FTS Networx – Enterprise

Appendix A

Sprint Policies and Procedures Guide

DOCUMENT CONTROL

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1.0     | 10/05/05  | P. Oldham| Initial Release                                                         
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1 INTRODUCTION

Whether in response to changing needs of GSA or Agency users or other factors, Sprint has worked collaboratively on an ongoing basis to refine and modify processes to enhance already high standards of efficiency, cost-effectiveness, and service quality. Our processes for the Networx Enterprise program draw heavily upon this depth of understanding and experience. We will continue to nurture the mutual trust and confidence that has been built as a result of our successful, longstanding relationship.

Sprint understands the importance of well-defined, repeatable processes and procedures for all members of the Sprint team supporting the Networx Enterprise program. Therefore, it is our intent to comply with Government requirements for documentation of these policies and procedures. This results in consistent delivery of services and support throughout the life of the contract while retaining the ability to respond nimbly to the ever-changing needs of Agency users. Our processes incorporate lessons learned both by Sprint and our team members over the years in our support of numerous Government contracts and leverage best commercial and governmental practices.

In this Policies and Procedures Guide, we present workflow charts and descriptive text that illustrate in summary form our key processes that serve the GSA and Agency users. We will continue to evolve our policies and procedures, as well as the functional organization that serves the Government. As an example, we utilize our knowledge and hands-on experience gained during the last 16 years, combined with evolving business, Federal, and industry best practices to continue to evolve and refine our processes and procedures.
In accordance with the GSA’s stated requirements, we will submit in a timely manner our complete policies and procedures with regard to FTS Networx following contract award. We will also comply with revisions and updates described in the RFP and required of Sprint as the FTS Networx contractor.

The Policies and Procedures Guide will outline our team procedures regarding performance of functions under the contract, including but not limited to:

- Network management, including security
- Inventory management
- Billing
- Customer support
- Account management
- Order processing and fulfillment
- Training development and delivery
- Analysis and reporting
- Network augments for infrastructure as well as customer orders
- Document change control
- Network configuration control and OSS change control

We will update the Policies and Procedures Guide semi-annually, within 30 business days after the end of each period as appropriate. The Networx Enterprise Deputy Program Manager will deliver the manual to the COR utilizing one of the media and format requirements specified in Section C.3.2.4.1.2 of the RFP.

Our goal is to provide seamless support to the GSA and the agencies, and our commitment is to engage in collaborative workflow process creation, modification, and monitoring.
1.2 KEY TO FLOWCHART SHAPES

The flowcharts throughout this Policies and Procedures Guide were created in Visio 2000 and incorporated into this Word document for reading ease. The native Visio 2000 flowchart files are incorporated herein by reference and are available for separate review as Appendix A.1. On the next page is a chart that depicts a key to shapes used in all flowcharts in this guide.
1.3 SPRINT INTEGRATED POLICIES AND PROCEDURES FOR FTS NETWORX

The flowcharts in this Policies and Procedures Guide depict overviews of key processes, and together, the workflows illustrate our integrated approach organizationally and functionally as well as internally and with our partners. We are committed to collaborative workflow process creation, modification, and monitoring. The overview flowchart, "Sprint Integrated Policies and Procedures for FTS Networx," appears on page 7. This chart shows the interrelationships between 15 primary functional processes (i.e., account management, service assurance, OSS change control, and others) which provide support to the GSA and the agencies across four internal-to-Sprint organizational areas that work hand-in-hand to serve FTS Networx and are defined as either front office/customer facing or back office:

Front Office/Customer-Facing Teams

• Life Cycle: the customer-facing group responsible for account management, customer support/NPO, order processing and fulfillment, billing, and service assurance.
• Program Management: responsible for analysis and reporting as well as training development and delivery.

Back Office Teams

• Operating System: responsible for document change control, OSS change control, and Sprint employee training.
• Infrastructure: responsible for network augments, network configuration control, network management, network security, and inventory management.

1.3.1 Overview of Procedural Processes

The overview process depicted in the following flowchart begins with a customer requirement that enters the Sprint Life Cycle organization.
Depending upon the nature of the requirement (more fully defined within the processes described later in this Guide, the requirement may first be identified within the account management process and then routed to the customer support/Networx Program Office (NPO) or the requirement may enter the system directly through the NPO. Regardless of the point of entry, the NPO ultimately accepts responsibility for the customer requirement and then performs and/or directs and manages fulfillment of the customer requirement, from order processing and fulfillment through billing and service assurance.

Program management organization functions (analysis and reporting and training development and delivery) may also be tapped to support fulfillment of an individual customer requirement. However, these functions serve critical ongoing roles of gathering data, gaining experiential knowledge, monitoring projects for potential problems and solutions, and identifying best practices that may be applicable generally to future requirements.

The areas defined as Program Management and Life Cycle are supported by back office organizations – Infrastructure and Operating System – responsible for performing eight additional functional processes to serve the GSA and the agencies. These back office functions serve dual roles of meeting expressed requirements as well as anticipating customer requirements. For example, should the customer requirement indicate a possible network augmentation need, members of the life cycle team advise infrastructure teams of the customer's need, and they in turn follow the functional policies and procedures to provide the best possible solution.
The Sprint global network management capabilities to manage the Networx enterprise range of services and to meet the needs of the target audience are based on a solid foundation of Government and commercial customer experience. Our superior delivery and quality of service has resulted in numerous industry accolades for outstanding network performance and customer satisfaction. World-class entities such as the General Services Administration, United States Department of Justice, United States Courts, Federal Bureau of Investigation, Federal Aviation Administration, and the Transportation Security Administration have entrusted their mission-critical enterprise communications functions to Sprint.

2.1 SECURITY MANAGEMENT

Sprint acknowledges that security is not an objective or milestone, but is instead a continual, on-going process. Thus, an overall information security program will ensure that the Networx program is not only compliant with the Networx security requirements at the time of contract award, but that it remains compliant throughout its lifecycle.

