

## 3.0 MANAGEMENT AND OPERATIONS

### 3.1 PROGRAM MANAGEMENT (L.34.2.3.1; H.12; M.3.4)

*A responsive and accessible Contractor Program Organization is essential for the GSA Networx program. The Qwest Team will provide focused and comprehensive program management support to ensure that the Government, and ultimately the taxpayers of the United States, realizes the most efficient, effective, and enhanced services for the Networx program.*

#### 3.1.1 Understanding the Requirements

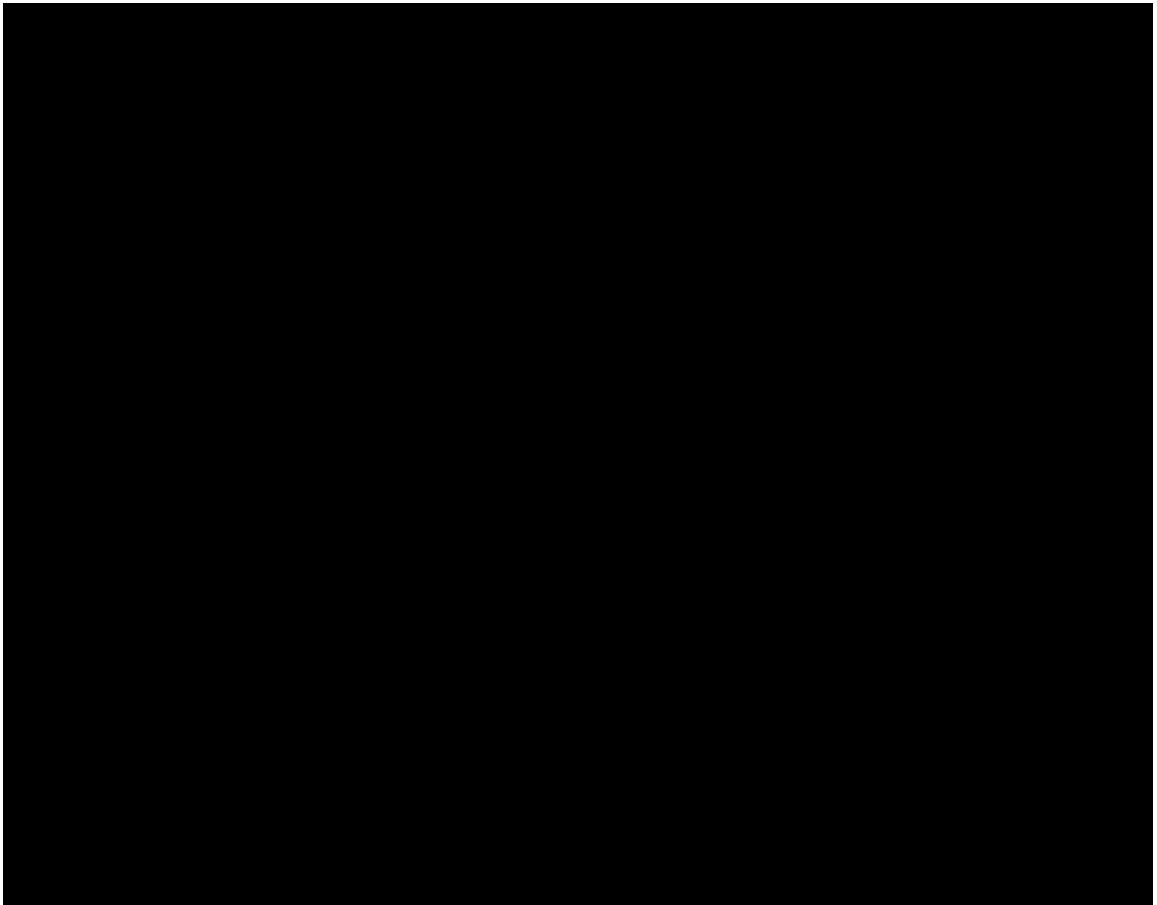
To meet the Networx program objectives, GSA requires a contractor who is responsive and accessible and who has proven management processes and procedures in place. The Qwest Team will meet this requirement by applying its proven management system that is currently being used on:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qwest is committed to fulfilling GSA's objectives for Service Continuity, Highly Competitive Prices, High Quality Service, Full Service Vendors, Operations Support, Transition Assistance and Support, and Performance Based Contracts.

Qwest's program management philosophy is built on the belief that the service provider is most effective and valuable to the customer when it is a partner with the customer, working collaboratively to reach specific goals and objectives. The Qwest Team will work with GSA to provide superior service and operations support. [REDACTED] shows the tools, methodologies, policies, and procedures that will be applied by the Qwest Contractor Program Organization (CPO) to support our partnership and achieve all Networx program goals. This partnership will be leveraged to ensure successful program outcomes for GSA, the Agencies, and Qwest.

The Qwest Networx CPO was designed to maximize the benefits GSA and the Agencies will realize. With this in mind, the Qwest CPO will offer proven and reliable capabilities, targeted to meet and exceed GSA and the



Agencies' needs for program control, planning, accountability, reporting, accessibility, and senior-level communications. [REDACTED] illustrates the features and benefits of our CPO.

**Figure 3.1.1-2. Qwest CPO Features and Benefits.** *Our primary objective is to provide superior service and support to the Networkx program.*

The Qwest Team Features	GSA and Agency Benefits
Stable, dedicated, and highly experienced Qwest CPO, with representation from key areas within Qwest's integrated team	<ul style="list-style-type: none"> <li>Provides GSA and the Agencies with direct access to specific action-oriented entity.</li> <li>GSA and the Agencies can rely on a stable Qwest management team that brings years of experience delivering quality programs to the GSA and Agencies.</li> </ul>
Unencumbered and short reporting chain of command	A flat management structure empowers Qwest CPO to make decisions without delays, ensuring expedient responses to GSA and the Agencies.
Consistent use of proven key performance monitoring tools and internally developed audits	<ul style="list-style-type: none"> <li>Provides early identification of potential problems and service disruptions.</li> <li>Allows for informed management decisions.</li> </ul>
Well-defined policies and procedures	Optimizes consistent service experience for all Agencies.
Comprehensive 24x7x365 availability via: 1. Web site: <a href="http://www.gsanetworkx.com">www.gsanetworkx.com</a> , 2. Qwest Control Networkx Portal, and 3. 1-866-472-6389 (1-866-GSA-NETWorx)	Provides accessibility and availability around-the-clock for domestic and non-domestic Agencies, thereby ensuring continuity of service.
Integrated industry recognized best practice tools: <ul style="list-style-type: none"> <li>Program Performance Management (PPM)</li> <li>Capability Maturity Model Integration (CMMI)</li> <li>Information Technology Infrastructure Library (ITIL)</li> </ul>	Creates a framework for the consistent delivery of high quality services and use of processes and metrics required for performance based contracting.
Integrated functions, responsibilities, and services via Qwest's Integrated Project Team (IPT)	<ul style="list-style-type: none"> <li>Strengthens quality assurance with the application of standard methodologies.</li> <li>Provides a focused and comprehensive support model.</li> </ul>

Please refer to Appendix 1, Qwest Program Management Plan (PMP Plan), which details Qwest's Networkx program management approach.

### 3.1.1.1 Responses to Narrative Requirements

The following table provides the Qwest Team's responses to the Program Management Narrative requirements.

comp req id	RFP Section	RFP Requirement	Proposal Response
490	C.3.2.2.1.1	(1) The contractor shall maintain a contractor's Program Organization (CPO) for program control and management of the Networkx contract.	Section 3.1.2
379	C.3.2.2.1.1	(1) The CPO shall provide effective and efficient program management through the application of support tools and industry best practices.	Section 3.1.2.3
222	C.3.2.2.1.1	(1) The CPO shall be led by the Networkx program director and generally be comprised of leads from each functional area of the contractor's company that have a role in executing against the contract.	Sections 3.1.2.1.1, 3.1.2.1.2

comp req id	RFP Section	RFP Requirement	Proposal Response
1158	C.3.2.2.1.1	(3) The contractor's CPO shall support a Government PMO and subscribing Agencies that are dispersed domestically and non-domestically.	Section 3.1.2.3.1 3.1.6.2.1 3.1.6.2.2
1041	C.3.2.2.1.2	(2) The contractor's CPO shall be the single point of interface for SLA information the Government requires. The CPO will deliver SLA data and reports to the Network PMO and others in accordance with the Network contract	Section 3.1.8.1
988	C.3.2.2.1.2	(3) The contractor shall establish a process for detailed, monitoring and reporting to enable an accurate assessment of performance against SLAs.	Appendix 1 – Section 6.3 Section 3.1.8.1 Figure 3.1.8-1
977	C.3.2.2.1.2	(4) The contractor's CPO shall resolve all issues concerning SLAs, including those that pertain to subcontractors.	Section 3.1.7.4.1
966	C.3.2.2.1.2	(5) The contractor shall compile the SLA data from all sources, including subcontractors, into a single SLA Compliance Report, which shall be in a "scorecard" format to allow quick review of all SLAs.	Section 3.1.8.1 Figure 3.1.2-3
955	C.3.2.2.1.2	(6) The contractor shall deliver to individual Agencies an Agency-Specific SLA Monthly Compliance Report that contains only the SLA performance data for that Agency.	Section 3.1.8.1
944	C.3.2.2.1.2	(7) The CPO shall be responsible for monitoring and managing the contractor's performance all contract performance requirements.	Section 3.1.2
910	C.3.2.2.1.4	(1) The contractor shall develop, implement, and update a Policies and Procedures (P&P) document(s) that provide direction to staff on the methods of performing their Network responsibilities.	Section 3.1.3, Appendix 8 Draft Policies and Procedures Plan
899	C.3.2.2.1.4	(2) The contractor's P&P shall outline contractor and subcontractor procedures regarding performance of functions under this contract, including, but not limited to: (a) Network management, including security (b) Inventory management (c) Billing (d) Customer Support (e) Account management (f) Order Processing and Fulfillment (g) Training Development and Delivery (h) Analysis and Reporting (i) Network Augments for Infrastructure as well as Customer Orders (j) Document change control (k) Network configuration control (l) OSS change control.	Section 3.1.3 Appendix 8, Draft Policies and Procedures Plan
822	C.3.2.2.1.6	(6) At a minimum the CPO shall have the capability and authority to: (a) Support disaster recovery planning and execution (b) Resolve interoperability problems (c) Respond to escalation of service concerns (d) Participate in contract performance reviews (e) Participate in contract modification negotiations (f) Perform basic network management functions in support of the Government's requirements in Section C.3.3., Service Management (g) Help resolve billing queries and reconciliation issues (h) Support NS/EP requirements (i) Provide the Network PMO with information on customer requirements and customer demographics.	Section 3.1.2
777	C.3.2.2.2	(1) The contractor shall deliver a Program Management Plan (PMP), in accordance with Section C.3.2.4, Program Management Report Requirements that details its program management method and implementation plan at a level sufficient to give the Government an understanding of the program management approach.	Section 3.1.2.2.5
766	C.3.2.2.2	(1)The PMP shall address, at a minimum, the following: (a) Summary of Contract Requirements, including Government dependencies and assumptions regarding Government services, facilities, and personnel (b) Summary Description of Service Solution, including methodology to comply with Service Ordering, Billing, Inventory Management, and Service Management requirements (c) Program Management Schedule (d) Resource Plan: Management approach to 1. Financial Resources: budgeting, tracking, and controlling costs 2. Human	Appendix 1, Qwest Program Management Plan

comp req id	RFP Section	RFP Requirement	Proposal Response
		Resources: identifying and retaining qualified personnel and making effective use of their skills 3. Equipment: managing hardware and software assets (e) Quality Assurance Program: Management approach to formulating and enforcing work and quality standards, ensuring compliance with contractual Service Level Agreements (SLAs), reviewing work in progress, and providing Customer Support services (f) Technology Plan: Approach to managing the network or service infrastructure, providing recommendation.	
744	C.3.2.2.3	(2) The contractor shall establish a master Project Plan for all program milestones and deliverables required to comply with the contract throughout its life.	Section 3.1.2.2.5.1 Appendix 1
265	C.3.2.2.3	(2)The Project Plan shall provide a means of scheduling and directing work, defining predecessor relationships for tasks, determining required human resources, and tracking variance to a baseline and current schedule.	Section 3.1.2.2.5.1 Appendix 1
734	C.3.2.2.4	(1)The contractor shall furnish the PMO and the GSA Contracting Officer (CO) with a Monthly Financial Status Report.	Section 3.1.8.2
645	C.3.2.2.6	(1) The contractor shall support periodic meetings and user forums based on program needs to discuss topics of interest and answer questions.	Section 3.1.2.1.2 Figure 3.1.2-3
33	C.3.2.2.11	(2) The contractor shall provide the Government with accurate and current inventories of services in accordance with Section C.3.8 Inventory Management.	Section 3.1.2.3.2 Appendix 1
1050	J.13.2	The contractor shall measure the performance objectives for each applicable SLA and report the results in the monthly SLA Compliance Report, which is part of the contractor's Program Monthly Status Report that is described in Section C.3.2.4 and included in the Agency-Specific SLA Monthly Compliance Report, also described in Section C.3.2.4.	Section 3.1.8.1, Appendix 1 - Section 6.3
1049	J.13.2	For each awarded service, the contractor shall show numerically whether the measured results equal or exceed the AQL for that SLA performance objective and comment on any performance deficiencies.	Appendix 1 - Section 6.3
1048	J.13.2	The contractor shall describe its procedure for measuring and sampling applicable SLA performance for each service awarded in the quality assurance section of the Program Management Plan (see Section C.3.2.2.2, Program Management Plan) and shall comply with the guidance contained in this attachment, Section C.2, Technical Requirements, and Attachment J.13.3, SLA Performance Objectives.	Section 3.1.7.4.2, Appendix 1 - Section 6.3

