we have built an online/hosted application that retrieves all information/trouble requests from a specified Internet Web sites, responds to the customer (via phone or Internet), send appropriate literature, follow up and close customer inquiry.

In addition, ICT Group uses an Intranet Web site for programs, for use by agent staff. This site is used as a vehicle for distribution of ongoing program information and also serves as a training mechanism for staff. To deliver this functionality, ICT Group is assuming basic fulfillment functionality and that if necessary and/or required, ICT Group can leverage any existing GSA transactional processing processes, such as ICT Group is assuming that we will not be performing any credit card processing or other funds handling and that these tasks would be handled by current or planned Government/GSA capabilities.

C.3.1.10 Hosted E-mail Web Form

Utilizing the RightNow Knowledgebase product and presented to the public at USA.gov, ICT Group has demonstrated our ability to develop hosted e-mail web forms. At this URL (http://answers.usa.gov/cgi-bin/gsa_ict.cfg/php/enduser/std_alp.php?p_sid=G9mWH1Di) constituents can browse the ICT Group maintained and hosted knowledgebase and if so desiring can 'email your question' for further information. This email web form is hosted on this site and it directed to the National Contact Center (NCC) where it is services by ICT Group trained information specialists.

C.3.1.11 Hosted FAQ Service and C.3.1.12 FAQ Guidelines

Through a strategic relationship with RightNow Technologies, Inc., ICT Group provides its customers dynamic knowledge management. Much more effective than a static FAQ web page, this technology prioritizes and improves answers given based on direct customer, partner or employee feedback and allows improvement to company responses on a continuous basis.

Please refer to our response at section C.6.4 – Knowledge Management System – for a more detailed review of the features of the proposed Hosted FAQ/Knowledge Management System. For a live demonstration of this capability please go to view this URL on the USA.gov portal site:
http://answers.usa.gov/cgi-bin/gsa_ict.cfg/php/enduser/std_alp.php?p_sid=G9mWH1Di

C.3.2 ATTENDED SERVICES

C.3.2.1 Responding to Telephone Inquiries

ICT Group handles a full range of customer service functions for clients, providing services both at our own outsourced contact centers as well as at our clients' own in-house contact centers on a shared, or co-sourced, basis. ICT Group has worked with many customer service applications both large and small. We have handled multi-skill programs for individual clients that have provided ICT Group with volumes in excess of 10,000 calls per day. Our clients determine the

hours and days of operation based on service, probable expectation of calls and essentially what their competitors are offering. All of our customer care facilities can offer 24 by 7 by 365 coverage for programs. We offer recommendations based on our experience and offer the best competitive solutions for our clients.

To demonstrate the size, scale, and contact center breadth that ICT Group possesses, In calendar year 2006, ICT Group handled approximately 393.6 million calls.

C.3.2.2 Outbound Calling Services

ICT Group handles a wide range of outbound calling for a number of clients within all major industries, including consumer, insurance, government, financial, telecommunications, information media, health care, utilities and hospitality. Outbound campaigns account for 36% of ICT Group's revenue. These outbound campaigns provide our clients with acquisition and market survey/customer satisfaction, and political calling services. Each one of our centers is equipped and prepared to provide outbound calling in support of call backs or other outbound campaigns.

C.3.2.3 Responding to Postal Mail Inquiries

Dependent on the size of the postal mail inquiry volume, ICT Group has in the past either performed these services internally in one of our contact centers or have outsourced the whitemail, or postal mail handling to a strategic partner of ours. Based upon the volumes as defined in the RFP, ICT Group will deliver these services through internal resources through our Data Management Services division. This division supports all back office functions, including mail processing, data capture, document imaging, data entry, and time sensitive transaction printing.

In our experience customer care centers generally require back-office components that include various "off phone" activities. During the implementation process we work with clients to map these requirements and determine the most cost efficient manner in which to handle.

C.3.2.4 Responding to E-mail Inquiries

Using RightNow's e-mail message center software, clients can apply skill-based routing to incoming e-mail messages as well as generate auto-acknowledgements and auto-responses to more efficiently handle routine customer e-mail inquiries. The software also allows users to create text-based templates, to increase representative productivity and improve data accuracy and consistency. Used in conjunction with Siebel contact management, Avaya's e-mail message center software can be used to track customer interactions as well as generate valuable, real-time information for operations managers in creating continuous development performance reports and analyses.

C.3.2.5 Responding to Facsimile Inquiries

Fax capabilities are provided utilizing RightFax. RightFax provides desktop and email gateways necessary to enable any user to send and receive documents. RightFax provides flexible, modular alternatives that enable ICT Group developers to create strategic document delivery solutions for call center applications. RightFax contains a rich set of tools to make it easy to send, receive and manage all of a company's document delivery traffic.

C.3.2.6 Interactive Web-Based Services

ICT Group deploys RightNow chat and collaboration to provide immediate access to personalized service-right when your customers need it. With text chat, screen push and co-

browse functionality, agents can select the best path to help customers complete a transaction, fill out a form or find the product they need. RightNow's live chat and collaboration put the human touch back into online service, ensuring your customers remain satisfied.The solution supports the following features, among others:

Real-Time Text Chat - Live chat introduces a personal touch during a typical Web service transaction.

Web Page Push - Guide customers to the answers they need

Co-Browsing - Live collaboration ensures online agents can immediately interact with customers to help them complete a purchase, complete a form or answer questions.

This solution provides a chat solution for Web users who request immediate "live agent support," allowing customers to click an on-screen "chat with an agent" button and connect in seconds to a live operator through text chat. Using the RightNow solution, customer service representatives can push Web page views to the customer to direct them to appropriate sections of the website.

Chat sessions are completely configurable. The chat window has a tabbed interface where each chat is opened in its own tab similar to a spreadsheet. The customer service representative clicks on the tab of the chat with which they wish to interact. If an agent is on a different tab and an interaction is received from another customer, the second customer's tab will blink to indicate the activity and alert the agent.Chat and collaboration also integrate with RightNow's knowledgebase, providing additional key functionality including:

Customer Access in Queue - Live interactions seamlessly integrate into the knowledge base, offering customers the ability to find their answer while waiting in the queue

Agent Assistance - Drive agent effectiveness and consistency by providing suggested solutions based on the context of the customer's question.

C.3.3 OTHER SUPPORT SERVICES

C.3.3.1 Fulfillment Services

Order confirmation and information requests may be managed in house at ICT Group. We have successfully managed programs of this type wherein orders for services (voice mail, or custom calling feature) are taken by either inbound or outbound agents and a customized letter of confirmation is laser printed the next business day and mailed to the customer. In certain cases, product literature has been included in this type of confirmation mailing. Systems are in place to support this application and are effective in campaigns of low to moderate volumes. Where the volume exceeds our capability to manage this process effectively, we utilize the services of established third parties with whom we have had extensive working relationships for several years.

We also have the in house capability to handle low to moderate volumes of kitted literature requests. Where large volumes and/or extensive pick & pack operations are required, we again turn to our fulfillment partners for execution.

C.3.3.2 Transcription Service

ICT Group offers complete transcription services with experience adhering to all required/necessary governmental regulations. We provide in-house transcription when call volume is low and call arrival patterns allow the agent's workload can be supplemented. ICT partners with various vendors to provide 24- or 48-hour turn around for large volume campaigns, our vendors also transcribe many languages. The data is extracted from our Oracle back end, sound files are compressed and archived, the extract file is created according to specification, encrypted and sent via FTP to the vendor for transcription. The vendor transcribes the data, encrypts and posts the transcribed records in the specified extract file format. Reports are sent to ICT via e-mail at the intervals specified. ICT polls the FTP server for the extract, pulls the file via FTP and processes the file as required.

C.3.3.3 Language Translation Services

ICT Group has substantial experience providing bilingual and multilingual support for major clients across several key industries. ICT Group realizes that having multilingual capabilities does not mean merely having agents who speak the language. Therefore, we actively recruit and hire bilingual and multilingual representatives who understand and speak the conversational language, rich with the subtle nuances that enable the agent to interact with the clients' customers the most effective way. From our international contact centers, we have the capability to support more than 25 languages for a wide range of sales and service programs across a number of geographic markets.

Skills-based routing is a core competency of our contact centers. As we have many agents, and they are all trained in different programs, skills-based routing allows us to transfer each incoming call to the agent best suited to handle the call at the moment the call arrives. The Aspect ACD performs the optimal skills-based routing taking into account the origin of the call (DNIS), the language preference of the caller, the product knowledge of the agent, the language skills of the agent, the availability of various agents, and queue time, etc.

In support of USA Contact services/RFQs, ICT Group will staff for the predominant languages (English/Spanish) and we will use language-line capabilities for the less common languages. (Vietnamese, Cantonese etc.). We currently have a working relationship and have used in the past AT&T's Language Line® Service. This service offers over-the-phone interpretation assistance in more than 140 languages, 24 hours a day.

C.3.4 DIRECTLY LISTING SERVICES

ICT Group will work with the GSA to arrange for publication of telephone numbers, associated URLs, and location address of agencies that initiate new and update phone numbers. ICT Group will provide a dedicated representative to work closely with members of each government agency and with members of the Government-wide Blue Pages team to ensure that Blue, White and Yellow Pages directories are up-to-date. Based on your requirements, ICT Group can contact directory owners to guarantee that local listings are consistently maintained. Currently the ICT Group performs this process/function for the National Contact Center (NCC). For this effort the ICT Group performs the following steps to deliver this service:

- The ICT Group handles all billing related activities associated with the placement and publishing of the directory listing service; such as the receipt and payment of invoices;

- The ICT Group works directly with the directories for maintenance purposes (correct /up to date listings, verifying the listings, etc.;
- The ICT Group manages/maintains a database of renewal for each directory listing and administers the process to keep each current; lastly
- The ICT Group then invoices all paid expense to GSA as an "other direct cost"

C.3.5 TECHNICAL AND MANAGEMENT SERVICES

C.3.5.1 Core Project Management Support

Depending on the complexity of the task, the ICT Group will bring to bear Core Project Management Support Personnel that will be involved in and direct the implementation and support of a client program. This team's functions and activities will include: account management, operations management, human resources (recruiting and hiring of Information Specialist personnel), information technology, telecommunications, legal, quality assurance, reporting, training, and agents.

Please see the program management plan in Section 5 (M.2.1.3) for a more detailed description of each role, their start up and on-going support responsibilities.

C.3.5.1.1 Incremental Support

As program requirements change and complexity of the program is increased the ICT Group will leverage our corporate wide understanding of the call/contact center industry and bring to bear subject matter experts, as needed, on a task order by task order basis.

C.3.5.1.2 Site Management

The site manager is responsible for meeting the daily objectives of the center. Prepares daily/monthly call plan and communicates results to the supervisors. Site managers review the previous days statistics, quality reports and assist the supervisors in achieving the daily plan. Daily interaction with client services, training and quality assurance is required to assess the needs and opportunities within the center. Personnel issues are also handled as needed.

On a task order basis, the Project Manager and Site Manager will reside at the selected site for the task. Their role will be to provide the daily operational input to the Program Manager and Client with respect to volumes, reports, metrics, and workforce issues. The on-site Project Manager of the selected site will interface directly with the chosen site's HR, Training, and QA department personnel to effectively recruit, hire, train, and manage the necessary workforce to the task orders service level metrics. The Site Manager is responsible for the overall performance of the chosen site and has lead authority to execute the client's goals and metrics.

Site Manager - VP of Operations, Lakeland Call Center – Ms. Fran Harrington

The VP of Operations provides the leadership and direction to all call center projects. Responsibility for the success of these projects, including profitability or loss, belongs to the VP of Operations.

C.3.5.1.3 Program Management

C.3.5.1.3.1 Project Management

C.3.5.1.3.2 Oversight

C.3.5.1.3.3 Process Management

The role of the Account Manager is the centralized, single point-of-contact for GSA who is responsible for the overall coordination with each internal ICT Group department (systems, operations, quality assurance, training, recruiting, and fulfillment) to facilitate the initial implementation and ongoing management of the GSA program.

We take a "hub and spoke" approach to account management, which provides GSA with an internal liaison to each of the functional areas of the contact center. Conversely, the internal departments view the Account Manager as the "voice of the client and the internal client representative.

Account management is the primary conduit for the transfer of information between ICT Group and the client. Typical programs require daily (even hourly) client communications for a variety of tasks including:

- Understanding and interpreting product and market strategies
- Creating strategies to reduce cost per sale
- Scheduling of record files transferred to/from client
- Handling of script development and changes
- Participating in client training and monitoring sessions
- Researching and solving client and customer issues
- Preparing and analyzing client reports
- Communicating daily with contact centers and Quality management to discuss performance
- Developing value-added recommendations for improvement

In short, responsibilities include coordination of internal departments and continuous communication to our clients to ensure the continued success of the program.

C.3.5.1.3.4 Recruitment and Retention

All agent/representative hiring within the call center is made through a joint effort of our Recruitment and Operations departments. The recruiter will complete the initial screening and those meeting the qualifications then will me with a member of the Operations staff for a final decision.

ICT Group's recruitment department is responsible for measuring and reporting on retention and attrition rates, and developing programs to improve overall retention. ICT Group develops specific incentive and motivation programs for each client initiative that includes attendance, productivity, and quality in the measurement.

Please refer to our response to L.7.2.1.6.2 Human Resources Management Plan.

C.3.5.1.3.5 Workforce Management

Please refer to our response to L.7.2.1.6.2 Human Resources Management Plan.

C.3.5.1.3.6 Performance Management
Performance is managed by QA, Operations, Account Management and Relationship Management.

C.3.5.1.3.7 Training
Presently the ICT Group provides our support functions (training, systems/IT, and quality) from both a local level (contact center) and from our corporate level. As defined below, with respect to training, this centralized approach allows for the ICT Group to leverage our many commercial best practices with respect to these support functions. For example, today in our Government Operations primary facility, Lakeland, FL, the local training department works with both the Government Operations team and the corporate training department to continually develop and improve the training curriculums, guides, scripts, etc. This work between the local training team, the Government Operations team and the corporate training department is a process and methodology that shall be used regardless of the physical location of the local contact center in support of a task order.

This working relationship between the three parties is portable and scalable dependent upon the actual requirements of a specific task order. When developing a solution to a task order, the ICT Group shall make a decision with respect to a location and during implementation the local training team, with support from Government Operations personnel and corporate training will collectively work with the Government client to design, develop, and deliver all necessary initial and refresher training modules.

ICT Group has a centralized Training Department which is responsible for ensuring that high quality and consistent levels of training are delivered to new representatives and new supervisors. Additionally, this organization has developed guidelines for continuous coaching and development for both representatives and supervisors.

ICT Group's training advisory team consists of 1) Corporate Training and Development, and 2) Training Contact Centers. Both branches of the training advisory team carry out a wide variety of responsibilities, structured to provide world-class training and development for our telephone sales and service representatives.

While the Trainers get direction from the Corporate Training Department staff, the training personnel are physically based within each of our contact centers. This 'local' training presence is critical to ensuring continuity in the recruiting-training-production phases of any of our client's programs. Additionally, it facilitates the development of industry- and client-specific training materials. For further details, please refer to our response to C.8.2.1.

C.3.5.1.3.8 QA/Quality Improvement and C.3.5.1.3.9 Continuous Process Improvement
Quality Assurance (QA), within ICT Group, is comprised of Quality Development and Quality Control. Quality Development is responsible for the selection and training of customer sales and service representatives (and the training and professional development of contact center management personnel). Representatives receive ongoing development and training, with their performance being monitored regularly by QA personnel. Quality Control is responsible for the establishment of all quality procedures, quality monitoring and verification and editing of all sales applications.

A centralized QA department is located at the company's headquarters in Newtown, PA. This group comprises a corporate management and development team, onsite quality control managers and monitors, a recruitment manager, a licensing manager, and a policies and procedures administrator. The corporate QA department performs general company and client-based QA functions, regulates and monitors offsite activities, and coordinates the entire QA operation to ensure compliance with corporate and client standards.

Onsite corporate Assurance teams are assigned to each contact center, business unit and geographic district. This team includes a full-time QA director with a staff of monitoring specialists, tape verifiers, trainers, and recruiters. The number of each specialist at the local center depends on specific program needs and the volume of work generated. Being onsite allows the QA team to focus on the program's needs and the local climate, while the corporate reporting structure provides the added benefit of a check at the corporate level, ensuring consistency and strict adherence to all quality standards.

Please refer to our response to L.7.2.1.6.4 Quality Control/Quality Improvement Plan

C.3.5.1.3.10 Information Systems Security Compliance Oversight
A security administrator is appointed to oversee all system access and security issues. This individual is responsible for coordinating with GSA on all security related issues. The local systems administrator is responsible for maintaining individual logon's for all workstations and resolving any unauthorized intrusions or attempts to breach the gateway security process.

ICT Group's system support staff are available to clients 24 hours a day, seven days a week. System support staff are accessible by both telephone and/or e-mail. Additionally, each ICT Group system support employee carries a personal cellular pager, providing our clients with 24-hour accessibility to them through voice technology.

Please refer to our response Section to L.7.2.1.7 Security Plan – for a more detailed review of our security methodologies and processes.

C.3.5.1.3.11 Management Reports
Please refer to our response to C.11 Management Reports.

C.3.5.1.3.12 Value Engineering
ICT Group has significant experience in developing client applications, and is very conscious of delivering end-user solutions that could be considered "Best In Class" in its area of delivery. Our true focus has never left the architectural foundation on which these applications are built. This foundation was designed with the intent to integrate the various delivery channels so that customer contact, service and historical information could be shared in efforts to achieve a higher degree of customer relationship management.

Typically, for implementation, every client is assigned an account manager, who has overall responsibility for planning and coordinating program startup. Specific account managers knowledgeable in customer service and connectivity and who have experience in planning these customized software programs are assigned. A team of support individuals from local and corporate location work together with the account manager, as well as the implementation team at the client's location to plan and implement the program. Typically, the process begins with the sharing of network topologies, and discussion on the most effective approach for

establishing connectivity. Project task lists are developed including networking, hardware software and installation requirements. Regular meetings with the client are held insuring project timetables are being met.

The Systems & Technology Director will review the project request and assign the work. In addition, they will review the project's test date and requested live date to ensure proper testing time has been allotted. If improper development time has been allotted, the Systems & Technology Director will address that with the Client Services and/or the Client. Together they will review our options to ensure proper testing time is allotted. The Application Developer is responsible for programming according to the specified requirements. All changes to work in progress or existing projects must be submitted in writing. Any requirements that need clarification must be reviewed with the Client Services and approved by the Client, if changes are required.

Application Developer Activities:

- Review System Flow & Project Requirements
- Validate Database Diagrams and Data Element Descriptions
- Internal Application Design Review Meeting w/ Client Services
- Develop Programs According to Specifications
- Develop Programs for Visual Verification by Quality Assurance
- Validate Download, Customer Database Files/Tables and Extract File Elements
- Data Conversion Validation and Data Mapping
- Validate Balancing Procedures / Audit Reports for Backend Processes
- Unit Test Each Module
- Independently test each module for accuracy and effectiveness
- Validate edits, screen flows and all data written by the program
- Integrated System Testing of Application
- Validate that all modules integrate and function accurately together
- Validate data capture and formatting of all data
- Validation of Data utilizing the Test Case Scenarios
- Review test case scenarios - validate for actual call representation
- Utilize another Developer to test your work / code review
- The designated Project Lead will review and sign off on test case scenarios
- Project turnover to Client Services for verification and sign off
- Iterate, if changes are required
- Prepare Computer Operation Turnover Documentation

Client Services Manager Activities:

- Review output for validation of test case scenarios i.e., (transmission, tape, hard copy, etc.)
- Validate the appropriate audit reports and balancing procedures are in place
- Client Services sign off required
- Confirm Systems & Technology sign off exists
- Send to Client for review and approval
- Implement procedure with Computer Operations or Client Service Coordinators
- Meet daily reporting requirements

Only upon a detailed defined scope of work and project understanding will ICT Group be able to provide specific timelines for development of these applications.

C.3.5.1.3.13 Topic Trend and Reporting

We provide an analysis of the reports for the purpose of understanding the trends and patterns and to revise forecasted estimates. Program managers are required to provide a weekly analysis of program performance. Monthly and quarterly executive summaries are provided to ensure a formal review of trends. In addition, our quality assurance team is responsible for tracking and reporting program quality. Many times, training enhancements are made as a result of QA feedback.

C.3.5.4 Technology Management

Start-up Support

- Provides input for solution/ proposal development
- Evaluates systems requirements and connectivity issues
- Prepares plan and documents SOPs for systems and technology program components
- Programs automated scripts, call guides and data capture forms
- Programs batch processing or transmission programs
- Thoroughly tests all automated functions and back-end reporting and processes
- Establishes security procedures
- Reviews SOP Manual and provides feedback to account manager

Ongoing Support

- Performs update programming as required
- Runs systems reports for predictive dialer and inbound call handling platform
- Performs systems back-up
- Processes contact management procedures
- Performs daily and scheduled transmissions
- Monitors compliance of security procedures
- Trouble-shoots systems issues

C.3.5.4.1 Infrastructure and Network Management

ICT Group's core data network is comprised of redundant high-end routers, switches and data circuits located at four sites. HSRP is used at each of these locations and tracks the condition of the WAN links. Auxiliary power generators ensure that each site will be available 7*24*365 day a year. The Data Center and the Corporate locations have multiple core switches Enterasys Matrix E7's and Cisco 6509 switches with a Gig Fiber backbone interconnectivity between each other and the Enterasys SSR 2100's. Each core router (Cisco's 7206VXR model) is configured using HSRP in the event of LAN/WAN failure. ICT uses EIGRP for it's routing protocol and all centers are interconnected in a ring fashion to provide redundancy in the event of multiple failures.

ICT Group's Internet connections is comprised of high bandwidth availability and provides redundancy in multiple locations (Colo- and Data Center Facilities). We secure our network using Cisco's Pix Firewalls in a fail over fashion.

ICT Group currently supports all database activity using multiple IBM R/S 6000's and a model P690. These are IBM's High End offering which supports from 4 to 24 way processors with

state-of-the-art copper and silicon-on-insulator technology. The processors use 64-bit technology running at 600 Mhz. The memory capacity ranges 2 to 96GB. The system has been labeled in the industry as "power on demand" due to their performance rating and ability to grow in both processor and memory.

Our high availability storage solution runs on EMC Symmetric SAN technology Model 8830. We currently manage 15 terabytes of storage. The device can grow to support over three times that capacity. All the data is backed up from the EMC storage using a centralized Tivoli Storage Management system and AIT-3 as the media.

ICT Group utilizes Cisco Pix 525 firewalls running in fail over mode on any link to the Internet. They are locked port specific and by IP address. We utilize Enterasys Dragon IDS to alert and block any suspicious activity on the Network whether it being internal or external activity.

C.3.5.4.2 Coordination

ICT Group's telecommunications manager is responsible for coordinating the company's telecommunications efforts, including the installation, maintenance and management of its dedicated service lines, ACD switches and PBX switches. As part of the company's advanced systems development team, he is also responsible for managing the company's computer telephony integration development. This telecommunications manager shall be made available when needed or required to coordinate telecom activities between Government personnel and contact center personnel.

C.3.5.4.3 Monitoring

All systems are monitored 24x7. Each system is monitored by a software agent that monitors all network services, host resources, running processes and connectivity. Vital Suite is used for Network monitoring an Nagios is used for server monitoring. The systems provide notification for any and all problems. A central monitor assures that all other agents are alive and reporting. Issues can automatically be escalated as needed. An "On call" duty pager is rotated among the staff for response. Standard response time to the help desk is immediate after notification to triage the problem. Problem resolution targets vary depending on the severity of the issue.

C.3.5.4.4 Traffic Analysis

ICT Group's Network engineers stay on top of system performance and service levels by utilizing Network Monitoring Applications, such as Vital Suites, a Lucent product, which allows Administrators to receive updates via e-mail and text pagers. ICT Group helps to determine a specific notification criteria which provides ICT Group's Management staff the flexibility to receive custom reports that include Service Level Adherence and system activity metrics. ICT Group will work with client to provide most cost-effective reliable solution using ICT or client provided lines/services. ICT Group has experience designing and managing diverse client telephony network structures.

C.3.5.4.5 Optimization

ICT Group has a robust worldwide network that has been designed to deliver calls as needed to our 48 global contact centers. We utilize VoIP technology configured with QOS (Quality Of Service) and LLQ (Low Latency Queuing) to ensure a high quality of voice standard over our private data network. The configuration is proactively monitored using Lucent Vital Suite and Avaya Visibility product giving us end-to-end metrics.

C.3.5.4.6 Contingency/Disaster Recovery
Please refer to C.3.5.5.4 - Disaster Recovery/Contingency Plan.

Included for reference and review is a sample Contingency Plan that has been developed in support of our operations of the GSA's National Contact Center (NCC).

Sample Program Specific Plan – GSA National Contact Center

For each potential failure point, the ICT Group has defined notification and procedure processes that are to be followed in case of a failure. The degree of severity is then taken into to consideration to implement the standard corporate processes defined above. The failure points and the notification and procedure processes are the following:

1. Loss of Power
   a. Notification – Operations notifies Program Management, Program Management notifies client and ICT Group designated representatives
   b. Procedures – Generator will kick on immediately upon loss of power to Center, 500 gallon tank of diesel fuel to supply generator (18 hours of fuel, with a reserve tank of 100 gallons of fuel). Additionally, each center has contracted with local supplier for delivery of up to 250 gallons, at a time, in order to keep generator operating.
   c. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.
2. Evacuation/Site Loss
   a. Notification – Operations notifies Program Management, Program Management notifies client and ICT Group designated representatives.
   b. Procedures
      i. Evacuation – In the event of evacuation, ICT Group will notify client and client's telecom provider to have traffic routed to alternative site.
      ii. Site Loss – In the event of site loss, ICT Group will notify client and client's telecom provider to have traffic routed to alternative site. Site Planning – if site is a total loss, coordinate ramp of new/back up location; including the relocation of the currently trained staff. If site is a temporary loss, coordinate return of support to site, as site is restored.
      iii. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.
3. Telecom Provider/Network Loss
   a. Notification - Operations notifies Program Management, Program Management notifies client and ICT Group designated representatives.
   b. Procedures – Determine the extent and duration of the telecom network outage, assess staffing needed to complete non-call related work, coordinate the return of staff and normal operations.

c. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.

4. ACD Loss

a. Notification - Operations notifies Program Management, Program Management notifies client and ICT designated representatives.

b. Procedures – ACD Switch is fully backed up and cuts over automatically, until return of primary. Backup is tested on a weekly basis. In the event of failure to both primary and backup switches, ACD manufacturer is contracted to be on site within 2 hours.

c. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.

5. IVR Loss

a. Notification - Operations notifies Program Management, Program Management notifies client and ICT Group designated representatives.

b. Procedures – IVR servers are redundant and will be deployed within minutes of a detected outage. Monitoring system pings IVR every 10 minutes and notifies systems management of any irregularities. Dual power supplies and UPS battery back ups are also utilized.

c. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.

6. Network Response Loss

a. Notification - Operations notifies Program Management, Program Management notifies client and ICT Group designated representatives.

b. Procedures – Network has preventative measures that are proactive, requiring little or no intervention. Wide Area Network has redundant T1s to corporate and selected/chosen call centers. Internet connectivity to each center is a dedicated T1 with optional failovers to Corporate data center.

c. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.

7. Siebel Loss

a. Notification - Operations notifies Program Management, Program Management notifies client and ICT Group designated representatives.

b. Procedures – Siebel servers are strategically positioned and backed up at both ICT Group data centers [REDACTED] If an outage is determined to be prolonged, cut over to alternate server will be completed within 15 minutes. In the event of a Siebel outage of any length, all activity will switch to a manual format; until return to normal operations.

c. The Downtime Report is to be completed documenting specifics of all work stoppage and remedies made.