The physical security of Sprint-owned equipment is the responsibility of individuals who are fully trained and qualified to hold these positions of trustworthiness and accountability. These employees and their managers ensure that all security policies and procedures regarding the safeguarding of property and access to equipment and facilities are complied with by all Sprint and Sprint subcontractor employees. Security managers coordinate all physical security matters with the local security guard(s), and report any infractions or violations in accordance with corporate procedures. The Sprint
2.1.1 Process Steps

Network Security Management policies and procedures consist of seven parts, visually depicted in the following workflows as Network Security Management Part 1 through 7.

2.1.1.1 Part 1, Overview:

This flowchart shows a high-level overview of all the processes involved in security management (more detailed processes are described in Parts 2 through 7). The process begins with initiation, following either a scheduled analysis or startup of a new system or facility. Security management for the project is first categorized, and then a preliminary risk analysis is performed. After the risk analysis is conducted, the project then enters additional processes – development, implementation, operations/management, and disposition. When the disposition process is completed, the overview process is restarted.
2.1.1.2 Part 2, Development

Once initiation is begun, the project enters a risk assessment process (see Part 3 for detailed procedures). After risk assessment is completed, an analysis of security functional requirements is conducted. The next step is an analysis of security assurance requirements, followed by an analysis of costs and reporting. A security plan is then prepared, followed by development of security controls. Testing and evaluation of the development plan is conducted. If validated, the development process is complete and the project enters the implementation process (see Part 5). If the development process is not immediately validated, then the project reverts to the security control development step for further refinement, then re-testing and re-evaluation. Upon validation, the project proceeds to the implementation process, as above.
2.1.1.3 Part 3, Risk Assessment

The risk assessment process is triggered in several ways; via scheduled analysis, development process, information system changes, environmental changes, or vulnerability identification. The first step in risk assessment is system characterization. Next, possible threats are identified, along with vulnerability identification. A control analysis is conducted that includes current and planned security controls. When this analysis is completed, a determination of likely threats is conducted, followed by an analysis of impacts of the likely threats. Risks are determined next and controls designed to mitigate risks are recommended. Finally, a risk assessment report is generated and evaluated for its ability to mitigate the risks identified. If the risks are suitably mitigated, then the project proceeds to the risk mitigation process (part 4). If not, then the assessment process restarts.

It is important to note that risk assessment is an ongoing process that may be initiated at any time.
2.1.1.4 Part 4, Risk Mitigation

Risk Mitigation policies and procedures are initiated once a risk assessment has been completed or may be triggered in direct response to a new and imminent threat not previously identified. After beginning the process, the risk is prioritized and then evaluated, to allow security personnel to recommend control options. A cost-benefit analysis is conducted next and appropriate controls to mitigate the risk are selected. Responsibility for mitigation is assigned, then an implementation plan is developed, designed to safeguard system integrity. The selected controls are implemented, then tested and verified. Upon verification, the risk mitigation process is completed. If verification fails to mitigate the risk, the next step is to return to implementation, make necessary revisions and continue to re-test, and validation.
2.1.1.5 Part 5, Implementation

Once development is complete, inspection and acceptance takes place. The security measures are integrated, and security certified. As part of the security certification step, vulnerability identification is conducted and vulnerabilities are documented. Testing and validation of controls take place and results are verified. If verified, the security accreditation package is created, the security measure(s) accredited, and the project enters operations/maintenance process. If the results cannot be verified, then an action plan is created to correct the deficiencies and milestones set for completion. Upon completion, the project then moves forward to the next steps, creating a security accreditation package and security accreditation before moving on to the operations/maintenance process.
2.1.1.6 Part 6, Operations and Maintenance

Implementation of security management strategies triggers operations and maintenance procedures, which, like all other security management procedures, is an ongoing process. Operations and maintenance procedures can also be triggered by system enhancements, system modifications, and installation of new hardware or software. Regardless of the trigger, security risks are analyzed, then the need for modifications to the security plan is determined. If a modification is required, the project enters the risk mitigation workflow (Part 4). If no immediate modification is required to mitigate risks, the work may take one of three different paths, depending on the outcome of the risk assessment: 1) the risk may be scheduled for periodic assessment, 2) the risk may be scheduled for routine performance assessment, or the risk may be addressed via configuration management and control (see Configuration Management and Control section of this guide), where the risk is continuously monitored.
2.1.1.7 Part 7, Disposition

Disposition processes run parallel to security operations and maintenance, and are ongoing. These steps include 1) information preservation, 2) media sanitation, and 3) hardware and software disposal per policies contained in the security plan. The process is ongoing.
2.2 ACCOUNTING MANAGEMENT/FRAUD DETECTION

Sprint stands out from our competition by providing in-depth, detailed call analysis in the event of suspected fraud and abuse, which is invaluable in any investigation. We provide customers with specific locations dialed as well as detailed reports of the call minutes charged to them.

The current analysis of call data is completed three times a day, 365 days a year. The age of the call detail being analyzed can range from four to 18 hours, with the median age of call detail being 12 hours.

Sprint monitors the Network in a multi-dimensional manner to detect any unusual velocity of traffic as well as to provide validation of traffic. Velocity describes the high number of call attempts in a relatively short timeframe. Sprint systems track the number of call attempts and intervals between attempts on the basis of thresholds. These thresholds are based on the customer’s traffic patterns and Sprint’s experience. Validation describes a single call attempt that breaks a rule. The call may be placed to a destination that has been determined to provide high visibility to traffic terminating to and originating from high fraud and code abuse risk areas.