### **3.1.2 Qwest's Contractor Program Organization (comp\_req\_id 490, 822, 944)**

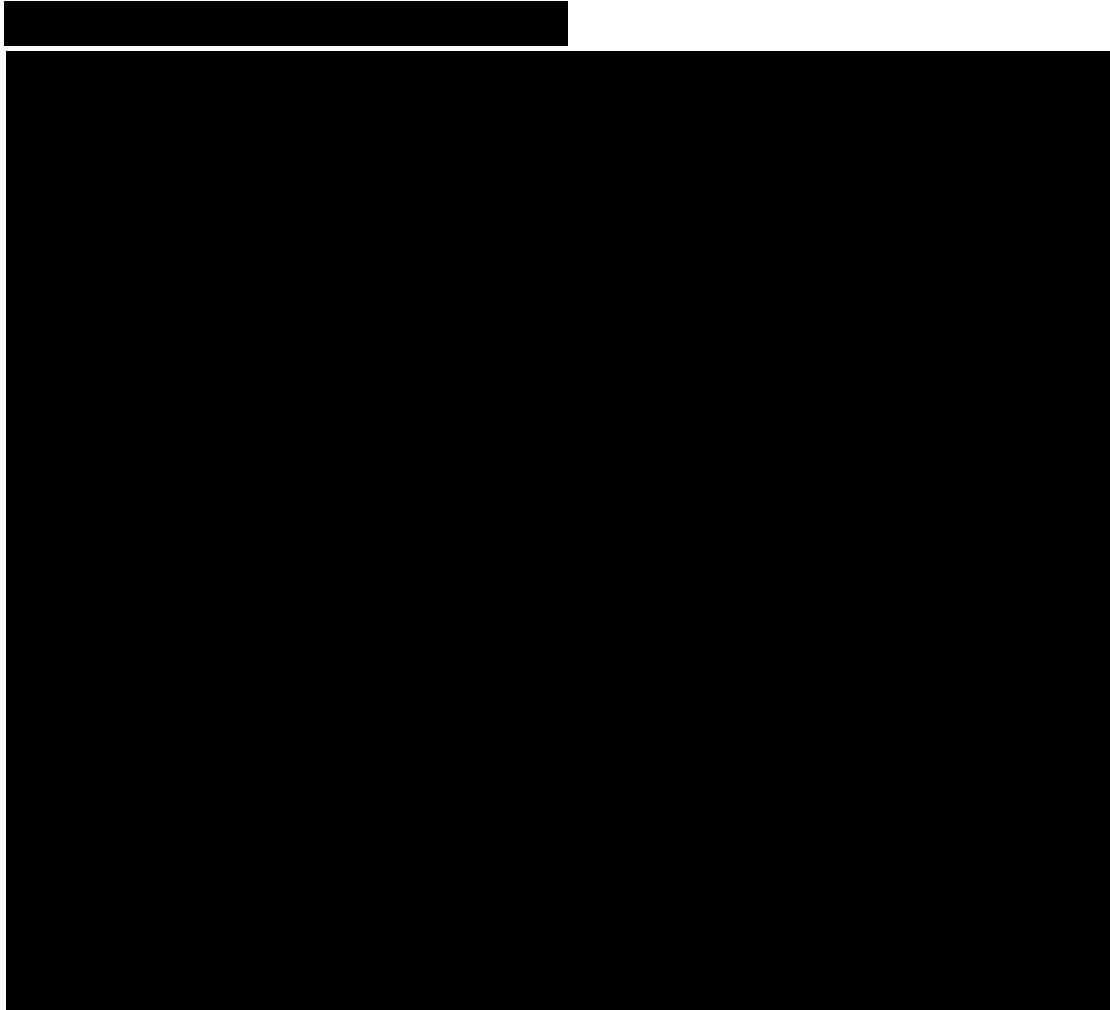
Properly aligned personnel resources are the linchpin for maintaining a successful CPO. Qwest understands this essential need, as we already have established and staffed the Qwest CPO for the Networx program. Qwest's CPO, as shown in [REDACTED] is aligned within the corporate organization to ensure focused and comprehensive functional support throughout contract execution. This alignment ensures efficient use of resources so that the Government, and ultimately the taxpayers of the United States, realizes the Networx program goals.

[REDACTED]

[REDACTED]

[REDACTED]

The Qwest CPO will not be housed in Government space. It will be located in a Qwest facility in [REDACTED], and will provide focused management, monitoring, and oversight for all Networx functional support areas as shown in [REDACTED]. The Qwest CPO will interface directly with GSA's Networx PMO.




The Qwest Team's highly qualified subject matter experts from throughout our corporation will control, manage, and monitor the performance of Qwest services, personnel, and processes. The Qwest CPO will be accountable for supporting GSA's PMO and subscribing Agencies for the

management, technical support, and performance on the Networx contract, domestically and non-domestically. We will ensure that the Government's requirements are addressed and customer satisfaction is maintained throughout the program lifecycle.

### **3.1.2.1 Qwest CPO Structure**

The Qwest CPO is empowered with the capability, responsibility and authority to monitor and manage Qwest's performance against all contract performance requirements, including but not limited to:

- Support disaster recovery planning and execution
- Resolve interoperability problems
- Respond to escalation of service concerns
- Participate in contract performance reviews
- Participate in contract modification negotiations
- Perform basic network management functions in support of the Government's requirements in Section C.3.3., Service Management
- Help resolve billing queries and reconciliation issues
- Support NS/EP requirements
- Provide the Networx PMO with information on customer requirements and customer demographics

Qwest's CPO structure incorporates centralized control, decentralized execution, and clearly defined roles and responsibilities as shown in 



**Centralized Control** – Ms. Roxane Rucker will provide the centralized control, serving as Qwest's Program Director on the Networx contract. She will be responsible and accountable for all aspects of the Networx program.



**Decentralized Execution** – Qwest’s CPO includes key personnel and functional leads from each support area that have a role in executing the contract requirements.

**Clearly Defined Roles and Responsibilities** – Our CPO has clearly defined roles and responsibilities that will ensure proper management and execution of the Networx contract. The Program Director, key personnel, and functional leads will have the capability, authority, and accountability to commit Qwest on behalf of the Networx program.

**3.1.2.1.1 Qwest CPO Program Director (comp\_req\_id 222)**

Ms. Roxane Rucker, as the Qwest Networx Program Director, has full responsibility for Networx program management. She is the central point of contact for the Government and for all program-wide Networx-related issues. She will be responsible and accountable for all aspects of the Networx program, including:

- Managing all elements of the Networx program, including scope, schedule, performance and deliverables
- Providing oversight and direction to all Qwest workgroups responsible for Networx deployment, implementation, operations, and maintenance
- Ensuring a smooth, expeditious transition and implementation process
- Managing escalations, issues and risks
- Communicating regularly with GSA and the Agencies
- Delivering status reports and results to GSA and the Agencies
- Ensuring that the Qwest Team performs in the Government’s best interests

Ms. Rucker has the management control, responsibility, and accountability within Qwest to ensure the highest level of service on the Networx program. She has the full authority to act on behalf of Qwest in

performing all contract requirements. With access to the Chairman and CEO of Qwest Communications International, Inc., she has regular executive contact and the full backing of the entire Qwest Corporation to support her and her team on the Network program. Ms. Rucker, as Program Director, has the ability to reach back to supporting entities within the corporation as requirements arise.

**3.1.2.1.2 Functional Support Areas and Responsibilities (comp\_req\_id 222, 822, 645)**

Qwest has assigned clear roles and responsibilities to leads within each of the functional support areas as shown in **Figure 3.1.2-3**. These clearly defined responsibilities ensure proper management and performance on the Network program.

**Figure 3.1.2-3. The Qwest CPO Functional Support Areas and Associated Responsibilities.** *These functional support areas will be responsive, accountable, and responsible to the Government for ensuring comprehensive support and delivery of services.*

Functional Support Area	Responsibilities
Billing	Provide billing invoices; data validation; and dispute and adjustment handling for direct billing, centralized billing, and allocation of charges among the Agencies for shared tenant arrangements.
Business Relationship Management	Ensure compliance with Networkx web site requirements, including posting of points of contact (POC), service and product descriptions, and access to Contract Operational and Administrative Data (COAD). Coordinates and supports Networkx Launch meetings, marketing to Agencies, and periodic meetings and user forums based on program needs to discuss topics of interest and answer questions. Responsible for all conference and trade show support, marketing collateral (e.g., brochures and fact sheets), promotions and campaigns, and market communications (radio, print, and Web-based advertisements).
Contracts	Monitor all Networkx activities to ensure contract compliance. Serve as the primary point of contact for the GSA Contracting Officer and Qwest CPO representative for contract interpretation, reference, and counsel. Review and approve all contract modifications.
Customer Support	Accept service orders, resolve customer complaints, perform service management, research and resolve billing inquiries and billing disputes, and initiate escalation of problems within the Qwest CPO.
Design and Engineering	Provide technical expertise on all Networkx services and service-enabling devices (SEDs). Design access, applications, and facilities to meet Government unique requirements. Ensure interoperability with Government furnished equipment (GFE) and other Government networks. Assist with analyzing service arrangements for annual Service Optimization reports and recommendations.
Disaster Recovery	Development, implementation and maintenance of Disaster Recovery/Business Continuity (DR/BC) plans to address crisis situations and mitigate or reduce the potential adverse effects. Maintains DR/BC processes, procedures and plans and assures the Agencies are integrated into Qwest's Disaster Preparedness and Recovery process. Manages the training of assigned personnel and performs routine DR/BC exercises.