L.7.2.1.5.2 Facilities and Technology Infrastructure

C.5 FACILITIES

ICT Group has provided in the block diagram below a look at our corporate systems technology architecture. For those clients supported at one of our U.S. locations (such as those that would support any client under this RFP), the ICT Group has [REDACTED] These data centers are located [REDACTED] The Langhorne, PA site is a wholly owned/operated ICT Group facility. [REDACTED] is a ICT Group managed data center within a 'co-location' environment in an [REDACTED] Both centers are state of the art and meet extremely stringent redundancy and security measures. Dependent of the exact location of the client within our US based network, as well as to complexity of the technology deployed in support of the client's requirements, one of the data centers will be the primary center and the other center shall be the back-up center. The decision to select either facility will be made on a task order by task order basis for this RFP.

ICT Group`s core data network is comprised of redundant high-end routers, switches and data circuits [REDACTED] HSRP is used at each of these locations and tracks the condition of the WAN links. Auxiliary power generators ensure that each site will be available 24x7x365. The data center and the corporate locations have two core Enterasys Matrix E7 switches with a Gigabit Fiber backbone interconnectivity between each other and the Enterasys SSR 2100's. Each core router (Cisco`s 7206VXR model) is configured using HSRP in the event of LAN/WAN failure. ICT Group utilizes EIGRP for it's routing protocol and all centers are interconnected in a ring fashion to provide redundancy in the event of multiple failures.

[REDACTED]

C.5.1 General

In all ICT Group contact centers, we make our investment in our employees and the equipment and technology which will enable them to do their job in a comfortable and professional work environment. We will provide adequate facilities to support the contact center operations, including all of the items listed above.

On a task order by task order basis, the ICT Group will make a determination based upon criteria such as labor pool availability, labor skill availability, available capacity, task order requirements, and other factors which one of our U.S. based contact centers will be utilized in response for the effort. Currently the ICT Group has 23 contacts domestically (see table below for locations). Every effort will be made on a task order basis to select a location that is convenient and practicable for Government personnel.

[REDACTED]

[REDACTED]

C.5.2 Facility Infrastructure

The ICT Group owns and operates each one of our centers domestically and worldwide. These centers are designed and managed to be industry leading, state of the art, multi-channel contact centers. For each of these centers, the ICT Group will provide all necessary and required infrastructure to deliver services consistent with the requirements of this RFP and each subsequent task order, to include, but not limited to, cable distribution, systems, conduits, terminal and connectors, raised flooring, and the other necessary equipment to interconnect and support the contact center systems and operations.

Furthermore, as defined in our response at section L.7.2.1.5.2, The ICT Group provided a block diagram for corporate systems technology architecture that reside in our US based corporate data centers. For those clients supported under the terms of this contract, our data centers that would support those clients are located in one of two primary US based data centers. These data centers are located in Langhorne, PA and Ashburn, VA. The Langhorne, PA site is a wholly owned/operated ICT Group facility. The Ashburn, VA site is a ICT Group managed data center within a 'co-location' environment in an AT&T data center. Both centers are state of the art and meet extremely stringent redundancy and security measures. Dependent of the exact location of the client within our US based network, as well as to complexity of the technology deployed in support of the client's requirements, one of the data centers will be the primary center and the other center shall be the back-up center. The decision to select either facility will be made on a task order by task order basis for this RFP.

C.5.3 Site Selection and Facility Design

With labor pools supplying 48 contact centers here and abroad, ICT Group looks for some of the following statistics when determining location factors for its contact centers:

- Easily accessible ground (local) transportation for the labor pool with quality, cost-efficient resources
- Close proximity to major interstate roadways, airports and other modes of easily accessible transportation

- Excellent relationships with area colleges and trade schools, which provides a wide diversity of skill sets that can be customized to meet specific client hiring profile requirements
- High percentage of residents working within the immediate vicinity/county
- High percentage of positions are filled by commuters from surrounding areas
- Overall size of immediate area labor pool.
- Area current unemployment rate

C.5.4 Project Housing

Work Area

The layout of our contact centers are team oriented with workstations set in pods or clusters. Individual workstations are in private cubicles on an open floor plan, designed to minimize noise, while allowing the agent to be observed by their supervisor. Typical workstation have a 4 x 4 workspace area and are constructed of sound-deadening 42" high partition panels and 12' high ceilings which allows the lighting to be sufficiently diffused to each agent workstation, avoiding screen glare on individual agent PCs.

Training Facilities

The Lakeland contact center has four separate training rooms that can comfortably seat 25 agents. Three of the rooms have production level workstations including an Aspect set, and each of these rooms can be arranged to best suit the trainer. Each room is also equipped with a PC projector, standard projector, and multiple grease boards. Each room also has it own dedicated A/C system to maintain a healthy environment regardless of the class size. The total number of training workstations is 75 plus the trainer positions. Each trainer has his or her own office and work area.

Video-conferencing facilities are available to enable training classes to be held by qualified instructors at different sites simultaneously. In our experience this is the most efficient use of training resources.

C.5.4.1 Exclusive-use Space

ICT Group would be happy to provide exclusive office space to GSA and authorized GSA Government representatives. In the past, we have provided offices and workstations for our commercial client's and found their contributions to be invaluable – especially during launch and ramp-up. On a task order basis, ICT Group would need to determine any specific cost requirements, if any, dependent on many variables such as space needed, length of stay, etc.

C.5.5 Facility and System Access

ICT Group will provide a physically secure location for the GSA program. Each employee at that location will have displayable personal identifications. A System Security administrator will be appointed to oversee all system access and security issues. This individual will be responsible for coordinating with GSA on all security related issues. The local security administrator will be responsible for maintaining individual logon's for all workstations and resolving any unauthorized intrusions or attempts to breach the gateway security process.

Facility: Access to contact center entrances is controlled by a card-key system. Doors are individually controlled, using Kronos Gate-keepers. Blind exits are monitored by remote video and taped on a continuous loop tape. Alarms are installed on all points of entry to buildings and

after hours escort to cars is available to any staff requesting assistance. All employees have ID badges which are used to record their hours worked as well as provide them with access to whatever entrances deemed necessary by management.

Systems: Physical controls are used to secure File servers, ACD Switch, Routers, etc. Physical access to the sever room (Data Center) is controlled by biometric Palm readers. Management authorizes who gets access to the data center. The job functions that have access to the data center are the Aspect, Systems and Backup Administrators. Data Security is controlled in the following ways: Windows NT is the operating system and Windows NT Security is utilized to control access to all files on the network. Individual logon Ids are 7 characters long and are used to access the systems, these accounts expire every 30 days and you can not reuse the past 5 passwords. There are violation access reports of the card-keys and the system logons; the systems administrator reviews this daily. Anti-virus control is utilized on the client workstation and on the server. The software on the workstation is configured to scan all downloads, mail, master boot record writes, floppy drive read and writes that occur. The anti-virus signatures are updated per the software manufacturer recommendation to assure the most current anti-virus protection is available at any time. Internet access/security is controlled through the use of a CISCO Pix box and Watchguard Firebox, Masquerading/Packet and encryption firewall software. Software licensing is controlled by the System Administrator and is managed using Computer Associates Aim-It and Ship-It software management tools. All critical software is backed up daily and sent for storage off site.

C.6 Technology Infrastructure

In our global configuration, each workstation is connected over our high-speed corporate LAN/WAN to a group of Windows servers and then interconnected to ICT Group's own IBM RS/6000 P690 augmented by power-on-demand processes and copper chips using AIX-based backbone hosts supported by EMC SAN storage. Our Enterprise backup solution uses AIT III media centrally managed by TSM (Tivoli Storage Management). This backup posture is complemented by off-site storage facilitated by Iron Mountain. The entire hardware system is fully integrated into our Aspect ACD version 9.0, Avaya ACD Multivantage 3.1 system running on the S8700 processor, Aspect Portal CTI which is used to support both the Aspect and Avaya CTI functionality and provides for interconnectivity for the IVR Systems, RightFax, RightNow, Alert Technology, QA monitoring tools, Siebel Call Center, and SER Solutions Predictive dialers.

Workstations are implemented in accordance with client requirements. The following is a typical configuration:

- Pentium IV
- 2.8 GHZ Processor
- 512MB RAM
- 40 GB HD
- 10/100 Network Card
- 17" CRT Monitor
- Windows 2000 or Windows XP
- Microsoft Office 2003
- RightNow Email

- Computer Associates eTrust
- Microsoft Exchange 2003
- Siebel 7 (where required)
- Visual Basic 6.0 and VB.net for custom applications
- Microsoft TCP/IP with Windows 2003 domain controller (AD mode)

ICT Group is connected to the Internet via dedicated T1 circuits and appropriate firewalls. Agent workstations are given Internet and email access as required by client program specifications.

ICT Group uses key technology on each desktop to maintain an up-to-date, controlled environment throughout our centers. Each client program has a unique configuration according to the requirements of the program.

The layout of our contact centers are team oriented with workstations set in pods or clusters. Individual workstations are in private cubicles on an open floor plan, designed to minimize noise, while allowing the agent to be observed by their supervisor. Typical workstation have a 4 x 4 workspace area and are constructed of sound-deadening 42" high partition panels and 12' high ceilings which allows the lighting to be sufficiently diffused to each agent workstation, avoiding screen glare on individual agent PCs.

Each individual workstation contains:

- Large screen PC
- Adjustable keyboard tray
- Ergonomically correct chairs with several adjustment features
- Single handset (with dual external jacks)
- Multi-line telephone station set with conference and call transfer capabilities
- Normal office supplies, calculator, and other items as needed

C.6.1 Call Processing Technology and Services

ICT Group deploys best in class multimedia contact centers for its inbound activities. We use leading edge Aspect and Avaya ACDs in our inbound centers. The fully digital ACD with an integrated voice subsystem solves the complex problems of an incoming contact center by providing greater flexibility in the design of specific call handling applications, such as skill-based routing, that maximize agent and telephone resources, allowing for routing and tracking of call activity by client and agent. The ACD and associated servers used in the ICT Group Multimedia Interactive Contact Centers have uptime performance in excess of 99.5%. Furthermore, redundant processors and mirrored disk can be added to increase further the fault tolerance and reliability of the CTI system, if desired.

The ACD includes the following innovative features:

- Powerful and flexible call routing capabilities.
- Real-time access to contact center performance and trend analysis.
- Integrated Voice Subsystem that provides delay announcements, caller prompts, voice messaging, on-line help, and tutorials for agent training.
- A digital telephone that features clearly labeled keys, a Calls Waiting indicator, an 80-character message display, and after-call and during-call data collection.

- Voice messaging system with step-by-step audio explanations to guide users through the system.
- Intelligent Interflow feature that allows the routing of calls to remote call centers based on call traffic conditions.
- Optional Systems Management Center that provides simultaneous real-time access to contact center performance, trend analysis, and system management.
- A powerful yet easy-to-use reporting product that enables ACD users to develop customized historical reports.
- Optional Resource and Shift Forecasting packages to predict contact center's agent, trunk, voice port, and application requirements and efficiently schedule agents into work shifts.
- Application software option to enable customer data system to communicate with the ACD to support inbound and outbound call routing, synchronized screen management, and database inquiry.

Support for Integrated Services Digital Network (ISDN) circuits that provide Automatic Number Identification (ANI). An optional ANI software gives you the flexibility to route calls based on the telephone number the person is calling from.

As a contact center management tool, the ACD has two main functions: providing detailed and flexible call processing instructions and monitoring contact center performance through reports and the real-time Status and Trend Screens.

C.6.1.1 Call Routing and Distribution

ICT Group offers skills-based routing as a core competency of its contact centers. As we have many agents, and they are all trained in different programs, skills-based routing allows us to transfer each incoming call to the agent best suited to handle the call at the moment the call arrives. If necessary, the Aspect CallCenter also allows us to transfer to voicemail using skills-based routing instead of to a live agent. This feature is currently being utilized on a limited basis. Repeat calls could be identified and routed to a specific agent using PRI-span ANI call delivery and computerized routing. In addition, the call centers are connected with Aspect Interqueue which allows for load balancing and real-time look-ahead for agent availability.

For example, a current ICT Group client requires product support calls to be handled as effectively as possible in English or Spanish. Due to the volume of calls received on behalf of this Regional Bell Operating Company (RBOC) and the requirement to have 100% up time without call blockage, a network-based VRU application was developed to answer Frequently Asked Questions regarding the value added product in both English and Spanish. Should a caller desire to opt out of the VRU, the call is transferred to ICT Group, where the Aspect ACD performs the optimal skills-based routing taking into account the origin of the call (DNIS), the language preference of the caller, the product knowledge of the ICT Group agent, the language skills of the agent, the availability of various agents, and queue time.

C.6.1.2 Automated Fax-Back/Fax on Demand

ICT Group can perform auto-faxing, both through our live operators as well as through our Interactive Voice Response (IVR) system. ICT Group's Systems and Technology (S&T) team can set up the auto-faxing technology so that the information is processed and faxed directly from the agent's workstation using RightFax enterprise solutions. The solution allows

applications to contain multiple rule sets combining multiple documents based upon established requirements. Information can also be sent in near real-time mode, allowing for the freeform information to be edited so that a customized message may be faxed. We also have the capability to fax information from the Internet.

ICT Group can incorporate its auto-faxing capabilities with advanced Interactive Voice Response Unit (IVRU) technology. Fax images for the IVRU can be pre-stored and touch-tone selected by the caller. The fax activation by the IVRU can be automatically triggered by the caller's routing path through the IVRU system.

C.6.1.3 Automated Numbering Identification (ANI)

Our ACD and PBX systems can support both DNIS and ANI functions. When a call is routed to an agent, CTI automatically retrieves all relevant customer information from inbound calls based on dialed number identification service (DNIS), automated number identification (ANI), and information entered by the caller via keypad (IVR). With both blind and consultative transfers, prospects and customers do not have to repeat basic contact information to each individual they talk to in the organization..

C.6.1.4 Accounting and Management

Contact center performance is managed in real time to meet service level objectives. It is managed daily to deliver sales conversion, customer service, and quality standards. The Supervisors are the key focal point for the achievement of performance objectives. They are guided and supported by their Operations Manager. Quality Assurance and Training are functional areas that assist the Operations team to measure and enhance performance as needed. The Account Team and Senior Management hold performance reviews once a week for each account.

One of ICT Group's value-added services is the type of reports and analysis that it can produce from its systems and data. Typically, reports are made on a daily basis with weekly, monthly and project-to-date cumulatives. Reports are generated to meet basic client reporting requirements, to find opportunities for continuous improvement and to provide marketing feedback. In addition, statistics are available real-time via the extranet and can also be transmitted to Web servers, FTP servers, via e-mail or directly to printers. More sophisticated reporting using SAS and SAP is commonly provided for client for whom we are performing data mining and modeling Our approach to reporting is to provide reports that allow ICT Group and our clients to measure our performance of key performance indicators and to identify trends that can help us improve overall results and efficiencies. Our extensive contact center experience has provided us the opportunity to develop many sophisticated reports concerning contact center operations. Our core reports offer in-depth information for the measurement of key statistical indicators. We can provide virtually any frequency, format and level required.

C.6.1.5 Call Queuing

ICT Group will work with GSA to establish an efficient call routing and queue management implementation. Queue messages can be played to indicate the expected wait time, and messages can be played at intervals giving the caller the option to leave a message for a callback.

C.6.1.6 Call Transfer

ICT Group will work with GSA to establish call transfer procedures and design technological support to ensure seamless call transfer. During training and in our automated scripting systems, representatives are provided with procedures as to when and how to perform an external call transfer. These procedures become part of our monitoring guidelines to ensure program and client objectives regarding the customer's experience are consistently met.

ICT Group typically utilizes a warm-transfer approach for transferring calls to external sources. This requires the representative to wait on the line with the customer, introduce the customer, and explain the need prior to disconnecting the call. We work with our clients to develop priority queues to support external transfers.

C.6.1.7 Computer Telephony Integration (CTI)

ICT Group deploys Aspect Contact Server and Avaya MapD CTI. We have also partnered with clients in deployment of Cisco ICM in both environments. ICT Group specializes in configuring applications with sophisticated call transfer capabilities including the transfer of voice and data. ICT Group's telephony configuration also offers an adaptive communication layer for easy integration of proprietary middleware, interactive voice response (IVR) systems and other non-standard communication products into a common communication architecture. CTI enables call centers to increase telephone calls per agent, decrease average call times and provide more effective customer service. CTI offers enhanced call productivity by identifying the DNIS before the conversation begins and delivering the most appropriate information to the agent to start a customer interaction. Information is captured once and customers do not need to repeat information to each agent with whom they speak.

Another advantage of CTI configuration is detailed audit trails on transfer calls. With these features in place, the application stores all elements of a transfer from data capture to warm transfer processes. For clients who require cradle-to-grave tracking of these items, ICT Group can put procedures in place to exchange and update data elements including the client and third parties within a closed loop scenario.

C.6.1.8 Dialed Number Identification Service (DNIS)

Our ACD and PBX systems can support both DNIS and ANI functions. When a call is routed to an agent, CTI automatically retrieves all relevant customer information from inbound calls based on dialed number identification service (DNIS), automated number identification (ANI), and information entered by the caller via keypad (IVR). With both blind and consultative transfers, prospects and customers do not have to repeat basic contact information to each individual they talk to in the organization.

C.6.1.9 Automated Voice Response

ICT Group offers interactive voice response (IVR) solutions on a hosted basis, for use by clients at their own in-house facilities, to help them improve productivity and increase agent utilization and operating efficiency. Our solution allows customers to interact with companies through IVR, speech recognition, fax and Internet. By utilizing the software, clients can implement more targeted, efficient skill-based routing tactics, handling routine customer inquiries "automatically" and passing along the more complex, high-value transactions to "live" agents, allowing for more personal 1:1 interaction.

Self-service IVR applications will let your customers get the information they need without the need to talk to a customer service representative. This will reduce the number of calls coming into the call center and let the agents focus on the more productive non-repetitive transactions.

C.6.1.10 TDD/TTY Calls

ICT Group supports Telephone Device for the Deaf (TDD) for clients as requested. We are familiar with the technology, operation and special considerations. ICT Group, Inc. operates the TDD for a current client. To meet the requirements of Task 1 and future task requirements, ICT Group will equip our contact centers supporting GSA initiatives with the appropriate quantity of TTY/TDD, as well as any other special assistance equipment needed to support the diverse end user customer base.

In addition to on premise equipment for our agents use, ICT Group, Inc. also regularly works with AT&T Relay Service, which allows anyone who may have a hearing or speech loss to communicate. The Relay service is for anyone who is deaf, hard-of-hearing, late-deafened or speech disabled, and who uses TTY/TDD or standard telephone to communicate. The message is then relayed by an AT&T Communications Assistant to one of our representatives.

C.6.1.11 System Capacity

ICT Group can meet the volume requirements as set by GSA. In the planning stages of this project, we will develop success and evaluation criteria specific to GSA requirements. A staffing model will then be structured to achieve our mutually agreed upon performance goals.

Systems capacity is variable by location and, as such, is monitored and planned for on an ongoing basis via workforce management software. On average, capacity growth runs about 10% - 15% per year and existing center utility is approximately 85% [new and expansion centers usually have more available capacity].

C.6.2 E-mail Routing and Management

Using ICT Group's e-mail message center software, clients can apply skill-based routing to incoming e-mail messages as well as generate auto-acknowledgements and auto-responses to more efficiently handle routine customer e-mail inquiries. The software also allows users to create text-based templates, to increase representative productivity and improve data accuracy and consistency. Used in conjunction with Siebel contact management, ICT's e-mail message center software can be used to track customer interactions as well as generate valuable, real-time information for operations managers in creating continuous development performance reports and analyses.

The following outlines some of the features and benefits:

- Skill-based Routing to Representatives
- Auto-acknowledgment with Suggested Responses
- E-mail History Tracking
- Recommended responses for Representatives
- Rules-based Auto-response Mechanisms
- File Attachment from External Files
- System Activity Reporting
- Complete Activity Management

C.6.3 FAQ System

Through a strategic relationship with RightNow Technologies, Inc., ICT Group provides its customers dynamic knowledge management. Much more effective than a static FAQ web page, this technology prioritizes and improves answers given based on direct customer, partner or employee feedback and allows improvement to company responses on a continuous basis.

C.6.4 Knowledge Management System

The technology can be used for both Customer/Partner and Employee-facing self-service knowledge bases. Inexpensive and quick to deploy, it allows users to:

- Benefit from the experience others have found most useful.
- Find answers on their own using natural language queries or familiar list views.
- Get web help fast and when they need it, decreasing the need to make a call to your contact center.

Operationally, it allows our clients to:

- Reduce e-mail and call backlogs in order to free up support staff through increased customer self help.
- Control customer support rep workload through inquiry and routing.
- Eliminate manual knowledge maintenance via a dynamic, self-learning knowledge database.
- Retain critical information, with knowledge base unaffected by staff or departmental changes.

RightNow's dynamic knowledge base management means every customer inquiry is an opportunity for high-value information capture. Seeded with initial knowledge items, the knowledge base grows automatically with each customer question and response. This automatic generation of self-service content adds maximum value to your Web site or Employee knowledge base with minimum effort.

Each user rates the applicability of the answer provided to them. Based on the rating of individual answers, solutions with the most useful information to the top, making the most valued information the most accessible. Service representatives can publish new information to the database, making the information available automatically to the next customer. Self-learning, self-maintaining, and most importantly user-driven, your knowledge base becomes a warehouse for all your product and service information.

Search Answers: The knowledge management capabilities help users find the information they need quickly and efficiently. RightNow provides some of the most powerful searching capabilities available with a natural language search that allows exact phrase search, complex search (wild cards, +/-), and fuzzy search (spell check & synonym expansion). These enhanced search capabilities empower customers to either broadly search the knowledge base or zero in on specific information.

SmartAssistant: A technology developed by RightNow, uses relatedness algorithms to mine the knowledge base and offer customers suggested answers to their questions prior to submitting an inquiry. SmartAssistant can also provide your CSRs with suggested responses that can then be customized or sent via an information link to the customer – improving CSR efficiency.

Workflow and Escalation Rules: If visitors are unable to find answers using the knowledge base, they can take an escalation path and submit a question via Web form. These inquiries are then directed to the appropriate customer service representative based on workflow and routing rules. These rules are configured to the company's business rules and needs for response to the customer. Customer inquiries help companies learn of new or emerging issues, knowledge base topics that need to be added, or unique customer issues.

Reporting: It is easier to manage customer support through RightNow's comprehensive reporting functionality. Enhanced reporting consists of both graphical and tabular formats, pre-defined reports, as well as custom reporting. Dynamic drill-down capabilities within the reporting function enable clients to drive better business decisions real-time.

C.6.5 Contact Management System

On a task order by task order basis the ICT Group will make a determination, based upon the requirements of the specific task order, whether to utilize either a Siebel contact management system or a RightNow Technologies contact management system. Each of these applications is a proven, off-the-shelf contact center application that will provide sufficient functionality and features. Each of these applications, however, have unique feature sets that may make one of these applications more valuable on a given task order basis. Therefore, the ICT Group, who has a great deal of experience in utilizing either of these off the shelf applications will make a choice based upon the requirements and evaluation criteria of the task order as to which application is more better suited to service the needs of the Government.

ICT Group utilizes the Siebel CRM solution suite. ICT Group's projects are primary developed utilizing the modules detailed below, with the exception where the industry specific vertical meets the business requirements.

Siebel Call Center (Base Application) and Thin Client Deployment Option: The call center integrates comprehensive information profiles about the customer, account, products, past purchases, and current opportunities. The Siebel Call Center helps create an integrated, closed-loop information flow between sales, marketing, and customer service operations. Agents can view a comprehensive history of all client-specific communications, service activities, and call result, leading to heightened customer service and support.

Siebel Reports: Siebel reports provide robust generation and viewing capabilities for over 100 standard reports for both the Financial and Call Center modules. The report feature provides for ad-hoc queries in report or graphical format. ICT Group also utilizes the EIM extract module, Crystal reports and Oracle tools to assist in report creation. This functionality is provided to management level positions.

Siebel Executive Information System (EIS): The EIS synthesizes large amounts of information to show emerging trends and potential problems areas while providing complete sales pipeline and funnel analysis. Information is available dynamically in a variety of on-line graphical formats. EIS comes with 90 predefined finance and 100 Call Center sales and service graphical charts, and the ability to uniquely tailor graphic to the business requirement. This functionality is provided to management level positions.

Siebel Office / Correspondence: This product automates the process of sending letters, customer satisfaction surveys, and literature to our customers. The correspondence system includes correspondence and fulfillment systems, complete integration with Microsoft Word, prebuilt correspondence templates, personal correspondence templates, and automatic mail merge capabilities. Base upon volumes and material the utilization of this product and or a combination of third party fulfillment center will be assessed to ensure the most timely completion of fulfillment requests.

Siebel SmartScript: Provides the agent with a robust, workflow-based, dynamically generated user interface to guide each customer interaction. Smartscripts can be used in conjunction with CTI to deliver the right into message or to follow very scripted business rule.

Siebel CTI: Computer Telephony Integration (CTI), along with Aspect Portal provides for intelligent skilled based call handling and routing, to call scripting by DNIS or predetermined information captured via an IVR. This call center productivity tool is used to increase sales, call efficiency and service effectiveness.

Siebel Order Entry: Provides the call center with the ability to enter orders, track returns, material authorization (RMAs) and service orders in addressing customer service issues. Each line items supports different ship to and bill to address information, and price list with multiple levels of discounts are supported at the line item level. The order status information can be obtained from external systems, and provisioning is provided for on-hand, forecasted (in-transit) and back ordered quantities. The object interfaces are easily customized to provide all touch points that convey an order status quickly to a customer.

Siebel Development Infrastructure Environment: The Siebel business objectives, Siebel VB, Siebel SmartScript provides us with the capability to tailored marketing campaigns and promotions, and up-sell and cross-sell new products and enhance the baseline Siebel Product. The object oriented approach to application specialized configuration enables our developer to rapidly configure the application to meet their business requirements while ensuring a clear and consistent upgrade path for the future Siebel releases.
Integration Considerations:

ICT Group has integration experience with screen scraping, COM objectives, HTML and DDL application. We will work together to determine the best performance options and cost effective methods. We will reaffirm the data integration requirements based upon the business systems and future system migration considerations.

ICT Group has extensive experience in developing a customized CRM and contact management solution for our vertical markets.

If in the event that the ICT Group makes a determination that the RightNow Service Suite is the best choice for a contact management we will design, develop, and configure a contact management application that will meet the requirements of the task order utilizing this tool. We have summarized the core features and benefits of the RightNow Service Suite below.

RightNow Technologies E-Service Suite: The RightNow E-Service Suites is customizable to meet a wide variety of end user needs and is an off-the-shelf application, built by RightNow

Technologies, to provide the requirements and functionality of this task – and it is a fully 508 compliant tool suite.

One of this products core strengths is that it can integrated in a seamless fashion with their CRM Contact Tracking tool, their web/internet based email system, as well their hosted FAQ/Knowledgebase system.

This seamless integration will enable the GSA and end user citizens to utilize a system that is tightly coupled, has a consistent user interface and has its core underlying data elements all contained in one central location. This will allow for multiple application requirements to be delivered from one single architecture and platform.

RightNow Service is a global, multi-channel Customer Relationship Management (CRM) solution that improves service quality and agent effectiveness by capturing consumer interactions across all channels of communication within a single application. RightNow Service consolidates and eliminates redundant, dated and disparate applications, streamlining data and optimizing helpdesk agent productivity for efficient and effective inquiry resolution.

At the core of RightNow Service is a self-learning knowledgebase, which provides a comprehensive and unified consumer service solution across multiple consumer interaction channels, including web, interactive voice, email, chat and telephone.