Usage patterns detected as suspect on FONCARDs may break more than one rule simultaneously; we may see overlapping usage as well as high velocity on a single FONCARD. Overlapping usage is defined as more minutes of billed usage than minutes of clock time available to generate the usage. This condition is frequently created when more than one person is using the FONCARD and commonly means that the card has been compromised in some manner. The ability to provide such depth of information about FONCARD traffic makes Sprint systems multidimensional.

2.2.1 Process Steps

In the following flowchart entitled, Network Management, Fraud Detection and Resolution, data link sampling leads to the detection of possible
When possible fraudulent activity is detected, the fraud researcher/analyst notifies customer support/Sprint NPO, who refers the case to the Corporate Security Manager if the activity is not within normal range for the customer. The Corporate Security Manager reviews the records to determine the presence or absence of probable fraudulent activity. If no fraudulent activity is found, the process ends. However, if fraudulent activity appears to be taking place, the FONCARD is placed "on hold" or on a "cancelled" basis to mitigate further loss. The regional security manager contacts the authorized customer representative to determine if the use is legitimate or not. If the use is legitimate, the customer information database is updated, security notes made to the files, and the process ends.

If the customer confirms that the use is not legitimate, the abuse is further verified and documented as either "abuse" or "lost or stolen." If abuse is verified, the FONCARD is placed in a "cancelled" status, the customer information database is updated and security notes made to the file. The FONCARD is de-activated, an action that is also updated in the customer information records, along with the appropriate security notes. The process ends. The same actions are taken in the event the card is verified as lost or stolen.
2.3 FAULT MANAGEMENT

Sprint Network Services Business Continuity Disaster Recovery Program is based on the Disaster Recovery Institute International’s (DRII) ten professional practices. Our strategic component is focused on conducting Risk Assessments (RA) and Business Impact Analyses (BIA). We conduct risk assessments on our facilities to identify specific man-made or natural threats, determine probability of occurrence, analyze vulnerability, and measure potential asset and revenue impact. BIA is the collection of data from each director group that identifies and documents their businesses most critical functions, processes, system dependencies, and facilitates the establishment of recovery time objectives.

The strategic component supports the operational component by providing a proactive, thorough analysis and prioritization of facilities, functions, systems, and resources. As a result, we develop a set of strategies, procedures, and processes that provides due diligence in protecting our business, our employees, and our time-sensitive voice and data services to our customers.

When a disaster is imminent (e.g. hurricanes, ice storms) that potentially could cause harm to our business, personnel, or our ability to deliver services, the BCP/DRR team monitors the threat conditions and facilitates planning sessions with Sprint internal organizations to prepare for the potential event. Should a network event occur, be it a natural disaster or other cause, a master event trouble ticket is opened.

2.3.2 Process Steps

In the event of a predicted natural disaster, response and recovery plans are reviewed and site checklists are scrutinized. A command and control center is established and the EMG is placed on ready-standby. Notification and reporting procedures are established and disseminated. When a fault or
outage is experienced (as a result of a predicted or unpredicted event), a master event trouble ticket is opened and the nature, timing, and scope of the event is determined. Technical support resources are identified and these personnel assess the severity level of the event. Event impacts are assessed, and objectives are ranked and prioritized.
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of completed orders, including new, change, or disconnect, are available for viewing in the inventory management system in chronological order (based on the original order). As shown in Figure NUM-081, ordering information is linked to the inventory management system. Users can specify how they would like their SOCN delivered; by email, regular mail or a variety of other transport choices.

3.1 PROCESS STEPS

Sprint’s Inventory Management Process is an entirely automated system. An individual user’s access to online records and data are dependent upon customer/agency supplied pre-authorizations.

Step 1: Customer/User logs into system.
Step 2: User authentication takes place (automated)
Step 3: User record inquiry is created.
Step 4: User interfaces with data contained within systems of record.
Step 5: User interface automatically generates requested records.
Step 6: Records are available for on-screen, online viewing.
Step 7: User generates or requests hard copy of files viewed, as needed.
Step 8: User logs-off system.

The flowchart that follows this page illustrates the process just described.
For the past 16 years, Sprint has maintained an enviable track record of partnering with the GSA and end-user Agencies in developing and implementing high quality, time-tested, value-added billing systems and processes. These systems and processes provide the unique rating, discounting, content, and format required by the GSA and end-user Agencies to effectively manage telecommunications responsibilities.

The Sprint consolidated and integrated services invoice combines Voice, Data, Video, Audio Conferencing, Managed Network Services, Managed Security Services, Wireless Services and Value Added Services, and is fully automated and not the usual electronically stapled invoice. Sprint consolidates services by accepting multiple interfaces from a variety of Sprint platforms and produces a final, cohesive monthly invoice that is both user friendly and easy to understand. The result is a single, consolidated invoice delivered to the GSA and individual Agencies on or before the 15th Government business day of each month. Consolidated invoices have been presented to GSA each month and Sprint has never missed a required invoice delivery date. As a matter of fact, Sprint has always exceeded this timeframe. The proven processes now in place will be carried forward to the new contract.

4.1 PROCESS STEPS

Step 1: Service Order Completion Notice is received.
Step 2: Service Activity Complete Status is entered.
Step 3: Effective Bill Date is entered.
Step 4: Customer acceptance is determined.
   If no customer acceptance is received:
   Step 4.1: Remove from SAC status
Step 4.2: Resolve issue with customer

If customer acceptance is received:

Step 4.3: If Rated item, send change records through Rating and proceed to Step 6

Step 4.4: If Unrated item, proceed to Step 5

Step 5: Send Non-rated items direct to billing

Step 6: Generate Billing/Invoice

Step 7: Complete 100% Validation/Verification Process

Step 8: Process Invoice, unless shared allocation

Step 8.1: Complete Shared Allocation Processing, if applicable and return to Step 8, Process Invoice

Step 9: Determine if centralized bill

If not centralized:

9.1: Send Invoice to Direct-billed Agency, and proceed to Step 11

If centralized:

9.2: Proceed to Step 10

Step 10: Send Invoice to General Services Administration

Step 11: Billing process ends, hand-off follow-up function to Receivables Management

All Sprint invoices are delivered on or before the 15th Government business day.
CUSTOMER SUPPORT

The Sprint Networx Program Office (NPO) is the primary focal point for sales, service, and implementation activities with the Government Networx user. Available for users around the world, 24 x 7, the NPO is accessible through multiple communications vehicles, including phone, fax, Internet, or postal correspondence. These vehicles are uniformly available to the general and TDD user audiences. Our pledge is to make contact easy, inclusive, and rapid.

