1.5.7 Call Center/Customer Contact Center Services (CCS) [C.2.11.2]

Agencies are offered a broad scope of Call Center/Customer Contact Center Services (CCS) capabilities from the subcontractors Pearson, Aspen, and CallTech. The combined capabilities of AT&T's network services and our subcontractors' experience in designing, building, and operating CCS will provide Agencies superior service.

1.5.7.1 Technical Approach to Management and Applications Service Delivery [L.34.1.5.1]

1.5.7.1.a Approach to Service Delivery [L.34.1.5.1.a]

(a) Analyze the service requirements specified in this solicitation and describe the approaches to service delivery for each service. [L.34.1.5.1.a]

The AT&T Networx Team offers the people, processes, skills, and experience that enable Agencies to meet their Call Center/Customer Contact Center Services (CCS) requirements. [redacted]

The AT&T Networx Team tailors its contact center solutions to the needs of our customers. AT&T will hold initial meetings with Agencies to facilitate information exchange and confirm that we understand and document all requirements. During the requirements discovery process, AT&T will work with the Government to engage the correct CCS partner or partners. Before commencing work on behalf of an Agency, AT&T will provide a detailed project plan to the Agency for approval.

Figure 1.5.7.1-1: Contact Center Project Lifecycle. *A disciplined program management approach and detailed attention to all phases of a contact center's lifecycle will provide Agencies with a CCS solution that meets their unique requirements and continually improves.*

AT&T will use project management and operations capabilities that were developed in support of our own global call centers to deliver high-quality CCS to subscribing Agencies. These processes define our standard project team, roles and responsibilities, and project planning and management tools for the complete project life cycle (**Figure 1.5.7.1-1**). As the projects progress, AT&T reviews each project task to verify completion and linkage. At the end of each task, a transition review is conducted to determine whether the project is ready to move into the next segment.

AT&T delivers CCS technical requirements for customer service over multiple channels and lays the foundation for a migration to the greater integration and efficiencies possible with converged IP services. Agencies will gain in AT&T a partner that brings together advanced speech recognition, IP-based access and transport and established call center elements (*e.g.*, ACD, IVR) to create CCS solutions that satisfy callers and save money. **Figure 1.5.7.1-2** depicts the integrated multimedia customer contact center.

The CCS turnkey services requested by the Government will not be a "one size fits all" product. AT&T will tailor CCS services to the requirements of each Agency. The AT&T Networx Team approach to service delivery

(**Table 1.5.7.1-1**) is based on a number of broad factors that reflect the collective experience of AT&T and our industry-leading subcontractors in providing CCS solutions to large Government entities and enterprises.

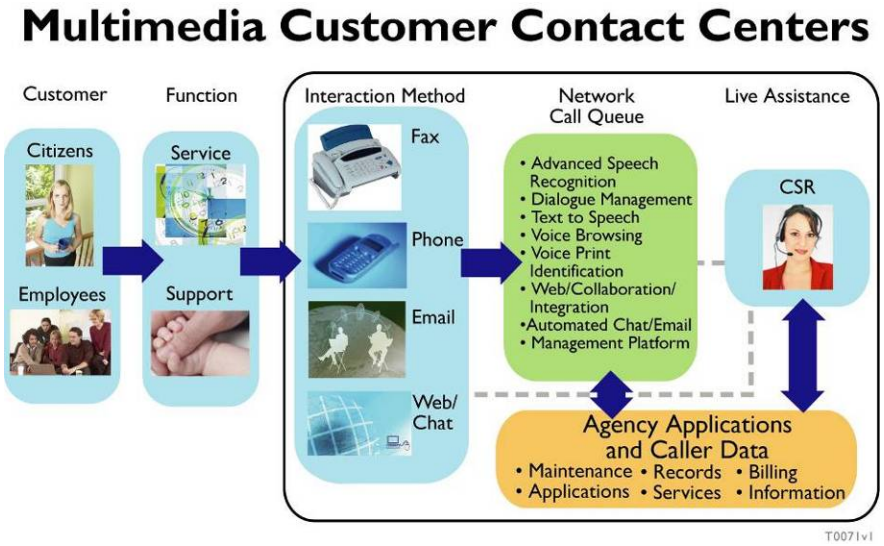


Figure 1.5.7.1-2: Multimedia Customer Contact Centers. *By integrating geographically dispersed resources into virtual call centers and eliminating inefficient "islands of technology," Agencies will improve CCS service quality and efficiency.*

SERVICE DELIVERY APPROACH	DESCRIPTION
Qualified personnel	Call centers are located in areas that offer skilled labor pools from which we can recruit and hire qualified personnel with demonstrated customer service skills. [redacted]
Technology	We utilize the latest in CCS technologies (Speech Based IVRs, ACDs, CTI, CRM and Workforce Management Software) to handle large, fluctuating inquiry volumes.
Quality processes and planning	We document processes and procedures to answer inquires in a timely, accurate and consistent manner. [redacted]
Training	CCS personnel are provided with extensive initial training and periodic training updates to keep them abreast of program or policy changes.
Cost effective solutions	[redacted]
Scalability	Agencies can expand service, link multiple locations to a single virtual center and add innovative features with no risk of finding themselves locked into an outdated technology or unable to serve growing numbers of callers.
Agency interoperability	Agencies using AT&T's CCS will operate on a common technology platform. This increases the opportunities for IVR routing between Agencies and development of self-help applications that may combine services both intra and inter-Agency.
Network reliability	[redacted]

Contractor Provided and Contractor Based (CPCB) Call Management Service	[redacted] The AT&T Networx Team provides the necessary components required for providing CCS Call Management Service. [redacted]
Contractor Provided and Agency Based (CPAB) Call Management Service	The AT&T Networx Team provides the necessary components required for providing CCS Call Management Service at the Agency Location. This includes, but is not limited to [redacted]
CCS Provided at an Agency Location (CPAL) Call Answering Service	AT&T Networx Team provides the CCS components including [redacted]
CCS Provided at an Contractor Location (CPCL) Call Answering Service	AT&T Networx Team provides the CCS components [redacted]
Multiple channel support	We accurately handle inbound caller inquiries from multiple channels (voice, fax, email and Internet website) during hours of operation
Section 508 compliance/ foreign language support	We will accommodate inquiries from different types of callers as specified by the Agency. This may include speakers of foreign languages or callers with disabilities such as hearing or visual impairments (e.g., support for TDD/TTY calls)

Table 1.5.7.1-1: Service Delivery Approach. *Agencies receive turnkey CCS services, which provide flexibility, reliability, and productivity with low-risk.*

As the table illustrates, the AT&T Networx Team has designed, deployed and managed CCS service with the goal of providing low-risk, flexible, and technologically superior solutions.

1.5.7.1.b Benefits to Technical Approach [L.34.1.5.1.b]

(b) Describe the expected benefits of the offeror's technical approach, to include how the services offered will facilitate Federal Enterprise Architecture objectives (see http://www.whitehouse.gov/omb/egov/a-1-fea.html). [L.34.1.5.1.b]

AT&T's Networx services in general, and CCS services in particular, support the Government's vision of transformation through the use of the Federal Enterprise Architecture (FEA) by providing technologies that contribute to

each Agency's mission objectives. **Table 1.5.7.1-2** describes each element of our service delivery approach, its benefit to the Government and the relation of these elements to FEA facilitation.

