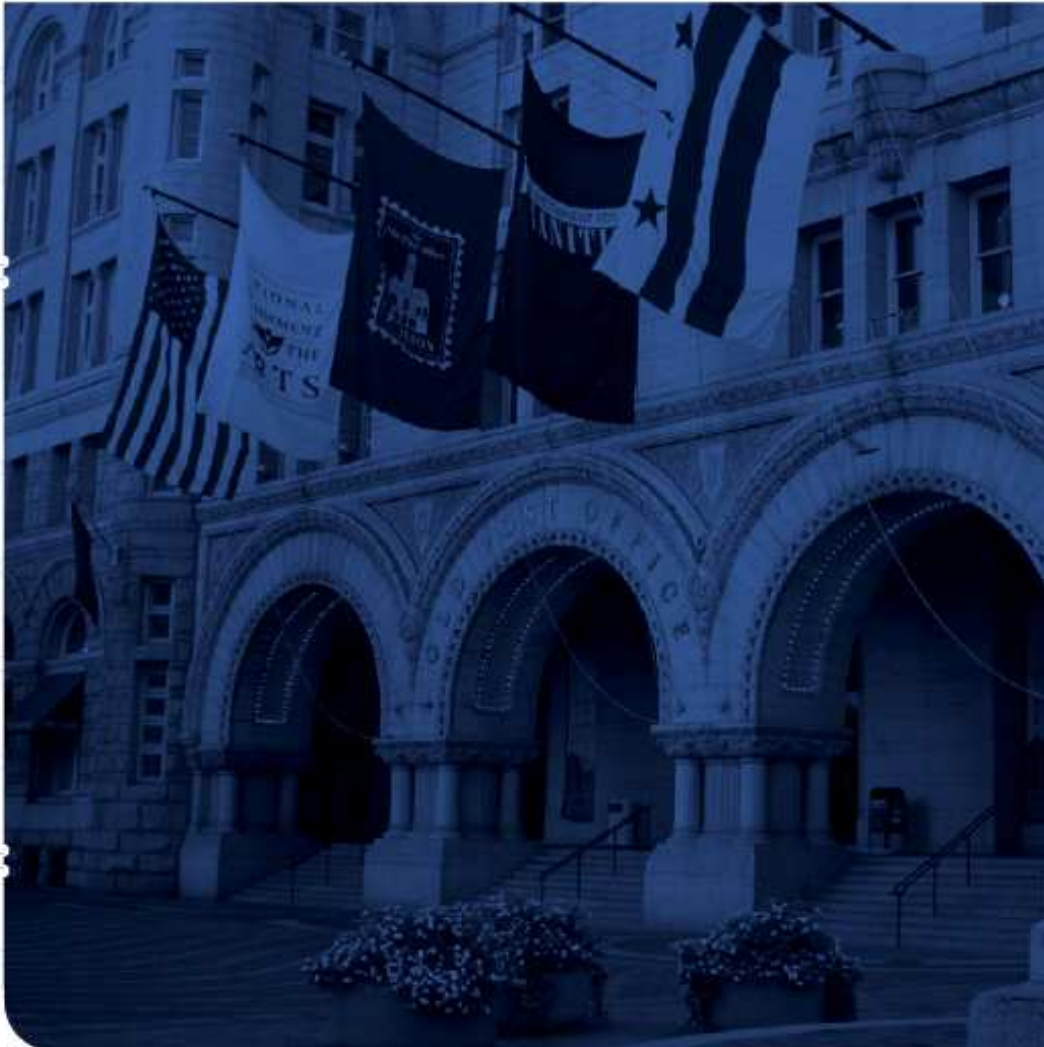RFP #GSV07PD0007

TECHNICAL VOLUME

USA Contact Multichannel Contact Center Services

for the General Services Administration

December 13, 2007

SUBMITTED TO:

General Services Administration
Federal Citizen Information Center (FCIC)
1800 F Street NW, Room G142
Washington DC 20405
Attention: Warren D. Snaider

TeleTech.
Government Solutions, LLC.

