

Standard Form 33 - Solicitation, Offer and Award

SOLICITATION, OFFER AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING	PAGE OF PAGES
				N/A	
2. CONTRACT NUMBER	3. SOLICITATION NUMBER	4. TYPE OF SOLICITATION	5. DATE ISSUED	6. REQUISITION/PURCHASE NUMBER	
	GSV07PD0007	<input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)	07/13/2007		
7. ISSUED BY		CODE	8. ADDRESS OFFER TO (If other than item 7)		
General Services Administration Operational Contracting Staff (VC) 1800 F Street, NW (Room G-127) Washington, D.C. 20405			Same as Block 7		

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".

SOLICITATION

9. Sealed offers in original and (See L.7) copies for furnishing the supplies or services in the Schedule will be received at the place specified in item 8, or if handcarried, in the depository located in See L.7 until 11:00a (local time) August 6, 2007

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section I, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL:	A. NAME	B. TELEPHONE (NO COLLECT CALLS)			C. E-MAIL ADDRESS
	Robert H. Corey	AREA CODE	NUMBER	EXT.	bob.corey@gsa.gov
		202	501	1797	

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X	B	SUPPLIES OR SERVICES AND PRICES/COSTS		PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.			
X	C	DESCRIPTION/SPECS./WORK STATEMENT		X	J	LIST OF ATTACHMENTS	
X	D	PACKAGING AND MARKING		PART IV - REPRESENTATIONS AND INSTRUCTIONS			
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OFFER (Must be fully completed by offeror)

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-15, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within 270 calendar days (60 calendar days unless a different period is inserted by the offeror) from the date of receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT	10 CALENDAR DAYS (%)	30 CALENDAR DAYS (%)	60 CALENDAR DAYS (%)	CALENDAR DAYS (%)

14. ACKNOWLEDGMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offers and related documents numbered and dated):	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE

15A. NAME AND ADDRESS OF OFFEROR	CODE	FACILITY	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)
Electronic Data Systems Corporation 13600 EDS Drive Herndon, VA 20171	IU305		Jill E. Carney Contracts Manager

15B. TELEPHONE NUMBER	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.	17. SIGNATURE	18. OFFER DATE
AREA CODE NUMBER EXT. 703 742-1275	<input checked="" type="checkbox"/>	<i>Jill E. Carney</i>	08/06/2007

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT	21. ACCOUNTING AND APPROPRIATION

22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION:	23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise)	ITEM
<input type="checkbox"/> 10 U.S.C. 2304(a) () <input type="checkbox"/> 41 U.S.C. 253(a) ()		

24. ADMINISTERED BY (if other than item 7)	25. PAYMENT WILL BE MADE BY	CODE

26. NAME OF CONTRACTING OFFICER (Type or print)	27. UNITED STATES OF AMERICA	28. AWARD DATE
	(Signature of Contracting Officer)	

IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

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Previous edition is unusable

STANDARD FORM 33 (REV. 9-97)
Prescribed by GSA - FAR (48 CFR) 53.214-6



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Acronym / Abbreviations List

ACRONYM / ABBREVIATIONS	DESCRIPTION
24x7x365	24 Hours a Day, Seven Days a Week, 365 Days a Year
AAA	American Automobile Association
ACD	Automatic Call Distributor
ACTUR	Automated Central Tumor Registry
ADDIE	Analyze, Design, Develop, Implement, and Evaluate
AE	Account Executive
AES	Advanced Encryption Standard
AFCEA	Armed Forces Communications and Electronics Association
AHRQ	Agency for Healthcare Research and Quality
AHT	Average Handle Time
AIC	Avaya Interaction Center
ANI	Automatic Numbering Identification
AOM	Active Operations Management
APC	Avaya's Proactive Contact
APT	Account Planning Tool
ARC	American Red Cross
ASA	Average Speed to Answer
ASA	Avaya Site Administration
ATT	Average Talk Time
BOC	Bureau of the Census
BPO	Business Process Outsourcing
BRM	Business Reply Mail
CAC	Common Access Card
CCO	EDS' Contact Center Outsourcing
CCR	Central Contractor Registration
CCTV	Closed Circuit Television
CDE	Client Delivery Executive
CD-ROM	Compact Disk-Read-Only Memory
CIC	Customer Information Center
CLIN	Contract Line Item Number
CM	Case Management
CMMI	Capability Maturity Model Integration



ACRONYM / ABBREVIATIONS	DESCRIPTION
CMS	Centers for Medicare & Medicaid Services
CMS	Avaya's Call Management System
COE	EDS Center of Excellence
COPC	Customer Operations Performance Center
COR	Class of Restriction
COS	Class of Service
CPIM	Certified in Production and Inventory Management
CPN	Calling Party Number
CPSR	Contractor Purchasing System Review
CRM	Customer Resource Management
CSA	Customer Service Associate
CSB	County Community Services Boards
CSD	Consumer Services Database
CSPO	Chief Security and Privacy Office
CSR	Customer Service Representative
CTI	Computer Telephony Integration
DBIDS	Defense Biometric Identification System
DCMA	Defense Contract Management Agency
DD	Avaya Dialog Designer
DEERS	Defense Enrollment Eligibility Reporting System
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMD	EDS' Demand Management and Distribution
DMDC	Defense Manpower Data Center
DNIS	Dialed Number Identification System
DoD	Department of Defense
DOES	Defense Online Enrollment System
DRS	Department of Rehabilitative Services
DSO	DMDC Support Office
EAS	Expert Agent Selection
EDI	Electronic Data Interchange
EDS	Electronic Data Systems Corporation
EDU	Electronic Data Unit
EMEA	Europe, Middle East, and Africa
EMS	Element Management System
ERP	Enterprise Resource Planning
eSCM-SP	eSourcing Capability Model for Service Providers



ACRONYM / ABBREVIATIONS	DESCRIPTION
EST	Eastern Standard Time
FAQ	Frequently Asked Questions
FAR	Federal Acquisition Regulations
FEMA	Federal Emergency Management Agency
FFIEC	U.S. Federal Financial Institutions Examination Council
FSR	Field Service Representative
FT	Full-Time
FTC	Federal Trade Commission
FTP	File Transfer Protocol
FY	Fiscal Year
GSA	General Services Administration
GSN	EDS' Global Services Network
GUI	Graphical User Interface
GVP NE	GVP Network Edition
HA	High Availability
HR	Human Resources
HTML	Hypertext Markup Language
HUBZone	Historically Underutilized Business Zone
IAVA	Information Assurance Vulnerability Alert
ICR	Intelligent Character Recognition
ID	Identification
IDIQ	Indefinite Delivery, Indefinite Quantity
IDS	Intrusion Detection System
ILT	Instructor-Led Training
IP	Internet Protocol
IPC	Information Processing Center
IS	Information Specialist
ISO	International Organization for Standardization
IT	Information Technology
ITAA	Information Technology Association of America
ITIL	Information Technology Infrastructure Library
ITO	Information Technology Outsourcing
IVR	Interactive Voice Response
KB	Kilobytes
Kbase	Knowledge Base
KPI	Key Performance Indicator
LAN	Local Area Network



ACRONYM / ABBREVIATIONS	DESCRIPTION
MCSE	Microsoft Certified Systems Engineer
MED Week	Minority Enterprise Development Week
Medi-Cal	California Medicaid
MIA	Most-Idle-Agent
MOD	U.K. Ministry of Defence
MPF	Military Personnel Flight
MPP	Media Processing Platform
M-PP	Mentor Protégé Program
NDIA	National Defense Industrial Association
NGA	National Geospatial-Intelligence Agency
NISH	National Industry for the Severely Handicapped
NOC	Network Operations Center
OCR	Optical Character Recognition
OSD	Office of the Secretary of Defense
OTMPC	Ontario Tourism Marketing Partnership Corporation
PBX	Private Branch Exchange
PC	Personal Computer
PCM	Primary Care Manager
PIV	Personal Identity Verification
PMI	Project Management Institute
PMO	Program Management Office
POS	Point of Service
PT	Part-Time
QA	Quality Assurance
QM	Quality Monitoring
QMS	Quality Management System
RAPIDS	Real-Time Automated Personnel Identification System
RAS	Remote Access Services
RFP	Request for Proposal
SA	Support Agencies
SAN	Storage Area Network
SB	Small Business
SBLO	Small Business Liaison Officer
SCA	Service Contract Act
SDB	Small Disadvantaged Business
SDVOSB	Service-Disabled Veteran-Owned Small Business
SEI	Software Engineering Institute



ACRONYM / ABBREVIATIONS	DESCRIPTION
SEI	Software Engineering Institute
SES	Subcontractor Evaluation System
SIM	Security Information Management
SLA	Service Level Agreement
SMC	Service Management Center
SMR	Senior Management Review
SMTP	Simple Mail Transfer Protocol
SOC	SOC Enterprises
SPHR	Senior Professional Human Resources
SPOC	Single Point of Contact
SSL	Secure Sockets Layer
SSM	Sault Ste. Marie
TCIS	Tourism Consumer Information System
TCO	Total Cost of Ownership
TDM	Time Division Multiplexing
TQA	Telephone Questionnaire Assistance
TQM	Total Quality Management
TRS	TRICARE Reserve Select
TTS	Text-To-Speech
UPS	Uninterruptible Power Supply
USB	Universal Serial Bus
VA	US Department of Veterans Affairs
VDN	Vector Directory Number
VMO	Vendor Management Organization
VO	Verifying Official
VOE	Voice of the Employee
VoIP	Voice over Internet Protocol
VOSB	Veteran-Owned Small Businesses
VP	Avaya's Voice Portal
VPMS	Voice Portal Management System
VPMS	Voice Portal Management System
VPN	Virtual Private Network
VXML	Voice Extensible Markup Language
WBS	Work Breakdown Structure
WBT	Web-Based Training
WFM	Work Force Management
WFO	Workforce Optimization



ACRONYM / ABBREVIATIONS	DESCRIPTION
WOSB	Woman-Owned Small Businesses
XML	Extensible Markup Language



1.0 Technical Proposal Index

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2.0 Executive Summary

The success of the General Services Administration's (GSA's) multi-channel contact center (USA Contact) hinges on providing superior customer service and delivering measurable business value in a timely and cost-effective manner. GSA is seeking a partner to bring this business value and deliver contact center services to support the goals and directions of Federal agencies. The partner must be able to manage risk and cost, and transform the contact center into a strategic asset.

EDS can help GSA streamline its end-user environment, increase productivity, and reduce costs by implementing an effective customer contact strategy that links people, processes, and technology to realize service efficiency and excellence.

Contact center services for USA Contact must be available 24x7 and must be capable of supporting a wide variety of service requests in a multilingual and multi-channel environment. GSA requires that all key contact center services be capable of ramping up within 48 hours and ramping down within 24 hours. The contact centers must be secure, scalable, and cost effective and, most of all, effective in disseminating accurate information.

EDS understands GSA's requirements and can help customer agencies meet or exceed all of their objectives. [REDACTED]

To meet GSA's objectives of multi-channel, interactive, and multilingual services' delivery through a contact center that is scalable, secure, and capable of rapid ramp up, [REDACTED]

Figure 2-1, CCO Service Packages, lists the benefits to meet GSA objectives.



Figure 2-1, CCO Service Packages

Our Solution Approach

[REDACTED], to meet GSA’s strategic contact center objectives of providing multi-channel, automated and manual customer support services to efficiently respond to inquiries about federal government programs, policies, information sources, and agencies from the general public, Congressional offices, business and professional communities, academia, government offices, and electronic and print media.

[REDACTED]. Use of an existing EDS facility equipped with robust and proven technologies not only paves the way for a cost-effective solution, but also enables the GSA and its customers to rapidly deploy or scale contact center functionality as and when needed.

[REDACTED]

[REDACTED] The [REDACTED] will [REDACTED] focused on [REDACTED] that are based on GSA’s standards. EDS will [REDACTED] to determine [REDACTED]

The [REDACTED] also gives GSA the benefit of [REDACTED] [REDACTED] Our [REDACTED]. We offer [REDACTED].



With EDS' contact center outsourcing services, the opportunity to increase customer satisfaction, reduce costs, mitigate risk, and grow revenue *is* within GSA's reach, and we can be counted on to bring the following winning combination to USA Contact:

- **Experience in Multi-Channel Contact Centers** – EDS currently delivers CCO services at [REDACTED]
- **Existing Facilities with Capacity** – Protected by [REDACTED], our [REDACTED] to support GSA customers. [REDACTED] allow us the [REDACTED] and [REDACTED] of contract award, and [REDACTED] easily facilitate [REDACTED] and [REDACTED] as and when needed.
- **Ability to Manage Emergencies and Complex Demands** – In 2004, in response to Hurricanes Frances and Ivan, EDS successfully provided the Federal Emergency Management Agency (FEMA) with turnkey call-handling services under extremely rapid ramp-up and ramp-down time lines. More than [REDACTED] workstations were [REDACTED] with live agents working in multiple shifts to respond to disaster victims requiring assistance. EDS is also the nation's largest provider of Medicaid process management services, providing Medicaid services to [REDACTED] - representing more [REDACTED] of the [REDACTED]. In all, we administer [REDACTED], delivering complex contact center services for a large population with a special focus on reliable and secure access to citizen information.
- **Improving Customer Interactions** – EDS uses [REDACTED] to maintain customer focus and elevate the customer experience in an ongoing manner. Together, we will develop a [REDACTED] to define [REDACTED] as well as to [REDACTED].
- **A Commitment to the Small and Disadvantaged Business Community** – EDS is committed to supporting small, minority, and disadvantaged businesses, and we plan to team with several such firms to provide GSA with the most effective solution for its customers' needs. Our winning team for providing GSA's multi-channel contact center services includes [REDACTED] EDS intends to [REDACTED] the awarded indefinite delivery, indefinite quantity (IDIQ) contract, providing GSA with [REDACTED] for its USA Contact customers' needs. We are

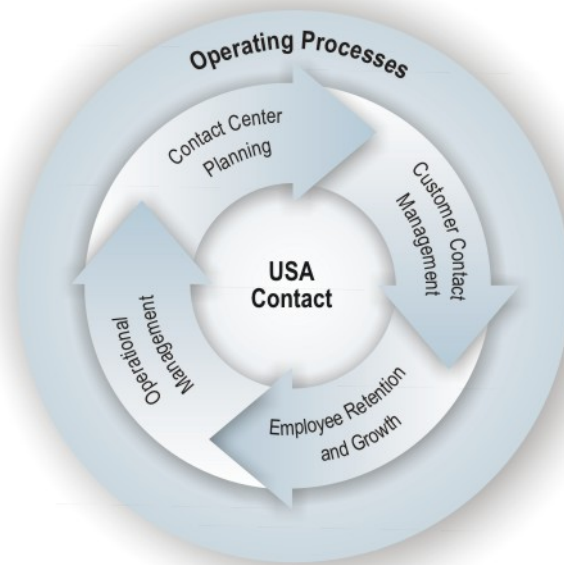


Figure 2-2, Operational Processes Framework

EDS has a long record as both a contact center outsourcer and a systems integrator. These two competencies combine to bring GSA the best partner to achieve its objectives.

confident we have the solutions that best meet GSA's objectives and that will **[REDACTED]**.

In response to GSA technical issues number 1, the following summarizes EDS' experiences and qualifications as outlined in section L.7.2.1.3.2 of the solicitation.

EDS' has been delivering customer contact services to our clients **[REDACTED]**. We currently **[REDACTED]**. Our Major locations in the **[REDACTED]**.

EDS CRM services has more than **[REDACTED]** agents supporting contacts in **[REDACTED]** in **[REDACTED]**. Our **[REDACTED]**, which is the primary facility EDS will delivery GSA USA contact services from, currently have more **[REDACTED]**

Our CRM services is core component of EDS offerings, and through this services EDS manages customer interactions through contact center outsourcing, analytics, fulfillment and distribution, and warranty programs for companies worldwide. These are the components within EDS CRM Services:

[REDACTED]

For other key areas please refer to the following list:

- For additional Info on EDS Experience in CRM refer to Section 3.2
- For more details on **[REDACTED]** Please refer to **[REDACTED]**
- Capacity for Expansion at our center **[REDACTED]** – This is Addressed **[REDACTED]**
- Experience in managing teaming Partners – EDS provide additional details Section 3.2.4
- Supporting Projects with Multi Languages – Please refer to section 3.1 the reference chart, GSA Minimum Experience Qualifications Criteria, that list some of **[REDACTED]**
- Evaluating and Implementing Knowledge and Case Management Tools - Please refer to Section 3.0 and **[REDACTED]**
- Developing and implementing quality assurance and improvement programs. – **[REDACTED]**
- Projects with Stringent systems and information security requirements. – Add as modify its security sections 6.0 to further addresses these and to address issues 17 and 18.
- Short-Notice Ramp-up - **[REDACTED]** under the heading Emergency Response Capability, and section 5.1.2 under heading of Rapid Ramp-Up
- Preparedness for recovery from disasters – **[REDACTED]**, under the heading of *Preparedness for and Recovery form Disasters and/or Major service Disruptions.* **[REDACTED]**



- Evaluating and implementing new technology – **[REDACTED]**
- Operations and Management process and programs – These process and procedures are outlined in Section 5.0 Management Plan

GSA has the power to face change confidently by choosing an outsourcing partner that will help the Federal government define the future. EDS wants to be that partner.



3.0 Experience and Past Performance

3.1 Minimum Experience Required

- EDS has more than 35 years of experience in supporting contact center technologies and clients.
- We provide service to more than [REDACTED] and [REDACTED] and support [REDACTED].
- EDS provides Customer Operations Performance Center (COPC)-compliant methodologies to manage personnel and technology and quality standards.
- We work with our alliance partners to provide the best technology and services available.
- EDS received Frost & Sullivan’s 2006 North America Contact Center Services Customer Value Enhancement Award.

