Appendix 1

Program Management Plan

DRAFT

March 5, 2007

Revision XX

Qwest Government Services, Inc.
4250 North Fairfax Drive
Arlington, VA 22203

REVISION HISTORY

Revision Number	Revision Date	Revision Description	Revised by

TABLE OF CONTENTS

LIST OF FIGURES

1.0 QWEST PROGRAM MANAGEMENT PLAN OVERVIEW

The Qwest Team's Networx Program Management Plan (PMP) defines the business processes that develop and deliver Networx services and initiate core activities within the Qwest Contractor Program Organization (CPO). The Qwest PMP will provide the basis for performing all program and project management activities that apply to every aspect of the Networx program. Qwest's PMP describes how we will use program management disciplines to manage Networx transition, special projects, and core operations to accomplish the Request for Proposal (RFP) Section C.1.1 objectives: Service Continuity, High Quality Service, Full-service Vendor, Operations Support, Transition Assistance and Support, Performance-based Contracting, and Highly Competitive Prices.

The Qwest CPO will partner and interface directly with the GSA Networx Program Management Office (PMO) and subscribing Agencies. The Qwest CPO is the primary interface to the Government for program management activities to control, manage, and monitor the work performed. Our CPO will be the liaison to domestically and non-domestically located subscribing Agencies. We will provide focused management, monitoring, and oversight for Agency-level and senior-level communications across key functional areas: billing; inventory management; network management; program management; service ordering; transition; trouble and complaint handling; customer service; disaster recovery; Operational Support Systems (OSS); security management; business relationship management; service optimization; Service Level Agreement (SLA) performance and reporting; and training.

2.0 SUMMARY OF CONTRACT REQUIREMENTS

The Qwest PMP focuses on the specific management tasks, processes, and procedures as they relate to the Networx program. As a performance-based contract, the successful execution of the program will be measured by attaining Government SLAs, as described in RFP Section J.13. Delivering against the high standards set forth by the Government requires that the Government Networx PMO and the Qwest CPO work in partnership to ensure conformance to the Networx program's standards and requirements. ▮▮▮▮▮▮▮ provides a representative sampling of the contract requirements, dependencies, and the assumptions regarding Government services, facilities, and personnel on which our approach is based.

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In addition, Qwest has made the following general assumption that all Government requirements are contained within Section C, "Statement of Work," Section E, "Inspection and Acceptance," Section F., "Deliveries or Performance," Section G, "Roles and Responsibilities", Section H, "Types and Terms of Contract," and Section J, "List of Attachments".

3.0 SUMMARY DESCRIPTION OF SERVICE SOLUTION

Qwest will provide worldwide transport, management and applications, and security to Agencies and a comprehensive, customer-focused service platform to meet Agency needs. The Qwest Customer Support Office (CSO) and the Qwest Control Networx Portal are the core of our customer service platform.

3.1 CUSTOMER SUPPORT OFFICE
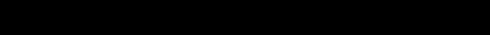
Qwest has established a customer-focused support model, including policies, processes, and highly-effective tools and systems, to provide outstanding customer support. The CSO leverages the assets of the entire corporation to provide the level of service expected by the Government.

The CSO is the primary focal point for Agency support activities, including service order tracking, general inquiries, billing inquiries and disputes, trouble and repair, and other Help Desk functions. Customers will have 24x7x365 access to the CSO via a domestic toll-free hotline (1-866-GSA-NETWorx, or 1-866-472-6389), Qwest International toll-free service for non-domestic Agencies, e-mail, fax, and the Qwest Control Networx Portal.

The Qwest Control Networx Portal will provide Agencies with a secure Web-based system that supports service ordering, trouble and complaint handling, inventory management, billing, and price quotes with direct and immediate access to reports and acknowledgments. The foundational
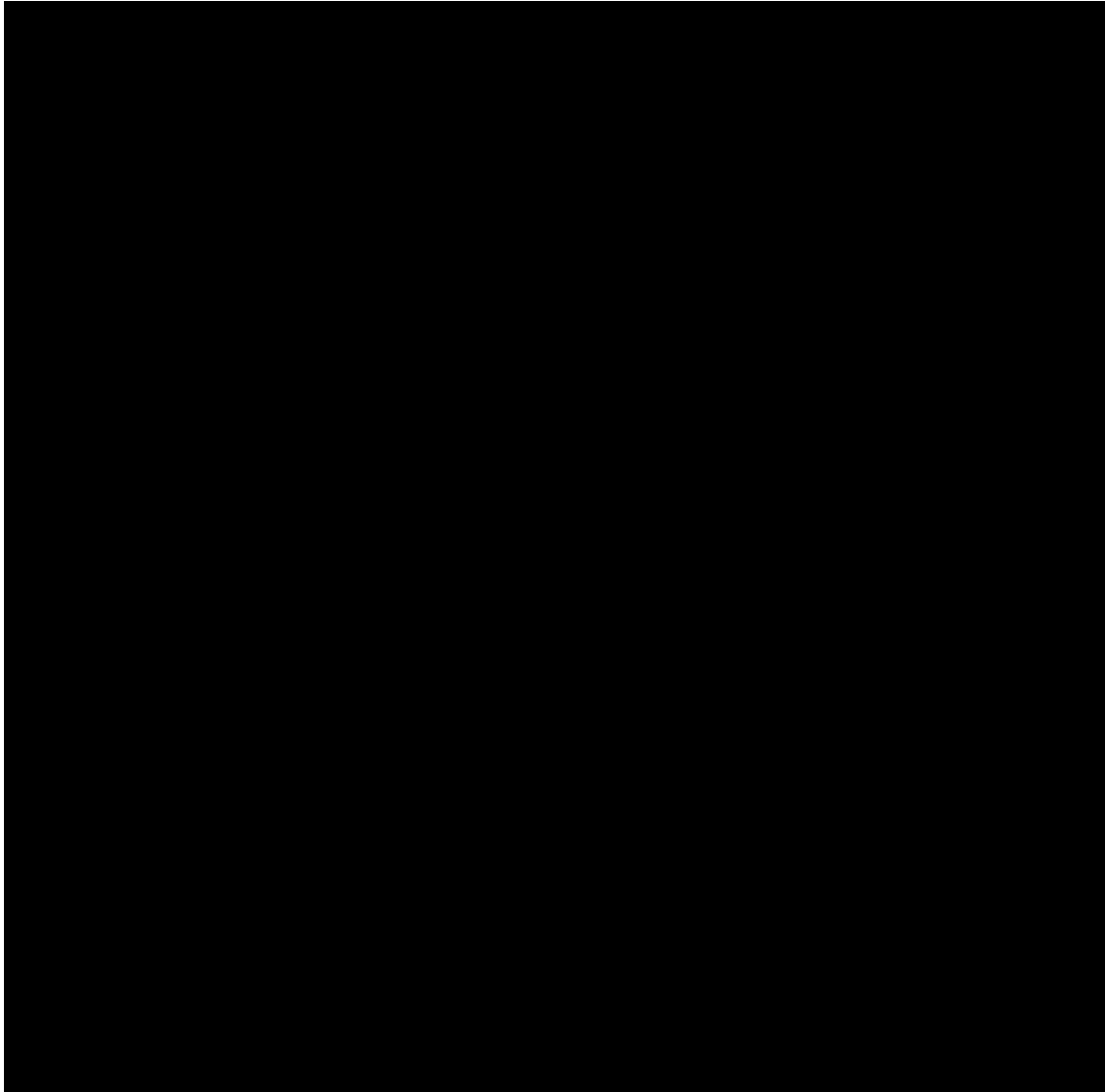
elements of the Qwest Control Networx Portal are already in place and operational, assuring GSA that Agencies have immediate access to a secure, Web-enabled interface that is easy to use. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮

Qwest is prepared to perform for the Networx program, applying our experience and organizational expertise in managing the functional support entities and providing world-class services through our CSO.
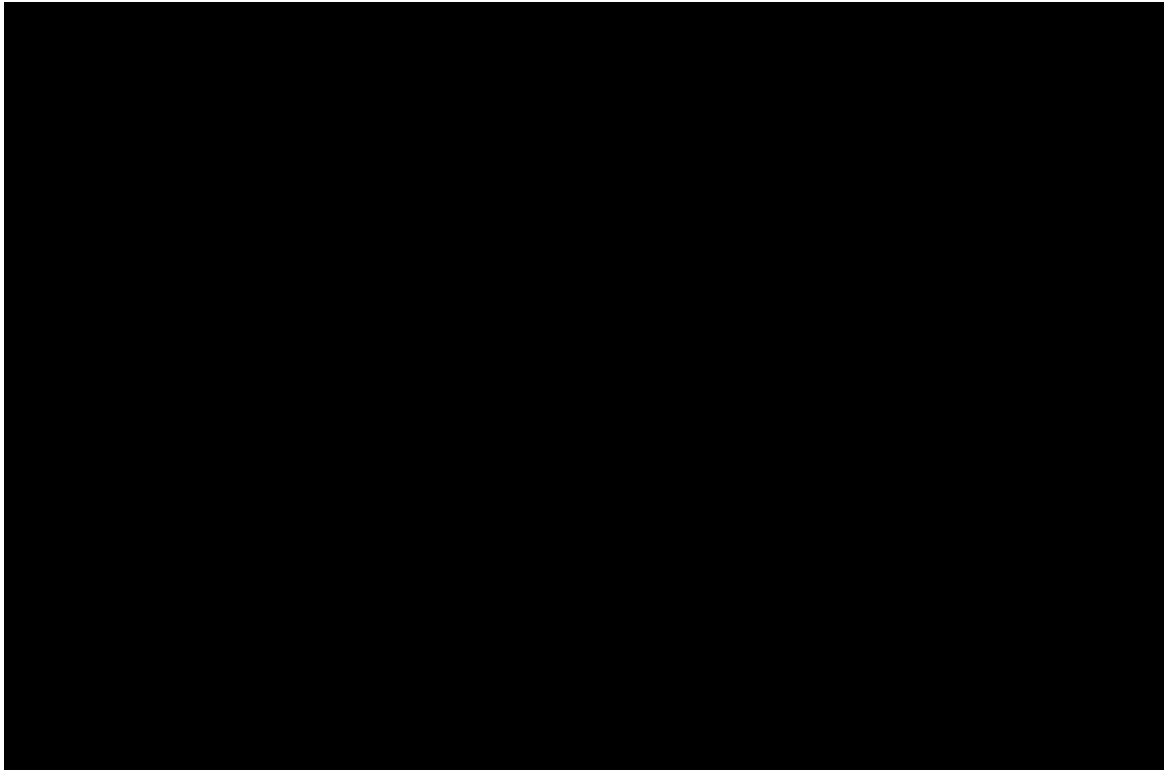
Qwest

3.2 SERVICE ORDERING

The Qwest Service Ordering team within the CSO will manage the Networx contract's service ordering requirements from beginning to end. They will be accountable for issuing complete, accurate, and timely orders for provisioning Networx services. Additionally, they will be responsible for order management, providing price quotes, validating account data, and initiating service modifications and terminations, while maintaining the accuracy of customer profile data for new and existing Agencies.

For Agencies that prefer a self-service option, the Qwest Control Networx Portal offers a secure automated interface to our service ordering system. The Portal will allow Agencies to initiate individual and multiple service orders; receive and track service acknowledgements and notifications; receive initial price quotes; and access, manage, and track

service ordering data. The Portal will provide GSA and Agencies access to all aspects of service ordering and account management.

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██ Provisioning data points are captured consistently, validated, and correctly correlated to inventory and billing data because the configurator supports quote and order functions.

The Portal and the service ordering system have been customized to provide the logical ordering files required by RFP Section C.3.5.1.3.2.1. This provides several benefits to the Government. First, it will reduce the transition time for the Government, because they will not have to build or test order file conversion software. Second, it will reduce Government IT costs, because they will be receiving files in formats that the Government logically require. Third, the instantiation of the Government logical files will reduce ordering errors, because Qwest will use the same Portal software to process the order, provision the order, and interface with the Government. The data dictionary package in Appendix 13 provides the foundation of our proposed approach for supporting the Networx ordering processes.

3.3 BILLING

The Qwest Control Networx Portal will allow Agencies to obtain and manage the billing information needed to manage accounts efficiently and accurately. Timesaving tools ██████████████████, will allow authorized users to view the past 12 months of their Agency's e-bills (electronic invoices that contain the same information as paper invoices); verify billed charges; download billing data; examine billing trends and historical pricing information; and create, submit, and review billing inquiries or disputes. The output data format is easily manipulated by the end user, enabling Agency-

specific reporting. The Qwest billing solution responds to the Government's need for accurate data, flexible formats, and robust reporting and analytical tools.

Collecting and Aggregating Billing Data – Qwest has three primary sources for collecting billing data: 1. Ordered and provisioned metered and non-metered Qwest Network Data, 2. Service Enabling Device (SED) data, and 3. Qwest team members' billing data files. Qwest's invoice production aggregates each of these three sources into a single customer account view.

Meeting Networx Billing Format Data File Requirements – Qwest provides summary and detailed billing formats for centralized or direct billing, and has augmented our native reporting capabilities with a customized solution that directly produces all of the Government's logical billing files. This approach (as described above in Section 3.1 Service Ordering) yields several benefits, including lowered interface risks, shortened Government IT development schedules, and lowered Government costs. Qwest is fully capable of supporting shared-tenant billing using a dynamic or a fixed allocation method. Qwest will employ a pre-bill audit process for each of these format types to ensure that the Government is being billed accurately.

Creating Billing Reports – Qwest is ready to provide Agencies with a variety of standard and ad hoc reports using the Actuate reporting tool. Reports may be requested and retrieved via the Qwest Control Networx Portal or through Qwest's CSO. Qwest can provide required reports to Agencies in any of the media or formats defined by RFP Section C.3.5.1.3.1.2.2. ███████████████████████████████████████

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Billing Disputes and Adjustments – Qwest can receive Agencies' billing disputes via any of the required media, including the Qwest Control

Networx Portal, 1-866-GSANETWorx (1-866-472-6389), email, or fax for all billing formats, including direct, centralized, and shared-tenant billing.

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██████ Agencies and dedicated Agency-specific billing analysts will use this unique identifier to track the status of a dispute. GSA, Agency, or Agency-specific users will be able to use ████████████████████████████ their own dispute number on the Qwest Control Networx Portal until the dispute is resolved.

3.4 INVENTORY MANAGEMENT

All inventory management data will reside in a secure inventory database, which is populated by data drawn from the Service Order Confirmation Notice (SOCN). Any update or change to a SOCN automatically updates the inventory database. The inventory information can be accessed by all authorized Government personnel through the Qwest Control Networx Portal. Qwest inventory systems and processes are designed with quality control points to ensure that data populated and maintained in our systems are as accurate as possible. Design features include:

- Inventory information will be primarily fed via SOCNs. Only after the Government validates and accepts services will the inventory be updated.

- A quality control process has been established to validate inventory information and billing accuracy and synchronize service ordering, provisioning and billing information.

- A discrepancy management process, to be managed by the CPO, has been established to ensure the timely resolution of any detected issues.

- A very clear escalation process has been established should the Government wish to bring attention to any inventory issue.

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3.5 SERVICE MANAGEMENT

Network Management

Qwest has established fully redundant Network Operation Centers (NOCs). The NOCs are geographically diverse, operate 24x7x365, and are staffed with cross-functional technical resources to monitor, maintain, and improve the delivery of services. Our Network Management model follows the International Standards Organization's (ISO) framework for network management, providing the Government with best-in-class reliability of our network and services.

Qwest's network management policies and procedures address all five areas of the ISO network management model ███████████████████

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Agencies will have real-time access through the Qwest Control Networx Portal to obtain the latest information regarding network faults.

In direct support of Networx, the following Qwest Network Management groups currently provide network management services to GSA and Agencies:

- **Service Assurance Team** – Provides support for voice, Broadband/ Narrowband/Private Line Services, domestically and non-domestically.

- **Local Exchange Carrier (LEC) Management Group** – Provides cohesive escalation and prioritization for LECs and senior management to ensure proper visibility and meaningful status/escalation for LEC resolution.

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- **Advanced Broadband Services** – Provides 24x7x365 support for Agencies subscribing to Digital Service Level 3 (DS-3) or greater access for Voice, IP and Data, and Broadband and Private Line Carrier services.

- **Customer Support Center (CSC)** – Premier trouble management team designed to provide one-call resolution, 24x7x365, in a high percentage of instances for Agencies' post-installation service issues.

- **iQ Networking Services** – IP Technicians quickly diagnose issues, engage additional resources as necessary, and expedite any repair actions required ██

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- **Consumer Access** – Provides 24x7x365 support for Dial Access and DSL customers, including the industry's largest wholesale customers. The team is equipped and trained to quickly diagnose issues, engage additional resources as necessary, and expedite any repair actions.

- **IP Security** – The security staff surveys and protects our network infrastructures from unauthorized access and attack by ██████████ using Intrusion Detection, Virus scanning, and firewall tools. This staff is solely dedicated to security infrastructure management and maintenance.

- **Switch Management Center** – Supports Qwest's Signaling and Voice Operations, and is fully staffed 24x7x365.

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Security Management

Qwest employs a mature, ████████████████████████████████████ to ensuring logical and physical security controls are in place and appropriate for our computer centers, network operations centers, secure operations centers, cyber centers and other Qwest facilities. Qwest's security-related services are intended to ensure the integrity, confidentiality and availability of information assets and to support Qwest resources and our wide range of customers and geographical locations.