RightNow Service has the following capabilities that can be combined in a number of different configurations to address FTC's specific needs and integrate with your other enterprise applications. These capabilities are:

- A single view across telephone, e-mail, web and chat ensures IS staff can deliver quality assistance for all consumer interactions across all channels. An intelligent knowledgebase quickly delivers relevant, actionable information to both IS staff and consumers, offering a uniform, consistent experience regardless of channel. This enables a highly satisfying consumer experience while dramatically reducing the resolution cost by deflecting inquiries to less expensive channels;
- The RightNow Service Suite is the only self-managing knowledgebase on the market to automatically rank and present the most useful information to consumers. The least helpful information is automatically degraded over time to the point of not being displayed or archived;
- RightNow utilizes implicit and explicit data mined from consumers interaction to automate the ranking and presentation of responses to web visitors, emails and web submissions;
- RightNow adjusts a measure of FAQ usefulness without any administrative user interaction;
- RightNow developed and enables the generalization of FAQ relatedness to work with any data, such as a URL instead of a RightNow FAQ so that RightNow can provide "context sensitive FAQs" to web visitors based upon the page they are on when requesting FAQ assistance;
- RightNow's Smart Sense technology measures the emotional content of the email or web form, assigns it a value based upon the emotion displayed and can route, auto respond and respond based upon that emotional content;

- RightNow's "Browse" is a fully automated system of knowledgebase classification that revolutionizes knowledge management by totally eliminating human intervention and involvement from the process. This automated system upon which patents are pending results in a well organized, consistent view of the knowledgebase that is automatically updated in real time based on data mining, consumer interaction, knowledgebase additions and deletions and sophisticated clustering technology;
- RightNow's "Browse" includes a large class of unique functionalities including feature selection, clustering, learning classification rules, classifying, generating cluster summaries and refining clusters;
- RightNow's patented knowledgebase is the only solution on the market with intelligence to dynamically link FAQs together based on user interactions with the knowledgebase. These links are presented for the purpose of assisting users to find additional information without performing additional searches;
- RightNow's patented Smart Assistant intercepts request for help when a user submits a question and automatically provides possible solutions as a last line of defense. The user can decide to look at the answers or submit the question;
- RightNow's patented knowledgebase, through its synonyms table, allows users to receive answers even when they search using incorrect terminology;
- RightNow's Analytics engine contains over 150 canned reports with the ability to copy and customize any of those to report on any field in the database and gaps in the knowledgebase are quickly identified through reports allowing you to fine tune the knowledgebase over time to provide the most effective knowledgebase possible;
- RightNow provides the ability to loop consumer inquiries back into knowledge;
- RightNow has developed all its technology and does not rely on other vendors for core functionalities; and
- RightNow offers a broad product footprint that will allow an organization to grow the solution as your needs grow.

C.6.6 Workforce Management System

ICT Group utilizes a variety of tools for call/contact forecasting including, where needed and particularly in large inbound operations, the features of Witness workforce management tool and the ACD. The following are some of the forecasting competencies that can beneficial to the program.

Witness Director Enterprise- is our complete Work Force Optimization solution. This brings workforce management, quality monitoring / full time recording, performance management and e-learning software and services together under a unified framework with unprecedented business integrations.

The Workforce Management Module, formerly called Blue Pumpkin allows ICT Group to accurately forecast inbound service levels factoring in multi-sites and multi-skilled agents. An agent skill profile can consist of multiple skills. The Witness work force management tool takes into account an agent's skill preference level as assigned in the ACD when projecting service level. The service level projections are at the system level. This forecasting methodology aligns with the efficiency gains realized by using Witness and other technologies. In addition, the

Witness work force management tool module allows the user to view Forecast vs. Actual SVL, AHT and Contact Volume at a skill level and at a system level and adjust accordingly.

C.6.7 Customer Survey Automation

ICT Group offers IVR and scripted customer surveys. The scripted surveys are generally incorporated into voice call or totally automated via the IVR. We have the capability to conduct surveys via the Web. The Web interviewing package comes with a very attractive Web reporting module. The reporting package is in real time and can be accessed via the Web. The Web survey itself can be customized to meet most clients needs.

C.6.8 Compliment and Complaint Management

ICT Group understands that it is critical to have a formalized escalation procedure in place for customer complaints. ICT Group's exception call handling procedure which may be enhanced or modified based on specific GSA needs, is described below:

Step 1- agent brings the call to a supervisors attention
Step 2 – supervisor attempts to resolve the issue as per pre-defined guidelines developed prior to program start
Step 3– client contact is immediately notified of any call issue that cannot be resolved within the empowerment guidelines set-up in advance of program start
Step 4 – client works with ICT Group to resolve the conflict
Step 5 – resolution is communication to customer either by ICT Group or client
Step 6 – QA tracks all problem calls to determine trends
Step 7 – problem calls are reviewed at quarterly management meeting with client

This procedure is customized for each client and is determined as part of the GSA call resolution document that is developed during the implementation of the program.

Training on Customer Complaints

Upon hire, all agents must participate in a training course on Client Sensitivity and Dealing with Irate Customers. There is a standardized module for this across the Company. We also perform additional training on any current topical events that may cause more targeted issues with customers. Should an agent encounter an issue while on-line with a customer that they can not handle, they are directed to immediately have the contact speak to their supervisor. The supervisor and/or manager will then take over and resolve the issue as appropriate. Should the customer request to be taken off the calling list, we will of course ensure that the process for this begins immediately.

First Call Resolution

We would like to point out that ICT Group is fully committed to providing first-call resolution. In the inbound contact center environment, customer service is positioned as one of the highest level functions within the organization. Our recruiting, training and quality assurance efforts are directed at hiring and retaining customer service professionals who provide excellent customer service with one-call resolution.

First-call resolution is a key contributor to customer satisfaction. While a customer prefers his/her call to be answered quickly, he/she is much more interested in having the call resolved – reliably and upon completion of the first call. Superior first call resolution begins with excellent agent training as well as advanced contact center systems that can easily access required

information and develop an ongoing improvement process that determines hindrances to achieving first-call resolution. First-call resolution is the primary measure used to determine service satisfaction.

Client Services Role in Customer Complaints

Client Services has the primary responsibility for researching customer complaints. Specific procedures are in place to effectively resolve customer issues. As with any large customer care function, problematic situations may develop, and there are procedures set up to recognize in advance when circumstances exist under which those situations may occur. Plans have been created to recognize the situations and to take measures to rectify the situation in the fastest time possible.

Further details follow:

1. In less than one hour, Client Services identifies the center, TSR and record history: Complaint is forwarded to Quality Assurance (QA).
2. QA follows up each complaint with the center manager and QA coordinator in the center involved to ensure corrective action is taken;
3. Center manager provides a written response to the division president with a copy to the QA manager, documenting the incident along with the action taken;
4. QA manager forwards this information to Client Services for response to the client.

C.6.9 Service Monitoring and Quality Control

ICT Group deploys eQuality Balance, Witness Systems' patented voice and data recording solution, and eQuality Evaluation, an on-line agent performance evaluation tool, for use at its customer service contact centers. This technology provides for scheduled as well as on-demand monitoring of voice and screens for agents. Recorded contacts (voice, e-mail, Web) are then presented to quality assurance supervisors for scoring of the agents. This system also provides remote access for clients to monitor and calibrate quality-monitoring goals.

Witness eQuality captures voice conversations between CSRs and customers along with the corresponding computer desktop activity, such as the CSR's keystrokes and data input. By uniting the two components, contact center supervisors can replay recordings in a synchronized format. The system also has the capability to record and evaluate specific e-mail contacts. It integrates with leading e-mail response management applications to monitor the quality of those contacts.

The solution is an integrated closed-loop system for continuous performance improvement, which captures voice conversations along with corresponding computer desktop activity. By using the two components, contact center supervisors can replay recordings in a synchronized format. This allows ICT Group's operations and quality assurance managers to observe and evaluate agent performance as part of a continuous development, total quality management solution. The business intelligence captured with the software also can be used by the company's training staff in coaching and skills-development programs.

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Each client program has a set of monitoring standards and is then evaluated by producing a point score for each call monitored. This information is documented and forwarded to the Operations and Training teams as well as client services. A recap of numeric scores is provided along with a written summary of qualitative data such as: key issues encountered during monitoring, agent

strengths and areas of opportunity, and recommendations concerning up-training to enhance performance.

C.6.10 Training Aids

ICT Group uses various methods and tools during classroom training. Methods include role play, games, discussion, simulations, case studies, lecture vs. lecturette, small group and large group activities, demonstration, reading, journaling (self reflection), debate, teach back, icebreaker, multi-vote, closure/debrief, brainstorming/writing. Tools include LCD projectors, computer systems, overhead and flipcharts as well as on line and CBT training.

C.6.11 Literature Fulfillment

Order confirmation and information requests may be managed in house at ICT Group. We have successfully managed programs of this type wherein orders for services (voice mail, or custom calling feature) are taken by either inbound or outbound agents and a customized letter of confirmation is laser printed the next business day and mailed to the customer. In certain cases, product literature has been included in this type of confirmation mailing. Systems are in place to support this application and are effective in campaigns of low to moderate volumes. Where the volume exceeds our capability to manage this process effectively, we utilize the services of established third parties with whom we have had extensive working relationships for several years. ICT Group has experience in interfacing with our client's fulfillment vendors, by transmitting files, tracking those files and alerting appropriate parties through their chosen channel.

We also have the in house capability to handle low to moderate volumes of kitted literature requests. Where large volumes and/or extensive pick & pack operations are required, we again turn to our fulfillment partners for execution.

C.6.12 Voice Mail and Electronic Mail

Agent workstations are given voice mail, email, and Internet access as required by client program specifications.

C.6.13 Online Ordering System

ICT Group has direct and current experience retrieving and processing Web site orders for clients. For example, we can retrieve all information/trouble requests from specified Internet Web sites, respond to the customer (via phone or Internet), send appropriate literature, follow up and close customer inquiry. In addition, ICT Group uses an Intranet Web site for programs, for use by agent staff. This site is used as a vehicle for distribution of ongoing program information and also serves as a training mechanism for staff. To deliver this functionality, ICT Group is assuming basic fulfillment functionality and that if necessary and/or required, ICT Group can leverage any existing GSA transactional processing processes, such as ICT Group is assuming that we will not be performing any credit card processing or other funds handling and that these tasks would be handled by current or planned Government/GSA capabilities.

C.6.14 Web Chat System

ICT Group deploys RightNow chat and collaboration to provide immediate access to personalized service-right when your customers need it. With text chat, screen push and co-browse functionality, agents can select the best path to help customers complete a transaction, fill

out a form or find the product they need. RightNow's live chat and collaboration put the human touch back into online service, ensuring your customers remain satisfied.

The solution supports the following features, among others:

Real-Time Text Chat - Live chat introduces a personal touch during a typical Web service transaction.

Web Page Push - Guide customers to the answers they need

Co-Browsing - Live collaboration ensures online agents can immediately interact with customers to help them complete a purchase, complete a form or answer questions.

This solution provides a chat solution for Web users who request immediate "live agent support," allowing customers to click an on-screen "chat with an agent" button and connect in seconds to a live operator through text chat. Using the RightNow solution, customer service representatives can push Web page views to the customer to direct them to appropriate sections of the website.

Chat sessions are completely configurable. The chat window has a tabbed interface where each chat is opened in its own tab similar to a spreadsheet. The customer service representative clicks on the tab of the chat with which they wish to interact. If an agent is on a different tab and an interaction is received from another customer, the second customer's tab will blink to indicate the activity and alert the agent.

Chat and collaboration also integrate with RightNow's knowledgebase, providing additional key functionality including:

Customer Access in Queue - Live interactions seamlessly integrate into the knowledge base, offering customers the ability to find their answer while waiting in the queue

Agent Assistance - Drive agent effectiveness and consistency by providing suggested solutions based on the context of the customer's question.

C.6.15 Power Supply

Avoidance is the first procedure in place. ICT Group's data center has it's own power, air conditioning and fire suppression equipment. The servers, network, and telecommunications equipment configured with dual power supplies and redundant CPU's and processors. ICT Group uses CompuWare's ECO tools for proactive monitoring on NT, UNIX and Oracle. Alerts are sent to the Help Desk and the appropriate system Administrator. Connections into the building are brought in by a sonet fiber ring which has been designed and configured to pass through three CO's. Most major outages our somewhat out of our control due to a Carrier level outage past the CO presence. Since alerts are sent real time proactively the outage exposure is managed on a timely basis. The generator is tested on a weekly basis.

C.6.16 Database Design

ICT Group uses Oracle (8.x and 9.x in a UNIX/AIX environment) as its preferred relational database management system across all clients to manage and inventory all outbound calling lists and inbound data. Oracle relational database software is used to store data in multiple tables, to

provide for customer profiles, contact history, transaction history, on-line reference information and similar data storage and retrieval to support the account management function. Building a corporate wide relational database infrastructure enables ICT Group to be more efficient and timely when handing client data, and provides better internal performance information to manage the company more effectively.

C.7 TELECOMMUNICATIONS SERVICES

C.7.1 Local Telecommunications Services and Internet Access

ICT Group will work with client to provide most cost-effective reliable solution using ICT or client provided telecommunication lines/services.

C.7.2 Intercity Telecommunications Services

ICT Group will work with client to provide most cost-effective reliable solution using ICT or client provided telecommunication lines/services.

C.7.3 Network Design

ICT Group will work with client to provide most cost-effective reliable solution using ICT or client provided lines/services. ICT Group has experience designing and managing diverse client telephony network structures.

C.7.4 Network Termination Equipment

ICT Group has read and understands this requirement. All of our contact centers, and implementation personnel are familiar with the requirement and will ensure that our chosen contact center, on a task order basis will comply with this requirement.

C.7.5 Service Coordination

ICT Group has read and understands this requirement. As part of our implementation plan, our on site and corporate Systems and Telephony personnel shall work and interface with FTS 2001 contractor personnel to ensure compliance with this requirement.

C.7.6 Telephone Number Ownership

ICT Group has read and understands this requirement. ICT Group within Section B has provided pricing to utilize long distance and telephony expenses supplied by the ICT Group In the event that the Government provides and furnishes its own toll-free telephone numbers, ICT Group Systems and Telephony personnel shall work in the implementation stages to arrange all necessary and proper call transfer protocols.

C.7.7 Internet Domain Ownership

ICT Group has read and understands this requirement. In the event that the Government provides and furnishes its Internet domain(s), ICT Group Systems and Telephony personnel shall work in the implementation stages to arrange all necessary and proper Internet domain protocols.

L.7.2.1.5.3 Contingency/Disaster Recovery Planning

C.3.5.5.4 Contingency/Disaster Recovery
C.3.5.5.4.1 Program Operations Recovery
C.3.5.5.4.2 Voice Recovery
C.3.5.5.4.3 Data Recovery
C.3.5.5.4.4 Notification Process

ICT Group is prepared to respond and recover from any unplanned business interruption, such as system compromise, computer equipment outage, loss of utility service, or catastrophic event such as a major fire.

ICT Group will provide business continuity and disaster recovery services for the Government systems in accordance with program guidelines, continuity of operations plan (COOP), and service level agreements (SLAs) as defined on a task order by task order basis.

ICT will develop a COOP to document the business continuity and disaster recovery process for the production systems on a task order basis. Having a predetermined agreement of the necessary assets to employ along with an implementation plan should a disaster occur provides the needed insurance that the Government systems will continue operations if the need arises.

Additionally, ICT Group will provide enterprise recovery services that leverage ICT Group' stated corporate disaster recovery procedures and plans (defined below). The ICT Group global network resources are already in place and will take advantage of ICT Groups partnership with SunGard and its premier proven recovery service capabilities, which include:

- Necessary hardware for applications and database processing
- Security services including firewall and intrusion detection services
- Facility space
- Network connectivity to the AT&T backbone

Relying upon the disaster recovery processes that have been defined within our ISO certified Standard Operating Procedures and Security plan. ICT Group presents within this section the make up of the actual disaster recovery/contingency components and technology facilities.

Data Center Environment Overview

ICT Group has in place back-up systems, including, but not limited to, equipment-level battery back-up, 8-hour CPU back-up, ISDN back-up line for host systems connectivity (if supported by Client), daily back-up of administrative and reporting systems, application server redundancy and CPU back-up for supervisory and administrative terminals.

The data center is backed-up by a Diesel Generator. The backup generator supporting the building is tested weekly with no-load run on the generator. This test is done every Friday and conducted for 1/2 an hour. It is scheduled at 6:30 AM and is completed at 7:00 AM. The fuel level is checked on a bi-weekly basis.

The data center environment is secure via combination access, with video camera systems, engineered with raised flooring, Liebert Air and UPS, FM-200 fire suppression all backed up diesel generator. All ICT Group network connections have built in redundancies. The data center is on a Sonet ring. The WAN connection between call center sites is configured with multiple HSSI connections using Cisco routers and switches. Internet connectivity is supported by multiple T-1s provided by diverse ISPs connected to multiple Cisco PIX firewalls configured with fail over capabilities.

Equipment Redundancy: In case of equipment disasters, ICT Group has established relationships with suppliers to provide replacement of all critical equipment, i.e. servers, communications equipment etc. In case of a Center and/or staffing disaster that would prevent the contracted work from being performed for an extended period, we would move operations to a pre-existing site.

Call Center Back-Up & Disaster Recovery Procedures: The Aspect ACD is configured with built-in redundant capability. The ACD has a tandem internal infrastructure to support outages on the primary unit with transparent fail-over to the secondary backup ACD. The Aspect ACD is monitored by both ICT Group and Aspect to alert the administrator of equipment-detected errors. Redundant Aspect ACDs are located at separate inbound centers in secured Switch Rooms. Procedures are in place with AT&T and MCI to reroute inbound calls to the appropriate center in case of disaster. Contingency exercises are routinely held. All telephone switches and CPUs are covered by an Uninterruptible Power Supply (UPS.) All programs running at an inbound site are configured to be switched to an alternative inbound site when necessary.

NT Server Backups: The NT Servers are being backed up on a Daily Basis. During the business week we do an incremental backup of the server. A full backup is taken over the weekend. As the business model evolves the back up strategy will be migrated to reflect hours of operations. Uninterruptible power supply (UPS) backup is installed at all inbound call center facilities

Systems Security: Systems Security is handled by the NT Administrators. They alone hold the Admin privileges, with the desktop Admin holding power user rights. All desktops run on Microsoft Windows operating system. The NT Administrators have granted limited access to the agents and center management to some but not all of the network drives.

Escalation and Business Continuity Procedures

The following is the Escalation procedure and business continuity plan

Level One Outage (Systems Downtime due to Host System Downtime):

- ICT's account manager immediately notifies main Client contact to establish nature and duration of downtime. Notification will take place within 15 minutes.
- For outages anticipated less than two hours, Provider maintains staffing levels for duration of outage.
- Provider implements refresher skills or product knowledge training, and releases agents for lunch or break if timing is appropriate to ensure full staffing levels when system resumes operation.
- For outages anticipated over two hours, account manager and main Client contact shall in good faith determine course of action for maintaining or releasing staff.

Level Two Outage (Loss of Electricity)

- ICT's Systems Director contacts utility company to determine nature and duration of outage.
- The ICT Group's Power Generators will be the primary source of electricity during the utility companies' outage.
- ICT's account manager immediately notifies main Client contact to notify Client of outage. Notification will take place within one hour.
- ICT will establish necessary network level procedures to manage call volume in the event of an emergency.

Level Three Outage (Loss of Carrier Phone Lines

- ICT's Systems Director immediately contacts Telecom Team to communicate with the telecommunications carrier to determine nature and duration of outage.
- Service assurance will switch the telecom traffic to a different carrier temporally.
- Provider's account manager immediately notifies main client contact to notify client of outage. Notification will take place within less then 1/2 hour.
- All calls are held at the IVR level and receive a message that the call center is experiencing telephone problems and an anticipated up time. This message will be activities by the Telecommunication Carrier.
- ICT will establish necessary network level and IVR-level procedures to manage call volume in the event of an emergency.
- In the event that the loss of carrier lines exceeds 8 hours, ICT will implement its Level Four-outage procedures as described below for the duration of the outage.

Level Four Outage (Loss of Facility):

- ICT's account manager or general manager notifies client as soon as possible regarding the nature and duration of the outage after all staff is secured, within 12 hours
- In the event of Loss of Facility, ICT Group will implement its full disaster recovery plan which has four phases:

Phase One - Messaging on IVR announcing unavailability of live agents and anticipated up time.
Phase Two - Training of agents at alternate ICT centers to answer basic inquiries using a Disaster Recovery Recap screen built in Siebel and made available to all ICT locations in the event of an emergency via ICT's WAN. Transportation of trained agents to an alternate location will be evaluated as an alternative. Transition of live agent request calls to alternate ICT sites. Callers who cannot be serviced using the Recap screen will be offered a future callback.
Phase Three - Transition trained agents and supervisors to alternate facilities to offer limited functionality and to provide fulfillment on future callbacks.
Phase Four- Training of additional agents at all alternate facilities to provide full functionality until facility is fully recovered.

Process Notification:
Any System Manager with sufficient administrative rights may under emergency condition re-route PC and telephony services to alternate ICT Group building location.

Hot Site General Overview: SunGard Recovery Services, Inc.
In the event that the Director of Systems Operations due to emergency conditions declares a disaster; the SunGard Recovery Services disaster recovery plan will go into effect.

The Director of Systems Operations will call SunGard Recovery Services to declare that a disaster condition has befallen and at that time he will be directed to a SunGard Hot location nearest to the ICT Group facility. Designated Systems Managers will enter the ICT Group Secure Backup Tape location and remove operating, application and data tapes. They will then proceed to the SunGard Hot location site, where the tapes will be installed to begin Systems services resumption. Telephone lines will be routed to the location to allow full resumption of call center activities.

If for any reason, the ICT Group cannot return to the ICT Group campus within one week's time, then SunGard will transfer ICT Group business activities to a Cold facility for an undetermined amount of time until the ICT Group campus can resume its normal activities.

Disaster Recovery Testing

ICT Group tests its disaster recovery on an annual basis. These tests include the transport of our backup tapes to the disaster recovery site from our off-site storage location, and compete recovery of our processing environment.

For a review of an actual Contingency Plan that the ICT Group has developed with a Government client (GSA NCC) please refer to Appendix 1 Sample Reports/Plans.

C.3.5.6 Content and Knowledge Management

Through a strategic relationship with RightNow Technologies, Inc., ICT Group provides its customers dynamic knowledge management. Much more effective than a static FAQ web page, this technology prioritizes and improves answers given based on direct customer, partner or employee feedback and allows improvement to company responses on a continuous basis.

The technology can be used for both Customer/Partner and Employee-facing self-service knowledge bases. Inexpensive and quick to deploy, it allows users to:

1. Benefit from the experience others have found most useful.
2. Find answers on their own using natural language queries or familiar list views.
3. Get web help fast and when they need it, decreasing the need to make a call to your contact center.

Operationally, it allows our clients to:

1. Reduce e-mail and call backlogs in order to free up support staff through increased customer self help.
2. Control customer support rep workload through inquiry and routing.
3. Eliminate manual knowledge maintenance via a dynamic, self-learning knowledge database.
4. Retain critical information, with knowledge base unaffected by staff or departmental changes.

RightNow's dynamic knowledge base management means every customer inquiry is an opportunity for high-value information capture. Seeded with initial knowledge items, the knowledge base grows automatically with each customer question and response. This automatic generation of self-service content adds maximum value to your Web site or Employee knowledge base with minimum effort.

Each user rates the applicability of the answer provided to them. Based on the rating of individual answers, solutions with the most useful information to the top, making the most valued information the most accessible. Service representatives can publish new information to the database, making the information available automatically to the next customer. Self-learning, self-maintaining, and most importantly user-driven, your knowledge base becomes a warehouse for all your product and service information.

Search Answers: The knowledge management capabilities help users find the information they need quickly and efficiently. RightNow provides some of the most powerful searching capabilities available with a natural language search that allows exact phrase search, complex search (wild cards, +/-), and fuzzy search (spell check & synonym expansion). These enhanced search capabilities empower customers to either broadly search the knowledge base or zero in on specific information.

SmartAssistant: A technology developed by RightNow, uses relatedness algorithms to mine the knowledge base and offer customers suggested answers to their questions prior to submitting an inquiry. SmartAssistant can also provide your CSRs with suggested responses that can then be customized or sent via an information link to the customer – improving CSR efficiency.

Workflow and Escalation Rules: If visitors are unable to find answers using the knowledge base, they can take an escalation path and submit a question via Web form. These inquiries are then directed to the appropriate customer service representative based on workflow and routing rules. These rules are configured to the company's business rules and needs for response to the customer. Customer inquiries help companies learn of new or emerging issues, knowledge base topics that need to be added, or unique customer issues.

Reporting: It is easier to manage customer support through RightNow's comprehensive reporting functionality. Enhanced reporting consists of both graphical and tabular formats, pre-defined reports, as well as custom reporting. Dynamic drill-down capabilities within the reporting function enable clients to drive better business decisions real-time.

Additional Benefits and Uses

- Customers/Partners find answers to their own questions, escalating to personal assistance if needed.
- Customer service and technical support representatives focus on complex matters requiring human intervention - such as helping a customer finalize a purchase - leaving other matters and questions to the automated Right Now functions.
- Employees - new and existing - tap into an up-to-date resource for continuous learning and training.

Easy to Install. Easy to Maintain.

RightNow is fully configurable to fit the look of your existing Web site and the way you run your business. The Configuration Wizard helps you configure the system to your unique specifications. With additional integration into other ICT-provided CRM applications, RightNow becomes a complete knowledge management solution - geared to your application, image, and goals.

C.3.5.7 Contact/Case Management

On a task order by task order basis the ICT Group will make a determination, based upon the requirements of the specific task order, whether to utilize either a Siebel contact management system or a RightNow Technologies contact management system. Each of these applications is a proven, off-the-shelf contact center application that will provide sufficient functionality and features. Each of these applications, however, have unique feature sets that may make one of these applications more valuable on a given task order basis. Therefore, the ICT Group, who has a great deal of experience in utilizing either of these off the shelf applications will make a choice

based upon the requirements and evaluation criteria of the task order as to which application is more better suited to service the needs of the Government.
ICT Group utilizes the Siebel CRM solution suite. ICT Group's projects are primary developed utilizing the modules detailed below, with the exception where the industry specific vertical meets the business requirements.

Siebel Call Center (Base Application) and Thin Client Deployment Option
The call center integrates comprehensive information profiles about the customer, account, products, past purchases, and current opportunities. The Siebel Call Center helps create an integrated, closed-loop information flow between sales, marketing, and customer service operations. Agents can view a comprehensive history of all client-specific communications, service activities, and call result, leading to heightened customer service and support.

Siebel Thin Client provides a Web-based architecture that enables users to access certain functionality from Siebel sales, marketing, and customer service applications over the corporate network using a standard Web browser. The thin client approach eliminates the need to install any client-side software, provides immediate applications accessibility, and provides for efficient software distribution.

Siebel Reports: Siebel reports provide robust generation and viewing capabilities for over 100 standard reports for both the Financial and Call Center modules. The report feature provides for ad-hoc queries in report or graphical format. ICT Group also utilizes the EIM extract module, Crystal reports and Oracle tools to assist in report creation. This functionality is provided to management level positions.
Siebel Executive Information System (EIS): The EIS synthesizes large amounts of information to show emerging trends and potential problems areas while providing complete sales pipeline and funnel analysis. Information is available dynamically in a variety of on-line graphical formats. EIS comes with 90 predefined finance and 100 Call Center sales and service graphical charts, and the ability to uniquely tailor graphic to the business requirement. This functionality is provided to management level positions.

Siebel Office / Correspondence: This product automates the process of sending letters, customer satisfaction surveys, and literature to our customers. The correspondence system includes correspondence and fulfillment systems, complete integration with Microsoft Word, prebuilt correspondence templates, personal correspondence templates, and automatic mail merge capabilities. Base upon volumes and material the utilization of this product and or a combination of third party fulfillment center will be assessed to ensure the most timely completion of fulfillment requests.

