

# **Appendix 1**

## **Program Management Plan**

**DRAFT**

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**Revision XX**

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

## REVISION HISTORY

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## **1.0 QWEST PROGRAM MANAGEMENT PLAN OVERVIEW**

The Qwest Team's Network Program Management Plan (PMP) defines the business processes that develop and deliver Network 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 Network program. Qwest's PMP describes how we will use program management disciplines to manage Network 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 Network 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; security management; business relationship management; service optimization; 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 Network program. As a

performance-based contract, the successful execution of the program will be measured by attaining Government Service Level Agreements (SLAs), as described in Request for Proposal (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. **Figure A1-1** provides a representative sampling of the contract requirements, dependencies, and the assumptions regarding Government services, facilities, and personnel on which our approach is based.

**Figure A1-1. Summary of Government Contract Requirements.** *Qwest has identified many dependencies and assumptions related to Government activities that effect Qwest’s ability to fully satisfy the Networx requirements..*

RFP Section	Summary of Contract Requirement	Dependencies	Assumptions
C.3.2	<b>Program Management</b>		
	Qwest will establish a CPO that is the primary interface to the Government for all Networx program management activities, including but not limited to program control, planning at the program and Agency level, performance, resource and revenue management, reporting and reviews, and senior-level communications.	GSA will provide certain information to the Qwest CPO, including: <ul style="list-style-type: none"> <li>• A list of Networx PMO contacts, Contracting Officers Representatives (CORs) for the contract</li> <li>• A list of customer service representatives for each Agency.</li> <li>• Mapping of Networx site codes to Serving Wire Centers (SWC).</li> </ul>	GSA PMO will communicate timely and accurate changes to the lists to facilitate the timely delivery of service and smooth transition planning.
C3.3	<b>Service Management</b>		
	Qwest must provide GSA and Agencies with the ability to monitor the services for contract compliance and Agency operational requirements. Qwest must have in place adequate capabilities to operate and manage the service to the level of performance required by the Government, including notification to GSA of planned and unplanned service impacting events.	GSA and the Agencies will provide primary and alternate test and acceptance contact information with approval authority, notice of expedite requirements, and any applicable TSP codes.	GSA and the Agencies will assist Qwest in the timely restoration of services, including access to facilities and equipment. GSA and the Agencies will ensure that their network operations staff attends Qwest Networx Network Operations training.
3.3.2	<b>Security Management</b>		
	Qwest is required to follow Federal Government generally accepted security principles and practices or better, and to employ adequate and reasonable means to ensure and protect the integrity, confidentiality, and	Government awareness and application of current security policies and standards applicable to Networx and the Agencies. Accurate, up-to-date lists of Government personnel authorized	GSA and the Agencies will provide timely updates to the security policies applicable to Networx as Federal security policies and



RFP Section	Summary of Contract Requirement	Dependencies	Assumptions
	availability of Network services, Operational Support Systems (OSS), and Government information transported or stored in Qwest's Network services infrastructure.	to access the Qwest Control Network Portal.	standards evolve. GSA and the Agencies will provide Qwest with immediate updates of Government personnel authorized to access the Qwest Control Network Portal as the status of employees change (e.g. termination).
3.3.3	Disaster Recovery		
	Qwest must demonstrate the capability to respond to emergency situations as evidenced by a mature and detailed Disaster Recovery (DR) Plan to deal with disasters that affect Qwest's operational facilities or infrastructure.	Government review and feedback to better align Qwest's DR planning to the objectives and interests of the Network program.	GSA and the Agencies will review the Qwest Disaster Recovery Plan and provide meaningful feedback on DR Plan updates, annual Qwest DR exercises, and areas for joint Qwest /Government collaboration in DR planning.
C.3.4	<b>Customer Service</b>		
3.4.1	Customer Support		
	Qwest's CSO will be the focal point for sales, service and implementation activities, and will be set up to communicate effectively with Agencies located around the world using all common means of communications.	The Government will provide the name, Web site access privileges, and contact information (incl. email address, phone numbers, etc) for authorized personnel.	GSA and the Agencies will provide this information prior to the initiation of service ordering activity.
3.4.2	Trouble Complaint & Handling		
	Qwest will establish and implement procedures and systems for 24x7 trouble and complaint collection, entry, tracking, analysis, priority classification, and escalation for all services to ensure that problems are resolved within the time frames specified in Section C.2.	The Agencies will identify services with a "restoration TSP" code at the time of ordering or at any other time after that. The Agencies will provide Qwest the minimum information required to begin troubleshooting and diagnostics (e.g. circuit id). The Government must provide information for Government-owned/furnished equipment (e.g., make, model, and interface). The Government's site representative is available to participate in cooperative testing to confirm reestablishment of the service.	The Government will provide all relevant information to assist Qwest with the initiation, resolution and prioritization of troubles and complaints. The Government maintains accurate records of GFE that can be used in troubleshooting. The Government site representatives will make every effort to participate in cooperative testing.
3.4.3	Business Relationship Management		
	Qwest is responsible for providing information on its Network solution to all Government personnel, including an overview of the contract, a list of Qwest's available services, Qwest's organizational structure, key points of contact and numbers for ordering, billing, and trouble reporting, instruction	GSA will provide Qwest access to the GSA customer service representatives for each Agency.	GSA will work with Qwest to jointly market and promote the Network contract to potential Agency users.