The Qwest integrated Networx Security team has leveraged the experience gained above in preparing a Networx Security Plan that meets with the requirements specified in RFP Sections C.2.1.11, C.3.3.2, and C.3.3.2.4.2.1. This Security Plan is compliant with OMB Circular A-130, NRIC Recommendations VI-1A-05 through VI-1A-10, and Telcordia standards. In addition, the Security Plan also addresses compliance with Public Law 104-191, Health Insurance Portability and Accountability Act (HIPAA) of 1996, as

stipulated in the Networx Enterprise RFP and FIPS PUB 200. The Networx Security Plan is Appendix 2 to Qwest's Networx Enterprise proposal.

Qwest Government Services Security Office is headed by the Director of Government Security who has dedicated a security professional to the Networx Security Manager position in the CPO. The Security Manager's team has the responsibility of working with the designated security points of contact within the GSA Networx PMO and Agencies to ensure compliance with all applicable policies, publications, standards and Executive Orders.

Disaster Recovery

In partnership with Qwest's Networx Disaster Recovery (DR) Liaison Officer and the Qwest CPO, the Qwest DR team will work with the Government Networx PMO and user Agencies utilizing Networx services, to maintain a DR Plan that ensures, in the event of a disaster, that Agencies will receive quick response, communication, and restoration of the Networx infrastructure.

Qwest has the operational network resources to reroute Networx traffic, data, voice, and video services on demand. In the event of a network outage that may affect Networx products and services, Qwest has the operational network resources to allow the affected Agencies to operate at full data capacity or, depending upon the severity of the damage, at reduced capacity until full restoration of services. Qwest's network is designed using numerous technologies and equipment capabilities to eliminate or reduce outages, such as Four-fiber Bi-directional Lines Switched Rings (BLSR), Self Healing Switched Rings, fully redundant Frame Relay, ATM switches, and

fully redundant Multiple Protocol Label Switching (MPLS) Provider Edge (PE) devices, as well as a ▮▮▮▮▮▮▮▮▮▮▮▮▮ voice network.

4.0 PROGRAM MANAGEMENT SCHEDULE

The detailed Integrated Master Project Plan shown at the end of this Appendix in Section 13.0 provides our CPO and the Networx PMO with a mechanism to ensure the timely completion and delivery of all contractual deliverables and program events, to ensure the correct assignment and allocation of resources, and to monitor and report on program progress. ▮▮

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Qwest has displayed the required deliverables according to their respective recurring frequencies. Deliverables that are dependent on Notice to Proceed are categorized as Monthly, Quarterly, Semi-Annually, and Annually. Deliverables that are dependent on service delivery are categorized as Monthly based on F.2 table requirements. The deliverables are represented on a recurring basis for the life of the contract (10 years). 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. ████████████████████████████

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The Qwest Program Director will conduct daily reviews of the Project Plan status, risks and issues. Status of the Project Plan, including accomplishments, risks and issues, and changes will be included in our Monthly Program Status report. ■■■■■■■■■■■■■■■■■

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5.0 RESOURCE PLAN

5.1 FINANCIAL RESOURCES: BUDGETING, TRACKING, AND CONTROLLING COSTS

The Qwest CPO Financial Management Team will maintain financial control and tracking of all projects within the Networx program. The Networx Financial Manager will prepare all required financial reports, including Monthly Financial Status Reports and Revenue Forecasts. The Financial Manager will access Qwest's sales/account management systems and will report on revenue-impacting events, including newly awarded Networx service business, new/prospective business information lists; new order information lists, opportunity pipelines snapshots, and expected changes impacting revenue. The Qwest CPO will submit a Monthly Financial Status Report to the GSA PMO and GSA Contracting Officer. The Financial Status report will provide an accounting of the Qwest Networx revenues against the Minimum Revenue Guarantee.

5.2 HUMAN RESOURCES

The Qwest CPO will be responsible for managing the Qwest Team's human resources. The Qwest CPO will be the central point of contact for expediting project/task staffing needs, particularly to meet new or surge staffing requirements.

██████████████ the Qwest Networx Enterprise Program Director, has the authority to commit Qwest and team member resources to ensure customer-responsive support for the Networx program. He will provide rapid response to matters directly affecting the identification, hiring/assigning, or disciplinary action (if required) of CPO human resources during the life of the Networx program.

Qwest, with our team members, will regularly assess individual performance to ensure that the proper resources are assigned to support the Government's needs ███████████████████████████████████ ███ All Qwest Team personnel will be properly trained on Networx policies, processes, and procedures. To this end, Qwest's Resource Plan will include policies on recruiting, screening, assigning, retaining and making effective use of personnel skills:

- **Recruiting:** Qwest uses various means to recruit skilled, telecommunications professionals, including external Websites (http://www.qwest.com/careers), our Intranet (The Q), the Internet (Careerbuilder.com and Monster.com), our internal resume database, job fairs, open houses, professional recruiters, and industry networking.

- **Screening:** Qwest recruiters scan resumes daily, perform an initial qualification screen, add resumes to the candidate list, and forward candidate lists to the Hiring Manager. The Hiring Manager validates candidate suitability for the position and determines which candidates to interview.

- **Hiring**: Qwest Hiring Managers make the final decision regarding a prospective candidate's suitability to perform the job. Once a hiring decision is made, our Human Resources department performs a rigorous background investigation, including employment verifications, education verification, criminal checks (widescreen, state and counties where the applicant lived and worked), Social Security Number check, employment eligibility verification check (including Form I-9), and motor vehicle check. In addition to a background investigation, Qwest requires that all prospective candidates undergo drug testing before a formal employment offer is extended. For positions supporting our Federal Government

contracts, Qwest will perform additional pre-hiring screens to ensure the prospective candidates eligibility for a security clearance, if needed.

- **Assigning**: For every position supporting Networx, Qwest has identified and assigned our most experienced, high performing employees. Due diligence was given to the designation of our Networx key personnel and they will remain in their positions, per the requirements of RFP Section H.12.2. As is the common practice across Qwest today, all Networx staff will be cross-trained to ensure that no "single-threaded" resources jeopardize or compromise the success of the Networx program.

- **Retaining:** Employee retention strategies are an important element of Qwest's Human Resources strategy. The Qwest CPO will leverage existing HR programs, including detailed career progression plans, exceptional benefits package, training and certification programs, and recognition and monetary rewards tied to achieving Networx program goals and objectives.

5.3 EQUIPMENT: MANAGING HARDWARE AND SOFTWARE

The Qwest CPO will use our proven corporate procurement process to support hardware and software asset management for the Networx program. The procurement process will engage the Qwest Supply Chain Management (SCM) team. The Qwest CPO will work with the SCM team on planning, ordering, tracking, staging, and delivering hardware and software assets. Each SCM team will perform specific functions to plan, forecast, purchase, and recover assets for the Networx program. This process is governed by Qwest corporate policies, which will enable consistency across the corporation for materials management. Key elements of the process include:

Materials Management	Plan inventory to support forecasted Networx requirements Identify competitive sources for material, determine accounting treatment, and place orders Support order management to ensure supplier/company compliance and on-time delivery Support post-order issues management (e.g., claims and receipting) and supplier/company scorecard process

Field Supply Operations	Ensure equipment and materials are available for technicians to provision new Networx services Assist in return/repair requests Maintain storeroom stock for Networx deployments Recover assets deployed to customer sites
Inventory Management	Manage equipment inventory in support of Networx operations Analyze and adjust forecasts to Networx requirements Determine best order quantity and safety stock calculations Interface with suppliers to forecast and ensure inventory availability for Networx requirements
Supply Chain Operation	Work closely with the Qwest Networx CPO to support Networx operational, system, and process needs to ensure Qwest meets service delivery intervals Focus on improving customer service through operation and system efficiencies Be integral to our continuous process improvement efforts

6.0 QUALITY ASSURANCE PROGRAM

Qwest relies upon formal, standardized methods of evaluating, tracking, measuring, and monitoring performance relative to the services that we provide for each customer. This includes our adherence to all Service Level Agreements (SLAs) for contract deliverables, performance management, service delivery, systems, transition and customer support.

Qwest will use our 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 Agency expectations defined in Sections C and J of the RFP.

6.1 MANAGEMENT APPROACH TO FORMULATING AND ENFORCING WORK AND QUALITY STANDARDS

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. Qwest will examine and measure the quality of services by capturing and evaluating service quality characteristics, including the full range of required AQLs. ▬▬▬▬▬▬▬▬▬▬▬ ▬▬▬▬▬▬▬▬▬▬▬ In formulating work and quality standards, our goals are to:

- Identify the Quality Assurance activities and products needed for Networx

- Ensure that the Qwest's Networx services and activities meet applicable Government policies, standards and requirements, including those identified in Section J, by defining the approach to monitoring and validating the quality of service and adherence to the levels of required services and management systems

- Outline the procedures that will be used to ensure Qwest's operational and management support systems satisfy the Networx requirements and service levels identified in Section J

- Identify the processes that will be used to establish and produce the monthly and annual measurements that will be used to verify that Qwest-delivered products and services comply with Government requirements

- Define how the Qwest CPO, Networx PMO and other stakeholders are informed of, and are part of, the Quality Assurance process

- Describe and include the milestones and measures that will be used by the Government to determine compliance to the plan

6.1.1 Formulating Standards

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6.1.2 Enforcing Standards

The Quality Management team will work with the CSO, Security, and Design and Engineering managers to access, review, audit, analyze and report on all data and systems to the CPO. The CPO enforces all standards related to the delivery of products and services and compliance with

Government standards and requirements. This includes technical, billing and invoicing, order management, CSO, transition, and program management.

