

16. ITEM NO.	17. DESCRIPTION OF SUPPLIES/SERVICES	18. QUANTITY	19. UNIT	20. UNIT PRICE	21. AMOUNT

22a. QUANTITY IN COLUMN 21 HAS BEEN
 RECEIVED INSPECTED NOTED

ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED:

23a. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	23b. DATE	23d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	
23c. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE		23e. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE	
		23f. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE	
24. SHIP NUMBER	24a. VOUCHER NUMBER	25. AMOUNT VERIFIED CORRECT FOR	26. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL
<input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL			27. CHECK NUMBER
28. SWR ACCOUNT NUMBER	28a. SWR VOUCHER NUMBER	29. PAID BY	
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT.		42a. RECEIVED BY (Print)	
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER		41c. DATE	
		42b. RECEIVED AT (Location)	
		42c. DATE REC'D (YEAR/MO)	42d. TOTAL CONTAINERS

TRAINING FORM 140 (SEP, 02) 5010-104-01

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SECTION I
SF-1449 CONTINUATION

A. Blocks 19 through 24 -- Schedule of Supplies/Services

The Contractor shall provide non-personal services in accordance with Federal Acquisition Regulations (FAR) Part 37.1 and the Performance Work Statement below, in the provision of Tier 1 Call Center services for the period of one base year and four possible one-year option periods. The Government intends to award one or more contracts for these services. Contract performance will not begin until satisfactory personnel security clearances have been received and successfully processed by the DHS Security Office and a written Notice to Proceed is issued by the Contracting Officer. The Contractor is advised that all security paperwork must be submitted timely in accordance with the PWS. Once the Notice to Proceed is issued, phase-in/transition can begin at the Contractor provided offices.

The Contractor shall provide Tier 1 Call Center services at the firm-fixed prices per month for the call ranges listed in Attachment No. 8. The firm-fixed prices per month shall include all costs, e.g. personnel wages/salaries, fringe benefits, training, travel, office space, equipment, supplies, insurance, indirect costs, profit, and any other costs required to provide these services.

B. DESCRIPTION / SPECIFICATION / PERFORMANCE WORK STATEMENT

1. INTRODUCTION

The purpose of this contract is to support the U.S. Citizenship and Immigration Service (USCIS) National Customer Service Center (NCSC) Call Center management program. The NCSC program operates under the USCIS within the Department of Homeland Security (DHS). The objective of the contract is to award multiple contracts to support the NCSC in providing information related to immigrant and non-immigrant benefits by employing a customer call center approach.

Operations include the staffing and management of necessary customer service representative (CSR) support, utilizing call center standard operation procedures, establishment of call center facilities, and the implementation of the information technology infrastructure required to support system and communication needs. The operations shall be supported by business continuity of operations and contingency plans to ensure minimal disruption of service. Also, the underlying technology utilized will capitalize on evolving, leading edge solutions while maintaining sufficient flexibility in design to adjust to fluctuations in call volumes to accommodate necessary expansion. This call center operation shall utilize accepted call center management best practices to promote efficient operations requiring the Contractor to meet specific performance objectives.

1.1. Call Center Operations - Background

Until 1996, USCIS (formerly *the Immigration and Naturalization Service*), operated two small civil servant staffed Call Centers – one in New York City and the other in the Los Angeles metropolitan area. Each provided basic service to a limited geographic area. Customers throughout the rest of the United States obtained service by calling, writing, or going to their local USCIS office.

To improve service, USCIS designed and implemented a triage process whereby callers were able to access and obtain general information and case status through a network Interactive Voice Response (IVR). Callers whose inquiry requires additional information have the capability to receive live assistance from contract CSR's. Using pre-scripted material, CSR's respond to requests for general information, process various caller service requests, and provide basic case status information. Calls that require research in USCIS databases, concern complex information categories, or go beyond the scripted material are transferred to a USCIS Immigration Information Officer (IIO) at one of the two USCIS-staffed and operated Call Centers.

The USCIS mission is to administer the citizenship and immigration laws of the United States governing benefits and services. In addition to adjudicating applications for specific benefits and services, USCIS has an informational, educational and customer service role with respect to the benefits, products and procedures relevant to administering and enforcing immigration and related laws. Services must be delivered in a timely, accurate, consistent, fair, professional courteous manner, with high quality.

While part of USCIS' staff of employees and Contractors are located in USCIS headquarters in Washington, DC, most are in local offices, asylum offices, service centers and other operations throughout the United States and around the world. Over the last several years, the USCIS has seen a dramatic rise in the number of applications received, and in demand for associated services. USCIS has taken action on many fronts to accommodate this influx, including hiring additional staff, analyzing and reengineering its processes; and implementing a variety of new programs designed to increase production and improve customer service while increasing quality.

1.2. National Customer Service Center (NCSC) Mission

The NCSC's mission is to provide a defined range of information services and customer services while promoting and enhancing the image and mission performance of USCIS, and to do so in such a way as to continue to improve service delivery and performance.

1.3. Current Service Delivery Methodologies

The NCSC was created to provide nationwide assistance to customers who contact the USCIS by telephone with questions about immigration services and benefits, and with issues related to case processing. To meet the demand for telephone customer service, the NCSC and associated components is currently composed of the following elements -

- A network based IVR system to provide information and route calls for assistance;
- Contractor provided and staffed Call Centers (referred to as Tier 1), staffed with Customer Service Representatives (CSR's) and related personnel;
- Two USCIS-staffed Call Centers (referred to as Tier 2) staffed with Immigration Information Officers (IIO's), located in New York, NY, and Los Angeles, CA;
- A USCIS Forms Center, located in Burlington, VT, that focuses on customer forms fulfillment, and which is a direct IVR routing destination point for selected calls; and USCIS Service Centers that process applications and petitions for immigration benefits, and which are direct IVR routing destination points for selected calls.

These elements may expand during the term of this contract to include additional routing points for certain kinds of calls.

The NCSC currently operates several discrete customer service lines. The general service line receives the largest volume of calls. Other specialty lines have significantly less volume. While services in these separate lines may be provided by CSR's from the same location or locations, the lines must appear to the customer to be separate operations. Selected lines also provide a separate Telecommunications Device for the Deaf (TDD) component.

The different lines provide various services, but in certain respects function in similar ways. For example, when a customer calls one the NCSC's general service number, 1-800-375-5283, the call is first routed to the network based IVR. During normal business hours, if the IVR is unable to meet the customer's need, the call is automatically routed via the FTS network based intelligent call routing to the next available CSR at one of the four Contractor-operated and staffed Call Centers at Tier 1, or to the appropriate USCIS direct routing point where appropriate. Tier 1 service is provided in both English and Spanish. CSR's use Frequently Asked Questions (FAQ), scripts, and operational guidelines developed by USCIS to assist customers. More than 90% of callers requesting live assistance currently receive answers to their questions at the Tier 1 level.

In some cases, depending upon the nature and complexity of the questions, calls are transferred from Tier 1 to Tier 2 via the FTS network to one of two USCIS-operated and staffed Call Centers located in New York and Los Angeles.

In the current environment, the CSR simply transfers the calls using the Managed Contact Solutions-Genesys (MCS-G) and skill based routing to a network queue for distribution to the appropriate Tier 2 call center. This is a blind transfer where the call is transferred and the Tier 1 CSR is immediately available to take another call. Calls can also be transferred from Tier 1 to Tier 2 via the trunk-to-trunk transfer method. This method would be used if there is a network issue and calls need to be default routed to Tier 2.

Provisions are also in place at both the Tier 1 and Tier 2 centers to accommodate TDD calls (1-

800-767-1833), both in English and Spanish.

Additionally, the NCSC also maintains toll free services and Live Assistance for the Employer, Business, Investment, and Student Services (800-357-2099) and the corresponding TDD (800-278-5732). Presently, this service is only offered at the Contractor call center in Corbin, Kentucky. These calls can also be transferred to Tier 2.

The NCSC also maintains toll services and Live Assistance for International Services. This service is presently comprised of a 10-digit telephone number (785-330-1048) at the Contractor's Lawrence, Kansas location that is call forwarded to a toll free number in the Government's FTS Vendor's Enhanced Call Routing platform. Presently, Tier 2 responds to the Live Assistance calls but this will be shifted to Tier 1 responsibility 90 days after a Contractor begins handling calls under this contract.