Functional Support Area	Responsibilities
Financial Management	Prepare reports, including Monthly Financial Status Reports and Revenue Forecast. Compile newly awarded Networx service business, new/prospective business information lists, new order information lists, opportunity pipelines snapshots, and expected changes impacting revenue.
Network Management	Serve as key representative to GSA on Network Management matters, including capabilities, performance, and reporting. Engage in escalation process and be responsible for root cause analysis of data in the Trouble Management Performance Summary Report.
NS/EP	Ensures compliance with the 14 basic functional requirements for NS/EP telecommunications and IT services which have been identified by the NCS and the Office of Science and Technology Policy for NS/EP telecommunications services and are endorsed by ANSI T1 and ITU TSS standard bodies.
Operational Support Systems (OSS)	Ensure that OSS systems are secure and functioning at acceptable level of performance. Develop and execute OSS verification testing. Implement configuration control. Manage OSS maintenance and restoration.
Program Control Office	Manage the Master Project Plan; be accountable for overall Networx support functions, including finance, contracts, subcontracts management, and document control/change management.
Program Reporting	Manage the receipt of data elements for Networx reports including providing the Networx PMO with customer requirements and customer demographics. (Typical customer requirements and demographics would include Geographic distribution, Access Arrangements, Types of services ordered and bandwidth, average billing/usage). Format content and prepare reports per GSA's guidance. Ensure that Networx deliverables are accurate and delivered on time to the Government.
Quality Control/Quality Assurance	Develop CPO Quality Assurance Plan. Serve as the single point of interface for service level agreement (SLA) information. Manage the monitoring and reporting process for accurately assessing performance against internal targets and SLAs. Compile SLA data from all sources, including Qwest team members, into a single SLA compliance report. Ensure that corrective action plans are prepared, implemented, and results measured.
Security	Ensure compliance with security standards, policies, and procedures. Provide updates to Networx security plan, produce security risks assessment reports, implement security risk measures and information assurance policies, and perform ongoing security refreshments.
Sales	Control overall account management; primary Qwest representative to the Agencies for all Networx services. Perform opportunity identification and coordinate design and engineering resources to develop custom designs tailored to Agency requirements.
Service Ordering	Perform the complete life cycle of service ordering from receipt of order, required acknowledgments, provisioning, acceptance, and posting of data elements into the inventory management system.
Subcontracts	Negotiate and execute teaming and subcontract agreements. Manage subcontractor relationships and contractual compliance, monitors subcontractor performance, including SLA metrics.
Training	Develop and deliver training, register students, and deliver all individually tailored training for executives, Designated Agency Representatives (DARs), and network operations throughout the life of the contract. At a minimum, training will include an overview of Networx service offerings; portal access and use; Government roles and responsibilities; Qwest OSS; Networx processes and procedures; and transition guidelines.
Transition	Provide overall transition management, including planning, staffing, executing, and controlling all aspects of transition activity to achieve contractual objectives. Be responsible for developing and executing transition plans, Agency-level transition plans, and transition project specific plans. Group is focused on transition inventory, transition orders, and transition notices.
Webmaster/Portal	Designs and maintains Networx web site and Qwest Control Networx Portal. Provides application support and assistance. Solicits user requirements for content and executable functions, oversees IT development.

### 3.1.2.2 Qwest's Program Management Approach

Qwest's program management approach for Networx leverages four core inter-related and fully compatible methodologies and industry best practices:

[REDACTED]

These combined methodologies bring extraordinary strength and discipline to the Qwest CPO, providing assurances upon which the Government may rely to meet current and future needs.

**3.1.2.2.1 [REDACTED]**

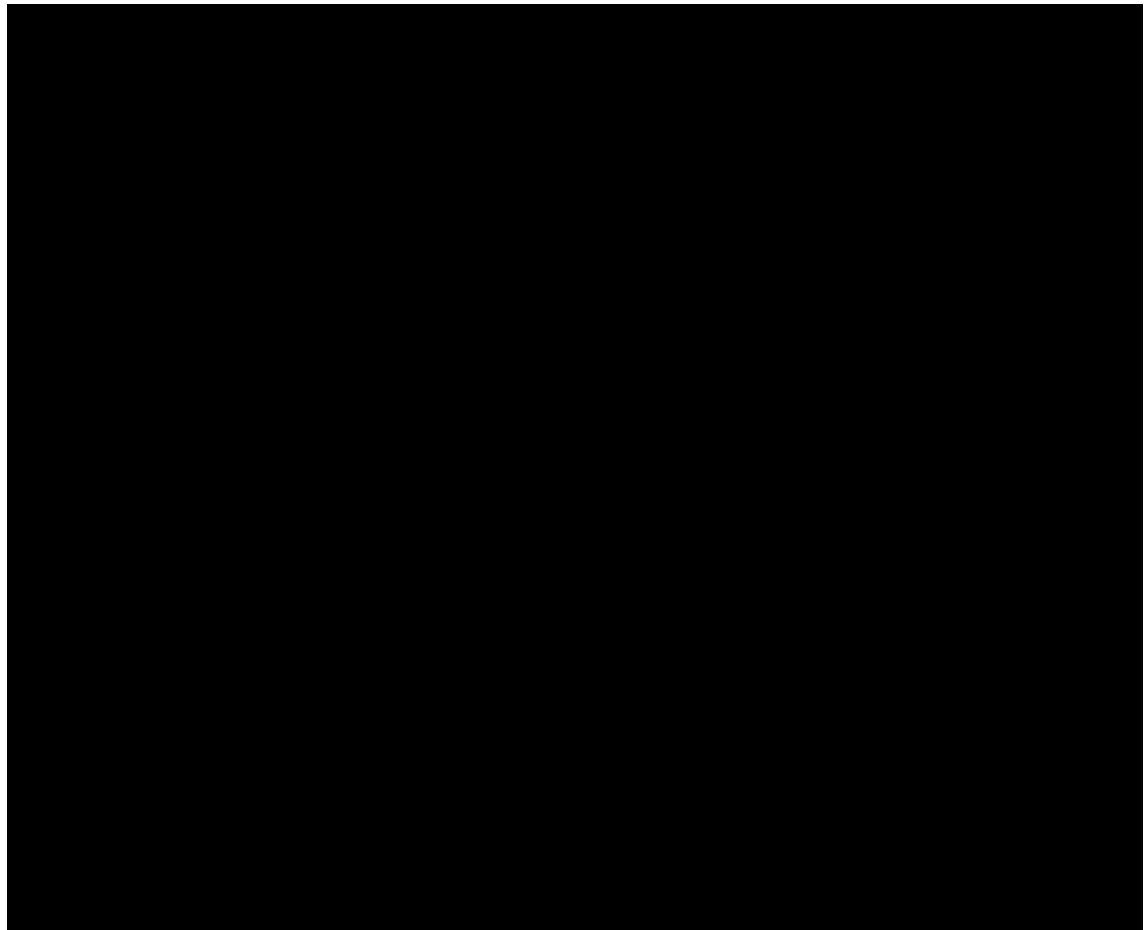
The Qwest Team's [REDACTED] methodology provides the overall framework for how Qwest will manage, govern, and control the Networx program pertaining to transition, service delivery, special projects, and core operations. Qwest's approach is encapsulated in the [REDACTED] framework that defines the tasks and deliverables required to manage a large, complex program involving multiple stakeholders.

The Qwest [REDACTED] approach has been used successfully with our large Government and commercial telecommunications projects, including complex non-domestic projects such as the [REDACTED]

[REDACTED]

Qwest's [REDACTED] methodology shown in [REDACTED] is comprised of four phases:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



The [REDACTED] methodology reflects the Qwest Team's commitment to establishing a collaborative environment in which all members of the team contribute to the Networx program's success.

The [REDACTED] methodology incorporates processes and procedures to verify that quality deliverables are prepared on time according to contract requirements, and that potential risks are mitigated. The [REDACTED] methodology incorporates an integrated team approach, for conducting project management services with multiple team members.

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] provides a potent framework to achieve significant oversight advantages for GSA's PMO.

The Qwest PPM methodology provides the overarching management framework for the Networx program.

Our methodology minimizes risks and uncertainties by:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

#### 3.1.2.2.2 [REDACTED]

[REDACTED]  
[REDACTED] is a framework of proven best practices based upon the collective experience of Government and commercial organizations and the lessons learned in addressing service management. [REDACTED]

[REDACTED]

Qwest's service management model is built upon key [REDACTED] processes as shown in [REDACTED] strategic context for improving tactical decision-making ensures that processes are centered on the relationship between the Qwest Team and our Agency customers.

[REDACTED]

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

### 3.1.2.2.3 [REDACTED]

The [REDACTED] methodology will integrate process areas across various disciplines, enabling the Qwest Team to work together using standard and shared processes and terminology. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Qwest Team will use [REDACTED] as our process framework for special projects and developing enhanced services for the Network program. We have successfully applied the [REDACTED] methodology on various Government system development projects. We will leverage this experience to tailor the [REDACTED] methodology to meet specific Network objectives.

[REDACTED] members of the Qwest Team, [REDACTED]

[REDACTED]

[REDACTED] Qwest's Spirit of Service™ culture and continuous process improvement discipline, coupled with our team members' expertise, enables the Qwest Team to realize improved productivity, eliminate down time, and reduce operational risks, all with measurable results for the Network program. The Qwest Team will strive for total service process improvements for Agency customers.



3.1.2.2.4 [REDACTED]

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

[REDACTED] Decisions effecting the allocation of resources and the prioritization of projects are made in the context of the overall Program objectives. [REDACTED]

[REDACTED]  
[REDACTED]

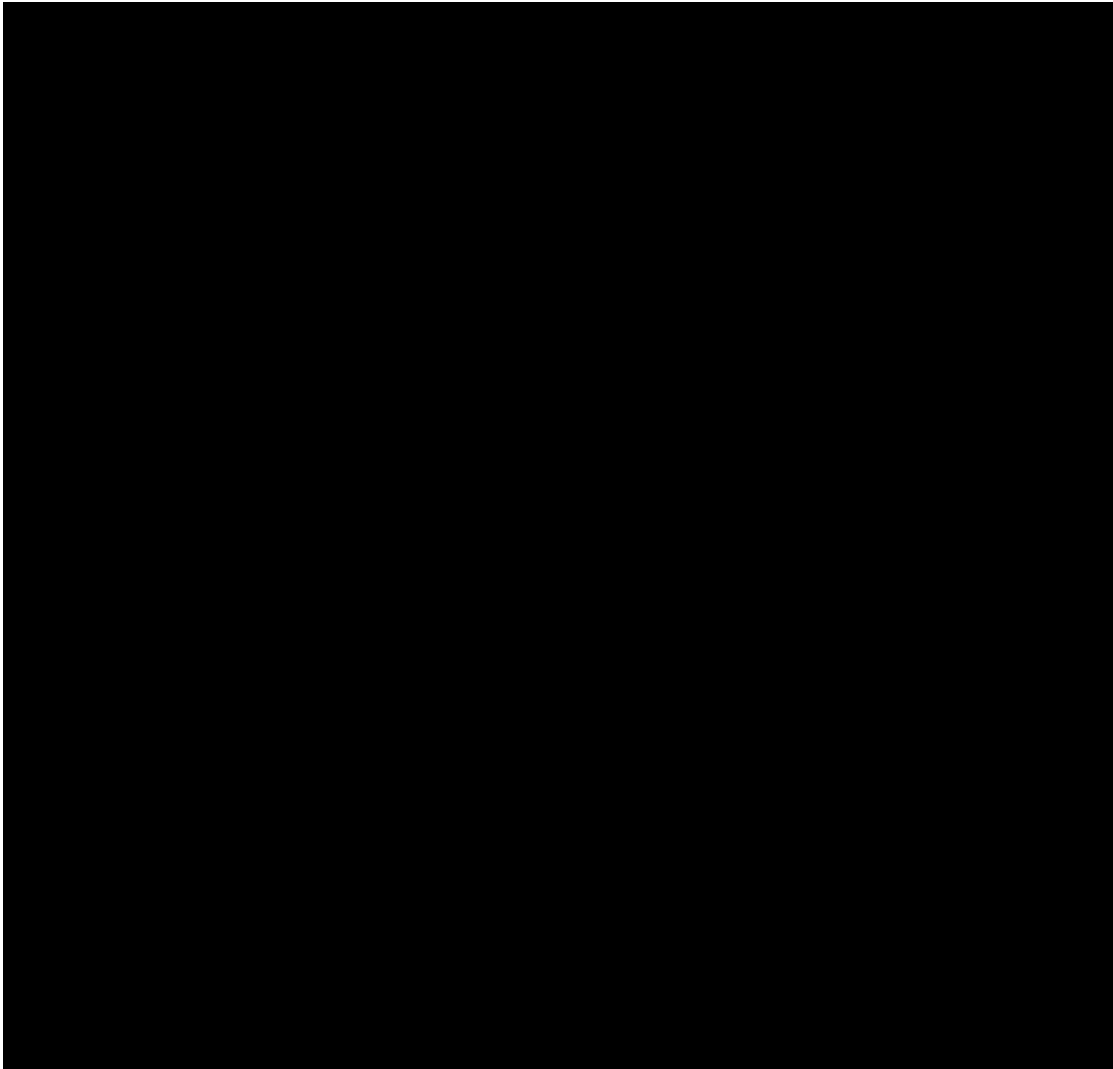
The CPO Director makes decisions regarding the budget, prioritization, scheduling, and staffing for Networx projects across Qwest.

