



2.3.11 Training [L.34.2.3.11], [C.3.7.2.1], [C.3.7.2.2], [C.3.7.2.3], [C.3.7.2.5]

GSA and the Agencies can take advantage of an AT&T Networx training program that is specifically designed to address the diverse needs of the Government. AT&T's training program provides the Government with a high-quality, flexible, and easily accessible learning experience.

The offeror shall describe how it proposes to deliver the training required in Section C.3.7, Training. The offeror shall describe the methods, procedures, and types of materials and media it currently uses to support training within its own organization and with other clients. The offeror shall describe the methods, procedures, and types of materials and media it uses to provide no-cost training to customers using services similar to those the offeror is proposing. [L.34.2.3.11]

Overview

The Networx Training Program is designed to provide Government customers with training and education on all aspects of the contract including overviews, Operational Support Systems (OSS), processes/procedures, and transition activities. GSA and Agency customers will be able to maximize their training experience with a training program that is modular in design and available in a variety of delivery methods as required, including web-based and/or self-paced courseware that is available 24X7.

Teaching professionals from AT&T and our partner, Tech 2000, also have the experience required to fully support the U.S. Government and successfully execute the development, delivery, and monitoring activities associated with the Networx training program. A proven process is in place to continuously monitor and incorporate feedback, ensuring the program is fully effective and up-to-date. The Government gains distinct advantages through the Networx training solution, as shown in **Table 2.3.11-1**.

 NETWORX TRAINING PROGRAM ADVANTAGES TO THE GOVERNMENT

 Years of experience providing quality training to Government customers

 A proven foundation of existing courseware on which to build, highlighting AT&T's capability to begin training immediately

Modular course design that facilitates easy updates as technology is enhanced or features are added

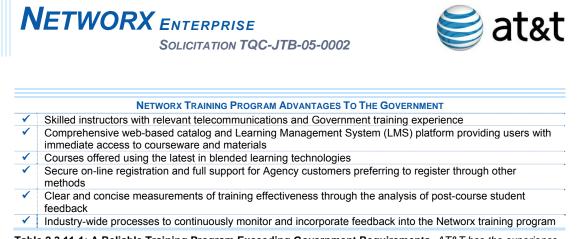


 Table 2.3.11-1: A Reliable Training Program Exceeding Government Requirements. AT&T has the experience, design/delivery capabilities, and experienced training personnel to fully support Networx training requirements.

Support for Government Networx training is assigned to the Customer Support Office (CSO), with a dedicated Networx Training Manager and staff fully accountable for meeting or exceeding all training requirements including course design and development, delivery, and ongoing updates based on student feedback and technology changes.

AT&T & Tech 2000 Partnership

To provide the Government with a world class Networx training experience, AT&T has chosen to form a partnership with Tech 2000, a woman-owned custom training and development small business headquartered in Herndon, Virginia. Tech 2000 has enlisted the talents of industry-leading technical developers and learning professionals to create and deliver high-quality training courseware. They offer a wide variety of media for course delivery, including video, three-dimensional (3-D), two-dimensional (2-D) Flash, and audio. Tech 2000 has a solid history of providing high-quality training support to Information Technology (IT) firms and is one of only seven Tier 1 Cisco Learning Solution Partners in North America. As such, Tech 2000 has access to all Cisco intellectual learning property. **Table 2.3.11-2** shows the key factors behind Tech 2000's selection as a training partner by AT&T.

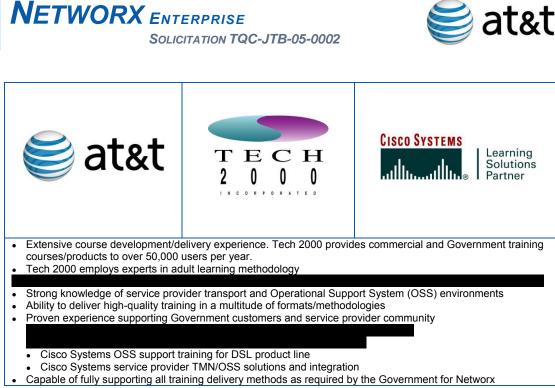


 Table 2.3.11-2: Why Tech 2000?
 AT&T selected Tech 2000 primarily due to their training development/delivery capabilities and previous experience supporting Government customers and industry service providers.