███████████████████████ Qwest uses ████████████████████ defining process metrics, analyzing process outputs, identifying exceptions and deviations from the Acceptable Quality Levels (AQLs), determining root causes for exceptions and deviations, implementing corrective actions and translating lessons learned into specific process improvements opportunities.

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To ensure adherence to the performance standards, some variation of the same ███████ process is applied across the various functional areas where performance and Quality of Service are to be addressed. The basic process is designed to continuously collect data, identify key services and process issues, analyze the data and implement change. Process, product and service metrics are critical to providing quantitative information necessary to support informed management decisions throughout the program. ██

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6.2 ENSURING COMPLIANCE WITH CONTRACTUAL SERVICE LEVEL AGREEMENTS (SLAs)

Qwest will use the SLA requirements for the 16 service specific performance level objectives and the 4 service independent SLAs identified in Section J.13.1 as our performance reporting baseline. Qwest will measure the performance objectives of each applicable SLA and report the results in the Monthly SLA Compliance Report, which will be included in our Program Monthly Status Report shown in Appendix 11. For each awarded service, we will show numerically whether the measured results equal or exceed the AQL for that SLA performance objective, comment on any performance deficiencies and identify corrective actions taken.

6.3 REVIEWING WORK IN PROGRESS

Comparing and contrasting actual service-specific and service-independent performance results against the Government's AQL will permit us to track, trend, and analyze non-compliant results. Errors, defects, issues, deviations and noncompliance items identified in the Networx activities and services will be itemized, documented, reported and tracked to closure. This is accomplished through the establishment of compliance reports. Each functional team is responsible for the generation of daily, weekly, monthly, quarterly, annual, or as needed reports on deviations from established program standards and requirements.

Our deviation reports will identify errors, defects, issues, and noncompliance items in Networx program activities and services.

This process will

identify problems and baseline and track evolving trends to assist in root cause analysis and corrective action planning. These steps ultimately assure the resumption of quality service delivery.

The Quality team within the CPO will itemize, document, report, and track deviations to closure. The Quality Management team will be able to analyze data across functional areas comprising the end-to-end service delivery and service assurance processes. The Quality Management team will use standard and ad hoc reports from the Qwest OSS and network management systems to analyze variances and trends over multiple reporting periods.

6.3.1 Tools

Our Networx Quality Management Team will use several tools in support of data gathering, quality assessment and reporting. ███████

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6.3.2 Measurement and Sampling

The Quality Management team has developed measurements for each required service area using a combination of the Networx SLAs and other Qwest service level and performance thresholds standards. Performance will be measured daily, weekly, and/or monthly, per service area requirement. For service-independent SLAs, ███████████████████████████████ ████████████ Trending information will be available for the Qwest CPO and for the operations staff to review, identify, and correct any potential performance, process, and procedure issues that may arise. A report

scorecard will be produced to provide current performance measurement results.

Figure A1-6. Service-Independent SLAs. *Qwest will utilize proven tools to gather data, assess performance and generate reports specific to the Networx Service Independent SLAs*

Performance Standards/ Requirements			
Service Outage	███ ███	████ ████	**Measurement:** Interval from the time service became unavailable to the Agency, to the time when service is restored. (Incident-based) ████████████████████████
Time to Restore (TTR)	████	████ ████	**Measurement:** 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) ████████████████████████
On-time Provisioning	██ ███	████ ████	**Measurement:** 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) ████████████████████████
Billing Accuracy	██ ███	████ ████	**Measurement:** 100% of invoices compared against Service Order Completion Notice during pre-bill audit. (Aggregate-based) ████████████████████████

6.4 PROVIDING CUSTOMER SUPPORT SERVICES

The Qwest Customer Support Organization (CSO) is committed to customer satisfaction and constantly improving the quality of customer support services. The CSO relies on quality control processes and Agency feedback to ensure that we maintain a high level of customer satisfaction,

performance, and quality. Our quality control process incorporates quality audits to qualitatively and quantitatively analyze our performance in customer satisfaction across a number of defined areas. These areas include one-call resolution, mean time to restore, speed of answer, percentage of customers whose overall satisfaction with Qwest is rated excellent, completed order and inquiry results, as well as other performance parameters. Results are used to evaluate performance against monthly goals, chart improvements and develop corrective action plans.

6.4.1 Customer Support Quality Standards

The Qwest Team customer support approach is based on industry standards and practices. Where applicable, we rely on recommendations developed by the International Telecommunications Union. In U.S. applications and networks, we rely on standards developed by the Institute of Electrical and Electronics Engineers (IEEE), T1 Committee of the Alliance for Telecommunications Industry Solutions (ATIS), and Telecommunications Industry Association (TIA), among others, and approved by the American National Standards Institute (ANSI). Where national standards are incomplete, we rely on technical references and generic requirements developed by Telcordia.

Customer satisfaction depends on allocating the appropriate resources to make sure we deliver on our promises. Qwest's approach to determining the right level of resources to allocate to a project or customer service center is the Qwest ███████████████ customer service model. The ███ model is based on years of experience in support of high volume telecom services. Through continual analysis of call volumes and call types, call durations including wrap times, and incoming call patterns on a per service basis, Qwest has developed additional support models that are continually refined as the service enters more mature phases of the product life cycle. ███

6.4.2 Continuous Improvement

Continuous improvement is realized through monitoring and measuring results, analyzing trends and trouble types, and developing and implementing process improvements on an ongoing basis. Using ████ and other tools, we evaluate performance to identify areas where processes need to be modified, or further training needs to be provided to customer support staff or to users.

7.0 QWEST TECHNOLOGY PLAN

Technology management is the discipline of managing and implementing changes to the baseline network and telecommunications services solutions. While the baseline network and services will be available upon contract award, the technology upon which the network and services are based will evolve. Technology management's primary goals and objectives for the Networx program include:

- Ensuring that baseline network architecture and proposed changes comply with the standards and policy requirements per the contract
- Ensuring that the network is operating cost efficiently and effectively by managing the lifecycle of all assets through sound practices
- Identifying and implementing technology refreshment and/or enhancement activities enabling affected services to maintain or improve existing performance levels and/or reduce the cost of supporting core infrastructure and services
- Managing and implementing changes to the baseline network architecture efficiently and cost effectively

7.1 MANAGING NETWORK AND SERVICE INFRASTRUCTURE APPROACH

An awareness of all the elements that affect the network and its services is critical to maintaining a reliable network and service infrastructure. The Qwest Team will monitor and measure Key Performance Indicators (KPIs) for Acceptable Quality Levels (AQLs) via automated processes, retrieve data from the root source, process the data, and display the data using Web tools that report on AQL fulfillment.

7.1.1 ██ Service Management: Network and Service Infrastructure

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██. The ██ framework will provide a comprehensive and consistent set of best practices for Service Management, promoting a quality approach to achieving IT effectiveness and efficiency for Agencies. The Qwest Team will build our Service Management model around key ██ processes aligned to the functional service areas within the Networx program. The ██ process framework ensures that processes are centered on the relationships among the IT organization and its customers. The Qwest Team's QM function will inspect each program management function over the life of the contract, ensuring that the Qwest Team correctly works within the ██ framework and implements the ██ best practice models for each process.

7.2 SERVICE OPTIMIZATION

Service optimization manages network access capacity and backbone capacity. Qwest will use proven tools and methodologies to address the challenges of deploying, managing, and maintaining a large

telecommunications network. Qwest's capacity planning tools and methodology optimizes allocation of network resources and traffic distribution, while improving overall service performance for the Agencies.

Data is gathered to show capacity on core and edge devices and circuits. This data is used to determine device or circuit upgrade requirements and potential circuit grooming opportunities, as well as opportunities to improve our customer experience through a more efficient transport network.

7.3 PROCESSES AND PROCEDURES FOR TECHNOLOGY REFRESHMENT AND ENHANCEMENTS

Qwest recognizes that telecommunications technologies and services are continuously and rapidly advancing. To address this issue, Qwest has well-defined processes and procedures to increase, enhance, and upgrade technology and services as improvements become available. These processes enable the technology planners to envision research, evaluate,

engineer, deploy, and operate new or emerging services. Driven by the Chief Technology Officer, and in partnership with the CPO, Qwest will evaluate new services and technologies and incorporate them into the Qwest network to deliver new and enhanced services to the Networx program.