RFP Section	Summary of Contract Requirement	Dependencies	Assumptions
	manuals, and other information important to the day-to-day functioning of the Qwest / Government relationship.		
3.4.4	<b>Revenue Management</b>		
	Qwest must provide information pertaining to newly awarded Networx services business, new Networx services orders that have not yet been fulfilled, changes in existing services that will affect the revenue stream, and the Networx opportunity pipeline.	N/A	The GSA customer service representatives for each Agency will review the Qwest New/Prospective Business List, New Orders List and Revenue Forecast report and provide feedback on related revenue opportunities not identified.
3.4.5	<b>Service Optimization</b>		
	Qwest must conduct annual optimization analysis and report on savings that can be achieved by the Agencies from consolidating existing services or replacing existing services with more cost effective services.	The Agencies will work with Qwest to define future needs which can take advantage of service optimization.	The Agencies will use Qwest provided features like shared-tenant billing arrangements to implement inter/intra-Agency service optimization recommendations.
C.3.5	<b>Service Ordering</b>		
	Qwest must provide a service ordering process that includes the submission of orders by Agencies and the receipt by Agencies of acknowledgements at appropriate points along the ordering and provisioning processes.	The Government provides an accurate and complete list of DARs and the privileges for each DAR. The Government must provide accurate service order information (e.g. types of service required, AHCs, etc). The Government will work with Qwest to expeditiously schedule and conduct the Qwest OSS certification testing.	The Government will provide all required DAR information, and will regularly provide updates to Qwest. GSA and the Agencies will submit data to Qwest prior to the initiation of service order activity. Agency data provided to Qwest will include Agency and Name, DAR Administrator, DAR, Agency Contracting Officer, Service, etc.
C.3.6	<b>Billing</b>		
	The Qwest billing process must include the submission of invoices and billing data, validation and dispute handling and adjustments, support to internal Government re-billing and payments from the Government to Qwest. The billing process must include allocating charges among Agencies for shared use of Government switches, called Shared Tenant Arrangements.	Agency indicates direct billing requirement and delivers list(s) of valid Agency hierarchy codes (AHCs), DARs, and Agency hierarchical billing requirements to Qwest. Every order submitted by the Government will contain one or more AHCs. The Government will provide the total count of active switched lines in the Shared Tenant Allocation Percentage File for billing both usage and MRC across the shared tenants. The	The Government will be the primary source of data for customer specific billing requirements, such as AHCs, shared tenant allocations, and centralized or direct billing.

RFP Section	Summary of Contract Requirement	Dependencies	Assumptions
		Government will provide an electronic file containing a list of 10-digit telephone numbers and corresponding AHCs for billing shared access services where Automatic Number Identification (ANI) is known.	
C.3.7	<b>Training</b>		
	Qwest must develop a training program that makes training available to all Government staff. On an ongoing basis, Qwest must register students, deliver training, and make changes to the program over time as needed.	GSA and the Agencies must make personnel available to attend training classes. Agency personnel will provide feedback on the training classes, instructors and materials via the training evaluation survey.	GSA evaluates the program by monitoring classes and by reviewing Qwest training reports.
C.3.8	<b>Inventory Management</b>		
	Qwest must establish, maintain, and keep current a database containing a complete and accurate inventory of all Networx services being provided to the Agencies. Qwest must provide a secure Web-based electronic interface and makes the interface available to the Government so that the Government will be able to access the data, make queries, obtain reports and perform periodic downloads as needed for audits, billing verification, and other Government program management purposes.	Government audits the Networx Inventory data and advises Qwest of any noted discrepancies in the data.	The Government will work with Qwest to resolve any discrepancies in the inventory data.
C.3.9	<b>Operational Support Systems</b>		
	Qwest must have an OSS to perform billing, service ordering, customer support, service management, inventory management, training and program management. Prior to issuing any Service Order Confirmations or proceeding with fulfilling orders, Qwest must demonstrate to the Government, using Government data if provided, that the functionality of our OSS meets the requirements of this contract.	The Government will work with Qwest to expeditiously schedule and conduct the Qwest OSS certification testing.	The Government will provide timely feedback on the Qwest OSS Test Plan, test results, and any re-testing requirements.
C.4	<b>Transition</b>		
	Qwest must perform the following activities for the transition of services to Networx: <ul style="list-style-type: none"> <li>• Initiate transition planning</li> <li>• Create the Transition Management Plan (TMP)</li> <li>• Create the Agency Level Transition Plan (ALTP)</li> <li>• Create the Transition Project Specific Plan (TPSP)</li> </ul>	GSA will: <ul style="list-style-type: none"> <li>• Assist the Agencies with Networx transition activities</li> <li>• Monitor and facilitate coordination between Qwest, the Agencies, and other GSA FTS contractors</li> <li>• Assist Qwest in resolving any conflicts with the Agencies and other GSA FTS</li> </ul>	GSA will communicate to the Agencies and Qwest details on the Fair Opportunity process – approach, timeline, Agency and Qwest responsibilities. GSA and the Agencies will provide an inventory of existing services that will facilitate the timely