The following table shows EDS’ qualifications with two of our clients that meet or exceed GSA’s Minimum Experience Qualifications Criteria stated in RFP Section L.7.2.1.3.1:

GSA Minimum Experience Qualifications Criteria	EDS’ Qualifications
Two (2) years’ general experience in providing information and referral services with annual work volumes handled by agents of no less than 1,000,000 telephone inquiries	For each year from [REDACTED] through [REDACTED], EDS has [REDACTED] in support of the [REDACTED].
Two (2) years’ general experience in providing information and referral services with annual work volumes handled by agents of no less than 75,000 e-mail inquiries	For each year from [REDACTED] through [REDACTED], EDS has [REDACTED]. The current annual average is [REDACTED]. EDS has supported this [REDACTED]and [REDACTED].
One (1) year of specialized experience in providing information services in a multi media environment, including the use of telephone, facsimile, e-mail, and web-based media;	[REDACTED] EDS has been providing multi media contact center services, as described in GSA’s Minimum Experience Requirements, [REDACTED].
Two (2) years experience in providing information services in a multi-language	[REDACTED], EDS has been providing multi-language support for the [REDACTED].
at least two (2) years of specialized experience in handling case management in an information and referral service environment.	[REDACTED] EDS has been providing case management support in an information and referral service environment for the [REDACTED].



Experience Providing Information Systems and Referral Services

Centers for Medicare & Medicaid Services (CMS)

EDS has a long history – [REDACTED] – of helping states find more efficient ways to offer quality care through Medicaid programs. Our services include [REDACTED].

The breadth and depth of our services have made EDS the [REDACTED]. EDS provides Medicaid services to [REDACTED], representing more than [REDACTED]. In all, our company administers [REDACTED] in benefits for more than [REDACTED].

Specialized Experience Providing Information Services in Multi-Media Environments

EDS' [REDACTED] Services comprise [REDACTED]: [REDACTED], and [REDACTED] component supports customer [REDACTED] strategies to [REDACTED] while [REDACTED] delivers this value by providing [REDACTED] for [REDACTED] and [REDACTED] through our [REDACTED].

Examples of this service include support for the following:

[REDACTED]

Our agents deliver a [REDACTED]

Experience Providing Information Systems in Multi-Language Environments

EDS leverages a global delivery footprint to service clients worldwide with [REDACTED] in [REDACTED] speaking [REDACTED] including:

[REDACTED].

Specialized Experience in Handling Case Management in Information and Referral Environments

EDS serves as fiscal intermediary for Medi-Cal, the largest Medicaid program in the nation, dispensing payment for medical services for 6 million adults and children with limited income and resources in the State of California. As the fiscal agent for California's Medicaid program, EDS provides support for eligibility verification, claims adjudication and appeals, and full scope provider relations.

As part of the California Med-Cal contract, EDS operates a call center supporting more than [REDACTED], and [REDACTED]. Our call center receives and responds to approximately [REDACTED] and [REDACTED]. EDS [REDACTED] to maintain the [REDACTED]. This system helps [REDACTED] to providers, resulting in [REDACTED] and [REDACTED]. Our diverse employee base represents more than [REDACTED], and we deliver services to our client in [REDACTED]. EDS processes more [REDACTED] and maintains contact with the providers [REDACTED].

Operators respond to a range of provider inquiries from [REDACTED]. We also receive and respond to [REDACTED], and [REDACTED]. We provide a [REDACTED].



Number and Location(s) of Centers Currently in Operation, and their Capacity for Expansion: A global company with hundreds of locations throughout the world, EDS has [REDACTED].

Type of Services and Business Sectors: EDS’ Center(s) Support: EDS supports multi-channel customer interactions comprising voice, Web, e-mail, fax, and white mail services. Our contact center services span a wide variety of business applications, including credit card processing, human resources (HR) support, finance and accounting services, healthcare claims processing, product ordering and fulfillment, and warranty support.

We serve clients in government and in the following industries: energy, manufacturing, aerospace, healthcare, finance, insurance, food, retail, travel and transportation, and communications. [REDACTED].

Total Number of FT and PT Employees Working in Centers: EDS uses both full-time (FT) and part-time (PT) employees in our contact centers, depending on contract and service-level requirements. [REDACTED].

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

Size and Depth of the Technical and Management Staff Dedicated to Supporting Contact Center Services

The EDS Account Team. Underlying any strong business relationship is a structure of governance to support the team as well as the relationships developed among the involved parties. [REDACTED].

[REDACTED]

The description of each position at EDS contact centers is provided in our Program Management Plan .

Experience in Managing Teaming Partners and/or Subcontractors. U.S. Bureau of the Census (BOC) Telephone Questionnaire Assistance Project.

In 2000, BOC sought an innovative telephone response system that used an appropriate balance of automated IVR technology and live operator responses to address public needs. The BOC awarded the Census 2000 Telephone Questionnaire Assistance (TQA) contract to EDS.

EDS leveraged partnerships with organizations such as [REDACTED] to provide [REDACTED] across the country. EDS also [REDACTED].



The Census TQA program employed more than [REDACTED].to respond to more [REDACTED]. A large percentage of calls came from or were made [REDACTED]. EDS integrated contact centers to provide assistance [REDACTED].

The program’s success was built on EDS’ partnerships [REDACTED]., which made possible a contact center solution [REDACTED]. EDS’ [REDACTED] enabled agents to . [REDACTED] and [REDACTED]. To make this possible, EDS integrated [REDACTED], each with a [REDACTED]. More than [REDACTED] made more than [REDACTED], interviewing [REDACTED].

3.2.2 EDS Commitment to Service Excellence

Approaches to Recruiting, Training, and Retaining Contact Center Personnel. GSA’s Multi-Channel Contact Center staffing plan begins the hiring process for agents based on a task order request from the client. EDS [REDACTED] and [REDACTED] that best meets the client’s business need.

As a mature organization, EDS [REDACTED] for [REDACTED] for each task (see Figure 3.2, Recruiting Process). The EDS [REDACTED] assists with [REDACTED] are consulted to find [REDACTED] associated with each new position so that an [REDACTED] can be created with [REDACTED].

The profile is used as a [REDACTED]. [REDACTED]. EDS recruiters provide leaders with consultation about external recruiting. EDS manages surge recruiting by relying on [REDACTED] to provide expertise as needed. Training is modularized to allow prompt Web seminar delivery to quickly acquire a [REDACTED].

[REDACTED]

Supporting Projects with Diverse Language and Skill Requirements: From [REDACTED], more than [REDACTED] support clients in [REDACTED] and [REDACTED]. The following table provides the number of contact centers and agent positions in the various regions and the languages supported in each.

Region	Supported Languages
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Evaluating and Implementing Integrated Knowledge and Case Management Solutions that Support Multiple Access Channels: Throughout our history, EDS has partnered with many technology providers to offer the [REDACTED] for clients. In deploying our leveraged



contact center sites, we have chosen a [REDACTED] that enables us to [REDACTED], [REDACTED].

Quality Monitoring. [REDACTED] – to be certain of full [REDACTED]. For some of our clients' requirements, we use [REDACTED]. This tool [REDACTED] and [REDACTED]. The tool has a [REDACTED].

Service Analytics. EDS has [REDACTED], and [REDACTED] tools to provide overall reporting of the contact center. We also have [REDACTED], and [REDACTED].

E-Mail and Web Chat Management. If GSA chooses to implement e-mail and Web chat functionality, these types of contacts would be integrated into EDS' contact center scope. [REDACTED] or [REDACTED]. When an e-mail message arrives, the chosen [REDACTED]. EDS will work closely with the Government to define requirements to [REDACTED].

On receiving an e-mail, the system uses [REDACTED] to [REDACTED] the e-mail into a [REDACTED] and agent skills and availability. E-mail interactions are [REDACTED] using [REDACTED]. In each case, [REDACTED] is combined with [REDACTED] maintained by the system to decide how that particular [REDACTED].

On distribution of the e-mail, the agent receives an [REDACTED] containing the [REDACTED] and a [REDACTED] in every media channel coming into the contact center server. The agent then [REDACTED] and [REDACTED]. In summary, our routing uses [REDACTED] that are [REDACTED] to route e-mail to the [REDACTED].

EDS has chosen the [REDACTED] and [REDACTED]. This product is a [REDACTED] and [REDACTED] that includes [REDACTED] and [REDACTED]. The tool enables us to [REDACTED] efficiently in the [REDACTED] and provides an [REDACTED] while giving excellent [REDACTED]. We have also implemented various other chat tools for clients.

[REDACTED]. For example, as the [REDACTED] from a caller using [REDACTED] or [REDACTED], the information inquires against an [REDACTED] and [REDACTED] of the information on an [REDACTED] with the delivery of the call to the agent telephone set. This type of function is called a [REDACTED] and significantly [REDACTED] also automates [REDACTED] and [REDACTED] using [REDACTED].

EDS has implemented [REDACTED] at our various centers. [REDACTED] routinely enable us to [REDACTED]. EDS has the technical expertise and knowledge to develop other [REDACTED] that improve [REDACTED] and [REDACTED] such as routing [REDACTED]. We have even applied this [REDACTED] based on customer [REDACTED] and the [REDACTED] to ensure that the most valuable customers are directed to [REDACTED]. Conversely, [REDACTED] customers are [REDACTED].



Outbound Dialer. EDS uses [REDACTED] to support clients with outbound dialing needs. We have a history of supporting large outbound dialing campaigns for clients. This product allows for [REDACTED] in [REDACTED].

We use both [REDACTED] and [REDACTED] to determine the best [REDACTED] for different types of campaigns. The tool also provides [REDACTED] about contact rates. Expert administration of technology can use the [REDACTED] to develop [REDACTED].

Knowledge Management. EDS has chosen [REDACTED] to be our strategic partner for knowledge management. We use Knowledge Management technology to [REDACTED]. The system also has [REDACTED], which simplifies [REDACTED], thereby increasing the [REDACTED].

The following are some of the benefits EDS' clients gain by using a knowledge-based system of a typical U.S.-based client account:

[REDACTED]

Knowledge management delivers best-practice processes and enhances customer satisfaction by providing the right information to the agent.

Other benefits include [REDACTED] resulting from [REDACTED]. These systems require very little [REDACTED] other than [REDACTED]. The systems enable customers [REDACTED].

Our [REDACTED] improves the customer service representative's (CSR's) [REDACTED]. Our [REDACTED], enabling CSRs at [REDACTED]. This can be an invaluable resource for GSA and its customers.

EDS will work with GSA to further define knowledge sharing requirements and procedures and future deployments.

Developing and Implementing QA and Improvement Programs in Support of Contact Center Services Including Tools Used to Support the Programs:

Continuous Improvement. Continuous improvement is a fundamental tenet at EDS. In addition to customer service improvements driven by our quality monitoring process, we share the drive and passion of our clients to operate contact centers in the most efficient and cost-conscious manner possible. EDS has, over time, [REDACTED] we operate.

As an underlying philosophy, EDS is a proponent of the standards used by the COPC, the world's leading authority on operations management and performance improvement for buyers and providers of contact center services.

Continuous improvement is critical to effective operations and maintaining competitive advantage. EDS "acts like an owner," emulating GSA's drive and passion in operating in the most efficient and cost-conscious manner possible, using the expertise that comes from years of demonstrated solid performance in operating contact centers.



Within the contact center environment, there are multiple initiatives that assist our leveraged contact center sites to increase efficiency and effectiveness, including a structured delivery improvement methodology to identify and improve delivery processes.

Contact Center Assessment Process. [REDACTED].

Active Operations Management. To manage and optimize delivery for clients, EDS has adopted a standard method of active operations management (AOM) for managing our global BPO business.

AOM is a disciplined and consistent approach to workload management. It is a management method that balances workload and resources continuously to achieve the best possible operational performance in an environment of varying user demand.

[REDACTED]

Change Management Process. At the heart of continuous improvement is a structured change management process to control and direct changes to the environment. EDS' change management process [REDACTED].

Application of our established change management process yields the following benefits:

▪ [REDACTED]	▪ [REDACTED]
▪ [REDACTED]	▪ [REDACTED]
▪ [REDACTED]	

EDS' change management process, [REDACTED], can be organized into [REDACTED]:

- [REDACTED]

[REDACTED]. When the Government requests a change, the EDS point of contact will work with GSA and its customer to develop all information necessary for the change request.

[REDACTED].

[REDACTED].

Infrastructure Change Management. All change management processes follow the same basic process outlined above. However, when change requests affect the technology infrastructure of a site or an account, it introduces an additional level of complexity that is addressed using a change management process based on Information Technology Infrastructure Library (ITIL) and ISO 9001:2000 quality guidelines.

When a change request is identified to have technology impacts, such as staffing levels, technology enhancements, voice capacity, or hours of operation, the account team jointly reviews and agrees to the modified requirements.

EDS contact centers have access to local or leveraged staff to provide daily technical support in voice, data, hardware, and software. Many changes can use on-site staff for a quick response for



minor architecture, application, or voice changes. Requests requiring extensive development will be evaluated by the team and prioritized with changes already requested. GSA and EDS will together determine reasonable time requirements for system changes and enhancements.

Change management provides a controlled process for assessing the impact of proposed changes to the services environment so that potential risks are understood and mitigated, and projected business benefits are realized in a timely manner.

Quality Monitoring. EDS will design a quality monitoring (QM) solution built on industry best practices. QM processes in EDS contact centers provide the right balance, among tenure, quantity, and frequency. Consistent QM provides agents with ongoing feedback about their performance and the opportunity to increase their customer service skills.

Quality monitoring captures and logs calls used to score agent quality and feedback processes based on business rules.

[REDACTED] QM framework to manage the quality process.
[REDACTED]

- [REDACTED].

Monitoring Standards. We perform QM [REDACTED] is recommended to effectively coach employees. [REDACTED] because agents are typically unaware they are being monitored. As the name implies, [REDACTED]. The greatest benefit of the [REDACTED] agents receive immediate coaching and feedback. These sessions are extremely useful to work on specific aspects of an agent’s performance. To reinforce standards, it is important that agents see consistency in monitoring and coaching sessions.

EDS uses forms with established metrics to monitor and score agents’ performance based on criteria developed. EDS monitoring programs comply with all federal and state regulations regarding contact monitoring. In all cases, customers calling into the center hear an announcement that calls may be monitored or recorded.

Supervisors identify monitoring standards for individuals on their team based on established guidelines. Monitoring standards for agents range from two to 10 monitors a month. After establishing monitoring frequency, we randomly select individual contacts during the month for monitoring. To the extent practicable, each agent is monitored periodically through the cycle rather than during a specific block of time.

Feedback. QM feedback is provided to an agent as soon as possible, but no later than the next working day. This period facilitates a good dialog because it is more likely that agents will recall the referenced customer and their responses. In addition, the agent and supervisor discuss QM feedback during employee scorecard feedback sessions each month. Supervisors provide additional feedback at any time or as requested by the agent.

For documentation purposes, the supervisor maintains the agent’s signed monitoring form in the employee’s file, according to both EDS and local regulations.

Supporting Projects with Stringent Systems and Information Security Requirements Similar to those Required for the Federal Information System.

Secure Infrastructure Protects Operations and Data. We share GSA’s concern about threats and vulnerabilities that can cripple business if resources are left unprotected. EDS, as a large



organization with global reach, understands the importance of protecting resources and information. When a client entrusts operations to the EDS infrastructure, our goal is to provide a secure environment, and security is topmost in mind when we design and engineer each of our services. From the desktop to the network and the systems that run a variety of applications, our infrastructure protects thousands of businesses that share GSA’s security challenges.

[REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	▪ [REDACTED]
[REDACTED]	▪ [REDACTED]
[REDACTED]	▪ [REDACTED]

Chief Security and Privacy Office. Uniting security functions into a single organization improves accountability, coordination, and response time to GSA. Our Chief Security and Privacy Office (CSPO) is the central point for all issues related to security, privacy, and regulatory compliance policies and procedures. The CSPO maintains the security and integrity of the EDS infrastructure underlying our clients’ businesses. The GSA-EDS relationship team will work with the CSPO to maintain consistent policies and procedures and to be sure that all GSA concerns are addressed.

Implementing Electronic Services to Support Automated Self-Help Applications: EDS has designed, implemented, and operated more than [REDACTED] representing approximately [REDACTED]. EDS currently operates [REDACTED] for large global companies in a variety of industries and geographies, such as [REDACTED]. EDS has built a [REDACTED] that reduce inquiries to agents and created [REDACTED] and [REDACTED], resulting in greater adoption of self-service applications.

EDS’ experience, combined with the application of best practices to customer processes, will provide GSA, and its customers, with unparalleled customer support, reduced costs, and an additional contact channel for callers.

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.

The American Red Cross. In the wake of the September 11 terrorism, American Red Cross (ARC) call centers were overwhelmed. Callers eager to make donations to support relief efforts jammed ARC’s 1-800-HELP-NOW number, overloading its capacity. From midnight on September 11 until 9:00 a.m. the next day, many callers simply gave up waiting on hold for an unacceptably long time.

The communications provider for the ARC asked EDS to help. There was no time for a drawn-out implementation because ARC’s call centers were overwhelmed and every missed call was a missed donation that could help victims and their families. EDS identified an [REDACTED]



and assembled a team of communications and network technicians. After an initial conference call, the EDS team created [REDACTED]

At 11:10 p.m. on September 12, [REDACTED] started taking the first production calls for ARC. After it quickly became evident that this site was still not sufficient to manage the volume of calls, [REDACTED], was also brought online to help with the effort. In less than six hours, PCs and telephones were installed [REDACTED], communication links were established, and volunteers were recruited and trained. [REDACTED].

On September 21, a telethon was to be broadcast by almost 30 television networks and numerous radio stations and simulcast on the Internet. “America: A Tribute to Heroes” aired live in Eastern, Central, and Mountain time zones and was rebroadcast on the West Coast. It also aired live overseas on the U.S. military’s television network. There was no precedent for a broadcast of that magnitude, and the Red Cross was unable to predict the potential telephone response rate when its telephone number was aired on the screen. To give viewers an opportunity to make calls to ARC, EDS set up a third site [REDACTED]. By the time of the telecast that night, 130 EDS employees had volunteered to staff [REDACTED].

In total, the EDS team answered more than [REDACTED] using a staff of almost [REDACTED]. From September 12 through September 24, EDS volunteers collected [REDACTED] for ARC relief efforts. In addition, EDS volunteers directed callers to their local chapters for blood donation and voluntary efforts, provided directions for donating goods, and offered a sympathetic ear to many stunned callers who just needed someone to talk to.