SERVICE DELIVERY APPROACH	BENEFITS	FEA FACILITATION
Qualified personnel	Allows inquiries to be handled in a timely, accurate, and consistent manner providing customers with a quality experience	As a component of [redacted] our approach: • Allows for increased collaboration among Agencies, Agency employees and constituents • Leads to cost savings and sharing of information
Technology	Leverages new advances in technology that can increase agent productivity, reduce costs, or support new contact methods	
Quality processes and planning	Allows inquiries to be handled in a timely, accurate and consistent manner, providing customers with a quality experience	

SERVICE DELIVERY APPROACH	BENEFITS	FEA FACILITATION
Training	Provides agents that are knowledgeable on subject manner and can quickly assist customers	
Cost effective solutions	Improves customer satisfaction while lowering total cost of ownership	
Scalability	Handles surges in traffic volume across multiple locations	
Agency interoperability	Leverages CCS services that work with Agencies' existing CCS systems reducing compatibility problems	
Contractor Provided and Contractor Based Call Management Service Contractor Provided and Agency Based Call Management Service CCS Provided at an Agency Location Call Answering Service CCS Provided at a Contractors Location Call Answering Service	Provides flexible service delivery options to match the Agency's CCS requirements • Unstaffed CCS service option for Agencies with trained Agents. CCS service can be located at either AT&T or Agency facility. • Staffed CCS service option that provides skilled personnel to respond to calls/contacts. Staffed CCS service can be located at either an AT&T facility or an Agency facility. • [redacted] offering allows the Agency to match the size of the CCS system to call demand. • Comprehensive reports provide Agency with an ongoing detailed view of the CCS operations.	
Multiple channel support	Allows customers multiple avenues by which to communicate with the subscribing Agency.	
Section 508 compliance/ foreign language support	Supports customers with unique communications needs.	

Table 1.5.7.1-2: Agency Benefits and FEA Facilitation. *Agencies can receive products and services that are easily integrated, managed, and aligned to support FEA objectives.*

AT&T's development of net-centric technologies support solutions based on [redacted] which uses standardized, web-adapted components. Our approach meets the criteria listed below:

- [redacted] capabilities are fully met and linked to the [redacted]
- These links are structured to support [redacted] functions and provide line-of-sight linkage to mission performance and ultimate accomplishment per the [redacted])
- AT&T operates as an innovative partner through Networx to help achieve the vision of the FEA to enhance mission performance.

In addition to the benefits and FEA facilitation, AT&T can assist in meeting Agencies mission and business objectives through a comprehensive CCS offering.

1.5.7.1.c Potential Problems [L.34.1.5.1.c]

(c) Describe the problems that could be encountered in meeting individual service requirements, and propose solutions to any foreseen problems. [L.34.1.5.1.c]

Our experience has enabled us to develop proven methods, processes, and procedures applicable to the simplest or the most complex projects. **Table 1.5.7.1-3** lists the top six service delivery risks and our mitigation strategy. As with all large CCS projects, AT&T enters identified risks into the risk-tracking database and take steps to mitigate them. Because risk management is more effective when all stakeholders are active in the process, AT&T engages the GSA, the client Agency, and other Government solution partners for success with risk mitigation activities.

RISKS	RISK DESCRIPTION	RISK MITIGATION
Business disruption	Business disruption associated with outsourcing Contact Center Services to a managed service provider	[redacted]
Requirement changes / "Scope Creep"	Requirement changes before and after service delivery, contributing to budget overruns and missed expectations	
Fragmented Records	Agents receive inquires "cold" with little or no knowledge of customer needs	
Pre-Answer Problems	• Callers encounter congestion or lengthy delays before their calls are answered. • Call volumes are so large that the network must make an initial routing without direct caller input.	
Post-Answer Problems	• Callers are unsatisfied with the response they receive. • CSRs require assistance or higher-tier expertise to respond to caller's needs.	

Congestion and outage	• Network congestion prevents calls from reaching CCS centers.
	• Natural disasters, adverse weather and other events require prompt change in CCS routing.
	• Reports indicate that current routing plans are failing to:
	  • Meet surges in call volume
	  • Balance workloads among	

multiple centers and CSRs	[redacted]

Table 1.5.7.1-3: AT&T Service Delivery Lessons Learned and Risk Mitigation Strategies. *Agencies benefit from lessons learned and experience implementing CCS services, which ultimately minimize service delivery risks.*

AT&T has taken steps to identify risks and provide risk mitigation associated with delivering CCS services. AT&T is committed to service excellence and will work with the Agency to identify and resolve potential problems that might occur during service delivery.

1.5.7.2 Satisfaction of Management and Applications Performance Requirements [L.34.1.5.2]

1.5.7.2.a Service Quality and Performance [L.34.1.5.2.a]

(a) Describe the quality of the services with respect to the performance metrics specified in Section C.2 Technical Requirements for each service. [L.34.1.5.2.a]

AT&T and its team of experienced subcontractors have a record of accomplishment for quality service to the Federal Government. Over the past several years, the team has amassed an impressive array of awards for excellent service from a diverse group of Agencies. [redacted]

"David Lauderdale, CTO of Worldspan, says that AT&T's eBonding has allowed him to reduce the labor required to manage Worldspan's network by roughly 60 percent without compromising reliability and customer satisfaction. And while network problems used to take up to eight hours to resolve, today the average resolution time is measured in minutes, not hours, says Lauderdale."

--CIO Magazine
February 2005

In addition to excellent partners, the quality of the AT&T network and the resources devoted to monitoring network operations enable us to meet demanding performance standards. **Table 1.5.7.2-1** illustrates our proposed service quality levels.

KEY PERFORMANCE INDICATOR (KPI)	SERVICE LEVEL	PERFORMANCE STANDARD (THRESHOLD)	PROPOSED PERFORMANCE LEVEL
Availability	Routine	99.5 %	[redacted]
	Critical	99.9 %	
Time to Restore	Without Dispatch	4 Hours	
	With Dispatch	8 Hours	

Table 1.5.7.2-1: Contact Center Performance Metrics. [redacted]

1.5.7.2.b Approach to Monitoring and Measuring Performance [L.34.1.5.2.b]

(b) Describe the approach for monitoring and measuring the Key Performance Indicators (KPIs) and Acceptable Quality Levels (AQLs) that will ensure the services delivered are meeting the performance requirements. [L.34.1.5.2.b]

Agencies receive the most accurate assessment of the service when the KPI measurement and monitoring methodology replicates the performance that Agency personnel experience. **Table 1.5.7.2-2** summarizes AT&T's approach to monitoring and measuring KPIs for Customer Contact Center Services.

KEY PERFORMANCE INDICATOR (KPI)	APPROACH TO MONITORING AND MEASURING
Availability	[redacted] • Availability is calculated as [(Total Time – Outage Time)/Total Time]. • [redacted].