This integration ensures a specific Networx focus for all customer support activities. Integrated into this office are specific functions that include:

• Invoicing/Billing – to resolve invoice issues and disputes
• Ordering – to track order status and resolve issues
• Inventory – to maintain and provide updated inventories
• Configuration Management – to maintain network architecture and provide configuration information to the customer
• Ticketing – to enter and maintain trouble tickets
• Training – to schedule and provide end user training

Ethical business practices are the cornerstone to our customer support activities. Sprint benefits from this principled approach to business, and in turn, this benefits our customers. The Sprint Principles of Business Conduct help ensure that our good intentions consistently take the form of appropriate actions in all of our activities. Each Sprint employee regularly receives training in the adherence of these principles and must demonstrate a full understanding of their meaning and importance. This business conduct policy extends to contractors, consultants, brokers, distributors, and other third...
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The Sprint NPO forms an appropriately sized Life Cycle Team to serve as the focal point for all aspects of the customer value stream from sales, through implementation, and service support. The Sprint Life Cycle Team model ensures all functional areas of support are uniformly provided to each Agency.

The Sprint approach to the Life Cycle Team is to build upon our established customer relationships and add additional functional resources as an Agency’s network solution warrants.

Each Agency has its own unique way of managing their business and the life cycle model enables Sprint the capability to customize support, as appropriate, to meet the needs of each. Each Agency will be assigned a customer life cycle manager (CLCM) who has oversight responsibility for the day to day account activities. The Government may contact the CLCM through the Customer Support Office toll free number, through the Sprint Networx Web Portal, direct phone, or email. The contact list, published by the Sprint Networx Program Office, provides each Agency the contact information for their CLCM.

The Sprint NPO has the processes necessary to implement and satisfy the requirements of the GSA and the end user Agencies. Relying on our proven capabilities gained through years of collaboration with the GSA, we will demonstrate our ability to deliver exceptional customer support and our commitment to exceed customer expectations at all times.

For each inquiry to the Sprint NPO, Sprint NPO personnel will provide an acknowledgement of the inquiry receipt within one business day. Sprint will respond to inquiries via the same method the user accessed the NPO, unless otherwise specified by the user.
To ensure accountability for the inquiry and quality management of the inquiry, the appropriate NPO entity will log, track, and manage the inquiry, measuring the inquiry’s progress against established objectives.

Process flows related to Customer Support begin on the next page.

5.1 PROCESS STEPS

5.1.1 Support Process Overview

Government and FTS Networx users access all support areas through the Sprint NPO. Support areas include: General Inquiries, Trouble Reporting and Resolution, Sales and Sales Support, Networx Training, Billing and Billing Disputes, Networx Conferencing Support, and Technical Support. An overview of the support process appears on the next page, which illustrates the following process steps:

Step 1: Customer contact

Step 2: Inbound customer contact is received by NPO.

Step 3: Customer determined contact choice:
   A: Voice/800# Interactive Voice Response
   B: Email
   C: Facsimile
   D: Web Portal
   E: Postal Service

Step 4: Contact Data is captured

Step 5: Data concerning contact is stored for future reporting and analysis

Step 6: Initial Entry Process ends
5.1.2 Customer Support, Voice/800#/Interactive Voice Response

The customer self-directs inquiries and issues via the IVR prompts. The inbound call is automatically delivered to and handled by the appropriate Subject Matter Expert (SME) within the Networx Program Office, who takes ownership of the inquiry through its conclusion or resolution. The flowchart on the next page illustrates the process:

Step 1: Inbound contact via Voice/800#/Interactive Voice Response
Step 2: Determine if call is TDD
  If TDD:
    Step 2.1: Customer contact bypasses IVR system and proceeds to TDD process (see TDD Access process text and flowchart)
  If not a TDD call, customer contact proceeds to Step 3.
Step 3: Option Selection
  The customer selects one of seven options: Trouble Reporting, General Inquiries, Sales and Sales Support, Technical Support, Billing, Networx Training or Networx Conferencing Support.
  Within each main option (except Technical Support, Networx Training and Conferencing Support), the customer then selects additional sub-option to further pinpoint needs. Once final options are selected, the call is automatically routed to the appropriate SME for appropriate handling and resolution.
Step 4: SME handles and resolves inquiry.
5.1.3 Email or Facsimile

The process followed for customer contacts made via email or facsimile is illustrated in the flowchart that appears on the next page. Process steps are:

Step 1: Customer initiates contact
Step 2: Inbound email or facsimile is received.
Step 3: NPO personnel create tracking log
Step 4: A review of material is conducted and functional area responsibility is determined.
Step 5: A Subject Matter Expert (SME) is assigned to handle the inquiry.
Step 6: Contact information is transmitted to the SME, who updates the tracking log.
Step 7: SME handles the contact through one of eight functional areas and processes, depending upon the nature of the inquiry:
   7.1: Technical Support
   7.2: Networx Conferencing Support
   7.3: General Inquiries
   7.4: Trouble Reporting and Resolution
   7.5: Account Management
   7.6: Sales and Sales Support
   7.7: Billing Inquiries and Disputes
   7.8: Networx Training
5.1.4 Web Portal

The flowchart on the next pages is a greatly simplified/abbreviated view of the customer's Networx web portal options and potential online experiences, but provides a general process for access and basic navigation. The steps involved are:

Step 1: Customer begins process via the Internet,
Step 2: Customer enters the web portal either through a Networx Link or bookmark, or by browsing to Sprint.com.