Preparedness for and Recovery from Disasters and Major Service Disruptions.

Business Continuity. From disaster recovery (DR) planning and crisis management to business resumption planning, business continuity is an essential part of EDS’ business. It is EDS’ business continuity policy to protect our employees, the information and assets entrusted to us by clients, and the information and assets EDS owns.

Business continuity includes the assessment of risk posed to critical business processes and the development, testing, maintenance, and implementation of business continuity plans. EDS will work with GSA to identify, document, and refine business continuity requirements and create mutual, contractual commitments.

CCO Redundancy. EDS takes prides in a contact center environment that minimizes negative impact to client programs and a technical environment that provides continuous service. EDS uses a business continuity planning approach that addresses environment, systems, people, and facilities. It is a guide to identify business continuity risks and the processes for mitigation. EDS will work to develop a tested business continuity plan.

Figure 3-7, Business Continuity, depicts the essential elements of the EDS business continuity planning approach.

[REDACTED].

EDS contact centers are built with similar features, functions, connectivity, hardware, and operating platforms to enable client programs to be supported at other locations. If a serious disaster occurs, EDS can route inbound contacts to another site.



A weather emergency may restrict local traffic patterns to the point that it becomes extremely difficult, if not impossible, for agents and support personnel to reach the workplace. To minimize the impact to the contact center, staff contingency plans are implemented.

EDS applies [REDACTED] to maximize [REDACTED], consisting of the following:

- [REDACTED].

To protect mission-critical capabilities, hardware has been put in place to optimize processing recovery. Recovery is achieved by establishing appropriate plans to prevent disruptions and handling short-term interruptions. For example, EDS provides the following:

- [REDACTED].

[REDACTED]

Business Continuity During the Blackout of 2003. As a technology provider with a global reach, EDS has extensive experience with DR and business continuity planning and execution. Even so, the “Blackout of 2003” was an outage beyond the scope of what most companies consider when discussing DR. EDS personnel worked around the clock to mitigate the impact to clients as far as possible and were successful in their efforts.

In all, [REDACTED] EDS contact centers were effected by the blackout [REDACTED]. The following paragraphs summarize the actions of the EDS teams beginning with the outage on August 14 at approximately 4:10 p.m. EST:

[REDACTED], was affected by the outage and was unable to accept calls. Although the sister site [REDACTED], was also affected, its systems switched flawlessly to their UPS backup within seconds of the outage occurring. Calls from [REDACTED] were routed to [REDACTED], and that site began taking [REDACTED] of the volume by 5:45 p.m. on Thursday and continued to do so through Friday and Saturday.

The [REDACTED] was is the midst of migrating [REDACTED] had not at the time been trained on [REDACTED]. In the EDS tradition, everyone pitched in to help and, as a result, [REDACTED].

Agents approached leaders to volunteer for overtime, some even worked through their breaks. [REDACTED] was able to continue support [REDACTED] in the midst of the most widespread power outage in recent memory.

[REDACTED]. The EDS teams supporting [REDACTED] are located in [REDACTED]. When the outage occurred, the site was able to use battery backup to continue to take calls from stranded motorists. [REDACTED] The team worked out a plan to let team members make outbound calls to children, daycare providers, parents, and loved ones, which allowed other team members to focus on taking calls and assisting customers. The team put owners first and many stayed past the end of their shift to continue providing assistance.

[REDACTED] as soon as it became evident that the power outage would extend beyond the battery life, and calls were transferred to the [REDACTED]. As an example of partnering for



service excellence, EDS has a standing agreement with [REDACTED] to accept our calls if our site should go down. [REDACTED].

Meanwhile, EDS call center communication was in full swing. System-status processes were put in place and account leaders contacted employees to verify that they were safe and that they understood the situation. Hourly calls with clients, leaders, and support teams ensued. When the lights came on again in [REDACTED].

[REDACTED], experienced the beginning of the major power outage, the backup generator turned on literally within fractions of a second and, except for the dimming of several lights, there was no interruption to service. No calls were dropped as a result of the outage, and all workstations continued to operate; in fact, depending on which part of the building employees were in, they may not have even noticed there was a power outage.

The onsite client was informed immediately of the power outage and what steps we were taking. The control desk was notified to contact [REDACTED], and EDS immediately contacted [REDACTED]. We received a report from one of our supervisors who has a contact at the utility company to say there would be a possible problem with the city water supply. The team immediately filled containers so that we would have water to flush toilets and to use for hand wash stations. Next, we contacted one of our local construction companies to deliver a water tanker to have a further water supply if the situation were to deteriorate.

At 1:30, power was made available to the building but the power management system was scheduled not to accept it until the system had stabilized for 30 continuous minutes. At 2:01, the system transferred the building from the generator back to the city feed. At 2:06, the generator shut off, and [REDACTED] was informed that the site was back to normal operating conditions.

Throughout the outage, [REDACTED] faced several challenges, such as multiple [REDACTED]. Also, because power was restored gradually across the region, a significant increase in call volume occurred from 4:30 p.m. to 9:30 p.m. EST. Between 7:00 p.m. and 7:30 p.m. EST volumes peaked at 100 percent above forecasted levels. Due to the high volume of call traffic in the region, advisors could not always obtain an outside circuit through AT&T to make outbound calls. When this occurred, the [REDACTED] was used to dial the number [REDACTED]. To address the additional volume, [REDACTED] were asked to stay past their designated shift, and additional staff members were asked to come in to work in anticipation of continued challenges with service levels.

EDS leaders conducted [REDACTED] throughout the day to stay informed of the status. EDS worked closely with [REDACTED]. During the outage, many advisors at both sites volunteered for overtime and worked through their breaks and lunches to assist with the call volume. Supervisors and operations managers called advisors to ask if they should come in early. At the end of the day, we experienced from [REDACTED] more calls than on previous [REDACTED].

[REDACTED], also experienced the outage; however, site leaders there claim they were unaffected. That claim was the result of the almost immediate switch to the backup generator, which allowed them to continue business as usual throughout the outage. The generator is



always kept in a ready position and, when the main power was lost, the generator started up automatically. Call volume [REDACTED] across the various programs and as the result of a detailed business continuity plan, performance metrics stayed on track.

As these stories illustrate, business continuity is built into the EDS contact center operating model. Even with a disaster of this size, EDS was able to continue to support clients using a variety of methods we customized for the location, the business and the client.

Evaluating and Implementing New Technology: To evaluate new technologies, EDS uses the following four-phased approach:

- 1. Define** – In Phase 1, the project scope is linked to business and technology goals and objectives. It involves defining the overall project scope; linking the scope to overall business and technology objectives; creating requirements to detail the application scope; conducting discovery and user interview processes to identify key users and key user tasks; and, estimating and project planning for the next phase.
- 2. Analyze** – In Phase 2, detailed business requirements that are clear, complete, appropriate, and verifiable are delivered, in addition to completion of logical system components and business process refinement. It involves gathering detailed business requirements that are clear, complete, appropriate, and verifiable; defining logical system components (business data and processes); developing information architecture, navigation flow, and set visual style; and estimating and project planning for subsequent phases of the project.
- 3. Produce/Implement** – In Phase 3, the required application is created, tested, and implemented into the production environment and made available for personnel training.

For Design and Produce: This involves creating detailed business and technical design specifications; creating system architecture specifications (software, hardware, and network); translating requirements and design into applications; conducting application testing; and, Implementing visual design, usability test with users.

To Implement: This involves, establishing and executing conversion and migration procedures; establishing production environment and installing produced applications; ensuring conformance to requirements, standards and guidelines; developing training specifications; and, effecting knowledge transfer of applications and processes.

- 4. Support** – Phase 4 involves a standard 30-day warranty period for appropriate turnover and system quality. It involves, checking implementation completeness; identifying and correcting errors; handing over applications; and, providing post-implementation support.

EDS will furnish structured methodologies, reusable frameworks, and tools to provide development services in a consistent manner to meet quality and performance to schedule requirements.

3.2.3 EDS' Operational and Management Processes and Programs

Quality Assurance / Quality

Improvement: EDS' approach to quality,

shown in Figure 3-8, EDS' Enterprise

Quality Management System, brings

consistent, repeatable results to meet

service-level commitments and provide overall service excellence. This approach will add value

[REDACTED]



to a client's business by reducing rework, retaining highly motivated employees, and providing consistent and repeatable processes. This quality system is designed for active participation of all entities – client, EDS, alliances, and business partners.

[REDACTED].

EDS applies quality assurance at two levels: project and organization. At the project level, the focus is on ensuring an acceptable level of quality in the products the project produces. At the organizational level, the focus is on determining and improving the organization's capabilities for product quality across all the organization's projects, present and future.

Organization Level: EDS' organizational quality assurance program contains established quality standards and mechanisms to ensure compliance to existing processes. Quality assurance is a key element in institutionalizing a process set and is included in ongoing activities such as Project Plan reviews, quality assurance audits and reviews, noncompliance issues tracking, and reporting. [REDACTED].

EDS' project manager and QA specialist play a critical role in taking the appropriate steps for planning and implementing a project-specific approach to quality assurance. Specialists serve as intermediaries between organizations and project-level efforts in managing product quality, acting as, transfer agents to apply organizational standards and direction. They also serve as a feedback loop to convey project-level results, needs, and perspectives to organization leaders.

[REDACTED]:

- [REDACTED]

Training: EDS has planned a comprehensive training program to help contact center staff attain high-level customer service skills, mastery of tools and equipment, and a content facility with information associated with individual task orders. [REDACTED].

Our proposed training curriculum, description of our training facilities, reporting and record keeping requirements, along with training metrics and analysis are summarized in Section 5.2 Human Resource Plan

Disaster Recovery/Contingency Planning: We are proud of our contact center environment, which minimizes negative impact to client programs, and a technical environment that provides continuous service. EDS uses a business continuity planning methodology that addresses the environment, systems, people, and facilities. It is a guide to identify business continuity risks and their mitigation processes. EDS will work with GSA organizations task order-by-task order to identify and document a specific business continuity planning methodology.

As described in the Call Center Redundancy section below, EDS Contact Centers [REDACTED] enable client programs to be [REDACTED]. If a serious disaster occurs, EDS [REDACTED]. To minimize the impact to the contact center, [REDACTED].

EDS applies [REDACTED] to maximize contact center [REDACTED], consisting of the following:

- [REDACTED].

To protect mission-critical capabilities, [REDACTED]:



- [REDACTED].

[REDACTED].

Disaster Recovery/Business Continuity.

From DR planning and crisis management to business resumption planning, business continuity is an essential part of EDS' business. Also part of our business continuity policy is the protection of our employees, the information and assets entrusted to us by our clients, and the information and assets EDS owns.

Business continuity includes [REDACTED]posed to critical business processes [REDACTED] defined in mutual contractual commitments.

Call Center Redundancy. EDS takes pride in our contact centers' environment, which minimizes negative impact on client programs and their technical environment, thus providing continuous service. As with the Disaster Recovery, EDS uses our business continuity planning approach for call center redundancy. This approach addresses environment, systems, personnel, and facilities, guiding mitigation processes. Again, EDS will work with GSA organizations on each task order to further develop task-specific, business continuity plans.

[REDACTED]

Information Systems Security Implemented by EDS that Demonstrates a High Commitment to Service Excellence and Consistent and Repeatable Results

Mitigating Operational Risk. Established account governance in conjunction with security processes and procedures as well as business continuity are at the core of EDS' enterprise risk mitigation strategy.

EDS Employee Security. A well-informed workforce is the most effective barrier to potential security problems. No automated tool can provide more security. We perform exhaustive background investigations of potential employees so that we hire only the highest caliber of personnel to support GSA. The investigation includes criminal, educational, and financial verification. All applicants take mandatory drug tests. All hiring offers are contingent on successful completion of the drug tests and background investigations.

Visitor Security. EDS contact centers are secure-access facilities with established visitor access procedures. Visitors must sign in and be escorted by an EDS employee throughout the duration of their stay. When leaving the premises, visitors must return their visitor badges and indicate their time of departure. Our employees are trained to watch for unescorted visitors and to report their presence to a supervisor or manager.

Processes Certified by Industry Organizations and How They Enhance EDS' Ability to Meet or Exceed Project Requirements: Many of our contact center accounts have achieved [REDACTED]. EDS has incorporated into our process [REDACTED]. EDS has taken a leadership role in the industry by receiving [REDACTED]. In total, EDS has more than [REDACTED] that are [REDACTED] based on client or business requirements.

For our contact centers, EDS is a proponent of COPC and has developed processes in alignment with COPC guidelines. Our contact center organization includes COPC-registered coordinators and others with familiarity with COPC processes and guidelines. Additionally, EDS has an



established Six Sigma Community that shares practical knowledge and business practices, including experience and results, to facilitate improvement activities throughout EDS. In our contact centers, we actively participate with clients in their Six Sigma activities, although we have not implemented a Six Sigma process approach universally throughout our contact centers.

3.2.4 EDS’ Subcontractor Capabilities

EDS has worked with the following partners under the contracts listed:

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

*[REDACTED].

[REDACTED], EDS has worked with [REDACTED]. EDS continues to partner with all [REDACTED] due to the quality of the resources provided, the various types of resources they are able to staff (anything from [REDACTED] to [REDACTED]) and the proactive approach taken to add resources and keep involved with our staffing needs.

EDS has a [REDACTED] in place with [REDACTED] and is in the process of renewing the agreement. EDS has used their [REDACTED] for many years and have found the service to be quick and very effective.

[REDACTED] we partnered with [REDACTED] to use their [REDACTED] for the [REDACTED]. As of the end of [REDACTED], EDS has used the [REDACTED] to create and resolve over [REDACTED]. We currently have [REDACTED] in the database today but have managed a total of [REDACTED]. To date, we have had [REDACTED] during the life of the contract. Additionally [REDACTED] has an outstanding support center staffed [REDACTED].

EDS has recently [REDACTED] to utilize their [REDACTED] for the [REDACTED]. [REDACTED].

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



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

[REDACTED]

Past Performance Profiles

[REDACTED]



4.0 Technical Approach

The General Services Administration (GSA) requires contact center services that are available 24x7 to support a wide variety of service requests in a multilingual and multi-channel environment. The EDS team's solution, which is based on our Contact Center Outsourcing (CCO) services delivery model, will meet or exceed GSA's objectives. CCO services are scalable, secure, and capable of rapid ramp up.

4.1 Services to be Performed

4.1.1 Automated Services.

EDS will define the process for designing and deploying voice applications. EDS experts will monitor calls to evaluate and catalog customers' requests, their speech patterns, and language usage, and to identify the appropriate call types for implementation as voice recognition automation. Existing IVR performance will be evaluated and analyzed to provide insights into customer frustrations and tolerances for interacting with automation. Customer satisfaction surveys will be conducted in an effort to further understand customer willingness or reluctance to use an automated solution and to identify specific design elements that will increase customer acceptance. Pilot groups of customers will be used to provide valuable customer insights during design, development, and testing phases. Post-implementation, EDS will monitor and evaluate customer calls handled by the system focusing on refining and enhancing the system and application performance. Key features of the speech recognition and IVR service are:

- Leveraged model / capital avoidance
- Reduced total cost of ownership (TCO)
- Scalability and security
- Centralized management of applications and infrastructure; IVR and speech expertise
- Multilingual ASR and text-to-speech (TTS) capabilities; use of natural language recognition
- Rapid deployment.

4.1.1.1. Automated Voice Response Services.

EDS' Automated Voice Response Services are based on [REDACTED] The deployment options are [REDACTED]. Using this [REDACTED] accelerates [REDACTED].

[REDACTED] offers the ability to develop [REDACTED] that leverage [REDACTED].

EDS can manage resource allocation [REDACTED] on a [REDACTED] through policy enforcement. This allows individual customers adequate resources to service their application. Ports are spread across several VXML gateways, providing for redundancy in the system, and limiting the need for costly single box hardware.

Because EDS' Speech Recognition/IVR solution provides configurations as an [REDACTED], it can be designed and deployed in a number of ways to ease the migration activities from legacy IVR applications.



[REDACTED], as the situation warrants. Calls will flow into the application based on business rules (dialed number identification system [DNIS], queue timing, etc.) where transactions occur. Some of these transactions will require human intervention and those identified calls will route back through the [REDACTED].

Key features of our [REDACTED] are the ability for customers to use [REDACTED].

EDS has qualified personnel for both speech recognition and IVR. The speech applications staff use a set of applications management processes that meet the standards of the Project Management Institute (PMI), the International Organization for Standardization (ISO), and the Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI). These applications management methods facilitate delivery of quality services.

Interactive Voice Response (IVR) Service. IVR is a proven communications platform enabling customer self-service, and is used in EDS' Contact Centers. It allows government customers to have the option to access their customer-specific information without having to speak to a customer service representative (CSR). Specific features can be added to allow customers to have a positive experience with the automated service, such as easy to navigate menus, the option to access an agent, and crisp, clear messaging presented in one voice.

An automated IVR function is available which allows customers to ask for documents to be faxed back to a keyed-in telephone number. EDS can implement specific automated self services, and we have a robust process in-place to help optimize its use. To help in the overall design, EDS experts will monitor calls to evaluate and catalog customers' requests, their speech patterns and language usage, and to identify the appropriate call types for implementation as voice recognition automation. Existing IVR performance will be evaluated and analyzed to provide insights into customer frustrations and tolerances for interacting with automation. Customer satisfaction surveys will be conducted in an effort to further understand customer willingness or reluctance to utilize an automated solution and to identify specific design elements that will increase customer acceptance. Pilot groups of customers will be utilized to gain valuable customer insights during design, development, and testing phases. Post-implementation, EDS will monitor and evaluate customer calls handled by the system focusing on refining and enhancing the system and application performance.

Voice/Speech Recognition Service. The EDS solution centers around [REDACTED].