BearingPoint. Management Technology Consultants

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Executive Summary

TeleTech Government Solutions (TTGS) has the capability, agility, and depth to deliver superior performance-based solutions and services to USA Contact customers. TTGS has consistently delivered to GSA based on its proven call center capabilities and experience. This was put to the test in no greater challenge then supporting GSA on behalf of FEMA for the Hurricane Katrina Supplemental Registration Intake Program. We bring a unique partnership model and teaming strategy backed by innovative tools and processes that foster cross-agency cooperation and new market penetration. We bring together the right partners, innovative approach, qualifications and desire to be GSA's partner of choice on this important initiative!

Vision for GSA

GSA is in the forefront of providing the high quality services their Government clients demand to keep America running. In recent months, GSA has forged an entirely new vision of its future and USA Contact success will be a critical factor in the realization of its mission: making GSA *"the technology acquisition service provider of choice to our customers."* (John C. Johnson, GSA).

Overview

TTGS is pleased to respond to USA Contact Multichannel Contact Center Service Request for Proposal. This proposal outlines the technical approach and teaming strategy to successfully meet the objectives of the USA Contact. TTGS' proposed solution will:

- Position the Government's public information services on par with or exceeding private industry standards by providing customers with easily accessible, accurate, timely, and professional responses to their inquiries via their preferred method of communications.
- Provide capability to respond quickly to provide fully managed multichannel inquiry response and management solutions to meet the needs of Federal agencies and programs in emergency and crisis situations.
- Provide increased capability to measure and control the delivery of information services to meet the evolving needs of citizens.
- Provide solution that comply with federal information systems security requirements.
- Gain and sustain access to commercial off-the-shelf, state-of-the art technology that is secure and scalable to meet current and future requirements.
- Control information dissemination costs
- Promote job opportunities for individuals who are blind or with severe disability.

TTGS is the premier business process and customer interaction management specialist. We perform complex outsourcing activities across all aspects of the customer management lifecycle. By leveraging our enabling technologies, global best practices, and innovative human capital strategies, we provide an array of front-and back-office support capabilities for the most respected and recognized companies and government organizations around the world.

Today, TTGS provides in-market and in-region business process outsourcing (BPO) and customer management capabilities for our clients from over 80 customer management centers (CMC's) across 18 countries – each day supporting over 3.5 million customer interactions for our clients in 31 languages.

What truly differentiates TTGS is the scientific approach we take to understanding and managing the incremental customer interactions of our clients to provide the right "alchemy" or "mix" of

people, process, and technology solutions unique to their business situation. The core building blocks of our value proposition come from the offerings we provide across three distinct areas:

- **Human Capital Management Strategy –** Hire better people, train deeper, retain longer
- **Enabling Technologies –** Centralized, enabling technology delivers transformational infrastructure
- **Global Best Practices –** Optimal use of geography, skills, and metrics through standardized process

TTGS' broad array of capabilities is very strong. However, it is how we blend our solutions for the individual business that provides our clients a strategic advantage in the marketplace. We are confident our approach, coupled with our teaming strategy, will meet and exceed USA Contact expectations.

TeleTech Government Solutions (TTGS) Approach

Commitment. TeleTech Holdings and TTGS have made a corporate commitment to the performance and growth of USA Contact. GSA has potential contact center customers both large and small. TTGS understands the importance of all customers and has prepared to support both large and small contact center requirements with the same care and attention to detail. We offer the depth of our enabling technology, a fully formed Program Management Office, a management system built for USA Contact, and a business migration and growth strategy that will bring prospective clients worldwide to USA Contact. TTGS has been preparing for USA Contact while supporting GSA as an incumbent on First Contact. We have taken a strategic approach in qualifying teaming partners and have made financial and resource commitments to USA Contact because it is the most important contract for our continuing evolution.

Partnership. TTGS partnerships will include GSA Regional office staff and local companies large and small who have established relationships with GSA and prospective USA Contact clients. We will partner with GSA through our outreach activities to advance understanding of USA Contact benefits. Foster and initiate ongoing contact with GSA officials in the Regions through meetings and participation in GSA events to gain a deep understanding of the concerns of GSA management across the Regions to sharpen our strategic plans.