Time to Restore	[redacted] • Time to restore is calculated as (Time ticket closed – Time Ticket Open). [redacted]

Table 1.5.7.2-2: Monitoring and Measuring CCS. *AT&T has the tools to measure and report compliance with CCS AQLs.*

AT&T's performance on AQLs is captured by the processes described above and made available to Agencies through [redacted]

1.5.7.2.c Approach to Perform Service Delivery Verification [L.34.1.5.2.c]

(c) Describe the offeror's approach to perform verification of individual services delivered under the contract, in particular the testing procedures to verify acceptable performance and Key Performance Indicator (KPI)/Acceptable Quality Level (AQL) compliance. [L.34.1.5.2.c]

The first time CCS services are provided through the Networx contract, the service performance must be verified; KPIs will be monitored to certify that the service performance complies with the AQL. **Table 1.5.7.2-3** summarizes the verification and testing procedures for the CCS KPIs.

KEY PERFORMANCE INDICATOR	VERIFICATION APPROACH	TESTING PROCEDURES
Availability	[redacted]	[redacted]
Time to Restore (TTR)	[redacted]	

Table 1.5.7.2-3: Service Delivery Verification. *The Key Performance Indicators are closely monitored through a comprehensive verification approach and testing procedure that certify the service performance achieves or exceeds the Acceptable Quality Levels.*

To simplify verification, AT&T has automated the process. [redacted] The service verification process is presented in greater detail in Section 1.3.2.d, Approach to Perform Service Delivery Verification.

1.5.7.2.d Performance Level Improvements [L.34.1.5.2.d]

(d) If the offeror proposes to exceed the Acceptable Quality Levels (AQLs) in the Key Performance Indicators (KPIs) required by the RFP; describe the performance improvements. [L.34.1.5.2.d]

[redacted]

1.5.7.2.e Approach and Benefits for Additional Performance Metrics [L.34.1.5.2.e]

(e) Describe the benefits of, and measurement approach for any additional performance metrics proposed. [L.34.1.5.2.e]

The KPIs defined by the Government for CCS will provide a comprehensive assessment for service verification and service performance monitoring.

[redacted]

1.5.7.3 Satisfaction of Management and Applications Service Specifications [L.34.1.5.3]

1.5.7.3.a Service Requirements Description [L.34.1.5.3.a]

(a) Provide a technical description of how the service requirements (e.g., capabilities, features, interfaces) are satisfied. [L.34.1.5.3.a]

AT&T is an industry leader in delivering contact center solutions to enterprise customers. [redacted], AT&T has implemented a virtual call center solution. Thirty have been installed, or are in the process of being installed, with CTI and eCommerce integration. With tools such as AT&T Resource Manager (ARM) and Route It!, customers will rapidly allocate or reallocate customer calls among multiple locations and match callers to automated resources and CSRs. With VoiceTone, AT&T offers a platform that lets callers express their needs in their normal speaking voice. **Table 1.5.7.3-1** provides a detailed description of the elements (features) of the service and their associated Agency benefits.

SERVICE REQUIREMENTS	DESCRIPTION	BENEFITS TO AGENCY
Advanced Call Routing	[redacted]	[redacted]

Table 1.5.7.3-1: Service Description. *Agencies will receive advanced technologies that deliver integrated solutions and efficiencies for lower cost solutions.*

"AT&T has been a flagship company for us. …We have more than doubled the number of our call centers, and other than having to add some devices in the network to make it all work, we've really not had any major rework problems, any major slowdowns, any loss in information or in the call routing activity that is so important for us.

"The AT&T solutions are deeply embedded in the way we conduct business. We couldn't do business nearly as well and as cost-effectively without the services from AT&T."

--Jess Reed, Chief Information Officer
GEICO

Many of the subsections in Section 1.5.7.4, Narrative Text Requirements, discuss AT&T's capabilities and features of AT&T multimedia contact centers. Agencies that select AT&T for CCS will gain a partner that is laying the foundation today for current and future centers.

1.5.7.3.a.1 AT&T Resource Manager

Depicted in **Figure 1.5.7.3-1**, ARM is an advanced call-routing solution that matches caller needs and preferences to CCS resources that can be in one location or dispersed geographically across multiple sites but operate as a single, virtual call center. ARM features and benefits are discussed in Section 1.5.7.4.1, Network Call Queue; Section 1.5.7.4.2, Intelligent Routing and Distribution of Contacts; Section 1.5.7.4.6, Management Capabilities and several other sections.

Figure 1.5.7.3-1: ARM Architecture and Key Components. *ARM directs an integrated suite of products to manage the flow of contacts and caller data, track calls, and generate reports.*

1.5.7.3.a.2 VoiceTone

Since its introduction in 2001, VoiceTone has been proving itself among airlines, catalog retailers, insurance companies, and other customers that must satisfy callers as a matter of business survival in competitive, price-sensitive environments.

VoiceTone enables call centers to transition from simple recognition of spoken digits to a natural dialogue that lets callers express their needs in a normal speaking voice. By replicating the experience of conversing with a CSR, dialogue automation interprets the caller's words and interacts with text-to-speech responses to verify the caller's intent. Linked to an application, the dialogue will lead to a satisfactory resolution of many calls without human intervention. Alternatively, the dialogue will identify circumstances that require human assistance and promptly route the call to a CSR with the proper skill, training, and knowledge to resolve the caller's concern in a single contact.

Figure 1.5.7.3-2 depicts the Service Creation Environment that VoiceTone provides for Agencies in their development of CCS applications.

VoiceTone will automate functions starting with the first point of answer, freeing CSRs from having to provide basic information that can be captured

more efficiently by an automated application that interprets the information or action a caller seeks.

AT&T can integrate VoiceTone with host database applications, IVRs, and intelligent routing solutions to determine how to handle each call. AT&T's advanced speech recognition program, [redacted], allows callers to speak entire sentences, [redacted]

Figure 1.5.7.3-2: VoiceTone's Service Creation Environment. *Agencies can move beyond the simplistic pushing of touch-tones and provide callers with natural language dialogue that can often resolve caller issues and problems without the time and expense of a CSR. The SCE facilitates the integration of natural language applications with hardware and software that automate call handling and routing.*

Clarifying questions may be asked to resolve ambiguities and move the conversation forward rather than force callers to make choices from menu options that may not be relevant to their needs. (Additional discussion of VoiceTone appears in Section 1.5.7.4.45, Natural Speech Recognition.)

1.5.7.3.a.3 IP Contact Center

AT&T envisions transitioning to modern call centers built on open standards to take advantage of IP-enabled means of access and transport.

Figure 1.5.7.3-3 captures the essential elements involved in the evolution of call centers toward converged IP services platforms.