AT&T Employee Training

The success of almost any company is directly related to the capabilities of its people. Educational and skill development of professionals not only enables them to perform with increased effectiveness but also provides the framework of a personal plan focused on the long-term.

Our approach is to hire customer service professionals with strong academic credentials and relevant experience. They are provided with training created based on specific learning objectives including frequent checks for successful knowledge transfer.

Over the last several years, AT&T has also opted to provide internal training using a blended learning approach with a mix of delivery methodologies to maximize the training experience.





Depending on the needs of our internal

student populations, training can be deployed or blended in any of the following methods:

- Instructor-led classroom sessions
- Secure, online Web-based / Self-paced learning
- Simulation tools
- Tele-training conferences
- Videoconferencing
- Distance learning (WebMeeting/Centra)
- Self-paced via CD-ROM / DVD-ROM



External Client Training

The same philosophy used for internal training is applied to learning and education programs designed for our large

commercial customers. Increasingly, this type of training is delivered on a web interface in a self-paced environment and augmented with classroom training depending upon subject matter or customer preference.

For example, to support the	award, AT&T
recently created and began delivering customized classroom-ba	ased training

Table 2.3.11-3: Employee eCampus.



to the consisting of detailed processes and AT&T
BusinessDirect® application training for billing, ordering, and maintenance
functions.

The Government has also been successfully supported by AT&T on previous
contract awards, such
Table 2.3.11-4
Table 2.3.11-4
Table 2.3.11-4

The offeror shall provide a draft Training Plan that describes how it proposes to meet the training requirements described in Section C.3.7, Training. The offeror shall provide in the draft Training Plan details on the following, at a minimum: (a) Courses Offered

Courses offered to Government customers can be found in Section 2.3.11.1

of this document and in Appendix E, Draft Networx Training Plan.

(b) Training Delivery Methods

Training delivery methods to support Government customers can be found in Section 2.3.11.2 of this document and in Appendix E, Draft Networx Training Plan.

(c) Training Administration

Training administration to support Government customers is in Section

2.3.11.3 of this document and in Appendix E, Draft Networx Training Plan.





Design, Development, Delivery

A comprehensive approach is followed to provide the Government with courseware and training materials designed, developed, and delivered in a consistently high quality manner. AT&T and Tech 2000 share the philosophy that training evaluation is an ongoing activity embedded in all phases of the training program, from the early stages of determining objectives to post-delivery evaluations. This is depicted in **Figure 2.3.11-1**. The approach begins with the clear



Figure 2.3.11-1: Continuous Improvement. The Government can rely on well-established processes that ensure the learning experience is of the highest quality possible.

determination of the learning objectives associated with a particular course or module and continues through the delivery and evaluation phases, where student and GSA feedback is ultimately incorporated into the process. The steps associated with the design, development, and delivery procedures to provide high quality training to Government customers are provided in **Table 2.3.11-5**.

TRAINING	DESIGN, DEVELOPMENT, AND DELIVERY PROCESS Step 1 – Curriculum/Course Design
Determine Learning Objectives	Transform business/Government need into primary learning objectives
High-Level Design Document	 This document addresses knowledge "gaps" and provides a description of: Primary Learning Objectives Module Learning Objectives Lesson Learning Objectives Labs Timeline
Review/Approve Design Document	Obtain concurrence on design document from internal team members
Initiate Data Mining	Examine existing courseware and/or other sources of content