RFP Section	Summary of Contract Requirement	Dependencies	Assumptions
	<ul style="list-style-type: none"> <li>• Create a Transition Inventory of existing services</li> <li>• Process Transition Orders</li> <li>• Notify GSA and Agency of transition activities</li> <li>• Execute transition</li> </ul> <p>Report on planning and progress of transition.</p>	<p>contractors.</p> <p>The Agencies will:</p> <ul style="list-style-type: none"> <li>• Monitor and facilitate coordination between Qwest and Local Government Contacts (LGCs) and other Agency service providers</li> <li>• Assist Qwest in resolving any conflicts with LGCs and other Agency service providers</li> </ul> <p>The LGC will:</p> <ul style="list-style-type: none"> <li>• Assist by providing available telecommunications information about the site and providing other assistance as required, such as obtaining building and room access</li> <li>• Assist in coordinating with other Agency service providers (e.g. PBX, network management, information system)</li> <li>• Coordinate transition schedule changes with users and with other contractor(s) who are providing that location with telephone switching or facilities</li> </ul>	<p>transition of service. GSA and the Agencies will make other data available to Qwest as needed to validate, correct, or improve the Government-provided inventory.</p>

In addition, we have made the following general assumption that all critical customer 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 the Agencies’ needs. The Qwest Customer Support Office and the Qwest Control Networx Portal are the core of our customer service platform.

### **3.1 CUSTOMER SUPPORT OFFICE (CSO)**

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.

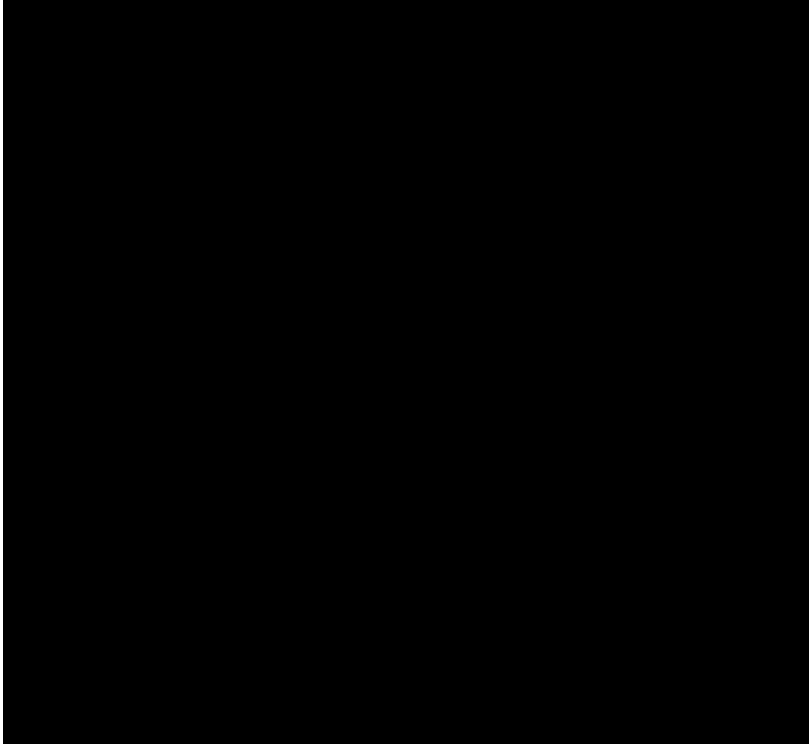
The CSO is the primary focal point for Networx customer support activities, including service order tracking, general inquiries, billing inquiries and disputes, trouble and repair, and other help desk functions. Customers will have 24x7x365 access to the CSO via a domestic toll-free hotline (1-866-GSA-NETWorx,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

The Qwest Control Networx Portal will provide to Agencies 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 the Agencies have immediate access to a secure, Web-enabled interface that is easy to use. [REDACTED] depicts Qwest's Portal page.