If via Networx Link or bookmark:
Step 2.1: Customer lands on public Networx portal landing page, and then may either complete authentication and sign on (Step 6), OR may browse public Networx information pages, ending the process as the customer desires.

If via browsing to Sprint.com:
Step 3: Customer browses to Business General Landing page
Step 4: Customer browses to Federal government general information page
Step 5: Customer browses to Networx Contract Portal Landing Page (and may continue as with Step 2.1, including to authentication and sign on, Step 6)
Step 6: Account Privileges are automatically verified

If no verification, customer is returned to Public Networx Portal Landing Page
If verified, customer proceeds to Step 7.

Step 7: Customer receives access to Privileged Section, Networx Contract Portal Landing Page.
Step 8: Customer may choose to browse and undertake activity within the privileged section, including: Shopping Carts, Service Request Initiation, Privileged Section Product Information and Results Pages, and Other Sections and pages as authorized.

Step 9: Customer ends process as desired.
5.1.5 TDD Access

The TDD Access process begins when an inbound customer contact (via Voice/800#/Interactive Voice Response) is identified via automation as a TDD caller. The flowchart on the next page illustrates the access process:

Step 1: Speech/Hearing Impaired Customer is identified and routed to the TDD Access process from the Voice/800#/Interactive Voice Response system.

Step 2: Contact is made with the NPO.

Step 3: Caller advises support area needed

Step 3.1: Caller opts to be directed to the customer life cycle manager and is connected accordingly, and the TDD Access process ends.

Step 3.2: Caller advises selection of one of eight functional support areas, and is directed to the appropriate SME, who follows processes tailored to the particular function: Technical support, Networx Conferencing support, General inquiries, Trouble Reporting and Resolution, Account Management, Sales and Sales Support, Billing Inquiries and Disputes, and Networx Training.
5.1.6 Billing Disputes (Parts 1 and 2)

The next two flowcharts illustrate the process followed in the event of a billing dispute. The steps in the process are:

Step 1: Inbound contact from the customer

Step 2: Personnel log billing dispute, and create a billing dispute acknowledgement, which is sent to the customer

Step 3: An analyst is assigned to the dispute.

Step 4: Analyst conducts research, using internal user interface to access data contained in systems of record.

Step 5: Analyst generates internal adjustment/resolution forms, consistent with the findings in Step 4.

Step 6: Peer and supervisory reviews of the analyst's work are conducted.

Step 7: A determination is made as to whether a credit is due the customer or not.

If it is determined that a credit is due, then:

Step 7.1: A credit is issued

Step 7.2: A Resolution Results Notification is created and sent to the customer.

Step 7.3: The dispute record is completed and closed-out.

Step 7.4: The process ends

If it is determined that a credit is not due, then:

Step 8: A denial and rational is created and sent to the customer, along with a resolution results notification.

Step 9: Obtain customer acceptance.

If customer accepts the finding, then:

Step 9.1: The inquiry record is completed and closed-out

Step 9.2: The process ends
If customer does not accept the finding, then:

Step 10: An audit and review of previous determination is conducted to determine if any errors were made.

Step 11: The customer is contacted and interviewed.

Step 12: Based on information obtained from the customer and any findings in Step 10, additional research is conducted.

Step 13: A determination is made as to whether a credit is due the customer or not.

If it is determined that a credit is due, then:

Step 13.1: A credit is issued

Step 13.2: A Resolution Results Notification is created and sent to the customer.

Step 13.3: The dispute record is completed and closed-out.

Step 13.4: The process ends

If it is determined that a credit is not due, then:

Step 14: A resolution and results notification is sent to the customer

Step 15: The customer is contacted to discuss decision and rationale.

If customer accepts findings, then:

Step 16.1: The dispute record is closed.

Step 16.2: The process ends

If customer does not accept findings on the basis of additional justification for a credit:

Step 16.2.a: Customer provides additional justification

Step 16.3.b: Sprint conducts an audit and review of previous determination in light of the new data.
The dispute process returns to Step 13 and proceeds from that point.

If customer does not accept findings on any other basis, then:

Step 17: Customer Escalates dispute to the GSA
Step 18: GSA and Sprint Contracts work issue to its resolution
Step 19: Sprint Contracts notifies NPO/Billing as to resolution
Step 20: Agreed Upon Resolution is implemented
Step 21: The dispute record is closed.
Step 22: The process ends.
5.1.7 Service Assurance, Problem Management

The next flowchart depicts the process followed for service assurance and problem management. The steps in this process are:

Step 1: A ticket is entered, indicating trouble or problem.

Step 2: Confirmation is made via an automatic test or the problem is the result of a pending completion.

Step 3: The issue is segmented and the appropriate referral is made to the customer, Sprint, Telco, or International.

If the problem is the result of a customer-side issue, then:

Step 4: The problem is referred to the customer for appropriate handing.

Step 5: The process ends.

If the problem is the result of a Sprint issue, then:

Step 4: Determination is made as to whether the problem requires dispatch for repair.

If no dispatch required:

Step 4.1: The problem is repaired.

Step 4.2: The ticket is closed.

Step 4.3: The process ends.

If dispatch is required:

Step 4.1: Dispatch is issued.

Step 4.2: The problem is repaired.

Step 4.3: The ticket is closed.

Step 4.4: The process ends.

If the problem is the result of a Telco issue, then:

Step 4: The problem is segmented.
Step 5: Determination is made as to whether the problem requires dispatch for repair.