Siebel SmartScript: Provides the agent with a robust, workflow-based, dynamically generated user interface to guide each customer interaction. Smartscripts can be used in conjunction with CTI to deliver the right into message or to follow very scripted business rule.

Siebel CTI: Computer Telephony Integration (CTI), along with Aspect Portal provides for intelligent skilled based call handling and routing, to call scripting by DNIS or predetermined information captured via an IVR. This call center productivity tool is used to increase sales, call efficiency and service effectiveness.

Siebel Order Entry: Provides the call center with the ability to enter orders, track returns, material authorization (RMAs) and service orders in addressing customer service issues. Each line items supports different ship to and bill to address information, and price list with multiple levels of discounts are supported at the line item level. The order status information can be obtained from external systems, and provisioning is provided for on-hand, forecasted (in-transit) and back ordered quantities. The object interfaces are easily customized to provide all touch points that convey an order status quickly to a customer.

Siebel Development Infrastructure Environment: The Siebel business objectives, Siebel VB, Siebel SmartScript provides us with the capability to tailored marketing campaigns and promotions, and up-sell and cross-sell new products and enhance the baseline Siebel Product. The object oriented approach to application specialized configuration enables our developer to rapidly configure the application to meet their business requirements while ensuring a clear and consistent upgrade path for the future Siebel releases.
Integration Considerations:

If in the event that the ICT Group makes a determination that the RightNow Service Suite is the best choice for a contact management we will design, develop, and configure a contact management application that will meet the requirements of the task order utilizing this tool. We have summarized the core features and benefits of the RightNow Service Suite below.

RightNow Technologies E-Service Suite: The RightNow E-Service Suites is customizable to meet a wide variety of end user needs and is an off-the-shelf application, built by RightNow Technologies, to provide the requirements and functionality of this task – and it is a fully 508 compliant tool suite.

One of this products core strengths is that it can integrated in a seamless fashion with their CRM Contact Tracking tool, their web/internet based email system, as well their hosted FAQ/Knowledgebase system. This seamless integration will enable the GSA and end user citizens to utilize a system that is tightly coupled, has a consistent user interface and has its core underlying data elements all contained in one central location. This will allow for multiple application requirements to be delivered from one single architecture and platform.

RightNow Service is a global, multi-channel Customer Relationship Management (CRM) solution that improves service quality and agent effectiveness by capturing consumer interactions across all channels of communication within a single application. RightNow Service consolidates and eliminates redundant, dated and disparate applications, streamlining data and optimizing helpdesk agent productivity for efficient and effective inquiry resolution.

At the core of RightNow Service is a self-learning knowledgebase, which provides a comprehensive and unified consumer service solution across multiple consumer interaction channels, including web, interactive voice, email, chat and telephone.

RightNow Service has the following capabilities that can be combined in a number of different configurations to address FTC's specific needs and integrate with your other enterprise applications. These capabilities are:

- A single view across telephone, e-mail, web and chat ensures IS staff can deliver quality assistance for all consumer interactions across all channels. An intelligent knowledgebase

quickly delivers relevant, actionable information to both IS staff and consumers, offering a uniform, consistent experience regardless of channel. This enables a highly satisfying consumer experience while dramatically reducing the resolution cost by deflecting inquiries to less expensive channels;

- The RightNow Service Suite is the only self-managing knowledgebase on the market to automatically rank and present the most useful information to consumers. The least helpful information is automatically degraded over time to the point of not being displayed or archived;
- RightNow utilizes implicit and explicit data mined from consumers interaction to automate the ranking and presentation of responses to web visitors, emails and web submissions;
- RightNow adjusts a measure of FAQ usefulness without any administrative user interaction;
- RightNow developed and enables the generalization of FAQ relatedness to work with any data, such as a URL instead of a RightNow FAQ so that RightNow can provide "context sensitive FAQs" to web visitors based upon the page they are on when requesting FAQ assistance;
- RightNow's Smart Sense technology measures the emotional content of the email or web form, assigns it a value based upon the emotion displayed and can route, auto respond and respond based upon that emotional content;
- RightNow's "Browse" is a fully automated system of knowledgebase classification that revolutionizes knowledge management by totally eliminating human intervention and involvement from the process. This automated system upon which patents are pending results in a well organized, consistent view of the knowledgebase that is automatically updated in real time based on data mining, consumer interaction, knowledgebase additions and deletions and sophisticated clustering technology;
- RightNow's "Browse" includes a large class of unique functionalities including feature selection, clustering, learning classification rules, classifying, generating cluster summaries and refining clusters;
- RightNow's patented knowledgebase is the only solution on the market with intelligence to dynamically link FAQs together based on user interactions with the knowledgebase. These links are presented for the purpose of assisting users to find additional information without performing additional searches;
- RightNow's patented Smart Assistant intercepts request for help when a user submits a question and automatically provides possible solutions as a last line of defense. The user can decide to look at the answers or submit the question;
- RightNow's patented knowledgebase, through its synonyms table, allows users to receive answers even when they search using incorrect terminology;
- RightNow's Analytics engine contains over 150 canned reports with the ability to copy and customize any of those to report on any field in the database and gaps in the knowledgebase are quickly identified through reports allowing you to fine tune the knowledgebase over time to provide the most effective knowledgebase possible;
- RightNow provides the ability to loop consumer inquiries back into knowledge;
- RightNow has developed all its technology and does not rely on other vendors for core functionalities; and
- RightNow offers a broad product footprint that will allow an organization to grow the solution as your needs grow.

C.3.5.8 Relationship Management

The role of the Account Manager is the centralized, single point-of-contact for GSA who is responsible for the overall coordination with each internal ICT Group department (systems, operations, quality assurance, training, recruiting, and fulfillment) to facilitate the initial implementation and ongoing management of the GSA program. The account manager supports the end-to-end process of implementing the campaigns.

We take a "hub and spoke" approach to account management, which provides GSA with an internal liaison to each of the functional areas of the contact center. Conversely, the internal departments view the Account Manager as the "voice of the client and the internal client representative.

Account management is the primary conduit for the transfer of information between ICT Group and the client. Typical programs require daily (even hourly) client communications for a variety of tasks including:

- Understanding and interpreting product and market strategies
- Creating strategies to reduce cost per sale
- Scheduling of record files transferred to/from client
- Handling of script development and changes
- Participating in client training and monitoring sessions
- Researching and solving client and customer issues
- Preparing and analyzing client reports
- Communicating daily with contact centers and Quality management to discuss performance
- Developing value-added recommendations for improvement

In short, responsibilities include coordination of internal departments and continuous communication to our clients to ensure the continued success of the program.

C.3.5.9 Customer Satisfaction Assessments

ICT Group measures customer satisfaction in a number of ways. In real-time, the company conducts standard call observation processes. Customer satisfaction is one of a number of key measurements made during a call observation. These are consolidated on a client and a contact center level. They become part of the rating criteria discussed during monthly Business Review meetings. Clients are also invited in participate in these call observations. Measurements made at that time jointly with the client are also incorporated into the monthly review of client/customer satisfaction.

Additionally, ICT Group performs analysis, on behalf of our corporate clients, to examine performance service levels, such as; speed of answer, levels of abandonment or blockage, number of calls per hour, length of the call, etc. Our clients "grade" our performance on meeting these objectives through repeat business.

Finally, ICT Group can call upon a pre-determined number of customers at the end of each day and ask the customer to rate their level of satisfaction with the call. Additionally, we can provide

the services of ICT Research Services who, if the client requests it, will conduct post-call random surveys and compute the results into monthly measurements of end-user satisfaction.

ICT Group is constantly monitoring complaints and feedback received by customers. This is done through day-to-day contact with our clients, weekly - through formal QA monitoring and calibration sessions, monthly - by interviewing our clients prior to our monthly executive business review and quarterly - at our formal on-site Quarterly Review meetings. Key metrics such as SLA achievement, client satisfaction, quality scores, etc. are continually reviewed to ensure we are meeting the objectives of the outsourcing engagement. Our clients are given many opportunities both formally during calibration sessions and informally to provide feedback. In addition, executive management regularly (and proactively) contacts clients to secure feedback. Employee feedback is most often secured on a daily basis as input to supervisors and program managers. Formal focus groups are used to provide a framework to discuss specific issues or opportunities.

C.3.6 SPECIAL PROJECT SUPPORT

On a task order by task order basis, the ICT Group will provide contact center, subject matter experts, as needed to provide special project support. With our history and experience in the contact center industry (22+ years), the ICT Group has a long history of providing special and unique services to our clients. With the rapidly changing technology environment, the addition of new channels of communication, and manner in which clients must deliver customer services, the ICT Group is very adept at providing thought leadership, analysis, and personnel to handle almost all situations.

C.4 Staff to be Provided

C.4.1 KEY PERSONNEL

C.4.1.1 Program Manager

The assigned Program Manager will have day to day responsibility for the coordination of existing activities, dissemination of strategic information, and provide a directional leadership role to the effort to plan and map out the most effective and efficient methodologies, processes, and practices to ensure that ICT Group achieves our contracted to service level metrics, improves customer service and satisfaction, and provides **real** value to the GSA client.

On a task order basis, the Project Manager and Site Manager will reside at the selected site for the task. Their role will be to provide the daily operational input to the Program Manager and Client with respect to volumes, reports, metrics, and workforce issues. The on-site Project Manager of the selected site will interface directly with the chosen site's HR, Training, and QA department personnel to effectively recruit, hire, train, and manage the necessary workforce to the task orders service level metrics. The Site Manager is responsible for the overall performance of the chosen site and has lead authority to execute the client's goals and metrics.

C.4.1.2 Project Manager

The role of the Account Manager will initially be a Project and Implementation Manager. Working closely with GSA creating a "Project Implementation Plan" which will encompass all of the steps required for a successful launch. The team will include business process managers from the ICT team. Meeting with the client team for initial sessions, all project requirements from the People, Process and Technology realms will be developed and documented. The Account/Project Manager will designate and manage the tactical resource(s) who will be on site

in the contact center. Additionally the Account Manager will coordinate the corporate ICT Group team from all support areas including IT, telephony, quality assurance, training, recruitment and assessment including agent profile development and compensation planning, workforce management, facilities and any outside vendors required.

Project/Account Manager, Operations

The Account Manager is responsible for the effective management of personnel and resources required to complete tasks on time and within quality assurance guidelines. This individual manages the technology and resources necessary to complete the tasks identified in the Program Management Plan. The Account Manager serves as the client's primary designated point-of-contact. The size and scope of a project will determine the actual skills and experience that are required of the Account Manager.

The daily interactions that the account manager has within the center are reflected below. These interactions are both internal to ICT Group personnel and external to our clients, in this case to the GSA or the end user Government Agency. Below this table is a short description of the role the ancillary support teams provide in the operations management.

• Client services: GSA as the client; ICT Client Support (Sales); vendors or other designated partners of GSA.	• Quality Assurance
• Operations: Reports directly to the VP of Operations.	• Customer Service Supervisor
• Information Systems	• Customer Service Coach
• Recruiting Department	• Customer Service Representative
• Training Department	• Mission Control

C.4.1.3 Site Manager

On a task order basis, the Project Manager and Site Manager will reside at the selected site for the task. Their role will be to provide the daily operational input to the Program Manager and Client with respect to volumes, reports, metrics, and workforce issues. The on-site Project Manager of the selected site will interface directly with the chosen site's HR, Training, and QA department personnel to effectively recruit, hire, train, and manage the necessary workforce to the task orders service level metrics. The Site Manager is responsible for the overall performance of the chosen site and has lead authority to execute the client's goals and metrics.

C.4.1.4 Information Systems Security Manager (ISSM)

The Department Supervisor for Information Systems (IS) is responsible for delivery of technology and systems support, to include telecommunications, equipment, and other IS needs. On a task order basis, the assigned ICT Group Information Systems Security Manager (ISSM) will interact with ICT Corporate support as needed for ensure that all initial and ongoing compliance of information systems and security requirements are in accordance with FIPS Publication 200.

C.4.2 SUPPORT STAFF

C.4.2.1 Human Resources Management

Start-up Support

- Provides input for solution/ proposal development
- Prepares agent profile requirements for program

- Conducts recruiting to hire new representatives
- Performs telephone and personal interviews
- Implements pre-hire testing
- Makes hiring recommendations to operations staff
- Conducts background checks
- Conducts new hire orientation
- Reviews SOP Manual and provides feedback to account manager

Ongoing Support

- Recruits additional staff as required
- Implements all employee benefits
- Performs exit interviews

C.4.2.2 Supervision

Employee Development and Coaching: Train, motivate and develop a team of sales/service agents; develop progressive discipline plans, coaching guidelines and corrective action plans; ensure optimum performance of sales/customer care agents by measuring and monitoring all work performed and addressing unacceptable performance.

Customer Contact: Provide immediate assistance to customer care associates and customers in both routine and escalated situations. Research problems, negotiate solutions with customers, perform or assign follow-up work to ensure customer satisfaction and minimize churn.

Manage Adherence and Accessibility: Ensure compliance with assigned schedules to maximize call coverage and achieve desired accessibility (average speed of answer). Analyze statistical reports and monitor for acceptable performance levels. Respond to high and low call volumes by proactively adjusting schedules.

Employee Training: Disseminate information on products, services and procedures. Schedule information meetings, ensure distribution of memos, identify training needs, and ensure training objectives are being fulfilled. Maintain a knowledgeable work force that can fully address needs of the customer.

Technical: Act as the information source for customer care agents regarding miscellaneous product, service and policy questions. Attend all product and systems training sessions to keep abreast of program enhancements and developments and maintain level of program expertise. Maintain in-depth knowledge of all applicable systems. Keep current on all policies. Ensure understanding of program goals and objectives, as they evolve.

Team Building: Motivate work force by modeling positive behavior. Incorporate the Quality Improvement Process in daily activities by soliciting input from employees, creating team/individual program incentives, developing award/recognition programs, and providing a challenging work environment that stimulates personal growth. Motivate work force to achieve optimal customer care service performance.

Personal Development: Attend management development workshops to develop and improve supervisory skills.

C.4.2.3 Quality Assurance

A centralized QA department is located at the company's headquarters in Newtown, PA. This group comprises a corporate management and development team, onsite quality control managers and monitors, a recruitment manager, a licensing manager, and a policies and procedures administrator. The corporate QA department performs general company and client-based QA functions, regulates and monitors offsite activities, and coordinates the entire QA operation to ensure compliance with corporate and client standards.

Onsite corporate Assurance teams are assigned to each contact center, business unit and geographic district. This team includes a full-time QA director with a staff of monitoring specialists, tape verifiers, trainers, and recruiters. The number of each specialist at the local center depends on specific program needs and the volume of work generated. Being onsite allows the QA team to focus on the program's needs and the local climate, while the corporate reporting structure provides the added benefit of a check at the corporate level, ensuring consistency and strict adherence to all quality standards.

C.4.2.4 Training

The Training Management and Development team at ICT Group consists of the following members:

- VP of Training
- Training Directors and Managers
- District Training Consultants
- Training Coordinators

The team's goal is to exceed customer expectations. Each level of management strives for excellence and achievement of ICT Group's quality standards.

Training Directors and Managers

ICT Group's Training Directors and Managers oversee the team's Training Consultants and Training Coordinators. They are the main interface between clients and the ICT Group Educational Development Team. Managing the total educational program cycle from start to finish, ICT Group Training Directors and Managers ensure compliance to ICT Group's world-class quality standards.

District Training Consultants

ICT Group's Training Consultants design, develop, and deliver educational programs along with performing client presentations. Training Consultants also supervise and assist Training Coordinators in program delivery.

Training Coordinators

There are approximately 30 Training Coordinators in ICT Group's Training Management and Development Team. Roughly 90% of those Training Coordinators were former agents, who were promoted into Training Management and Development. Previous experience and a thorough knowledge and understanding of ICT Group qualifies the Training Coordinators as subject-matter experts. Each contact center is staffed with at least one Training Coordinator. Some centers are staffed with more than one, however, depending on size and business needs.

Training Coordinators have a broad range of responsibilities. In addition to conducting orientation and "new hire" education, Training Coordinators also provide follow-up learning and program refresher training, once the "new hires" have left the classroom. Additionally, once agents are on the calling floor, Training Coordinators provide mentoring and coaching to the representatives, as a way to offer them on-going support and morale.

C.4.2.5 Service Level Management

Contact center performance is managed in real time to meet service level objectives. It is managed daily to deliver customer service and quality standards. The supervisors are the key focal point for the achievement of performance objectives. They are guided and supported by their operations manager. Quality assurance and training are functional areas that assist the operations team to measure and enhance performance as needed. The account team and senior management hold performance reviews once a week for each account.

C.4.2.6 Knowledge/Content Management

The ICT Group has direct, first hand, experience with providing personnel to perform a knowledge/content management function. For the NCC, the ICT Group has a team of 8 dedicated personnel whose role it is to research and resolve open issues by the use of thorough and efficient investigation. Additionally this team is also responsible for the updating, maintenance and management of the 'public facing' knowledgebase/FAQ system. On a task order by task order basis, the ICT Group will identify, hire, and deploy skilled knowledge and content professionals to fulfill this vital requirement.

C.4.2.7 Inquiry Tracking

On a task order basis, the ICT Group will identify, hire, and train Information Specialist personnel to fulfill this function. These personnel will have the ability to effectively capture and track all relevant information and disposition of inquiries, as well as ensuring that inquires are completed in a timely manner and within the service level metrics of the given task order.

C.4.2.8 Technical Support

Systems and Technology within ICT Group supports the operations of each business unit as well as corporate MIS. Systems and Technology is responsible for the following functions:

- Selection and management of call processing and information management systems
- Establishment of data and network standards
- Selection and development of software systems
- Design, development and quality control of client application programs
- Management of client data and transmissions
- Development and maintenance of security and disaster recovery systems
- Management of corporate MIS

ICT Group systems are administered by our a team of systems administrators and operationally supported in our data center 24/7. In addition to our internal IT department, we also have established contracts in place with third party vendors to supply us with additional systems support as needed.

C.4.3 Information specialists (IS)

ICT Group develops a profile to describe the skill set requirements and preferences for contact center staff. The profile is based on our experience (in understanding the key skill-set foundation

found to be successful in agents for similar programs) and critical input from GSA regarding program requirements and will incorporate all of the requirements listed in C.4.3.

Utilizing our experience, processes, and recruiting strategies, the ICT Group on a task order basis will identify the labor mix necessary to fulfill the requirements of a specific task order and make a determination the number and level (1 through 5) required to fulfill the requirements of the task order.

The ICT Group has relevant experience with recruiting, hiring, training, and managing a diverse workforce. A case in point if for one of our healthcare/pharmaceutical clients wherein we have registered Nurse and accredited Physicians within the call center environment supporting this client.

Contained in our financial/business proposal is a mapping of Information Specialist levels a corresponding labor category and wage as defined under the Service Contract Act.

L.7.2.1.5.4 Emergency Response Capability

To support our clients in a manner that allows them to take advantage of our capacity and infrastructure, ICT Group provides emergency contact center services support in two specific manners. The first is that all of our contact centers are configured in a "hub and spoke" network architecture. This fact means that all of our centers, globally, are linked together in a 'virtual' network. In the cases of disaster, emergency, or unexpected call volume, ICT Group can route or re-route calls to other centers that have immediate, available capacity. This allows ICT Group to mitigate any disaster situation and at a minimum insure that calls are answered and necessary information is conveyed and released.

Additionally, ICT Group ICT Group sets a threshold [REDACTED] to ensure we are properly sized for new opportunities. This number fluctuates on a monthly basis according to seasonal variations, forecast changes, etc., and is designed to allow flexibility to our clients. If we approach this number for a given facility, we implement plans to off load calls from that specific account, or other accounts based upon skill set to other centers. As an enterprise if we approach this number, we then in turn will open up additional contact centers.

During those periods of emergency deployment, ICT Group understands that with the rapid increase of headcount and the rapid nature of deployment that we, the vendor, must also be prepared and have adequate accounting systems that will accurately track and report on the headcount deployed. Dependent upon the exact nature of the billing mechanism (per hour, per call, per block of calls, etc.), the ICT Group is prepared to provide to the Government an accurate report/keeping of our methodologies of time keeping for our agents. Currently the ICT Group utilizes on a corporate wide basis an agent time keeping application, Kronos. This Kronos application is the application by which all agents log into for employee payroll purposes. Additionally, each agent is required to log into a specific application on the ACD in use for their specific client. Between these two centers, and again dependent upon the methodology of billing to the Government client, ICT Group will be able to provide a reportable, auditable, time keeping system in which we will be able to effectively show and identify all time spent by an agent on a specific account.

As detailed in our response to section C.5.1, the ICT Group currently has [REDACTED] that we could potentially utilize dependent upon the size, complexity, language requirements, etc. Our corporate telephony and systems infrastructure is such that each one of these centers is capable of being added to a current center in the case of a need, such as an emergency, seasonal spike, etc. Currently within these U.S. based centers, the ICT Group has approximately [REDACTED] of these total seats we typically reserve about [REDACTED] immediate available capacity for our clients emergency needs. Additionally in our large centers, such as [REDACTED] we have the right of first refusal of contiguous space to add additional seats for longer term needs.

In support of the emergency response capability requirements of the RFP, the ICT Group will look to utilize this immediate, available capacity first. If, per the requirements or needs a particular task order, the ICT Group needed additional capacity, we have utilized subcontractors in the past to provide additional seat capacity. For example, in support of FEMA's requirements during Hurricanes Katrina/Rita, the ICT Group utilized our existing resources, but also expanded our delivery capability by bringing on an additional subcontractor. In this environment, the ICT Group remained the prime contractor and was responsible for all service level deliverables, but was able to leverage our contacts within the industry to find and deliver additional seat capacity. In this instance the subcontractor provided ICT Group with approximately [REDACTED] of capacity within the required timeframe.

If/when needed and/or required the ICT Group shall also leverage our national relationships and contractual agreements with temporary staffing agencies. These national firms (as well as their local affiliates) provide the ICT Group with a large, immediately available, workforce that can be contacted, hired, and deployed in a very short time period. With the use of our existing agreements the ICT Group does not waste cycles in contract negotiations or pricing discussions.

Additionally, the ICT Group Government Operations Account Management team will look to deploy some, or all, of the following procedures to respond to an emergency request, situation, or need by a Government client:

- Provide workforce management analysis [to determine target staffing levels]
- Expand existing agent schedules [hours of operation]
- Recruit, hire, train new agents as necessary
- Contract w/ partner call center organizations as necessary [ex) hurricanes, first VA data loss]
- Create custom reports
- Create system solutions [to track call types, provide information, etc.]
- Provide call routing plans/solutions
- Provide automated messaging and updates
- Create scripts, Standard Operating Procedure Documents (SOPS), etc.
- Create FAQs

With respect to Security, the ICT Group Security Administrator will work closely with the Government Operations team, the local recruiting office, the local HR office (ICT) and the

Government agencies requirements to ensure that our corporate based security procedures and processes are as, or more, stringent than the client's requirements. In the event that the client has more stringent security clearance processes than we are typically prepared for, the ICT Group will quickly deploy through our corporate executive management, Government Operations, and Corporate Security staff the procedures, processes and timelines required to meet the Government client's security clearance requirements and timelines.

As a matter of actual cast study experience and history, the ICT Group has relevant, recent experience wherein we partnered with our Federal Government clients to provide an immediate/rapid response to natural and other emergency scenarios that required that we temporarily increased our staff (in one case 1,400 agents within 72 hours) and immediately respond to our clients needs. We have shown the ability to ramp up as quickly as within 24 hours when asked by our clients.

The following case studies illustrate ICT Group's rapid and emergency response capabilities in the event of unplanned call volume increases.

OTC Consumer Product Recall

ICT Group supported this worldwide manufacturer of health care products when one of its products was suspected of a causal relationship with an infection. What started as media speculation turned into a voluntary stop shipment and eventually a full product recall. This company's consumer response center typically handled a few hundred calls a day. When the news broke call volume topped 10,000 calls per day. ICT was selected to support overflow call volume from the company's internal center as well as to provide a dedicated 800 number to direct to a hosted IVR that the company could use in its national media communications and recall advertisements.

ICT Group was called on a Tuesday and received scripts and training materials on Thursday. By Thursday night at 3:00 a.m. ICT Group had fully developed and tested an ICT Group hosted IVR that played up to the minute updates on the recall and allowed consumers to request a coupon for an alternative product or a product refund with an option to transfer to a live agent. Over the course of the two and one-half month campaign, ICT Group hosted IVR self-serviced 85% of the callers with only 15 percent asking to speak to a live agent.

By 8:00 a.m. on Friday we opened our live agent service with 100 representatives growing to 600 representatives by the end of the day. The representatives were using a fully automated system with up to the minute FAQs to service consumers - all from scripts that were received the previous day and updates throughout the day - to answer any calls opting for a live agent from the IVR.

During the first few weeks of the campaign daily call volume ranged from 7,000 - 10,000+ calls. Call volume then trailed off to about 1,500 calls per day until some breaking news that generated over 4,500 calls in a single day - all handled by ICT Group. Over the course of the assignment ICT Group answered 98% of all live agent calls received and 100% of all hosted IVR calls received.

Hurricane Response - 2004 Season

When four major hurricanes struck the southeastern U.S. over a period of six weeks, thousands were left homeless. As individuals and businesses filed applications for disaster assistance with the Federal Emergency Management Agency, FEMA faced the challenge of calling back tens of thousands of disaster victims to gather additional information to help them. And it was necessary to make the calls quickly to get help to the victims as soon as possible.
Within 48 hours of receiving a statement of work and orders to proceed, ICT Group had in place a contact center prepared to complete 30,000 interviews during the first seven days and to conduct additional interviews of over a 90-day period. This center exceeded the customer's expectations by completing over 73,000 outbound calls and responded to over 2,000 inbound calls during the first nine days of operation. Within 72 hours, ICT Group had put in place capability and capacity over 2 centers that included trained staff of approximately 150 FTE.

Hurricane Response - 2005 Season
When Hurricanes Katrina and Rita devastated the Louisiana and parts of Mississippi and Texas, the General Services Administration (GSA) and FEMA turned to ICT Group for Assistance. As the day-to-day operator of the Government Citizen Information Center (1-800-FED-INFO), ICT Group was asked to rapidly expand our capability to handle information requests. As the displaced citizens were going to need information relative to labor benefits, social programs, and other Government Services, the GSA and FEMA anticipated that the call volume increase to the 1-800-FED-INFO line was going to be exponential.

In order to be prepared to serve the needs of the effected citizens, ICT Group received a statement of work and request by the Government to rapidly increase our staffing and headcount. To this end, after receiving formal notification of acceptance of our proposal, ICT Group had established [REDACTED] facilities in order to be incrementally staffed to a level of [REDACTED] . This incremental staff was deployed, trained, and began accepting calls within 48 hours. This incremental staffing continued for a period of 8 weeks. To support these new agents, ICT used its self-learning knowledge base hosted for the Federal Government as an agent-facing tool to quickly publish FAQs that were changing by the minute.
In addition to our live agent support, ICT Group used its outbound alert technology to proactively notify people who previously submitted Disaster Relief Claims that additional information was needed prior to completing their application. ICT Group's inbound hosted IVR was used to self-service people calling for a status on their claims.

Department of Veterans Affairs Security Breach
As was nationally and widely broadcast, the Department of Veterans Affairs (VA) had an employee's laptop containing the private and sensitive data of 26.2M veterans and active duty members of the armed forces stolen from the VA employee's house. In anticipation of the 'official' announcement from the VA and the US Government on Monday the GSA and VA put out a competitive solicitation to staff an emergency/special event contact center. This request for proposal came on Friday at 5:00pm. After submitting and subsequently negotiating with the Government, ICT Group was awarded a task order to proceed with the Special Event Contact Center at midnight on Saturday. By noon ET, on Monday, ICT Group had engaged and deployed 5 contacts center with an initial staffing capacity of [REDACTED] by 9:00pm ET that same day, ICT Group had reached its proposed, full staffing level of [REDACTED] This ramp up of staffing was accomplished in less than 36 hours of official notice to proceed by the Government and was an effort that involved both ICT owned/operated [REDACTED] centers and a subcontractor

[REDACTED] ICT Group as the prime had overall responsibility for the effort and managed all locations from a central, single point of contact.