4.1.1.2 Facsimile Services.

EDS is prepared to respond to requests for information through automated facsimile services, including Automatic Fax-Back and Fax-On-Demand services. We have applications in-place that allow a user to dial into our IVR platform, access a menu, and request a form to be faxed to their keyed-in number. In addition, information specialists (IS) can initiate faxes from their case management system in response to a customer request or a process requirement. The RightNow case management systems can also store a record of the sent document associated with the customer's interaction case history.

Automatic Fax-Back Service. EDS has integrated our [REDACTED] to provide automated fax-back capability. Our design allows a caller to dial into the IVR and select the appropriate fax from a menu. The caller then keys in a fax number to which the static form will be sent. Should



the caller wish to speak to an IS, the caller is prompted to select that option after they complete their form request.

Fax-On-Demand Service. Through the EDS [REDACTED], an IS has the ability to initiate a fax in response to a customer request or a process requirement.

4.1.1.3 Voice Mail Service.

As part of our standard offering EDS provides voice mail boxes for all management and support staff and allocates them based on routing needs and will work with the government to identify Task-order intrinsic voice mail needs. Our standard processes ensure that voice mail boxes are routinely checked throughout a work day and messages are handled expediently. EDS call center agents and supervisors typically check for messages [REDACTED]. Voice mails that require immediate attention are directed to the next available agent for response. Customer satisfaction issues will initiate a supervisor or quality assurance analyst's attention.

EDS can configure solutions for voice mail boxes that can be accessed through the IVR system by customers. These mailboxes will be monitored by the EDS Contact Center staff who will retrieve and distribute messages. EDS will retain messages for 90 days, and upon request, recorded copies of the messages can be provided. Modifications to this requirement can be addressed as necessary for each individual task order.

4.1.1.4 Automated Callback (Telephone).

One of the primary tools EDS will implement is [REDACTED], which automates the call back. [REDACTED].

This functionality results in higher customer satisfaction by providing the option for the customer to speak to an agent at their convenience. Upon hearing the estimated wait time, a customer is prompted to continue waiting or opt for a call back from an IS. The caller can key in their telephone number and a convenient call back time. At the requested time, the system dials the customer and connects the call to an IS for assistance. The system is flexible, and allows business rules to be set up to match the needs of a specific task order; this includes the number of call attempts, their time interval, and the message to be played if voice mail is encountered. EDS has a team of professionals available to personalize the solution to meet the government's needs.

4.1.1.5 Web Callback.

EDS will provide Web Callback capability through [REDACTED] While browsing the frequently asked questions (FAQ) section on the Web site, a customer can select a link to send a request for a callback. At the requested time, the system dials the customer and connects the call to an IS for assistance. The system is flexible to allow business rules to be set up to match the needs of a specific task order; this includes the number of call attempts, their time interval, and the message to be played if voice mail is encountered. EDS has a team of professionals available to personalize the solution to meet the government's needs. The system also provides the reporting necessary to support the billing requirements outlined by the government. [REDACTED].

4.1.1.6 Automated Outbound Dialing Campaign.

EDS will configure either [REDACTED] solution for managing outbound dialing campaigns. Easy-to-use tools allow supervisors to manage automated outbound campaigns. When the



campaign is loaded into the system, the supervisor can set up phone strategies that address the following:

- The number of rings to allow before disconnecting the call
- The time to wait before retrying a phone number that was busy, unanswered, or disconnected
- The phone number to dial if the first phone number is not answered
- The number of times to retry a busy phone number
- The number of times to dial a phone number before switching to an alternate phone number.

The system provides a wizard to easily add recorded messages to the system and to organize them in folders for easy access for campaigns. Once a campaign is set up, a virtual agent allows the system to run a campaign without actual agent intervention. When the system detects a customer or an answering machine, the system plays the recorded message. [REDACTED]

4.1.1.7 Automated Facsimile Delivery.

EDS will provide the capability to broadcast faxes through the [REDACTED] system. [REDACTED]. For each campaign, business rules can be set up telling the system how to handle busy or no-answer conditions. The system also provides the reporting necessary to support the billing requirements outlined by the government.

Key [REDACTED] Features that Support Compliance Efforts. These include automated delivery of business information to help safeguard information accuracy, security, and privacy: [REDACTED].

4.1.1.8 Automated E-mail Delivery.

EDS manages, monitors, and supports mail relay – the server and related software that delivers e-mail from the Internet to the enterprise. EDS operates and administers a mail relay service for Simple Mail Transfer Protocol (SMTP) mail, today’s standard for e-mail transmission. This mail relay routes e-mail between internal SMTP systems or between e-mail systems with SMTP gateways.

EDS can administer the bulk mail relay for the delivery of large volumes of e-mail messages, and we will maintain a distribution list within the EDS corporate e-mail system. This service can accommodate sending a text message of up to [REDACTED]. Delivery of messages will occur in a timely manner, typically within [REDACTED], and within an [REDACTED] - assuming the destination mail system is responsive and addresses are valid and deliverable. Automated monitoring tools and manual processes are used to detect events that could potentially affect the service and alert the support team. Problem resolution activities start within [REDACTED] of receiving the notification, with troubleshooting and communication that will resolve the issue and allow the message to be retransmitted within [REDACTED]. We also provide reports for failed messages due to incorrect addresses, which assists in managing inaccuracies.

4.1.1.9. Hosted On-line Ordering.

An integrated [REDACTED] product will be used for on-line ordering solutions, delivering a superior customer experience by providing a wide range of methods for the government to



identify and select the products and services that meet its needs. This is achieved by providing an on-line hierarchical product catalog that can contain product descriptions, images, pricing, and associated literature. To help customers quickly access particular product information without navigating through the product catalog, we offer a keyword search capability as well as parametric searching to specify the attributes or features of particular products. Our solutions provide a shopping cart for selected products, displays pricing, and provides access to quote requests, purchase information, and shipping options. Requests will be routed to existing provisioning and billing systems.

[REDACTED], all levels of users can easily place an order and check its status at their convenience. [REDACTED] provides service functionality that allows users to receive [REDACTED] and provides [REDACTED]. Organizations can also proactively notify customers of important events through e-mail, track service requests when customers cannot resolve problems using self-service, and automatically inform the customer of the resolution. By deploying EDS' solutions, the government can significantly improve customer satisfaction, reduce the overall cost of service, and provide full 24x7 customer service availability.

4.1.1.10 Hosted E-mail Web Form.

EDS will use [REDACTED] services to provide a Web form when required. The form is Section 508 compliant and accommodates the browsers as listed in the Request for Proposal (RFP), AOL 6.0 and higher; Microsoft Internet Explorer 5.0 and higher; Netscape 4.7 and higher; Opera 5.0 and higher; Safari 5.0 and higher; and Firefox 1.0 and higher. The Web form can be customized to indicate products, categories, and custom fields. Users are able to associate the topics of their inquiries with a list of frequently requested topics identified by the government. The form will also capture and transmit all relevant information as outlined by the government in a specific task order.

4.1.1.11 Hosted FAQ Service.

EDS is partnering with [REDACTED] to address the government's FAQ needs. We have selected [REDACTED] based upon their presence in the government arena and their proven capability to provide a secure, highly available and scalable hosted solution. [REDACTED] compatible with the browsers listed in the RFP (that is, AOL, Microsoft Internet Explorer, Netscape, Opera, Safari, and Firefox). [REDACTED]

Implicit Feedback. By tracking the path that users take through the knowledge base, the solution can determine the effectiveness of its answers. For example, if after entering a given keyword, users consistently complete their searches after viewing one specific answer rather than other answers returned by that keyword, then that answer should become the primary answer for that keyword. Adjustments of this type increase the total percentage of users who quickly and successfully find the information they need.

[REDACTED] will meet the needs outlined by the government as follows:

- If the customer cannot find the information they require through a search of the knowledge base, they can submit their query using a Web form. The system allows the government or EDS personnel to review or respond to user inquiries in real time.



- Customers can submit feedback (narrative or multiple choice) on the usefulness of FAQ articles. An e-mail acknowledgement of a query (containing text of choice) can be sent.
- Users have the option to subscribe to an article, or a category of articles - meaning that they will be alerted when updates are made.
- **[REDACTED]** can be accessed remotely for administration.
- With regard to publishing and reviewing, the Content Manager can set dates for these events. The system will generate alerts. Dates, related to subject keywords, ownership, and last updated date will also be stored against the article record.
- **[REDACTED]**. Since the program is automated, it can be run during times that do not impact the user community.

[REDACTED] government can view real-time and historical usage patterns and insight. More than **[REDACTED]** can be created as needed. Reports can be accessed by **[REDACTED]**.

FAQ Guidelines. Though Knowledge Base articles may be prepared by EDS personnel, as our client, the government has complete control over the content. EDS understands the parameters outlined in the RFP and will implement procedures reflecting these requirements as defined in a task order.

[REDACTED].

Content authoring, updates, and additions can be made using a variety of methods. Content may be imported from external sources using the XML API provided, cut and paste, simple text entry, and so on. **[REDACTED]**.

4.1.2 Attended Services

Our contact centers are leveraged services that apply best-practice thought leadership to improve our customers' experience while containing costs and streamlining operations. Through EDS Contact Center solutions, we provide a single source for managing the people, processes, and technologies to support customer interactions. Our integrated solution supports high-touch, multi-channel contacts for GSA organizations seeking solutions that will provide the high quality, accurate, courteous, and timely response required by GSA and its organizations.

EDS contact center services has averaged the following benefits across our customer base:

- Improve first-call resolution up to **[REDACTED]**
- Reduce IT investment up **[REDACTED]**
- Increase operational effectiveness of the contact center **[REDACTED]**
- Increase call completion rates by **[REDACTED]**
- Integrate a consistent **[REDACTED]** across multiple customer contact channels.

EDS is experienced in improving first call resolution (FCR). A large telecommunications customer believed they were close to 80% FCR. Close evaluation showed that their FCR was lower than 50% (after 15 minutes they call it broken, have it returned, and then suffer a No Fault Found Rate of 50-60% in order to keep their reported FCR metric artificially high). EDS was able to implement improved process with automations to raise FCR to **[REDACTED]**.



4.1.2.1 Responding to Telephone Inquiries.

To assist in meeting business goals, EDS applies multi-channel contact services to effective use. Our approach supports inbound and outbound interactions in the areas of customer care, technical product support, and sales and marketing. Our agents support the needs of various end users, such as customers, prospects, employees, and suppliers.

Our agents must be trained to do more than answer the questions asked by the government's customers. They must also understand **[REDACTED]**. For those reasons, EDS will work **[REDACTED]**.

EDS has best practices and established methods to share, but the ultimate service strategy revolves around how the government wants its customers treated. Customer interaction strategies focus on **[REDACTED]**

Additionally, these strategies address the supporting infrastructure such as call routing or use of automated responses to build an overall strategy for interacting with customers for each of type of contact. When the call reaches an EDS Contact Center, internal automated menus can route the calls according to the type of call, and the options that the user selects. This routing allows the user to be sent to the most appropriate agent that can best solve the particular user's issue. This dynamic call routing is handled through a state-of-the-art ACD. Coupled with access to tools that provide assistance in troubleshooting, such as the knowledge base, designated government resources help to improve consistency in information provided and first call resolution. Our agents are also trained to record interactions into a contact management system, which allows them to trigger workflows that assist in complete resolution of the request, such as document fulfillment.

Similarly, a key in technical product support is understanding the mix between novice and expert users and designing interactions that effectively support the range of customers most effectively. Processes will be in place that tell an agent when to escalate information requests and who to escalate these requests to in support of resolution of the customer's issue. The IS will be able to respond to a customer request in the customer's preferred method of communication, be that e-mail, postal mail, facsimile, or telephone.

4.1.2.2 Outbound Calling Services.

The EDS Contact Center has the capability through the ACD to make outbound calls to customers in response to questions or issues, relaying information, obtaining information, conducting surveys, and responding to the Telephone Device for the Deaf (TDD)/TTY inquiries. A ticket is created and updated for each issue received and the initiator is contacted by telephone with a response.

4.1.2.3 Responding to Postal Mail Inquiries.

EDS is prepared to provide qualified staff that can respond to postal mail inquiries. For smaller scale postal volumes, mail can be scanned and triaged by a small dedicated support team who distribute the mail to information specialists to be handled between calls. If the volume merits, a



support team can be set up that specifically addresses postal inquiries. For larger volumes, EDS offers a [REDACTED] that includes the following:

[REDACTED]

4.1.2.4 Responding to E-mail Inquiries.

The IS will access robust tools, enabling them to respond to e-mails with consistency and ease. The [REDACTED] e-mail [REDACTED] provides added benefits for e-mail response. Incoming e-mails can be routed [REDACTED]. The IS receives a screen pop up containing the customer's message, the complete customer interaction history, and the automatically generated response—which he or she can then modify or accept the reply unchanged. Automatic scripted responses to routine inquiries reduce agents' message load, enabling faster resolution for customers while allowing agents to concentrate on specific needs. A library of FAQs aids service quality and efficiency. To further increase responsiveness and automation of routine requests, the contact engine can compose personalized automated responses that can be sent directly back to the customer automatically or forwarded to an agent for quality assurance review. The IS will record the e-mail interaction in the contact management system to make sure that all activities performed in response to the e-mail are recorded as follows:

- [REDACTED]. EDS will monitor the performance of our agents to make sure that productivity and quality standards, as specified in individual task orders, are met. Our quality assurance process will be utilized to make sure that responses are accurate, timely, and complete.
- EDS will use our support staff to assist in refining business rules and preparing preformatted responses. We will work with the government to prepare appropriate responses to current events and situations that create constituent interest.

The contact management system will be used to record and track e-mail interactions and their resolution. Necessary information will be captured and workflow will be used to make sure that responses are processed accurately and within the appropriate service levels. If a direct response to an e-mail inquiry cannot be provided, escalation procedures will be documented that dictate the appropriate federal agency(ies) that can provide the necessary information.

4.1.2.5 Responding to Facsimile Inquiries.

[REDACTED]. EDS will follow the same basic procedure outlined in outline in facsimile services for responding to facsimile inquiries.

4.1.2.6 Interactive Web-based Services.

EDS has the infrastructure in place [REDACTED]. By using [REDACTED] capabilities, EDS will provide [REDACTED] that are fully integrated [REDACTED].

Online customers can be greeted with intuitive self-help tools that provide browsing, targeted searches, and automatic responses to their inquiries. In addition, Web collaboration allows a whole host of options to enhance and deliver a seamless customer experience; Web chat, collaborative browsing, Web form completion, and scheduled callback. Customers can continue to view the Web while agents synchronize their browsers to see exactly what customers see and assist them as they browse the site, fill out order forms, and ask questions through live Web chat.



4.1.3 Other Support Service

4.1.3.1 Fulfillment Services.

EDS can offer fulfillment services. EDS has the systems in place that allow a customer to request a form through a Web site, or an agent can request a form on behalf of a customer's request. Both orders will be tracked within the Case Management tool. Our systems allow [REDACTED]. Workflow rules route the request to a support group where the form is processed for response. Depending upon the customer's preference, forms can be returned through e-mail, fax, or postal mail. Business rules can be tailored to the task order requirements and reminders and alarms can be created to escalate requests to make sure that EDS meets the agreed-upon fulfillment SLAs.

Depending upon the volume of work outlined in the task order, the support group could consist of a dedicated agent group or interaction specialists who handle these requests between telephone calls. EDS would work with the government based upon each task order to determine the best solution possible.

Currently EDS' [REDACTED] has a [REDACTED] facility that performs [REDACTED] part of the [REDACTED].

[REDACTED].

Print on demand:

Publications may be sent to EDS in electronic format PDF or MS Word documents. These documents will be stored on networked file servers. When a request comes in for a print on demand document the document will be printed to [REDACTED], placed in the appropriate size mailer, then mailed out to the requestor.

CD/DVD Media Reproduction:

Request for publications may be requested to be sent on CD or DVD. If single copy is requested one CD/DVD will be produced. In the event multiple copies has been requested a [REDACTED] will be used, producing [REDACTED].

4.1.3.2 Transcription Service.

Based upon the language needs, EDS will provide accurate transcription using an IS who can speak the language fluently. If we receive a voice mail or other recorded service in a language we have not staffed for, we will utilize the translation services provided [REDACTED].

4.1.3.3 Language Translation Service.

EDS will provide language translation services on an as-needed basis to allow non-English speaking customers the ability to communicate their needs. Based upon languages required in a task order, EDS will hire multilingual IS who speak desired languages fluently and can address the customer concerns. If we encounter a language that we have not planned for, we will utilize the language translation services provided [REDACTED]. To track language needs, a customer interaction record can have a language field that the IS completes when recording an interaction in our Contact Management tool.



4.1.4 Directory Listing Services.

EDS will work with designated government representatives to ensure that directory listings appear in selected telephone directories, as outlined in a specific task order. EDS acknowledges that GSA manages the Blue Page project and will work to avoid duplication. Costs for any directory listings will be reported to the government for reimbursement as other direct costs.

4.1.5 Technical and Management Services.

To meet the objectives of providing world-class contact center services, GSA benefits from the efficiencies built into EDS' CCO, through the application of best-practice thought leadership - improving customers' experience while containing costs and streamlining operations. CCO provides a single source for managing the people, processes, and technologies to support customer interactions. Our integrated solution supports high-touch, multi-channel contacts for the GSA's customers. In the following sections, we outline our approach to GSA's requirements for the technical and management services required per task order.

4.1.6 Core Project Management Support.

EDS can deliver consistency, quality, and cost control for GSA by implementing and maintaining the standardized processes and tools underlying our contact centers. EDS outlines our entire program management approach in Section 5.0, Management Plan, of this proposal. The section reviews the key project management support EDS will put in place as part of our overall governance structures and discusses how we will manage operational performance.

Underlying any strong business relationship is a structure of governance to support the team as well as the relationships developed between the parties involved. EDS will assign a task order manager to support GSA as a single point of authority and accountability for all EDS services. The task order manager will receive full support from EDS' corporate resources, encompassing delivery, industry, and technology expertise, all of which can help transform GSA's business. A team of experienced contact center professionals, as described by level of experience below, will be dedicated to delivering quality services in overseeing day-to-day GSA operations.