Teaming Strategy. Our strategy and approach in establishing the right USA Contact team is a critical component in our proposed solution to GSA. TTGS is pleased to have BearingPoint, Inc (BE) as our teammate on USA Contract. BearingPoint, a major global IT integrator, operates in 34 countries with sales of $ 4B in 2006 provides the experience, expertise, and commitment to excellence that USA Contact and TTGS can rely upon. BearingPoint, Inc., is a leading global management and technology consulting firm with more than 17,000 professional and operations personnel, providing strategic consulting, application services, technology solutions, and managed services to Global companies and government organizations around the world. They help clients achieve results by identifying mission-critical issues and implementing innovative and customized solutions designed to generate revenue, reduce costs, and access the right information at the right time. In addition to providing a deep knowledge and past performance with GSA and other Government agencies, BearingPoint will also provide other mission critical capabilities for our team including Project Management, government integration/implementation, and system certification and accreditation. BearingPoint's value channel of partner companies & subcontractors adds to the depth of our service offerings across the USA Contact spectrum of tasks and customers.

Our teammate BearingPoint has a wealth of experience building and operating large, successful call/contact centers and CRM solutions. They have established dedicated CRM practices and have completed over 1,900 CRM/Contact Center solutions to clients since the mid-1980s. In the CRM Public Services practice, BearingPoint currently has over 300 clients. In addition, BearingPoint has a large National Call Center practice, with dedicated resources that specialize in consolidating and implementing multichannel contact centers, CRM, telephony application and hardware, and contact-center-oriented services.

As a leading partner of the TTGS Contact Center delivery team, BearingPoint will lend its experience and understanding of the government agencies GSA seeks to serve with its multichannel contact center capability. Experience in providing business and technology consulting services has enabled BearingPoint to quickly and thoroughly gain an understanding of the issues that leaders face in government organizations today.

Additionally, TTGS has established an extensive team of certified partners, who share the same vision and values. TTGS certification process is in-depth, ensuring a high commitment to quality, customer satisfaction, and diverse employee representation. As a result, our partners compliment TTGS with their national footprint and depth of specialized skills and services required for USA Contact.

Performance Objectives. TTGS fully understands the performance objectives and assessment criteria that the GSA has established and is committed to meet and exceed them. We take great pride in providing all of our clients with the best service possible at a reasonable price. TTGS' 25 years of experience has resulted in a set of proven core competencies which are the foundation to ensure quality services are delivered in the most efficient manner. We have detailed in our proposal how we will achieve all of GSA's requirements for USA Contact.

Technical Solution. TTGS will use its existing capacity in 14 U.S. call centers, consisting of 7885 seats, in addition to Partner seats and @Home agents to provide the redundancy, scalability, flexibility and diversity needed to meet GSA's requirements. TTGS and our partners services can operate 7x24x365, are geographically diverse and highly available. In 2005, TTGS provided 500 agents within 28 hours of emergency task order activation and 4000 agents in 28 days using existing capacity in six US sites to provide registration services to FEMA 7x24, including the holidays that occurred during the task order. Today, TTGS provides a wide variety of inquiry services, order intake and fulfillment, appointment scheduling, outbound services and the other similar work types required by GSA. Our services can be provided in 31 languages. We provided Spanish inquiry, registration and appointment setting services to the FDIC in 2005, and today provide in-language services to the State Department for VISA information and appointment setting services. Based on our previous experience, TTGS is confident our technical solution presented indicates thought leadership backed by proven delivery capabilities.

Past Performance. TTGS provided outstanding call center services support to Federal Emergency Management Administration. During the aftermath of Hurricane Katrina, TTGS provided call center services that helped citizens to recover from the resulting natural and man-made disasters. Through TTGS efforts, Gulf Coast residents were able to file claims quickly to obtain government assistance for their losses. Our technology was a critical success factor in implementing the project; specifically our GigaPOP™ centralized data centers and Voice over Internet Protocol (VoIP) network. This technology, part of our TTGS On Demand™ suite of applications, delivered the necessary call center infrastructure to the sites, enabling us to manage six centers from a central location.

Why TeleTech Government Solutions?