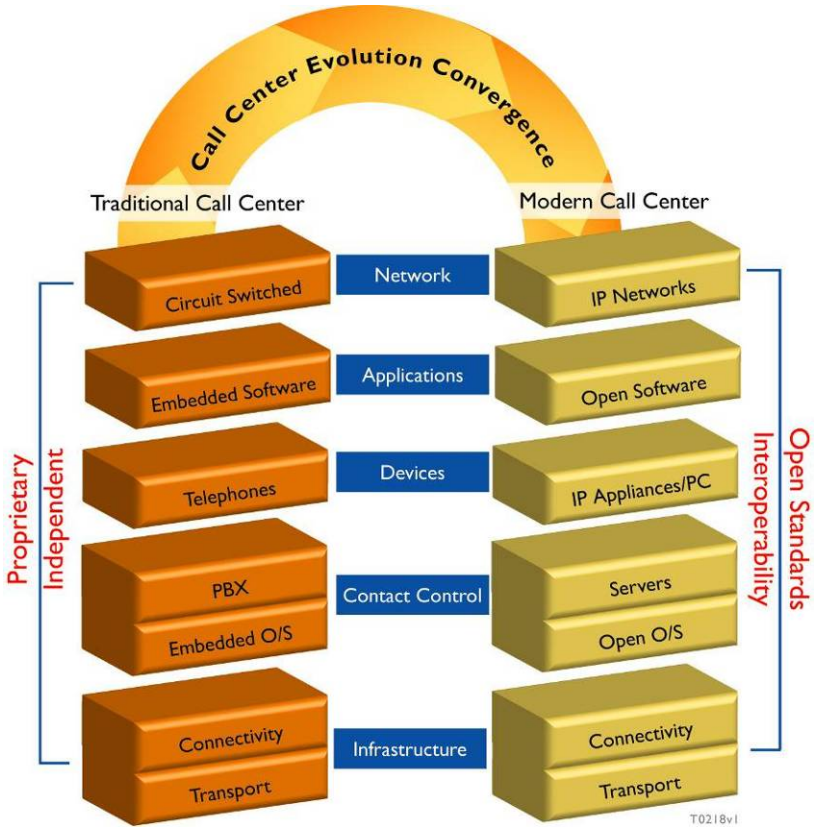


Figure 1.5.7.3-3: Call Center Evolution Convergence. *Call centers are transitioning to open standards and IP-based services. Agencies will benefit from innovations that are making call centers more productive and economical. The use of open standards will enable the Government to use many existing ACD and IVR devices in concert with a modern architecture, thus extending the return on investment on components in current call centers.*

The true benefits of migrating to an IP Contact Center lie in an open architecture promoting interoperability and potential for productivity and cost savings. An effective mix of open IP-based CCS technology and well-trained, responsive personnel will be essential for Agencies to meet their responsibilities to communicate with the public, businesses, and other Agencies.

1.5.7.3.b Attributes and Values of Service Enhancements [L.34.1.5.3.b]

(b) If the offeror proposes to exceed the specified service requirements (e.g., capabilities, features, interfaces), describe the attributes and value of the proposed service enhancements. [L.34.1.5.3.b]

[redacted]

1.5.7.3.c Service Delivery Network Modifications [L.34.1.5.3.c]

(c) Describe any modifications required to the network for delivery of the services. Assess the risk implications of these modifications. [L.34.1.5.3.c]

Agencies receive a low-risk solution through AT&T's ability to offer CCS upon contract award [redacted]

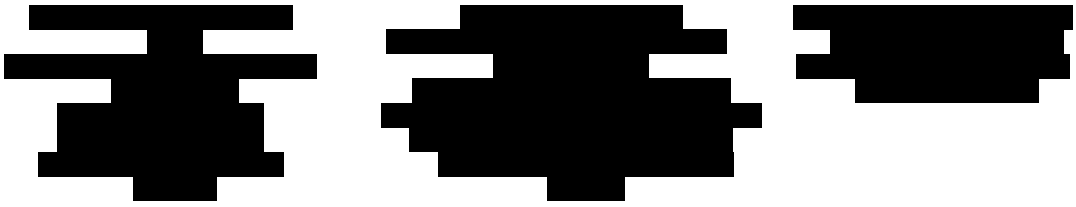
1.5.7.3.d Management and Applications Services Experience [L.34.1.5.3.d]

(d) Describe the offeror's experience (including major subcontractors) with delivering the mandatory Management and Applications Services described in Section C.2 Technical Requirements. [L.34.1.5.3.d]

The AT&T Networx Team offers Agencies substantial knowledge and experience designing and managing call centers. [redacted] Examples of the AT&T Networx Team's ability to deliver managed services are listed in **Table 1.5.7.3-2**.

[redacted]

Client Need	*Solution*	*Created Value*
[redacted]	[redacted]	[redacted]



"The success of the Internet Service Node (ISN) project was directly attributable to your knowledge of the contact center environment, commitment to providing quality products and services to customers, and a keen understanding of what makes a successful team. Your contributions enabled the successful implementation of ISN for the 2005 filing season, which was critical to the success of the entire filing season. ISN provides stabilization and growth towards the future MITS contact center architecture and expansion of services; provides the reporting granularity necessary to manage business customer satisfaction and better controls the life of each taxpayer's telephone call by improving the responsiveness, and timeliness for, minimizing the number of parties involved in implementing changes to the prompting menus; and last, but not least, it enables the IRS to begin using next generation architecture and to transition towards a convergence of voice and data technology (IP-based) using the implemented ISN solution."