4.1.6.1 Level 1. EDS Core Project management support is designed to meet the basic requirements outlined in the RFP for low complexity solutions. This solution level would entail the necessary call center support for providing Phone and TTY services, with limited automation and using a single language. This type of solution typically averages 50 or fewer collocated CRM agents, and is focused primarily on complexity, rather than size..

4.1.6.2 Level 2. Level 2 Core Project Management support is designed for more complex CRM solutions, such as increased automations and more detailed work demand. This solution level would entail the necessary call center support for providing Phone, TTY, Fax and e-mail with basic automation services for IVR, Fax and E-mail, and using a single language. This type of solution typically averages 50 to 125 collocated agents.

4.1.6.3 Level 3. Level 3 Core Project Management support is designed for more complex CRM solutions combining advanced automation and technologies. This solution level would entail the necessary call center support for providing Phone, TTY, Fax, e-mail, and Web Services in combination with advance automated technologies for IVR Voice/Speech. This type of solution typically averages 100 to 175 Agents, and supports two languages in addition to English.

4.1.6.4 Level 4. Level 4 Core Project Management encompasses the full breadth of services to include very complex solutions. These solutions typically call for large capacity call centers supporting 200+ agents across multiple locations. This solution level would entail full automation and support services for Phone, TTY, Fax, E-mail, Web Services, IVR, Voice/Speech Recognition, and Text-to-Speech advanced Web features for on-line ordering, in addition to support for more than three languages.

4.1.6.5 Incremental Support.

As part of EDS' Program Management team, site leaders and technical delivery leaders will work with the account when the need arises for additional work, whether project related or changes on scope result in volume increase, and will have the ability to staff up to meet the required needs both for short- and long-term requests

4.1.7 Site Management.

EDS' approach to site management and project management is described and presented in Section 5.0, Management Plan.

4.1.8 Program Management.

EDS' approach to site management and project management is described and presented in Section 5.0, Management Plan.

4.1.8.1 Oversight.

As part of each individual task order, **[REDACTED]**.

In some cases, we work with our clients to develop a business plan using our client's methodology to integrate those areas we manage within the larger client enterprise. In either case, the account incorporates the goals and objectives of our client from the planning process forward.

[REDACTED].



4.1.8.2 Process Management.

GSA and EDS leaders have access to the real-time status of contact center operations from the command center. With their fingers on the pulse of the multiple centers, EDS account leaders focus on the following responsibilities:

[REDACTED].

4.1.8.3 Recruitment and Retention.

As a service company, EDS recognizes that our ability to deliver for GSA's customers depends on our employees' talents and skills. As such, we commit to hiring the best candidates for positions; we recruit both internally and externally, and invest in our employees through ongoing training and development.

[REDACTED].

Candidates are selected and hired based on the results of [REDACTED] the stages depicted above.

The recruiting and hiring process for agents begins with [REDACTED] a [REDACTED] to develop [REDACTED] best meets GSA's business needs. [REDACTED].

In addition to specific job requirements, EDS' experience has shown that [REDACTED]:

- [REDACTED].

EDS takes pride in the quality and enthusiasm of the people who work for EDS throughout the world. Keeping the spirit of [REDACTED] alive in such a large corporation requires a [REDACTED].

Employee Retention: Managing and Maintaining the Highest Quality Workforce. Because our people are our most valuable asset, we have in place several initiatives focused on maintaining and retaining our high quality CSRs. These initiatives consist of the following:

- **Development Programs** – EDS spends more than [REDACTED] and [REDACTED] and currently provides more than [REDACTED] and [REDACTED].
- The New Hire Acclimation and Training program is designed to train our employees to provide top-box quality and, where appropriate, to be empowered to fully resolve all calls at the first point of contact.

The Supervisor Training program is designed to enhance the skills of our front-line supervisors to manage our CSRs, and to recognize opportunities to bring innovation and thought leadership to GSA.

The Manager Training program is designed to build on the skills taught in the Supervisor Training to further enhance the leader's skills in managing the business for GSA.

[REDACTED].



4.1.8.4 Workforce Management.

A contact center is only as good as its ability to accurately forecast expected volume, hire and train appropriate numbers of staff, and schedule that staff to meet demand. To provide this service to the government, EDS has an established WFO capability, consisting of trained specialists and proven processes supported by leading-edge technology.

[REDACTED]

The forecasting and planning sub-process identifies the longer-term staffing needs measured against an identified, targeted volume of work on a quarterly basis. We consider specific government needs, workforce needs forecast, and staff turnover. Our standard variance is **[REDACTED]**.

The scheduling and intra-day management process provides agent schedules, daily workload re-forecast, staff requirement and allocation adjustments, schedule changes, and real-time performance monitoring.

WFO matches staff scheduling with call arrival patterns so that we answer customer calls promptly using the appropriate resource. **[REDACTED]**. We schedule training, meetings, or other off-phone activities to avoid impact to service levels.

[REDACTED], but it translates into value for the government in the following ways:

- Provides a more predictable environment where service levels are achieved consistently
- Drives effective staff planning to verify that service level targets are met without overstaffing
- Optimizes agent schedules to better match workload, improve efficiency, and reduce operating costs
- Provides reporting tools that enable real-time and historical management of metrics, including adherence, attendance, and service performance for early identification of performance issues and data to support corrective actions
- Centralizes WFO support for all contact centers to reduce duplication and provide greater skill level to all centers.

4.1.8.5 Information Systems Security Compliance Oversight.

[REDACTED].

Security Compliance. For each task order, EDS will supply the **[REDACTED]**. The security office will follow our established security clearance process for those task orders that require cleared personnel. The lead security office will conduct an internal review of the security packages to make sure they are submitted without any errors. We require that all employees complete their security packages immediately so that the clearance process can be completed as quickly as possible. In addition, all EDS employees and contractors are prescreened through EDS' own background check process.

[REDACTED]

- **Business Continuity** – From DR planning and crisis management to business resumption planning, business continuity is an essential part of EDS' business. Just as it is essential to



GSA, EDS will protect our employees, the information and assets entrusted to us by the Government, and the information and assets owned by EDS.

Business continuity includes the assessment of risk posed to critical business processes, and the development, testing, maintenance, and implementation of business continuity plans to ensure that they meet GSA's requirements and business needs as defined within mutual, contractual commitments.

EDS will work with GSA's customers on a task order basis to identify and document specific business continuity requirements.

4.1.8.6 Management Reports.

EDS Contact Center Performance Management services provide our clients with a managed service for collecting, processing, analyzing, and disseminating enterprisewide contact center performance information. EDS brings together decades of contact center expertise with performance data consolidation to provide comprehensive contact center performance insight. EDS delivers multiple client management, best-practice processes and metrics, performance analysis, alerts, and key performance indicators (KPIs). This approach enables organizations to target contact center productivity improvements, reduce costs, increase revenues, and improve customer satisfaction.

[REDACTED].

4.1.8.7 Value Engineering.

- A primary component of the EDS' Program Management team will be the **[REDACTED]**.

4.1.9 Technology Management.

4.1.9.1 Infrastructure and Network Management.

EDS' Contact Center Outsourcing services facilitate redundancy of mission-critical components by load balancing across two business process outsourcing (BPO) technology sites.

[REDACTED].

This approach minimizes disruption and risk to the remote contact center sites, offers a low cost for implementation, and provides the high availability of key contact center components and connections required to service the contact center functions and the connected agents. Business units gain the flexibility and agility that enable premier customer service.

[REDACTED].

[REDACTED].



EDS has maintenance contracts covering all telecommunications equipment, hardware, and software. EDS' negotiated vendor contracts and volume-buying power provide leverage should additional assistance be necessary. In many instances, **[REDACTED]**.

Whether in the BPO technology site or at the contact center, various techniques are used for monitoring databases, applications, and LAN servers. For example, tools such as **[REDACTED]**.

4.1.9.2 Coordination.

The EDS technical delivery manager will act as the SPOC and will coordinate with all necessary third-party vendors and telecommunications providers required to deliver to the service levels outlined in each task order. At times, EDS may require the GSA organization that issues a task order to provide contract numbers, service levels, vendor contact names, numbers, and escalation process guidelines into its Knowledge Base (Kbase) to better enable this service. The EDS technical delivery lead when necessary will conduct conference calls, page senior management, contact outside vendors, and act as the conduit for resolution of these types of problems.

4.1.9.3 Monitoring.

[REDACTED].

4.1.9.4 Traffic Analysis.

Network traffic and usage data will be monitored and analyzed by centralized network engineering resources, and design improvements will be recommended as needed. In conjunction with local account resources, call routing design and automated announcements will be optimized in order to provide the best possible customer service.

4.1.9.5 Optimization.

Please refer to our response to Section 4.1.9.4, Traffic Analysis, for information about our approach to optimization.

4.1.10 Contingency/Disaster Recovery.

We are proud of our contact center environment, which minimizes any negative impact to client programs, and a technical environment that provides continuous service. EDS uses a business continuity planning methodology that covers environment, systems, people, and facilities, and is a guide to identify business continuity risks and their mitigation processes. EDS will work with GSA organizations on a task order basis to identify and document a specific business continuity planning methodology.

[REDACTED].

All EDS Contact Centers contain similar features, functions, connectivity, hardware, and operating platforms to enable client programs to be supported at multiple locations. If a serious disaster occurs, EDS can route inbound contacts to another site. A weather emergency may restrict local traffic patterns to the point that it becomes extremely difficult, if not impossible, for agents and support personnel to reach the workplace. To minimize the impact to the contact center, staff contingency plans are implemented.



[REDACTED].

To protect mission-critical capabilities, hardware is in place to optimize processing recovery. Recovery is achieved by establishing appropriate plans to prevent disruptions and handling short-term interruptions. For example, EDS provides the following:

- Continuous power is provided by the deployment of UPS and power generators.
- Continuous voice and data service is achieved through redundant data and voice circuits from diverse carriers.

Voice and data service is achieved through EDS' highly reliable network and the networks ability to rely on redundant facilities within the EDS network.

Training

- Compose training classes with a preferred class size **[REDACTED]**; duration of the class is **[REDACTED]** to include all IS's, involved in the project.
- **[REDACTED]**

4.1.10.1 Notification Process.

In case of a disaster at a key site, the site manager will contact the DR coordinators. In the event the recovery coordinator is notified first, that individual will contact account management immediately.

Upon notification, each manager will notify his or her direct reports. Direct reports will then notify their teams. Each site has prepared a listing of current employee names with home and mobile telephone numbers to be located within the recovery plan section for each site. A list of the names and phone numbers of Government personnel whom the account manager will contact in the event of a disaster is a part of the Disaster Recovery Plan.

4.1.11 Content and Knowledge Management.

[REDACTED]

4.1.11.1 Automated Voice Response Development and Maintenance.

EDS will provide centralized expertise to support the development and maintenance of automated voice response services, to include call flow and scripting design, analysis, and updating, to be coordinated with and approved by the appropriate government staff. Support will be available 24x7 for changes to automated responses, to provide the required turnaround times.

[REDACTED]

4.1.11.2 Knowledge Management.

EDS will provide knowledge management tools tailored to each



assignment, which are based on solid technical, business, and design skills. The skills required to deliver a knowledge management engagement are presented in Figure 4-4, Knowledge Management Skill Sets. They are provided as an overlay to all Knowledge Management solution offerings. EDS project teams are comprised of a combination of business, technical, and design experts that work as a coherent unit to deliver quality solutions. These team members will interact with the government SMEs to facilitate successful knowledge transfer.

[REDACTED]

4.1.12 Contact/Case Management.

[REDACTED]

4.1.13 Relationship Management.

The task order manager role is central to the function of the Program Management team. These key personnel work directly with our lead program manager and customers to make sure all aspects of the solution are correctly implemented, and to help identify new areas for improvements and opportunities and are the initial interface for all project-related work. The task order manager oversees call center effectiveness and tracking, and contributes to learning-curve elements of developing and maintaining the call centers strategies and effectiveness. The task order manager oversees the following tasks:

- Understands our clients business needs, objectives, and strategies
- Identifies, designs, and develops opportunities for improvements
- Measures and analyzes revenue to address the overall effectiveness of the call center
- Implements technology for reporting and knowledge discovery
- Targets efforts to those most likely to respond and enhance cost effectiveness
- Provides insights into potential improvements and captures lessons learned from past efforts or projects, so the lessons can be used to identify opportunities and targets for future efforts.

4.1.14 Customer Satisfaction Assessments.

In conjunction with our eSurvey offering, EDS will work with the government to design, develop, and implement customer satisfaction surveys. The results of the customer satisfaction surveys will be used to determine customer perceptions about the quality of the service delivery, IS system performance, and the overall process of service fulfillment. The results of these surveys will be used to determine areas of growth and improvement and provide the groundwork from which action plans to improve customer satisfaction will be developed. EDS will provide the results of the surveys and corresponding action plans monthly.

4.1.15 Special Project Support.

EDS welcomes opportunities to work on special projects. As a world leader in IT outsourcing, EDS is uniquely qualified to respond to these types of requests, and provide the special services requested. Further, due to our many strategies alliances, EDS has the ability reach out to our partners for input and guidance from such industry leaders as [REDACTED]. These types of opportunities are integral to EDS' core business, whereby we provide our clients with solutions designed to meet their key objectives using industry standards and cutting-edge technology in a full end-to-end solution.



4.1.16 Staff to be Provided.

EDS' approach to staff management is presented in Section 5.0, Management Plan.

4.1.16.1 Support Staff.

EDS' personnel meet the minimum requirements outlined in the RFP. All of our staff possess a minimum of a high school diploma or GED and are proficient in English.

4.1.16.2 Competencies.

Starting with our hiring process, EDS looks for skills necessary to be a strong customer service agent. [REDACTED].

Skills Categories

Level 1: [REDACTED] This level of agent handles voice and e-mail interactions for the following: general account information, product information, service information, delivery information, product or service conversions, addition of products or services, general billing inquiries, general fulfillment inquiries, outbound courtesy calls, responses to problems with deliveries and service, notifying customers about the next delivery, account activation, simple billing inquiries, order status. Such agents provide support in one language and rely upon scripts to assist in addressing customer needs.

Level 2: [REDACTED]. This level of agent handles voice and e-mail interactions that require more experience in probing customers to determine their needs and decision-making skills in seeking resolution. Agents reference scripts, the knowledge management system, and other materials to resolve the task at hand. Support is provided in one language.

Level 3 [REDACTED]. This level of agent handles inquiries from multiple channels, including Web chat. This agent displays strong problem solving abilities and is experienced in handling various customer situations.

Level 4: [REDACTED]. This level of agent handles interactions for escalated issues above Rep level, or any issues or concerns that cannot be resolved by an associate. This level of agent handles inquiries from multiple channels, including Web chat. This agent displays empowerment and strong problem solving abilities, and is experienced in handling various customer situations. This agent may provide support in three to four languages.

Level 5: [REDACTED]. This level of agent handles specialized interactions that require certification or determination that the agent is a subject matter expert. This level of agent handles inquiries from multiple channels, including Web chat. This level of agent displays deep knowledge in their area of focus, and is competent and creative in providing issue resolution. This agent may provide support in more than one language.

Minimum Qualifications Requirements for Supervisory Information Specialists. EDS supervisors are key to the success of our contact center. EDS prides itself on providing an environment that fosters growth and a career path. [REDACTED].



Multi-Language Support. Based upon the language needs, EDS will hire personnel who are able to speak the required languages fluently. EDS has had great success in hiring multi-lingual agents and [REDACTED] in our North American contact centers. EDS will use the services of our partner, [REDACTED].

Emergency Response Capability. When GSA issues task orders requiring rapid stand-up of call center operations for emergency response, EDS is ready to respond with a plan in place that delivers the appropriate technology and people to resolve the situation. Depending on the need and the expected volume of calls, EDS will apply processes and existing personnel from our leveraged call centers to meet GSA's need. EDS has advanced tool sets and processes in place to manage workloads, which allow us to quickly ramp up to handle large fluctuations in call volumes.

Some examples of these processes and methodologies are standard deployment of call routing technology, Quality Voice/Data Monitoring, Workforce Management solutions and Implementation processes built around EDS Project Management methodologies and System Life Cycle. These tools, in addition to our continuous planning, play a key role in our ability to handle a large fluctuation in call volumes.

[REDACTED]

EDS will draw on our internal and strategic partner resources to staff up as needed to meet GSA's surge requirements for large call volume support where simply adjusting work loads among existing staff does not meet requirements. [REDACTED]

Even during rapid ramp up, EDS will train each new employee and provide supervisor oversight, and will ensure agents are providing the services necessary and meeting the expectations of our customers. All this work will be tracked and logged, including hours worked using our enterprise call management system and our time tracking systems.

Furthermore, upon award of this contract vehicle, EDS will formally document and periodically (at least once annually) update all procedures for rapid ramp up, and review these plans with GSA annually to continue to improve our procedures and meet GSA's service level objectives.

[REDACTED].

4.2 Facilities and Technology Infrastructure

4.2.1 Facilities to be Provided

EDS Contact Center facilities optimize productivity, employee satisfaction, retention, security, and cost effectiveness. Our network of sites contains those that were designed and built by EDS as well as those obtained through acquisitions. [REDACTED]:

4.2.1.1 General Requirements.

While EDS Contact Center facilities have individual characteristics, they share the following guidelines:

- [REDACTED].



4.2.1.2 Facility Infrastructure.

EDS will acquire, install, and maintain all cable, wiring, and support infrastructure required to operate the facility.

4.2.1.3 Site Selection and Facility Design Requirements.

[REDACTED].

4.2.1.4 Project Housing.

The process of selecting new contact center locations requires detailed analysis of demographic data that we often obtain from local government and economic development agencies. EDS' site selection team has significant experience in selecting, building, and managing customer contact and fulfillment facilities. **[REDACTED]**.

EDS is prepared to provide workspace as determined by a specific task order. With the understanding that hoteling (reserving) of seats is not permitted, EDS acknowledges that space would be allocated specifically to the government IS. Space would also be allocated to an authorized government representative to utilize while on site.

4.2.1.5 Exclusive-Use Space.

EDS will provide space for the exclusive use of one or more authorized government representatives. Depending upon the requirements outlined in an individual task order, EDS may provide dedicated workstations or a conference room.