For all Networx-requested service enhancements, Qwest will execute several testing gates, beginning at proof-of-concept and continuing through the service's lifecycle to ensure that services perform as specified. Additionally, Qwest will thoroughly test all hardware, equipment, and software loads in our own labs before deployment into our network. ████████ ██ ███████████████████████████████████ The Qwest laboratories are used to evaluate new platforms, OSSs, features, protocols, applications, and maintenance software releases. This will ensure that potential bugs or incompatibility problems are identified in our test environment, virtually eliminating the possibility that a new hardware or software install will create a Networx service interruption. For contingencies, a version of all network elements and corresponding software will be maintained in Qwest labs to provide direct support if troubles occur.

Qwest lab personnel will serve as technical support for the lifecycle of launched services. Therefore, testing will occur throughout the lifecycle of all of our services, products, and network resources to ensure that services meet our stringent requirements. Each network element type will be tested according to industry best practices before Agency service is provisioned.

Software upgrades always will be tested in Qwest labs to ensure that they operate appropriately prior to deployment on our production network elements. All upgrades will be tested, including version updates and patches.

Our procurement processes will ensure that vendors execute extensive testing of incremental additions, such as optical transponders, switching blades, and small form-factor pluggable/gigabit interface converter (SFP/GBIC) pluggables, prior to shipping to Qwest. Before provisioning any service to Agencies circuits will be tested to ensure that they meet our standards and Networx AQLs.

8.0 COMMUNICATION PLAN

The Qwest Networx CPO is responsible for providing GSA Networx stakeholders and Agencies the information they need to understand the program's impact on their ability to accomplish their mission, assess its success, and use its services on a daily basis. The primary goals and objectives of our Communications Plan are to:

- Describe the methodology for logically determining the project tasks and communicating tasks across the functional teams
- Address risk and issue management processes and the roles and responsibilities of the various functional teams
- Provide a mechanism for Executive review of the Networx program direction and its alignment with GSA's and Agencies' strategic goals and initiatives
- Describe the Qwest organization and the various communication channels for GSA and Agencies
- Ensure the Qwest Team is maintaining high levels of customer satisfaction
- Proactively seek out ways to improve the services provided by Networx through feedback gained from ongoing dialogue with stakeholders, as well as lessons learned.

8.1 COMMUNICATING TASK REQUIREMENTS

Qwest's Networx Program Control Team will provide the program and project teams with the processes, procedures, templates, tools and support needed to perform common management processes program-wide.

Individual task requirements will be derived from the program Work Breakdown Structure (WBS). The Qwest Program Director is responsible for ensuring that the WBS covers all program deliverables and that activities/tasks are scheduled and performed to satisfy the Government's

requirements. The Qwest Program Director communicates the program deliverables to functional support area managers, who are in turn responsible for developing the WBS down to the lowest level of detail (e.g., task) and for ensuring that the individual task requirements are properly resourced and communicated within their teams. The Qwest Program Director addresses cross-organizational resource needs and impacts. At weekly CPO Team meetings, each functional area manager will update their portion of the Project Plan status and progress.

8.2 RESOLVING TECHNICAL, SERVICE, AND PERSONNEL ISSUES AND RISKS

The Qwest Team will leverage years of experience and lessons learned from implementing and managing large-scale, enterprise-wide networks and services to mitigate and manage risks and issues related to Networx. Due to the size and complexity of the Networx program it is critical for stakeholders, functional teams and project delivery teams to have an agreed-upon method for identifying, assessing and escalating concerns. Disciplined risk and issue management processes will provide the program's leadership with a consistent, reliable view of project and program health. The Networx CPO risk and issue management function will use tools, processes and experienced practitioners to identify, track and resolve risks and issues associated with the Networx program. These processes stress early identification and proactive management of risks and issues and will provide the Qwest Networx Program Director and Government stakeholders with visibility into overall program health. These processes and supporting tools will also ensure that information is aggregated from all relevant sources for escalation and resolution.

Issue management incorporates the identification, reporting, and escalation or resolution of program/project issues. ███████████████ ██████████████████████████████████

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To complete this cycle, all issues will be reviewed during the CPO weekly team meeting and action plans approved by the Qwest Program Director. This approval process assures the Government that the Qwest Program Director is aware of potential risk to the project or program, validates the mitigation or action plan, and ensures that closure or resolution occurs in a timely manner.

8.2.1 Technical and Service Issues

Technical and Service issues may arise at any phase during the lifecycle of a project, such as the planning, design, testing, implementation, production and maintenance phases. At each phase of the project lifecycle, Qwest has the technical and operations expertise to resolve all Networx technical and service issues.

The Design and Engineering team within the CPO assigns engineers to provide GSA and Agencies with technical expertise in the planning and design of solutions customized for the Agency's IT and telecommunications environment and service objectives. Communications with the Design and Engineering team usually occur via direct, face-to-face discussions with the Agency's technical staff.

The Qwest Provisioning team has specific subject matter expertise in the building, testing, and activation of facilities, equipment and services across multiple technology platforms. The Provisioning team usually partners with the Qwest Engineering and Transition team to communicate with the Agency's technical staff during the test and turn-up of services. The Provisioning team may arrange a conference bridge for multiple participants, including the Agency's staff, during test and turn-up to ensure that any problems that arise are expeditiously worked by the team during service activation.

Qwest's Network Management team, also represented within the CPO, monitors the network and provides ▮▮▮▮▮▮▮ technical and operations assistance to Agencies on a 24x7x365 basis. The Network Management team regularly works with customers to troubleshoot and diagnose service affecting conditions in the network and restore services to a normal state.

Each of the above groups, regardless of the nature of the technical or service issues, will keep the Agency apprised of the status of the issue at the intervals required by the RFP. When the status interval is not defined by the RFP requirements, the regularity of the communications will be determined with the Agency based on their needs and expectations.

GSA and Agencies will have access to the full range of Qwest technical and service expertise through every phase of the project lifecycle. All of the teams described above will be accessible to GSA and Agencies in multiple ways, including but not limited to U.S. toll-free: 1-866-GSA-NETWorx (1-866-472-6389), fax, email and the Qwest Control Networx Portal.

8.2.2 Personnel Issues

Qwest is particularly focused on ensuring that GSA and Agencies receive consistent quality of service over the life of the contract. The Qwest approach to personnel issues is built on identifying and selecting the best

personnel for the Networx CPO, and having defined approaches for retention, performance management and substitution.

Qwest has identified experienced employees for the key personnel positions, as well as the other positions in the CPO. Roles and responsibilities are understood, policies and procedures have been documented, and position descriptions have been prepared creating a platform for all personnel to perform their jobs with competence and confidence. Qwest has assigned personnel who are subject matter experts in their fields, with years of experience providing exemplary service to our customers.

Qwest has specific performance management and personnel retention policies for the Qwest Networx CPO. Personnel performance for all CPO staff is measured quarterly against Networx AQLs and documented program objectives specific to their functional area and responsibilities. Personnel performance reviews are held with supervisory personnel and provide individuals with objective performance data and feedback that will highlight accomplishments and focus attention on areas for improvement.

Qwest has implemented succession planning policies for the Networx CPO. Each Qwest Networx key person will have a designated successor skilled in the same discipline and pre-designated as the successor for the key personnel role. In the event that the Government finds any Qwest Team staff member's performance to be unacceptable, or other events precipitate changes to key personnel, Qwest will replace that individual with a candidate who has equivalent or greater qualifications, in accordance with H.12.2.

8.2.3 Risks

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Our complete risk management approach is described in PMP Section 11. Each month, program risks will be communicated to the Government in the Program Monthly Status Report (see Appendix 9). In addition, we will update the Risk Assessment Plan (Appendix 12) annually.

8.3 MANAGING COMMUNICATIONS WITH THE GOVERNMENT

Qwest makes available to GSA and Agencies multiple avenues for customers to choose from for communicating their service needs to Qwest. These include traditional avenues such as the Qwest CPO and Account Teams, a 24x7x365 Customer Support Office, and technology-based Web-accessible media like the Qwest Control Networx Portal.