The following reflect a number of key objectives regarding the NCSC mission:

- Bring USCIS closer to the public while instilling confidence and trust in the services provided;
- Promote equity through improved customer access and personalized interactions;
- Improve service levels and the "customer experience" by providing consistent, accurate, current, and complete information; and
- Provide service and information in a way so as to reduce repeat requests for service.

1.4. The role of Tier 1 and Customer Service Representatives within the NCSC process

The NCSC operates within a broader USCIS customer service environment. It is one channel by which we provide information and service. Increasingly it will supplement information and services available to customers in a self-service mode through the USCIS website. The services offered, options, and the information and service provided may be greater or smaller in scope than those offered on the USCIS website, but to the extent to which the information or service is the same, it is important that customer choices, and the information and service provided by the NCSC are consistent with corresponding information and services available on the USCIS website.

With the limited exception of TDD/TTY services, live assistance, both in terms of providing information and the currently offered array of services, is currently verbal – CSR's manage calls by asking questions to determine what information or service the customer is looking for, and then use scripts in a Frequently Asked Question format to provide information, and use delineated call flow sequences to determine eligibility for Case Services. CSR's accept form order requests, requests for Case Services, and thus capture associated customer information.

Under this contract CSR's will continue the process where IVR decision points and information leave off. Contractors should understand, however, that customers may make requests upon reaching live assistance that are inconsistent with their IVR selections, and hence will have to in

essence replicate the IVR structure. CSR's use USCIS authorized scripts and designated call management procedures to respond to live assistance requests. CSR's are not required to be content experts. They are navigators, required to have a sufficient understanding of the nomenclature and language of immigration to be able to understand and actively manage customer requests for assistance; to navigate through the appropriate scripts and use the appropriate tools to provide the authorized and expected information or service; and to be able to explain the answer and result in layman's terms. They are required to follow authorized menus and scripts to answer questions and provide service, but must have sufficient understanding of the terminology to be able to explain the answer or result as opposed to simply reciting it.

The Contractor is expected to actively manage operations to ensure not only that quality and performance metrics are met, but also to improve the efficiency and effectiveness of operations. In this respect the Contractor shall be expected to actively participate in the process of developing proposals to expand and improve scripts and stipulated procedures, however, the Government will make all final decisions with respect to changes in scripts and Government delineated procedures to ensure that operations meet the goals of efficiency and effectiveness.

1.5. Current NCSC Systems Configuration and Operation

Connectivity:

The information contained in this Performance Work Statement (PWS) and in Attachment 1, describes the current NCSC environment. From a voice network perspective, there are seven Primary Rate Interface (PRI) circuits at the Lawrence, Kansas Tier 1 site; 19 PRI circuits at the Corbin, Kentucky Tier 1 site; five PRI circuits at the Phoenix, Arizona Tier 1 site; and two PRI circuits at the Arlington, Virginia Tier 1 site. Each of the Tier 1 sites currently own and utilize the Avaya Communication "Definity" platform for voice and Call Management System (CMS) services.

Voice Platform:

Each of the Tier 2 Call Centers utilizes an Avaya Communications Definity G3SI (Version 12) voice platform and Call Management System. There are three PRI circuits from the FTS network terminating at each of the Tier 2 locations, utilized for the transfer of calls from the Tier 1 centers.

Data Platform:

Each of the four Tier 1 call centers is equipped with two FTS provided Frame Relay circuits, routers, and modems to support the MCS-Genesys Intelligent Call Routing. Additionally, each of the four Tier 1 call centers have MCI provided T-1 circuits to facilitate trunk-to-trunk routing in case of a default routing condition. Presently, there are two T-1s at the Lawrence, Kansas Tier 1 site; three T-1s at the Corbin, Kentucky Tier 1 site; two T-1s at the Phoenix, Arizona Tier 1 site; and 1 T-1 at the Arlington, Virginia Tier 1 site.

Customer Relationship Software:

In order to receive call information from the Tier 1 sites, each of the Tier 2 Call Centers presently have Genesys Version 6.5 middleware and Siebel 7.5.3 Customer Relationship Manager (CRM) software installed. The Genesys Version 6.5 will be upgraded to Genesys Version 7.X during this implementation.

Call Center Server Environment:

There are Genesys T-Servers located at each of the Tier 1 (Contractor-staffed and operated) Call Centers.

The Genesys Servers are password protected, and the system administrators from each Tier 1 site are responsible for maintaining their respective database information. The Tier 1 Contractor is responsible for database maintenance for their sites, and is also responsible for the operation and maintenance of the hardware.

Each of the Tier 2 sites has a Genesys T-Server installed on premise. During the installation of MCS-Genesys, Intelligent Call Routing for Tier 2, the High Availability T-Server was installed providing a primary and back-up T-Server for each Tier 2 location.

A single Siebel application server is installed in the New York Center, and provides service to both the New York and Los Angeles facilities.

Call Routing:

Calls to the NCSC 800 number are currently routed to the Tier 1 sites by the FTS network using intelligent call routing. IVR service is offered 7 days a week 24 hours a day. Two IVR scripts are used: one called "live assistance" and the other is called "non-live". Live assistance service is offered from 8:00 AM to 6:00 PM Monday through Friday in each of the four time zones in the United States, excluding Federal holidays. Service for calls from Puerto Rico, the American Virgin Islands, Alaska, Hawaii and Guam is slightly reduced due to the time zone differences.

As an example, for a caller from area code 703 (or for any caller in the Eastern Time Zone), the FTS network knows that Monday through Friday from 8:00 AM to 6:00 PM Eastern Time these callers will hear the IVR script that offers the opportunity of going to live assistance. Beginning at 6:01PM on a weeknight as well as all weekend, the FTS network knows to play the "non-live" script until 8:00 AM the next morning.

The network IVR gives callers the option of conducting the call in either English or Spanish. If English is selected, the call is automatically staged for distribution to an English speaking CSR. Conversely, if Spanish is selected, the call is automatically staged for distribution to a Spanish speaking CSR. In the event a call requires escalation to Tier 2 for assistance, the network IVR will route the call to Tier 2 based on the customers' language selection.

Calls to other NCSC customer service lines use a similar live/non-live process, but are routed to specified Tier 1 locations as opposed to being available to the entire Tier 1 network of CSR's.

1.6. Operating in a multi-vendor environment

The Government's objective is to make a multiple award under this contract to 2 Contractors to provide services under this contract, and, over time to move to where the follow-on contracts will be let during different years to reduce the potential impact of a transition of a new Contractor or contract vehicle. However, based on the selection criteria the Government reserves the right to make a single award, or at any point during the option years of this contract to reduce operations to a single Contractor, or to recomplete the contract either for one or both NCSC Contractors.

In terms of call volume, USCIS will initially assign specialized customer service lines and all TDD service to one of the two Contractors. Contractors may in their quotes recommend the initial assignment of these calls. All other calls will be made available to the combined network of customer service representatives logged in available for calls, and the system will search for the next available agent. In essence, the vendors will compete real-time for these calls by the availability of their customer service representatives. The system will use a weighting determined by the Government based on relative price, quality and performance of the two vendors' proposal and performance to assist in the real-time allotment of calls between the competing vendors. At contract inception, weighting will be based on the pricing difference between the proposals.

The Government may adjust this weighting based on changes in performance and pricing. Except where there is a serious degradation of service levels, the Government will normally adjust this weighting quarterly. As part of this adjustment it may also shift the other customer service lines between vendors, or make such calls available to both vendors based on the same weighting. Decisions with respect to weighting are reserved to USCIS.

2. PERFORMANCE WORK STATEMENT (PWS)

2.1. Goal

The goal of this PWS is to optimize customer telephone interaction by providing a proactive, unified, and integrated approach to the delivery of citizenship and immigration services benefits modeled on industry best practices for the continuous improvement of customer service through an evolving strategy of capitalizing on operational efficiencies, aligning processes with leading edge technology, and ensuring accountability for meeting and exceeding customer expectations of service delivery for a diversity of needs.

2.2. Operational and Economic Efficiencies

A number of improvements and efficiencies are envisioned, including:

- Keeping pace with cutting-edge principles of operations and technological advances to respond to fluctuating volumes of inquiries; and
- Optimizing systems and processes that support accountability by employing performance-based metrics and meeting customer satisfaction goals.