Medicare Part D New Product Launch

When the new Medicare Part D product was launched in 2005 several five managed care organizations turned to ICT Group for support. A nationwide provider who secured contracts in all 50 states asked ICT Group to provide 150 licensed agents to sell the PDP product and 300 non-licensed agents to support education, pre-qualification, verification and welcome calls. ICT Group started the training and licensing process in July and achieved the full [REDACTED] goal in time for the enrollment efforts in November with coverage in all 50 states. We also met the non-licensed agent goal. When open enrollment started on November 15th volume significantly surpassed projected staffing levels. In order to support the additional volume ICT Group had to look outside for additional capacity during this peak call center period. Within one week, ICT Group secured additional licensed agents from one of its sub-contracting partners and non-licensed agents from another - allocating calls and managing all work from ICT Group's central point of contact.

SECTION 5: MANAGEMENT PLAN (M.2.1.3)

L.7.2.1.6.1 Program Management Plan

The organizational structure from Program Management down through the customer service representative is defined herein with respect to their roles and responsibilities. Being that the Program Manager shall be a key and central figure to the success of the overall relationship between ICT Group and the GSA, we will begin with a description and role of the person we are proposing as the designated Program Manager. Below this description of the Program Manger is a matrix of all personnel, their roles, and responsibilities when it come to delivering in a multi-channel contact center operation.

On a task order basis, and dependent upon the actual requirements of the task order, the personnel described herein may change, but at an 'umbrella' basis to manage the overall USA Contact contract, the following personnel are being proposed to support this initiative.

For ICT Group's Government Operations Division, the Overall Program Manager being proposed by ICT Group is [REDACTED] has over 15 years' experience in the multi-channel contact center industry. Working for global contact center outsourcing organizations, [REDACTED] has been involved with almost all contact center disciplines throughout her career, such as program/project management (operations), Training, Marketing, business development, technology development/deployment, research and customer satisfaction. We believe her knowledge and understanding of the CRM/Contact center marketplace will be invaluable to the VA and your efforts to develop and implement commercial best practices and a state-of-the-art contact interaction center.

In her role as the Program Manager, [REDACTED] will be responsible for all aspects of the success of the program. As Sr. Program Director for the ICT Group, [REDACTED] will leverage her understanding of technology, quality standards, operational processes and metric analysis to provide a foundation for the VA to develop industry leading contact center services.

[REDACTED] has the personnel background, knowledge, credibility, and experience with interrelating with senior executives from organizations, and as such will be a valuable contributor to her relationship with Government personnel.

[REDACTED] will also interface directly with the applicable Site Manager for the necessary reporting information, reporting and, analytical data that she as Project Director will require to provide a true value to the Government. The Program Manager will interact with and guide all of the functional areas within the ICT Group organization for the development of processes and practices, such as with IT, Operations, QA, HR, Senior Operational Management, and Business Development.

Reporting to [REDACTED] will be an Account (Project) Manager who shall be assigned and approved on a task by task basis. The Program Manager will also interface directly with the applicable site manager for the necessary reporting information, reporting and, analytical data that the Program Manager will require to provide a true value to the GSA customer.

The Program Manager will also have dotted line interaction with all of the functional areas within the ICT Group organization at her disposal for the development of processes and practices, such as with IT, Operations, QA, HR, Senior Operational Management, and Business Development.

As ICT Group has defined in our processes, the Program Manager is the primary conduit for the transfer of information between ICT Group and the client. Typical programs require daily (even hourly) client communications for a variety of tasks including:

- Understanding and interpreting product and market strategies
- Creating strategies to reduce cost per sale
- Scheduling of record files transferred to/from client
- Handling of script development and changes
- Participating in client training and monitoring sessions
- Researching and solving client and customer issues
- Preparing and analyzing client reports
- Communicating daily with contact centers and Quality management to discuss performance
- Developing value-added recommendations for improvement

The ICT Group provides for your review and evaluation the following organizational depictions. The first is the overall executive management structure and is included to show/detail the positioning of [REDACTED] is the most senior executive who is responsible for the overall success of our Government Operations. The next organization chart will detail the current Government Operations team that will provide support and assistance on both the overall umbrella contract and for the individual task orders. Note- on an individual task order basis the person may change, but the function, role and responsibility, and its place within the overall organization will not change.

Corporate Level Organization

[REDACTED]

Government Operations Organization

[REDACTED]

The following chart describes all the personnel involved in support of the GSA program and their roles and responsibilities:

Function	Start-Up Support	On-Going Support
Agent	• Actively participates in required orientation and pre-program certification training • actively participates in client training sessions • provides feedback regarding script and systems design	• supports program through clearly defined operating procedures • provides qualitative feedback regarding script, offer, competition, etc.
Operations Management (Supervisors/ Operations Director)	• provides input for solution/ proposal development • identifies required skill-level to support program • determines staffing levels • adjusts program staffing or hires new staff as necessary • establishes incentive programs • tests automated systems from a agent perspective • reviews SOP Manual and provides feedback to account manager	• supports agents • performs ongoing monitoring and coaching • monitors service levels and sales rates • provides agent escalation intervention • manages contact center activity • monitors daily performance • compiles agent feedback for reporting to account manager
Quality Assurance	• provides input for solution/ proposal development • develops quality assurance program operating procedures • prepares mystery shopping and silent monitoring guidelines/scenarios • directs client calibration session • establishes error-rate tracking procedures and feedback mechanisms • tests automated systems from a agent perspective • develops fraud detection systems • reviews SOP Manual and provides feedback to account manager	• implements and tracks silent monitoring and mystery shopping programs • works with supervisors to conduct coaching • conducts tape verification; catalogs tapes • tracks and reports quality measurements to account team
Telecommunications	• provides input for solution/ proposal development • evaluates telecommunication requirements • establishes telecommunication architecture • performs ACD programming • test lines • reviews SOP Manual and provides feedback to account manager	• runs ACD reports • programs ad-hoc ACD reports • evaluates telecommunications performance standards • trouble-shoots telecommunication issues

Function	Start-Up Support	On-Going Support
Systems & Technology	• provides input for solution/ proposal development • evaluates systems requirements and connectivity issues • prepares plan and documents SOPs for systems and technology program components • programs automated scripts, call guides and data capture forms • programs batch processing or transmission programs • thoroughly tests all automated functions and back-end reporting and processes • establishes security procedures • develops fraud detection systems • processes client data • reviews SOP Manual and provides feedback to account manager	• performs update programming as required • runs systems reports for predictive dialer and inbound call handling platform • performs systems back-up • processes contact management procedures • performs daily and scheduled transmissions • monitors compliance of security procedures • trouble-shoots systems issues
Reporting	• provides input for solution/ proposal development • defines all program reporting criteria • develops report specifications to be used by telecommunications and systems in report design • programs reports • establishes reporting frequency and distribution criteria • tests reporting systems and reports • implements fraud detection systems • reviews SOP Manual and provides feedback to account manager	• performs update programming as required • runs daily reports • audits daily reports • distributes daily reports as per a predefined schedule • trouble-shoots reporting issues
Recruiting/Human Resources	• provides input for solution/ proposal development • prepares agent profile requirements for program • conducts recruiting to hire new representatives • performs telephone and personal interviews • implements pre-hire testing • makes hiring recommendations to operations staff • conducts background checks • conducts new hire orientation • reviews SOP Manual and provides feedback to account manager	• recruits additional staff as required • implements all employee benefits • performs exit interviews

Function	Start-Up Support	On-Going Support
Training & Development	• provides input for solution/ proposal development • establishes pre-program certification requirements • assists in scripting • writes training materials • prepares training agenda • schedules staff training (agents, supervisors, QA, etc.) • conducts certification and program-specific training • reviews SOP Manual and provides feedback to account manager	• conducts initial silent monitoring and mystery shopping • works with QA and supervisors to implement additional training sessions as needed • provides update training sessions for new information, products or processes • conducts ongoing training for new hires
Accounting	• provides input for solution/ proposal development • reviews pricing proposals • secures client financial information • reviews SOP Manual and provides feedback to account manager	• prepares invoicing • processes monthly invoicing
Legal/Compliance	• provides input for solution/ proposal development • reviews contract • establishes compliance procedures • researches/resolves fraud	• monitors compliance • conducts security audits
Account Management/ Director of Client Services	• provides input for solution/ proposal development • reviews program parameters • secures operations, training, programming, and recruiting input • prepares SOP Manual and secures client approval • prepares start-up timeline; aggressively manages deliverables • prepares scripts, call guides and data capture requirements • secures client approval of scripts, call guides and data capture forms • manages all components of program start-up • thoroughly tests all program systems and reporting functions	• day-to-day client contact for specific client programs • ensures compliance with daily, weekly and monthly deliverable schedules • reviews daily performance • trouble-shoots performance deficiencies • develops plans for process and program improvements • coaches agents, supervisors and QA personnel • conducts client silent monitoring sessions with QA and Operations Director • manages all functions associated with script, data capture, transmission or reporting changes • provides proactive recommendations to client to improve sales and processes and reduce costs • compiles data and input for preparation of executive summaries
Account Executive (Relationship Manager) & Divisional President	• identifies program parameters • prepares pricing and proposal • negotiates contract • reviews SOP Manual and provides feedback to account manager	• main client contact for overall client relationship • monitors program performance • makes recommendations for process and program improvements • trouble-shoots performance deficiencies and service issues • audits invoicing

L.7.2.1.6.2 Human Resources Management Plan

Relying on our proven processes and 20 years of experience, ICT Group has delineated the roles and responsibilities through the Key Support Processes of developing and implementing a new

account, or adding to an existing account. The table below will identify some of the major roles, responsibilities and measurements that we as an organization utilize in developing a human resources plan. Below the table we lists the process, plans, and steps taken through the recruitment, hiring, and training phases to ensure successful implementation and operation.

Key Support Process	Description	Internal Quality Performance Measures Used	Measurement Frequency
Recruit and Select CSRs	Advertise, interview, evaluate candidates for CSR positions	Number of qualified personnel hired to meet forecast	Monthly
CSR Training	Provide effective training to CSRs in customer service, product knowledge, age, call handling, call classification process, client culture, philosophy and, ICT Group culture and policies	Percent of trainees pass certification	Bi-weekly or by project
Call Monitoring	Each CSR will be monitored every 48 hours on an on-going basis and more frequently for new hires and upon program initiation by the center's QA monitors. Each observation will be evaluated and scored. The schedule of observations and the results will be maintained. The results of each observation will be reviewed with the CSR and supervisor.	95% of observations must meet or exceed standards; 100% of observations are performed on time; 100% of observations are scored	Weekly
Coaching and Supervision	The floor supervisor and center managers review the results of call observation reports, productivity measurements, training certifications, attendance and work adherence measurements with individual CSRs.	100% of call observations are reviewed with CSR;	Weekly
		100% of CSR productivity measurements are reviewed with CSR;	Weekly
		100% of scheduled training certifications are reviewed with CSRs	Monthly
		Attendance and work adherence compliance are reviewed with CSRs	Monthly
CSR Retention	Motivational programs and recognition of performance are promoted for the retention of CSRs	Turnover meets or is below forecast	Monthly
Productivity Measurement	Productivity measurements are specified, measured and reviewed with each CSR, team leader, supervisor and manager.	85% of CSRs are above standard.	Daily
		100% of CSRs below standard receive a Performance Improvement Plan	Monthly
Service level Measurement	Service levels (ASA, abandon %, blockage %) are reported and monitored real time by supervisory staff. Actions are taken in a timely manner to exceed standards.	75% of service levels exceed standards;	Daily
		100% of service levels are within 10% of standards	Daily
		75% of days have service levels above standards	Monthly
Client Satisfaction Measurement	Operating procedures are designed and implemented to exceed indicators of client satisfaction. Reporting systems provide timely feedback to management	Client satisfaction indicators exceed standards	Daily
Forecasting	Management reviews previous call patterns and future client marketing activities to estimate ½ hour call volume forecasts	Weekly forecast vs. Actual is with a 10% error	Weekly

Key Support Process	Description	Internal Quality Performance Measures Used	Measurement Frequency
Scheduling	Management will use appropriate manpower scheduling software to schedule personnel to meet forecasted volumes	Manpower availability is within 5% of scheduled forecast	Weekly
Systems Management	Systems personnel will provide proactive and reactive solutions to ensure the availability and complete functionality of voice and data systems	Systems availability is at 99.5% of scheduled forecast	Weekly
Change Management	Client, center management and CSR requests for changes to policy, procedures and systems will be tracked and reported on through completion and sign-off	90% of change requests are logged, tracked and reported on	Monthly or as needed
Management Training	Continuous training is provided to supervisors, QA personnel, center managers to improve and refresh their skills in human relations, contact center metrics and client company and product knowledge	Scheduled management enhancement classes are provided to staff	Weekly or as needed
Product Enhancement Training	CSRs receive continuous training in client products, case knowledge software and call trends	CSR product knowledge enhancement training is provided and certification per CSR is tracked	Quarterly
Skill Enhancement Training	A program of customer relationship training is provided to re-emphasize and re-vitalize CSR awareness of the importance of customer contact and appropriate techniques to maximize customer satisfaction on a call-by-call basis.	CSR customer relationship refresher training is provided and certification per CSR is tracked	Quarterly

Recruitment

ICT Group considers recruitment of agents an important part of the success of the programs. Identifying and selecting the right people to do the job is a methodical, defined process. This process is outlined below:

The first source we would look to for the targeted agents is from our existing employees. The staff base is screened for existing personnel with the specific experience required. After this resource is depleted, recruitment efforts begin from the outside. Recruitment venues include:

- Job Fairs
- Local Employment Agencies
- Colleges, Technical and Business Schools
- Websites
- Advertising
  - Newspapers
  - Cable Stations
  - Radio Advertisements
  - College Newspapers

PROFILING

ICT Group develops a profile to describe the skill set requirements and preferences for candidates. The profile is based on our experience (in understanding the key skill-set foundation found to be successful in agents for similar programs) and critical input from GSA regarding program requirements and will incorporate the following at a minimum:

- First-rate communication skills
- Expertise in managing multiple priorities in a fast paced environment
- Effective listening skills
- Polite and courteous telephone manner
- Computer proficiency
- Extensive sales background
- Highly experienced in the government services
- Ability to work well as a team player
- Adept at multi-tasking while on a live call

Education

ICT Group has set the educational requirement for agents minimally at a high school diploma and preferably some college. The education level of the company's agents is relatively high for a service agency. Currently, 22% of the agents have received a college degree, 59% have some college completed, and the remainder have graduated from high school.

INTERVIEWING

Telephone Screening

This screening method is used when applicants are responding to any form of advertisements. The purpose of this method is to gather basic information from the caller in reference to their qualifications, educational level, positions interested in, shift availability, advertisement source and to schedule an interview.

Candidates are contacted by telephone and are screened for voice quality, the impression they make sight unseen, and their listening and spoken communication skills.

If applicants pass the initial telephone screening process, they are invited in to fill out and application and are set up for an interview. During the interview is when they are evaluated for oral and written skills, related experience, presentation techniques, and their handling of representational telephone call scenarios (role-playing).

Application/Resume Screening

After Applicant has completed an employment application, the recruiter will review the document looking at the following information:

- Background Information-Check for completion, verify eligibility if applicant is a rehire, ensure phone and social security are complete.
- Job Interest-This area tells us the shift availability of the applicant, desired position and wage.
- Education, Training and Professional Licensure-Check for education level of completion and computer schooling or proficiency.
- Employment Record-3 areas to focus when reviewing employment records are:
- Job Title and duties

- Length of service with company
- Reason for leaving
- References-Ensure this area is complete, look at the length of time known and relationship to applicant, references should be a mixture of business and personal, check for completion of contact information.

Interview

During the Interview the following areas must be covered, after the interview is complete, unless there are scheduling issues a hiring decision should be made and the new hire will be scheduled for training.

- Government Experience
- Customer Service Experience
- PC and Windows Experience
- Educational Level
- Employment Pattern
- Skills Testing
- Diction Exercise
- Interaction with Interviewer
- Career Goals

Candidates who pass this phase are invited to "ride with" an experienced agent who is doing similar work. This allows the candidate to become better acquainted with the type of work that will be performed so that the potential fit can be questioned/further validated by the candidate. Because we solicit input from the experienced agent with whom the candidate sat (e.g., what questions were asked by the candidate?, how engaged did the candidate appear to be?, etc.), it also allows for ICT Group to get another opinion on the candidate's suitability for this type of work.

TESTING

As part of the initial screening/testing process, ICT Group administers a rigid reading test for all applicants. Utilizing a sample telephone marketing script, the applicant's reading ability is tested as well as their pronunciation skills, diction and voice tone and inflection.

Additionally, applicants are given a basic typing skills test. The results of this test typically provide a fair indication of the applicant's PC and computer keyboard skills, as most telephone marketing programs on which they are working will require only minimal data entry.

COMPLIANCE WITH HSPD-12

It is the intent of the ICT Group to integrate the requirements of HSPD-12 with our current processes and methodologies for Information Specialist recruiting and hiring. We have several years of experience of modifying our corporate processes and methodologies to meet our clients unique industry requirements, specifically related to security and privacy matters.

Currently, our process for personnel security identification verification for our information specialist/agents is:

Two forms of government ID on the approved Homeland Security list are physically examined and verified. In addition, we verify social security number and date of birth on our background check. We run a county, criminal and Active X, national terrorist watch list, check.

Once the verification is complete and the candidate is employed, he or she is issued an access badge and is educated regarding building use access. An employee may not allow anyone else access who is not in possession of his/her own badge. A security guard monitors the badge usage policy and is stationed at the entrance of the building. There are strict disciplinary guidelines in place for violations of the building access procedures.

HIRING

Before a hiring decision is made, ICT Group requires a candidate to complete an availability form. Agent availability is a key component in the hiring decision. Once hired, an agent is scheduled for a formal orientation session and certification training. ICT Group performs conviction background checks and social security number verifications on all new hires (working on information-sensitive programs) through ChoicePoint. Turn-around time on background checks is a maximum of three business days.

Employee Retention

At ICT Group, we know that agent retention can only be achieved when the agent finds his or her job interesting and rewarding. Achievable goals, formal training and recognition programs, and ongoing performance feedback contribute to agent retention. We conduct exit interviews with all agents and have found that the top three reasons why representatives choose to leave are 1) full-time job opportunity, 2) returning to school, and 3) change in availability.

ICT Group's recruitment department is responsible for measuring and reporting on retention and attrition rates, and developing programs to improve overall retention. ICT Group develops specific incentive and motivation programs for each client initiative that includes attendance, productivity, and quality in the measurement. These programs vary by client, but are set up to ensure that agents don't have to meet 100% of their goals to receive some incentive, to ensure that agents do not develop a sense of failure if they have attendance or other problems early in the measurement cycle. Finally, ICT Group center management tries to take a paternalistic approach toward managing employees and will work with them above and beyond the call of duty to help them become and remain productive employees.

ICT Group's tenure rates, speak to the success we have had in retaining employees. Retention plans are based on two vital areas: First, in the area of incentives and team spirit motivational programs and second, in the structure of the working environment.

Motivation and Incentive Programs

ICT Group develops specific incentive programs for each program that include attendance, productivity, and quality in the measurement. These programs vary by client and program type, but are set up to ensure that agents don't have to meet 100% of their goals to receive some incentive, to ensure that agents do not develop a sense of failure if they have attendance or other problems early in the measurement cycle. In addition, ICT Group center management tries to

take a paternalistic approach toward managing employees and will work with them above and beyond the call of duty to help them become and remain productive employees.

ICT Group's recognition and incentive programs are customized to meet each client's specific requirements. Listed below are some examples:

Quality Circles
Our primary program is called Quality Circles which rewards representatives for real-time performance successes. These can range from the outstanding handling of an irate caller to an individual's initiative above and beyond the call of duty. Employees are awarded points on their "score card" by their supervisor or any other manager in the center which can be turned in for rewards such as gift certificates, movie tickets, free vacation days, comp time, etc.

Employee of the Week and Month
We maintain an Employee of the Week and Month award that is given to outstanding employees based on ratings from supervisors and monitors. Recognition includes an award certificate, a plaque in the contact center, and a $25 gift certificate.

ICT Group's Achievement Award Program - "EXCEL"
In recognition of an objective, an achievement award program is in place at ICT Group called EXCEL - Exceeding Client Expectations with Leadership. The purpose of the program is to recognize and reward, on a monthly basis, any staff member who has demonstrated the ability to exceed customer expectations on the client's program. Both quantitative and qualitative information is used as evaluation criteria to specifically demonstrate how the individual exceeded client expectations. A signed EXCEL certificate and a prize is awarded by the President of ICT Group to a first, second and third place recipient each month.

Team Incentive Games
Incentive games allow agents to earn points where each point is a chance to win a substantial prize (such as, a vacation for two). "Pizza on ICT" is provided randomly based on performance objectives. Team contests with relatively small prizes are run to heighten interest and to build relationships amongst team members.

Incremental Increases
Once hired, agents receive incentive compensation based on both individual and team achievements. Agents can also receive incremental increases based on the cumulative number of hours worked and performance. New representatives with previous industry-specific customer service experience or specific licenses or expertise (i.e., insurance, brokerage, mortgage, etc.) are paid at a higher hourly rate commensurate with experience.

Work Environment
Individual workstations are set up in private cubicles on an open floor plan, designed to minimize noise, while allowing the agent to be observed by their supervisor (e.g. typical workstation has 42" high partitions surrounding the station). Each agent has their own workstation which many find to be a motivator in itself as it promotes a sense of independence.

Motivational themes decorate each contact center and are changed periodically to keep the message fresh. In addition, special program/client decorations are instituted to create a team atmosphere with our clients. own workstation which many find to be a motivator in itself as it promotes a sense of independence.

On a general basis, ICT Group offers incentives for a variety of goals achieved, such as in schedules or hours worked. This motivates the agent to work a regular schedule, putting in as many hours as possible to achieve the next level of compensation.

Incentive programs are designed to continue the low annual turnover that has been achieved for other customer service programs during the past years of operation. At the same time, the incentive motivates the agents to improve attendance and thereby increase billing revenue. It provides a mechanism to reward performance that meets or exceeds client expectations and thereby helps to maintain client satisfaction.

In sum, incentive programs:

- reduce turnover
- increase billing revenue by reducing absenteeism
- maintain client satisfaction through improved performance

Workforce Management

ICT Group utilizes Witness Director Enterprise for Work Force Optimization solution. Formerly Blue Pumpkin, the current version in use is 3.3. This technology brings workforce management, quality monitoring/recording, performance management and e-learning software and services together under a unified framework with unprecedented business integrations. Witness optimizes our contact center performance and provides our operations management personnel with perfectly timed schedules for our inbound customer service and technical support representatives.

ICT Group's operations management personnel utilize the Witness work force management tool to develop the most effective, most ideal workforce schedules for its agents, based on their individual scheduling availability, especially in multi-center environments. It allows the user to account for a wide variety of work breaks, meetings and other duties unrelated to call handling. It also provides in-depth information about the effect of scheduling changes on performance service levels.

With the integration of real time data transfer from the ACD switch, Witness work force management tracks historical call patterns for trend analysis in call forecasting, and also provides real time agent adherence statistics. Through monitoring tools available at the supervisors' desktops, views are presented showing agent adherence to schedules.
Scheduling information from other sources (e.g., Microsoft Excel, Microsoft Word, Internet Web pages, etc.) can be easily imported into Witness work force management. Up to ten types of

work breaks can be incorporated into the schedule, with each break being coded and/or identified as it is entered into the system.

Witness offers several advanced features, including assisting in meeting planning (i.e., the software can be utilized to forecast the most ideal meeting time, so that there is little or no impact on service performance levels). Other advantages of this system are outlined below:

- Improves customer satisfaction by decreasing average customer hold time
- Increases efficiency and boosts customer service performance levels
- Increases revenue and frees up resources and time, allowing management to focus on strategic planning and improved business growth objectives.
- Decreases turnover and improves employee morale by more accurately forecasting personnel requirements and fairly accommodating employee requests whenever possible.
- Reduces over-staffing costs

Witness is a powerful, flexible, easy-to-use system that balances inbound agent availability according to personal preferences and areas of specialization. This software is able to adjust shifts and work breaks and blend part-time and full-time agent work schedules, handling multiple agent staffing groups at multiple contact center locations.

Witness allows the user to experiment with hypothetical scheduling. Information pasted from an existing schedule or information obtained from a newly created file may be used to obtain comparison data. The information can include historical results of previous call handling schedules, such as information about the average call volume or average speed of answer. The user can import shift pattern data from other schedules in order to analyze the impact of making slight modifications to the schedule or of completely revising the agent shifts.

Call Monitoring

Monitoring of agents is a fundamental process at ICT Group. We believe that monitoring of agents serves three basic purposes:

- Ensures compliance with corporate and client standards
- Provides feedback for improving agent performance
- Supplies marketing data regarding the client's product/service and the method in which the product/service is being presented to the buying public

New agents are monitored daily [for at least five completed calls, averaging a total of 20 minutes] by the Quality Assurance (QA) department for the first two weeks of their employment. Experienced agents are monitored a minimum of (three sessions) once every 48 hours. Experienced representatives starting a new program are treated like new agents and are monitored daily for the first two weeks. ICT Group's monitoring staff complete and keep a hardcopy form of each monitoring session (copies are kept on file for up to 6 months). We encourage client participation in monitoring sessions.

Both the supervisor and the monitor are responsible for monitoring each representative and recording the results. The monitor is then responsible for reviewing the monitoring statistics with the representative and center management on a daily basis to obtain program feedback and to provide new information and re-training. Feedback to the representatives is immediate; including a one-to-one review of monitored calls and associated documentation showing success and areas

of improvement. Representatives sign each written review and are given "Action Items" to be used as a guide for future monitoring. In addition, the supervisor will monitor representatives who appear to be significantly below or above average on a daily basis to determine why their statistics are so deviant from the norm.

Additionally, ICT Group has independent remote monitoring capabilities, which means that clients can remote monitor phone calls independently by calling a dedicated number and entering a specific password for their project. In this way, our clients can listen to their programs any time, day or night without the assistance of their ICT Group program manager. We do recommend that we schedule formal monitoring sessions with the client and our ICT Group team so that we can listen to calls together in order to evaluate your rating of calls. In this way, we can customize our monitoring based on the client's requirements and definitions of a "successful" call.

Ratios

[REDACTED]

Wage Rate Categories

In developing our operational, and ultimately our financial/pricing solutions for the various information specialists the ICT Group has conducted research and consulted with Dept. of Labor SCA experts to develop the following matrix of GSA Level (1 through 5) relative to a corresponding Dept. of Labor Occupation Code-Title from a published wage determination. Below is this 'cross-walk' of our analysis. In some instances, based upon the ultimate complexity of the task order we have provided two occupation titles that are similar in labor rate, but differ in the function that the IS would ultimately perform.

Dept. Of Labor Occupation Title	GSA Level
Receptionist I	Level 1
Data Entry I	Level 1
General Clerk I	Level 2
Word Processor I	Level 2
General Clerk II	Level 3
Word Processor II	Level 3
Technical Instructor/Course Developer	Level 4
Computer Systems Analyst	Level 5

*Note - contained in Section B is our 'hourly rate' for each respective level. For those Levels wherein we have utilized two or more occupation titles identified above, the ICT Group has used the following basic % allocation formula to determine one hourly rate. We have used this allocation model to 'estimate' the percentage of time wherein a task order would require each of the respective skills.