[REDACTED] has been successfully incorporated into our Networx project methodologies because there is a common, fundamental baseline structure that all work groups adheres to, including:

- [REDACTED]  
[REDACTED]
- [REDACTED]  
[REDACTED]

[REDACTED] that have a proven track-record for managing and improving project outcomes

■ [REDACTED]  
[REDACTED]



[Redacted]

[Redacted]

[Redacted]

#### **3.1.2.2.5 Qwest's Program Management Plan (comp\_req\_id 777)**

The Program Management Plan (PMP) (see Appendix 1) is the cornerstone for effective program management. The Qwest PMP describes how we will use program management disciplines to manage the Networx program to ensure consistent outcomes for GSA and the Agencies over the

life of the contract. The PMP includes a summary of contract requirements, a summary description of the Qwest service solution, program management schedule/project plan, resource, technology and communications plans, quality assurance program, subcontractor/vendor management, carrier relations, organizational structure, risk management plan, information systems, our CPO structure, and the functional groups within the CPO. It also includes our approach to managing the program's performance objectives related to:

- Resources
- Quality and SLA Metrics
- Technology
- Communications
- Vendor Management
- Risk
- Operational Support Systems

The Qwest PMP conforms to Section C.3.2.4 of the Networx RFP.

#### **3.1.2.2.5.1 Project Plan (comp\_req\_id 744, 265)**

Our detailed Draft Integrated Master Project Plan for Program Management activities is presented in Appendix 1, Program Management Plan. The Master Project Plan provides a roadmap to understanding Qwest's approach to managing all program related activities across the many functional areas required to deliver upon the Networx requirements. For pre- and post-award activities, it provides a means of scheduling and directing work, defining predecessor relationships for tasks, determining required human resources, and tracking variance to a baseline and current schedule. Derived from the program scope and work breakdown structure of the Networx program management activities, the master project plan shows the

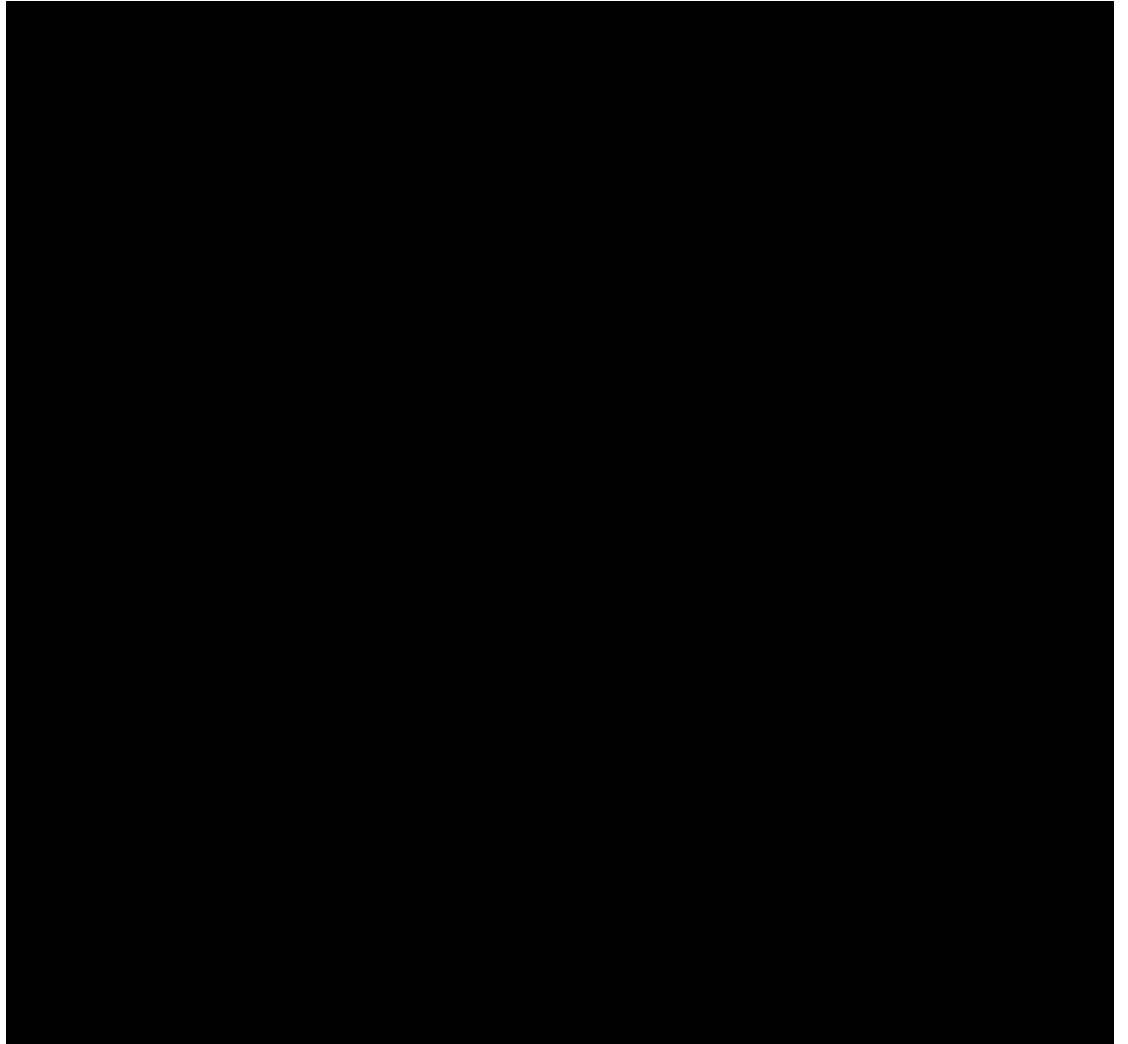
milestones, deliverables, work activities, dependencies, durations and schedule related to program planning, development, execution and control, and reporting. Qwest has taken a very broad view of the master project plan, starting with program planning and development activities through program close-out. Because the master project plan is complex and includes hundreds of overlapping and interrelated tasks, we have grouped tasks and deliverables into “phases”, or summary tasks. The master project plan includes [REDACTED]

[REDACTED] which are described below, will facilitate the reporting of schedule progress, milestone events and schedule variance to the Networx PMO.

[REDACTED]

[REDACTED]

[REDACTED]



The integrated master project plan is based on key assumptions about the Networx program, including:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]



Qwest has organized the master project plan to display the required deliverables in accordance with their recurring frequency. Deliverables initially triggered by a Notice to Proceed are categorized as Monthly, Quarterly, Semi-Annually, and Annually. Deliverables based on a service being delivered, specifically those related to SLA compliance, are categorized as monthly based on Section F.2 deliverables. The deliverables are represented on a recurring basis for the life of the contract. In order to comply with page count considerations within the Program Management Plan, Qwest chose to highlight and display the most important tasks within the schedule.

There are many deliverables depicted in the Section F.2 that occur on an “as needed” or “upon request” basis. Qwest chose not to include these occurrences within the current schedule due to the complexity of trying to estimate the due dates of those tasks. As those deliverables occur within the term of the contract, Qwest will update the schedule to reflect the accurate deliverable dates. [Redacted] lists all deliverables that have not been included in the schedule

**Figure 3.1.2-7a. Networkx Universal Deliverables Not Included in the Project Schedule**

ID	Requirement Reference	Deliverable Item Description Reference	Deliverable Name	Frequency
32	C.3.3.1.2.3 ID 3	C.3.3.1.4.1.3	Voice Traffic Report	Sent to GSA: When requested by the PMO • Sent to Agency: When requested by the Agency
33	C.3.3.1.2.3 ID 3	C.3.3.1.4.1.4	Data Traffic Report	Sent to GSA: When requested by the PMO • Sent to Agency: When requested by the Agency
36	C.3.3.2.2.6 ID 7	C.3.3.2.4.1.3	Security Breach Notification Report	Within seven calendar days after the occurrence of a security breach

ID	Requirement Reference	Deliverable Item Description Reference	Deliverable Name	Frequency
38	C.3.3.2.2.12 ID 3	C.3.3.2.4.1.4	Non-Domestic Services Security Notification Report	Within seven calendar days after detecting a non domestic security violation or suspicious activity
39	C.3.3.2.2.13 ID 8	C.3.3.2.4.1.5	Fraud Incident Notification Report	Within seven calendar days after detecting a fraud or possible fraud situation.
61	C.3.6.1.2.7 ID 1-2	N/A	Archived Direct-Billed Billing Data	Five business days after request
67	C.3.6.2.2.3 ID 5.3	C.3.6.2.4.1.3	Invoice Change Notice	As needed, no less than 60 days prior to change of the invoice
71	C.3.6.3.3.2.2 ID 7, 8	C.3.6.3.3.5.1	Dispute Receipt Acknowledgement	Within 1 business day of receiving a dispute from Agency
72	C.3.6.3.2.4 ID 1.1, 1.2, 1.3 C.3.6.3.2.5 ID 1.1, 1.2, 1.3 C.3.6.3.2.6 ID 1.2, 1.3 C.3.6.3.2.7 ID 1, 2, 3, 4 C.3.6.3.2.8 ID 7	C.3.6.3.3.5.2	Dispute Resolution Confirmation	Within 3 business days of resolving a dispute
80	C.3.8.2.4 ID 1	C.3.8.3.3.1	Responses to On-Line Queries	As requested
82	C.3.8.2.4 ID 9	C.3.8.3.3.2	Copy of the Records in the Network Inventory	As requested
91	C.4.2.7 ID 5	C.4.3.4.2	GO/NO GO Transition Notice	Initial: Not less than 24 hours before each scheduled cutover or other significant transition activity Updated: As soon as possible after becoming aware that the activity will not proceed as scheduled
109	H32	N/A	Service Trials Notification	Prior to initiation of any trial program with the Agency

The project plan will be maintained and updated in [REDACTED]  
 The Qwest Program Director will conduct daily reviews of the project plan status, risks and issues with CPO key personnel and functional leads. Status of the project plan, including accomplishments, risks and issues, and changes will also be included in our Monthly Program Status report. [REDACTED]

[REDACTED]

[REDACTED]



**3.1.2.3 Qwest’s CPO Toolkit (comp\_req\_id 379)**

The Qwest CPO will support and guide GSA and the Agencies through the application of proven support tools and industry best practices to plan, manage, control, and report on all Networkx program activities. The Qwest CPO Toolkit will be used for various program management controls, including account management, change control and management, risk and issue management, order processing, and project planning, scheduling, tracking, and reporting. We will leverage these tools to manage change within the program; identify, monitor, and manage issues and risks; effectively prioritize program initiatives; and optimize the allocation of program resources.

The Qwest CPO Toolkit will support core program management processes by applying the capabilities and features of both commercially available software and Qwest customized applications for managing and controlling the Networkx program. **Figure 3.1.2-8** highlights the support tools within the CPO toolkit.