Create Low Level Design	IG DESIGN, DEVELOPMENT, AND DELIVERY PROCESS This process includes the refinement or creation of:
Document	
Document	Primary Learning Objectives Module Learning Objectives
	Lesson Learning Objectives Section Learning Objectives
	 Section Learning Objectives Map Learning to RIO (Reusable Information Object) Type (Concept,
	• Map Learning to Kio (Reusable mormation Object) Type (Concept, Fact, Process, Principle, Procedure)
	 Labs (as required)
	 Detailed Timeline
Review/Approve Low Level Desig	2
Document	members
	Step 2 – Curriculum/Course Development
Content Items	Concepts
	Determine optimum delivery methodologies / convert to multiple
	delivery styles as necessary
	• Facts
	Processes/Procedures
	RIO/RLO (Reusable Learning Object). Content enhanced with 3D
	simulations or animations as requested
Practice Items	Questions
	Case Studies
	Live Simulations
	Hands-on Labs / Exercises
Assessment Items	 Test Questions (multiple choice, True/False, etc.)
	• Labs
	Role Plays
	Step 3 – Course Delivery
Walk-Through	Technical Developer/Instructor performs quality review of course
	materials with SME(s)
	Content changes are analyzed against design documents and ship times
	 objectives Prioritization of changes or delivery improvements
	 Phonizzation of changes of derivery improvements Change/version control management provided by lead project SME
Pilot Session	Change/version control management provided by lead project Sivie Typically a small class size
1 1101 05351011	 Typically a small class size Conducted with mixture of employees and Government customers
	 Additional focus on course evaluation feedback and input provided in
	session
Incorporate Feedback	 Blend in walk-through and pilot session input (as necessary)
	 Re-validate feedback against original course objectives
	Step 4 – Training Schedule
Scheduling / Administration	Load all course information into online registration tool
	Coordinate with local Government training contacts (as required)
	Ensure classroom supplies and equipment are available
	Online and manual registration processes
	Rescheduling/Cancellation procedures
	Maintain accurate student training history
	2
	Step 5 – Training Schedule
Continuous Quality Review	Post course evaluations (Kirkpatrick Level 1)
Process	Post course test for knowledge transfer (Kirkpatrick Level 2)
	Job Performance Analysis (Kirkpatrick Level 3 – optional and/or at

 Table 2.3.11-5: Training Design, Development, and Delivery.
 The Government receives high quality training on a consistent basis through a detailed process used the Networx Training Team.

To ensure all Government customers are receiving or have access to current information about the contract, the contractor shall develop a training program. [C.3.7.2.1]





The Networx training program, as detailed in Appendix E (Networx Draft Training Plan), is designed to maximize the effectiveness and efficiency of training delivered to Government students by providing them with comprehensive and easily accessible courseware specifically created to support the Networx contract.

The contractor shall develop and submit to GSA a Networx Training Plan describing the contractor's training program. [C.3.7.2.1]

A detailed Networx Training Plan is provided in Appendix E. The training plan

is updated 15 days after receiving GSA's comments and in 10 days if no

comments were received. Thereafter, the Training Plan is updated annually,

30 business days after the end of each contract year.

The contractor's Networx Training Plan shall address training delivery methods including: meeting and briefings, classroom, seminars, instructor-led and non-instructor on-line web based, self study, and manuals or desk top guides. [C.3.7.2.1]

Information on training delivery methods can be found in Section 2.3.11.2

(Training Delivery Methods) of this document with full details provided in the

Networx Training Plan found in Appendix E.

The contractor's training plan shall include training evaluation forms to complete requirements of Section C.3.7.2.5, Step 5 -- GSA Monitors The Course And Students Evaluate The Course. C.3.7.2.1]

Detailed information on the process and forms used to obtain student

evaluation data is in Section 2.3.11.3, (b) Sample Training Evaluation Form,

of this document and within Appendix E, Draft Networx Training Plan.

2.3.11.1 Courses Offered [L.34.2.3.11.1], [C.3.7.2.1]

The offeror shall provide a description of courses offered, including course scope and topic details for each of the intended student population:

(a) Designated Agency Representatives (DARs), who are Agency representatives with the authorization to order services and products

(b) Network Operations, who are Agency representatives with network monitoring responsibilities.

Intended Student Populations

A training course shall be provided and individually tailored for each of the Government population groups.

Each Government Networx training population group will be provided with

detailed modular training courses customized to meet Government





requirements. This information is provided in the following section by student

population.

Group Training for Designated Agency Representatives (DARs)

(a) Designated Agency Representatives (DARs), who are Agency representatives with the authorization to order services and products

Group training for Designated Agency Representatives shall be required, but not limited to, the following topics: Overview of Networx Services, including, at a minimum, services and products, service features, security offerings, and Government roles and responsibilities

Operational Support Systems, including, at a minimum, service order and tracking system, billing / dispute system, trouble and complaint handling system, and an overview of network management and monitoring systems Processes and procedures, including, at a minimum, placing and tracking orders, reporting and tracking troubles and complaints, escalation procedures for problem resolution, resolving billing disputes, obtaining credit adjustments, fraud prevention, including customer premises safeguards, proper service assistance methods, and coordinating with the Contractor's Customer Service Office

Transition, including, at a minimum, contractor and Government roles and responsibilities, preparation activities, timeframes, and contract exceptions that apply during transition. [C.3.7.2.1]

The DAR training program provides Agency personnel with the courseware necessary to fully support the Networx contract. Government DARs are unique in the fact that they must be knowledgeable in most aspects of the Networx contract, particularly with ordering, billing, and maintenance. They need a comprehensive understanding of the Networx tools and processes that will be used to successfully deliver services to the Government, on time and accurately, and to help ensure that any problems are promptly addressed. Group training for DARs supports class sizes from 10 to 32 students. Refer to Appendix E for a full description of Networx training for DARs.