4.2.1.6 Facility and Systems Access

Physical Site Security. We employ the following physical security measures to define appropriate, secure access to equipment and information:

- EDS employee security
- Visitor security
- Additional security measures.

EDS Employee Security. A well-informed workforce is the most effective barrier to potential security problems. No automated tool can provide more security. We perform exhaustive background investigations of potential employees to help us hire only the highest caliber of personnel with exemplary past performance to support the government. The investigation includes criminal, educational, and financial verification. All applicants take mandatory drug tests. All hiring offers are contingent on successful completion of the drug tests and background investigations.

Employees receive specific training on security procedures, emphasizing the confidentiality of the customer data they handle. Employees understand that the penalty for a security breach is immediate termination. Employees also sign statements regarding their understanding of, and agreement with, security, confidentiality, and conflict of interest policies.

If an employee is transferred or separated from the company, we immediately cancel all access to physical facilities and systems.

[REDACTED]



Visitor Security. EDS Contact Centers are secure-access facilities with established visitor access procedures. Visitors must sign in and be escorted by an EDS employee throughout the duration of their stay. When leaving the premises, visitors must return their visitor badges and indicate their time of departure. Our employees are trained to watch for unescorted visitors and to report their presence to a supervisor or manager.

4.2.2 Technology Infrastructure to be Provided

4.2.2.1 Call Processing Technology and Services

[REDACTED]

Centralized voice mail is provided by multiple mail domains and high-availability message-storage servers. Centralizing voice mail reduces the total number of mail ports required in the enterprise through traffic engineering principles and economies of scale. Our standard offering provides voice mail for all management and staff, with availability to agents as needed.

The knowledge base content function is used to reduce the number of phone enquires by providing an internet based access to obtain information. In other words, KB is a repository of information that can be accessed through the internet by either keyword or phrase. This data repository may be accessed by the general public, Agency personnel, and/or IS sitting in a call center to allow the person querying the repository to find answers to particular questions they may have or posed to them.

The key to a successful KB repository is the timeliness that information is deposited (posted, key into) and removing aged data that is no longer relevant. The more update the information contained in the knowledge base repository the better information that is disseminated in the response.

These state-of-the-art systems address basic distribution requirements and sophisticated contact center solutions. The powerful contact distribution and contact processing capabilities of the ACD reduce enterprise costs and increase the overall level of service for contact centers.

Call Routing and Distribution. The first step in the contact handling process occurs when the contact is received. The system recognizes the arrival of an incoming contact as an inbound seizure on an incoming trunk.

After receipt of the contact, the ACD checks the database for instructions on how to route the contact. The contact is then distributed, in a logical pattern, to an agent within a skill group of agents, even across sites. If an agent is not available to handle the contact within a specified time frame, the contact can be routed to an “overflow,” or secondary, group of agents, a recorded announcement, or an adjunct voice mailbox. In some “overflow” cases, the ACD is capable of sending the contact to the agent that first becomes available from either the primary or secondary agent group. Furthermore, an ACD offers various treatments to different callers.

All trunks are assigned to trunk groups. When an incoming contact is recognized, the system refers to the trunk group settings to ascertain the class of service (COS) and class of restriction (COR) that will handle the contact flow, the priority level, and the contact type identifier associated with the contact. The COS-COR defines which skill groups are eligible to receive and handle the contact, what announcements to play, queuing times, and overflow handling patterns.



All incoming contacts with the same priority level are distributed from the trunk groups to specified skill groups [REDACTED]

Automated Fax-Back/Fax-On-Demand. This EDS solution approach is described in Section 4.1.1.2, Facsimile Services.

Automatic Numbering Identification (ANI). The ANI solution is used by companies to identify the Calling Party Number (CPN) of a calling subscriber. ANI serves a function similar to caller identification (ID) and can be used as part of a screen pop to identify customers.

[REDACTED]

Accounting and Management. To manage team, program, and site performance, EDS relies on a variety of reports that measure the quality of our services against key performance metrics agreed upon by GSA and EDS.

Key operating metrics and reporting requirements vary by client. EDS works with GSA to identify the metrics and reports that are most important; however, EDS does have a set of standard reports we find most applicable to our contact center clients, as described below.

Standard Reports. Contact centers can produce reams of data reflecting operational performance, but it is the analysis and interpretation of that data that is key to running an efficient center. To enable us to track all inquiry types, we will collect and analyze data from our [REDACTED]

Real-time ACD data allows the contact center manager to monitor current activity. For example, the number of calls in queue and the longest hold time may require an immediate adjustment to resources. The ACD also furnishes a standard set of statistical reports stored in a database for manipulation and analysis. Historical reports also are available in several formats – daily, weekly, monthly, and annual – to provide comparison data for trending analysis. The case tracking tool will help track agent activity in the various channels, for example, reasons for customer interactions, time to resolution, and cases left unresolved.

GSA and EDS determine the frequency, content, and delivery mechanism of regular reports to allow insight into daily operations. All reports can be transmitted by e-mail, file transfer protocol (FTP), compact disk-read-only memory (CD-ROM), Internet, data feed, or as printed copy, depending on preference.

The following table lists some of our standard reports. We suggest providing these reports on a daily basis for a set time frame, followed by a review of what content and frequency best meets requirements.

[REDACTED]		
■ [REDACTED]	■ [REDACTED]	■ [REDACTED]
[REDACTED]		
■ [REDACTED]	■ [REDACTED]	■ [REDACTED]

Call Queuing. The system will queue incoming calls and provide callers with an estimated wait time and other recorded messages, and provide the caller the option of leaving a message for callback if desired.



Call Transfer. [REDACTED]. Based upon business rules determined by the government, IS will be trained on situations appropriate for a blind transfer and situations that warrant an attended transfer. Call transfers to outside entities can be set up in the system enabling the routing of a call to a workgroup outside the contact center. **[REDACTED].**

- **Computer Telephony Integration (CTI). [REDACTED]**

Dialed Number Identification Service (DNIS). The servers and the ACD software provide the signaling, routing decisions, translations (configuration parameters repository contains telephone extension definitions, agent definitions, scripts or vectors, and trunk groups), call flow control, adjunct support through CTI components, announcements, and prompting.

[REDACTED]

Automated Voice Response. EDS has partnered with recognized industry-leading technology vendors. These partners' core competencies are based on deep expertise with IVR/speech recognition solutions and human factors design, for superior user interactions. Leveraging this expertise enables EDS to design solutions that meet the specific needs of the government.

Our platforms reporting client offers predefined reports on the basic call information handled by the voice platform, including details by application and call outcome. This application-specific information is available on an hourly, daily, or weekly basis.

TDD/TTY Calls. Our contact centers are equipped with TDD/TTY terminals for responding to inquiries from individuals who are hearing and visually impaired. These devices are strategically placed within the contact center to facilitate immediate response to an inbound call.

System Capacity. EDS has a wealth of experience in planning and forecasting contact volumes and staffing needs.

[REDACTED]

4.2.2.2 E-mail Routing and Management.

Incoming e-mail can be classified based on the sender, the subject, language, or other criteria to create entitlements and to route e-mail to the appropriately skilled agents. These e-mail messages are queued based on the skills needed to answer them and the availability of those skills. Messages are routed in a predetermined order based on the contact center's current load and agent skills available. The e-mail management system uses business rules to achieve service levels.

Our e-mail management solutions leverage the same core universal business rules and routing engine for all media, providing for consistent service across channels and optimized usage of available subject-matter experts within GSA's contact center.

[REDACTED]

4.2.2.3 FAQ System.

[REDACTED], dynamically generated, self-learning knowledge base that is user and administrative friendly; can match Web site look and feel; meets federal information security requirements; allows both browse and search of FAQ answers from single or multiple knowledge



bases by subject and response categories where results are ranked by relevancy, usefulness, or other measures selected. The user can submit an inquiry with timestamps to an agent and subscribe to an answer; provide data for an answer, as well as generate reports on results to fill in gaps of knowledge base; and, can build in the ability to test the validity of links contained in FAQs.

4.2.2.4 Knowledge Management.

[REDACTED]. By leveraging a common knowledge foundation across all channels, **[REDACTED]** makes sure that customers always receive consistent, accurate and up-to-date information—regardless of how they contact the center or who handles their question.

The knowledge management solution enables the government and EDS to manage both explicit and tacit information permitting the effective application of the information to business issues. This solution includes implementing a new knowledge base to help transform tacit information into explicit information and provide access to people who have specific knowledge (tacit) that needs to be shared.

Real-time Access to Knowledge Base. **[REDACTED]**. As soon as an answer is made visible, it is visible to that segment of users who are allowed to view it.

Real-time and Historical Insight in the Usage Pattern and Usefulness of Stored Knowledge. **[REDACTED]**.

Real-time Access to Search and Retrieve Information through the Internet by the General Public. **[REDACTED]**. As answers are updated on the back-end of the solution, they can be made immediately available to customers.

Capability of Automatically Verifying the Validity of Internal and External Links Contained in the Knowledge Base on a Daily Basis. **[REDACTED]**.

4.2.2.5 Contact Management.

EDS has extensive experience implementing customer relationship management (CRM) applications. **[REDACTED]**.

[REDACTED]

A single view of the customer is provided throughout the organization to help drive strategy and decision-making. These services include the following:

- Hosted solution with work flow automation, escalation, data consolidation, and routing
- Common data collection point for customer interaction management
- Streamlined desktop to effectively and efficiently handle customer interactions
- Front- and back-office integration to maximize agent productivity

[REDACTED]

Capturing, Recording, and Documenting all Customer Inquiries and Responses Through Telephone, Facsimile, E-mail, and Written Correspondence. **[REDACTED]** Agents will be able to record the nature of inquiry, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and follow up actions. Based upon



information added by the agent, the system will also identify whether the inquiries were resolved or forwarded to government personnel for resolution.

Retaining a History of Customer Inquiries, Interactions, and Responses. [REDACTED]. Agents will be able to search for customer interactions easily using a number of customer-specific data fields.

Supporting Reporting Requirements. [REDACTED]. Its reporting engine has robust sorting and reporting capabilities. Reports can be generated that sort the information by case number, caller name, applicant name, date, disposition code, inquiry type, program, method of inquiry receipt, method of inquiry response, and by frequently asked questions (FAQ).

Capability and Support Required to Ensure Uninterrupted Access to the Application Outside of Scheduled System Maintenance Periods. EDS can allow uninterrupted access to the application outside of scheduled system maintenance periods per agreed-upon service levels.

4.2.2.6 Workforce Management.

EDS has several products as our strategic direction for WFO. [REDACTED] contact center's total operating expense is related to personnel, which makes staff optimization critical. Overstaffing results in unnecessary payroll expenses and lowers staff productivity. Understaffing increases agent workload, therefore degrading service and increasing staff turnover rate. [REDACTED].

These tools provide data needed for staffing, hiring, training and budget plans.

[REDACTED]. This combination of leading-edge technology and specialized experience sets EDS apart from our competition.

4.2.2.7 Customer Survey Automations.

EDS developed the [REDACTED].

4.2.2.8 Compliment and Complaint Management.

EDS can set up channels through which customers can issue compliments and suggestions or can register complaints and concerns. Depending upon the project needs, an e-mail address, a Web link, and a menu in the IVR system can be used to provide feedback. This information follows EDS' defined escalations procedures, which are outlined in the EDS Program Management Plan.

4.2.2.9 Service Monitoring and Quality Control.

Quality Monitoring (QM) Technology. Quality Monitoring (QM) for the government will be through the use of EDS' [REDACTED].

Our QM solution has been deployed to satisfy diverse business unit requirements, whether VoIP or TDM based, while simultaneously simplifying the daunting task of locating calls recorded in contact centers around the world. The solution:

- [REDACTED].

Figure 4-6, Quality Monitoring Architecture, depicts the high-level QM architecture and logging infrastructure as it relates to the other components of EDS' Contact Center outsourcing services. [REDACTED].



[REDACTED]

Quality Monitoring Capture and Retention. EDS' quality monitoring process captures [REDACTED] interactions between the customer and the agent and then evaluates [REDACTED] those captures. EDS' standard is to retain reviewed and scored transactions for [REDACTED].

Performance Assessment. QM must provide auditable confirmation that corporate, site, and agent goals are being met while allowing for training and process improvement. Proper use of QM will remove the subjectivity of an agent's performance assessment. The Call Monitoring system offers a built-in scoring template, allowing EDS to modify the scoring rules based on the business requirements of each our clients.

Data Storage. Data is stored in several places and for several purposes. The actual interaction (for example, voice and screen) is initially captured and retained on the NICE Loggers based on retention requirements.

Remote Access. GSA can remotely monitor live via an [REDACTED] provided by EDS.

4.2.2.10 Training.

EDS has training facilities at each site that are equipped with audio and visual equipment, computer workstations and servers, flipcharts, white boards, and other training aids to facilitate training of our staff. EDS' training overview is outlined in the Program Management Plan.

4.2.2.11 Literature Fulfillment.

EDS will use an output management system to assign fulfillment requirements to a team of agents. This system has a robust workflow engine in which business rules can be created to route fulfillment assignments. These agents will provide support in mailing forms requested by fielding requests assigned within the system. They will be able to record the completed fulfillment of the requested item in the database system to close the case.

EDS is prepared to provide the appropriate printing equipment supplies and mailing supplies, and coordinate all fulfillment efforts such as addressing, envelope stuffing, and posting. EDS will make sure the appropriate equipment, such as laser jet printers, are available to print the forms with a crisp and professional look.

4.2.2.12 Voice Mail and Electronic Mail.

Centralized voice mail is provided by multiple mail domains and high-availability message-storage servers. Centralizing voice mail reduces the total number of mail ports required in the enterprise through traffic engineering principles and economies of scale. Our standard offering provides voice mail for all management and support staff, with availability to agents as needed per client.

Web access will be provided to all agents, and e-mail accounts will be set up as deemed necessary by a task order. Our pricing encompasses one e-mail account per program.



4.2.2.13 Online Ordering System.

EDS will use [REDACTED] online ordering solutions for document fulfillment, which has a module (part of the suggested EDS Case Management tool) that provides the functionality to create orders for all fulfillment requests. [REDACTED]. EDS can set up a scheduled batch process over a secure protocol.

[REDACTED].

4.2.2.14 Web Chat System.

EDS uses [REDACTED] as a Web chat solution. [REDACTED], enables customer interactions to be personalized, routed, and managed consistently across a variety of communications channels, comprising voice, e-mail, Web chat, and browser-based collaboration. [REDACTED] will provide GSA with the ability to interact with the contact center using messages typed over the Internet.

EDS can extend Web portal self help and FAQ knowledge bases with assisted service integration, allowing users to quickly initiate Web chats. We can track online user interactions, allowing user Web self service history to be collected and leveraged for more intelligent routing and for service personalization.

This additional Web capability improves online customer satisfaction, reduces abandonment of e-commerce transactions, and increases opportunities for cross-sell and up-sell. Consolidated agent tools improve response speed and accuracy for commonly asked questions.

We find that agents can handle up to three simultaneous text chats. The agent also has an interface to respond to callers with “canned” messages and Web links (URLs). EDS can work with GSA to personalize automated greetings and responses based on agent skills.

[REDACTED].

4.2.2.15 Power Supply.

For minor service interruptions, contact center sites have backup generators, redundant power supplies, and UPS for all equipment. EDS regularly tests the backup power supplies and generator to make certain they function properly.

4.2.2.16 Database Design.

All database designs will conform to industry standards and conventions and be capable of sharing data with other government or contractor systems through the use of XM, and of sustaining a heavy query transaction load without impacting required system response requirements. These databases will be designed and implemented to provide continuous read/write access during the project required availability times. Maintenance cycles will be scheduled outside of normal business hours and coordinated and approved by the government.

4.3 Telecommunications Services to be Provided

4.3.1 Local Telecommunications Services and Internet Access

EDS has strategic relationships with most global network providers. These relationships enable us to provide lower-cost service, as we receive significant discounts. We use many of the



advanced features for our contact center outsourcing services offering, as described below, to dynamically handle our calls:

- **[REDACTED]**.

4.3.2 Intercity Telecommunications Services

EDS has numerous strategic relationships with the major telecommunications providers in the United States and can procure, manage, and design the required solutions that GSA or its agencies require in the individual task orders.

4.3.3 Network Design

As part of our implementation teams, EDS will have voice and data network engineers engaged to assist in designing and overseeing the implementation of all of the telecommunications components required for these solutions. These individuals are highly **[REDACTED]** working with telecommunications vendors and EDS customers to ensure solutions meet requirements.

4.3.4 Network Termination Equipment

EDS will provide all equipment for its call center unless specifically called out in the task order that equipment will be provided as government funded equipment (GFE).

4.3.5 Service Coordination

EDS will require a letter of agency to act on the government's behalf for coordinating with the government's telecommunications carriers, whether for problem escalations or provisions. EDS already has defined processes in place with most telecommunications carriers on escalation procedure and procure procedures that it will be able to leverage upon receiving the letter of agency from the government agency.

4.3.6 Telephone Number Ownership

EDS uses a standard process to transfer an 800 number in to or out of our centers.

4.3.7 Internet Domain Ownership

EDS has standard processes for managing ownership of Internet domains.



5.0 Management Plan

5.1 Program Management Plan

The General Services Administration (GSA) GWACs, MACs, and multiple award schedules are a top priority for EDS. Our goal for GSA USA Contact is to meet the federal government's contact center needs with unprecedented levels of convenience, flexibility, and speed. EDS will back up the GSA Multi-Channel Contact Center with federal client-facing personnel who understand the inner workings of the contract, and support outreach to client contracting organizations to make USA Contact the preferred contact center vehicle.

The GSA USA Contact contract Program Management Office (PMO) will be housed in the EDS Center of Excellence (COE) for GSA contracts located in Herndon, Virginia. The COE is a centralized organization for the management and control of all our GSA contracts. The PMO will track, manage, and monitor performance and control of all task orders, enforce contact requirements, and be responsible for the collection, consolidation, and submission of all contract level reporting.

Program Management Organization, Roles and Responsibilities, and Delegations of Authority.