TTGS partners with its clients to enhance the overall customer experience while reducing their total cost to serve. TTGS possesses the proven core competencies, past performance, and vision for USA Contact. We have established USA Contact as a marquee program for TTGS and will drive innovation to meet your customers' needs into the next decade. Working forward, TTGS will achieve the highest levels of performance on every project to enhance USA Contact reputation as the vehicle of choice across Government. TTGS is committed to the achievement of GSA's goal "to improve the delivery of Government information and services to the American public".

TTGS is the right partner for USA Contact on this important initiative! TTGS has the capability, agility, and depth to deliver superior performance-based solutions and services to USA Contact customer.

"TTGS is the Right Team, at the Right Time for the Right Program"

Section 1.0 Experience (L.7.2.1.3)

> *TTGS has the People, the Capabilities, the Experience, the Expertise to provide a superior Technical Solution based on Proven Processes and Methodologies that have be used Successfully for other Clients with Similar Challenges to GSA.*

1.1 Minimum Required Experience (L.7.2.1.3.1)

TTGS comfortably meets and exceeds the minimum required experience required for this solicitation. TTGS has been providing long-term contact programs and designing, implementing, operating and managing multichannel contact centers for some of the world's largest organizations for 28 years. In addition, TTGS has over 25 years of extensive experience providing information and call center services similar in size and scope. Section 2 Technical Approach will demonstrate how TTGS meets or exceeds the requirements of USA Contact. TTGS extensive experience supporting clients call center requirements clearly exceeds the Minimum Experience Qualification Criteria as is shown in **Exhibit 1-1**.

Exhibit 1-1.   TTGS' Surpasses the Minimum Experience Qualification Criteria

USA CONTACT Minimum Experience Qualification Criteria	TTGS Experience
1. At least two (2) years general experience in providing information and referral with services with monthly work handled by agents of no less than 100,00 telephone inquires and 7,500 e-mail inquires per month	Over (6) years general experience in providing information and referral with services with monthly work handled by agents of no less than 100,00 telephone inquires and 7,500 e-mail inquires per month.
2. At least one (1) year of specialized experience in providing information services in a multi-media environment, including the use of telephone, facsimile, e-mail, and Web media;	Over five (5) years of experience providing information services in a multi-media environment (telephone, facsimile, e-mail, Web-based media).
3. At least two (2) years of experience in providing information services in a Multilanguage environment;	Over five (15) years of experience providing information services in a multi-language environment.
4. At least two (2) years specialized experience in handling case management in an information and referral service.	Over five (15) years specialized experience in handling case management in an information and referral service.

1.2 Documentation of Experience (L.7.2.1.3.2)

1.2.1 TTGS Overview

TeleTech, as the Prime lead of the TTGS team, maintains corporate headquarters in Englewood, Colorado. As a leading provider of strategic contact center services, TTGS' North American operation consists of 25 state-of-the-art contact centers throughout the United States servicing many of the world's largest enterprises. Nearly 14,000 TTGS employees in the United States help customers around the globe via phone, e-mail, Web and automated solutions channels. In addition, TTGS has global contact centers throughout Canada, Europe, Latin America and the Asian Pacific rim. No other outsource provider can match TTGS' experience. With over $1B in revenue last year and growing, TTGS is able to handle the financial demands of this contract's task orders.

1.2.2 Financial Facts

TTGS has been providing long-term customer care programs for the world's largest organizations for 25 years. TTGS has demonstrated consistently strong growth rates since going public in 1996 and enjoys a low debt to capitalization ratio, as is shown in **Exhibit 1-2**.