Group Training for Network Operations Personnel

The offeror shall provide a description of courses offered, including course scope and topic details for each of the intended student populations:

(b) Network Operations, who are Agency Network Management Contacts with network monitoring responsibilities. Group training for Network Operations people shall include, but not be limited to, the following:

Overview of Networx Services, including, at a minimum, services and products, service features, security offerings, and Government roles and responsibilities

Operational Support Systems, including, at a minimum, trouble and complaint handling system, and an overview of network management and monitoring systems

Processes and procedures, including, at a minimum, reporting and tracking troubles and complaints, escalation procedures for problem resolution, fraud prevention, including customer premises safeguards, proper service assistance methods, and coordinating with the Contractor's Customer Service Office





Transition, including, at a minimum, contractor and Government roles and responsibilities, preparation activities, timeframes, and contract exceptions that apply during transition. [C.3.7.1]

As indicated in the Government's requirements, GSA and Agency Network Operations personnel require training on tools, applications, and processes that are a subset of those required for Designated Agency Representatives.

Group training sessions for Networx Operations personnel can accommodate a minimum of 10 students and a maximum of 32. Refer to Appendix E for a full description of Networx training for Network Operations Personnel.

Course Samples

The offeror shall provide for each course samples of training materials, which shall include but are not limited to brochures, registration materials, presentations, hand-outs, and reference guides. (L.34.2.3.11.1-continued)

Refer to Appendix E, Draft Networx Training Plan for sample training materials.

2.3.11.2 Training Delivery Methods [L.34.2.3.11.2]

The offeror shall provide a description of its capability to provide training to all GSA regions using different types of training delivery methods, including classroom, web-based, meetings and briefings, seminars, self-study training, training manuals and desk top guides.

Government customers in all GSA CONUS regions have access to a powerful set of learning resources specifically created by AT&T to fully support all aspects of the Networx contract. The methods used to deliver Networx training sessions will be determined by the Government based on their specific requirements. AT&T will fully support and be compliant with all training delivery methods specified in the RFP.

Multiple delivery methodologies for the same courseware are available when circumstances demand it. For example, if a Government customer does not have high speed internet access to take a web-based course, that course can





be made available on CD-ROM or DVD-ROM. The training program has the flexibility to accommodate these types of requirements.

Topics requiring face-to-face classroom training will be delivered by highly skilled instructors at locations furnished by AT&T and within daily commuting distance for GSA and Agency students. AT&T will also be fully compliant with other training facilities as requested by the Government.

Figure 2.3.11.2-1 represents the various course delivery methods available to GSA and Agency customers through the Networx Training Program.



Figure 2.3.11.2-1: Flexible Solution for All Training. GSA and the Agencies require flexibility in training options, as employees learn at different rates and have varying previous experience.





Use of Self-Paced Learning

The Government's use of self-study/self-paced training provides greater flexibility for students in choosing when training is taken and what topics are covered. The benefits of self-study / self-paced courses are shown in **Table 2.3.11.2-2**.

	BENEFITS ASSOCIATED WITH WEB-BASED/SELF-PACED TRAINING (ELEARNING)
	Effective delivery of training without the added cost of training facilities, equipment, and travel
	time/expense
/	Ability to extend the reach of training to a much larger audience
/	Training on-demand without waiting for a class date or for a class to fill
/	Flexibility in making training available based on individual work or personal schedules, skill mix
	requirements, demonstrated skill, and advancement opportunity.
/	Training literally available around the clock, around the world
1	Up-to-date course materials are always available
	Easy to audit and monitor
/	Resume web-based courses at the last completed module/section, if interrupted
1	Rapid deployment of training to field personnel
1	Students learn at their own pace and can focus on the topics they find most relevant or necessary

Table 2.3.11.2-2: Training Flexibility. *Government personnel can elect to take training based on their schedule.* The contractor shall make available, at no cost to the Government throughout the life of the contract, training through the following delivery methods: meetings, briefings, seminars, self-study, video-teleconference, and on-line web based. [C.3.7.2.2]

Multiple delivery methodologies are available to Networx customers as required, based on the Government's needs and the type of training content being provided. This flexibility allows Networx customers to maximize the training experience, while minimizing the time away from their jobs. Small topics and/or updates are supported by training briefs or desk drops, while more complex topics are supported with video-teleconferencing or web-based training (**Figure 2.3.11.2-2**). All Networx training, with the exception of supplemental training, is provided to the Government at no charge.