--IRS CIO Award Citation
June 22, 2005

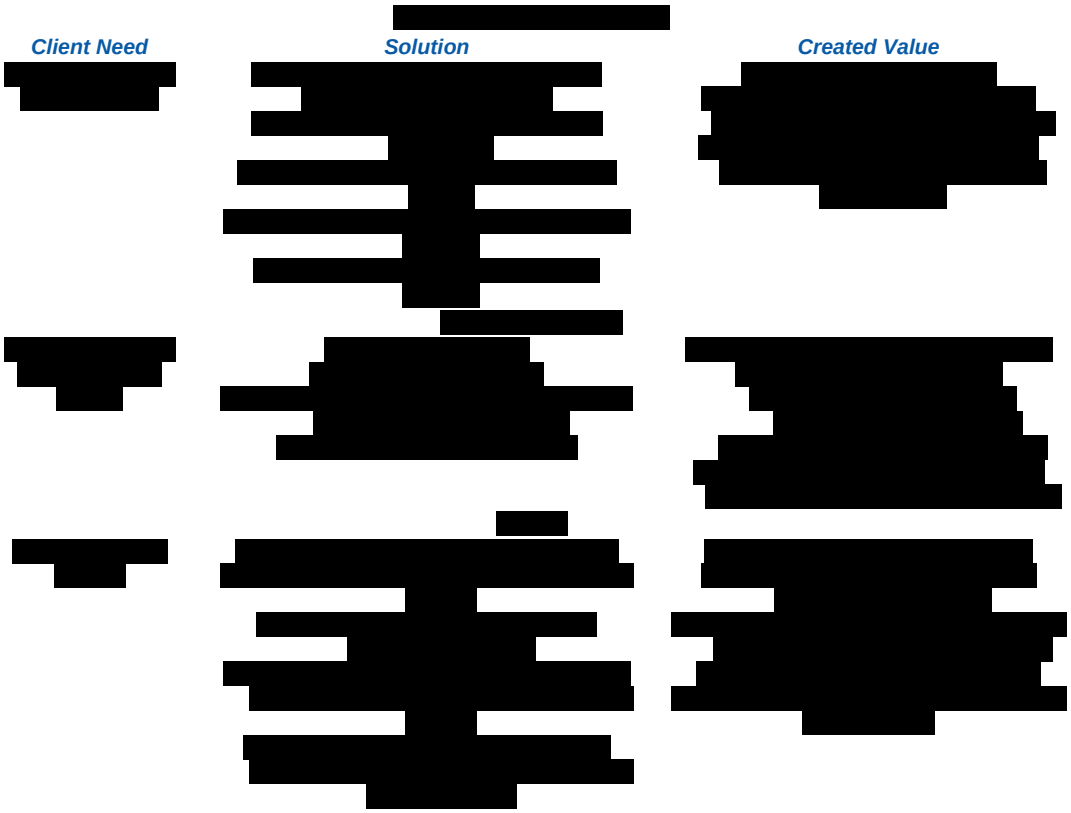


Table 1.5.7.3-2: CCS Experience. *AT&T has brought innovation and reliability to its Call Center customers.*

[redacted]

1.5.7.3.e Approach to Network Infrastructure Management [L.34.1.5.3.e]

(e) For Managed Network Services (MNS), describe the approach, process, and considerations for managing a network infrastructure (e.g., FRS, ATMS, IPS, IP-VPNs, CPE) supporting approximately 2000 users, at 25 locations across the United States. Based on the offeror's experience with similar projects, provide a discussion of how the offeror would investigate the requirements, design the solution, implement the plan, and deliver service that meets the Agency's performance requirements. [L.34.1.5.3.e]

AT&T addresses this requirement in MNS Section 1.5.6.3.e.

1.5.7.4 Narrative Text Requirements

1.5.7.4.1 CCS Call Management Service (Network Call Queue) [C.2.11.2.1.4.2 (1)]

1. The contractor shall provide the capability for a network call queue (a single queue or multiple queues according to Agency needs) to manage the routing and distribution of contacts (calls) from multimedia channels such as voice, e-mail, facsimile, and an Agency web site.

[redacted]

Figure 1.5.7.4-1 [redacted]

[redacted]

Figure 1.5.7.4-1: Network Call Queue. [redacted]

1.5.7.4.2 Intelligent Routing and Distribution of Contacts [C.2.11.2.1.4.2 (2)]

2. The intelligent routing and distribution of contacts shall be determined according to the real time operating status of the subscribing Agencies contact center(s) and their business rules.

[redacted]

[redacted] real-time status of its call centers. ARM routes incoming calls to the best available agent resource. The ARM platform routes calls one of two ways:

- Pre-routing is an advanced form of call control in which dynamic call-routing intelligence is applied before the call is sent to a destination.
- Post routing allows the call to go through a premises-based IVR or VRU for prompting to determine which call center or agent skill group should handle it.

Network features that can be applied at AT&T call centers are presented in **Table 1.5.7.4-1**.

ROUTING FEATURE	DESCRIPTION
[redacted]	[redacted]

[redacted]

Table 1.5.7.4-1: Intelligent Routing Features. [redacted]

1.5.7.4.3 Prioritize Queues and Contacts [C.2.11.2.1.4.2 (2)]

2. The contractor shall provide the capability to prioritize queues and contacts (calls) within a queue.

[redacted]

1.5.7.4.4 Firewall Compatibility [C.2.11.2.1.4.2 (4)]

4. The contractor shall verify with the Agency that the Agency firewall is compatible with the service.

AT&T will verify with the Agency that the premises-based firewall is capable of supporting our CCS service. This will be accomplished at the requirements determination phase of the project. In addition to verifying and certifying the capability of the firewall, we will provide expert advice regarding firewall policies and configuration to ensure that the firewall supports the CCS functionality before implementation.

1.5.7.4.5 Service Observation [C.2.11.2.1.4.2 (5)]

5. Service observation shall be made available for monitoring both local and remote agents and support local and remote observers.

AT&T and its partners use state-of-the-art quality monitoring (QM) software to record multimedia contacts and the interaction between CSRs and callers. This software allows both real-time and recorded observation of CSRs. AT&T will provide QM access to authorized Agency users for both local and remote observation of CSRs.

1.5.7.4.6 Management Capabilities [C.2.11.2.1.4.2 (6)]

6. The contractor shall provide the subscribing Agency with the capability to manage its specific network queue, call routing algorithms, contact center agent profiles, and reports.

The AT&T Resource Manager gives Agencies tools to integrate caller contact channels – phone, email, fax, and web – into a universal queue. ARM also provides enterprise-wide control of ACDs, IVRs, databases, and desktop applications. With ARM, Agencies can transform geographically dispersed sites and CSRs into a virtual call center.

[redacted] is the base for ARM architecture and provides the central intelligence through which call center managers translate business goals into call-routing decisions. Other key components include:

- Network Interface Controller –a direct link into the SS7 network that provides network data about callers before their call terminates at the Agency call center.
- Peripheral Gateways (PGs) –the interfaces between the ICM software and premises-based ACD/IVR systems that collect information regarding CSR status and performance, IVR availability, calls in queue, and other variables.

- Administrative Workstation – the user interface with ICM that enables call center managers, administrators and supervisors to manage call routing, workforce management, reports, and other functions.

Built on open standards to facilitate the integration of existing equipment from multiple vendors, ARM enables Agencies to execute the critical CCS functions outlined in **Table 1.5.7.4-2**.

CCS FUNCTION	CHARACTERISTICS
Pre-routing	[redacted]
Post-routing	[redacted]
Profile routing	[redacted]
Computer Telephony Integration	[redacted]
IVR integration	[redacted]
Web integration	[redacted]
Web-based monitoring	[redacted]
Enterprise-wide reporting	[redacted]

Table 1.5.7.4-2: Critical CCS Functions. *Agencies will be able to manage their Call Centers by exercising the CCS functions that are incorporated into the AT&T Resource Manager.*

1.5.7.4.7 Audit Trail and Change Log History [C.2.11.2.1.4.2 (6) (a)]

6. The CCS management system shall be user friendly and provide the following minimum administrative capabilities:
a. an audit trail and change log history

[redacted]

1.5.7.4.8 Reports with Different Management Views [C.2.11.2.1.4.2 (7)]

7. The contractor shall provide half hourly, hourly, daily, weekly, monthly, quarterly, annual (Fiscal Year or Calendar Year according to Agency needs) and special reports with different management views.

AT&T's ARM solution includes a web-based monitoring product that gives users easy access to ICM reports and routing scripts from an Internet browser. Users can access real-time and historical reports, as well as monitor call flows through active scripts, from within a familiar environment.

The companion Agent Reporting module automates the collection of real-time and historical data relative to individual agents in the call center enterprise, eliminating the need to gather this information from individual switches.

The ARM Monitoring and Reporting Tool accesses data in the ICM and provides several common reporting features:

- Real-time and historical report generation
- Data export utilities
- Threshold monitoring
- Data drilldowns in reports
- Scheduled report printing.