2.3. PWS Scope and Purpose:

The purpose of this contract is to provide information on a full range of citizenship and immigration information and customer services via the telephone. Operations shall include the staffing and management of necessary CSR support, utilizing call center standard operation procedures, establishment of call center facilities, and the implementation of the information technology infrastructure required to support systems and communication needs. The operations shall be supported by business continuity of operations and contingency plans to mitigate opportunities for disruption of service. Also, the underlying technology utilized will capitalize on evolving, leading-edge functionality, be flexible in design to adjust to fluctuations in call volumes, and accommodate necessary expansion of all USCIS programs and services. Call Centers shall utilize industry best practices to promote efficient operations.

The Contractor shall provide qualified, trained staff in sufficient quantity to respond to inbound inquiries in accordance with performance parameters stated herein and instructions provided by USCIS. The users are defined as any individual or group seeking immigration benefits and services information provided by USCIS. All Contractor staff must undergo and be cleared through the DHS security clearance process.

The Contractor shall provide, operate and furnish the Call Centers, provide sufficient operational staff, and partner with the USCIS and other supporting Contractors involved in improving NCSC operations. This PWS includes telecommunications, Call Center staffing and operations, customer relations, and technical support. This requires the Contractor to meet specific performance objectives. The USCIS will look favorably upon proposals that emphasize employee incentives for performance.

3. Call Center Operations

All Call Center(s) shall operate seamlessly via a networked environment that is transparent to the caller. The call center shall utilize industry best practices to promote efficient operations and effective use of technology to support call center operations, and offer scalable resources to manage call volume patterns that fluctuate and have cyclical patterns related to customer behaviors, and respond to "spikes" that may result as part of an unanticipated campaign, media coverage or unforeseen emergency situations to include congressional mandates.

Operational Procedures

The Contractor shall model industry best practices in call center operations; and document the management and administrative procedures/processes required for operational control in a multiple call center environment. Standard Operating Procedures (SOP's) shall be developed, updated annually, and provided to USCIS for review. The Government must approve all SOPs prior to their dissemination. All applicable staff shall sign an acknowledgement that they have read and understand the SOP's.

The Contractor shall assure that each of its employees knows the prescribed rules of conduct concerning privacy and confidentiality of information. All applicable staff shall sign an acknowledgement that they have read and understand all privacy, confidentiality, and security requirements.

4. FACILITIES

The Contractor shall:

- Only establish and operate call centers and related data centers providing service under this contract within the continental U.S., Alaska and/or Hawaii. Due to security reasons and access to attributable data, separate telecommunications schemas to allow for work telecommuting are not allowable under this contract.
- Situate call centers in locations where the local labor market can support the call center size and the skill sets of the labor pool required for the NCSC, including foreign language (Spanish) and subject matter expertise. Considerations shall include the degree of competition for the labor pool from other call centers and related industries and the impact on recruiting and retaining the call center's minimum and maximum number personnel.
 - Given the Government provided telecommunications service described in Section 6., call centers shall have a normal minimum complement of 50 CSR's.
 - The network of NCSC Tier 1 call centers shall be located geographically in such a way as to minimize the impact of weather or other localized or regionalized events that may otherwise affect collective operational performance.
 - The Contractor shall locate one of its call centers in a HUBZone area. The Contractor shall have a minimum of 250 CSR's at its location within the HUBZone.
 - If through contract performance and diminished call volume during the term of this contract the Contractor's total CSR staffing falls below 300 CSR's, it shall maintain a minimum of 80% of its total CSR complement at that location.
 - The Contractor shall maintain a minimum of 2 call centers. No one site may have more than 80% of the Contractor total CSR staffing.
- Provide a plan for physical building security and related security controls pursuant to NIST facility security requirements.
- Provide call centers that –
 - Comply with all applicable state, local, and Federal Government standards and regulations, such as the Occupational Safety and Health Act (OSHA) of 1970, as revised, and the Americans with Disabilities Act of 1990. The sites shall remain in compliance with such standards and regulations throughout the life of the contract, including the Base Period and any exercised Option Periods.
 - Provide space, furnishings, acoustics, lighting, and temperature environment that

meet or exceed call center industry standards.

Accommodate modern telecommunications and computer systems and call center furnishings.

- Provide workspace for one USCIS representative on-site at each call center to act as a representative of the USCIS (this may be a function of another Contractor). The purpose for the USCIS representative is to act as a monitor of the operation of the center and report independently back to the NCSC Program Manager on the operation of the facility.
 - Are externally secured by locks that require a key card or equivalent security for entry and exit. If located in a multi-call center environment, call center operations in support of the USCIS contract must be isolated from the remainder of the facility by locks that require a key card or equivalent security for entry and exit by all personnel.
- Provide separate training rooms for the NCSC program equipped with sufficient computers for training.
- Provide unrestricted access to call center facilities to authorized USCIS staff and other designated personnel (including Contractors), including issuance of access badges for each location, for periodic visits. It is assumed that the USCIS will provide a listing to the Contractor of the authorized personnel and USCIS will be responsible for keeping this listing updated.
- A consultant, under contract to the USCIS, has the same rights and privileges in so far as working with the Contractor as those of a USCIS employee. The consultant will also require unrestricted access to the Contractor's facilities and the ability to review any and all services and documentation that the USCIS receives from the Contractor.
 - Allow designated USCIS employees to function as Tier I representatives for training and program management purposes.
- Allow the USCIS' FTS vendor access to all log files pertaining to the MCS-Genesys either through remote access or the Contractor posting these files on a FTP site for the FTS vendor to access. The log files must be posted for a minimum of five days.
- Identify to the USCIS the amount of PRI voice circuits necessary to meet the call volume and number of CSR's at each of the Contractor's call center locations. The Contractor shall also identify the number of supervisors, CSR's, and technical support personnel that will require the Genesys software installed to support the MCS-Genesys (Intelligent Call Routing).

5. EQUIPMENT/SOFTWARE/MIDDLEWARE

The USCIS will provide access to the network base IVR via an established toll free number, as well as connectivity to the Contractor via Integrated Services Digital Network (ISDN)/Primary Rate Interface (PRI)'s to the facilities' point of demarcation. USCIS will also provide CSU

(channel service units) for each PRL. The USCIS will furnish FTS services.

The Contractor shall provide and ensure the following:

All real property, equipment, and furniture constituting a Tier 1 call center.

The Contractor shall be responsible for CTI/middleware software package that is compatible with the existing Tier 2 middleware/CTI package. The Contractor shall provide a soft phone transfer capability. Currently, Tier 2 uses Siebel 7.5.3 software package. The Contractor's interface must be compatible. In order to ensure proper integration of the T-Server with the softphone application, the softphone capability must include one of the following Genesys adapters to ensure USCIS can take advantage of new and future Genesys functionality: (1) Siebel 7 Gplus adapter (2) PeopleSoft-Serverside-PSMCAPI intfc (3) SAP-ICI MM.

The Contractor shall be responsible for the delivery and installation of all workstations and systems components on-site at the designated locations.

The Contractor shall demonstrate that all components are interconnected and functioning properly as part of a USCIS inspection prior to commencing operations with the public.

- The Contractor is responsible from the point of demarcation for all telecommunication equipment. The demarcation for the USCIS will be that point in the facility where the FTS vendor or local telecommunications vendor is required to extend the telecommunications circuits and install equipment, such as CSU's, Routers, etc. In the event that the Contractor wants to extend the circuits themselves and does not want the FTS vendor or local telecommunications vendor to extend the circuits, the USCIS' demarcation point will be where the FTS vendor or local telecommunications vendor connects the circuits to the building demarcation point. In the event that the circuits are extended by the FTS vendor or local telecommunications vendor but the Contractor wants to use their own equipment, such as CSU's, Routers, etc., and does not want to use the equipment, such as CSU's, Routers, etc., supplied by the telecommunications vendor, the demarcation point will be where the telecommunication vendor installs the circuits at the extended location.

An appropriately sized backup generator and an uninterruptible power supply (UPS) shall support the Contractor's selected sites.

- Install and maintain all equipment, phone systems, software, and additional facilities necessary to support all functional areas and to meet the requirements of this contract.

The Contractor shall furnish all necessary labor for the initial packing, unpacking, placement, interconnection of hardware, software, and telecommunications components, and testing during any installation. The Contractor shall provide all telecommunications support and technical support, at no additional cost to the USCIS, to install all circuits, equipment, and services to include User Acceptance Testing for all NCSC services required. After acceptance by the USCIS, any USCIS requested movement of equipment would be at the USCIS' expense. The Contractor shall complete operational installation of the proposed hardware/software and cabling.