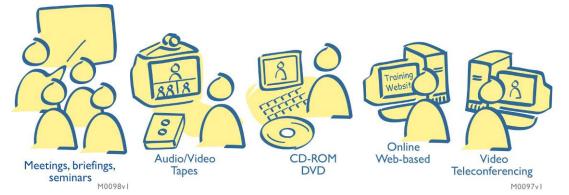






Figure 2.3.11.2-2: GSA and Agencies have access to multiple course delivery. Multiple deliver techniques provide Government Networx customers the flexibility they need to take courseware when it is most convenient to them.

2.3.11.3 Training Administration [L.34.2.3.11.3], [C.3.7.2.2], C.3.7.2.3], [C.3.7.2.5]

The offeror shall describe its training administration process including its ability to provide: (a) Web-based training catalog The contractor shall provide a Course Catalog within 30 calendar days after Notice to Proceed on its website with

information relating to training schedules, course name, classes, location of class, short course description and any information necessary for student attendance. [C.3.7.2.3]

Web-based training catalog

GSA and Agency personnel can easily obtain all relevant Networx training information by accessing a comprehensive course catalog via the AT&T Networx website. This catalog is available within 30 calendar days after Notice to Proceed and provides Government customers with immediate access up-to-date training materials, logistics, course descriptions, etc. Refer to Appendix E, Draft Networx Training Plan, for all information relative to the course catalog.

Hardcopy training catalogs are also available, upon request, to Government customers that do not have internet access or for those preferring to view courseware and register manually. These are available by contacting the Networx CSO on (877) GET-NTWX (877-438-6899).

The contractor shall update the Course Catalog as class schedules are added for the courses offered. [C.3.7.2.3] An update to the Networx course catalog is required when the following situations occur:

- New sessions have been added for existing courseware
- New courseware is created
- Existing courseware undergoes significant modifications
- Contract modifications resulting in updates being required

(b) Quality training materials

When requested by GSA, contractor shall provide GSA all the training material used for its training sessions. [C.3.7.2.2]





GSA can request any training material used to support the Networx contract at any time during the course of the contract. This could include student guides and other training data used to support a particular course. Up-to-date Networx training materials are stored on the Networx Training website for downloading and printing. Government users can also request training materials in other formats mutually acceptable to both GSA/Agencies and the Networx Training Team.

The contractor shall provide all training and training materials as presented and approved in the Networx Training Plan. [C.3.7.2.2]

GSA and the Agencies receive training materials required to complete the course at no cost and all relevant training materials, (such as student guides and job aids) are maintained on the Networx website for the life of the contract. Samples of course materials are included in Appendix E, Draft Networx Training Plan.

(c) Web-based and non-web based training registration and cancellation process The contractor shall provide for on-line registration through a web site provided by the contractor. [C.3.7.2.3] Government students have the option of registering for training classes through the AT&T Networx website or by contacting the CSO to request enrollment in a particular class or learning event. Written enrollment confirmations, via email or US Mail, will be provided to students regardless of the registration method used.

When Government students need to cancel their enrollment in any training session for which they are registered, they may do so via the online registration system or by contacting the Customer Support Office (CSO).

All information relative to registration and cancellations are located in Appendix E, Draft Networx Training Plan.





(d) Course scheduling

Networx customers have full capability to view course details and descriptions, including the ability to view upcoming classroom-based courses and to register for the courses of their choice. AT&T will establish a Course Catalog with predetermined class schedules. Enrollment confirmation notices are provided to Government students through email or other means mutually acceptable to the GSA/Agencies and AT&T.

These notices confirm the date, time, duration, and location information for each learning event.

Classroom-based training provided in Government locations is coordinated in advance between Government training coordinators and the Networx Training Team to verify logistical information such as room availability and equipment.