Table 1.5.7.4-3 describes the available basic management reporting views.

REPORT VIEW	DEFINITION
Individual CSR	[redacted]
Skill Group	
Service	
Peripheral Services	
Peripheral Skill Groups	
Enterprise Services	
Enterprise Skill Groups	
Trunk Groups	
Routes	

Table 1.5.7.4-3: ICM Reporting Categories. *Agencies will be able to obtain data on performance in a wide variety of management views.*

Through the Web View and Agent Reporting companion products, the Agency will have the ability to retrieve different management views of the Call Center/Customer Contact Center Service [redacted] The custom

reporting capability of the Agent Reporting product will provide an Agency with the ability to generate special reports that fall outside of the standard management reports.

1.5.7.4.9 Historical and Real Time Reports [C.2.11.2.1.4.2 (8)]

8. The contractor shall provide historical and real time reports with a unified view of all the communication channel activity and performance within the contact center across a single site, multiple sites (if applicable) and enterprise wide at a given time.

Agencies will have access to additional historical and real-time reports through the ARM Webview Server and ARM Monitoring and Reporting Tool in

addition to the basic categories mentioned in the previous section. Agencies can tailor their view to encompass the virtual call center that stretches across the enterprise or drill down to individual sites. Agencies can export CCS data in standard file formats [redacted] Report data will be archived for a year or longer, if the Agency wishes.

Enterprise reporting is integral to the ARM and provides a single, consistent view of contact center resources across the enterprise. [redacted] Through the Webview server and Monitoring and Reporting Tool, an Agency can generate a report that shows all the activity for an agent for all channels he or she supports, or reports that presents the performance metrics for each communication channel by consolidating agent reports by communication channel.

1.5.7.4.10 Reporting on Queue And Agent/Skill Levels [C.2.11.2.1.4.2 (8)]

8. This shall include, but is not limited to, reporting on both the queue and agent/skill levels.

The reports described in the preceding subsections will provide information on call queues and CSRs.

1.5.7.4.11 Contractor-Based and Agency-Provided [C.2.11.2.1.4.1 (2) (c)]

11. The contractor shall provide the following five independent service delivery methods for CCS:
c. [Optional] Contractor Based and Agency Provided (CBAP) Call Management Service. The Agency will provide the necessary components required for CCS Call Management Service including hardware and software. The contractor shall provide power, inside wiring, and a physical location for the Agency provided CCS equipment. The contractor shall install, configure, and maintain the Agency CCS equipment. Agency supplied personnel will answer calls distributed by CCS Call Management service.

[redacted]

1.5.7.4.12 Change Recorded Announcements [C.2.11.2.1.4.2 (11)]

11. The contractor shall provide Agencies with the ability to change recorded announcements.

[redacted]

1.5.7.4.13 Terminal Devices [C.2.11.2.1.4.2 (14)]

14. The contractor shall supply terminal devices (e.g. phones, IP phones, softphones, etc.) required for delivery of CCS if requested by the subscribing Agency.

[redacted]

1.5.7.4.14 CCS Call Answering Service [C.2.11.2.1.4.3 (1)]

1. The contractor shall provide Agencies with a complete turnkey call center operation, including the appropriate network services, technology, personnel, business processes and workflows, training, and reporting to respond to caller inquiries and meet predetermined performance or customer satisfaction levels.

The CCS call answering service includes the features outlined in **Table 1.5.7.4-4**:

CCS FEATURE	FUNCTIONS
Technology	[redacted]
Business Processes	
Network Services Staffing, Workflow and Workforce Management	
Training	
Reporting	

Table 1.5.7.4-4: CCS Turnkey Service. *Agencies will have the tools they need to establish, monitor and manage a complete call center operation.*

1.5.7.4.15 Reserved

1.5.7.4.16 Callers with Special Needs [C.2.11.2.1.4.3 (2)(d)]

2. For CCS call answering service the contractor shall meet the following minimum requirements:
d. This shall include responding to inquiries from callers that may have foreign language requirements or callers with disabilities including but not limited to speech disabilities, deaf, hard- ofhearing, deaf-blind, or blind (e.g., support TDD/TTY calls).

Section 1.5.7.4.46, Language Interpretation by Telephone addresses foreign language support. Section 1.5.7.4.48, Foreign Language List, identifies the 161 languages currently supported.

Call centers are equipped with TTY machines accessible via designated toll-free numbers [redacted]

Section 1.3.5.d, Section 508 Requirements, incorporates AT&T's approach to supporting callers with disabilities. [redacted]

1.5.7.4.17 Quick Increase Capabilities [C.2.11.2.1.4.3 (2)(e)]

2. . For CCS call answering service the contractor shall meet the following minimum requirements:
e. The contractor shall provide a description of their capability to quickly increase the capacity in crisis or high priority situations.

Government call centers will have access [redacted] that allow Agencies to create and update plans to handle a wide range of situations, including

sudden surges in volume. (AT&T discusses these tools in Section 1.5.7.4.2, Intelligent Routing and Distribution of Contacts.)

[redacted]

1.5.7.4.18 CCS Quantification [C.2.11.2.1.4.4 (2)(e)]

2. For CCS call answering service the contractor shall meet the following minimum requirements:
e. The contractor shall quantify its capacity to provide such call answer services in terms of capacity, extended operating hours, increased staffing, additional language support and implementation start-up time.

[redacted] AT&T has first-hand knowledge of call center operations. We are experienced with multi-channel customer access, inbound and outbound voice, and ecommerce through email, fax, IVR, web and chat. **Table 1.5.7.4-5** provides examples that quantify our CCS capabilities.

CCS FEATURE	CAPABILITIES
Capacity	[redacted]
Operating Hours	[redacted]
Staffing	[redacted]
Language Support	[redacted]
Implementation Start-Up Time	[redacted]

Table 1.5.7.4-5: CCS Quantification. *Agencies can size their call centers to optimize the balance between automated resources and customer service representatives to respond to callers' requests for information and service.*

1.5.7.4.19 Project Plan [C.2.11.2.1.4.4 (4)(a)]

4. The contractor shall provide the following deliverables for CCS call answering service
a. A CCS Project Plan deliverable shall be included as an output of the meeting.

AT&T will present the Government with a range of technological and staffing options to consider. This will allow the Agency to weigh the costs and benefits of various degrees of automation to complement the human touch of the CSR. The presentation will give Agency staff a hands-on familiarity with ARM, VoiceTone, and the many tools available to automate caller interactions, prioritize individual calls, and route calls according to Agency priorities. Based on Agency decisions and preferences, AT&T will provide a Project Plan that incorporates the elements outlined in **Table 1.5.7.4-6**.

PROJECT PLAN ELEMENTS	ELEMENT CONTENT
Project overview	The task order requirements will provide a framework to:
Project management approach	Work Breakdown Structure will detail:
Risks and mitigation	We will identify project risks, such as For those risks we cannot eliminate, we will:
Project organization and staffing	AT&T will define the project organization, including:

Table 1.5.7.4-6: Key Elements of CCS Project Plan. *Agencies will review and refine the key elements of the project plan submitted with the task order and use it to establish the resources, timelines, and deliverables.*

The Project Plan will be a deliverable from the project start up meeting for CCS call answering service.