This includes, but is not limited to, all parts, labor, materials, and travel needed to complete the installation. Installation also includes assistance from the vendor, prior to the physical installation, in defining installation requirements so that hardware and software can be properly configured.

On expiration of the contract, the Contractor must return all information and IT resources provided during the life of the contract and must certify that all USCIS information has been purged from any Contractor-owned system used to process USCIS information.

Minimum Systems Requirements

All Call Center sites must meet the following requirements:

Automatic Call Distribution (ACD) – The Contractor provided systems shall be capable of routing/distributing incoming calls based on sequence of call arrival/origination, CSR availability and skills, Call Center availability, or other predefined routing instructions, as specified by USCIS. The ACD systems shall also provide at a minimum:

- The capability to monitor and visually display the work state and availability status of all CSR's on a real-time basis, both onsite and from remote locations.
 - The capability to display call-handling statistics real-time.
- The capability to provide hard copy reports on all trunk, CSR, and workgroup performance statistics.
 - The capability to connect to FTS networks using ISDN/PRI hardware, in addition to T-1, and T-3 circuits and hardware.
- The capability to capture Automatic Number Identification (ANI) data.
- The capability to accept incoming calls by Dialed Number Identification Service (DNIS) reporting.
- The capability to connect to local telecommunication vendor network using T-1, T-3, and PRI circuits and hardware.
- The capability of sending calls back through the ACD to perform trunk-to-trunk transfers.

The Contractor's systems shall provide the following capabilities:

- a. **Call Handling** – Telephone switching, call accounting, and call management systems appropriately sized for current and projected call volumes.
- b. **Call Queuing** – Capability to queue incoming calls and provide callers with an estimated time in queue, music on-hold, and other informational messages.
- c. **Call Transfer** – Capability of transferring calls to a different workgroup within the Call Center and/or to a workgroup located in a different Call Center, as specified by USCIS. This will require coordination, implementation, and troubleshooting with the USCIS' FTS Vendor to implement either Take-Back and-Transfer codes, MCS-Genesys Intelligent Call Routing, or both.

- d. Computer Telephony Integration (CTI) – Capability of displaying caller-relevant information at the CSR workstations (e.g., via screen pop technology). The displayed information may be triggered by DNIS, and/or ANI information, and/or through information entered by the caller or CSR. The Contractor must provide capability to transfer both voice and data to the Tier 2 platform using softphone capability. Tier 2 uses the Siebel 7.5.3 platform software. Systems must clearly indicate to the CSR the last routing point in the IVR before the transfer to the live assistance queue.
- e. Data Transmission Interface– Provide the necessary hardware and software to support data transmission between NCSC systems and other USCIS approved systems. This also includes the capability to connect to Frame Relay circuits and point-to-point circuits supplied by the FTS vendor.
- f. Dialed Number Identification Service (DNIS) – Capability to distinguish incoming calls by telephone number and route them to the appropriate message system and/or CSR. The Contractor's ACD's must be capable of installing identical DNIS numbers at each of the Contractor's locations.
- g. Network Access Capacity - Provide sufficient network access capacity on the Contractor's systems to support projected call volumes, workload estimates, and call routing in accordance with service level goals (e.g., blockage). Sufficient expansion capability to accommodate call pattern variations shall be provided.
- h. Knowledge Management – Provide the required knowledge database to facilitate customer interactions, data capturing, and information dissemination.
- i. Customer Service Assessment – Provide an automated compliment and complaint management system to gather and report customer comments and satisfaction. The systems shall also provide the ability to survey callers in an automated fashion for purposes of customer satisfaction assessment. The systems shall be capable of capturing, storing, aggregating, and reporting survey results.
- j. Internet/Intranet Access – Provide Internet/Intranet access to CSR's to enable them to view information on USCIS designated web sites, capable of restricting access to only those web sites identified by USCIS.
- k. TDD Calls – Systems capable of originating and receiving calls to and from TDD callers and capable of transferring the TDD calls to the Tier 2 locations. A Contractor must maintain at least one location with TDD/TTY functionality.
- l. Power Supply – Systems supported with a backup electrical power supply, i.e., generators, as well as an uninterruptible power supply (UPS). The backup electrical power supply shall be capable of sustaining the operation for a minimum of 24 hours. The transition from normal to emergency to backup power shall occur without loss of power to systems and without the disconnection of calls in process or customer calls queued for service. The UPS shall be capable of protecting systems from voltage lags, over-voltage conditions, line frequency fluctuations, and power blackouts. It shall be capable of sustaining operations in the event of loss of normal sources of power until the backup generators can come online.

- m. Workforce Management System -- Systems that include a workforce management system to ensure efficient allocation of resources and projected staffing requirements.
- n. Workstations -- CSR desktop workstations that include computers, telephones and headsets, and other equipment and accessories required to sustain effective operation. The Contractor must ensure that the Supervisor workstations meet the following minimum requirements to be compatible with MCS-G: Supervisor workstations - Windows workstations with one 2.5GHz CPU or better and at least 1.0 GB of memory with Internet Explorer 6.0 or later and a CD ROM. The workstations used by CSR's through suitable hardware or software feature will be so configured so that no SBU information can be copied or stored on individual workstation to prevent information piracy. The Contractor shall install the latest version of the Genesys software. The software will be provided by the USCIS's FTS vendor.
- o. Telephone Recording System - A telephone recording system that will record 100% of incoming call conversations. This equipment must be capable of capturing the incoming telephone number, must be capable of storing the recordings on hard drives/CDs and also must be able to select individual recordings in real time and be able to extract these recordings to be given to authorized authorities. The Contractor is encouraged to have a system that will capture screen shots; however, at this time the USCIS is only requiring voice recording. The Contractor shall be required to retain recordings for 90 days, and to make such recordings available to the USCIS when requested without additional cost. The Contractor shall overwrite or destroy recordings in excess of 90 days.
- p. T-Servers - Provide two T-Servers per call center location with the following minimum requirements and recommended requirements to support the NCSC's existing MCS-Genesys application for the Intelligent Call Routing and future telecommunications services and the High Availability (HA) T-Server option. This requirement is for the T-Server hardware. The USCIS' FTS vendor supplies the Genesys software for the T-Servers. The Contractor shall have the latest version of the Genesys software installed by the USCIS's FTS vendor. The Contractor shall be required to work with the USCIS' FTS vendor to install, upgrade, and troubleshoot MCS-Genesys and the T-Server software. The Contractor must allow the USCIS' FTS Vendor remote access to the T-Servers through the Contractor's firewall and provide technical support for the purposes of troubleshooting MCS-Genesys issues, testing of routing strategies, and T-Server upgrades. At no additional cost to the USCIS, the HA T-Server Option will be implemented at the same time as the initial turn-up of the primary T-Server and call center.

The High Availability capability requires 2 T-Servers at each site.

T-Server 0 - 150 agents Minimum Configuration	
OS	Windows 2000 Server (Windows Server 2003 is supported as well)

Processor Type, Quantity, Speed	2xCPU 2.5GHz Processor or higher CPUs may be distributed between: <ul style="list-style-type: none"> • Two Single CPU boxes with 1 GB RAM, or, • One 2xCPU box with 2 GB RAM. Genesys recommends using a server-class machine for all listed applications
Memory Size	2 GB SDRAM
Hard Disk Space	40 GB HDD
Networking Ports	Two TP Ethernet 100/10 BASE-T cards that works in full duplex mode (one for Framework, one for T-Server)
CD ROM	32 X

T-Server 150 - 1000 agents Minimum Configuration	
OS	Windows 2000 Server (Windows Server 2003 is supported as well)
Processor Type, Quantity, Speed	4xCPU 2.5 GHz Processor or higher CPUs may be distributed between: <ul style="list-style-type: none"> • Four single CPU boxes with 1 GB RAM, or, • Two 2xCPU boxes, each with 2GB RAM. Genesys recommends using a server-class machine for all listed applications
Memory Size	4 GB SDRAM
Hard Drive	76 GB HDD
Networking Ports	Two TP Ethernet 100/10 BASE-T cards that work in full duplex mode (one for Framework, one for T-Server)
CD ROM	32 X

- q. Performance feedback systems – Provide a mechanism to give CSR’s feedback with respect to individual and Tier 1 core performance, including current Average Speed of Answer (ASA) for its collective Tier 1 operations for the appropriate NCSC customer line being supported, and to highlight updates with respect to content, operational and information changes.