Exhibit 1-2. TTGS Enjoys Constant Growth

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Revenue in millions	$183	$311	$425	$604	$885	$916	$1,107	1,001	1,052	1,087	1,211

1.2.2.1 TTGS' Ability to Implement, Operate, and Manage Multichannel Contact

REDACTED

1.2.3 TTTGS Staffing Data

REDACTED

1.2.3.1 TTGS' Ability to Manage Teaming Partners and/or Large and Small Business Subcontractors

REDACTED

1.2.3.2 TTGS Ability to Recruit, Hire and Retain Contact Center Personnel

REDACTED

1.2.3.3 TTGS Ability to Support Projects Having Diverse Language and Skill Requirements

REDACTED

1.2.3.4 Ability to Evaluate and Implement Integrated Knowledge and Case Management Solutions Supporting Multiple Access Channels

REDACTED

1.2.3.5 Ability Develop and Implement Quality Assurance and Improvement Programs Supporting Contact Center Services

REDACTED

1.2.3.6 Ability to Support Projects with Stringent Systems and Information Security Requirements

REDACTED

1.2.3.7 Implementing Electronic Services to Support Automated Self-Help Applications

REDACTED

1.2.3.8 Ability to Ramp-Up Operations Supporting Crisis and/or High Priority Situations Like 24/7 Support

REDACTED

1.2.3.9 Ability to Prepare and Recover from Disasters and/or Major Service Disruptions

REDACTED

1.2.3.10 Ability to Evaluate and Implement New Technology

REDACTED

1.2.3.11 Repeatable Operational and Management Processes/Programs Implemented Demonstrating High Commitment to Service Excellence

REDACTED

1.2.3.12 Quality Assurance and Process Improvement

REDACTED

1.2.3.13 Training

REDACTED

1.2.3.14 Training Capabilities

REDACTED

1.2.3.15 Operations Support Center

REDACTED

1.2.3.16 Disaster Recovery/Contingency Planning Abstract

REDACTED

1.2.3.17 Mission and Scope of TTGS' Disaster Recovery Plan

REDACTED

1.2.3.18 TTGS Solutions for Disaster Recovery

REDACTED

1.2.3.19 Relevant TTGS Call Center Projects

REDACTED

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REDACTED

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1.3.1 Overview

REDACTED

1.4 Standard Reporting Capabilities

REDACTED

Section 2.0 Technical Approach (L.7.2.1.5)

TTGS offers GSA a unique and forward-thinking Technical Approach and Strategy that optimizes internal and external resources, delivers a program and quality management solution that leverages corporate and personnel experience as well as the latest management information system technologies, and honors a corporate commitment to drive current and develop new business opportunities for our GSA contract vehicle.

2.1 Technical Approach Overview

REDACTED

Table Redacted

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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REDACTED

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2.15.10 System Capacity (C.6.1.11)

REDACTED

2.16 E-Mail Routing and Management (C.6.2)

REDACTED

2.17 FAQ System (C.6.3)

2.17.1 Hosted FAQ Service (C.3.1.10)

REDACTED

2.18 Knowledge Management (C.6.4)

REDACTED

2.19 Contract Management System (C.6.5)

2.19.1 Enterprise Web-based Desktop and Knowledge Management System

REDACTED

2.20 Workforce Management System (C.6.6)

REDACTED

2.21 Customer Survey Automation (C.6.7)

REDACTED

2.22 Compliment and Complaint Management (C.6.8)

REDACTED

2.23 Service Monitoring and Quality Control (C.6.9)

REDACTED

2.23.1 Voice Monitoring

REDACTED

2.23.2 Internet and E-Mail Monitoring

REDACTED

2.23.3 Performance Monitoring Sessions

REDACTED

2.23.4 Remote Monitoring Without TTGS Participation

REDACTED

2.24 Training (C.6.10)

REDACTED

Exhibit 2-8.   TTGS Average Training Room Layout

Exhibit Redacted

2.25 Literature Fulfillment (C.6.11)

REDACTED

2.26 Voice Mail and Electronic Mail (C.6.12)

REDACTED

2.27 Online Ordering System (C.6.13)

REDACTED

2.28 Web Chat System (C.6.14)

REDACTED

2.29 Power Supply (C.6.15)

REDACTED

2.30 Database Design (C.6.16)

REDACTED

2.31 Telecommunications Services to be Provided (C.7)
2.32 Local Telecommunications Services and Internet Access (C.7.1)

REDACTED

2.33 Intercity Telecommunications Services (C.7.2)

REDACTED

2.34 Network Design (C.7.3)

REDACTED

2.35 Network Termination Equipment (C.7.4)

REDACTED

2.36 Service Coordination (C.7.5)

REDACTED

2.37 Telephone Number Ownership (C.7.6)

REDACTED

2.38 Internet Domain Ownership (C.7.7)

REDACTED

2.38.1 Emergency Response Capability (L7.2.1.5.4)

REDACTED

2.39 Human Resources Management Plan (C.8)\

REDACTED

Wage Determination Rate (L.7.2.1.6.2)