If no dispatch required:

Step 5.1: The problem is repaired

Step 5.2: The ticket is closed

Step 5.3: The process ends

If dispatch is required:

Step 5.1: Dispatch is issued

Step 5.2: The problem is repaired

Step 5.3: The ticket is closed

Step 5.4: The process ends.

If the problem is the result of an International issue, then:

Step 4: The problem is segmented via Sprint International, either through International Gateway Carrier segmentation or Offshore Domestic Carrier segmentation.

Step 5: Determination is made as to whether the problem requires dispatch for repair.

If no dispatch required:

Step 5.1: The problem is repaired

Step 5.2: The ticket is closed

Step 5.3: The process ends

If dispatch is required:

Step 5.1: Dispatch is issued

Step 5.2: The problem is repaired

Step 5.3: The ticket is closed

Step 5.4: The process ends.
6 ACCOUNT MANAGEMENT

6.1 PROCESS STEPS

The Sprint Account Management process flow graphically depicts the procedures account executives follow to address and appropriately respond to product and/or sales related inquiries, such as pricing or product information. Steps in the process are:

Step 1: Identification of Customer Need

Step 2: Analyze customer requirements

Step 3: Gather technical and business information pertinent to requirement

Step 4: Develop customer solution

Step 5: Prepare cost-effective proposal

Step 6: Create Implementation plan

Step 7: Present proposed solution to customer

Step 8: Obtain agency acceptance of proposal

If no acceptance is obtained, the process returns to Step 4 for revision and/or refinements.

If acceptance is obtained, then:

Step 9: Receive customer order

Step 10: Plan and conduct customer kickoff meeting

Depending on the project and its requirements, steps 11 through 16 may be conducted sequentially or simultaneously:

Step 11: Construct agency hierarchy and codes

Step 12: Enter Agency Hierarchy codes

Step 13: Obtain Designated Agency Representative authorization

Step 14: Enter Billing authorization and certification data

Step 15: Identify alterations, additions, or new requirements
Step 16: Conduct site survey, if appropriate

Step 17: Obtain Approval to Proceed to implementation

Step 18: Order Entry

Step 19: Project enters Implementation process (defined within the project plan) and weekly updates to customer and Sprint life cycle team are generated and distributed.

Step 20: The project enters testing and verification of solution processes

Step 21: Obtain customer acceptance

If customer acceptance is not obtained, the process returns to testing and verification process and proceeds forward from that point.

If customer acceptance is obtained:

Step 22: Delivery and transfer of responsibilities to customer

Step 23: The project enters the Billing Process and account management relinquishes control and authority

Step 24: The account management process ends
Sprint amassed extensive partnering experience with the GSA and Agency users during the FTS2000 and FTS2001 contracts. Applying GSA and Agency users' input, Sprint integrated continuous improvements in streamlining ordering procedures resulting in mature order processes that serve as the baseline for support of the Networx contract.

Sprint processes and automated support systems enable the submission and tracking of service orders and receipt of acknowledgements or notifications via electronic and non-electronic methods, depending on the individual Agency's preference. These methods include placement, tracking, and notifications of web based pricing and service orders, off-line pricing and service orders, and bulk information exchange of ordering information based on pre-defined format/layout.

The Sprint Service Order process enables:

- Accurate order placement
- Timely receipt of acknowledgments and notifications
- Full visibility into order tracking information throughout the service delivery/service provisioning life cycle
- Incorporation of the Government's Hierarchy Code and other Government identifiers
- A variety of acknowledgements and notifications throughout the order process
- Complete, accurate, and timely receipt of Service Order Completion Notices
- Submission of change orders, order cancellations, delays of customer desired dates
- Placement of multiple orders simultaneously
• Feature-rich ordering capabilities and increased flexibility that enable on-line, electronic bulk, and off-line ordering to suit a variety of Agency-specific needs

• Validation of the Service Order to ensure accuracy and enable timely provisioning

While standard procedures are the most effective way for integrated Government operations, at the same time, Sprint understands that many Agency users developed their own telecommunications service ordering systems that occasionally require some process variation. The enhanced flexibility of the Networx ordering capabilities strengthens the ability of Sprint, working with GSA, to support Agency-specific process variations as they occur, while not conflicting with base Networx contract guidelines and embedded business rules established within Sprint systems.

7.1 PROCESS STEPS
Flowcharts depicting the Sprint Order Processing and Fulfillment processes and procedures follow in the next pages. Order processing and fulfillment may begin by either online or offline processes (as earlier described).

7.1.1 Order Processing and Fulfillment Overview
The following is an overview of the steps involved in order processing and fulfillment (depicted in the flowchart, "Order Processing and Fulfillment Overview"):

Step 1: Receive Service Request/Order
Step 2: Generate Order Receipt Acknowledgement, create document and distribute
Step 3: Verify order against AHC
Step 4: Obtain acceptance
If no acceptance is obtained:
Step 5: Contact DAR for verification
If DAR does not accept, then:
Step 6: Generate order rejection
Step 7: Create and distribute Order Rejection Notice
Step 8: Process ends
If DAR accepts, then:
Step 6: Service Request/Order enters Service Request Validation
Process (see "Order Processing, Service Request Validation")
Step 7: Once service request is validated, generate Service Order Confirmation, create and distribute Service Order Confirmation Notice
Step 8: Generate Firm Order Commitment Notice, create and distribute Firm Order Commitment Notice (FOCN)
Step 9: Service request/order enters Order Fulfillment Process (See "Order Fulfillment Overview" and related processes)
Step 10: Generate Service Order Completion Notice, create and distribute Service Order Completion Notice (SOCN)
7.1.2 Order Processing, Service Request Validation

The following are the steps involved in order processing, service request validation (depicted in the flowchart, "Order Processing, Service Request Validation"):

Step 1: Verification against AHC

Step 2: Obtain acceptance

If no acceptance is obtained, then:

Step 3: Contact DAR for verification

If DAR does not verify, then:

Step 4: Create and distribute Order Rejection Notice

Step 5: Process ends

If DAR verifies, then:

Step 4: Request service

Step 5: Validate/Create Location ID

Step 6: Validate/Create Inventory Code

Step 7: Validate pricing

Step 8: Add Solution Design Engineer input, update records

Step 9: Validate order

Step 10: Create Service Order Confirmation
7.1.3 Order Fulfillment

The next three flowcharts illustrate order fulfillment processes, in three parts: overview, provisioned service, and non-provisioned service. The following steps describe the overview (depicted in the flowchart that follows this page, entitled, “Order Fulfillment Overview):

Step 1: Creation of valid order
Step 2: Initiate Order Fulfillment, via either Provisioned or Non-Provisioned processes.
Step 3: Generate Service Order Completion Notice (SOCN)
The following steps describe the process followed in order fulfillment of non-provisioned services (depicted in the flowchart on page 68, entitled, “Order Fulfillment Part 2: Non-Provisioned). The process applies to non-dedicated access categories that include FONCard, Pre-paid FONCard, Switched Access (ANI).

Step 1: Initiate order fulfillment

Step 2: Determine logical provisioning: Switched Access (ANI) or FONCards, including Pre-paid.

If FONCard, including Pre-paid:

Step 3: Manufacture card

Step 4: Ship card to orderer

Step 5: Enable card activation

Step 6: Generate Service Order Completion Notice (SOCN)

If Switched Access (ANI)

Step 3: Enable Access

Step 4: Generate Service Order Completion Notice (SOCN)
Order Fulfillment (continued)

The following steps describe the process followed in order fulfillment of provisioned services (depicted in the flowchart that follows this page, entitled, "Order Fulfillment Part 3: Provisioned). The process applies dedicated access categories.

Step 1: Initiate order fulfillment

Step 2: Conduct logical provisioning
Step 2.1: Determine CPE (SED provisioning)

Step 3: Physical provisioning
Step 3.1: Order LEC services as needed
Step 3.2: Determine CPE (SED provisioning) as appropriate

Step 4: Installation

Step 5: Testing and validation

Step 6: Generate SOCN
The Networx Enterprise program requires training that ranges from simple instruction for end-users accessing the network and user applications, to complex training for network oversight managers. Sprint offers GSA a unique combination of experience, knowledge, and commitment to produce and deliver the required training a program of this size and diversity requires.

The flowcharts that begin on the next page illustrate internal policies and procedures for developing and delivering Networx training. The delivery types and methods include:

- **Instructor-Led** – Training presented by a certified Sprint instructor in a classroom environment.
- **Online Web Based** – A self-paced, performance-based method of training that can be conducted online at a terminal at the student's desk. This training is also available as Instructor-led online web based training.
- **Computer Based Training (CBT)** – A self-paced, performance-based method of training that can be conducted online at the student's desk, usually delivered on CD-ROM or DVD.
- **Audio and Video Based** – Self-paced, performance-based training conducted through a recorded audio or video broadcast.

Sprint has specialized expertise in developing and delivering similarly high quality training through its own University of Excellence, which offers internal training and career development courses to all Sprint employees.

Sprint offers a wide variety of career development and training opportunities to its employees that go hand-in-hand with employees'
Individual Development Plans. The combination addresses individual and group needs, as well as personal skills and professional development needs. Following are examples of currently available opportunities offered to Sprint employees:

- Online virtual classrooms and simulations
- Books, videos & CD-ROM instruction
- Self-directed learning labs
- Traditional courses taught by experts
- Job aids and references
- Context-sensitive online guides
- Performance coaching
- Individual development

The University of Excellence (U of E), Sprint’s centralized training and development organization within the Human Resources organization, offers employees leading-edge development in all of the areas listed above. Among many objectives, new hire, refresher, and coaching courses reinforce Sprint mission and values, especially those related to providing top customer service. Some of the services the Sprint University of Excellence typically provides to employees and management organizations are listed below.

8.1 PERFORMANCE CONSULTING AND PERFORMANCE MANAGEMENT

- Consulting Services
- Human Resource Development Strategic Planning (HRD)
- Organization Development (OD)
- Organization Design
- Performance Improvement Strategies
8.2 PERFORMANCE SUPPORT SOLUTIONS

- 24 x 7 Solutions
- Context-Sensitive Online Guides
- OASIS
- Job Aids and References
- Facilitated Solutions
- Performance Coaching (Management, Sales, IT)

8.3 TRAINING SOLUTIONS

- 24 x 7 Training
- Online Courses and Simulations
- Books, Videos, CD-ROMs
- Facilitated Training
- Online Virtual Classroom
- Facilitated Self-Directed Labs
- Physical Classroom
8.4 PROCESS STEPS

The processes described in this section relate to 1) customer training and 2) Sprint employee training. Each process subset consists of seven parts.

8.4.1 Customer Training

8.4.1.2 Customer Training Part 1, Development and Delivery Overview

This process represents an overview of the steps required for development and delivery of Networx customer training, and is illustrated in the flowchart entitled, “Customer Training Part 1, Development and Delivery Overview.” The steps are:

Step 1: As a result of contract award, revised GSA requirements, or changes to services or features, review and analyze training requirements

Step 2: Develop/revise master curriculum. Curriculum development and revision involves the following developmental steps:

Step 2.1: Develop/Revise Syllabus

Step 2.2: Develop revision training manuals

Step 2.3: Develop revision course materials

Step 2.4 Develop/review web-based training

Step 2.5: Develop/review classroom training

Step 2.6: Develop/review self-paced training

Step 3: Conduct internal training tests

Step 4: Analyze evaluative data from tests

Step 5: Determine readiness of curriculum changes based on tests

If readiness is not confirmed, then

Step 6: Correct deficiencies, and return to Step 2, and proceed with process from that point