All telecommunications equipment, circuits, and software must be compatible with Tier 2 and the USCIS’ FTS vendor. Siebel 7.5.3 compatible CRM solutions must be used as the Tier 1 desktop solution. In order to ensure proper integration of the T-Server with the softphone

application, the softphone capability must include one of the following Genesys adapters to ensure USCIS can take advantage of new and future Genesys functionality: (1) Siebel 7 Gplus adapter (2) PeopleSoft-Serverside-PSMCAPI intfc (3) SAP-ICIMM.

The Contractor, at no additional costs to the USCIS, shall provide, plan, design, install, and maintain all hardware and software and system connectivity required to support the NCSC, including those associated with security and disaster recovery.

6. TELECOMMUNICATIONS

The USCIS will provide the incoming service based on the FTS Network. The Contractor shall be responsible for any in-house administrative voice or data communication lines to include in-house wiring and extending of circuits.

The Contractor shall provide support for all existing and future toll free numbers assigned to the NCSC during the hours of operation, described under Section B.1.5, at no additional cost to the USCIS. This includes call handling for all incoming calls from the IVR regardless of how many toll free numbers are assigned, how many scripts are required, or how many different USCIS missions are supported by the NCSC. The Contractor shall answer calls based on the volume of calls into the NCSC. The support shall include answering phone calls and providing appropriate information to callers. At a minimum, the Contractor shall provide:

Support transfers to Tier 2 using Siebel compatible software and Siebel softphone and the USCIS' FTS vendor's telecommunications and technology platform and applications.

- Technical Project management support for the NCSC Program at no additional cost.
- TDD Service (separate phone numbers) and transferring of TDD calls to Tier 2 locations.
- Provide the engineering, installation, and any necessary modifications to facilitate the automatic display of scripting content on the CSR's computer screen based on the sequence of numbers/prompts that the customer selected within the FTS Vendor's network IVR. This will require coordination between the Tier 1 Contractor and the USCIS' FTS Vendor. This will allow the Tier 1 Contractor to be immediately prepared with answers to the customer's questions based on the departure code sent from the FTS vendor's network to the Contractor.
- All telecommunications support, technical support, and information technology gathering support necessary to design, engineer, implement, upgrade, and troubleshoot existing and future Tier 1 NCSC telecommunications services at no additional cost to the USCIS. This includes 24-hour support for normal operating hours of the NCSC and nights and weekends as needed to support telecommunications installations, upgrades, new technologies, user acceptance testing, cutovers, and troubleshooting.
- The USCIS' FTS vendor on site access to facilities and equipment for the purpose of installing equipment, telecommunications circuits, software, testing, cutovers, troubleshooting, and telecommunications equipment and software upgrades. The Contractor, at no additional costs to the USCIS, shall work with the USCIS' FTS vendor

to engineer, install, upgrade, and troubleshoot all existing and future telecommunications and technologies. The Contractor shall allow the USCIS' FTS Vendor remote access to the T-Servers through the Contractor's firewall for the purposes of troubleshooting MCS-Genesys issues, testing of routing strategies, and T-Server upgrades.

Responsibility for calling-in to the FTS vendor or local exchange carrier (LEC), as applicable, all telecommunications troubles, including the escalation of the trouble ticket through the predefined escalation channels. The Contractor is responsible for asking for and receiving a trouble ticket number from the FTS vendor or LEC, as applicable. The Contractor shall keep a listing of all telecommunication troubles called-in to the FTS vendor or LEC, as applicable indicating the original trouble, trouble ticket number, to whom the Contractor talked, remarks, and trouble resolution. The Contractor is responsible for following-up with the FTS vendor, LEC, or USCIS as applicable, until trouble resolution. The Contractor shall work with the FTS vendor or LEC to accomplish any troubleshooting or provide any information or documentation such as log files, ANI information, etc to help resolve the telecommunications problem.

Qualified telecommunications and technical support people available on site during all testing and cutover of circuits and services to include switch technicians.

Capability of Outbound Service for Call Back with technology. Contractor shall have the capability to perform this via technologies; however, the USCIS may require live callbacks.

Transfer of calls to the Tier 2 call centers using hard phone and softphone capability. Future transfers to other USCIS locations such as Service Centers, District Offices, etc. may also be required at no additional costs to the USCIS.

The capability for Computer Telephony Integration (CTI) and to transfer call record information through the USCIS' FTS vendor's network. This also includes any encryption devices, software, equipment, or services to ensure the transfer of sensitive information.

Capability to store sensitive data in encrypted form, using standard encryption algorithms, while 'at rest' in any network-accessible storage environment.

Telecommunications changes past the point of demarcation over the life of the contract. This includes modifications to the soft phone application to facilitate future changes in call routing or call handling.

Telecommunications systems and technologies compatible with Tier 2 and the USCIS' FTS vendor's platforms and applications. It is the Contractor's responsibility, at the Contractor's expense, to ensure this compatibility.

The USCIS reserves the right to assign certain discrete services such as the Employee, Business, Investment, & Student Services (EBISS), TDD, and other services as directed by the USCIS to a particular Contractor.

7. CONTACT/INQUIRY RESPONSE

CSR's shall provide information assistance in a calm, non-judgmental non-advisory manner, utilize effective skills to focus on the caller's questions and needs, and provide responses based on approved USCIS content. CSR's shall not give out legal advice; instead they use scripts and delineated service sequences to provide information and service.

The Contractor shall:

- Provide accurate and complete responses in both English and Spanish.
Capture and route service requests (referrals, change of address request, request for appointments, etc.) to the appropriate USCIS recipient using USCIS systems and web-based tools.
Utilize USCIS approved scripts and web-based tools to promote consistency of information.

Contractor employees accessing USCIS IT systems shall receive initial training in Security Awareness and accepted security practices as part of their orientation and shall sign Rules of Behavior; they shall receive refresher training by May 31st of each year. The Contractor shall also comply with the other USCIS Policies on Security Training and Awareness with regards to maintaining training records and providing training reports to USCIS.

The Contractor shall provide overall hours of operation from 8 AM to 9 PM Eastern time, Monday through Friday. To the extent Tier 1 live assistance is available under this contract outside the following areas, it shall be available within that timeframe. The FTS network will otherwise use the live assistance version of the IVR to automatically open and close live assistance to customers by time zone, and the Contractor shall be required to provide live assistance meeting the required metrics for each associated customer service line -

- For customers calling from Alaska, 8:00 AM to 5:00 PM local time.
- For customers calling from Hawaii; 8:00 AM to 4:00 PM local time.
- For customers calling from Puerto Rico and the U.S. Virgin Islands, 9:00 AM to 6:00 PM local time.
For customers calling from Guam, Tuesday through Saturday, 6:00 AM to 11:00 AM local time.
- For customers calling from anywhere else in the United States: 8:00 AM to 6:00 PM local time.

Except as otherwise specified, the call centers shall not be open on the following Federal holidays. When such holidays fall on a Saturday, the preceding Friday will be considered a holiday. When such holidays fall on a Sunday, the succeeding Monday will be considered a holiday. The ten Federal holidays per year are as follows:

HOLIDAY	DAY OBSERVED
New Years Day	First day of January
Martin Luther King, Jr. Birthday	Third Monday of January
Presidents Day	Third Monday of February
Memorial Day	Last Monday of May
Independence Day	Fourth day of July
Labor Day	First Monday of September
Columbus Day	Second Monday of October
Veterans Day	11th day of November
Thanksgiving Day	Fourth Thursday of November
Christmas Day	25th day of December

This means that even if the Federal Government is closed for any reason other than the listed approved Federal Holidays, all contract call centers shall remain open and operational. Additionally, the USCIS reserves the right to have the Contractor operate the call centers on Saturday and Sunday, or extend the daily hours of operation with 14-calendar days advance notice via contractual modification to the task order.

8. WORKFORCE MANAGEMENT/SCALABLE RESOURCES

To provide the effective and efficient operations of the nature stipulated by this contract requires extensive staffing, workload and operational analysis. USCIS also requires significant operational data for its own operational and contractual analysis. The Contractor's costs for all statistical and operational analysis shall be embedded in its proposed pricing structure for call volume, and not treated as a discrete activity.

The Contractor shall:

- Align call volumes with defined business strategy in the most efficient and effective manner.
Provide processes/systems that track the demand of customer requests and the supply of available support agents in order to meet specified service levels.
- Analyze trends of call patterns and volumes and develop volume forecast models.
- Implement forecasting/workload management tools and techniques to monitor call volume real time, generate staffing models to provide consistent service levels across call centers, and produce productivity reports to ensure optimal staffing and schedules to match service levels and call volumes in a cost-effective manner. Tools/systems shall automatically trigger alerts if performance drops below defined levels. Workload management tools shall integrate with intelligent routing platforms that support virtual call routing for load balancing among all sites and while being transparent to callers.
- Provide an annual surge management plan that details strategies and procedures to respond to rapid fluctuations in call patterns and volumes.