REDACTED

2.39.1 Recruitment and Retention (C.8.1)

REDACTED

2.39.2 Training (C.8.2)

REDACTED

2.39.2.1 Training Curriculum (C.8.2.1)

REDACTED

2.39.2.2 Training Facilities (C.8.2.2)

REDACTED

2.39.2.3 Instructor and Classroom Criteria (C.8.2.3)

REDACTED

2.39.2.4 Reporting and Recordkeeping (C.8.2.5)

REDACTED

2.39.2.5 Training Metrics and Analysis (C.8.2.6)

REDACTED

2.40 Quality Assurance/Quality Improvement (C.9)

REDACTED

2.40.1 Service Monitoring and Calibration (C.9.1)

REDACTED

2.40.2 Effectiveness of Service Delivery (C.9.2)

REDACTED
2.40.3 Quality Improvement Program (C.9.3)

REDACTED

Exhibit 2-12. TTGS Quality Department Structure

Exhibit Redacted

Exhibit 2-13. TTGS' Life Cycle Management Methodology

Exhibit Redacted

2.41 Performance Management (C.10)

REDACTED

A. Purpose:

REDACTED

B. Definitions:

REDACTED

C. Process:

REDACTED

Quarterly Process Steps:

2.42 Management Reports (C.11)

REDACTED

2.42.1 Weekly and Monthly Status Reports C. 11.1)

REDACTED

2.42.2 Operational Reports (C.11.2)

REDACTED

2.42.3 Problem Resolution Reports (C.11.3)

REDACTED

2.42.4 Monitoring Reports (C.11.4)

REDACTED

2.42.5 Compliment and Complaint Management Reports (C. 11.5)

REDACTED

2.42.6 Ad Hoc Reports (11.6)

REDACTED

Exhibit 2-14. Ad Hoc Sample Report: Trends

Exhibit Redacted

Section 3.0 Management Plan (L.7.2.1.6)

> *TTGS has made a commitment to provide optimum performance and exponential growth of the USA Contact. As an incumbent on the current First Contact Program and a recipient of the largest task order awarded in response to Hurricane Katrina on behalf of FEMA, we understand the extreme importance for a fully structured Management Plan. We offer dedicated corporate resources, an in-place PMO, as well as a Web-based Performance Management System built for USA Contact, and a business growth strategy that will bring prospective clients worldwide to USA Contact.*