Day to day coordination between the Qwest CPO and authorized Government personnel will be aided by the fact that the Qwest CPO has specifically been organized to align with the GSA Networx PMO and subscriber Agency organizations. ████████████████ communications lines are clear and consistent. GSA's Networx Program Manager will be directly supported by the Qwest Program Director, ███████████. Qwest's communications approach is focused on a simple and effective concept – effective program governance and management is based on a foundation of full visibility to GSA and Agencies. Qwest will put GSA Networx PMO staff, COs, COTRs, and other Agency designees into direct contact with parties who can resolve issues on the first call whenever possible.
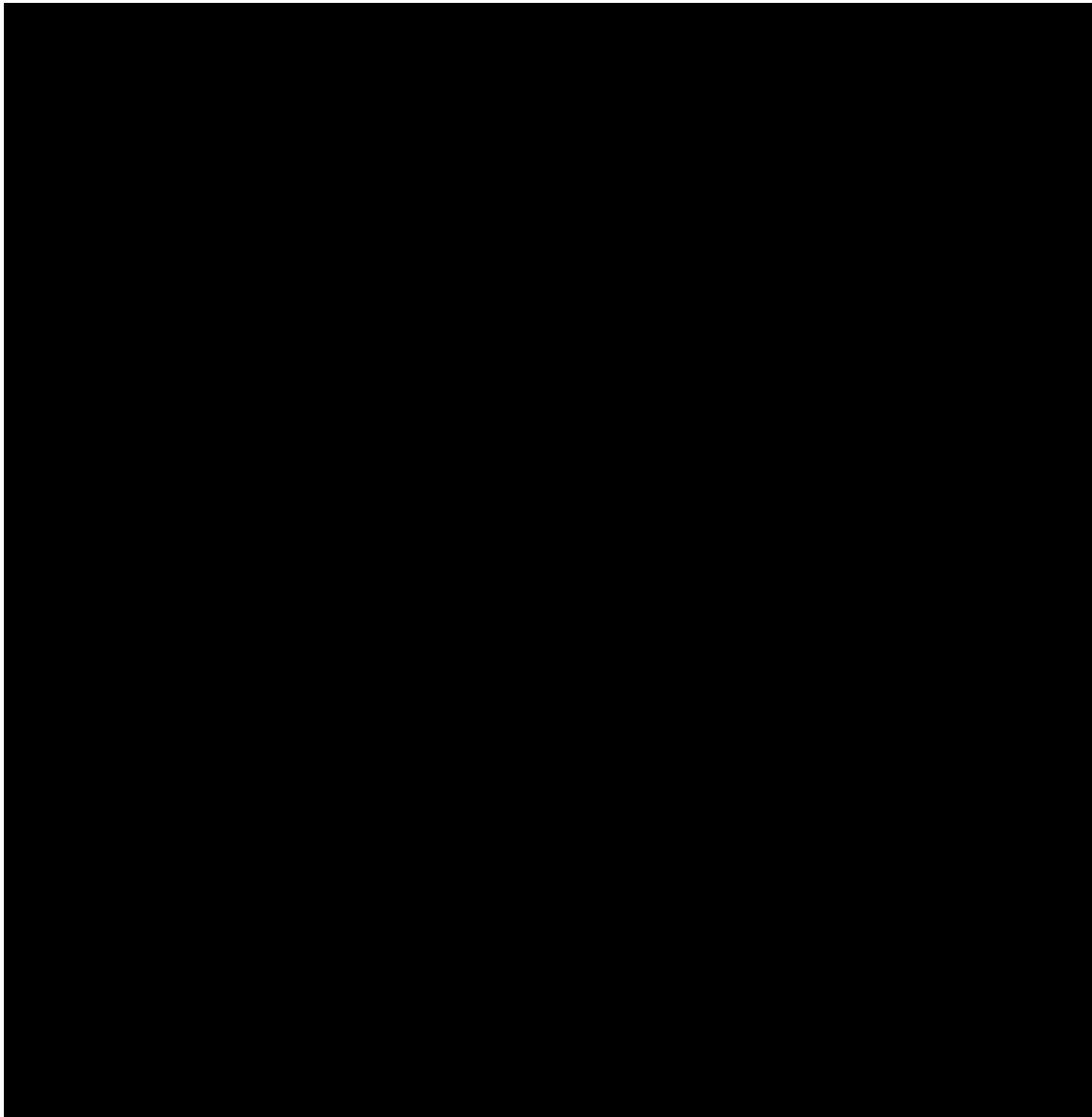
8.3.1 Executive Communications and Governance

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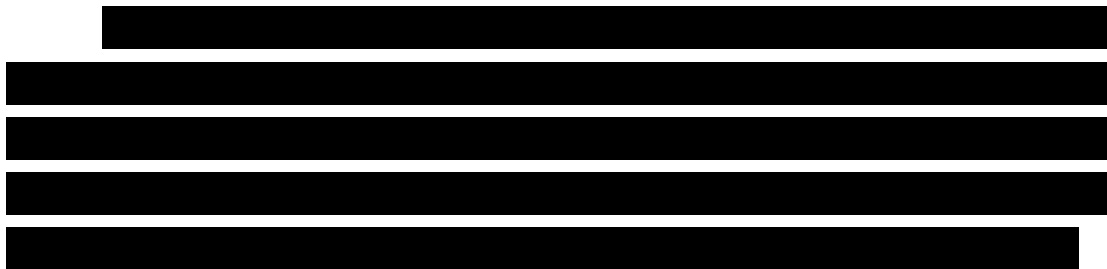
The Qwest CPO, as directed by GSA's Networx PMO, interfaces directly with Agencies subscribing to services. Qwest's CPO is the primary interface to the Government for program management activities, which will control, manage, and monitor the work performed, and will serve as liaison to subscribing Agencies. Under the direction of the Program Director, the CPO will prepare and update all of the required reports specified in solicitation Section F.2, including the Program Monthly Status Report, Monthly Financial Status Report, Policies and Procedures, and Program Management Plan.

8.3.2 Transition Communications

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8.3.3 Day to Day Coordination and Communication

The Qwest Networx Account Teams are comprised of experienced sales managers, sales representatives, account consultants, and project managers. Qwest Networx Account Teams will work with the Agencies to understand their specific requirements, implement services per the defined schedule, and provide ongoing customer support. Our Account Teams will interact directly with the Qwest CPO and internal support organizations to better serve Agencies.

At Notice to Proceed, Qwest will provide GSA a Point of Contact list of employees and at least two levels of management escalation contacts that are responsible for the Program Management Data Requirements as stated in Section C.3.2.3. A Point of Contact will be available for each Agency and GSA on a full-coverage basis (24x7x365).

The Qwest Customer Support Office (CSO) will be GSA's and Agencies' central point of contact with Qwest. The CSO is the focal point for accepting service requests, service orders, quoting and billing, trouble reporting, customer complaints, and providing status.

GSA and Agency users will benefit from Qwest's high degree of accessibility and timely dissemination of information within the Networx program. The Qwest Networx homepage (www.gsanetworx.com) includes pull-down tabs that provide current information on Networx program information, services offered, access to the Qwest Control Networx Portal, training, Contract Operational and Administrative Data (COAD), Frequently

Asked Questions (FAQ), points of contact, and other required contract information.

8.4 PROCESSING LESSONS LEARNED

Qwest will proactively seek ways to improve Networx services, through feedback gained from ongoing dialogue with GSA and subscriber Agency stakeholders, as well as from the experience of our team during the transition process. On a site-by-site and component-by-component basis, Qwest will compile lessons learned and use that knowledge to continuously improve our processes and documentation. At closeout of each project/sub-project, the Project Manager will hold lessons learned sessions with the project team, including the Government representatives, to capture and document recommendations.

Recommendations will be forwarded to the appropriate functional manager for consideration of process change/improvement. Documentation of any changes will be posted to Q-Share, Qwest's knowledge management tool. Additionally, Qwest will submit monthly program status reports and conduct quarterly reviews with GSA.

9.0 SUBCONTRACTOR MANAGEMENT AND VENDOR/ CARRIER RELATIONS

Qwest accepts full responsibility for supplier performance, including a commitment that all selected suppliers (i.e., subcontractors, vendors, and carriers), whether domestic or non-domestic, will deliver exceptional customer service to the Government. Under our Program Director and Subcontracts Manager's direction, Qwest will ensure that all suppliers positively affirm and support the program's objectives.

For administrative and contractual supplier performance matters, our Subcontracts Manager will have the authority to communicate Statement of

Work requirements, negotiate terms and conditions, and resolve all contract interpretation and compliance issues. This manager will work with the supplier to reinforce Agency objectives, track key program/project deliverables, identify and address critical path elements, and establish benchmarks for future supplier performance improvement.

Suppliers' performance will be monitored constantly to ensure that they are performing on-schedule and within agreed upon costs. Additionally, all Networx acceptance criteria and Service Level Agreements will flow-down to each of our subcontractors and vendors, as applicable. Acceptance will be made in accordance with the standards in Section E of the RFP. A problem resolution and escalation methodology will be established and deployed with each subcontractor.

Qwest has two objectives in defining the relationship between the Qwest CPO and our subcontractors. First, there must a commitment to the Networx program from the supplier's organization by assigning a key program manager with authority to make critical program decisions and commit resources on behalf of their organization. Second, the Qwest/supplier relationship must appear seamless to the Government from a customer service, billing, and program management perspective. Qwest, as the Government's full service solutions provider, will be responsible for effectively marketing, delivering, operating, and maintaining all Networx services.