- Implement dynamic resource allocation and overflow strategies to meet “spikes” as they occur.
- Provide staffing to handle unexpected increases/spikes.
- Utilize workload management tools that provide call management reporting for virtual call centers as a single entity while also offering drill-down capabilities/views of single site.

8.1. Training and Development

The Contractor shall be responsible for providing all training necessary for support of the CSR’s and its other staff. All Contractor employees shall complete an initial training program that the Contractor designs. USCIS must approve the training program prior to implementation. The Contractor shall submit this plan annually. USCIS requires a 30-day review period for all new and/or revised training programs. The Contractor’s employees shall be qualified for full performance of assigned duties.

The Contractor shall:

- **Submit for approval no later than thirty (30) calendar days after contract award, a comprehensive training plan that fully describes the vendor’s training and testing methodology including, for example: subjects; duration for or of each subject; delivery mechanisms; refresher or continuous training activity; activities and timelines related to training to new subjects and training for subjects pertaining to urgent or immediate revisions in law, regulation, policy and procedure; competency testing; establishment and maintenance of individual training records; and the identity or identities of persons who shall be principally responsible for the oversight and provision of training.**
Develop training material and training on the telecommunications equipment, personal computers (PC’s), and related software.
- **Develop and implement a comprehensive training and testing program to ensure that personnel can demonstrate the ability to understand basic immigration nomenclature, including terminology and processes, and must be able to navigate through the content to find correct and complete answers, and to perform call center activities at a level to meet or exceed performance levels stated or created under this contract.**
 - **Training shall include all substantive and procedural subjects necessary for successful performance of the duties described elsewhere in this document and the management thereof. Relevant, effective and timely training (on initial and continuous bases) is integral if not critical to other aspects of the service provider’s overall effort, e.g., recruitment and retention and quality control. The USCIS’ intent is to assure: (1) demonstrably consistent and universally realized results; (2) the availability and use of a high percentage of employees who are expected to be capable of full performance (i.e., working efficiently and accurately with minimum supervision and errors, and displaying good customer service skills); and (3) the opportunity to allocate resources to successfully and efficiently**

address other-than-normal demand.

- Conduct training and administer an exam or exams in accordance with the training and testing plan approved by USCIS. All Contractor employees shall pass an exam, or a series of exams that equate to a final exam, before being allowed to take calls, serve as a first or second line supervisor, or work in a quality control capacity. Separate tests to measure the knowledge of each level of employees (i.e., CSR, Supervisor, Trainer, Quality Control) shall be developed and utilized. Tests may be given at separate points during the training program as appropriate. This testing regime shall at a minimum include the following components:
- **Basic customer service skills - focused on skills such as courtesy, and a basic understanding of how to interact with people from different cultures from around the world. Testing shall include simulated situations.**
 - **The language of citizenship and immigration - focused on an understanding of the terms and other nomenclature used to ensure an ability to understand and convey customer needs and applicable rules, procedures and eligibility, and a basic understanding of USCIS procedures both with respect to customer service and how various kinds of cases are typically processed. This closed book test shall be taken from a large pool of questions about terms, basic benefits and eligibility and USCIS case processing and customer service procedures.**
 - **Accuracy and Completeness - the ability to search through the array of information and reference material, explain the appropriate information accurately and completely, and the ability to understand a scenario, draw the appropriate conclusions and synthesize the correct answer. This may be an open-book timed test using the relevant systems, databases, reference materials and tools.**
 - **Standard Operating Procedures and Benefit Determinations - the ability to understand and correctly apply and administer SOP's to particular circumstances, with particular emphasis on transaction services. These shall come from the SOP's approved by the USCIS, and shall include making determinations in simulated situations and cases.**
 - **Ethics - to include general ethics, and behaviors required of a person whom customers may to an extent view as representing the U.S. Government. Privacy Act - focused on the application of the Privacy Act.**

8.2. Continuing Development

The Contractor shall conduct on-going, in-service training to broaden CSR's knowledge and enhance service skills to ensure that staff: (1) keep current on any changes in information; and (2) are provided information on new USCIS guidelines.

The Contractor shall:

Provide refresher training, updates and remedial training, as appropriate, and annual

refresher training on content areas identified by USCIS as problematic. CSR's and quality control personnel shall pass an annual recertification.

- Develop and implement innovative methods to train content updates while minimizing time taken away from the phones.
- Conduct training, at no additional cost to the USCIS, when new versions or revisions of the call guide are deployed by USCIS.

USCIS will provide the Contractor's training staff with periodic content training as laws and regulations change. Other than routine data changes, which will be made as they occur, and emergent releases to accommodate requirements, USCIS plans to release content weekly each Wednesday, to be implemented the following Monday. The Contractor should anticipate that even given the stipulated role of CSR's there shall be a significant ongoing role of keeping CSR's informed and trained about changes in navigation and material as laws and procedures change. USCIS will only consider training costs separate from CLIN pricing based on call volume when USCIS substantially revises the IVR or substantially revises the array of services offered through the NCSC.

8.3. Course and Reference Materials

The Contractor shall:

- Create trainee and trainer training resources.
- Develop and update training curriculum and resource materials in a modular format to accommodate transition and the addition of new content.

All training materials developed under this contract are the property of USCIS. The Contractor shall provide electronic versions upon request. At the end of the contract, all training materials developed in support of this contract shall be turned over to USCIS in its entirety in Microsoft Windows software electronic format.

The Contractor shall:

Develop and implement as a subset of the training and development plan a comprehensive customer service representative plan including criteria for selecting instructors, comprehensive training plan including "soft" and subject matter skills, a time line for training CSR's, training for Spanish and hearing-impaired callers, certification procedures for instructors and CSR's, and training assessment methods. The plan shall also include evaluation methodologies and criteria to determine other training options available in the event that the initial training program may need to be enhanced. The training plan shall be reviewed and revised at a minimum annually or in the interim as necessary.

- Specify in the training plan measurements to determine CSR's readiness/certification to assume responsibilities of a production environment. Establish minimum performance goals for knowledge comprehension, communication skills, and operational proficiency.

Perform new hire training (to include readiness certification), knowledge base training, regularly scheduled continuous learning sessions, and emergency/event/new guideline training on an as-needed basis.

- Include the supporting technology systems as an integral part of all CSR training.
- Implement a “blended delivery” approach utilizing a variety of adult learning techniques to meet the needs of specified training requirements.

Communicate performance expectations and measurements to all employees responsible for either producing or managing program results.

- Provide CSR’s with the knowledge, tools and skills necessary to respond to inquiries/calls at the required service levels and the stipulated performance based quality standards.

Provide instructors who have successfully completed CSR training, certified in accordance with procedures defined in the training plan, and have a highly proficient working knowledge of the technology and experience in call center operations. All training plans and certifications shall be approved by the Contracting Officer. NCSC will conduct the initial collaboration training and the Contractor is expected to assume responsibility thereafter.

9. KNOWLEDGE BASE TRAINING

USCIS must comply with evolving laws and regulations. To ensure accuracy, a comprehensive knowledge of USCIS nomenclature, processes, procedures, and ability to access pertinent information is required to meet performance requirements of this contract. USCIS will provide and maintain a knowledge base which the Contractor shall be required to access to respond to customer inquiries. The Contractor shall also be required to access USCIS tools to process Customer Referrals, Case Status, and other inquiries.

9.1. Subject Matter Knowledge

The Contractor shall:

- Develop a partnership with USCIS staff to promote opportunities for shared training events.
- Include methodologies to build depth in knowledge for CSR’s and instructors.
Train CSR’s on approved edits of knowledge management materials.

9.2. Information Retrieval

The Contractor shall provide:

- In depth working knowledge of the desktop application, navigation skills such as the use of advanced search strategies, and screen guides to locate appropriate content.
- Effective use of referral databases and other knowledge tools.

9.3. Call Scenarios

The Contractor shall provide training opportunities to allow CSR's to: (1) familiarize themselves with the type of questions they are likely to receive, (2) apply techniques for dealing with likely call scenarios, and (3) allow CSR's to conduct knowledge base searches.