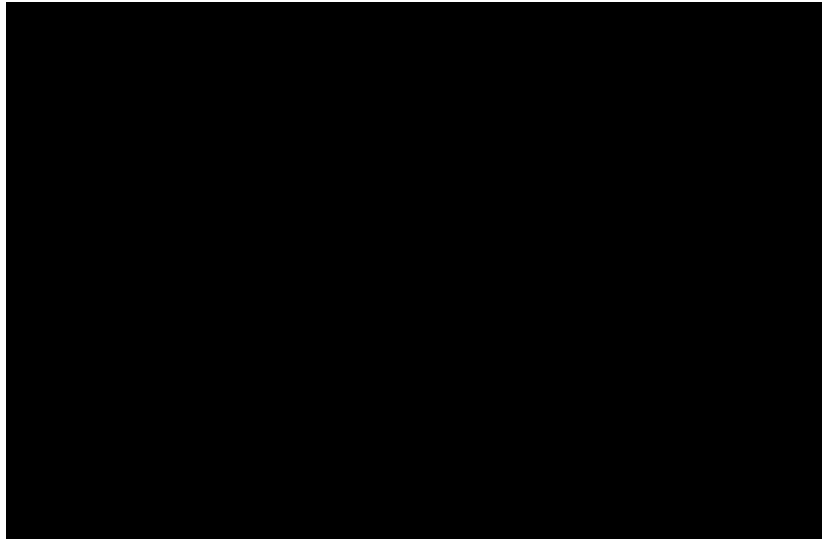
Qwest is prepared to perform for the Networx program, applying our experience and organizational expertise in managing the functional support entities and providing world-class services through our CSO.

### **3.2 SERVICE ORDERING**

The Qwest Federal Service Ordering team within the CSO will manage the Networx contract's special service ordering requirements from beginning to end. They will be accountable for issuing complete, accurate, and timely



service orders for provisioning Agencies. Additionally, they will be responsible for order management, providing price quotes, validating account data, and initiating service modifications and terminations, while maintaining customer profile accuracy for new and existing Agencies.



For customers who 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 network services and service ordering data and processes 24x7x365. The Qwest Portal will provide GSA and Agencies with access to all aspects of service ordering and account management. It will maximize order accuracy by minimizing manual processes. Based on Qwest's [REDACTED] [REDACTED] supports quote and order functions. Provisioning data points are captured consistently, validated, and correctly correlated to inventory and billing data, as well.

The Qwest 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 overall transition time for the Government, since the Government will not have to build or test order file conversion software. Second, it will reduce Government IT costs, since the Government will be receiving files in the formats that it logically requires. Third, the instantiation of the Government

logical files will reduce ordering errors, since Qwest will use the same Portal software to process the order, provision the order, and interface with the Agency. The data dictionary package in Appendix 13 provides the foundation of our approach for supporting the Networx ordering processes.

### **3.3 BILLING**

The Qwest Control Networx Portal will allow Agencies to obtain and manage billing information efficiently and accurately. Timesaving tools, such as [REDACTED], will allow authorized Agencies to view the past 12 months of their 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 will be in an easily manipulated format for 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 Data File Format Requirements** – Qwest provides summary and detailed billing formats for centralized or direct billing, and has augmented its 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. The Portal will offer [REDACTED] that many of our customers have found useful in managing their businesses.

**Billing Disputes and Adjustments** – Qwest can receive Agencies’ billing inquiries and billing disputes via any of the required media, including the Qwest Control Networx Portal, 1-866-GSA-NETWorx (1-866-472-6389), e-mail, or fax for all billing formats, including direct, centralized, and shared-tenant billing.

Qwest’s billing dispute and resolution process assigns a [REDACTED] [REDACTED] to each billing inquiry and dispute. 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 either Qwest’s [REDACTED] or 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 Completion 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.
- Qwest's Inventory Maintenance/Audit tool provides enhanced inventory reports that facilitate GSA and the Agencies' ability to use the inventory data for audits, billing verification, and other program management purposes, enabling immediate detection of any discrepancies between service orders and the Qwest reported inventory or invoice.

### **3.5 SERVICE MANAGEMENT**

#### **Network Management**

Qwest has established fully redundant Network Operation Centers (NOCs). The NOCs are geographically diverse, operate 24X7X365, and are manned 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 for [REDACTED]

Qwest's state-of-the-art communication tracking and development tools [REDACTED]

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 our GSA and Agency customers:

- **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.

[REDACTED]

- **Advanced Broadband Services**—Provides 24x7x365 support for customers 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, for customers' post-installation service issues.
- **iQ Networking Services**— IP Technicians quickly diagnose issues [REDACTED] actions required to support Qwest's [REDACTED]
- **Consumer Access**—Provides 24x7x365 support for Dial Access and DSL customers, including [REDACTED]. 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 [REDACTED] 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.

**Fiber Protection Center** — [REDACTED]

## Security Management

Qwest employs a mature [REDACTED] 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 its wide range of customers and geographical locations.

The Qwest integrated Networx Security team has leveraged the experience gained above in preparing a 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 Universal RFP and FIPS PUB 200. The Security Plan is Appendix 2 to the Qwest Networx Universal proposal.

Qwest Government Services Inc. (QGS) Security, which is headed by a Director of Government Security, 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 the Agencies to ensure compliance with all applicable policies, publications, standards and Executive Orders.

## Disaster Recovery

The Qwest [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] 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 the 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 [REDACTED] 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. Derived from the program scope and work breakdown structure of the Networx program management activities, the master project plan shows [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block containing multiple paragraphs of blacked-out content]

[REDACTED]

The Project Plan includes many internal deliverables and tasks, such as [REDACTED] [REDACTED] [REDACTED] and many others. In order to realistically reflect estimated deliverable submissions, [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]



[REDACTED]

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. Because of this, the schedule view may not contain the same exact tasks that were shown in the April 6<sup>th</sup> meeting with GSA. [REDACTED]

[REDACTED] many deliverable dates have been adjusted accordingly to represent a more accurate timeline.