**Figure 3.1.2-8. Program Management Processes Supported by the Qwest CPO Toolkit.** *The Qwest CPO Toolkit will enable the CPO to execute functions efficiently and effectively.*

Toolkit Application	Toolkit Application Description	Program Management Processes
Qwest Control Network Portal	Qwest Control Network Portal, access ble via the Qwest Networkx web site enables Qwest and the Agencies to automate the execution of various service functions.	Customer Service, Quality Assurance, and Communication
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Toolkit Application	Toolkit Application Description	Program Management Processes
	[REDACTED]	
[REDACTED]	[REDACTED]	[REDACTED]

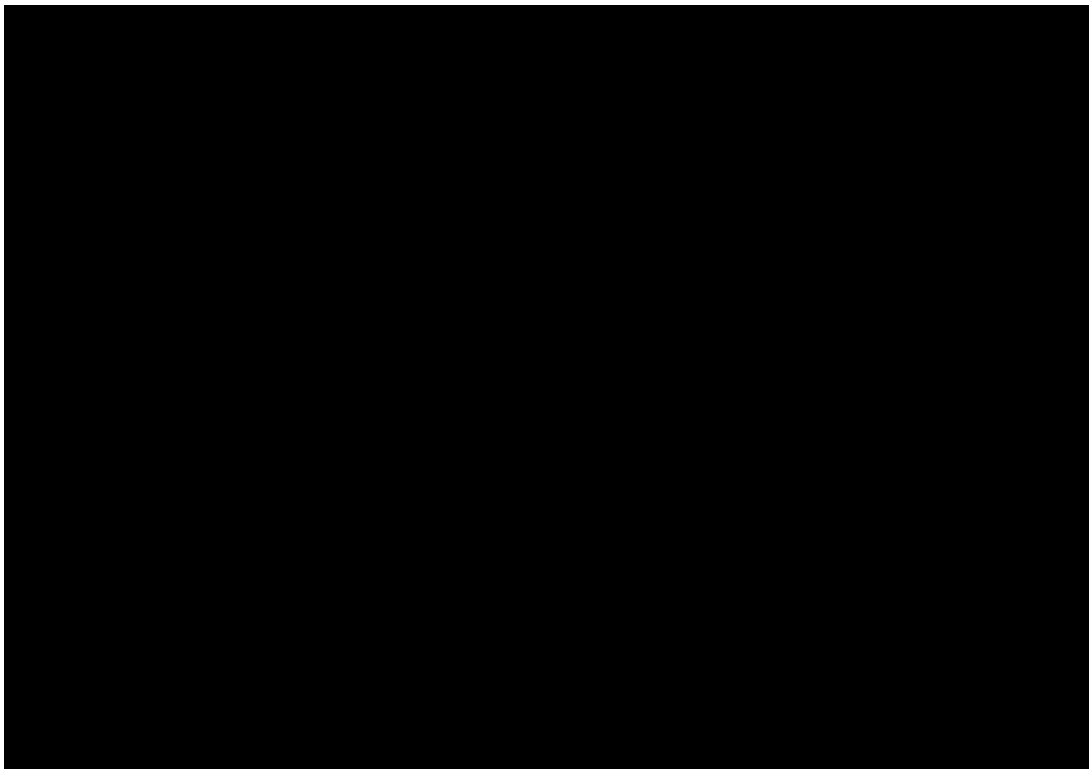
The Qwest Control Network Portal, the primary customer-facing tool in the CPO Toolkit, incorporates applications that measure performance against SLAs and automate reporting. This greatly simplifies Government visibility and access to the reports required to manage a performance-based contract.

**3.1.2.3.1 Qwest OSS**

Qwest will support the Network program with a comprehensive and secure Operational Support System (OSS) that performs a wide range of integrated functions including billing, service ordering, customer support, network management, trouble management, inventory management, and program management. [REDACTED] Network OSS (see [REDACTED] [REDACTED]) is the foundation for the development and delivery of all Network related data; ordering, provisioning, inventory, billing, reporting, etc. which meets all Network system requirements.

Qwest’s OSS consists of [REDACTED] that support commercial and Government customers today. Qwest’s embedded systems use a component-based architecture that facilitates building interfaces to subcontractor and other vendor systems. The Qwest Control Network Portal provides access to the [REDACTED] All Network products and services can be ordered via the Portal through a series of Web forms and flow through interfaces. Qwest continues to design process flows that will generate efficiencies for the customer and Qwest.


Qwest has deployed a complete set of controls including access controls which manage users access to specific systems based on

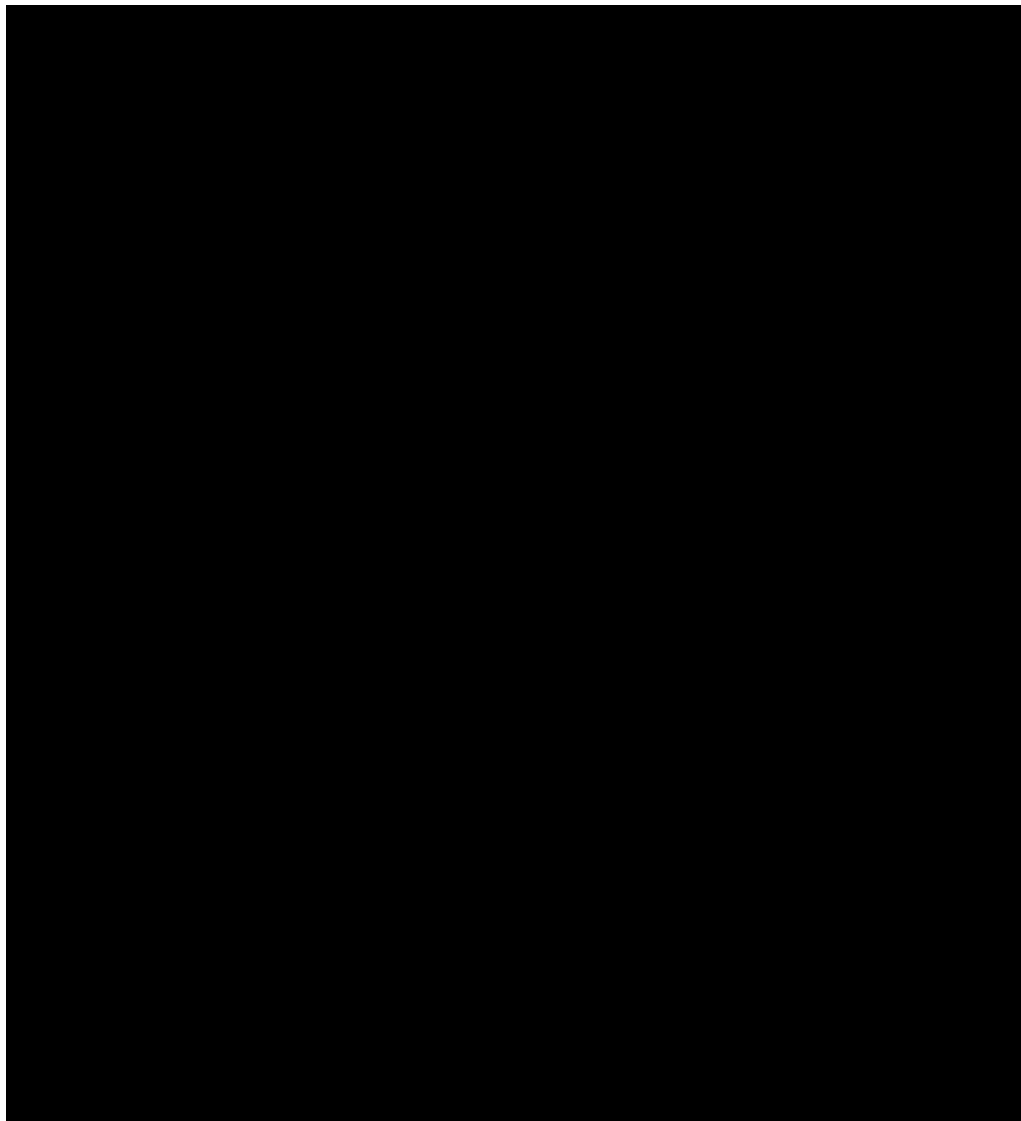


identification and authorization, managed OSS security services which protects the systems from outside attacks, software configuration and patch management which ensures system applications are protected, and a robust monitoring system for managing the infrastructure.

#### **3.1.2.3.2 Qwest's GSA Web Interface (comp\_req\_id 1158, 33)**

On the day of contract award, Agencies will have access to Qwest's dynamic and interactive Qwest Network home page. This public web site interface accessible via [www.gsanetwork.com](http://www.gsanetwork.com), allows Agencies (including subscribing Agencies that are dispersed domestically and non-domestically) to have access to all relevant Network information. The Qwest Network web site is formatted logically to ensure streamlined access to contract information across all functional areas of the Network program.

The Qwest Networkx home page, shown in  includes pull-down tabs to provide current information on Networkx program information, services offered, training, Contract Operational and Administrative Data (COAD), frequently asked questions (FAQ), points of contact, and other required contract information. In addition, it provides a link to the Qwest Networkx Control Portal for access to customer service tools and applications.

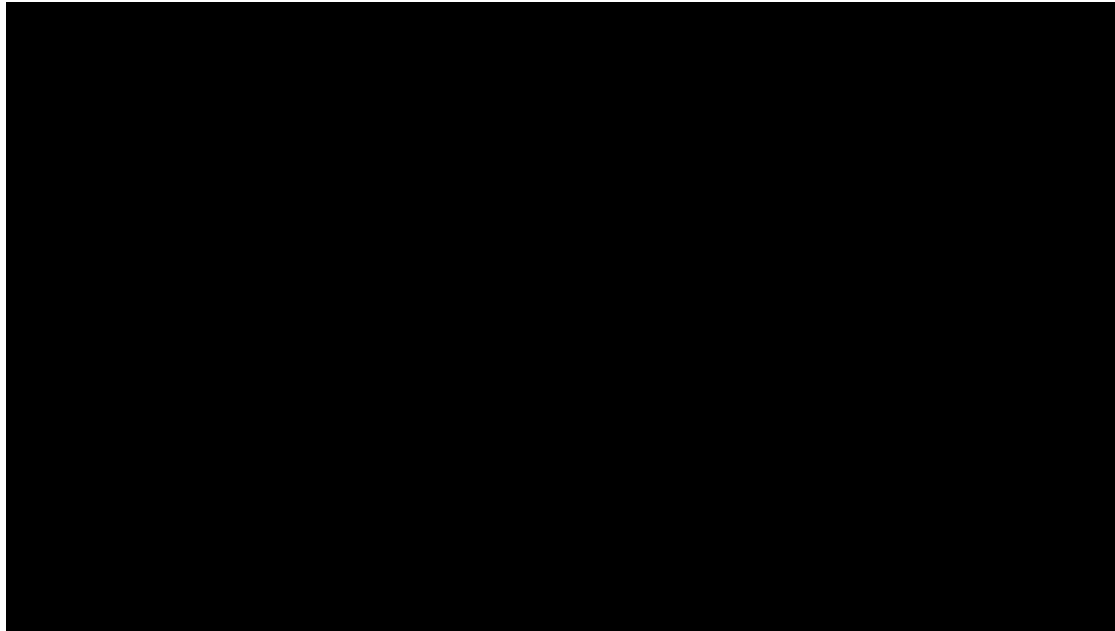


From the Qwest Networkx home page, Agencies will be able to access our

Qwest Control Network Portal. The Qwest Control Network Portal is one of the key tools that enable the CPO to support the Network PMO and subscribing Agencies that are dispersed domestically and non-domestically. The Qwest Control Network Portal will be available for GSA and the Agencies after the successful completion of OSS Certification Testing. The Qwest Control Network Portal is the gateway to Qwest Network operational support systems. This portal will serve as a conduit for daily status pertaining to ongoing projects and other service delivery activities for the Agencies. It will allow the Agencies, using their assigned personal login ID and password, to present service requests and service orders, obtain quotes and billing status, verify accurate and current inventories of services in accordance with Section C.3.8, Inventory Management, report a trouble, submit customer complaints, and initiate a status request at any time from anywhere— domestically and non-domestically—24 hours a day, 7 days a week, and 365 days a year. [REDACTED] depicts what the Agencies will see when they access the Qwest Control Network Portal.

In addition, Qwest has reserved a single toll-free number for 24x7x365 access: 1-866-GSA-NETWorx. This toll-free number will allow domestic Agencies access to our Customer Support Office (CSO), the CPO, and other useful contacts (e.g., Account Team), at no additional cost to the Government. Non-domestic Agencies will use Qwest International toll-free service to reach Qwest. Qwest customer service support will be accessible around-the-clock for all Agencies wherever they may be located.