1.5.7.4.20 CCS Migration Plan [C.2.11.2.1.4.3 (4)(b)]

4. The contractor shall provide the following deliverables for CCS call answering service
b. The contractor shall provide a CCS Migration Plan with a migration schedule for the transfer of call/contact center operations from the incumbent call center operator (an Agency or Contractor) to the contractor.

AT&T and its subcontractors have the knowledge, resources, and experience to migrate successfully from a call center in its current state to the future state defined by a Government statement of work. The Migration Plan will provide a framework to initiate a call center or transfer CCS operations from an incumbent to AT&T. Under the direction of a Transition Manager, who reports to the CCS Project Manager, AT&T will deliver a Migration Plan that contains the elements in **Table 1.5.7.4-7**.

MIGRATION PLAN ELEMENTS	ELEMENT CONTENT
Migration overview Migration approach and timeline	The overview provides and executive summary for the Migration Plan. Section will discuss major work categories and tasks and provide a detailed timeline for completion: [redacted]
Risks and mitigation	We will identify migration for risks, such as [redacted] For those risks we cannot eliminate, we will: • [redacted]
Project organization	AT&T will define the migration team, including: [redacted]

Table 1.5.7.4-7: Key Elements of CCS Migration Plan. *Agencies will review and refine the key elements of the migration plan submitted with the task order and use it to establish resources, timelines, and deliverables.*

The Migration Plan will be driven by a detailed schedule and serve as a focal point in weekly meetings to discuss progress, status, and potential issues. In executing the plan, we will strive to manage a transition that is transparent to citizens, minimally disruptive to the Agency, and delivers better service.

1.5.7.4.21 Migrating Operations to a Successor Organization [C.2.11.2.1.4 (4)(b)]

4. The contractor shall provide the following deliverables for CCS call answering service
b. When this service is cancelled by an Agency, the contractor shall assist the subscribing Agency with migrating operations to the new organization responsible (successor) for the call center.

If an Agency cancels a CCS contract or transfers CCS responsibilities to another organization, AT&T will designate a Transition Manager to facilitate the transfer of databases, business processes, in-route announcements and other elements that define CCS operations for the Agency. [redacted]

1.5.7.4.22 Accurate Inventory [C.2.11.2.1.4 (4)(b)]

4. The contractor shall provide the following deliverables for CCS call answering service
b. The assistance shall include but is not limited to providing an accurate inventory of the Agencies CCS configuration, call history information, and access to the CCS facility for a site survey

AT&T will establish a turnover plan and coordinate its development and execution with the Government and incoming contractor. We will provide an accurate inventory of our CCS configuration, historical data, and access to our facilities, as necessary. We will provide the incoming contractor with access to reports and other information to assist in the migration.

1.5.7.4.23 CCS Staffing Plan [C.2.11.2.1.4 (4)(c)]

4. The contractor shall provide the following deliverables for CCS call answering service
c. The contractor shall establish and maintain a CCS Staffing Plan to identify the staffing, skill sets, and organizational structure required for CCS call answering service.

AT&T and its subcontractors will recruit CSRs, supervisors and other CCS staff from internal and external labor pools. CCS staffing will be coordinated through in-place recruiting managers in the areas where each center operates.

Table 1.5.7.4-8 outlines the key elements of our CCS Staffing Plan.

STAFFING PLAN ELEMENT	ELEMENT CONTENT
Project organization	AT&T will provide:
Staff skill sets	We will develop:
Recruitment and hiring	To attract and hire CCS staff, we will:
Retention	To reduce turnover and preserve staff knowledge and experience, we will encourage staff retention through:
Workforce scheduling	We will schedule CSRs to:
Quality monitoring	To provide effective quality monitoring, team leaders will:

Table 1.5.7.4-8: Key Elements of CCS Staffing Plan. *To provide CCS staff of high quality, AT&T and its subcontractors will recruit, hire, and retain individuals who fulfill the requirements for each position and gain opportunities for advancement based on their performance.*

For additional discussion of quality assurance and quality improvement, see Section 1.5.7.4.28, CCS Quality Assurance Plan.

1.5.7.4.24 CCS Training Plan [C.2.11.2.1.4 (4)(d)]

4. The contractor shall provide the following deliverables for CCS call answering service
d. The contractor shall establish and maintain a CCS Training Plan to identify initial and continuous training requirements for CCS

The CCS Training Plan will include multiple facets – from initial orientation through continuous training to maintain and upgrade CSR skills. With Agency guidance, we will incorporate changes related to subject matter knowledge as

well as new laws, regulations or reporting requirements. **Table 1.5.7.4-9** outlines key elements of the Training Plan.

TRAINING PLAN ELEMENT	ELEMENT CONTENT
Training methodology	Training modules will provide initial and ongoing training on: [redacted]
Orientation	New hires will gain an understanding of: [redacted]
CSR skills	CSR training will stress interpersonal skills: [redacted]
Application skills	Comprehensive training in CCS applications will familiarize CSRs with: [redacted]
Team leadership skills	Training for Team Leaders will focus on: [redacted]
Training Needs Assessment	Assessments are conducted at three levels: [redacted]

Table 1.5.7.4-9: Key Elements of CCS Training Plan. *To be successful, staff at an Agency call center must receive initial and ongoing training to understand the Government's CCS goals and their operational or management roles and responsibilities.*

1.5.7.4.25 CCS Call Center Management Plan [C.2.11.2.1.4 (4)(e)]

4. The contractor shall provide the following deliverables for CCS call answering service
e. The contractor shall establish and maintain a CCS Call Center Management Plan to document and identify the tasks and processes used for management of the CCS. It shall include detailed documentation of the subscribing Agencies call center configuration, equipment inventory, customer service and operational processes, and contact information for key call center staff.

Our CCS Management Plan will provide clear lines of management, technical and contractual authority. The resulting plan will strengthen staff performance,

facilitate open communications, and establish strong measures of accountability. **Table 1.5.7.4-10** outlines key elements of the plan:

MANAGEMENT PLAN ELEMENTS	ELEMENT CONTENT
Plan overview Management approach	The overview provides an executive summary for the Migration Plan Section will discuss major management processes: [redacted]
CCS configuration and inventory	We will identify the call center configuration and provide a detailed inventory [redacted]
Meetings	AT&T will define standard meetings, including: [redacted]

Table 1.5.7.4-10: Key Elements of CCS Management Plan. *The Management Plan documents the tasks and processes used to manage the contact center to meet all Agency requirements.*

1.5.7.4.26 CCS Continuity of Operations Plan [C.2.11.2.1.4 (4)(f)]

4. The contractor shall provide the following deliverables for CCS call answering service
f. The contractor shall establish and maintain a CCS Continuity of Operations Plan (COOP) designed to prevent interruption of customer service functions and mission critical operations for the CCS according to the subscribing Agencies needs.