[REDACTED]

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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. Status of the project plan, including

accomplishments, risks and issues, and changes will be included in our Monthly Program Status report. [REDACTED]

## **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 pipeline 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 Networx 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. Ms. Roxane Rucker, the Qwest Networx Program Director, has the authority to commit Qwest and team member resources to ensure customer-responsive support for the Networx program. The CPO Director 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 Networkx 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 based upon [REDACTED]

[REDACTED] All Qwest Team personnel will be properly trained on Networkx 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 Web sites ([www.qwest.com/careers](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, 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, and motor vehicle check. 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 candidate's eligibility for a security clearance, if needed.

**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 issue 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 customer 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, such as [REDACTED]. 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

Qwest has taken the unique approach to adapt and apply the

[REDACTED]

[REDACTED]

### 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.

As shown in [REDACTED] Qwest uses an [REDACTED] of 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 improvement opportunities.

[REDACTED]

To ensure adherence to the performance standards, the same [REDACTED] [REDACTED] 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 service 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. [REDACTED]

## **6.2 ENSURING COMPLIANCE WITH CONTRACTUAL SERVICE LEVEL AGREEMENTS (SLA'S)**

### **6.2.1 Service Level Agreements**

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 must 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.

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

[REDACTED] 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. Examples of these tools are as follows:

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

[Redacted text block]

[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]

### 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, Qwest will measure and sample as shown in [REDACTED]. 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.

[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]

## **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 performance. The CSO relies on quality control processes and customer 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 repair, 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 and to develop action plans to chart improvements.

### **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 [REDACTED] 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. [REDACTED]

#### **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 [REDACTED] 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 suite of 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) and acceptable quality levels (AQLs) via automated processes, retrieve data from the root source, process the data, and display the data using Web tools that indicate if the KPI and AQL goals were achieved.

**7.1.1 [REDACTED] Service Management: Network and Service Infrastructure**

[REDACTED]  
[REDACTED] provides a framework of proven best practices based upon the collective experience of commercial and Government organizations and their lessons learned. The [REDACTED] framework will comprehensively provide a consistent set of best practices for Service



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

### **7.2 SERVICE OPTIMIZATION**

Service optimization manages and optimizes network access capacity and backbone capacity. Qwest will use proven tools and methodologies to address the challenges of managing, deploying, and maintaining a large telecommunications network, as defined in the scenarios in RFP Section C.3.4.5. Qwest's capacity planning tools and methodology will optimize allocation and usage, 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.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### **7.3 SERVICE IMPROVEMENT AND TECHNOLOGY REFRESH**

Qwest recognizes that telecommunications technologies and services are continuously and rapidly advancing. Services and solutions must remain current, emerging, and leading-edge. To address these issues, 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, Qwest will evaluate new services and technologies, and incorporate them into the Qwest network to deliver new and enhanced services to the Networx program.

[REDACTED]

[REDACTED]

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 test thoroughly all hardware equipment and software loads in our own labs before deployment into our network. [REDACTED]

[REDACTED] The Qwest laboratories are used to evaluate new platforms, Operations Support Systems (OSS), 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, organic 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 will be tested according to industry best practices after installation, before customer traffic is provisioned.

Software upgrades always will be tested in Qwest labs to ensure that they operate appropriately prior to deployment on our live 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 transferring any service to our Agencies, the provisioned circuits will be tested to ensure that they meet our standards.

## **8.0 COMMUNICATION PLAN**

The Qwest Network CPO is responsible for providing GSA Network 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 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 the Agencies' strategic goals and initiatives
- Describe the Qwest organization and the various communication channels for GSA and the 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 GSA and Agency 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 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 Program Director communicates the program deliverables to functional support area managers, who are in turn responsible for developing the WBS and activities 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 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 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 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. The steps associated with the Networx Issue Management Process include:

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

To complete this cycle, all issues will be reviewed during the CPO weekly team meeting and action plans approved by the CPO Program Director. This approval process assures the Government that the CPO 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 the 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 occurs 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 [REDACTED] technical and operations assistance to customers on a 24x7x365 basis. The Network Management team regularly works with customers to troubleshoot and diagnose service affecting conditions in the network and equipment 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 at the intervals required by the RFP. When the status interval is not defined by the RFP requirements, then the regularity of the communications will be determined with the Agency based on their needs and expectations.

GSA and the 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 the Agencies in multiple ways, including but not limited to U.S. toll-free: 1-866-GSA-NETWorx (1-866-472-6389), fax, e-mail and the Qwest Control Networx Portal.

### **8.2.2 Personnel Issues**

Qwest is particularly focused on ensuring that GSA and the 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 AQL/KPIs 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.