Government customers migrating to Networx initially require overview and transition training. AT&T interfaces closely with Government-designated training coordinators to establish training priorities and schedules for the

Government. Recurring training schedules focus on topics required for smooth transition. Instructors and support staff remain flexible to meet the needs of the Government.

(e) Advertising and tracking of training activities

For advertising of Networx training, the training section of the Networx website is used to post notifications when new courses are available. This information is placed in a conspicuous location on the initial screen that students see after entering into the Networx training website. Advertising, and actual course delivery, will also be conducted at GSA User Forums or seminars.

Unregistered training prospects can access the public Networx website to view information such as: Networx courses (including prescheduled sessions), course descriptions, course length, delivery locations (as applicable), target audience, etc. Once the prospective student has selected the learning event they wish, they will be guided to the secure subscriber portion of the Networx website to formally register for the class(es) of their choosing.

(f) Reports containing the required data

GSA is provided with reporting information to meet the requirements specified in Section C.3.7.3. These reports consist of the following:

- Summary Training Evaluation Report, including:
 - List of classes delivered and dates





- Results compiled from each Training Evaluation Form for each class, including numeric scores as well as additional comments
- Analysis and corrective actions
- Quarterly Classroom Training Report, including:
 - Course Titles
 - Agencies Attending
 - Trainees Names
 - Dates of Classes





• Total number of Trainees trained to date

Each of these reports is delivered to GSA in MS Excel 2003 via email.

Course Evaluation and Improvement Methodology

The offeror shall provide a description of its training evaluation process, including its ability to provide: (a) Methods and procedures to restructure and improve courses offered in case of unacceptable training evaluation results

Quality assurance and measurement information

will be provided for every course offered by

AT&T in support of the Networx program, at no cost to the Government.

Training delivered to the Government is also evaluated by every student after every class.

In addition to the evaluation procedures that are built in to the Networx training program, GSA reserves the right to send monitors to any training event. If GSA determines that any component of the training program is unacceptable, AT&T and Tech 2000 will make the appropriate corrections within 30 calendar days after being notified.

In the event any Networx learning event is deemed unacceptable, AT&T immediately modifies or restructures the course with revised courseware available within 30 calendar days. Valuable data obtained through the course evaluations completed by all students, particularly the comments section, is used in course modifications and updates.

Timely post-delivery training evaluation is an important ingredient to the success of any training course or learning event. This valuable data can be





used by instructors to improve their delivery technique and by course developers to continuously improve the course content.

(c) Sample Training Evaluation Form The contractor shall provide evaluation forms to be completed (either electronic or paper) at each training class for each attendee. [C.3.7.2.5]

Evaluation of training activities is an important means of gauging the impact of individual courses and the overall success of the Networx learning program. Student feedback is gathered from Government students after each training course, either electronically or on paper. This information is used to continuously improve course material. Detailed information on evaluation forms (with a detailed sample) are in Appendix E, Draft Networx Training Plan.

Questions on the evaluation form shall pertain to, but not limited to, the following topics: Course objectives, Training material, Instructor, Length of the training class, Training facility, Overall evaluation. [C.3.7.2.5]

The Networx Training Evaluation form includes a variety of questions designed to capture feedback from Government students related to the overall training. Evaluation form questions are fully covered in Appendix E, Draft Networx Training Plan.

Ratings shall range from 1 to 5, 5 being the highest, with sections available for specific comments. [C.3.7.2.5] As indicated on the training evaluation form located in Appendix E, Draft Networx Training Plan, ratings for each question on the Networx Training Evaluation Form range from 1 through 5, with 1 being the lowest score and 5 being the highest. There is also an extensive comment section for students to elaborate on their feedback.

The approach to meeting Government training requirements for optional services is identical to that which is used for mandatory services.

If the Offeror's approach to meeting Training requirements is different for optional services than for mandatory services, the offeror shall describe the differences in a separate optional services sub-section within the Training section of the Offeror's response. The Offeror shall reflect differences due to optional services in an addendum to the Training Plan.





Summary

The importance of a high-quality and flexible training program to support the Networx user community cannot be overstated. Government customers must have access to learning content that is easy-to-use and targeted for specific audience segments. When classroom training is required, course delivery will be provided by professionals who have a wealth of experience supporting the unique requirements of the Federal Government. AT&T has a long history of delivering high-quality training to GSA and Agency personnel, as demonstrated by the consistently high evaluation scores received from students.