9.1 SMALL BUSINESS SUBCONTRACTING

In compliance with H.19, Qwest has identified small business subcontracting participants. Qwest will work from the outset with our Networx small business subcontractors, including Concert upon task order award.

███████████████████████████████████ Qwest has incorporated numerous small business relationships into a small business

portfolio for potential usage. As discussed in Qwest's Networx Subcontracting Plan (Volume IV, Appendix 3), Qwest reviewed the small businesses' capabilities to establish a small business portfolio for task order issuance. Qwest seeks to maximize small business participation within the identified subcontractors' capabilities by evaluating each task order for small business participation, with maximum opportunities provided in compliance with H.19.

9.2 CARRIER/ACCESS MANAGEMENT

The Qwest CPO will rely on the highly specialized expertise of our Carrier/Access Management team to manage the relationships between Qwest and the Incumbent Local Exchange Carrier/Competitive Exchange Carriers (ILEC/CLEC) and domestic and non-domestic Interoffice Exchange Carriers (IXC) Networx services' suppliers. The goal of Access Management is to secure reliable market-leading access services at predictable and desired intervals for Qwest. The Carrier/Access Management team will work with the Qwest CPO to represent specific Networx requirements or issues to the ILEC/CLEC/IXC suppliers, including:

- Setting SLA expectations for service delivery
- Measuring monthly service performance based on SLAs
- Facilitating the delivery of Gap Closure Plans from the ILEC/CLEC/IXC suppliers based upon unacceptable SLA ratings
- Conducting regular service performance reviews
- Facilitating communication between the ILEC/CLEC/IXC suppliers and Qwest regarding access planning and implementation, provisioning, maintenance, and facility cost
- Facilitating resolution of issues related to access planning and implementation, maintenance, provisioning, and facility cost

10.0 ORGANIZATIONAL STRUCTURE

The Qwest Team is under the leadership of Program Director ███ ███████ who reports directly to Diana Gowen, Qwest's Senior Vice President and General Manager responsible for Qwest Government Services Inc (QGSI). Ms. Gowen has the management responsibility and authority to provide ██████████ with the full range of resources of the Qwest organization in support of Networx. As Qwest's Program Director, ██████████ responsibilities include:

- Delivering results across every area of the program
- Managing all elements of the Networx program including scope, schedule, and cost constraints
- Assuring and enabling the program culture
- Resolving all program issues and managing risks
- Communicating with stakeholders within GSA, Agencies, and the Qwest Team
- Providing advocacy within the Qwest Team representing GSA's best interests
- Overseeing program design engineering, utilization and optimization and maintenance.

███████████ will have full authority to act for Qwest in performing all contract requirements and will serve as Qwest's central point of contact

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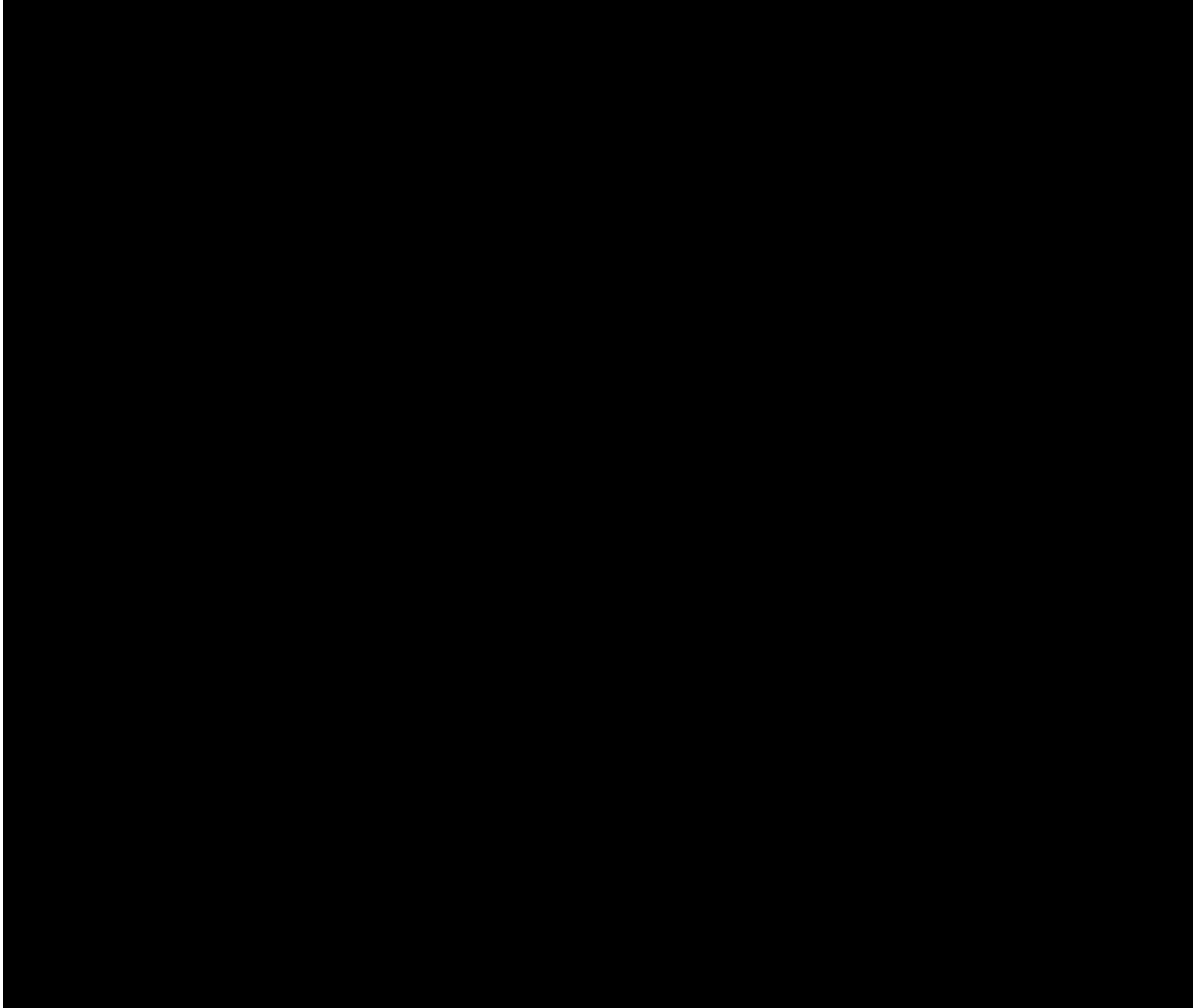
with the Government for program-wide issues. ████████████████

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In their respective fields, the Program Director and the key personnel (who are part of the functional support areas) have the capability, authority, and accountability to commit Qwest on behalf of the Networx program. The Qwest CPO is organized around the functional areas required to support the Government. The CPO has the resources required to launch, deploy, and

maintain all Networx initiated projects, including Transition. Each major functional area identified within the RFP, and our subcontractors, are captured in the organization structure.
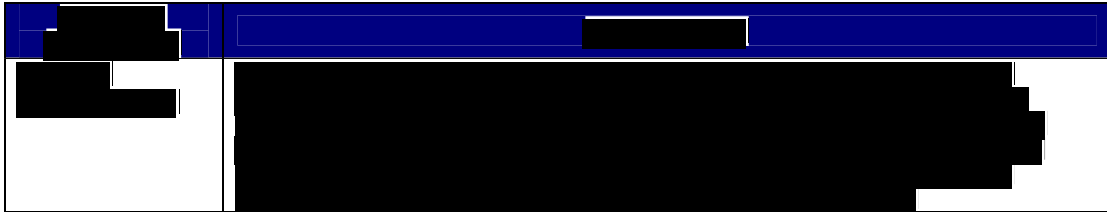
The Qwest CPO structure will leverage the strength of our corporate infrastructure in areas such as IT, Risk Management, Operations, Training and Network. Each of these groups has specific subject matter expertise and supports the Qwest enterprise. Designated individuals from these highly specialized work groups are dedicated to the Qwest CPO.

All CPO team members have clearly defined roles and responsibilities that will ensure proper management and execution of the Networx program.

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11.0 QWEST NETWORX RISK MANAGEMENT PLAN

The Qwest CPO will identify, control, and manage changes to the Risk Management Plan, and will establish version control over the plan. The CPO will track risks daily and ensure that appropriate actions are implemented prior to the event impacting the Networx program.

11.1 QWEST APPROACH TO RISK MANAGEMENT

The Qwest approach to risk management ensures that the process: 1. Is proactive, focusing on prevention rather than cure; 2. Is communicated to and well understood by the entire program team; 3. Includes periodic risk assessments throughout program lifecycle; and 4. Is timely administered and facilitated by the Qwest CPO.