For Level 1 personnel – we have assumed a 50/50 split between Receptionist I and Data Entry I.

For Level 2 personnel – we have assumed a 65/35 split between General Clerk I and Word Processor I.

For Level 3 personnel - we have assumed a 65/35 split between General Clerk II and Word Processor II.

L.7.2.1.6.5 Quality Control/Quality Improvement Plan
Quality Assurance Overview

ICT Group has one of the strongest quality assurance orientations available in the outsourcing industry today. All of ICT Group contact centers, have been awarded the internationally recognized ISO 9001:2000 quality certification of the International Organization for Standardization in Geneva. ISO 9001:2000 is a world-recognized third-party certification of an effective quality system that emphasizes meeting customer needs and expectations, good management practices, thorough quality planning, effective communications and prevention of errors in all operations. This award recognizes the quality standards of ICT Group. Certification by the ISO signifies that ICT Group meets the organization's stringent quality guidelines and requirements for customer service.

Along with our **ISO 9001:2000 certification**, ICT Group's commitment to quality can be seen in our success with client satisfaction and retention. All contact centers have on-site quality assurance personnel who measure quality within the centers on a daily basis. All quality assurance personnel are specially trained in administration of quality programs and calibrating quality with our clients.

The corporate department performs general company and client-based quality assurance functions, regulates and monitors off-site QA activities, and coordinates the entire QA operation to ensure compliance to corporate and client standards.

While being on-site allows the QA team to focus on the clients needs and the local climate, the dual reporting structure provides the added benefit of an additional check at the corporate level, ensuring consistency and strict adherence to all quality standards.

As an ISO 9001:2000 Certified organization, ICT Group follows a continuous process improvement program for all centers. Every client program is monitored, measured, and reviewed in a systematic method that combines the elements from ISO 9001:2000 and the long

term management experience of the ICT Group team. Daily reviews of performance reports by senior management provide significant visibility on all issues and each issue has an assign action plan for correction. Monthly reviews of performance, forecast adherence, service level adherence, control chart reviews, and formal presentation of same to client's senior management is part of this process. During these reviews a SOS, or solution oriented suggestion is provided to our clients on the top three issues specific to their programs. Each solution or action plan is structured to monitor, measure and report improvements in the targeted areas. This iterative and incremental approach to problem resolution is modeled after object oriented analysis and design, expanding the standard structured analysis and design approach by including proof of concept milestones and incremental progression to the target metric improvement.

Quality Control Procedures

ICT Group maintains an extremely high level of quality standards and communicates its expectations to all professional, management and hourly employees alike. It is these high standards of excellence that have instilled client confidence in the company and allowed it to grow quickly and dramatically during the past few years. No other marketing services company has more QA personnel and quality procedures in place than ICT Group. ICT Group has developed *comprehensive* quality control procedures. These procedures include:

Call Monitoring

Monitoring of agents is a fundamental process at ICT Group. We believe that monitoring of agents serves three basic purposes:

- ensures compliance with corporate and client standards
- provides feedback for improving agent performance, and
- supplies marketing data regarding the client's product/service and the method in which the product/service is being presented to the buying public.

New representatives are monitored daily [for at least five completed calls, averaging a total of 20 minutes] by the Quality Assurance (QA) department for the first two weeks of their employment. Experienced representatives are monitored a *minimum* of (three sessions) once every 48 hours. Experienced representatives starting a new program are treated like new representatives and are monitored daily for the first two weeks. ICT Group's monitoring staff complete and keep a hardcopy form of each monitoring session (copies are kept on file for up to 6 months). We encourage client participation in monitoring sessions.

Both the supervisor and the monitor are responsible for monitoring each representative and recording the results. The monitor is then responsible for reviewing the monitoring statistics with the representative and center management on a daily basis to obtain program feedback and to provide new information and re-training. Feedback to the representatives is immediate; including a one-to-one review of monitored calls and associated documentation showing success and areas of improvement. Representatives sign each written review and are given "Action Items" to be used as a guide for future monitoring. In addition, the supervisor will monitor representatives who appear to be significantly below or above average on a daily basis to determine why their statistics are so deviant from the norm.

Additionally, ICT Group has independent remote monitoring capabilities, which means that clients can remote monitor independently by calling a dedicated number and entering a specific password for their project. In this way, our clients can listen to their programs any time, day or night without the assistance of their ICT Group program manager. We do recommend that we schedule formal monitoring sessions with the client and our ICT Group team so that we can listen to calls together in order to evaluate your rating of calls. In this way, we can customize our monitoring based on the client's requirements and definitions of a "successful" call.

Coaching and Counseling
Supervisors provide employee development and coaching. They do this by training, motivating, and developing a team of non-exempt sales/service agents. They develop progressive discipline plans, coaching guidelines and corrective action plans, and ensure optimum performance of sales/customer care agents by measuring and monitoring all work performed and addressing unacceptable performance up to and including employment termination.

Report Analysis
We provide an analysis of the reports for the purpose of understanding the trends and patterns and to revise forecasted estimates. Program managers are required to provide a weekly analysis of program performance. Monthly and quarterly executive summaries are provided to ensure a formal review of trends. In addition, our quality assurance team is responsible for tracking and reporting program quality. Many times, training enhancements are made as a result of QA feedback.

Continuous Improvement
ICT Group is ISO 9001:2000 Certified and follows a continuous process improvement program for all centers. Every client program is monitored, measured, and reviewed in a systematic method that combines the standards from ISO 9001:2000, as well as the elements of the COPC-2000 Standard 3.4 Gold. Daily reviews of performance reports by senior management provide significant visibility on all issues, and each issue has an assigned Corrective Action Plan. Monthly reviews of performance, forecast adherence, service level adherence, control chart reviews, and formal presentation of same to client's senior management is part of this process. During these reviews a SOS, or solution-oriented suggestion is provided to our clients on the top three issues specific to their programs. Each solution or action plan is structured to monitor, measure and report improvements in the targeted areas. This iterative and incremental approach to problem resolution is modeled after object oriented analysis and design, expanding the standard structured analysis and design approach by including proof of concept milestones and incremental progression to the target metric improvement.

Process Improvements
ICT Group will work with the GSA during the implementation of the program to develop initial expectations. This will include performance expectations, quality standards and required staffing. Once the program is launched, there is a careful and continuous analysis of results. The ICT Group program manager will monitor statistics and details and discuss these with the GSA. These conversations will be as frequent as needed, (hourly if required). Further, ICT believes

that we must always work in an open and collaborative fashion to continually understand the GSA's business goals. The program manager's role is to foster this close communication and assist with the calibration of results. ICT Group will work with the GSA to determine the best options for managing to the desired service level and quality standards.

Every person in our organization is responsible for offering constructive solutions to problems, identifying quality issues and delivering new solutions when they are created. As we execute service delivery for clients, we take a multi-tiered approach to ongoing improvements. The first teams who will usually cite issues and have ideas for change are the contact center agents. If a process presents an obstacle they will analyze the problem and usually have an idea as to how they might correct it. This may be voiced to the supervisory or operations management team who will work with the agents to determine solutions. The quality assurance team will be involved to offer their view and solutions, as will any subject matter specialists from the ICT Group or client team.

Service Model Improvements

ICT Group is constantly looking for ways to improve its service model. Feedback from end-customers, clients and employees is solicited and considered to provide opportunities for continuous improvement. Our future challenge is to continue to find technology innovations that promote self-service and increase efficiencies, while motivating and maintaining a high quality labor force throughout the world.

ICT Group clearly understand that a self-service strategy reduces costs and improves customer satisfaction. As you will see, ICT Group is not just an outsourced call center provider. We are a CRM company that offers additional products and services related to self-service. For example, ICT Group offers an interactive Alert Technology that helps us reduce inbound live agent volume for our clients. The technology allows our clients to provide auto alerts (on a variety of subjects) as directed and selected by the customer. ROI is virtually instantaneous as inbound volume is reduced.

As an organization, ICT Group's entire strategy revolves around building long-term, mutually beneficial relationships with our select client base in the industries that we have targeted. We are serious about making an ongoing investment in a partnership with a client that recognizes the value ICT Group brings to that partnership. ICT Group's mission is to help our clients maximize the profitability of their customer relationships.

Quality Sessions for Performance Improvement

Quality Sessions are conducted in each center to help agents identify areas where they have opportunities to improve. These Quality Sessions are sometimes conducted either on a one to one basis, or the QA Coordinator may work with a group of two or three agents who are having problems in the same area. The first step is to identify the problem area and discuss it with the agent so that he or she is fully aware of where improvement is needed. Quality Sessions are conducted by Monitors, Trainers, QA Coordinators, or a member of the Corporate Quality Assurance Staff. The following activities are used during Quality Sessions to help agents overcome problems in their presentations:

Role Playing
Agents read through the script together with one agent acting as the customer and the other acting as the agent. The customer will interject objections to give the agent practice in using transitional phrases to get to the best responses. The agents will then switch places. Feedback will be given to the agent acting as the customer. This activity may also be done on a one on one basis.

Listen to Audio Presentations
Presentations are taped so that the reps are able to both see and hear where their problems are occurring. This allows the agents the opportunity to critique their own presentations.

Train with Experienced Agents
The QA Staff will have the agents listen to the more experienced agents who have good communication skills and product knowledge. Agents receive helpful hints from listening to those individuals who have proven successful on the program.

All Quality Sessions are followed by close monitoring of the agent to ensure that the problem has been corrected and the results are then reviewed with Center Management. Feedback is also given by the agents to the QA Staff in choosing activities which best help reps overcome specific problems.

Customer Satisfaction
ICT Group measures customer satisfaction in a number of ways. In real-time, the company conducts standard call observation processes. Customer satisfaction is one of a number of key measurements made during a call observation. These are consolidated on a client and a contact center level. They become part of the rating criteria discussed during monthly Business Review meetings. Clients are also invited in participate in these call observations. Measurements made at that time jointly with the client are also incorporated into the monthly review of client/customer satisfaction.

Additionally, ICT Group performs analysis, on behalf of our corporate clients, to examine performance service levels, such as; speed of answer, levels of abandonment or blockage, number of calls per hour, length of the call, etc. Our clients "grade" our performance on meeting these objectives through repeat business.

Finally, ICT Group can call upon a pre-determined number of customers at the end of each day and ask the customer to rate their level of satisfaction with the call. Additionally, we can provide the services of ICT Research Services who, if the client requests it, will conduct post-call random surveys and compute the results into monthly measurements of end-user satisfaction.

ICT Group is constantly monitoring complaints and feedback received by customers. This is done through day-to-day contact with our clients, weekly - through formal QA monitoring and calibration sessions, monthly - by interviewing our clients prior to our monthly executive business review and quarterly - at our formal on-site Quarterly Review meetings. Key metrics

such as SLA achievement, client satisfaction, quality scores, etc. are continually reviewed to ensure we are meeting the objectives of the outsourcing engagement. Our clients are given many opportunities both formally during calibration sessions and informally to provide feedback. In addition, executive management regularly (and proactively) contacts clients to secure feedback. Employee feedback is most often secured on a daily basis as input to supervisors and program managers. Formal focus groups are used to provide a framework to discuss specific issues or opportunities.

C.8 HUMAN RESOURCES MANAGEMENT

C.8.1 Recruitment and Retention

Please refer to the Human Resources Management Plan provided in L.7.2.1.6.2.

C.8.2 Training

C.8.2.1 Training Curriculum

ICT Group Training Department utilizes sound Instructional Design principles (ISD) when designing our internal training programs and modifying our client's training programs. The Training advisory team translates the business requirements and provides the modular design, development, delivery and evaluation support. To begin the process, a needs analysis will be conducted by the ICT Group Training advisory team. During this analysis all of the facets of the client's program will be incorporated into the training curriculum.

Terminal objectives are established and the curriculum is designed based on those objectives and tested during evaluation. A 95%-100% evaluation in the initial training class will earn certification. Certification is then awarded to ICT Group's Management, Training, Quality Assurance and Operations agents.

ICT Group training is typically arranged as a series of modules that include Start-Up/Initial Training, Specific Program Training, Growth/Turnover Training, Skill Enhancement Training, and Ongoing Training.

C.8.2.2 Training Facilities

Please refer to C.5.4 Project Housing.

C.8.2.3 Instruction and Classroom Criteria

ICT Group uses various methods and tools during classroom training. Methods include role play, CBT, games, discussion, simulations, case studies, lecture vs. lecturette, small group and large group activities, demonstration, reading, journaling (self reflection), debate, teach back, icebreaker, multi-vote, closure/debrief, brainstorming/writing.

Each contact center has its own state-of-the-art training facilities. Based on the size of the contact center, each will have one to five training rooms. Each room is equipped with agent PCs (20-30 seats) built into the desk, an LCD projector, overhead, white boards, and flip charts. This environment is extremely conducive to learning, possessing a "classroom" type atmosphere. ICT Group maintain a student to trainer ratio of 25:1

C.8.2.4 Course and Reference Materials

ICT Group's Training Department utilizes sound Instructional Design principles (ISD) when designing our internal training programs and modifying our client's training programs. The Training Advisory Team translates the business requirements and provides the modular design, development, delivery and evaluation support. To begin the process, a needs analysis will be conducted by the ICT Training Advisory Team. During this analysis all of the facets of the client's program will be incorporated into the training curriculum. ICT Group welcomes and encourages our clients to be on-site with us for of all aspects of agent training.

As part of the program implementation phase, the account management team works closely with Quality Assurance and Training, and will ensure that all agent job aids and training materials are current and have received the appropriate sign-off by both the client and ICT Group management.

C.8.2.5 Reporting and Recordkeeping

As is standard operating procedure, the ICT Group develops on a customer by customer basis and maintains a comprehensive list of contact center employees who have received training and/or obtained certification. This administrative record contains at a minim the: frequency of training, the type(s) of training, and the results of training.

C.8.2.6 Training Metrics and Analysis

A training matrix is utilized in all locations to track and document New Hire and New Program training. After 1 week of training, agents are certified and teamed with their supervisor. Communication on developments are documented and tracked with Quality Assurance. Quality reviews agent performance with each individual agent. Quality and Training focus groups are conducted with the agents to address areas of opportunity and note areas of achievement.

Training effectiveness is determined by analyzing certification scores by trainer and the number of agents who made errors on each examination question or role-play scenario. If a high percentage of agents had difficulty with a particular question or area of training, additional training materials are prepared and training sessions are expanded or modified to address these areas. In addition, QA scores and editing/verification errors are tracked via an automated system once a program is live. This tracking allows us to identify patterns of errors. The quality assurance or training manager conducts remedial training and incorporates this type of feedback in the training session.

C.3.5.5 Information Systems Security Management

Please refer to our response Section to L.7.2.1.7 Security Plan – for a more detailed review of our security methodologies and processes.

L.7.2.1.6.4 Quality Assurance/Quality Improvement Plan

C.9 QUALITY ASSURANCE/QUALITY IMPROVEMENT

ICT Group's Quality Improvement Plan contains the essential items that describe how we achieve, sustain, and validate performance that exceeds expectations and has enabled ICT to grow consistently in partnership with our clients. Quality is a continually evolving process that is evaluated, monitored and measured against internal and external benchmarks to produce the highest quality standards for our clients. A targeted Quality Assurance program is developed to match the specific needs of our clients, which provides us with a mechanism for the proper

tracking and measuring of these processes, for which we can provide detailed analyses and performance results. Once established, formal Quality Assurance procedures are reviewed on a quarterly basis by top-level management, including the Chairman and CEO and divisional presidents, to ensure that adequate resources are available to sustain the level of quality required by the established procedures.

ICT Group's management structure and organizational foundation is set up to address all systems and operations that directly affect quality. Accordingly, we have a defined set of Quality Assurance procedures and policies that are thoroughly documented, communicated, implemented, and audited consistent with our ISO-9001:2000 certification and overall quality commitment to clients.

ICT Group ensures quality on all campaigns through our documented Quality Assurance program and Total Quality Management program. These programs ensure the best procedures are in place to establish, maintain and surpass quality performance.

C.9.1 Service Monitoring and Calibration

Process – New representatives are monitored daily [for at least five completed calls, averaging a total of 20 minutes] by the Quality Assurance (QA) department for the first two weeks of their employment. Experienced representatives are monitored a minimum of (three sessions) once every 48 hours. Experienced representatives starting a new program are treated like new representatives and are monitored daily for the first two weeks. ICT Group's monitoring staff complete and keep a hardcopy form of each monitoring session (copies are kept on file for up to 6 months). We encourage client participation in monitoring sessions.

Both the supervisor and the monitor are responsible for monitoring each representative and recording the results. The monitor is then responsible for reviewing the monitoring statistics with the representative and center management on a daily basis to obtain program feedback and to provide new information and re-training. Feedback to the representatives is immediate; including a one-to-one review of monitored calls and associated documentation showing success and areas of improvement. Representatives sign each written review and are given "Action Items" to be used as a guide for future monitoring. In addition, the supervisor will monitor representatives who appear to be significantly below or above average on a daily basis to determine why their statistics are so deviant from the norm.

System – ICT Group deploys eQuality Balance, Witness Systems' patented voice and data recording solution, and eQuality Evaluation, an on-line agent performance evaluation tool, for use at its customer service contact centers. This technology provides for scheduled as well as on-demand monitoring of voice and screens for agents. Recorded contacts (voice, e-mail, Web) are then presented to quality assurance supervisors for scoring of the agents. This system also provides remote access for clients to monitor and calibrate quality-monitoring goals.

Calibration - ICT Group believes that calibration sessions are an integral part of the continuous improvement loop. Calibration is conducted as often as required to ensure accurate measurements from our monitoring effort. Typically sessions are held at least once a week, with

multiple calls and agents participating. Both supervisors and QA staff are involved in the calibration sessions, and the Assurance Manager host, the calibration session. Every call monitored is reviewed with the agent by the monitoring party, supervisor or QA monitor. This ensures positive feedback and isolates individual up-training requirements. Analysis is done on the overall monitoring sessions to determine where global up-training is required.

C.9.2 Effectiveness of Service Delivery

C.9.2.1 and C.9.2.1 Accuracy of Information Provided and Recorded

ICT Group's corporate organizational structure provides for third party validation of data through separate reporting structures for Operations and Quality Assurance. We ensure that data is accurate, objective and valid through separate reporting systems that serve to crosscheck information. Each department serves as a check and balance against the other to further assure accurate information flows. ICT Group has a Central Editing/Verification team that is responsible for final review of data prior to transmission. This centralized Verification Department is part of the Corporate Quality Assurance department and is evidence of ICT Group's continuing commitment to quality.

Further, ICT Group's ISO 9001:2000 certification ensures world-class procedures and documented policies are in place resulting in continuous quality improvement processes for each of our clients

C.9.2.3 Customer Satisfaction Assessments

ICT Group tracks and measures customer satisfaction in a number of ways. Many of ICT Group's clients use independent third-party customer satisfaction surveys to measure satisfaction on their programs. ICT Group also has its own independent survey division, ICT Research Services, who performs these services. ICT Group has been audited for customer satisfaction by JD Power and Associates, 4 times in the past 2 years, and has received J.D Powers awards - One client in particular has received the JD Power Customer Satisfaction Certification 4 times, recognizing this client on two out of two occasions as number one in customer satisfaction in the U.S. market, against its peers, and two out of two occasions as number one in customer satisfaction in its Canadian market against its peers.

In real-time, we also conduct standard call observation processes and have experience using post-call IVR surveys. Customer satisfaction is one of a number of key measurements made during a call observation. These are consolidated on a client and a contact center level. They become part of the rating criteria discussed during monthly Business Review meetings. Clients are also invited in participate in these call observations. Measurements made at that time jointly with the client are also incorporated into the monthly review of client/customer satisfaction.

C.9.2.4 Employee Satisfaction Assessments

ICT Group's approach to the measurement of employee satisfaction is to take frequent "temperature checks". Some of the tools we use to measure or gauge satisfaction include:

- Employee Focus Groups
- 24/7/365 anonymous feedback line
- Quarterly / Annual Reviews
- Satisfaction Surveys

- Suggestion program
- Open Door policy

Employee satisfaction is improved also through the incentive/morale programs such as:

- Incentive Programs
- Quality Circles
- Gift certificates
- Movie tickets
- Free vacation days
- Comp time
- Employee of the Week and Month
- Achievement Award Program - "EXCEL"

C.9.3 Quality Improvement Program
Compliment and Complaint Management - Please refer to C.6.8 and C.11.5.

Employee Suggestions - ICT Group provides employees with a documented procedure for communicating their satisfaction or dissatisfaction with any aspect of their job, co-workers and the company in general. Employees are provided grievance procedures in their employee handbooks and during orientation training. Each employee clearly understands the chain of command through which they should communicate. In addition, ICT Group Human Resources department provides a forum for open discussion and employees always have the opportunity to discuss satisfaction or dissatisfaction with the President and Chief Executive Officer.

Third Party Audits - ICT Group is very willing to agree to have our operations audited. This process ensures both our firms are receiving the value expected from this partnership. Many of our current clients perform regular audits on our operations.

L.7.2.1.6.3 Performance Management Plan
Operational goals for performance management are very specific to each client's program. Prior to program implementation, ICT Group will work closely with GSA to determine specific goals for each individual program. As an organization, though, upper and lower performance control limits are established and those limits are reviewed and updated as required. Listed below are examples of standard controls used by call center staff in their continuous improvement process.

ICT Group will work with GSA during the implementation of the program to develop initial expectations. This will include performance expectations, quality standards and required staffing. Once the program is launched, there is a careful and continuous analysis of results. The ICT Group program manager will monitor statistics and details and discuss these with GSA. Further, ICT believes that we must always work in an open and collaborative fashion to continually understand the business goals of GSA. The program manager's role is to foster this close communication and assist with the calibration of results. ICT Group will work with GSA to determine the best options for managing to the desired service level and quality standards.

C.10 PERFORMANCE MANAGEMENT
ICT Group works directly with clients to ensure that incentive and recognition programs are consistent with call objectives and that they provide the right combination of customer service

and quality behavior. ICT Group's incentive plans are designed to motivate individual agents for above average performance and move the entire support group to higher productivity. This "management-by-objective" approach is carried upward throughout the organization with management incentives tied to meeting overall client performance and service level metrics. Quality metrics are measured by agent productivity and adherence levels, to determine an overall agent rating. Goals and objectives are periodically evaluated and, when appropriate, new upper and lower control limits are implemented.

Operational goals for performance management are very specific to each client's program. Prior to program implementation, ICT Group will work closely with GSA to determine specific goals for each individual program. As an organization, though, upper and lower performance control limits are established and those limits are reviewed and updated as required. Listed below are examples of standard controls used by call center staff in their continuous improvement process. Each of the controls (and coordinating performance standards) are designed to comply with ISO 9001:2000 standards:

With respect to Service Level Management, ICT Group's Performance/Service Management Plan is based on DMRF (Define, Measure, Report Feedback). This process allows ICT Group to implement our commercial best practices in concert with our clients desired/stated Service Level Metrics and/or Key Performance Indicators (KPIs). This process is channel independent, in so much as, ICT Group will implement this performance level process to map to the channels of service that we provide on behalf of our clients, these include: phone, fax, email, whitemail/BRC, and knowledge content development and maintenance. This DMRF process is defined as:

- ICT will DEFINE the specific Key Performance Indicators (KPIs) with HHS during implementation
- ICT will create applications and processes to MEASURE performance against those KPIs in real time
- ICT will REPORT on the performance against those KPIs to HHS on a daily basis showing daily, weekly, monthly and YTD performance trends
- ICT will FEEDBACK performance results to each Information Specialist, Supervisor and Manager on a daily and cumulative basis so their individual results can be adjusted to meet the overall team's objectives

Define: ICT will work with the GSA to establish applicable service levels and will work during implementation to refine these goals to make them measurable and reportable. ICT has established upper and lower performance control limits and those limits are reviewed and updated as required. Each of the controls (and performance standards) are designed to comply with ISO 9001:2000 standards.

Measure: ICT's Workforce Scheduling package and Aspect ACD reporting applications form the basis for KPI measurement. Details of the functionality of these packages are provided in the following section on Workforce Scheduling and in the Technology Plan section.

Report: ICT provides the on-site floor management team detailed real time information on service level performance. Supervisors and management can observe in real time detailed performance for incoming inquiries and individual and group performance against standards.

Reports showing daily, weekly, monthly and YTD performance against each KPI are prepared as part of a "scorecard" approach to management of performance against GSA goals. These reports are delivered automatically to GSA each day and serve as an immediate yardstick for current performance and trend line performance.

Feedback: Feedback is often the missing link in Performance Management. It is meaningless to measure performance if you do not incorporate a feedback loop to adjust performance.

- Information Specialists will receive daily feedback on the previous day's performance and their month-to-date performance.
- Incentive Plans for Information Specialist are based on performance against their KPIs
- Daily and weekly contests and run to motivate and excite the Information Specialists to meet and exceed their KPIs
- Floor management is evaluated and rewarded on the basis of their teams' performance against their KPIs
- Senior ICT Management (CEO, Executive VPs) review with the SVP/GM on the first Thursday of each month the KPI performance of each program.
- Quarterly presentation of performance of the KPI and other program activities is done by the Project Director, Account Manager and the unit's Senior Vice President to GSA
- FEEDBACK flows daily:
  - to the individual workers on the front line,
  - to management for adjustment of staffing and processes,
  - to GSA for awareness and
  - to ICT senior management for oversight

C.11 MANAGEMENT REPORTS

C.11.1 Weekly and Monthly Status Reports

C.11.2 Operational Reports

C.11.3 Problem Resolution Reports

Our standard process for managing client communications, includes the following components:

1. Daily Reports, customized to deliver performance statistics in a format approved by the client.
2. Weekly Executive Summaries prepared by the Account Manager to analyze trends and service level impacts.
3. Weekly Scheduled Conference Calls to review performance, plans and any anticipated shifts in volume or delivery patterns for the subsequent week.
4. Action Register to track any and all issues relating to the client's contract. This is updated daily and reviewed weekly.
5. Daily SLA Report to track any and all issues relating to the client's contract and SLAs. This is updated daily and reviewed weekly.
6. Quarterly Business Review - ICT Group prepares and presents to each client as often as monthly and up to quarterly. In this face-to-face meeting, past performance is reviewed, opportunities are discussed, action plans are documented and ownership is assigned to any deliverables.

These combined reports and conference calls at a minimum provide a formal communication plan with GSA. This standard communication process can be modified and developed collaboratively and in more detail with GSA so that we may adequately meet your conferencing

review requirements, both during the beginning stages of program implementation and during the life of the contract.

C.11.4 Monitoring Reports

ICT Group currently utilizes two types of report cards to monitor quality. The agent report card is used to measure individual quality and the Weekly Review is used to measure overall program quality.

Agent Report Card

ICT Group utilizes an employee report card process that depicts an agent's total performance on a daily, weekly and monthly basis. It includes sales performance (where applicable), productivity, schedule adherence and call monitoring scores and data.

Weekly Review

In order to assess the overall quality of our client relationship, a weekly report card is prepared for ICT Group senior management. This report card serves as internal gauge of how we are performing in total for each client. The report card is in the form of a program status report containing comprehensive call handling statistical information for the month. It also indicates how ICT Group performed against program objectives, documents any program changes or updates which occurred during the week, identifies any client concerns or deficiencies, tracks systems downtime and finally assigns the overall relationship a performance grade.

C.11.5 Compliment and Complaint Management Reports

Client Services has the primary responsibility for researching customer complaints. Specific procedures are in place to effectively resolve customer issues. As with any large customer care function, problematic situations may develop, and there are procedures set up to recognize in advance when circumstances exist under which those situations may occur. Plans have been created to recognize the situations and to take measures to rectify the situation in the fastest time possible:

1. In less than one hour, Client Services identifies the center, TSR and record history: Complaint is forwarded to Quality Assurance (QA).
2. QA follows up each complaint with the center manager and QA coordinator in the center involved to ensure corrective action is taken;
3. Center manager provides a written response to the division president with a copy to the QA manager, documenting the incident along with the action taken;
4. QA manager forwards this information to Client Services for response to the client.