Our PMO methodology shows the key functions performed by PMO personnel at the contract and task order levels. Our program structure, shown in Figure 5-1, EDS GSA USA Contact Program Management Structure, consists of a well defined program office. The positions listed below are considered key positions. Additional key positions include Site Manager and Information Systems Security Manager, detailed under the Site Management heading within Section 5.1. All employees proposed for key positions meet or exceed EDS' experience requirements[REDACTED].

Our **Program Manager**, Kevin Woznick, has 23 years of program and operational management experience, including the GSA Connections, SATCOM 1 & 2, and Networx (AT&T) contracts. For the past three years, he has worked to expand GSA GWAC and MAC vehicles. Mr. Woznick will manage the USAContact PMO, responsible for all contract administration, business functions, service levels, small business utilization, and overall contract reporting. Mr. Woznick is ITIL certified.

Training Manager - [REDACTED] has taught Web Usability, which included topics in web content development including design, usability, human factors and tools, as an adjunct professor at George Washington University. She is responsible for the content and consistency of the training programs administered by the contact facility trainers.

Human Resources (HR) Manager - [REDACTED] has Senior Professional Human Resources (SPHR) Manager designation. He works with the HR managers at each site to ensure all corporate hiring and/or contracting processes are met. The HR Manager also provides access to additional resources corporate wide as needed.



Service Level / Quality Control Manager [REDACTED] is ITIL certified and continues to take classes in Six Sigma and ITIL practices. She is responsible for coordinating all quality initiatives and working with the reporting and metrics for the [REDACTED].

Contracts Administrator - [REDACTED] has over [REDACTED] administering government contracts of all types and sizes. [REDACTED] is responsible to ensure all contractual obligations are being met and all contract guidelines are adhered to.

Finance Manager - [REDACTED]

Small Business Liaison - [REDACTED] is a former co-chair of the Small Business Committee of the Armed Forces Communications and Electronics Association (AFCEA).

5.1.1 Program Management Structure and Support Resources to Fulfill Project Requirements

[REDACTED]

Each TO will have a TO Manager assigned as a key position. The TO Manager candidate will be included in the TO response as key personnel for client review, as requested.

[REDACTED].

We have included a sample resume to demonstrate the types of candidates EDS employs to act in the role of TO Manager:

[REDACTED]

5.1.2 Lines of Authority

The EDS COE Executive Vice President, [REDACTED], oversees the program offices of all EDS GSA GWACs, MACs and multiple award schedules. Our Program Manager, [REDACTED] has full authority for all program level decisions. The PMO personnel, outlined above, report directly to the Program Manager. [REDACTED]. At the task order level, the task order manager works in conjunction with the Site Manager to manage all resource allocation, security requirements, reporting/metrics, subcontract management, and any other delivery related activities. The site manager is responsible for all support personnel as described under the site management heading below, including sub-contractor personnel.

Escalation Procedures. EDS leverages existing call center facilities that have mature escalation procedures in place. [REDACTED]. Following resolution of the issue, the quality control manager will review the actions taken to ensure that the escalation procedures were followed and to offer improvements to the existing process. EDS sites will use a combination of current employees and temporary staffing agency employees for both phone agents and front line supervision.



[REDACTED]

GSA Dashboard. GSA will have round-the-clock access to performance information by accessing the Client Dashboard via the Internet. The dashboard offers many capabilities. One capability is providing GSA a channel for direct communication with the EDS chain of command. One method of communication is the evaluation indicators. Turning an indicator negative automatically alerts the EDS management chain, including our President/CEO. This is one example of the dashboard providing direct real-time GSA feedback to EDS leadership.

Site Management. [REDACTED]:

- **Information Systems Security Manager** – Responsible for overseeing solutions adhere to all of the specific security requirements and regulations, and oversees any personal security clearances that need to be obtained to perform work in the task order. **[REDACTED]**.
- **Account Operations Manager** – Plans, directs, and coordinates the daily activities within the account. Manages and monitors agent performance, verifies service level achievement, and interacts with the client point of contact. Responsible for day-to-day account performance and fully knowledgeable on all aspects of the account: people, processes, and technologies.
- **Administrative Team** – Provides administrative support to the site, including processing paperwork, supply requisition, leadership and employee support, and coordination.
- **Technology Manager** – Oversees all technology-related services at the site, including infrastructure, system administration, telecommunications, and outbound technology, where appropriate. Makes sure systems engineering activities are coordinated with other internal support groups. Maintains service per agreed upon operating metrics.
- **Facility Coordinator** – Manages and coordinates the design, planning, construction, and maintenance of the facility. Works with delivery to make sure facility is providing a safe, secure, and healthy work environment.
- **Workforce Optimization (WFO) Manager** – Provides full day-to-day responsibility for WFO, including traffic, scheduling, schedule adherence, service level management, and site coordination with a focus on balancing service level and service excellence. Develops tactical and strategic resource planning in support of overall objectives.
- **Reporting/Metrics Manager** – Tracks all operational quantitative and qualitative data, evaluates information, analyzes metrics, and provides recommendations based on results. Leads report administration, including standard, ad hoc, and customized reports and metric analysis.
- **Human Resource Manager** – Plans, directs, and coordinates the development and implementation of employee programs such as recruiting, hiring, salary administration, performance management and employee relations.
- **Training Manager** – Directs the design, development, delivery, and analysis of all training programs. Leads the strategic planning process for closed-loop training and quality integration.
- **Quality Manager** – Plans, directs, and coordinates the quality process and procedures for each program. Works with account operations, WFO, and training to monitor quality at all levels and integrate findings across the organization. Serves as the focal point within the organization for quality improvement.



Human Resources. Our staffing plan begins with a recruiting and hiring process for agents based on a task order request from GSA. [REDACTED]. The profile defines the skills required for individuals who will support GSA’s contacts and are used as a basis for developing interview questions.

In addition to client-specific job requirements, EDS’ experience has shown that successful agents demonstrate strengths in the following areas:

[REDACTED]

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

Rapid Ramp-Up. To meet emergency requirements, EDS will utilize a combination of current employees and subcontract personnel as needed. When and if necessary, work can be divided between contact center sites to meet emergency requirements.

EDS only elects to work with staff augmentation companies that hold their employees and contractors to the same high standards as EDS. EDS will rely on our approved subcontractors to help provide qualified IS and supervisory agents on larger task orders and for emergency services that require 48-hour ramp-up. Several of the staff augmentation subcontractors with which, we have teaming agreements with, [REDACTED]hand to make available for emergency situations. Additionally, because EDS has existing relationships with our staffing partners, they have a process in place [REDACTED].

EDS is skilled in quickly standing up a contact center to support GSA in times of urgency. In September 2004, in response to Hurricane Frances and the impending Hurricane Ivan, FEMA contacted EDS to add call center capacity and resources to accept calls from disaster victims calling FEMA to register for federal disaster aid. EDS received the call in the morning on September 10th and had an operational facility in place by the evening of Sunday, September 12th.



Another example of our ability to quickly meet GSA's requirements during times of emergency is demonstrated by our response to the terrorist attacks on September 11, 2001. EDS was quickly able to help restore services for many of our large and small clients affected that day, including [REDACTED]. At its emergency operations center, [REDACTED] was able to use back up tapes to recover the majority of lost data and by late that day, the center processed about [REDACTED].

[REDACTED]

Training

- Compose training classes with a preferred class size of [REDACTED] to include all IS's, involved in the project.
- [REDACTED]

EDS is skilled in quickly standing up a contact center to support GSA in times of urgency. In September 2004, in response to Hurricane Frances and the impending Hurricane Ivan, FEMA contacted EDS to add call center capacity and resources to accept calls from disaster victims calling FEMA to register for federal disaster aid. EDS received the call in the morning on September 10th and had an operational facility in place by the evening of Sunday, September 12th. Based on FEMA's request, [REDACTED].

EDS was able to meet FEMA's requirements through the use of precise project planning and management including the recruitment, training, and performance monitoring throughout the project.

Our Human Resource Plan is further detailed in Section 5.2.

Finance. [REDACTED].

5.1.3 Commitment to Service Excellence

The EDS Center of Excellence, which will include the GSA USA Contact team, has been a registered member of ISO 9001:2000 since 2002. The EDS GWAC organization uses the EDS-wide quality management system (QMS) to manage our IT Infrastructure, IT Application, IT Management, and Ancillary Support Services. The QMS has consistently met the rigorous requirements of the ISO 9001:2000 standard, and provided compliance to government regulatory requirements, while keeping constant emphasis on customer satisfaction and quality of product and services through an internal audit program. Our QMS has been acknowledged by external auditing organizations for its supporting systems and the commitment of senior managers. All of our GSA USA Contact services will be delivered in accordance with our established QMS processes and procedures to provide high quality, customer satisfaction. Customers will benefit from our ability to apply these capabilities to specific task order work, such as for application of Information Technology Infrastructure Library (ITIL)-certified staff to critical requirements, or application of Six Sigma principles in customer environments where continuous improvement is key to achieving mission objectives. Only a company like EDS, with the resources, experience, and dedication to quality, can provide GSA customers with this depth of capabilities.



EDS Contact Center capabilities were validated with COBIT, a call center benchmarking and best practices organization. Our contact center quality assurance methodology is further detailed in our Quality Assurance Plan, Section 5.3.

5.1.4 Subcontractor Management

EDS uses a two-step process for the selection and management of subcontractors.

Selecting. As a prime contractor, EDS is highly experienced in integrating and managing large teams comprised of large and small companies. [REDACTED]. Only companies that score within an acceptable range are permitted to participate on the team.

As Request for Proposals (RFPs) are issued, the EDS GSA USA Contact PMO and the task order manager will consult our Special Needs Plan to meet the targeted goal and evaluate the need to employ additional subcontractors. [REDACTED].

Tracking and Managing. [REDACTED]. Infrastructure support in the areas of business development, procurement processes, human resources (such as recruitment and hiring), invoicing and payment processing, and program management tools necessary for providing superior service delivery on subsequent task orders will be available to our partners.

5.2 Human Resource Management Plan

5.2.1 Approaches to Recruiting, Staffing, Training, and Retaining Employees

Recruiting. EDS staffing plan begins the hiring process for agents based on a task order request from the client. EDS operations or HR professionals develop job requirements and customize a candidate profile that best meets the client’s business need.

As a mature organization, EDS has robust HR management processes in place to recruit the best candidates for each task. [REDACTED]

EDS handles surge recruiting by relying on small business partners to provide talent on an as needed basis. Training is modularized to allow quick Web seminar delivery to quickly onboard a geographically dispersed potential workforce.

Staffing and Training. EDS’ approach is to deliver the best available resources to GSA and its clients based on the entire team’s combined resources. [REDACTED]. EDS coordinates all staffing efforts for all members of the team and provides the requisite oversight of progress to meet program-hiring goals. As the team expands, new hires undergo new employee training as described below.

Recruitment. EDS utilizes various resources for our recruitment efforts as demonstrated in the chart below:

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



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

5.2.2 Training

EDS has planned a comprehensive training program to help contact center staff attain high-level customer service skills, mastery of tools and equipment, and a content facility with information associated with individual task orders. This level of proficiency will be achieved through the use of a variety of training delivery options including instructor-led classroom training (ILT), virtual ILT using Web seminar software, Web-based training (WBT), and electronic performance support through the knowledge management system.

Training Curriculum. EDS understands that we will be asked on a task order basis to participate with the government in jointly developing initial training. EDS will convert government furnished information into training products and aids as content for the initial training.

- EDS understands the valuable role training plays in employee growth and satisfaction. The company uses an online learning management system to push Web-based training to our employees. Since we are a global company, EDS trains staff on dealing with cultural diversity and on success factors in communication with other cultures and demographics.

[REDACTED]

Our approach to curriculum development for specific audiences—IS, leadership, support personnel—involves an extensive needs analysis to determine gaps in identified skill sets needed to perform the tasks. This analysis will inform choices on when to use off-the-shelf commercial training programs or when to develop customized training according to prescribed objectives.



Training Facilities. All EDS Call Center facilities are equipped with computer laboratory training rooms with projection equipment that seat up to 40 participants. EDS prides ourselves on delivering excellent training. One success factor involves using a small trainer to learner ratio. [REDACTED].

Course and Reference Materials. The success of the GSA MultiChannel Contact Center rests on the accuracy and easy availability of scripted material in the hands of agents with sophisticated soft skill expertise. A full range of materials is planned from boilerplate scripts to troubleshooting and problem solving tools and aids.

The delivery of training products will be matched to the complexity of the subject matter. The table that follows shows typical course and reference materials matched to the project complexity level in each contract line item number (CLIN).

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

Reporting and Recordkeeping. Standard EDS employee training is presented as WBT is recorded in the EDS Learning Management Systems with reports accessible to management. First Contact training class participants will sign a roster to record their presence for particular hours of instruction. WebEx delivery systems maintain an electronic roster of attendance. These inputs will be gathered and reported to GSA at specified intervals to document personnel training.

Training Metrics and Analysis. The best method for determining the effectiveness of training is to compare the results of a pre-test on a given subject to the results of a post-test after a training intervention. The IS will be measured using written or online tests to be certified for new tasks as assigned. Also, IS performance metrics will be analyzed weekly for the first month, then monthly thereafter to establish a baseline of performance. This analysis will inform training plans to administer supplemental or refresher remediation to address specific defects. The resulting data will serve as a form of summative analysis to modify training content accordingly.

5.2.3 Corresponding Wage Categories Used to Compensate Each Level of Contact Center Staff

[REDACTED]:



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

[REDACTED].

5.2.4 Process and Methodologies Used for Personnel Screening to Ensure HSPD-12 Directive

EDS understands the process and methodologies used to screen personnel in support of the HSPD-12 directive. In fact, EDS recently won the GSA contract as the prime contractor for GSA’s HSPD-12 Shared Service Program. Within the next year and a half GSA, with EDS as its partner, plans to enroll and issue [REDACTED]HSPD-12 compliant cards to Federal Employees and Contractors.

For GSA MultiChannel Contact Center, EDS will provide personnel that can pass the NACI background check, as required by the Personal Identity Verification (PIV) standard. We are prepared to submit SF-85 forms with fingerprint cards for all required personnel. Whenever possible, we will provide personnel who already have a suitability designation from a previous clearance process. This is the process we are currently employing to obtain PIV cards for all our key personnel supporting the GSA HSPD-12 Shared Service Program. EDS is pleased to bring our experience in this area to the Multi-Channel Contact Center.

5.3 Quality Assurance / Quality Improvement Plan

EDS will leverage our existing quality monitoring (QM) solution built around industry best practices. QM processes in EDS contact centers provide the right balance between tenure, quantity and frequency. Consistent quality monitoring provides agents ongoing feedback on their performance and the opportunity to increase their customer service skills.

[REDACTED]

5.3.1 Quality Assurance / Quality Improvement Plan

EDS uses a four-step QM framework to manage the quality process. The steps, as depicted in Figure 5-3, Quality Management Framework, drive consistency across the organization and help leaders easily manage the process.



The first step in implementing the quality process for the government is to establish an understanding between the government and EDS on the business-critical performance measures for quality monitoring. These measures set the standards for customer interactions; we incorporate them into both agent training and quality monitoring processes.

The quality process drives continuous improvement throughout the contact center using a closed-loop process. The value of this process is using the information gained through monitoring to improve processes, training or communications. The closed-loop process includes the following items:

- **Effective and thorough training** - Supervisors, quality analysts (QAs) and IS agents are trained on content developed in collaboration with the government.
- **Client calibration sessions** - After performance criteria is established, the government, supervisors and QA representatives establish a mutual understanding of applied measurements.
- **Consistent performance measurement** - Using established monitoring forms and standard definitions of performance criteria, supervisors, QAs and managers monitor and score agents on all contact types.
- **Dispute resolution** - In instances where performance criteria are questioned, a dispute process is initiated to resolve the situation. Where criteria are found to be inaccurate, changes to the process are fed to training, leaders, agents, knowledge management staff and clients.
- **Continual coaching and development** - Quality is an ongoing process. Both novice and experienced agents are monitored with frequency based on tenure and performance. Even agents demonstrating outstanding quality can improve various aspects of their performance as well as learn how to mentor other agents.
- **Improved contact center operations** - Monitoring provides contact center staff with information from customers and agents to improve processes or procedures to increase customer satisfaction.

EDS utilizes a quality system based on the PDCA cycle and Air Force quality model for the government's quality monitoring and contact. Live calls are observed by trained quality monitors and results are captured in an Intranet database for daily, weekly, and monthly scoring. This data can be stored for years and allows managers to analyze trends and provide feedback to phone agents.

5.3.2 Service Monitoring and Calibration Standards

We perform quality monitoring either side-by-side or remotely, and a combination of both is recommended to effectively coach employees. Remote monitoring is used to audit agent performance as agents are typically unaware they are being monitored. As the name implies, side-by-side monitoring has an agent and supervisor or QA taking calls together. The greatest benefit of the side-by-side session is that agents receive immediate coaching and feedback. These sessions are extremely useful to work on specific aspects of an agent's performance.

In either remote or side-by-side monitoring, the supervisor or QA uses the same monitoring form and scoring criteria. It is important that agents see consistency in any monitoring and coaching sessions to reinforce the standards. Examples of monitoring criteria are shown in Figure 5-4, Monitoring.



5.3.3 Effectiveness of Service Delivery

[REDACTED]

EDS monitoring programs comply with all federal and state regulations regarding contact monitoring. In all cases, customers calling into the center hear an announcement that calls may be monitored or recorded.

Supervisors identify monitoring standards for individuals on their team based on established guidelines. The monitoring standards for agents range from

[REDACTED]. At the high end are agents requiring developmental help, new hires, or any agent during the adoption of new customer interaction standards. After establishing monitoring frequency, we randomly select individual contacts during the month. To the extent practicable, each agent is monitored periodically through the cycle rather than during a specific block of time.

Feedback. Quality monitoring feedback is provided to the agent as soon as possible, but no later than the next working day. This period facilitates a good discussion as it is more likely agents will recall the customer and their responses. In addition, the agent and supervisor discuss quality monitoring feedback during employee scorecard feedback sessions each month. Supervisors provide additional feedback at any time or as requested by the agent.