11.2 RISK MANAGEMENT PROCEDURE

risk management procedure and process for identifying and managing risks, performing risk analysis, and recommending mitigation strategies to minimize the risk impact on the Networx program.
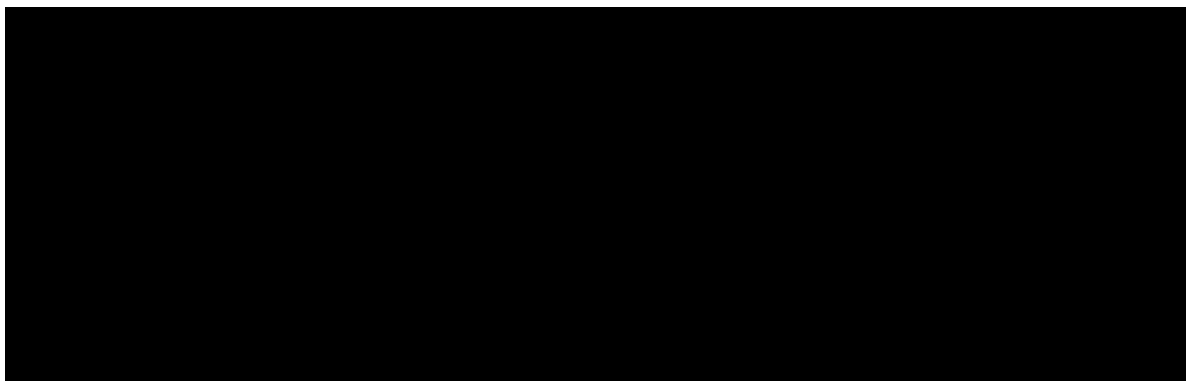
11.2.1 Risk Identification and Documentation

Risks are identified by members of the CPO, GSA and Agencies. As risks are identified they are logged and documented by an assigned project manager. The CPO Director will review all risks to validate or reject the risk, dependent upon its impact to the transition.

11.2.2 Risk Analysis Prioritization and Assessment

Each risk will be evaluated, categorized, and color coded based upon

[Table with redacted content]

11.2.3 Risk Mitigation

To reduce the likelihood and/or consequence of a risk to an acceptable level, the Qwest CPO will develop a mitigation strategy for each risk mapping ███████████. The Qwest CPO Director will be briefed on the mitigation

strategy and will be involved throughout the implementation of the mitigation strategy.

A completed mitigation strategy is similar to a contingency plan—protecting the program and its services from the negative consequences of risk realization. Action items will be identified as steps necessary to mitigate the risk. Once the action items are completed, the risk owner must evaluate whether the risk has been mitigated. The risk may be closed if it no longer poses a high level of threat to the Networx program. If the risk still poses a high level threat, then revised mitigation strategies will be developed.

11.3 RISK MONITORING AND REPORTING TOOL

The Risk and Issue Management process will define, assign, track, and close program issues, risks, and action items. The Risk and Issue Management report (e.g., risk, standard issue, or action item) will be divided into distinct sections, including:

- **Description**: A description of the issue
- **Detail**: Containing all information related to a given issue
- **Comments**: Listing all comments recorded
- **Previous Version**: Listing links to all prior versions of the issue
- **Activity Log**: Listing of actions taken to date

11.3.1 Risk Tracking

The Qwest CPO will track risks by number, name, description, impact, current status, and owner.

11.3.2 Risk Reporting

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▮▮▮▮▮▮▮▮▮▮ will be escalated to the Program Director. Some risks will never be recommended for closure; however, many will be successfully mitigated and closed, if the risk is deemed no longer a major threat to the Networx program.

12.0 INFORMATION SYSTEMS

The Qwest Control Networx Portal is a comprehensive and secure system, capable of providing billing, service ordering, customer support, service management, inventory management, training, and program management. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

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## *12.1 PORTAL SECURITY, REPORTING AND ADMINISTRATION*

The Qwest Control Networx Portal will deliver the previously addressed features and functions by implementing critical and robust back-end processes and systems that support security, access control and accounts, reporting, and administration.

12.1.1 Portal Security

Creation of Access and Authorization tables will occur within the Administration and Account Managers' modules within the Portal. All security features are manageable at the Agency Hierarchy Code (AHC) and individual user levels.

Several standard user profiles will exist for common user groups. User profiles will determine account group access and role access. Account groups will determine billing and services account access. Role access along with permissions (e.g., read, update, create, and delete) will determine which tools a user can use (e.g., billing and ordering) and further define to which services and service permissions a user has privileges▮▮▮▮▮▮▮.

When users sign into the Qwest Control Networx Portal, their ID and
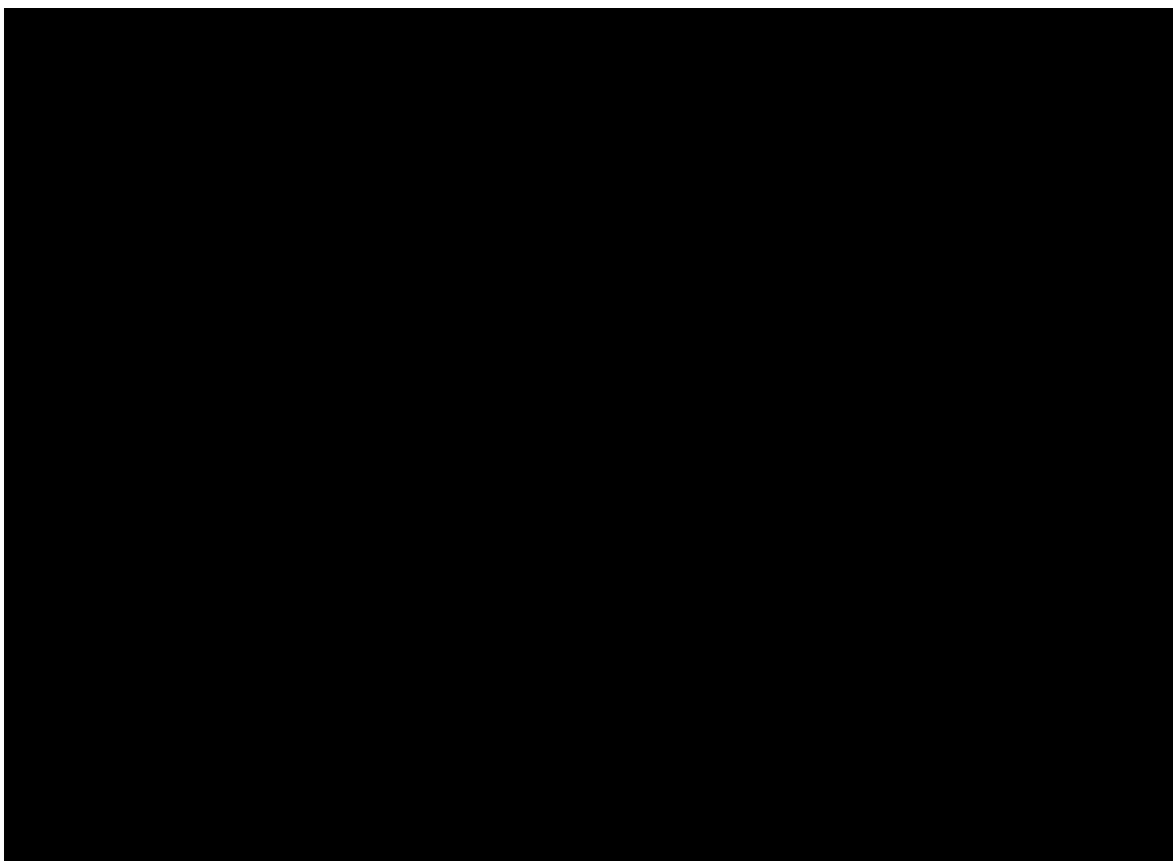
password will be validated automatically to ensure user integrity to entitlement group, function-based access control, and permission role relationship. The entitlement groups will manage the Agency hierarchy level of authorization. This level will designate the internal accounts to which a user has access to work and view within the Portal. Function-based access controls will manage different areas to which a user has site access. Access controls can be general (access to all orderable services) or specific (access to order only specified services). Permission roles (Read, Create, Update, and Delete) manage the access users are given when managing their service. Entitlement groups and function-based access controls and permission roles will provide access control granularity and ensure Government data security.

12.1.2 Administration

The Administration Module allows GSA or Agency DARs to define security, access, and privileges for Agency users. Only authorized system administrators will be able to assign specific roles and rights to Agency users. Authorizing system administrators will be tightly controlled by GSA, Agency DARs, or by Qwest on the Government's behalf.

12.1.3 Legacy Systems and Applications

Legacy systems security will be limited to Portal-driven access and internal Qwest user groups who need to know or need access to information within these systems. This will preclude unauthorized access to the Government's data.

12.2 ENSURING OSS IS AVAILABLE UPON NOTICE TO PROCEED

Qwest is committed to the successful completion of OSS verification testing within 60 calendar days of Notice to Proceed.

13.0 PROGRAM MANAGEMENT SCHEDULE

RFP: TQC-JTB-05-0002
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RFP: TQC-JTB-05-0002