10. EVALUATION OF TRAINING AND CALL MONITORING

The Contractor shall implement evaluation processes to determine a CSR's readiness to assume responsibilities in a production environment, to identify call-handling discrepancies and to determine opportunities for improvement and remedy once in a production environment.

10.1. Evaluation

The Contractor shall:

Determine training evaluation measurements on all aspects of the training process, e.g., written tests for content and operational basics and job-simulated exercises. Classroom and on the job performance measurements developed by the Contractor are subject to USCIS approval.

Develop and maintain a system for tracking new and on-going training classes (historical view of each CSR), trainee classroom performance, training evaluations, trainee on-the-job readiness certification scores, and results of call monitoring evaluations.

Conduct call monitoring evaluation activities from a tiered perspective:

- At the supervisor level with the goal of coaching the CSR to improve performance, and
- Identify from the quality control analysts' perspective who are responsible for making sure that the information shared is accurate and identifying any problem areas.

Factor the results of the proficiency and call monitoring evaluations into the individual CSR employee evaluations.

Provide monthly status in Program Management Status Report.

10.2. Call Monitoring

The Contractor shall:

Implement call monitoring voice recording technology system/tool and procedures for the purposes of call evaluation to identify call handling proficiencies/discrepancies or opportunities for improvement, remedy or recognition; document scripting clarification; and translate call-monitoring data into training practices (coaching or remedial training).

- At a minimum, evaluate 2 calls per full-time CSR per day. At least 1 call per day shall be evaluated for part-time CSR's.

Use performance feedback (quality assurance, call monitoring, etc.) to determine and prioritize training needs.

- Document (Staff Acknowledgment Agreement) knowledge of calls monitoring and taping of test calls.
- Provide USCIS and its authorized representatives (including third party Contractors) the capability to perform blind monitoring of CSR calls and conduct mystery shopping for random evaluation of services provided.
- Make available all recorded calls to USCIS and its authorized representatives for purposes of QA efforts as requested. All calls shall be maintained for a minimum of 90 days.

USCIS maintains an independent monitoring program to gauge behavioral performance. USCIS also maintains a secret shopper program to gauge the accuracy and completeness of the information and services provided, measures the accuracy of data collected in various ways, and conducts an independent customer satisfaction survey. The results of these activities are embedded in the associated performance metrics under which the Contractor is evaluated. The Contractor shall participate with USCIS in the USCIS independent monitoring program, and shall use the feedback provided by USCIS secret shopper findings, independent monitoring and customer satisfaction survey in its management of its operations. The Contractor may utilize USCIS secret shopper scenarios as part of its own training program, and may use the monitoring program and secret shopper program internally.

11. DESKTOP APPLICATION/USER INTERFACES

User interface shall support integrated retrieval tools that provide prompts to supply information to specific questions, and support service requests for requests for information. Desktop Application shall be integrated into operational procedures and technological infrastructure to ensure that its capabilities are fully utilized.

The Contractor shall provide the system design plan to build an integrated seamless desktop application to meet operational needs under this contract and provide the necessary access so CSR's are aware of the IVR selections made by customers needs. Screen concepts shall be included in the plan.

At a minimum, the desktop capabilities shall:

- Perform outbound call/transfers, as well as handle inbound calls.
 - Develop a customized series of interfaces based on functional requirements. These interfaces will aggregate and present specific audience information and integrate with USCIS websites and systems.
- Support high availability for a large number of concurrent users without degrading system performance.

12. CHANGE CONTROL/DATA ACCESS/SECURITY

The Contractor shall:

Define data access policies/change control procedures that control access to systems, data files or specific data elements by authorized persons or systems.

The data access policies/change control procedures should comply with the USCIS policies where CSR accesses the USCIS sensitive data.

Conduct change management meetings on a regularly scheduled basis. All changes to the environment must undergo a review process to ensure a stable and manageable environment is maintained.

Support an integrated security framework that effectively handles all access control decisions.

13. CONFIDENTIALITY

Ensure that the confidentiality and privacy of citizenship and immigration information is protected from loss, unauthorized use, access, or disclosure, including electronic and oral information. The Contractor shall:

- Annually provide privacy procedures for protected information and how it is used within the system. Ensure that the call center will use the information for clearly defined purposes, safeguard the information, and protect it from compromise.
- Store and process information in an electronic format so that unauthorized persons cannot retrieve (i.e., "hack") the information via computer.
- Educate employees about privacy procedures and provide written instructions to all of its employees about the confidential nature of the information and the penalties associated with unauthorized use or disclosure.

Ensure that Contractor employees accessing USCIS information will comply with USCIS security policies.

USCIS retains ownership of any data that is collected in responding to inquiries and shall not be shared by the Contractor with other Government agencies, organizations.

- Address storage, disposal, and dissemination of recorded calls.

14. Network Management

The Contractor, at no additional costs to the Government, shall provide network engineering and management services required to support the NCSC, including, but not limited to: network and call routing design; traffic analyses; fault isolation, service coordination and restoration; recommendation, processing, coordination, and monitoring of service orders; and activate, coordinate, and oversee emergency/disaster recovery activities. This includes supporting the telecommunications activities of the USCIS' FTS Vendor to install, upgrade, test, and troubleshoot network telecommunications services and features. This also includes providing the USCIS' FTS Vendor remote access to the MCS-Genesys T- Servers through the Contractor's firewall. Contractor shall ensure remote access and dial-in capabilities provide strong authentication and access control and audit and protect sensitive information throughout transmission.

Contractor must report any event that is a security incident to the DHS CSIRC. Ref: DHS 4300 A, Page 28, Section 5.6.2 Network Security Monitoring.

15. Communication System

The Contractor-selected system shall support a virtual call center environment and be available, scalable, flexible and secure. Utilize industry best practices and technology to enhance customer service and minimize the burden on those calling the call center.

The Contractor shall:

Annually provide a telecommunications system design and management plan that includes at a minimum: description and diagram of the voice and data telecommunication, description of all technology, and technical support personnel along with phone numbers.

Develop, test, maintain and resolve all communication service issues, outages, or upgrades for the telecommunications architecture. Architecture shall include the following capabilities as a minimum:

- Ability to connect to approved FTS networks.
- Support MCS-Genesys intelligent call routing.
- Support automatic call distribution based on next available CSR, skill base routing, language independent of location, overflow routing, and virtual call centers.
- Support TDD services for the hearing impaired.
- Monitor and visually display call-handling statistics and availability status real time at onsite locations.

16. Computer Telephony Integration

The Contractor shall:

- Perform all telephony functions from within the desktop application such as changing the status of their telephone, answering incoming calls, call transferring, etc.
- Allow for screen transfer so that transaction information is embedded and passed along to the next point in the workflow.
- Automatically populate CRM fields and display of caller-relevant information.
- Integrate with call monitoring tools.
- Activate emergency alarm to capture phone number in the event of a threatening call.
- Integrate and coordinate with USCIS or law enforcement agencies.
- Capture information from IVR to pass within workflow.
- Provide screen prompts or scripting and customer points of contact from IVR.

- Provide encryption devices, software, equipment, and services to ensure the transfer of sensitive information.

The Contractor may replicate menus and scripts on its own systems to provide them to CSR's, but in so doing is required to keep the material current and consistent in structure and content with USCIS provided material.

17. System Support

The Contractor shall, at contract inception, provide a staffing plan to design, install and maintain all equipment, phone systems, software, and additional facilities necessary to support all functional areas and to meet the requirements of this contract.

18. PROGRAM MANAGEMENT, ORGANIZATION, AND DEPLOYMENT

18.1. Program Management

The Contractor shall submit a Program Management Plan that demonstrates an understanding of the requirements and comprehensively details management strategies and methodologies to meet the performance requirements of this contract. The Program Management Plan shall include:

- The management structure of the Program Management Team, organizational charts, key personnel and main points of contact, and identify project teams and their roles and responsibilities.
- Identification of all partners, subcontracts, subcontractor management, criteria for selection, and description of services to be performed.
- Detailed mitigation responses in the event measures fall short of compliance to ensure satisfactory performance of program/project team members and subcontractors.
Specification of strategies to manage the consolidation, keeping a long-term strategic view, but implementation with targeted, tactical and well-coordinated initiatives to accomplish both short and long term objectives.