REDACTED

3.1 Concept of Operations (CONOPS) Plan

REDACTED

3.1.1 Program Management Structure

REDACTED

3.1.2 TTGS Program Management Office (PMO)

REDACTED

3.1.3 Project Management Office (PMO) Roles and Responsibilities

REDACTED

Exhibit 3-1.   Project Management Roles & Responsibilities

Exhibit Redacted

3.1.4 Project Management Methodology

REDACTED

Exhibit 3-2.   Project Management Methodology

Exhibit Redacted

3.1.5 Risk Management

REDACTED

3.1.6 Training

REDACTED

3.1.7 Mutual Supply Relationships

REDACTED

3.1.8 Disaster Recovery/Contingency Plans

REDACTED

3.1.8.1   About the TTGS Disaster Recovery Plan

REDACTED

3.1.8.2   TTGS Solutions for Disaster Recovery

REDACTED

3.1.8.3   Standard Solution

REDACTED

Exhibit 3-4.   TTGS Standard Disaster Recovery Solution

Exhibit Redacted

3.1.9 CONOPS Plan Descriptions

REDACTED

3.2 Quality Control/Improvement Plan

REDACTED

3.2.1 Day-to-Day Operations Management: Supervisors/Operations Manager

REDACTED

3.2.2 Quality Assurance Management

REDACTED

3.2.3 Evolving Performance Standards

REDACTED

3.2.4 Experience Consistency

REDACTED

3.2.5 Internal Calibrations

REDACTED

3.2.6 Agent Login ID and Remote Monitoring Access

REDACTED

3.3 Call Center Task Order Performance Plan

3.3.1 Task Order Staffing and Communication

REDACTED

3.3.2 Staff Deployment Notification

REDACTED

3.3.3 Communication Strategy

REDACTED

Exhibit 3-7.   Communication Strategy

Exhibit Redacted

Exhibit 3-7.   Communication Strategy

3.3.4 Problem Identification, Escalation, and Resolution

REDACTED

3.4 Readiness Performance Plan

REDACTED

3.4.1 Workforce Management – National Operations Support Center

REDACTED

3.4.2 Site Operations Support Center (OSC)

REDACTED

3.4.3 Accomplishing Performance-Based Expectations

REDACTED

3.4.4 Meeting Readiness Requirements

3.4.4.1   Launch Timeline and Action Plan

REDACTED

3.4.5 Subcontractors and Readiness

REDACTED

3.5 Call Center Operations, Personnel and Staffing Plan

3.5.1 Key Personnel

REDACTED

3.5.2 Staff Recruitment & Selection Process

REDACTED

3.5.3 Resource Availability

REDACTED

3.5.4 Staffing, Lines of Authority and Supervision

REDACTED

3.5.4.1 TTGS Call Center Organization

REDACTED

Exhibit 3-8.   TTGS Call Center Organizational Structure

Exhibit Redacted

3.6 Training Plan

REDACTED

3.6.1 Performance and Retention

REDACTED

3.6.2 Support Personnel Certifications

REDACTED

3.6.3 Example Training Schedule

REDACTED

3.6.4 Knowledge Base Management

REDACTED

3.7 Strategic Partnering & Subcontractor Plan

REDACTED

3.8 Reporting & Communications Plan

3.8.1 Status and Management Reports

REDACTED

3.8.2 Weekly and Monthly Status Reports

REDACTED

Section 4.0 Security Plan (L.7.2.1.7)

TTGS provides a complete security plan that is consistently applied across all sites. Our Security Plan includes structural security, personnel security, and systems security. Through a central management structure, TTGS will proactively, and effectively secure its call center IT systems according to Government requirements and industry practices.

4.1 Information Systems Security Management (C.3.5.5)

REDACTED

4.1.1 Phase I: Initiation

4.1.1.1   System Categorization

REDACTED

4.1.1.2   Risk Assessment

REDACTED

4.1.1.3   Systems Security Plan

REDACTED

4.1.1.4   IT Contingency Plan

REDACTED

4.1.1.5   Configuration Management Plan

REDACTED

4.1.2 Phase 2: Security Certification

4.1.2.1   Security Test and Evaluation (ST&E) Plan and Report

REDACTED

4.1.2.2   Plan of Actions & Milestones

REDACTED

4.1.3 Phase 3: Security Accreditation

REDACTED

4.2 Personnel Security (C.3.5.5.1)

REDACTED

4.2.1 Termination Security Procedures

REDACTED

4.3 Information and Telecommunications System Security (C.3.5.5.2)

REDACTED

4.4 Facility Security (C.3.5.5.3)

REDACTED

Section 5.0 Plan for Special Hiring (L.7.2.1.8)

Team TTGS is committed to improving employment opportunities for people with disabilities. TTGS will establish a hiring goal of at least 5% qualified disabled individuals, services of the blind or disabled individuals through affiliated organizations over the next five years, with special emphasis on individuals with targeted disabilities.

5.1 Overview

REDACTED

5.1.1 Sourcing

REDACTED

5.2 TTGS Outreach to National Organizations

REDACTED

5.2.1 Past Outreach Experience

REDACTED

5.3 Tools

5.3.1 MatchPoint Skills Assessment

REDACTED

5.4 Disabled Veteran Sourcing

REDACTED

5.5 Employment Philosophy

REDACTED

5.6 Optimum Rewards™

REDACTED

5.7 Optimum Rewards™ Reinforces GSA Success

REDACTED