C.11.6 Ad Hoc Reports

One of ICT Group's value-added services is the type of reports and analysis that it can produce from its systems and data. Typically, reports are made on a daily basis with weekly, monthly and project-to-date cumulatives. Reports are generated to meet basic client reporting requirements, to find opportunities for continuous improvement and to provide marketing feedback. ICT Group can generate ad hoc reports to meet any program performance or objective analysis requirements, as defined by GSA. ICT Group offers a standard set of reports, which

reflect the most commonly used metrics in our call centers. If a custom format is required, a new template can be employed.

SECTION 6: SECURITY PLAN (M.2.1.4)

C.3.5.5 Information Systems Security Management

The ICT Group understands that a citizen is placing us in a great position of trust when they hire us to maintain and safeguard their information. We have stringent programs and procedures in place that meet or exceed industry and government guidelines for securing information and meeting privacy guidelines.

For a variety of our commercial, as well as Government, clients the ICT Group actively participates in Security documentation, preparedness, accreditation, and testing. For our support of the NCC, the ICT Group is actively and currently in the process of having all of our required systems pass the appropriate level of certification and accreditation (C&A) as required under our task order.

Information Systems Security Management

The ICT Group approach to this umbrella contract is to integrate the required information and physical security controls into specific task order systems design, integration, implementation, and maintenance, to provide for full life cycle information security.

Ours is an approach that we have standardized to support compliance with the security requirements that apply to a particular system, considering its sensitivity, the threats to its security, and the acceptable risk level. The applicable requirements include the owning agency's own information security regulations and policies, Sensitive Information Handling, Enterprise Encryption, Server Security, Password, IT Audit, and System Security Certification and Accreditation policies; the Federal Information Security Management Act of 2002 (FISMA); the host of National Institute of Standards and Technology (NIST) publications that guide agencies' FISMA compliance; and the current Office of Management and Budget (OMB) memoranda that apply.

Information Security Certification and Accreditation

NIST Special Publication 800-37 specifies a four-phase C&A life cycle that supports the risk management life cycle. The ICT Group shall follow this four-phase approach with respect to our centers and systems. The NIST C&A phases are as follows:

1. **Initiation Phase** in which the FIPS 199 security category, system security plan, and preliminary risk assessment are validated; stakeholders are informed that the system will be certified and accredited; and the support that will be required to complete the C&A is identified.
2. **Security Certification Phase** in which the controls required to secure the system are assessed; a security assessment report is prepared to describe the assessment results and corrective action recommendations; the security plan and risk assessment report are revised as necessary; and the plan of action and milestones (POA&M) is developed to identify and track completion of the necessary corrective actions.
3. **Security Accreditation Phase** in which the Authorizing Official determines whether any residual risk to the system and its data's security is acceptable.

4. **Continuous Monitoring Phase**, formerly referred to as the post-accreditation phase, in which configuration management and control are maintained and the system security controls are monitored to ensure that they continue to address the risks to the system.

Although the deliverables are listed sequentially (e.g., first the preliminary risk assessment, then the security plan, etc.), we have found it both beneficial and economical to undertake some tasks simultaneously. Consequently, as our approach to each deliverable is summarized in the following paragraphs, development of one deliverable supports another.

The table below summarizes the C&A and supporting activities and deliverables and relates each activity and deliverable to its FISMA-related guidance. Additional detail on each of the four phases is presented following the table.

Activity/Deliverable	FISMA-Related Guidance
Conduct the **Preliminary *Risk Assessment*** (RA), comprising system characterization and threat and vulnerability identification.	NIST SP 800-30 and SP 800-37
Categorize the system based on its criticality and sensitivity.	FIPS PUB 199 and NIST SP 800-60
Select an initial set of security control requirements based on the system and data security categorization. Document the requirements in a ***Requirements Traceability Matrix*** (RTM).	NIST SP 800-53 and FIPS PUB 200
Develop the ***System Security Plan*** (SSP) to detail the system's processing environment, sensitivity of the information processed, laws and regulations pertaining to the system, management, operational, and technical controls, plans for testing the security controls, and procedures for providing access to users.	NIST SP 800-18
If none exists, develop a ***Configuration Management (CM) Plan*** that documents procedures for managing and controlling system hardware and software changes.	NIST SP 800-18
If none exists, develop an ***Incident Response Plan*** that includes procedures for detecting, reporting, and responding to security incidents that could affect the system	NIST SP 800-61
If none exists, develop a ***Continuity of Operations Plan*** (COOP) that includes procedures that would ensure the system's continuity of operations.	NIST SP 800-34
Conduct a ***Privacy Impact Assessment*** (PIA) to evaluate the system's privacy requirements.	FISMA and OMB Memorandum M-03-22
Plan, execute, and report the results of the **ST&E** to determine the extent to which the system's security controls are implemented correctly, operating as intended, and producing the desired outcome with respect to the network's security requirements. Execute automated **vulnerability scans** to supplement the ST&E.	NIST SPs 800-37, 800-53A, and 800-42
Develop a ***Plan of Action and Milestones*** (POA&M) to document corrective actions that must be taken and the responsible individual and completion deadline for each corrective action. POA&Ms typically are broader in scope than the corrective actions necessary for accreditation. The scope of this project includes correcting any deficiencies identified in the C&A process that stand in the way of full accreditation. It does not, however, include making or tracking completion of corrective actions other than those.	NIST SP 800-37 and OMB, Memorandum M-06-20
Complete the ***Risk Assessment*** (begun as a Preliminary *Risk Assessment*).	NIST SPs 800-30 and 800-37

Activity/Deliverable	FISMA-Related Guidance
Assemble the **C&A Package**, which includes – □ Approved System Security Plan □ Security Assessment Report □ Plan of Action & Milestones. **Brief the Certifier** on the contents and recommendations contained in the C&A Package.	NIST SP 800-37 and OMB Circular A-130, Appendix III

C&A and Supporting Activities

Initiation Phase

As previously mentioned, the Initiation Phase focuses on validating the security category, system security plan, and preliminary risk assessment, with special emphasis on the risk assessment. Stakeholders are informed that the system will be certified and accredited; and the support that will be required to complete the C&A is identified.

Security Certification Phase

The C&A Security Certification Phase consists of two tasks:

1. **Security control assessment** generally consists of vulnerability assessment scanning and designing, developing, testing, executing, and documenting the ST&E.

2. As a task, **security certification documentation** consists of reporting security testing results, revising the security plan and/or risk assessment report based on information gained during the testing or system changes made subsequent to testing, developing the POA&M, and submitting documentation for accreditation.

With the security plan and risk assessment corrected as necessary as a result of the security testing and completion of the security assessment report and POA&M, we assemble and submit the Accreditation Package to the authorizing official.

Security Accreditation Phase

The Security Accreditation Phase requires little of the IA team. If the security plan or risk assessment requires revision as a result of the request for accreditation, we support that effort. Also, if assistance is needed with mitigation of the issues defined in the POA&M, the IA team will also work with the system owner to mitigate the issue. Otherwise, team members remain available to respond to questions while the system owner awaits the accreditation decision letter.

Continuous Monitoring Phase

During the system life cycle, changes to the system, the system environment, threats to the system, or the client agency and other Federal security requirements are inevitable. Just as ICT Group deploys in support of the GSA's NCC, we will aggressively monitor security incidents and provide the level of reporting that we currently provide on each specific/separate task order.

The ICT Group team can be called upon to analyze changes as they occur to determine the security implications, if any. At a minimum, regardless of any system changes, we test the system's management, operational, and technical controls using procedures similar to those in NIST's *Security Self-Assessment Guide for Information Technology Systems*. When called for, we develop plans of action and milestones (POA&Ms) and track completion of corrective

actions. As necessary, we revise the Risk Assessment Report and security plan. Further, when there are material changes, or at least every three years, we repeat the C&A process for re-accreditation, as required by OMB Circular A-130, Appendix III.

Finally, at some point individual system devices will be retired, and, ultimately, the system will come to the end of its life cycle, or at least transition to a new state. The security plan specifies the steps to be taken in those instances (e.g., requirements for sanitizing media that are to be disposed of; required archiving procedures and controls). Our IA team oversees system disposal, as necessary, and ensures that any such disposal is documented properly.

Augmenting the requirements as set forth in the specific Government publication and security requirements, the ICT Group will leverage its own corporate policies and procedures for Security and Privacy. Below is included the ICT Group standard, corporate, Security plan implemented for all sites within the ICT Group enterprise, and will be implemented in support of the GSA account and any required Security requirements as defined on a task order basis.

Security Plan

Introduction

Due to the increase in security concerns and the sensitivity of ICT Group data as well as the data of our clients, these policies were created to mitigate risks against known vulnerabilities. In conjunction with the increase of security concerns are the compliance issues with some of the privacy laws governing access to non-public sensitive information, such as the Gramm-Leach Bliley Act (GLB), and the Health Insurance Portability & Accountability Act of 1996 (HIPAA).

Another major push for security is the new network security standards that have been published and passed by the Office of Homeland Security, the National Strategy to Secure Cyberspace, with respect to the private sector. These new standards require an increased vigilance by private companies to track and audit all electronic access and to implement various counter-measures to further secure their respective infrastructures.

Due to the increasing size and global presence of ICT Group, it is important to secure our corporate infrastructure, corporate confidential, and corporate sensitive information from unauthorized access. These policies are not only in place for external unauthorized access, but internal as well.

The approval and publication of these policies is only the first step in securing the ICT Group global infrastructure.
These policies are subject to revision and will be evaluated on an as needed basis.

Purpose

The purpose of these policies is to outline the acceptable use of computer equipment at ICT Group. These rules are in place to protect the employee and the ICT Group. Inappropriate use exposes ICT Group to risks including virus attacks, compromise of network systems, services, and legal issues.

Scope

This policy applies to employees, contractors, consultants, temporaries, and other workers at ICT Group, including all personnel affiliated with third parties. This applies to all equipment that is owned or leased by ICT Group including but not limited to network servers, peripheral equipment, workstations and personal computers (PCs) within ICT Group. Network resources include data, information, software, hardware, facilities and telecommunications equipment.

Enforcement

Any employee found to have violated these policies might be subject to disciplinary action, up to and including termination of employment.

SPECIFIC SECURITY POLICIES:

Acceptable Use Policy

Overview

ICT Group's intentions for publishing an Acceptable Use Policy are not to impose restrictions that are contrary to ICT Group's established culture of openness, trust and integrity. Individuals commit InfoSec to protecting ICT Group's employees, partners, data, and the company from illegal or damaging actions, either knowingly or unknowingly.

Internet/Intranet/Extranet-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, WWW browsing, telnet, and FTP, are the property of ICT Group, Inc. **These systems are to be used for business purposes in serving the interests of the company, and of our clients and customers in the course of normal operations.**

Effective security is a team effort involving the participation and support of every ICT Group employee and affiliate who deals with information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.

General Use and Ownership

1. Users should be aware that the data they create on the corporate systems remains the property of ICT Group.
2. Employees are responsible for exercising good judgment regarding the reasonableness of personal use.
3. InfoSec recommends that any information that users consider sensitive or vulnerable be encrypted. For guidelines on information classification, see InfoSec's Information Sensitivity Policy.
4. For security and network maintenance purposes, InfoSec Team members within ICT may monitor equipment, systems and network traffic at any time, per InfoSec's Audit Policy.
5. ICT Group reserves the right to audit networks and systems at any time to ensure compliance with this policy.

Security and Proprietary Information

The user interface for information contained on Internet/Intranet/Extranet-related systems should be classified as either confidential or not confidential, as defined by the Information Sensitivity Policy. Examples of confidential information include but are not limited to: company private, corporate strategies, competitor sensitive, trade secrets, specifications, customer lists, and

research data. Employees should take all necessary steps to prevent unauthorized access to this information.

1. Keep passwords secure and do not share accounts. Authorized users are responsible for the security of their passwords and accounts. System level passwords should be changed every thirty days as well as user level passwords.
2. All PCs, laptops and workstations should be secured with a password-protected screensavers with the automatic activation feature set at 15 minutes or less, or by logging-off (control-alt-delete for Win2K users) when the host will be unattended.
3. Use encryption of information in compliance with InfoSec's Acceptable Encryption Use Policy.
4. Because information contained on portable computers is especially vulnerable, special care should be exercised.
5. Postings by employees from an ICT Group email address to newsgroups should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of ICT, unless posting is in the course of business duties.
6. All hosts used by the employee that are connected to the ICT Group Internet/Intranet/Extranet, whether owned by the employee or ICT, shall be continually executing approved virus-scanning software with a current virus database.
7. Employees shall not open e-mail attachments received from unknown senders, which may contain viruses, e-mail bombs, or Trojan horse code.

Unacceptable Use

The following activities are prohibited. However, employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g., systems administration staff may have a need to disable the network access of a host if that host is disrupting production services).

Under no circumstances is an employee of ICT Group authorized to engage in any activity that is illegal under local, state, federal or international law while utilizing ICT -owned resources. The lists below are by no means exhaustive, but attempt to provide a framework for activities, which fall into the category of unacceptable use.

System and Network Activities

The following activities are strictly prohibited, with no exceptions:

1. Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by the ICT Group.
2. Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which ICT or the end user does not have an active license is strictly prohibited.
3. Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws, is illegal. The appropriate management should be consulted prior to export of any material that is in question.

4. Introduction of malicious programs into the network or server (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).
5. Revealing your account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.
6. Using an ICT Group computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.
7. Making fraudulent offers of products, items, or services originating from any ICT Group account.
8. Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.
9. Port scanning or security scanning is expressly prohibited unless prior notification to InfoSec is made.
10. Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.
11. Circumventing user authentication or security of any host, network or account.
12. Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).
13. Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, a user's terminal session, via any means, locally or via the Internet/Intranet/Extranet.
14. Providing information about, or lists of, ICT Group employees to parties outside of ICT.

Email and Communications Activities

1. Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email Spam).
2. Any form of harassment via email, telephone or paging, whether through language, frequency, or size of messages.
3. Unauthorized use, or forging, of email header information.
4. Solicitation of email for any other email address, other than that of the poster's account, with the intent to harass or to collect replies.
5. Creating or forwarding "chain letters", "Ponzi" or other "pyramid" schemes of any type.
6. Use of unsolicited email originating from within ICT's networks of other Internet/Intranet/Extranet service providers on behalf of, or to advertise, any service hosted by ICT or connected via ICT's network.
7. Posting the same or similar non-business-related messages to large numbers of Usenet newsgroups (newsgroup Spam).

Information Sensitivity Policy

Overview

The Information Sensitivity Policy is intended to help employees determine what information can be disclosed to non-employees, as well as the relative sensitivity of information that should not be disclosed outside of ICT Group without proper authorization.

Classification

All ICT Group information is categorized into two main classifications:

1. ICT Group Public
2. ICT Group Confidential

ICT Group Public information is information that has been declared public knowledge by Executive Management, and can freely be given to anyone without any possible damage to ICT Group, Inc.

ICT Group Confidential contains all other information. It is a continuum, in that it is understood that some information is more sensitive than other information, and should be protected in a more secure manner. Included are information that should be protected very closely, such as trade secrets, development programs, potential acquisition targets, and other information integral to the success of our company.

A subset of ICT Group Confidential information is "ICT Group Third Party Confidential" information. This is confidential information belonging or pertaining to another, which has been entrusted to ICT by that company under non-disclosure agreements and other contracts. Examples of this type of information include everything from joint development efforts to vendor lists, customer orders, and supplier information. Information in this category ranges from extremely sensitive to information about the fact that we've connected a supplier / vendor into ICT's network to support our operations.

The Sensitivity Guidelines below provides details on how to protect information at varying sensitivity levels. Use these guidelines as a reference only, as ICT Confidential information in each column may necessitate more or less stringent measures of protection depending upon the circumstances and the nature of the ICT Confidential information in question.

MINIMAL SENSITIVITY: General corporate information; some personnel and technical information.

Marking is at the discretion of the owner or custodian of the information. If marking is desired, the words "ICT Group Confidential" may be written or designated in a conspicuous place on or in the information in question. Other labels that may be used include "ICT Group Proprietary" or similar labels at the discretion of your individual business unit or department. Even if no marking is present, ICT information is presumed to be "ICT Group Confidential" unless expressly determined to be ICT Group Public information by an ICT employee with authority to do so.

MORE SENSITIVE: Business, financial, technical, and most personnel information
Marking guidelines for information in hardcopy or electronic form.

Note: any of these markings may be used with the additional annotation of "3rd Party Confidential". As the sensitivity level of the information increases, you may, in addition or instead of marking the information "ICT Group Confidential" or "ICT Group Proprietary", wish to label the information "ICT Group Internal Use Only" or other similar labels at the discretion of your individual business unit or department to denote a more sensitive level of information. However, marking is discretionary at all times.

MOST SENSITIVE: Trade secrets & marketing, operational, personnel, financial, source code, & technical information integral to the success of our company

- Marking guidelines for information in hardcopy or electronic form.

Note: any of these markings may be used with the additional annotation of "3rd Party Confidential". To indicate that ICT Group Confidential information is very sensitive, you should label the information "ICT Group Internal: Registered and Restricted", "ICT Group Eyes Only", "ICT Group Confidential" or similar labels at the discretion of your individual business unit or department. Once again, this type of ICT Confidential information need not be marked, but users should be aware that this information is very sensitive and be protected as such.

Disposal of Confidential and Restricted Information
Overview
To provide guidelines for the proper disposal of confidential and restricted information in a manner that prevents inadvertent loss or disclosure.

This policy applies to all ICT Group employees and affiliates. The decision to dispose of confidential or restricted information will be governed by ICT Group policies and applicable law. If disposal of documents, and electronic media containing confidential or restricted information is appropriate, then steps must be taken so that the information is made unrecoverable. The ICT Group INFOSEC Department will approve appropriate methods of disposal.

Guidelines

A. Disposal of Written Documents

1. When disposal is appropriate, all written or printed documents that contain confidential or restricted information must be disposed of in a shredder, not in regular trash containers.
2. Questions regarding the proper disposal of written or printed documents that contain confidential or restricted information may be directed to the INFOSEC Department.

B. Disposal of Electronic Devices and Media

1. Managers are responsible for notifying the department's System Administrator when computer equipment, electronic devices, and/or electronic media need to be discarded.
2. Outdated computer equipment, other electronic devices, and electronic media must not be discarded in dumpsters or regular trash containers.

3. System Administrators are responsible for taking the appropriate steps so that any confidential or restricted information contained on outdated ICT computer equipment or electronic devices is erased and not recoverable, including laptops and Personal Digital Assistants (PDA's) provided by ICT. System Administrators must also follow these same procedures when there is a transition in who will be using the computer equipment or electronic devices.
4. System Administrators are responsible for taking the appropriate steps so that any confidential or restricted information contained in electronic media, such as tapes, hard drives, and diskettes, is erased and not recoverable. Appropriate methods for disposal include: overwriting or partition deletion for hard disks and overwriting, physical destruction, or magnetic erasure (degaussing) for tapes, diskettes, and other media.
5. Questions regarding the proper disposal of electronic devices or media containing confidential or restricted information should be directed to the INFOSEC Department.

Password Controls

Overview

Passwords are an important aspect of computer security. They are the front line of protection for user accounts. A poorly chosen password may result in the compromise of ICT's entire corporate network. As such, all ICT Group employees (including contractors and vendors with access to ICT systems) are responsible for taking the appropriate steps to select and secure their passwords.

Guidelines

A. General Password Construction Guidelines

Passwords are used for various purposes at ICT. Some of the more common uses include: user level accounts, web accounts, email accounts, screen saver protection, voicemail password, and local router logins. Since very few systems have support for one-time tokens (i.e., dynamic passwords that are only used once), everyone should be aware of how to select strong passwords.

B. Password Protection Standards

Do not use the same password for ICT accounts as for other non-ICT access (e.g., personal ISP account, option trading, benefits, etc.). Where possible, don't use the same password for various ICT access needs. For example, select one password for the Accounting systems and a separate password for IT systems. Also, select a separate password to be used for an NT account and a UNIX account. Do not share ICT passwords with anyone, including administrative assistants or secretaries. All passwords are to be treated as sensitive, Confidential ICT information.

C. Application Development Standards

Application developers must ensure their programs contain the following security precautions.

D. Use of Passwords and Passphrases for Remote Access Users

Access to the ICT Group Networks via remote access is to be controlled using either a one-time password authentication or a public/private key system with a strong passphrase.

E. Passphrases

Passphrases are generally used for public/private key authentication. A public/private key system defines a mathematical relationship between the public key that is known by all, and the

private key, that is known only to the user. Without the passphrase to "unlock" the private key, the user cannot gain access.

Acceptable Encryption Policy

Overview

This policy is to provide guidance that limits the use of encryption to those algorithms that have received substantial public review and have been proven to work effectively. Additionally, this policy provides direction to ensure that Federal regulations are followed, and legal authority is granted for the dissemination and use of encryption technologies outside of the United States.

General

Proven, standard algorithms such as AES, 3DES, Blowfish, RSA, RC5, MD5, SHA-1, and IDEA should be used as the basis for encryption technologies. These algorithms represent the actual cipher used for an approved application. For example, Network Associate's Pretty Good Privacy (PGP) uses a combination of IDEA and RSA or Diffie-Hillman, while Secure Socket Layer (SSL) uses RSA encryption. Symmetric cryptosystem key lengths must be at least 128 bits. Asymmetric crypto-system keys must be of a length that yields equivalent strength. ICT Group's key length requirements will be reviewed annually and upgraded as technology allows.

Remote Access Policy

Overview

This policy is to define standards for connecting to ICT Group's network from any host. These standards are designed to minimize the potential exposure to ICT from damages, which may result from unauthorized use of ICT resources. Damages include the loss of sensitive or company confidential data, intellectual property, damage to public image, damage to critical ICT internal systems, etc.

This policy applies to remote access connections used to do work on behalf of ICT, including reading or sending email and viewing intranet web resources.

Requirements

1. Secure remote access must be strictly controlled. Control will be enforced via one-time password authentication or public/private keys with strong pass-phrases. For information on creating a strong pass-phrase, see the Password Policy.
2. At no time should any ICT employee provide his or her login or email password to anyone, not even family members.
3. ICT Group employees and contractors with remote access privileges must ensure that their ICT-owned or personal computer or workstation, which is remotely connected to ICT's corporate network, is not connected to any other network at the same time, with the exception of personal networks that are under the complete control of the user.
4. ICT Group employees and contractors with remote access privileges to ICT's corporate network must not use non-ICT email accounts (i.e., Hotmail, Yahoo, AOL), or other external resources to conduct ICT Group business, thereby ensuring that official business is never confused with personal business.
5. Routers for dedicated ISDN lines configured for access to the ICT network must meet minimum authentication requirements of CHAP.

6. Reconfiguration of a home user's equipment for the purpose of split-tunneling or dual homing is not permitted at any time.
7. Frame Relay must meet minimum authentication requirements of DLCI standards.
8. Network Services must approve non-standard hardware configurations, and InfoSec must approve security configurations for access to hardware.
9. All hosts that are connected to ICT internal networks via remote access technologies must use the most up-to-date anti-virus software, which includes personal computers.
10. Personal equipment that is used to connect to ICT's networks must meet the requirements of ICT-owned equipment for remote access.
11. Organizations or individuals who wish to implement non-standard Remote Access solutions to the ICT production network must obtain prior approval from Network Services and InfoSec.

Analog/ISDN Line Security Policy

Overview

This document explains ICT Group's analog and ISDN line acceptable use and approval policies and procedures. This policy covers two distinct uses of analog/ISDN lines: lines that are to be connected for the sole purpose of fax sending and receiving, and lines that are to be connected to computers.

This policy covers only those lines that are to be connected to a point inside ICT Group building and testing sites. It does not pertain to ISDN/phone lines that are connected into employee homes, PBX desktop phones, and those lines used by Telecom for emergency and non-corporate information purposes.

Scenarios & Business Impact

There are two important scenarios that involve analog line misuse, which we attempt to guard against through this policy. The first is an outside attacker who calls a set of analog line numbers in the hope of connecting to a computer that has a modem attached to it. If the modem answers (and most computers today are configured out-of-the-box to auto-answer) from inside ICT premises, then there is the possibility of breaching ICT's internal network through that computer, unmonitored. At the very least, information that is held on that computer alone can be compromised. This potentially results in the loss of millions of dollars worth of corporate information.

The second scenario is the threat of anyone with physical access into an ICT facility being able to use a modem-equipped laptop or desktop computer. In this case, the intruder would be able to connect to the trusted networking of ICT through the computer's Ethernet connection, and then call out to an unmonitored site using the modem, with the ability to siphon ICT information to an unknown location. This could also potentially result in the substantial loss of vital information.

Computer-to-Analog Line Connections

The general policy is that requests for computers or other intelligent devices to be connected with analog or ISDN lines from within ICT will not be approved for security reasons. Analog and ISDN lines represent a significant security threat to ICT, and active penetrations have been launched against such lines by hackers. InfoSec and Telecommunications will grant waivers to the policy above on a case-by-case basis.

Replacement lines, such as those requested because of a move, fall under the category of "new" lines. They will also be considered on a case-by-case basis.

Requesting an Analog/ISDN Line

The individual requesting an analog/ISDN line must provide the following information to Telecom:

- A clearly detailed business case of why other secure connections available at ICT cannot be used
- The business purpose for which the analog line is to be used
- The software and hardware to be connected to the line and used across the line
- And to what external connections the requester is seeking access.

The business case must answer, at a minimum, the following questions:

- What business needs to be conducted over the line?
- Why is an ICT-equipped desktop computer with Internet capability unable to accomplish the same tasks as the proposed analog line?

In addition, the requester must be prepared to answer the following supplemental questions related to the security profile of the request:

- Will the machines that are using the analog lines be physically disconnected from ICT's internal network?
- Where will the analog line be placed? A cubicle or lab?
- Is dial-in from outside of ICT needed?
- How many lines are being requested, and how many people will use the line?
- How often will the line be used? Once a week, 2 hours per day...?
- What is the earliest date the line can be terminated from service?
- The line must be terminated as soon as it is no longer in use.
- What other means will be used to secure the line from unauthorized use?
- Is this a replacement line from an old location? What was the purpose of the original line?
- What types of protocols will be run over the line?
- Will an ICT-authorized anti-virus scanner be installed on the machine(s) using the analog lines?
- The requester should use the Analog/ISDN Line Request Form to address these issues and submit a request.

Anti-Virus Policy

Overview

This policy applies to all ICT computers that are PC-based or utilize PC-file directory sharing. This includes, but is not limited to, desktop computers, laptop computers, file/ftp/tftp/proxy servers, and any PC based equipment.

All ICT Group PC-based computers must have ICT's standard supported anti-virus software installed and scheduled to run at regular intervals. In addition, the anti-virus software and the virus pattern files must be kept up-to-date. Virus-infected computers must be removed from the network until they are verified as virus-free. Any activities with the intention to create and/or distribute malicious programs into ICT's networks (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.) are prohibited, in accordance with the Acceptable Use Policy.

Lab Security Policy

Overview

This policy establishes information security requirements for ICT Group labs to ensure that ICT Group confidential information and technologies are not compromised, and that production services and other ICT Group interests are protected from lab activities.

This policy applies to all internally connected labs. All existing and future equipment, which fall under the scope of this policy, must be configured according to the referenced documents.

Ownership Responsibilities

Lab owning organizations are responsible for assigning lab managers, a point of contact (POC), and a back-up POC for each lab. Lab owners must maintain up-to-date POC information with InfoSec and the Corporate Enterprise Management Team. Lab managers or their backup must be available around-the-clock for emergencies, otherwise actions will be taken without their involvement.