[REDACTED]

Qwest has implemented substitution planning policies for the Networx CPO. Each Qwest Networx key personnel 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

[REDACTED]

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 the 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. As seen in [REDACTED] communications lines are clear and consistent. GSA's Networx Program Manager will be directly supported by the Qwest Program Director, Roxane Rucker. Qwest's communications approach is focused on a simple and effective approach – effective program governance and management is based on a foundation of full visibility to GSA and the 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**

[REDACTED]

[REDACTED]

[REDACTED]

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

[Redacted content]

### 8.3.3 Day to Day Coordination and Communication

The Qwest Network Account Teams are comprised of experienced sales managers, sales representatives, account consultants, and project managers. Qwest Network 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 of the RFP. 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 the 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 by ensuring a timely dissemination of information within the Networx program. The Qwest Networx homepage ([www.gsanetworx.com](http://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 plans monthly program status reports and will conduct quarterly reviews with GSA.

## **9.0 SUBCONTRACTOR MANAGEMENT AND VENDOR/ CARRIER RELATIONS**

Qwest accepts full accountability 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.

The 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 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 the following small business subcontracting participants as primary team members. Qwest will work from the outset with our Networx small business subcontractors upon task order award for the services listed in [REDACTED]

[REDACTED]

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

In addition to the small businesses listed in Figure A1-9, Qwest has incorporated numerous small business partners 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 businesses 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 [REDACTED] to manage the relationship among Qwest and the incumbent local exchange carrier/competitive exchange carrier (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 [REDACTED] 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**

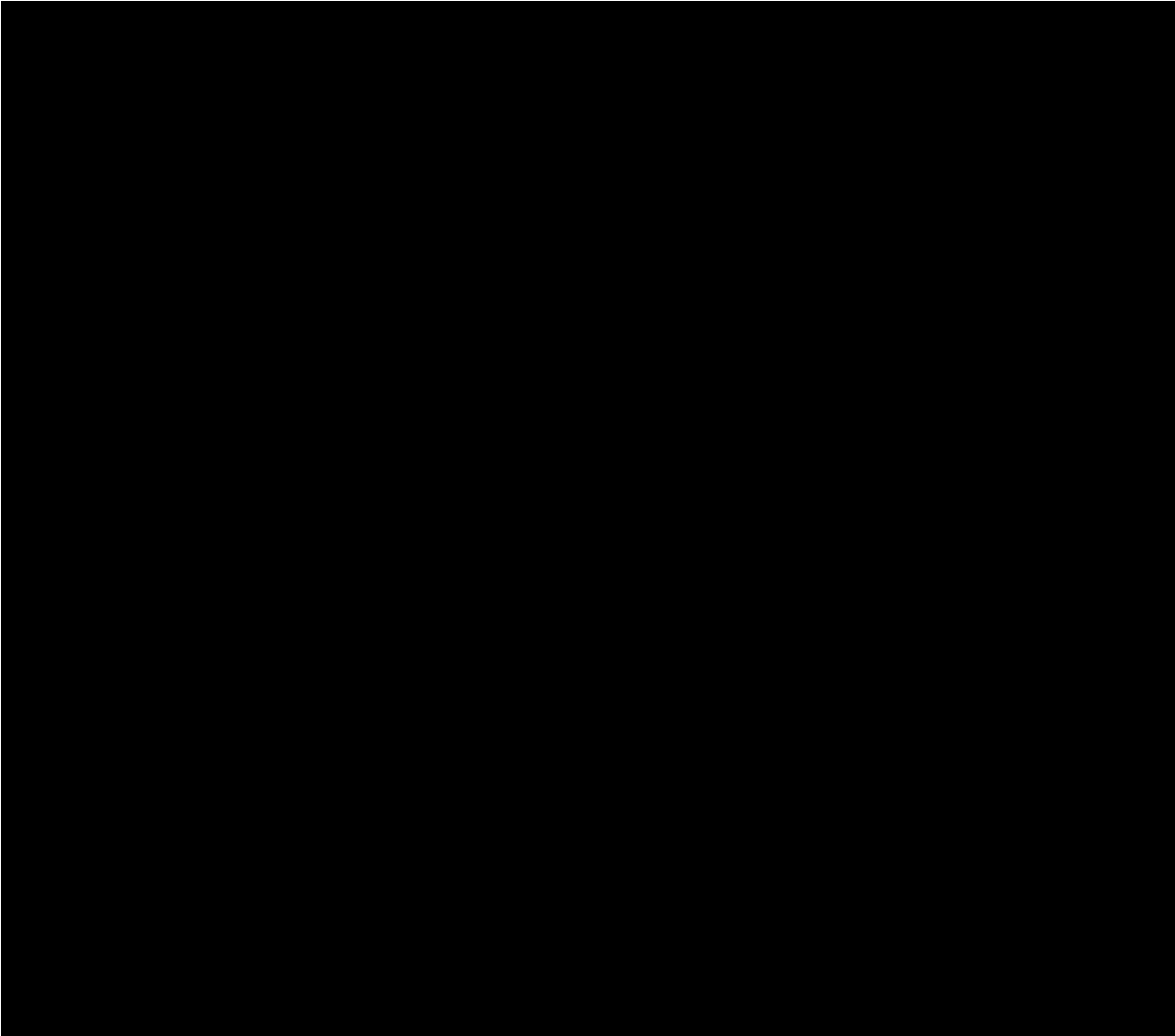
The Qwest Team, under the leadership of Program Director, Roxane Rucker, will report directly to Diana Gowen, Qwest's Senior Vice President and General Manager responsible for Qwest Government Services, Inc. (QGS). Ms. Gowen has the management responsibility and authority to

provide Ms. Rucker with the full range of resources of the Qwest organization in support of Network. As Qwest's Program Director, Ms. Rucker's responsibilities include:

- Delivering results across every area of the program
- Managing all elements of the Network program including scope, schedule, and cost constraints
- Assuring and enabling the program culture
- Resolving all program issues and managing its risks
- Communicating with stakeholders within GSA, the 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.

Ms. Rucker will have full authority to act for Qwest in performing all contract requirements and will serve as Qwest's central point of contact with the Government for program-wide issues. [REDACTED] highlights our Network organization structure.


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 Network 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 Network initiated projects, including Transition. Each major functional area identified within the RFP, and our subcontractors, are captured in the organization structure. In addition, the CPO structure reaches



beyond the RFP to include other essential functions, such as Network Planning and Program Control.

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.

 lists the functional areas that comprise the CPO structure and

the responsibilities of each area. Key personnel positions are indicated by an asterisk (\*).

**Figure A1-11. The Qwest CPO Functional Support Areas and Associated Responsibilities.** *These functional support areas will have the capability, authority, and responsibility to the Government for ensuring comprehensive support and delivery of services.*

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

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

## 11.0 QWEST NETWORKX RISK MANAGEMENT PLAN

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

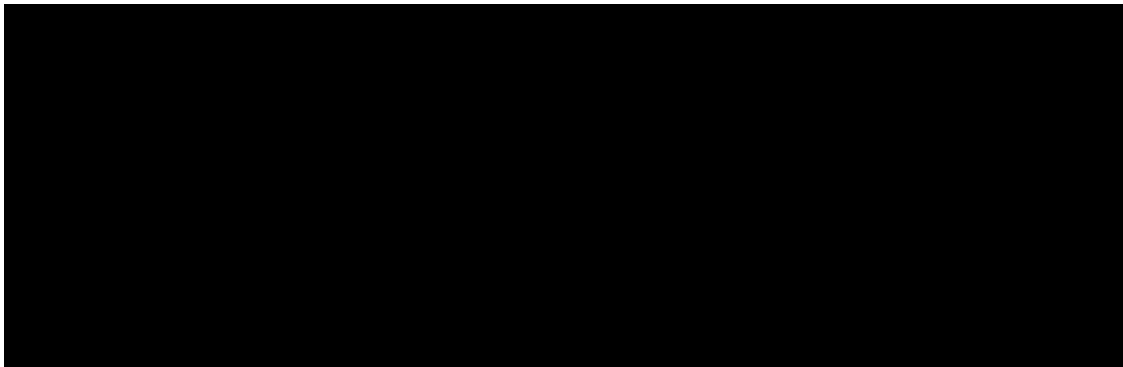
### 11.1 QWEST APPROACH TO RISK MANAGEMENT

The Qwest approach to risk management ensures that the process: is proactive, focusing on prevention rather than cure; is communicated to and

well understood by the entire program team; includes periodic risk assessments throughout the program lifecycle; and is timely administered and facilitated by the Qwest CPO.

### **11.2 RISK MANAGEMENT PROCEDURE**

[REDACTED] shows the [REDACTED] and process for identifying and managing risks, performing risk analysis, and recommending mitigation strategies to minimize the risk impact on the Networx program.

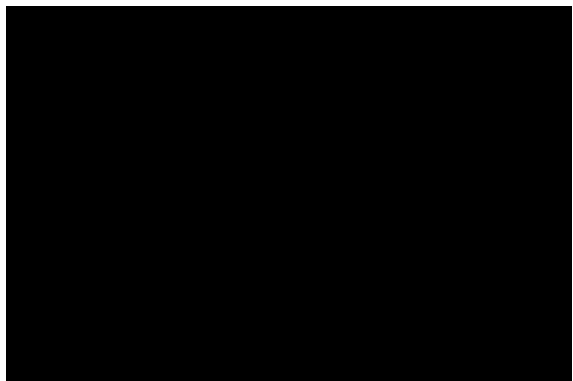


#### **11.2.1 Risk Identification and Documentation**

Risks are identified by members of the CPO, GSA and the 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 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



Risk likelihood will be based upon a subjective assessment of [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