AT&T will provide a Continuity of Operations Plan (COOP) to safeguard CCS personnel and the voice, data and power systems that support an Agency's call center. **Table 1.5.7.4-11** identifies key COOP objectives and related capabilities and features.

COOP OBJECTIVE	CAPABILITIES AND FEATURES
Prevent service disruptions	AT&T provides a framework and mechanisms that eliminate or mitigate system and subsystem vulnerabilities: [redacted]
Restore normal operations	To counteract catastrophic events, we have staff, procedures and equipment to restore normal operations: [redacted]

	[redacted]
Test business continuity plans and procedures	AT&T tests the efficacy of its business continuity plans and procedures by: [redacted]

Table 1.5.7.4-11: COOP Objectives. *AT&T has resources in place to support CCS continuity of operations.*

Additional material regarding AT&T's preparations to support the Federal Government is located throughout the subsections of Architecture Section 1.3.5, National Policy-Based Requirements.

1.5.7.4.27 CCS Security Plan [C.2.11.2.1.4 (4)(g)]

4. The contractor shall provide the following deliverables for CCS call answering service
g. The contractor shall establish and maintain a CCS Security Plan to ensure CCS compliance with the subscribing Agency's security and privacy requirements as described in the order under Additional Instructions.

Security plans for call centers entail physical, network, data, and personnel security. **Table 1.5.7.4-12** outlines the four dimensions of security.

TYPE OF SECURITY	CAPABILITIES AND FEATURES
Physical security	To protect CCS staff and sensitive data, we control physical access through: [redacted] Staff access rights are: [redacted]
Network security	AT&T's network architecture incorporates: [redacted]
Data Security	AT&T protects CCS data through: [redacted]

TYPE OF SECURITY	CAPABILITIES AND FEATURES
Personnel Security	AT&T safeguards for staff include: [redacted]

Table 1.5.7.4-12: Elements of CCS Security. *AT&T and its subcontractors provide CCS Centers with security in four dimensions: physical, network, data and personnel.*

1.5.7.4.28 CCS Quality Assurance Plan [C.2.11.2.1.4 (4)(h)]

4. The contractor shall provide the following deliverables for CCS call answering service
h. The contractor shall establish and maintain a CCS Quality Assurance (QA) Plan to ensure the requirements of the service order are performed as specified by the subscribing Agency..

AT&T's approach to quality assurance (QA) and quality improvement (QI) entails monitoring and evaluating CCS staff, plans and processes. Every AT&T call center designates specific QA/QI staff and resources dedicated to ensuring the consistent and timely delivery of high quality services.

Table 1.5.7.4-13 outlines key elements our QA/QI approach.

QUALITY ELEMENT	ELEMENT CONTENT
Customer response monitoring (QA)	Capturing voice, data, web and email interaction with callers entails:
Monitoring system (QA)	Monitoring entails:
Service delivery measurement (QA)	AT&T uses metrics to assess various aspects of staff performance, including:
Continual process improvement (QI)	Data captured in the knowledge database enable us to:
Feedback (QI)	To improve CCS procedures, knowledge and performance, AT&T captures qualitative input from callers, including:
Value engineering (QI)	AT&T's approach to value engineering:
Operational process improvements (QI)	Starting with an assessment of CCS policies and procedures, AT&T:

Table 1.5.7.4-13: Elements of Quality Assurance and Quality Improvement. *Disciplined QA/QI processes will help Agencies gain increased CCS productivity and quality and lower costs.*

1.5.7.4.29 CCS Monthly Status Report [C.2.11.2.1.4 (4)(i)]

4. The contractor shall provide the following deliverables for CCS call answering service

i. The contractor shall provide a CCS Monthly Status Report deliverable that, at a minimum, identifies key CCS issues and their status, provides monthly performance metrics, documents accomplishments, and planned activities for the reporting period.

AT&T will work with Agencies to define the specific contents of the Monthly Status Report. The Monthly Report will include:

- Performance metrics (by site and enterprise where required, including details for areas not in compliance with SLAs)
- Staffing highlights (beginning staff, graduates, terminations, ending staff and turnover percentage)
- Accomplishments
- Planned activities for subsequent month.

ARM collects and integrates real-time data across ACD, IVR and other CCS components to facilitate consolidated reporting. AT&T will use ARM to provide the data in its monthly status reports to the Government with performance measurements and analyses of CCS operations, accomplishments and near-term plans and objectives.

1.5.7.4.30 Reserved

1.5.7.4.31 Call Recording and Monitoring [C.2.11.2.2.1 (1)]

Call Recording and Monitoring
The contractor shall provide digital recording and monitoring of inbound and outgoing multimedia contacts (telephone, email, and web self service channels) and associated data (agent screen capture) to capture the caller experience

Quality management (QM) software is used to record multimedia contacts and the interaction of CSRs and callers. Agencies can specify business rules to determine which CSRs and calls the QM tool records; [redacted]

When real-time data from the ICM platform meets a rule-based condition, QM records the interaction and archives it with identifiers, including those listed in the RFP, making them easy to retrieve for review. [redacted]

Specifically, the Quality Management software will perform the following tasks:

[redacted]

1.5.7.4.32 Management and Administrative Reporting [C.2.11.2.2.1 (1) (5)]

1. Call Recording and Monitoring
The following minimum capabilities shall be provided
5. Reporting (management and administrative)

AT&T will provide both management and administrative reporting from the QM tool. The relational database captures data identifying the call, CSR, and caller as well as the call's routing. In addition, the tool captures information regarding the systems the CSR accesses during the call and all data entry performed by the CSR. [redacted]

1.5.7.4.33 Collaborative Browsing [C.2.11.2.2.1 (2)]

2. Collaborative Browsing
The contractor shall state if there are any restrictions or limitations regarding the type of web browser software used by the caller or contact center agent for use with this feature

Depicted in **Figure 1.5.7.4-2**, ARM's Web Contact Service (WCS) provides a web collaboration module that allows CSRs to share web pages [redacted]

Figure 1.5.7.4-2: ARM's Web Contact Service (WCS). *In addition to collaborative browsing, WCS also* [redacted]

The current version of the collaboration service is [redacted]

The browser support for Agent Platforms is described in **Table 1.5.7.4-13a**;

the browser support for Administration Platforms is described in **Table 1.5.7.4-13b**; the browser support for caller platforms is described in **Table 1.5.7.4-13c.**

Agent Platforms

SUPPORTED OPERATING SYSTEMS FOR COLLABORATION SERVERS	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]				

Table 1.5.7.4-13a: Agent Platforms Supported by [redacted]

Administration Platforms

SUPPORTED OPERATING SYSTEMS FOR COLLABORATION AGENTS	[redacted]	[redacted]	[redacted]
[redacted]			

Table 1.5.7.4-13b: Administrative Platforms Supported by [redacted]

Caller Platforms

BROWSER	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]							

Table 1.5.7.4-13c: Caller Platforms Supported by [redacted]

1.5.7.4.34 Computer Telephony Integration [C.2.11.2.2.1 (3)]

3. Computer Telephony Integration (CTI)