[REDACTED]



### **3.1.3 Qwest's CPO Policies and Procedures (L.34.2.3.1 comp\_req\_id 899, 910)**

Qwest has developed an initial Policies and Procedures Plan (P&P Plan) for the Networkx program (please refer to Appendix 8), conforming to the requirements of C.3.2.2.1.4. The P&P Plan describes how we will implement the functional organization and includes information on the methods and procedures for Qwest personnel and our team member staffs to perform their Networkx responsibilities. In most cases, the policies and procedures were adapted using Qwest commercial best practices and tailored for GSA Networkx. These best practices are one of the reasons why Qwest showed such strong results in customer satisfaction with local and long-distance services in the 2005 J.D. Power rankings. Qwest ranked higher in customer satisfaction than both of the FTS2001 incumbent service providers.

Closely aligning the Networkx policies and procedures with Qwest commercial best practices ensures that GSA and Agencies will benefit as we evolve our corporate processes to integrate new technology, service, and

customer management enhancements. Qwest's initial P&P Plan provides information on:

- Network management, including security
- Inventory management (service order completion notice (SOCN) to service optimization)
- Billing
- Customer support
- Account management
- Order processing and fulfillment
- Training development and delivery
- Analysis and reporting
- Network augments for infrastructure and customer care
- Document change control
- Network configuration control
- OSS change control

The Qwest CPO will use the P&P as the roadmap for implementing the Networx program. The P&P will be reviewed and updated Semi-Annually in accordance with Section F – Deliverable ID 23, and submitted as required to provide direction to personnel on the best means to execute their responsibilities.

### **3.1.4 Communication (M.3.4(a))**

Effective communication can be a differentiator between success and failure for the Networx program. Qwest's Networx communication strategy will repeatedly and clearly identify communication principles, audiences, communication touch points, services, and messages to create Agency users' understanding, awareness, and confidence in Qwest.

Considering the enormous size, geographic disparity, and diversity of the Government customer population, an effective communications program for Networx must leverage a multi-media communications approach. The Qwest Team will develop and implement a comprehensive suite of Networx communication methods to engage and communicate with the various Government user groups vital to the Networx program's success. Specific Qwest Team communication methods are detailed in [REDACTED]

**Figure 3.1.4-1a. Communications Strategies.** *Qwest will use a variety of communications strategies to reach a diverse Networx audience.*

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



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

The Qwest Team will conduct these activities over the life of the Networkx contract to proactively manage Agency user expectations, raise

program awareness, promote program understanding, involvement, and feedback, and foster broad acceptance and support for the Networx program.

In addition, the communication approach will employ a [REDACTED] [REDACTED] shown in [REDACTED] to ensure effective and pertinent communication planning:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### 3.1.5 Key Personnel (H.12; M.3.4(b))

Qwest has selected highly qualified subject matter experts from throughout the company for Networx key personnel positions. The Qwest CPO is built on the strengths and core competencies of each key personnel member. This group collectively brings individualized expertise as industry-leading Next Generation technology service providers. Qwest’s key personnel have the capability, authority, and accountability needed to ensure that the highest service standards are offered and delivered to all Agencies. [REDACTED]

[REDACTED] delineates Qwest CPO key personnel and their roles and responsibilities.

[REDACTED]

Key Personnel Member	Networx Program Title	Responsibilities
Roxane Rucker	Program Director	Provide the overall direction and daily management of the Networx program for Qwest through the application of support tools and industry best practices.
[REDACTED]	Deputy Program Director	Direct IT and applicable business groups in development, maintenance and system administration for all OSS Networx systems. Primary responsibility for contract deliverables. Assist the Program Director in administration of overall management for the Networx program.
[REDACTED]	Contracts Manager	Monitor all Networx activities through reports and audits to ensure contract compliance. Serve as the official Qwest representative for contract interpretation, reference, and counsel to the Qwest CPO. Review and approve all contract modifications.
[REDACTED]	Billing Manager	Manage the billing processes. Validate billing data. Resolve disputes. Provide adjustments for direct billing, centralized billing, and shared tenant arrangements.
[REDACTED]	Network Manager	Serve as key representative to GSA on Network Management matters, including capabilities, performance, and reporting. Manage network operations centers and network change management. Resolve escalations and be responsible for the root cause analysis of data included in the Trouble Management Performance Summary Report.

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	Service Ordering Manager	Ensure the complete life cycle of service ordering from receipt of order, required acknowledgments, provisioning, acceptance, and posting of data elements into the Inventory Management system.
Terry Ogerly	Training Manager	Develop and deliver training, register students, and deliver all individually tailored training for Executives, DARs, and Network Operations throughout the life of the contract. The Networkx training will provide an overview of Networkx Service offerings, portal access and use, Government roles and responsibilities, Qwest's Operational Support Systems, Networkx processes and procedures, and transition guidelines.
[REDACTED]	[REDACTED]	[REDACTED]
Wayne Gomes	Customer Support Manager	Provide customer complaint resolution, service management, escalation handling, customer satisfaction survey analysis, and risk and issue management.

The following paragraphs highlight the unique individual backgrounds and capabilities each key personnel member will bring to the Networkx program.

[REDACTED]

Ms. Rucker has 20 years of experience in the telecommunications arena. Most recently as Senior Director of Program Management, she directs and manages Agency-wide, complex contracts, including [REDACTED] [REDACTED] contracts and multiple equipment schedules. Ms. Rucker's international program management experience includes project plan development and upgrade initiation of an international asynchronous transfer mode/frame relay (ATM/FR) network spanning multiple nations in Western Europe and Asia. She has matrix managed geographically dispersed teams in Europe. This international experience enhances her extensive Government program management expertise. Her

results-driven program management approach focuses on planning, execution, service accountability, and ultimately, customer satisfaction. Ms. Rucker provides the comprehensive, thoroughly engaged, and responsible leadership required to effectively manage the Networkx program for Qwest.

[Redacted text block]

[Redacted text block]

[REDACTED]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

**3.1.5.8 Terry Ogerly, Training Manager**

As a certified Training Manager/Director with seven years experience, Mr. Ogerly has managed resources for training thousands of personnel. He has lead Army-wide training for more than 250,000 personnel. His international training experience will help ensure that end users have the tools needed to effectively use and manage the services provided throughout the life of the contract.

[REDACTED]



[REDACTED]

### **3.1.5.10 Wayne Gomes, Customer Support Manager**

With more than 30 years in the industry, Mr. Gomes currently leads a team of highly experienced Service and Customer Relations Managers supporting Agencies and their networks worldwide. He has extensive experience in Government and Global Business markets, managing complex delivery systems nationally and internationally [REDACTED] [REDACTED] and an expedited high-bandwidth network implementation team for [REDACTED]. He works closely with all aspects of customer and network concerns, providing innovative and proactive solutions that focus on customer service requirements. His highly productive, resourceful, and results-oriented customer service approach will benefit the Agencies.

### **3.1.6 Subcontractor Management (L.34.2.3.1 M.3.4(c))**

Providing services to millions of customers around the world requires Qwest to have well defined subcontracts, agreements, and supplier channels. Qwest has hundreds of suppliers, including equipment distributors and original equipment manufacturers, access and international service providers, and IT service companies. Qwest has selected key subcontractors for Networx based upon their demonstrated commitment to Qwest's Spirit of Service™, as well as their ability to provide high-quality service support and continuity, performance-based contract expertise, market leadership, and unique complement to the Qwest Team structure. [REDACTED] highlights our team members (our subcontractors) supporting the Qwest Networx program. This Qwest Team will satisfy the Government's worldwide telecommunications and networking requirements with our currently available and emerging telecommunications service offerings.





[REDACTED] includes a brief company profile of our team members, and their roles on the Qwest Network team.

**Figure 3.1.6-1a Qwest Team Member Expertise.** *Qwest's team members complement our own strengths and capabilities.*

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



### **3.1.6.1 Approach to Managing Subcontractors (L.34.2.3.1)**

The Qwest model for managing subcontractor relationships is built around these fundamental elements:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Subcontractors, vendors, and other service providers will be managed by the Qwest CPO Subcontracts Manager. The Qwest Subcontracts Manager has the primary responsibility for administering the agreement between Qwest and its subcontractors. The Subcontracts Manager will monitor the subcontractor's progress and performance, negotiate changes to work scope, ensure that goods and services provided conform to the subcontract requirements, and seek immediate remedies where a subcontractor's performance is deficient.

#### **3.1.6.1.1 Procedures for Subcontractor Selection**

Qwest analyzed its capabilities and those of other major companies and well regarded technology niche providers in the Federal marketplace. Qwest ultimately selected vendors whose services, capabilities, technology plans, innovation, and corporate culture most complemented our own. This approach enabled Qwest to assemble a team of market and industry leaders, and innovative and energetic small businesses. Qwest will draw upon these

companies to provide innovative approaches to deliver specialized services to GSA and the Agencies.

Given the time and complexity involved with assembling a team, Qwest began our subcontractor selection well before the release of the final Networx RFP. Upon release of the draft RFP, Qwest followed our standard processes to begin the selection of our subcontractors. The Qwest subcontracting process includes several steps, such [REDACTED]

[REDACTED]

[REDACTED] All of these steps, and others as needed, were followed for our subcontractor selection process.

In addition to these selection criteria, numerous other factors were considered in evaluating subcontractors and vendors, including:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### 3.1.6.1.2 Determination of Performance Status

The Qwest CPO Program Control Office will manage all subcontractor and supplier performance for the Networx program. In accordance with our practice, all subcontractors' SOWs and agreements include Key Performance Indicators (KPIs) and Acceptable Quality Levels (AQLs) for the services and equipment they will provide. The Program Control Office will actively monitor and have access to all subcontractor performance data, such as service delivery intervals, network availability, and network performance data.

[REDACTED]

[REDACTED] Our CPO Program Control  
Office [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

The Program Control Office, [REDACTED]

[REDACTED]  
[REDACTED]

This will ensure senior level visibility and participation in resolving issues and overall compliance with Qwest procurement policies and with the subcontract agreement.

Our subcontracting practices mitigate the inherent scheduling risks associated with implementing a project such as Networx, as efforts are apportioned among multiple subcontractors, thereby improving schedule performance. A complex implementation requires close attention to subcontractor performance. Subcontractors used for Networx task orders will be closely monitored and controlled in the performance of their assigned tasks. The Qwest CPO Program Director will ensure strict compliance to Networx requirements.

### **3.1.6.2 Working Relationship with Other Vendors**

The procurement of supplies, equipment, and services is a vitally important activity for the Networx program. In addition to Qwest's subcontractors, we will use other vendors to ensure optimal sourcing of supplies, equipment, and services to the Government for Networx. Qwest's Government procurement practices, documented in the [REDACTED] [REDACTED] detail the method of acquiring goods and services in support of Government contracts such as Networx.

### 3.1.6.2.1 Domestic (comp\_req\_id 1158)

Qwest maintains relationships with hundreds of domestic vendors to operate and maintain our network equipment, facilities, buildings and customer premise based equipment. These vendors provide Qwest design, engineering, maintenance and repair expertise on a 24x7x365 basis nationwide. Through the shared use of applications like [REDACTED] Qwest is able to exchange real time information regarding trouble tickets, diagnostics and trouble isolation, and repair status.