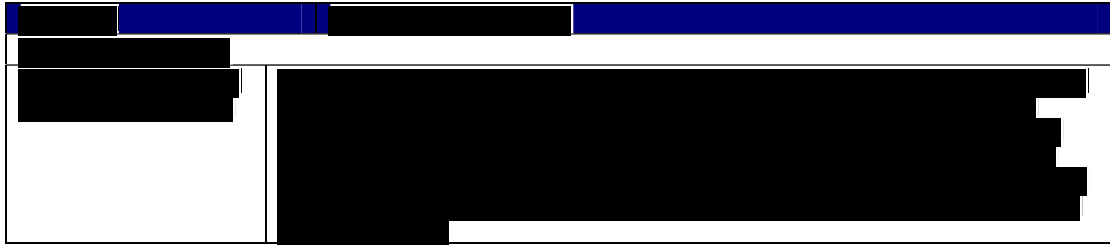
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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



### 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 as [REDACTED]. The Qwest CPO Director will be briefed on the mitigation strategy, and will be involved throughout the implementation of the 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:** Contain all information related to a given issue
- **Comments:** List all comments recorded
- **Previous Version:** List links to all prior versions of the issue
- **Activity Log:** List 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

Risks will be reviewed periodically based upon their categorization:

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## 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. [REDACTED] highlights the Portal's online management tools.

**Figure A1-15. Qwest Control Networx Portal Online Management Tools.**

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

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


## **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.

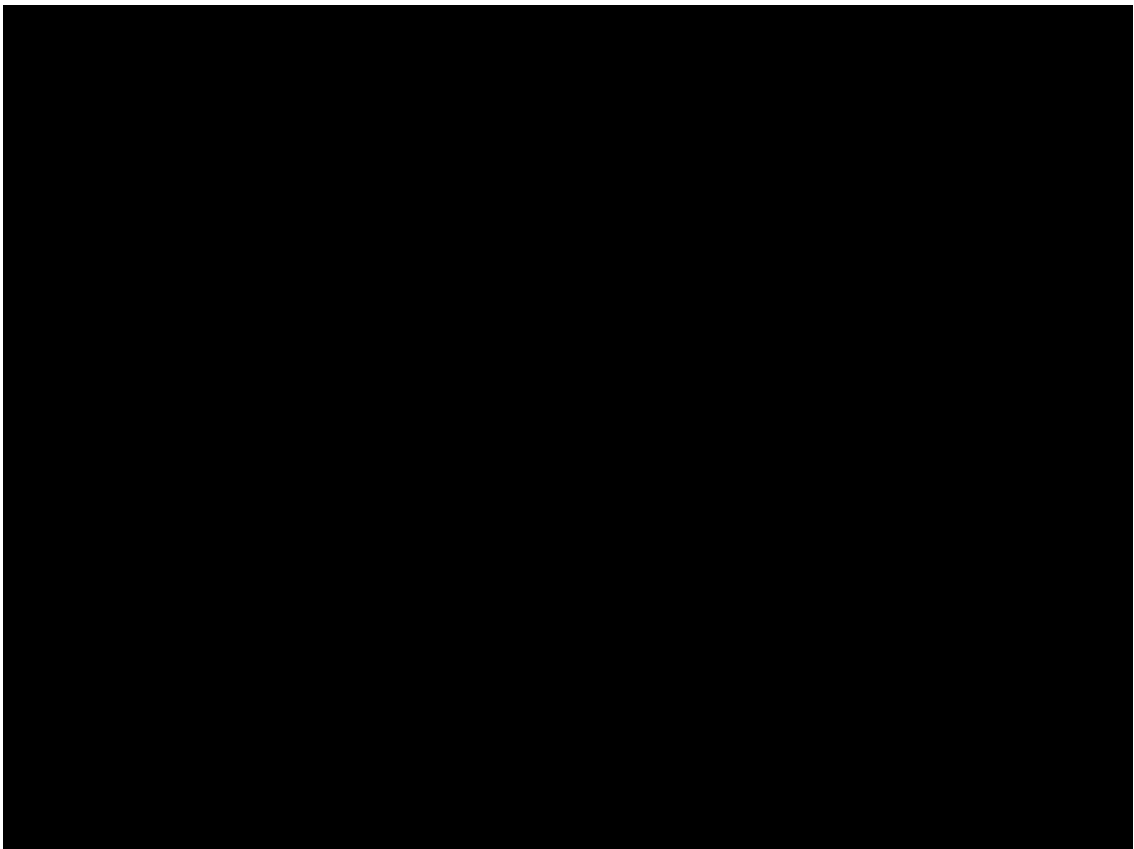
### **12.1.1 Portal Security**

Creation of Access and Authorization tables will occur within the Administration and Account Managers' modules within the Portal. All security features will be derived from the Agency Hierarchy Code (AHC). This will be segmented into user profiles, site profiles, account groups, roles, and permissions.

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, as shown in 

When a user signs 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 a user is 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 information within these systems. This will preclude unauthorized access to the Government's data.

## **12.2 ENSURING OSS IS AVAILABLE UPON NOTICE TO PROCEED**

[REDACTED]

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

## **13.0 PROGRAM MANAGEMENT SCHEDULE**

The Integrated Master Project Plan discussed in Section 4.0 is provided on the following pages.