Specify a single, senior manager to serve as the focal point for management of services and functional operations required under this contract. The Program Manager (PM) shall have sufficient organizational, technical, and contractual level authority to ensure full commitment of resources. This individual shall be involved with the resolution of technical and contractual issues related to meeting contract performance requirements. Contractor must notify the COTR prior to any change of PM. In order to meet program-meeting requirements, the Contractor's Program Manager shall be located within the Washington, DC metropolitan area.

The program management plans will be a living document that the Contractor shall evaluate periodically and update as necessary based on changes. All changes to the project's final schedule and plan must be discussed with and approved by the CO in advance.

The Program Management Plan shall also consist of the following subplans identified below:

- Contingency Plan/Disaster Recovery Plan
- Personnel and Staffing Plan
- Implementation Plan
- Contract Transition Plan (end of contract)
- Security Plan

Quality Control Plan

18.1.1. Monthly Status Report

The Contractor shall provide Program Management Monthly Status Reports. Reports shall include updates on all activities/projects as specified in the functional requirements and an earned value report, not to exceed 25 pages. Propose format recommendations; however, all metric elements must be included in the report. Final format of report will be determined upon award.

18.1.2. Contingency Plan/Disaster Recovery Plan

For a call center to be an effective service provider, it must be consistently and continually available to meet customer service requirements. To minimize potential down time, it is critical that an architectural infrastructure and operational culture be established to support USCIS' stated performance measurements and objectives.

The Contractor shall:

Annually provide a Business Continuity/Contingency Plan to meet an availability requirement of 99.99% for mission critical operational services. Critical operational systems need to be architected and operated to provide the services of the call center in a highly reliable manner.

- Ensure the Business Continuity Plan encompasses such factors as contingency and disaster recovery measures for all critical areas of the operation. This plan shall ensure continuity of service in the event of naturally occurring disasters, national emergency, or software, system, or equipment failure causing interruption of service. The plan shall detail provisions for levels of operational redundancy, reconfiguration procedures, or interim processing capabilities during restoration, emergency or backup power supply, precautionary measures such as systems back-up procedures, off-site storage, alternative sites, system reliability, pass IVR path & Tier 1 path to Tier 2, and system security. These plans shall be based on three essential phases: Activation and Relocation (0 to 12 hours), Alternate Facility Operations (12 hours to termination), and Reconstitution (termination and return to normal operations). At a minimum, the plans shall be tested/exercised annually.

Ensure SOP's are developed for such areas as testing and validating software, on-going

systems maintenance, rolling out new equipment, and making modifications to the technical infrastructure. Back-out procedures must be defined in the event changes disrupt stability of the systems.

- Ensure that the plan addresses risk management analysis and assessment, detail processes and procedures for service availability notification, damage assessment, and change control strategies to reduce points of failure and prevent future outages.

The Contractor shall develop and maintain implementation plans and guidance for its staff concerning contingency operations during special and emergency situations such as fire, accidents, disturbances, and other circumstances that could jeopardize operations. A methodology for technology and naturally occurring disasters shall be addressed. The Contractor shall develop, review, test, and update site-specific plans at the Contractor-supported sites on at least an annual basis. The plan shall specify backup procedure, type of backup, media storage at on-site/offsite locations and backup media retrieval in case of site failure. These plans shall ensure continuity of operations under special and emergency circumstances and be based upon and consistent with site plans at each supported location. The Contractor shall identify and describe procedures to follow in the event of a Federal Government closure or other emergency affecting the area in which the Contractor sites are located.

The Contractor shall develop a plan to describe how the Contractor shall relocate to a different location in the event that a disaster, either natural or otherwise, causes the call center in any of the locations to be closed for an extended period of time. The Contractor shall also develop a plan to describe how the Contractor shall relocate people to one of the existing call center locations if one of the call centers must be closed for an extended period of time. The plan will be based on three essential phases: Activation/Notification; Recovery; and Reconstitution.

Contractor shall identify and train all the persons involved in IT Contingency Planning effort in the procedures and logistics of IT contingency planning and implementation.

18.1.3. Personnel and Staffing Plan

Key Personnel – The Contractor’s plan shall provide for staffing key positions detailing criteria used and selection process to fulfill the requirements of this contract. Key personnel may include subcontractors.

Staffing Plan - The Contractor’s plan shall demonstrate how they intend to staff the project. The Contractor shall include all necessary supervisory, project management, managerial, technical and administrative support to meet planning, implementation, operation and management requirements of this contract.

Recruitment Plan - The Contractor’s plan shall address procedures to hire, train and retrain a workforce capable of performing the work required under this contract. The Contractor shall include criteria for the selection of employees, procedures for staffing, and clearance processing.

Retention Plan - The Contractor shall demonstrate their methods and strategies to employ and retain competent, qualified personnel to perform services of this contract in an effective, prompt, accurate, courteous and efficient manner.

The Contractor shall adopt strategies to encourage stability in the workforce, maintaining full staffing levels during absences and employing such practices as performance-based compensation for CSR's based on calls handled and the quality performance metrics under which the Contractor's call handling performance is measured, performance-based compensation for other staff, recognition programs, and career paths.

18.1.4. Implementation Plan

The Contractor shall provide an implementation plan detailing the activities associated with assuming responsibilities of the technical and functional requirements of this contract, including the transition of existing operations and incorporating all program activities into a consolidated operation. The plan shall address ways to minimize deployment risks by integrating a strategic, tactical and functional view of operations; manage the scope by reducing complexity; balance service continuity; and schedule expansion to meet broader requirements.

The plan shall address all technical, operational, and management activities necessary to support the planning, implementation, and augmentation of existing operations.

The Contractor shall:

- Provide a Start-Up Plan to address Contractor's ability to augment existing call center operations. Base plan on using management teams to direct day-to-day responsibilities, tactical, and strategic aspects of implementation, recommend functional/project teams and define roles for each, identify team leaders, and specify outcomes for each team effort. Some teams may be cross-functional in nature.
Provide monthly status reports.

The Contractor shall provide a Phase-In Plan to describe its methodology for assuming the incumbent Contractor's separate areas of responsibility without interruption to any of the corresponding service functions. The Contractor shall not begin work until capable of taking 20% of the total monthly calls based on a commensurate level of CSR's and supervisors being certified, trained and cleared; incremental increases in work shall be as the Contractor's certified capacity increases.

Transition Requirements

The Contractor shall install, test, and transition the following within the first 120 calendar days after contract award:

1. Within 7 days identify to the USCIS Program Manager the number of PRI circuits required for each call center location.

All telephone switching equipment including, but not limited to, switch message announcements, cables, telephone instruments and softphone capability including proper setup to accept skills based routing, default routing, trunk-to-trunk routing, take-back-and-transfer, transfers to Tier 2, all queues, and DNIS numbers.

TDD and transfer to Tier 2.

All computers and connectivity to required USCIS web sites and databases.

Two (2) T-Servers (one primary and one for the High Availability Stand-by Option) installed with MCI provided Genesys software for the MCS-Genesys, Intelligent Call Routing at each call center location.

Supervisor workstations installed with MCI provided Genesys software for the MCS-Genesys Intelligent Call Routing.

Setup skills based routing including skill levels of CSR's. This will require that the Contractor interface with MCI.

Provide MCI with names of the Contractor personnel authorized to have access to MCS-Genesys features such as CCPulse, CCAnalyzer, and SCL.

Work with MCI to provide items such as IP Addresses for the installation of Frame Relay circuits, routers, and modems to facilitate the MCS-Genesys.

10. Provide MCI access through the Contractor's Firewall for the purposes of trouble resolution and testing call routing strategies.
11. Connect all MCI provided T-1 circuits, PRI circuits, and Frame Relay circuits to premise equipment. Work with MCI to test and turn-up circuits.
12. Work with MCI and USCIS to perform failover testing of the MCI installed Frame Relay circuits, routers, and modem.
13. Perform User Acceptance Testing of all hardware, software, and FTS circuits installed for the implementation of this contract.
14. Ensure that all T-Server logs are immediately available to MCI for review and troubleshooting.
15. Install CTI and Softphone transfer technology and capability.
16. Provide All CTI integration in order to pass required data from Tier 1 to Tier 2.
17. Install T-1 circuit and telephone number that will be used to call forward to the International Host Connect.
18. Install telephone recording equipment.
19. Ensure connectivity to nationwide appointment scheduling system.

18.1.5. Contract Transition Plan – (End of contract)

USCIS expects a smooth, orderly, cooperative transition of services. All materials and data (most current versions) created and collected during the course of this contract and owned by the USCIS shall be turned over in a timely manner as requested by USCIS.