For documentation purposes, the supervisor maintains the agent's signed monitoring form in their employee file, according to both EDS and local regulations.

Accuracy of Information Provided. The Call Monitoring storage system provides reporting associated to the monitored and scored calls. The graphic below shows the quality functions available for the quality analysts and supervisors. A password and unique user I.D. is required to access the Call Monitoring database. The following data is stored in the Call Monitoring database:

- Daily quality scores by date by agent
- Link to each call monitored that shows the time, date, issue, and score sheet for each monitored call, as well as observer comments about the call



In addition to measuring the quality of information provided by an Information Specialist using the telephone, Supervisors can also review information sent out through e-mail and web chat. Periodic side by side reviews against set criteria, ensure Information Specialists are making use of templates to address customer needs.

Accuracy of Information Recorded. As part of the criteria outlined in the scoring form, the accuracy of information recorded is a common measurement of quality service. Since the call monitoring database can capture detailed information about each call observed, it is easy to identify areas of improvement and concern.

Customer Satisfaction Assessments. EDS has a team available to work with the government to customize customer satisfaction surveys. As outlined earlier, EDS can customize the survey questions to best match the criteria necessary to determine customer perceptions of the level of care received by the Contact Center.

Employee Satisfaction Assessments. EDS fosters an environment where people are empowered to make decisions that positively affect our clients. Our learning values - curiosity, humility, empathy, self-esteem and trust - establish a foundation for individuals to develop positive client and team relationships.

EDS measures employee satisfaction using the global [REDACTED]. These instruments collect information from employees and enable leaders to monitor overall trends in employee perceptions. Administered annually to all employees, the [REDACTED] is available via the company intranet. The survey gathers employee feedback on the following topics:

- [REDACTED]

EDS administers [REDACTED] as needed to employees in specific accounts, geographic areas or lines of business to gather information on local issues. The pulse survey process helps leaders understand how specific issues in the work environment influence employee satisfaction and productivity.

Leaders receive feedback [REDACTED]. This data enables leaders to analyze the results and identify areas of success and areas for improvement. In many cases, agents and leaders form teams to develop action items to improve key areas. The team identifies responsibilities for each action item, and the plan is deployed. Measurements over time help leaders gauge the success of the action plans and their impact on the employees.

[REDACTED]. The survey process provides employees regular opportunities to contribute to the ongoing improvement of their work environment.

5.3.4 Quality Improvement Program

To meet the specific needs of the government, EDS will work with designated government representatives to design and comprehensive quality improvement program to supplement the quality monitoring program. The ultimate goal of any contact center is customer satisfaction. EDS understands the government's commitment to your customers and designs all our operational processes with that goal in mind. The following are some methods EDS uses to keep a pulse on your customers' satisfaction:

- [REDACTED].



Employee Suggestions. As the front line interface to the customer, employees provide a keen insight into customer service opportunities. EDS will conduct regular surveys that solicit employee feedback in support of high quality customer care.

In any of the above situations, the government and EDS work together to develop the survey process — questions to be asked, survey timing and target population. When results are received, we work with government to identify the root causes and analyze trends, then the account team acts upon the feedback through the training, quality and delivery teams, as appropriate. Additionally, depending on the process, account personnel can follow up with individual customers if their responses indicate an ongoing issue

Compliment and Complaint Management and Employee Suggestions are described in Section 5.4, Program Management Plan.

External Operational Assessments. EDS is prepared to cooperate with the governments or its third party providers in operational assessments. EDS has learned the value of an outsider's view. As an underlying philosophy, EDS is a proponent of the standards used by the COPC, the world's leading authority on operations management and performance improvement for buyers and providers of contact center services. COPC's focus is on improvements in quality, service, costs and revenue, which aligns with EDS' goals, as well]

5.4 Performance Management Plan

5.4.1 Performance Management.

To ensure we meet the goals outlined in a specific task order, EDS begins with an account planning structure based upon the Customer Operations Performance Center (COPC) framework. The planning structure incorporates an overall review of market trends and end-user and client requirements. The process also incorporates an analysis of relevant performance metrics such as customer and end-user satisfaction, service and quality performance, staff attrition and absenteeism.

[REDACTED].

An account or business operating plan pulls together relevant data, measurements and processes as a clear road map to bring value to the government's business aligned with the Government's strategic objectives. The plan begins with developing overall measurable objectives for the account and drills down into specific action plans designed to support those objectives.

[REDACTED].

In some cases, we work with our clients to develop a business plan using our client's methodology to integrate those areas we manage within the larger client enterprise. In either case, the account incorporates the goals and objectives of our client into the planning process.

The account plan comprises the following main elements:

- **[REDACTED]**

5.4.2 Performance Management Plans Methodologies

EDS' has proven Performance Management processes, which make certain that all task order work performed by our team is documented, managed, and controlled in a consistent and efficient manner. Our objectives are to continuously improve productivity and client satisfaction



on every task order by delivering products and services to customer requirements and expectations, and reducing nonconformance through disciplined project and risk management.

[REDACTED]

Risk Minimization

The EDS GSA USA Contact team's approach to minimizing risk emphasizes accurate and frequent communications between GSA customers, stakeholders, users, contractors, and our team members. Our risk management methodology provides a framework to identify the steps, methods, and tools to identify, mitigate, and control risk at the program and project levels. Performing risk management creates a disciplined environment for proactive decision-making to:

- Continuously assess and forecast potential points of failure, i.e., risk
- Implement strategies to mitigate each risk, and
- Incorporate lessons learned and best practices to offset potential reintroduction.

[REDACTED].

Risk Management Processes, are Project Management Institute Body of Knowledge (PMBOK)-, ISO-, and CMMI-compliant, and describe the high-level activities for successful execution of risk planning, risk and threat identification, risk assessment and analysis, prioritization of risks, risk mitigation, and risk monitoring and tracking. Program-wide risk management is the responsibility of the EDS USA First Contact Program Manager and the PMO. Program-level risk data will be managed by the PMO. We will share the data with GSA and GSA customers, as needed, to mitigate risk. Active government involvement and collaboration is the best way to maintain complete and effective risk management.

[REDACTED].

The RMP, delivered post-award, is based upon concepts and standards found in the PMBOK, and the government's Program Management Community of Practice (PM CoP). It addresses critical processes, including identifying, analyzing, and monitoring risk drivers; assessing the likelihood of their occurrence and their consequences; defining risk mitigation plans; and performing continuous assessments to track how risks change over the life of the program.

EDS' risk management approach to task order operations is proactive, rather than reactive, to project events. We plan for risk prior to project execution. Our risk management methodology will be incorporated and further developed during project start-up. Risk management will be an ongoing topic on the weekly agenda of every task order team. The Task Order Manager will direct the team in identifying, assessing, and mitigating risk; and will designate responsible parties to track and manage the risk. Risks are prioritized to determine the severity and timetable for mitigation, and are monitored going forward. This kind of team participation from the "bottom up" enables us to have an ongoing awareness of all concerns, issues, impacts, and risk mitigation efforts throughout the project.

EDS continually examines its own business practices to generate improvements in managing resources that result in improved benefits to our customers. The EDS Chief Information Office (CIO) is responsible for all internal systems throughout the lifecycle.



EDS understands that the size, scope, and complexity of task orders issued under the GSA USA Contact contract will vary greatly. The need for, and the sophistication of, the management plan depends on the business need and, to some extent, on the size of the task order. When implementing our management processes, our starting point will be to evaluate the task order requirements, examine how those processes work in response to the requirements, and determine the specific need for management information on each individual task order. Once these needs and requirements are identified, EDS will make sure that the combination of technology, processes, and people are integrated and meet the needs of GSA customers.

5.4.3 Management Reports

EDS' goal is to create a high-performance contact center for GSA's clients – one that delivers world-class customer service at cost-competitive rates. [REDACTED].

Weekly and Monthly Status Reports

All contact centers have a mission to increase employee motivation, reduce operating costs, and improve customer satisfaction. Key to driving these improvements is the ability to access and act upon timely, relevant contact center performance data. All EDS contact centers have the ability to produce robust reports on daily, weekly, and monthly bases on all aspects of operations and performance necessary to evaluate overall performance, and identify those areas that need improvement.

[REDACTED].

Operational Reports

There are numerous common metrics used to evaluate the overall efficiency and effectiveness of a call center and its staff. EDS will work closely with GSA's customers to develop standard operational reports that best meet their stated needs and reporting requirements. The following list highlights the majority of the standard reports available.

[REDACTED]

Problem Resolution Reports

Within EDS contact centers, our staff monitors all aspects of operations, including identifying problems, issues, or missed opportunities for improvement that need to be addressed. The assigned site manager controls all aspects of the operations, including investigation of any operational concerns, and produces standard monthly reports.

[REDACTED].

Together, the site manager and account team work closely with the customer to identify and resolve problems. the customer may have direct involvement in issue resolution when the problem involves changes to processes impacting communications.



Monitoring Reports

- EDS' contact centers could produce reams of data reflecting operational performance; however, it is the analysis and interpretation of that data that is key to managing an efficient center.

[REDACTED]

Real-time ACD data allows the contact center manager to monitor current activity. For example, the number of calls in queue and excessive longest hold time may require an immediate adjustment to resources. The ACD also furnishes a standard set of statistical reports stored in a database for manipulation and analysis. Historical reports are also available in several formats - daily, weekly, monthly, annual - to provide comparison data for trending analysis.

Compliment and Complaint Management Reports

EDS has an established process for all channels of customer compliments and complaints. For voice compliments and complaints, EDS's system records the customers statement and all complaints and compliments are entered in a database according to categorization and logged using predefined disposition codes. For any type of written communications, each comment is entered into a database and processed in the same way as voice comments. EDS reviews and analyzes the comments and will produce trending reports as required by task orders.

Ad Hoc Reports

[REDACTED]. As such, EDS has the ability to provide a wide array of daily, weekly and monthly reports for our customers. During the account start-up phase, EDS works with the customer to identify reports to provide on a routine basis, in addition to the ability to generate additional ad-hoc reports when the need does arise.



6.0 Security Plan

Information Systems Security Management

Security management is a critical component of IT infrastructure. For each task order, EDS will assign a security operations manager as a key person on that project. The security operations manager owns the Security Management for this task and is responsible for EDS' compliance with policies and all standards for services. This effort includes personnel, facilities, and data security, as well as business continuity plans and procedures.

[REDACTED]

Security Plan

EDS will develop a security plan for each task on this effort. Following FISMA and NIST guidelines, the security plan will be developed in accordance with (IAW) NIST SP 800-18.

[REDACTED]



[REDACTED]

Security Test and Evaluation Reports

Security Test and Evaluation (ST&E) is a critical part of ensuring compliance with Federal regulations and the Security Plan. The Certification and Accreditation will include ST&E as will other efforts to ensure the security of systems introduced into the architecture. EDS will provide Security Test and Evaluation (ST&E) services via a third party vendor, contracted for by EDS. Due diligence and separation of duties require EDS to submit for review and approval all work performed by the third party ST&E vendor to the Government. EDS will cooperate fully with the work to be performed by the third party ST&E contractor and the development the resultant report. In the case that the Government provides their own third party ST&E contractor, EDS will work with that contractor in the same manner.

Certification and Accreditation

EDS performs C&A for a number of Federal clients. Our understanding of FISMA requirements and NIST regulations enable us to perform consistent and repeatable C&A engagements. EDS will implement the NIST SP 800-37 C&A process for all task orders under this contract.

[REDACTED].

[REDACTED]

The System Security Plan, as previously discussed, is a key part of the C&A package. This plan typically serves as a baseline document for auditors to use during a system audit.

Security Risk Assessment Report

Following the identification of system security level via FIPS 199, a risk assessment is performed to support the C&A effort. This security risk assessment determines the result of system vulnerabilities vs. relevant threats and any applied countermeasures. The result of this analysis is a level of risk to the confidentiality, integrity and availability of the system and its information under study. EDS will perform a risk assessment, as part of the C&A package development, for each task order.

Plan of Action and Milestones

The Plan of Action and Milestones, or POAM, is the document that presents plans to mitigate risks found during the C&A effort. The POAM is used as a baseline to ensure that risks found during the C&A are addressed, re-tested and approved by the certifying official. POAM methods and dates will be agreed upon via consultation between EDS and the client.

Certifier's Statement

At the end of the Certification portion of the Certification and Accreditation process is the statement from the certifier that the system in question has been assessed to be within the



security standards. The statement provides an overview of the security status of the system, and brings together, all of the information necessary for the Designated Accreditation Authority to make an informed, risk-based decision. The EDS ISSM shall prepare all certification and accreditation (C&A) documents for submission to an agency-designated ISSM. The agency ISSM will coordinate the submission of the C&A documents to the DAA for approval. The Contractor shall correct any deficiencies identified in the certification and accreditation process until full accreditation from the DAA is obtained. EDS will implement procedures for communicating to the Contracting Officer and/or designated key personnel security-related issues that impact EDS performance under this contract. Such procedures shall include an escalation process defining various stages of issue severity and the notification level appropriate to each.

Accreditation

At the end of the C&A process, the Authorizing Official (AO) determines whether to provide an Approval to Operate (ATO) or that the security risk of the system is too high to operate. If the latter is decided, the security team is required to mitigate security risks and re-apply to the certifier and AO.

Personnel Security

The EDS Industrial Security Department, Office of Personnel Security supports all personnel issues for classified contracts within EDS' U.S. Government Solutions arena. Located in Herndon, Virginia, our Industrial Security Office provides oversight and guidance to classified contracts to verify that personnel comply with the requirements of our federal government clients. The security operations manager will use the EDS Industrial Security Office for the application, tracking, and management of personnel clearance information for EDS employees and subcontractors working on task orders awarded to EDS. We will use mature processes that are already in place to manage building access requests, clearance verifications, and clearance status requests.

The Office of Personnel Security performs day-to-day security activities for projects under EDS' Federal Law Enforcement portfolio with well-defined requirements and standard processes and procedures. The Office directly supports the Security Operations Manager in personnel security matters. In this capacity, the Office provides hands-on support to all parties to verify that Government-required documents are collected and submitted appropriately; deliverables such as required training certificates are collected and submitted in a timely manner; and badges are distributed, replaced, and retrieved according to task order specifications[REDACTED].

Furthermore, security personnel will maintain an ongoing presence on-site to provide continuing education and support to personnel about security directive.



7.0 Plan for Special Hiring

7.1 Plan to Meet Five Percent (5%) HR Recruitment Goal through SOC Enterprises

EDS is committed to meeting and exceeding the five percent goal to purchase from people who are Blind or Severely Disabled[REDACTED].

[REDACTED].

7.1.2 Past and Current Association in Supporting Similar Projects

EDS has supported the Cerebral Palsy Research Foundation of Kansas, Inc., (CPRF) since 2000. EDS brought CPRF's School of Adaptive Computer Training (SACT) into Atlanta, Georgia, to provide training opportunities to disabled individuals. A combined investment by EDS and the EDS Foundation has made the Atlanta SACT a success. Members of the EDS team, were recognized by CPRF during the dedication ceremony, for their contributions to the SACT.

The school's mission is accomplished through a completely adaptive classroom which uses state-of-the-art, adjustable workstations and assistive software and devices to allow people with disabilities gain the skills needed to compete in today's highly competitive job market. EDS University also provided in-kind management for five years and provided first-year facility development support. EDS has continued to support the SACT. In 2006, EDS' Rob Press was the elected chairperson for the Atlanta SACT Business Advisory Council.

The Atlanta SACT continues to be supported by leading business professionals recruited locally to serve on the school's business advisory council. The Atlanta business leaders assist the SACT staff with mentor responsibilities and career placement activities. In addition, the school's advisory council provides direction and leadership to ensure the courses meet or exceed the requirements of hiring authorities in the Atlanta area. Atlanta SACT course offerings include the Computer Support Analyst Curriculum, which provides training in Microsoft Office products, Windows 2000 and higher, keyboarding, and Help Desk/customer services. In 2006, the Atlanta SACT had over 185 graduates and a 71 percent job placement rate.

[REDACTED].

7.1.3 Process for Recruitment, Hiring, Training, and Retention

EDS is committed to the recruitment, training, and retention of individuals with disabilities. EDS' recruiting initiatives include using external career resources with a focal point on people with disabilities. These initiatives are comprised of career fairs and the use of career management agencies for disability employment. Diversity and inclusion is a part of the global training portfolio for leaders and employees. Several training delivery methods are used including instructor-led, Web-based, seminars, and workshops. Also, Section 508 compliance is a criteria considered in the purchase of training courseware from external vendors. Local account organizations accommodate special needs through the purchase of special monitors, adaptive devices, and special software. In some instances, EDS accounts have assigned a



mentoring partner to employees with special needs to assist them with certain tasks where other accommodations are insufficient.

All of our contact center facilities are handicap accessible. Some of our facilities, including our [REDACTED], have a vision impaired agents on staff. EDS worked with the local Department for the Blind to determine equipment needs (such as special screens) and to provide accommodations for those agents. EDS also supports physically handicapped agents by configuring ergonomic workstations and supplying special keyboard trays.

EDS has received worldwide recognition for our diversity and inclusion efforts. Most recently, one of our employees, [REDACTED], a strategic technology transformation consultant, was awarded Employee of the Year by Careers and the Disabled Magazine. Other global awards include the French government recognizing EDS for our policy of recruiting and training disabled individuals. The Canadian Foundation for Physically Disabled Persons honored EDS for our accommodation and support of people with disabilities.

7.1.3.1 Roles and Responsibilities of the SOC Enterprise.

EDS has a teaming agreement in place with [REDACTED] that are in accordance with the Department of Labor's wage determinations. Upon task order award, EDS will work with [REDACTED] individuals on EDS tool sets and client-specific content using [REDACTED] proven training methods. [REDACTED]

7.1.3.2 Compensation Agreement Between EDS and Associated Organization(s)

EDS has a Teaming Agreement (TA) in place with [REDACTED]. Upon task order award, EDS will work with [REDACTED] to train individuals on EDS' [REDACTED].



Appendix A – Sample Reports.

[REDACTED]



[REDACTED]

Disaster Recovery Services

[REDACTED]

SAMPLE PLAN