General Configuration Requirements

1. All traffic between the corporate production and the lab network must go through a Network Support Organization maintained firewall. Lab network devices must not cross-connect the lab and production networks.
2. Original firewall configurations and any changes thereto must be reviewed and approved by InfoSec. InfoSec may require security improvements as needed.
3. Labs are prohibited from engaging in port scanning, network auto-discovery, traffic spamming/flooding, and other similar activities that negatively impact the corporate network and/or non-ICT networks. These activities must be restricted within the lab.
4. Traffic between production networks and lab networks, as well as traffic between separate lab networks, is permitted based on business needs and as long as the traffic does not negatively impact on other networks. Labs must not advertise network services that may compromise production network services or put lab confidential information at risk.
5. InfoSec reserves the right to audit all lab-related data and administration processes at any time, including but not limited to, inbound and outbound packets, firewalls and network peripherals.
6. Lab owned gateway devices are required to comply with all ICT Group product security advisories and must authenticate against the Corporate Authentication servers.
7. The enable password for all lab owned gateway devices must be different from all other equipment passwords in the lab. The password must be in accordance with ICT's Password Policy. The password will only be provided to those who are authorized to administer the lab network.
8. In labs where non-ICT personnel have physical access (e.g., training labs), direct connectivity to the corporate production network is not allowed. Additionally, no ICT confidential information can reside on any computer equipment in these labs. Connectivity for authorized personnel from these labs can be allowed to the corporate production network only if authenticated against the Corporate Authentication servers, temporary access lists, SSH, client VPNs, or similar technology approved by InfoSec.

9. All lab external connection requests must be reviewed and approved by InfoSec. Analog or ISDN lines must be configured to only accept trusted call numbers. Strong passwords must be used for authentication.
10. All labs networks with external connections must not be connected to ICT corporate production network or any other internal network directly or via a wireless connection, or via any other form of computing equipment. A waiver from InfoSec is required where air gapping is not possible (e.g., Partner Connections to third party networks).

Network Devices
Firewalls
Overview
This document describes a required minimal security configuration for all firewalls connecting to a production network or used in a production capacity at or on behalf of the ICT Group. All firewalls connected to ICT production networks are affected.

Configuration
Every firewall must meet the following configuration standards:
1. No local user accounts are configured on the firewall. Firewalls must use TACACS+ for all user authentications.
2. The enable password on the firewall must be kept in a secure encrypted form.
3. Disallow the following:
   a. Deny all ICMP Requests
   b. IP directed broadcasts
   c. Incoming packets at the firewall sourced with invalid addresses such as RFC1918 address
   d. TCP small services
   e. UDP small services
   f. All source routing
   g. All web services running on the firewall
   h. Enable NAT for all internal addresses
   i. Use corporate standardized SNMP community strings.
4. Access to all ports is explicitly denied unless requested for a valid business reason.
5. Access rules are to be added as business needs arise.
6. The firewall must be included in the corporate enterprise management system with a designated point of contact.
7. Each firewall must have the following statement, or a similar statement, posted in clear view:

"UNAUTHORIZED ACCESS TO THIS NETWORK DEVICE IS PROHIBITED. You must have explicit permission to access or configure this device. All activities performed on this device may be logged, and violations of this policy may result in disciplinary action, and may be reported to law enforcement. There is no right to privacy on this device."

Router Security
Overview

This document describes a required minimal security configuration for all routers and switches connecting to a production network or used in a production capacity at or on behalf of ICT Group.

All routers and switches connected to ICT production networks are affected. Routers and switches within internal, secured labs are not affected.

Configuration

Every router must meet the following configuration standards:

1. No local user accounts are configured on the router. Routers must use TACACS+ for all user authentications.
2. The enable password on the router must be kept in a secure encrypted form. The router must have the enable password set to the current production router password from the router's support organization.
3. Disallow the following:
   a. IP directed broadcasts
   b. Incoming packets at the router sourced with invalid addresses such as RFC1918 address
   c. TCP small services
   d. UDP small services
   e. All source routing
   f. All web services running on router
4. Use corporate standardized SNMP community strings.
5. Access rules are to be added as business needs arise.
6. The router must be included in the corporate enterprise management system with a designated point of contact.
7. Each router must have the following statement posted in clear view:

"UNAUTHORIZED ACCESS TO THIS NETWORK DEVICE IS PROHIBITED. You must have explicit permission to access or configure this device. All activities performed on this device may be logged, and violations of this policy may result in disciplinary action, and may be reported to law enforcement. There is no right to privacy on this device."

Server Security

Overview

The purpose of this policy is to establish standards for the base configuration of internal server equipment that is owned and/or operated by ICT. Effective implementation of this policy will minimize unauthorized access to ICT Group proprietary information and technology.

This policy applies to server equipment owned and/or operated by ICT, and to servers registered under any ICT Group-owned internal network domain.

Ownership and Responsibilities

The NT and Unix System Administrators must own all internal servers deployed at ICT. Approved server configuration guides must be established and maintained by each operational group, based on business needs and approved by InfoSec. Operational groups should monitor configuration compliance and implement an exception policy tailored to their environment.

Each operational group must establish a process for changing the configuration guides, which includes review and approval by InfoSec.

- Servers must be registered within the corporate enterprise management system. At a minimum, the following information is required to positively identify the point of contact:
  - Server contact(s) and location, and a backup contact
  - Hardware and Operating System/Version
  - Main functions and applications, if applicable
- Information in the corporate enterprise management system must be kept up-to-date.
- Configuration changes for production servers must follow the appropriate change management procedures.

General Configuration Guidelines

- Operating System configuration should be in accordance with approved InfoSec guidelines.
- Services and applications that will not be used must be disabled where practical.
- Access to services should be logged and/or protected through access-control methods such as TCP Wrappers, if possible.
- The most recent security patches must be installed on the system as soon as practical, the only exception being when immediate application would interfere with business requirements.
- Trust relationships between systems are a security risk, and their use should be avoided. Do not use a trust relationship when some other method of communication will do.
- Always use standard security principles of least required access to perform a function.
- Do not use root when a non-privileged account will do.
- If a methodology for secure channel connection is available (i.e., technically feasible), privileged access must be performed over secure channels, (e.g., encrypted network connections using SSH or IPSec).
- Servers should be physically located in an access-controlled environment.
- Servers are specifically prohibited from operating from uncontrolled cubicle areas.

Monitoring

All security-related events on critical or sensitive systems must be logged and audit trails saved as follows:

- All security related logs will be kept online for a minimum of 1 week.
- Daily incremental tape backups will be retained for at least 1 month.
- Weekly full tape backups of logs will be retained for at least 1 month.
- Monthly full backups will be retained for a minimum of 2 years.

Security-related events will be reported to InfoSec, who will review logs and report incidents to IT management. Corrective measures will be prescribed as needed. Security-related events include, but are not limited to:

- Port-scan attacks
- Evidence of unauthorized access to privileged accounts
- Anomalous occurrences that are not related to specific applications on the host.

Compliance

- InfoSec personnel within ICT will perform audits on a regular basis.
- The internal audit group or InfoSec, in accordance with the Audit Policy, will manage audits. InfoSec will filter findings not related to a specific operational group and then present the findings to the appropriate support staff for remediation or justification.
- Every effort will be made to prevent audits from causing operational failures or disruptions.

Risk Assessments

Overview

To empower InfoSec to perform periodic information security risk assessments (RAs) for the purpose of determining areas of vulnerability, and to initiate appropriate remediation.

Risk assessments can be conducted on any entity within the ICT Group. RAs can be conducted on any information system, to include applications, servers, and networks, and any process or procedure by which these systems are administered and/or maintained.

Guidelines

The execution, development and implementation of remediation programs are the joint responsibility of InfoSec and Network and Server Administration. Employees are expected to cooperate fully with any RA being conducted on systems for which they are held accountable. Employees are further expected to work with the InfoSec Risk Assessment Team in the development of a remediation plan.

Audits

Overview

To provide the authority for members of ICT Group's InfoSec Team to conduct a security audit on any system at ICT.

Audits may be conducted to:

- Ensure integrity, confidentiality and availability of information and resources
- Investigate possible security incidents ensure conformance to ICT security policies
- Monitor user or system activity where appropriate.

This policy covers all computer and communication devices owned or operated by ICT. This policy also covers any computer and communications device that are present on ICT premises, but which may not be owned or operated by ICT.

Guidelines

When requested, and for the purpose of performing an audit, any access needed will be provided to members of ICT's InfoSec Team.

This access may include:

- User level and/or system level access to any computing or communications device
- Access to information (electronic, hardcopy, etc.) that may be produced, transmitted or stored on ICT equipment or premises
- Access to work areas (labs, offices, cubicles, storage areas, etc.)

- Access to interactively monitor and log traffic on ICT networks.

Incident Response Procedures

Overview

Computer security incidents are occurring at an ever-increasing rate on the Internet. Since we, ICT Group, depend on the Internet for our lively hood, we must be prepared to respond to and investigate computer security incidents. This document contains definitions of terms related to incident response, goals for the ICT Group Incident Response Team, and procedures for handling reported security issues.

Goals

The goals of the Incident Response Team are to:

1. Maintain or restore business continuity
2. Defend against further attacks
3. Deter attackers through investigation and prosecution
4. Perform counter-intelligence/intelligence activities where appropriate

Procedures

A security incident begins when a security related event is reported to the ICT Group security team or operators. The following series of procedures should start as the event is being reported.

Document Event(s)

Event documentation is a critical aspect of incident response and investigation. Without an accurate and verifiable trail of events, incident investigation becomes difficult and often ends without conclusion. Likewise, the response to the incident will not be complete if we cannot prove that the response will stop the adverse event(s) from occurring in the future.

Document the event thoroughly. **DO NOT RUSH**. Write down the following information:

- **Date of event**
- **Time of event**
- **Who or what reported the event.**
- **A detailed description of the event.**
- **Identification of the host(s)**
- If the event involves suspicious modifications or behavior of a computer that is accessible to many people and a person is reporting the incident, then ask the person for the **names or descriptions of others in the area** prior to and just after the event. If there is limited physical access to the computer, document the **physical security controls** that limit access (ask the person reporting the event to describe what they have to do to access the computer).
- If a person is reporting the event, then **instruct the person not to discuss the event with anyone other than the Incident Handler** who is assigned to the incident, unless the incident handler instructs otherwise.

Assign Event to an Incident

If the event appears to be related to an open or previously closed incident, then assign the event to the incident number (using HEAT) and reactivate the incident if necessary. If the event appears to be a new incident, then assign an incident number and associate the event with the incident.

Assign Severity Level to Incident

If it is a new incident, or the new event related to an open incident is more severe than previous events, assign a severity level to the incident. Use good judgment, but err on the side of caution. If you think the severity is between two levels, then assign the incident the higher severity level. The following questions are intended to help classify the most serious risks, but are only meant as specific examples of applying the severity levels to security incidents:

- Is confidential data at risk?
- If there is imminent danger (the act is in progress) that confidential information can be read, modified, or destroyed by an unauthorized entity or the disclosure or access already occurred, then assign the incident severity level 1.
- Is business continuity at risk?
- If there is imminent danger of disruption of business due to security issues or malicious acts or the disruption is in progress, then assign the incident severity level 1.
- Is public perception of the company at risk?
- If there is imminent danger of modification of the public's perception of the company due to security reasons other than disclosure of confidential information or disruption of service (i.e. main web page has been modified in an unauthorized manner, but orders can still be processed), then assign the incident severity level 2.
- Someone identifies a security problem in ICT Group systems in a public forum
- If the security problem could lead directly to the compromise of publicly accessible ICT Group hosts or customer information, then assign the incident severity level 2. Otherwise, assign the incident severity level 3 if there is no imminent threat to ICT Group systems or confidential data.

Coordinate Incident Response Team

The Incident Handler assigned to the incident is responsible for coordination of the response and investigation, and therefore will be the Primary Incident Handler (PIH) for the remainder of the investigation. The first task of the PIH is to review the incident documentation and associated event reports. The PIH should verify as much information as possible from the event report(s), verify the assigned severity level based on the available information, and acquire the resources necessary to respond to the incident. The PIH should then go to the location of the incident if appropriate.

Law enforcement should be informed at management's discretion. There are many factors to weigh including the severity of the incident, the scope of the compromise, cost to the company of supporting a criminal investigation, and the proprietary and confidential company information that would become public if a criminal investigation occurs. It will be up to the Computer Incident Response Management Team (CIRMT) to decide whether the incident warrants legal action. The PIH will be responsible for communicating the ongoing status of the response and investigation to the CIRMT. It is recommended that ICT Group legal counsel be present in all meetings with law enforcement relevant to ongoing investigations.

Contain and Eradicate

The primary goal of the Incident Response Team is to maintain/restore business continuity, so containment of a security incident is vital. Containment and eradication methods are highly dependent on the type and scope of the security incident, therefore only sample scenarios and

methods are provided. Ideally, the appropriate method can be extrapolated from the sample methods. The containment phase is also where the bulk of evidence will be preserved.

Some **forensic analysis** of the running host needs to be done **prior to shutting the host down** to perform a disk copy.

For any computer system where an intrusion is suspected, there are several steps that must be taken prior to shutting down the system to collect evidence (see Evidence Collection Worksheet for further detail):

- Make a list of processes running on the system
- Check the status of the network interface(s) to see if they are in promiscuous mode ("ifconfig –a" and look for PROMISC flag on Unix and "querynic" on NT).
- Make a list of all listening ports and active network connections ("netstat –an"). If possible, make a list of processes that own the ports and network connections ("lsof" on Unix).
- Make copies of the executable files associated with every running process on the system or dump the contents of system memory to a file.
- It is important to remember that even mundane commands on a host can destroy valuable forensic evidence. Executing "ls" will change the access time of the current directory for example. Perform as few operations as possible that access or modify the file system prior to making a bit-for-bit copy of the file system on the compromised host. The preferred process is:
- Make two bit-for-bit copies of the compromised host's hard drive
- Remove the original hard drive from the system and secure it as evidence
- Use one copy to aid the creation of a new system disk (copy only data that is known to be safe) then erase the disk using a secure wipe utility
- Use the second copy for forensics

Forensic Analysis

Forensic analysis will vary greatly from incident to incident, but the methodology should be consistent. The goal of forensic analysis is to discover evidence that proves:

- What happened
- Where it happened
- When it happened
- Who did it
- How they did it

In particular cases, forensic evidence will be used in criminal or civil legal cases against the perpetrator. Since it may not be apparent at the beginning of an incident investigation that the outcome will be a legal case, we must treat every investigation as if it will lead to a court case. Essentially, we must **establish and maintain an evidentiary chain for all electronic and physical evidence collected during the investigation**. We must also **keep detailed logs of our actions and findings** as investigators. Most computer crime investigations lack an evidentiary chain and detailed investigative logs, and that is a primary reason why it has been difficult to gain convictions in criminal cases. Also, be aware that this information will be available to the defense counsel through the information discovery process and may become public. **Do not include company confidential information unless it is necessary**.

To maintain an evidentiary chain the following information needs to be recorded:

- Where, when, and who discovered the evidence
- Who has handled or examined the evidence and when
- Who has had custody of the evidence, during what time period, and where it was stored/secured
- If the evidence has changed custody, how and when the transfer occurred (include shipping numbers etc.)

The relevant person should sign and date each entry. If the investigation leads to a court case, we must be able to prove that the evidence we discovered has been securely handled and not been tampered with.

All digital data analysis should be performed on trusted systems that can only be accessed by incident investigators. Every precaution must be taken to not contaminate or co-mingle digital data from separate investigations.

It may be months or years before a case is brought to trail. As an incident investigator, **you will be expected to recount your investigation in minute detail**. Keeping a detailed log throughout an investigation will allow you to accurately recall all facets of the investigation. It is also important to document the investigation to **establish a credible basis for any action the company may take as a result**.

Document your hypothesis, how evidence supports or contradicts it, the actions you take to discover evidence or test the hypothesis, important or influential interactions with other people, relevant thoughts at the time, and anything else that will allow you to recall the investigation accurately. Include the time and date for each entry in your notes, and sign every page.

- Follow-up With External Organizations
- Create an Executive Report and a Technical Report
- Store Incident File and Evidence

C.3.5.5.1 Personnel Security

Employment Verification – ICT Group will verify previous employment and references after the interview.

Background Checks - A local criminal background check is performed on all qualified candidates as part of the screening process prior to hiring. The nature of the background check is felony and misdemeanor conviction search on an employee's addresses for the past 7 years. As required by our individual clients, additional background checks such as Security Clearance, Drug Screening and Global Terrorist Watchlist are undertaken.

C.3.5.5.2 Information and Telecommunications Systems Security

Physical controls are used to secure File servers, ACD Switch, Routers, etc. Physical access to the sever room (Data Center) is controlled by card-key and bio-metric access. Management authorizes all access to the data center. The job functions that have access to the data center are the Aspect Administrators, Systems personnel and Backup Administrators. Data Security is controlled through various methods. Microsoft Windows is the operating system and Microsoft is utilized to control access to all files on the network. Individual logon ids are required as well

as passwords of 7 characters in length. All user account passwords expire every 30 days and a password history of 7 is kept. All system access is fully audited and violations are investigated on a daily basis.

Discretionary access controls (DAC) are installed on critical servers, which house client data in order to further harden the security of the operating system. The DAC product utilized has a B1 compliancy rating from the Department of Defense's Orange Book.
A network and host based intrusion detection system is deployed throughout the critical points of ICT Group's network. The IDS provides for real-time monitoring and proactive alerting and responses to various configured rule sets.

A content filtering tool is deployed at the Internet and mail gateways of ICT Group's network in order to prevent the downloading and transmission of malicious content as well as preventing the execution of unsigned mobile code.

Internet security is controlled through the use of dual CISCO Pix firewalls utilizing strict access control lists. Internet access is controlled and audited through the use of an Employee Internet Management product. Agent workstations are given Internet and email access as required by client program specifications. Access is granted or denied as well as filtering inappropriate content.

Anti-virus control is utilized on all workstations and servers. The software on the workstation is configured with real-time scanning options, and all configurations are locked to avoid and unauthorized changes. Anti-virus software has been implemented using a hierarchical structure in order to actively manage all AV installations as well as actively pushing virus signatures.

C.3.5.5.3 Facility Security

Facility - Access to contact center entrances is controlled by a card-key system. Doors are individually controlled by security systems, i.e. smart card readers, cipher locks, biometric readers. Blind exits are monitored by remote video and taped on a continuous loop tape. Alarms are installed on all points of entry to buildings and after hours escort to cars is available to any staff requesting assistance. All employees have ID badges, which are used to record their ingress/egress hours as well as provide them with access to entrances deemed necessary by management.

Confidentiality Agreements - All agents are required to sign a confidentiality agreement, pertaining to scripts, applications, offers and other details as a condition of their employment. In addition, client information is not shared with another client or with another client's program management team members.

Limited Access to Files - All client scripts, training manuals, correspondence and reports have limited circulation and are held in a confidential manner in facilities with restricted access. Automated scripts have access restricted to both agents and professional staff. Reporting files have access restricted by secure passwords and is maintained in program management files.

Data Storage - Client tapes and transmission logs are stored in secure locations under restricted access by a code, which is changed monthly. Corporate systems do not have external dial-in capability and are located behind doors secured with combination locks.

SECTION 7: PLAN FOR SPEICAL HIRING (M.2.1.5)

L.7.2.1.8 Plan for Special Hiring

ICT Group is committed to ensuring equal employment opportunity. All employment decisions, policies and practices are in accordance with applicable federal, state, and local anti-discrimination laws. The Company will not engage in or tolerate unlawful discrimination (including any form of unlawful harassment) on account of a person's gender, age, race, color, religion, creed, sexual preference or orientation, marital status, national origin, ancestry, citizenship, military status, veteran status, handicap, disability, or membership in any other protected group.

Further, ICT Group actively recruits and hires employees from a range of backgrounds and cultures. When implementing programs with specific member populations or groups in mind we focus on training our agents to develop the right skill sets for the targeted age group. Additionally, ICT Group has both cultural diversity and senior sensitivity programs that we employ as needed.

As an enterprise, our recruiting, HR, and Training departments have had vast experience in working with organizations to recruit, hire, and train employees with unique work place challenges. As an example of the recognition we have received, we provide a sample case study. Our Pennsylvania based operations team has recently worked with the Integrated Employment Services Agency, the Montgomery (PA) County Association of the Blind, the Blindness and Visual Services Organization, and the Adult Education Center of Central Pennsylvania. Based upon this experience and the success we have had, our organization and select individuals from our firm were featured in a magazine article entitled "The Strong and Unique" published in the Fall 2002 issue of CAREERS & the disABLED, a career-guidance and recruitment magazine for people with disabilities who are at undergraduate, graduate, or professional levels.

As we have demonstrated with our hiring practices and results within our Lakeland, FL center that supports the National Contact Center (NCC). It is the intent of ICT Group to satisfy the minimum requirement of five (5) percent for special hiring from among local and regional organizations in close proximity to the Lakeland, FL contact center, or from other localities if work for a specific task order shall be based at a US location other than Lakeland, FL.

We have in our corporate history have had tremendous success in working with State, local, county organizations to seek out qualified disabled individuals and to provide them an opportunity to work within our organization. In providing this opportunity, ICT Group has made all necessary accommodations for the successful employment and empowerment of these individuals.

For our work in our primary Government Contact Center [REDACTED] the Group has, and will continue to develop a working partnership with organizations in the [REDACTED] area where we have come to find that nowhere in the United States are employment opportunities for persons with disabilities more critical than in the [REDACTED] region [REDACTED] which Census Bureau figures reveal has the highest concentration of disabled people in the nation.

ICT Group's [REDACTED] facility maintains positive relationships with several agencies dedicated to employment of persons with disabilities. These organizations include such private agencies as [REDACTED] for the Blind and Abilities, Inc. [REDACTED] (an affiliate of

ServiceSource), as well as state agencies like [REDACTED] Division of Vocational Rehabilitation. Through these associations, ICT Group's [REDACTED] has already demonstrated an ability to meet or exceed the five percent minimum goal of employing blind and/or severely disabled individuals. Persons with disabilities are actively employed on each of the programs already in place at the center.

A United Way agency accredited by the National Accreditation Council, [REDACTED] for the Blind (formerly the Hillsborough County Association for the Blind) has been serving the needs of the visually impaired throughout West Central Florida for over 60 years. The agency provides comprehensive rehabilitation programs at no charge to persons who are blind or visually impaired. In most instances, a referral from the Florida Department of Education, Division of Blind Services is required to determine eligibility for program services. Program participants are evaluated in basic academic skills, work habits, interests, and overall productivity. The goal of Direct Job Placement is to match visually impaired job seekers with employers who are seeking stable, reliable, and dependable long-term employees.

Established in 1959, Abilities [REDACTED] , accredited by the Commission on Accreditation of Rehabilitation Facilities, is a private, non-profit and charitable organization which provides vocational evaluation, skills training, transitional living, and job placement services to persons with disabilities throughout the Tampa Bay and South Florida areas. Abilities has received national recognition for its innovative leadership in the field of rehabilitation, including the first place prize in the JM and Dole Foundations' Search for Excellence. Among those served are persons with cystic fibrosis, epilepsy, cerebral palsy, diabetes, blindness, deafness, spinal cord injuries, heart conditions, quadriplegia, substance abuse problems, depression, and schizophrenia. Also served are disabled veterans, older workers, single parents with dependent children, and school-aged youngsters. Eligibility for program services is determined, in part, by referral from the Department of Veterans Affairs, DOE Division of Vocational Rehabilitation, local school districts, or other accredited or governmental organizations. Services are provided at no cost to the individual or to the employer. Participants are screened regarding overall employability skills, academic skills, interests, and productivity. Last year alone, Abilities placed 489 individuals in a variety of service-related, professional, and manufacturing occupations with 426 different companies. The starting salaries for these jobs exceeded $7.4 million. (Figures over the past five years include 2,300 persons placed with initial annual salaries topping $26 million.)

The Smith-Fess Act of 1920 is considered the beginning of the public rehabilitation program for persons with disabilities. The act provided funds for vocational guidance, training, occupational adjustment, prosthetics, and placement services. The Division of Vocational Rehabilitation under the Florida Department of Education was established by the Florida Legislature to administrate these funds. Today, the Division has 1016 employees located throughout the headquarters office in Tallahassee, six area offices, and 116 field offices. The office in Lakeland serves District 16, an area encompassing Polk, Highlands, and Hardee Counties. DVR's mission is to partner and innovate with consumers, employers and other agencies throughout the state to provide opportunities for employment and independence to Floridians with disabilities. This is accomplished through five strategic programs: General VR, Florida Alliance for Assistive Services Technology (FAAST), Independent Living, Migrant and Seasonal Farmworker, and the Bureau of Reemployment and Rehabilitation Services for Injured Workers. Eligibility for each

program is determined through examination of consumers' medical and/or psychological records. Services are provided free of charge to either the consumer or the employer.

ICT Group regularly updates the placement and employment specialists at these agencies regarding our recruiting needs. In turn, the organizations make referrals of candidates they believe match our agent profiles. Candidates are then screened, interviewed, and hired using ICT Group's normal processes. Special accommodations and follow-up services are negotiated between ICT Group and the organizations involved on an individualized basis, dependent upon the employee's needs. In support of the GSA's requirements we fully believe and expect that we can fulfill the minimum requirement of five (5) percent.

At a national level, ICT Group will again rely on and utilize best practices and processes that we have developed over our 24+ years experience in the call center industry. On a task order by task order basis, ICT Group will select a domestic US based call center. This site will be selected based upon various decision criteria, such as available capacity, agent skill resource availability, management experience, and other factors. Once this decision has been made and award of a task order has been provided to ICT Group, ICT Group corporate Operations Management and Training Development management team will begin to work with the local center. Utilizing relationships that have been developed on both a national level, as well as a local level, ICT Group will develop a recruitment and training plan specifically designed for Information Specialists that we will hire to meet the requirements of the Plan for Special Hiring.

Both the corporate and local recruiting and training management personnel will begin to work with local affiliates of both NISH and NIB to identify potential recruits that have sufficient amount of skills to perform the requirements/function of the specific task order. Relative to "ICT Group" training and client specific training, there is no difference in the training curriculum. Please refer to our Management Plan, Training Plan, Human Resources Plan for how individual information specialists/agents are recruited/trained/staffed and managed.

However there likely will be variances in the respective software applications and hardware technologies needed to deliver the applicable training. Our local operations and training team will work closely with the affiliate organization to have the appropriate number of recruited Information Specialists 'pre-trained' with the knowledge and training necessary to utilize any required hardware, software, or other implements to perform the job function. With respect to training, logistics, and retention, the local Operations team will work with the local affiliates and other public entities to create an atmosphere and working environment that is productive and beneficial for both the employee, the ICT Group, and our clients.

With respect to the ability to have the ICT Group utilize organizations on a nationwide basis, the ICT Group has core processes that have been either developed or vetted at a corporate level. When a decision has been made to use a specific local, US based, contact center, the local management team (Ops, Training, HR, Quality) will work with our corporate executive management team and the Government Operations team to develop a specific hiring/recruiting/training plan for each client. These processes and methodologies are no different based upon the agent hired. To this end, it has been our company preference to work

with local chapters of NISH/NIB affiliates to identify, recruit, hire, and train personnel from these organizations, but to hire these individuals as ICT Group employees.

We currently do not have any nationwide agreements in place wherein compensation is paid for any selective services. We typically do not operate in a prime/subcontractor relationship with these special assistance employees. Again it is our long standing processes to work with the local chapters and affiliates and to identify individuals and their unique needs (training, transportation, equipments, etc.) and after putting in place plans and processes to accommodate these individuals we hire them as ICT Group employees, in the same manner as all of their colleagues and peers. Regardless of the local, US based, ICT Group contact center, this establish process will be utilized to meet the requirements and goals of the Plan for Special Hiring.

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no matter how unique their needs are...

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