[REDACTED]

[REDACTED] With Qwest's ability to leverage our various different business units and our vast spending base, we have the ability to negotiate very aggressive pricing that will subsequently benefit both Qwest and the Government. Qwest's current vendor agreements allow us to

[REDACTED]

Qwest vendor agreements are diverse and include hundreds of vendors, including many well known vendors such as [REDACTED]

[REDACTED]

### 3.1.6.2.2 Non-domestic (comp\_req\_id 1158)

Qwest will provide Networx services to all non-domestic countries included in the Networx Traffic Model, Tables J.2.2-1 thru J.2.2-9 (which include Voice, Toll Free Service, Circuit Switched Data Service, Frame Relay, IP Service, Private Line and Network Based IP Virtual Private Network Service), Wireless services (C/PCS and Multimode Wireless LAN) as identified in J.2.4, and where offered commercially by Qwest. Additionally, for Frame Relay, IP Service, Private Line and Network Based IP Virtual Private Network Service, Qwest will provide Networx service to other non-mandatory,

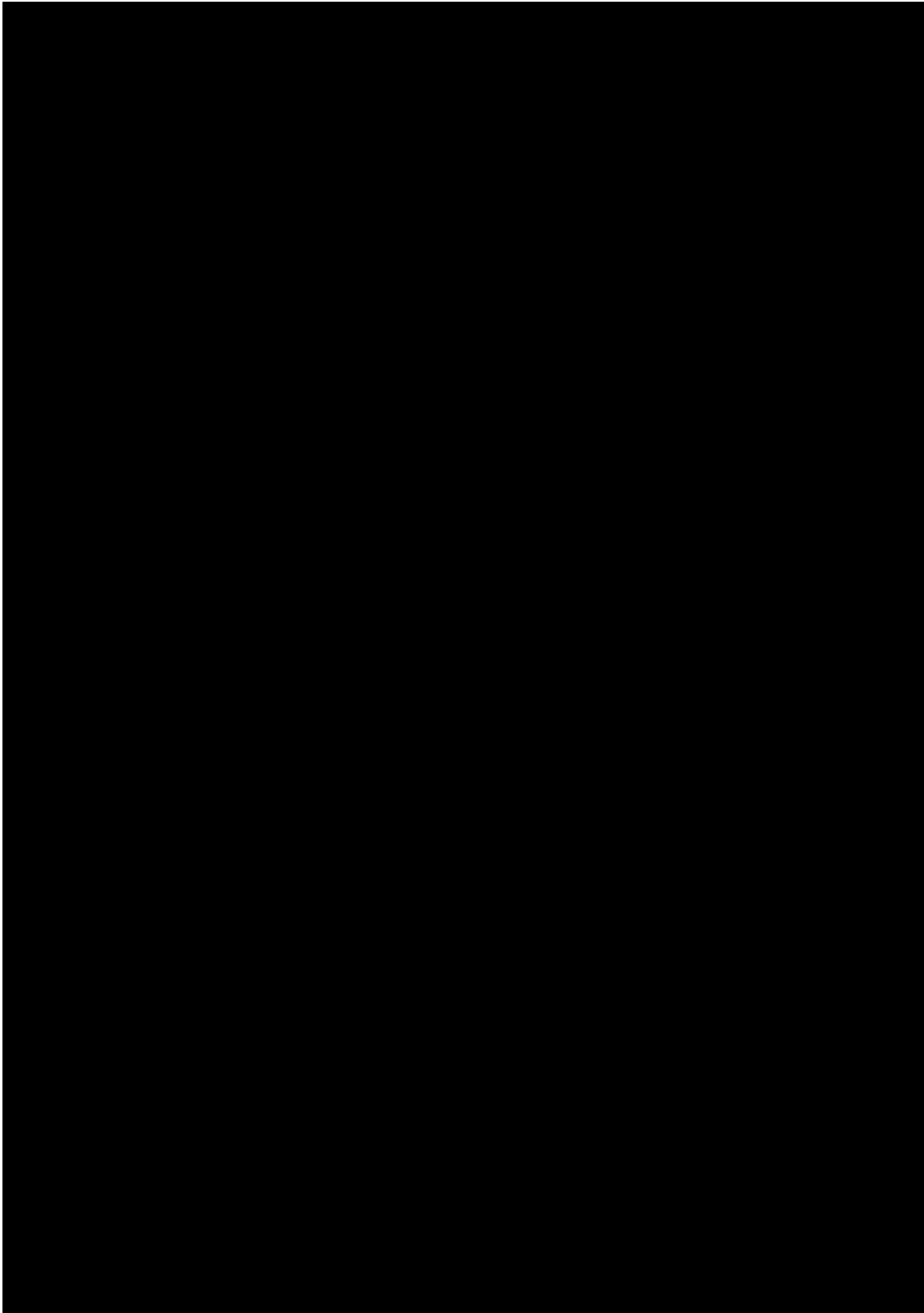


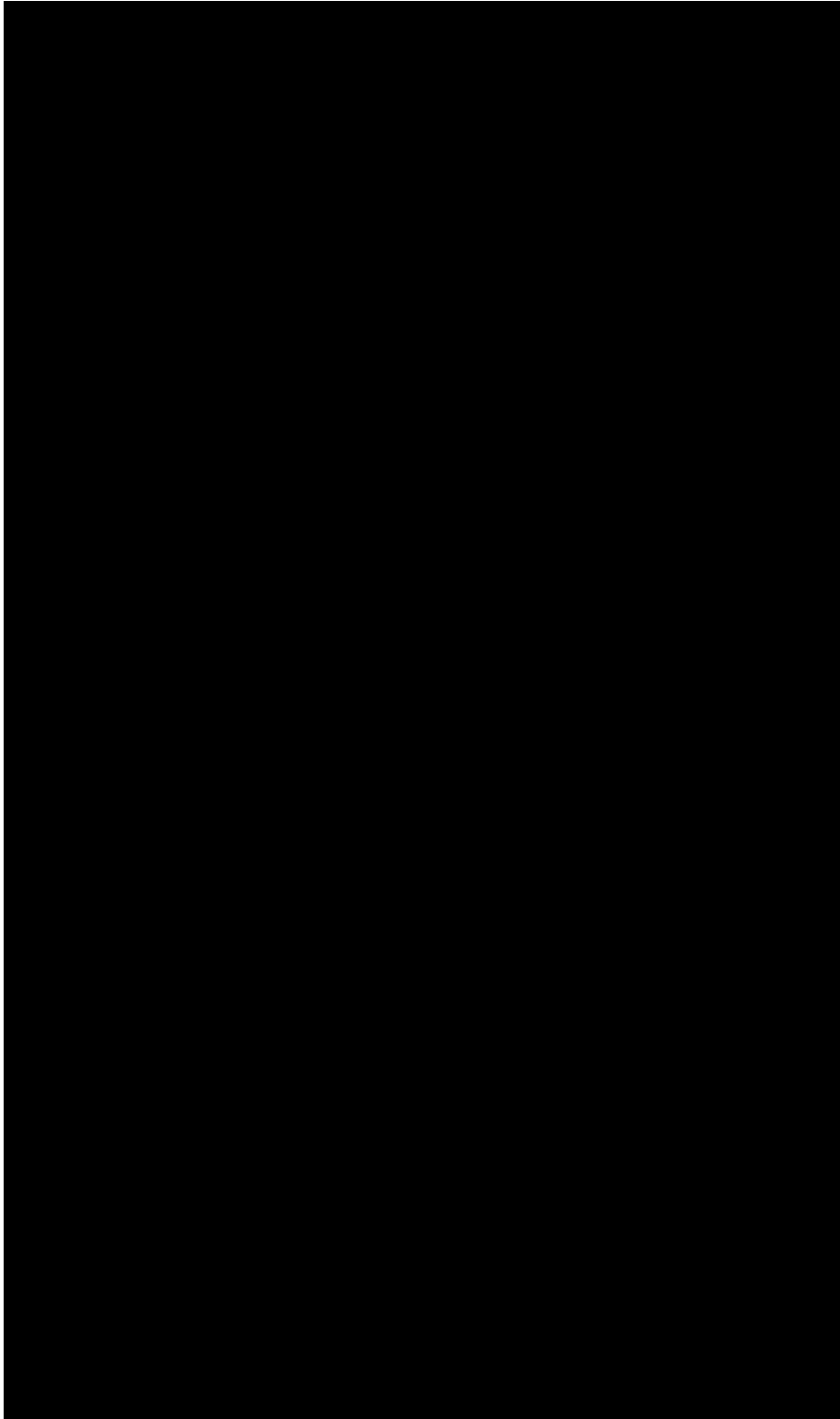
non-domestic countries such as [REDACTED]  
[REDACTED] and other countries. Qwest will be able to deliver service  
to Agencies located in each of the required countries upon award.

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] and provide voice and data services. Qwest International Operations

[REDACTED]





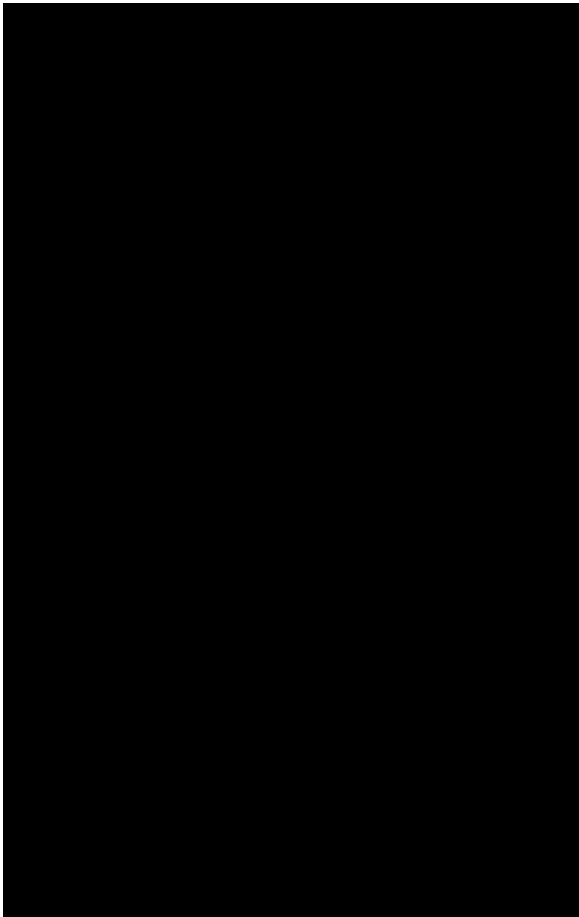


Qwest has also negotiated long term agreements that have a direct correlation to the Networx effort. Qwest's vendors will be supplying services, maintenance and customer support during the term of this effort. For example, [REDACTED] among others, on both a domestic and non-domestic basis.

[REDACTED]  
[REDACTED]  
[REDACTED] Only best-of-breed team members are selected to service our non-domestic customers. Future Qwest-selected carriers will undergo this same evaluation process.

### **3.1.7 Quality Assurance (M.3.4 (d))**

Every professional on the Qwest Team is responsible for providing superior service to the program. Qwest will rely upon our Quality Assurance Program (QAP) as the formal, standardized method to evaluate, track, measure, and monitor performance to effectively integrate professional experience with proven quality-control techniques. We will use our detailed process for monitoring and measuring, and reporting on, the Quality of Service (QoS) relative to all Service Level Agreements (SLAs) for contract deliverables, performance management, service delivery, and customer support services (see Appendix 1, Section 6). The Qwest quality assurance model as shown in [REDACTED] is designed to minimize risk and ensures best value for the Agencies.



**3.1.7.1 Purpose**

Our Networx QAP functions as a guide to facilitate the establishment of Quality Assurance (QA) activities used to deliver Networx products and services.



**3.1.7.2 Goals and Objectives**

Qwest will use its quality management disciplines to monitor and validate the quality of the service that we will provide and our approach to meeting or exceeding the performance metrics and customer expectations defined in Section F and J of the RFP. Our quality management approach will also support the Government's goals for high-quality services and performance-based contracting objectives outlined in RFP Section C.1.1.

Qwest's quality management approach includes the following:

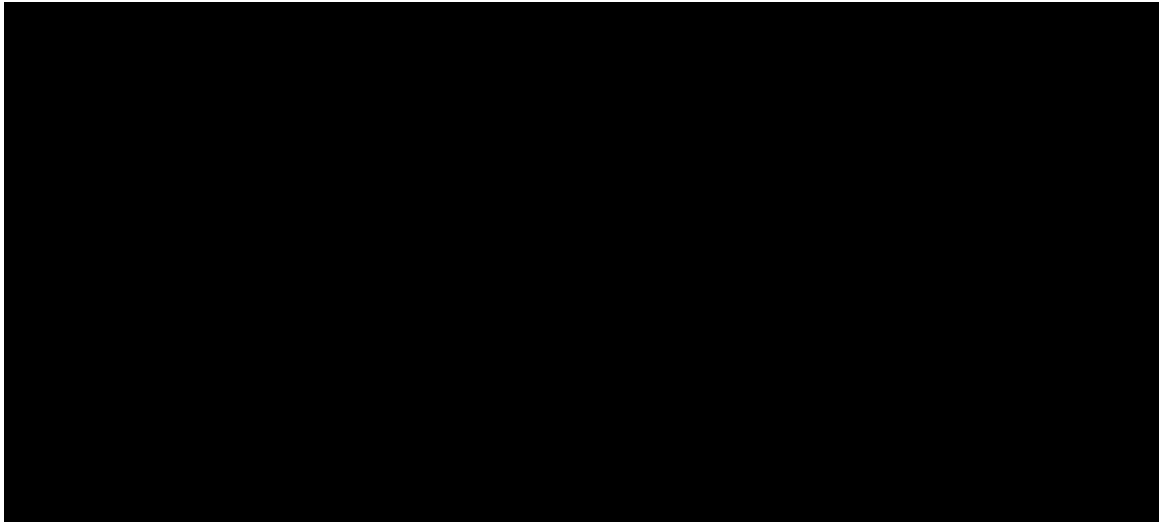


[Redacted text block]

**3.1.7.3 Networx Quality Assurance Program Approach**


The success of any Quality Assurance program is evaluated by its ability to deliver failure-free operation and meet the needs of users as defined by standards and requirements. [Redacted text]

[Redacted text block]



To ensure adherence to performance standards, the same iterative process is applied across the various functional areas where performance and Quality of Service are to be addressed. The basic process is designed to



 Process, product and service metrics are critical to providing quantitative information necessary to support informed management decisions throughout the program. The Quality Management process is iterative, engages staff in the data gathering and analysis, and provides a mechanism for the capture and dissemination of lessons learned.

#### **3.1.7.4 Service Level Agreements ( L.34.3.2.1)**

Managing compliance with Service Level Agreements (SLAs) will be an integral component of the Qwest CPO. With our experienced personnel and proven and in-place processes and tools, Qwest stands ready to provide data that will support our commitment to the high quality service the Government requires under the Networx program. Please refer to Appendix 1, Program Management Plan, Section 6.1 Management Approach To Formulating And Enforcing Work And Quality Standards, for further details.



#### **3.1.7.4.1 Managing Compliance (comp\_req\_id 977)**

Qwest will ensure SLA compliance (including by our subcontractors) and resolve all issues concerning SLAs through our Qwest CPO. Along with our Quality Assurance, Program Control and Support, Network, Customer Support and Subcontracts Managers, our Program Director will receive and review all reports, root cause analyses, and action plans. This data will be provided to the Qwest CPO via established processes for detailed monitoring and reporting to enable an accurate assessment of performance against SLAs. Please refer to Appendix 1, Program Management Plan, Section 6.1, Management Approach To Formulating And Enforcing Work And Quality Standards, for further details.

#### **3.1.7.4.2 Sampling and Measuring Service Level Agreements**

##### **Performance (comp\_req\_id 1048)**

##### **Service-Specific SLAs**

Qwest uses existing functionality that resides within Qwest's Network Management Systems (NMS) to meet the Government's requirements for managing compliance with contracted service levels. Qwest's NMS is comprised of [REDACTED] [REDACTED] that enable the Qwest CPO to quickly verify the actual service levels of a given network service against the SLAs. Service level compliance verification will be made available to Agencies via the Qwest Control Network Portal. This functionality will provide Government authorized users with a means of verifying service level compliance on-demand. The Qwest CPO will have access to the same service level verification data.

Qwest's fully-integrated NMS [REDACTED] the network and measures [REDACTED]  
[REDACTED]  
[REDACTED]



The performance-monitoring and surveillance systems are configured to retain the data for limited finite periods of time [REDACTED]  
[REDACTED]  
[REDACTED] captures the data in its rawest form, with very little translation of the data, into a secure and scaleable data repository suitable for fast and accurate data retrieval. This way, raw data continues to be available for reference, if needed. The surveillance and performance measuring systems retain the data for up to [REDACTED] as a further backup.

Procedures are in place to ensure that the data is captured by validating the data after the load and comparing record counts. If these automated checks identify a problem with the load, [REDACTED] automatically alerts database administrators of the problem with the load to resolve. If a re-load is necessary, it is started immediately.

Within [REDACTED] data is consolidated at the lowest level needed for reporting and stored in data marts. For trouble tickets, [REDACTED] keeps the trouble ticket information by ticket and includes UBI, AHC, circuit ID, TTR, product, customer information, audit dates, reason for trouble codes and logs. For orders, [REDACTED] keeps all of the customer and product information, dates of completed job steps, jeopardy codes, and logs. For performance data like latency, jitter, availability, grade of service, the data is summarized by circuit, product, customer, AHC, and day. Although the data is summarized, it is captured so that consolidation is possible. For example, to combine availability across different date ranges, the Reporting Interval (RI) and Customer Outage Time (COT) is stored by day/product/AHC. Since it would be mathematically incorrect to average availability, the RI and COT are captured so they can be summed before calculating the availability.

The [REDACTED] data marts are the root source for all reporting (both internally via web scorecards and externally through our Networx Portal) for consistency. With data captured in a consolidated data warehouse, report generation across product, AHCs, different date ranges, or other custom parameters is possible with consistent, repeatable results.

Qwest's systems will measure and report results for actual end-to-end availability for the Networx program. [REDACTED]

[REDACTED] Qwest has the ability to factor in or exclude network outages attributable to events outside of Qwest's control, such as [REDACTED] at customer premises or planned maintenance at customer premises.

### **Service-independent SLAs**

Service Outage, Time to Restore, On-Time Provisioning, and Billing Accuracy apply to all services. For these service-independent SLAs, Qwest will measure and sample as shown in [REDACTED] With the exception of Billing Accuracy measurement, which is performed [REDACTED] [REDACTED] sampling and reporting for all service-independent SLAs are accomplished through automated processes using the tools identified in Figure 3.1.7-3. The Qwest CPO will provide SLA performance results to GSA and the Agencies in the Monthly SLA Compliance Report, as well as through the Portal.

For managed networks, Qwest will use the [REDACTED]

[REDACTED] These capabilities are part of Qwest's Managed Network

Services (MNS) solution and will only be deployed when the Government’s requirements specify the need for MNS.

**Figure 3.1.7-3 Service-Independent SLAs.** Qwest will utilize proven tools to gather data, assess performance and generate reports specific to the Networkx Service Independent SLAs

Performance Standards/ Requirements	[REDACTED]	[REDACTED]	[REDACTED]
Service Outage	[REDACTED]	[REDACTED]	<p><b>Measurement:</b> Interval from the time service became unavailable to the Agency, to the time when service is restored. (Incident-based)</p> <p>[REDACTED]</p>
Time to Restore (TTR)	[REDACTED]	[REDACTED]	<p><b>Measurement:</b> Elapsed time between recording of a service outage in the trouble management system, and the time the service is restored, minus any scheduled downtime or any time due to Government-caused delays. (Incident-based)</p> <p>[REDACTED]</p>
On-time Provisioning	[REDACTED]	[REDACTED]	<p><b>Measurement:</b> For routine and Class B expedited orders, the time between the Service Order Confirmation (SOC) date and the Service Order Completion Notification (SOCN) date in calendar days. For Expedite and non-standard intervals, the measurement will be defined by the Firm Order Commitment Notification (FOCN) date. Timeliness is defined by SOCNs delivered within prescribed intervals, divided by total orders completed during the reporting interval(Incident-based)</p> <p>[REDACTED]</p>
Billing Accuracy	[REDACTED]	[REDACTED]	<p><b>Measurement:</b> 100% of invoices compared against Service Order Completion Notice during pre-bill audit. (Aggregate-based)</p> <p>[REDACTED]</p>

### 3.1.8 Reporting (M.3.4(e))

Qwest understands the Government’s need for data and reporting requirements to ensure compliance and to monitor the health of the Networkx program. We are committed to satisfying these requirements. The Qwest

CPO will provide timely and accurate SLA data and reports to the GSA Networkx PMO and the Agencies, as outlined in RFP Sections C and F.

**3.1.8.1 Monthly Status Report (L.34.3.2.1, comp\_req\_id 955, 966, 988, 1041, 1050)**

Qwest will provide a Networkx Program Monthly Status Report with all the required information elements (see Appendix 9). The Qwest Networkx Monthly Status Report will be provided in a MS Word, MS Excel, or other mutually agreed upon format and will include:

- **Status of Program Management Project Plan:** Summary of completed milestones and accomplishments, project plan schedule changes, missed/delayed milestones, risks and issues, and project plan projections for the upcoming month.

[Redacted text block]

[Redacted text block]

[Redacted text block]

- **Orders Entered and Completed:** A complete service order listing that includes Qwest sales order ID, expedite code, service type code, order received and entered date, and customer requested due date.

- **Backlog, Aging and Pipeline of Orders:** A complete listing that includes orders outstanding, Qwest sales order ID, action code (install, move, disconnect), service type, order received and entered dates, customer requested due date, circuit ready date and customer delayed days.
- **Summary of Trouble Reports:** A summary report that includes the severity of the trouble ticket, number of trouble tickets opened and resolved, and average answer time, response time and resolution time for all tickets.
- **SLA Compliance and Corrective Actions:** An individual, Agency-specific SLA Monthly Compliance Report to the Agency DAR or designated representative and will contain only SLA performance data for that Agency. Data includes service type, KPI, service level, AQL, actual performance results, and one-month trend. For any measures not meeting the SLA targets, Qwest will provide a SLA corrective actions report. Corrective actions reports will include graphical trend, quarterly performance results, top 5 reasons contributing to failed performance, issues, improvement actions and status (see Appendix 11). [REDACTED]  
[REDACTED] SLA Compliance Report Template, shows Qwest’s format for SLA reporting. Qwest will also submit a compliance report to the Government Networx PMO and others, in accordance with the Networx contract, in a “scorecard” format. This SLA Compliance Report will provide Qwest performance results against the Government’s specific AQLs and SLAs. SLA data from our subcontractors, access providers, and other vendors will be tabulated with Qwest data to present a single “scorecard” metric.
- **Technical Accomplishments and Plans:** A summary report of all technical projects, project name, project type (Access, Network, Optimization), estimated completion date and percent complete, scope of

work, impact of project to Networx, current status, and significant risks and dependencies.

- **Sales and Marketing Call:** A summary report of all Qwest sales calls reported by Agency, including number of initial appointments, number of appointment follow ups, number of calls/emails, number of proposals submitted, anticipated revenue, and any comments.

In addition to the required information elements, Qwest can also provide other information elements that may assist GSA management reporting and assessment of Qwest performance. Qwest will work with the GSA to ensure that the Monthly Status Report addresses all of GSA's information requirements. The preliminary Program Monthly Status Report is included in Appendix 9. Based upon GSA's review, Qwest will revise and return to GSA, within 15 business days, or if GSA has no comments, within 15 business days of Notice to Proceed. The report will be updated five business days after the end of each calendar month.



[Redacted]						
[Redacted]						
[Redacted]						
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]



### **3.1.8.2 Monthly Financial Status Report (L.34.3.2.1) (comp\_req\_id 734)**

Qwest's financial management function will provide financial control and tracking of all projects within the Networx program. Using Qwest sales reporting and tracking systems, and the Qwest Control Networx Portal, the Qwest Networx Financial Manager will maintain financial control of the Networx program and prepare a Monthly Financial Status Report (see Appendix 10). This report follows the requirements of C.3.2.4.1.5.

Qwest will provide a Networx Program Financial Status Report with all of the required data elements. The Qwest Networx Monthly Financial Status Report will be provided in a .PDF format to the Networx PMO and GSA CO and will include:

- Total Billed Charges: A total of current monthly charges for each service type for all of the Agencies
- Remaining Obligation under the Minimum Revenue Guarantee (MRG)
- Remaining Unspent Dollars under the Maximum Contract Dollar Limitation: Calculation showing the Maximum Contract Limitation less the Total Billed Charges
- Total Cumulative Billed Charges Reconciled with the Minimum Revenue Guarantee

A sample of this Monthly Financial Status Report is provided as Appendix 10 to the Qwest proposal.

### **3.1.9 Summary**

In partnership with GSA, the Qwest Team will provide superior Networx telecommunications services and solutions to the Government. We will provide focused and comprehensive program management support to ensure that the Government, and ultimately the U.S. taxpayers realize the most efficient, effective, and enhanced services for the Networx program.