If readiness is confirmed, then proceed to next step

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Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.
Step 6: Finalize course descriptions

Step 7: Enter training delivery subprocess (See Customer training Part 2)

Step 8: Generate and distribute quarterly reports

Step 9: Review and analyze data

Step 10: Re-start development process; ongoing
This process describes the steps involved in training delivery and is illustrated in the flowchart entitled, "Customer Training Part 2, Training Delivery Subprocess." The steps are:

Step 1: Finalize course descriptions
Step 2: From training facilities management process (See Part 3) and related human resource process (see Part 4), finalize course descriptions and schedules
Step 3: Issue Course Catalog
Step 4: Open registration via online registration, Email registration, and phone registration.
Step 5: Enter registration process (see Part 5)
Step 6: Upon completion of registration process, deliver training course
Step 7: Enter post-course process phase (see Part 6)
Step 8: Enter evaluative process phase (See Part 7)
Step 9: Generate and distribute quarterly reports
Step 10: Review and analyze data

Next steps (Performed simultaneously)
Step 11: Re-Start delivery process
Step 12: Re-Start development process
8.4.3 Customer Training Part 3, Facilities Management

This process describes the steps involved in facilities management and is illustrated in the flowchart entitled, “Customer Training Part 3, Facilities Management.” The steps are:

Step 1: Finalize course descriptions
Step 2: Establish facilities selection criteria
Step 3: Identify qualified facilities
Step 4: Measure possible sites against pre-determined criteria
Step 5: Determine which meet sites criteria
   - If none meet criteria, then return to Step 2 and revise
   - If criteria is met, then proceed to Step 6
Step 6: Select and book facilities
Step 7: Obtain logistical information for training database and catalog
   - Step 7.1: Continue working facilities management logistics
Step 8: Finalize course schedule
8.4.4 Customer Training Part 4, Related Human Resource

This process describes the steps involved in managing human resources related to customer training, and is illustrated in the flowchart entitled, "Customer Training Part 3, Facilities Management." The steps are:

Step 1: Finalize course descriptions

Step 2: Considering GSA/Government requirements as documented and established instructor requirements augment and finalize instructor qualifications tailored to Networx needs

Step 3: Assign course instructors based on combined criteria

Step 4: Schedule instructors

Step 4.1: Continue ongoing instructor management

Step 5: Create biographical information

Step 6: Finalize course schedules
8.4.5 Customer Training Part 5, Registration

This process describes the steps involved in registering customers for Networx training and is illustrated in the flowchart entitled, “Customer Training Part 5, Registration.” The steps are:

Step 1: Begin registration process
Step 2: Enroll student in selected course
   Step 2.1: Create and send confirmation to registrant
Step 3: Establish/Revise student record
Step 4: Assemble appropriate course materials
   Step 4.1: Send pre-course materials to registrant
Step 5: Process Ad Hoc registration changes
   Step 5.1: Return to previous steps as needed to effect changes
Step 6: Pre-course preparation/registration complete
8.4.6 Customer Training Part 6, Post-Course

This process describes the steps involved in post-course activities related to customer training, and is illustrated in the flowchart entitled, "Customer Training Part 6, Post-Course." The steps are:

Step 1: Deliver training course

Step 2: Receive and review training reports

Step 3: Compare participants to registrant list

Step 4: Determine which registrants attended/participated

If registrant did not attend or participate:

Step 5: Follow up with registrant to determine cause for absence

Step 6: Determine if registrant wishes to reschedule

If registrant wishes to reschedule, then

Step 7: Re-start registration process (see Part 5, Registration)

If registrant does not wish to reschedule, then proceed to Step 8

If registrant attended/participated:

Step 5: Deliver class completion materials to student

Step 6: Update student record and training database

Step 7: Update administrative databases

Step 8: Begin evaluative process
8.4.7 Customer Training Part 7, Evaluation

This process describes the steps involved in post-course evaluation activities related to customer training, and is illustrated in the flowchart entitled, "Customer Training Part 7, Evaluation." The steps are:

Step 1: Post Course Process ends

Step 2: Conduct preparatory steps

Step 2.1: Examine baseline data and previous research

Step 2.2: Create/Revise questionnaires

Step 2.2.1: Determine if pre-testing is desirable/needed

If pre-testing is desirable/needed, then

Step 2.2.2: Conduct pre-test, return to Step 2.1

If pre-testing is not desirable/needed, then proceed to Step 2.3

Step 2.3: Train personnel in survey administration

Step 2.4: Distribute and collect questionnaires

Step 3: Completed questions to Sprint training administration

Step 4: Tabulate surveys

Step 5: Analyze and interpret survey results at snapshot level

Step 5.1: Correct training deficiencies on an ad hoc basis

Step 6: Enter data and analysis into database(s)

Step 7: Conduct quarterly review and analysis of learnings and data

Step 7.1: Generate and distribute quarterly reports

The following steps are conducted simultaneously and are based on the findings within this process:

Step 8: Re-start delivery process

Step 9: Re-start development process
8.5 SPRINT EMPLOYEE TRAINING

8.5.1 Sprint Employee Training Part 1, Development and Delivery Overview

This process represents an overview of the steps required for development and delivery of Sprint employee training, and is illustrated in the flowchart entitled, “Sprint Training Part 1, Development and Delivery Overview.” The steps are:

Step 1: As a result of contract award, revised GSA requirements, or changes to services or features, review and analyze training requirements

Step 2: Develop/revise master curriculum

Curriculum development and revision involves the following developmental steps:

Step 2.1: Develop/Revise syllabus

Step 2.2: Develop/Revise training manuals

Step 2.3: Develop/Revise course materials

Step 2.4: Develop/Revise web-based training

Step 2.5: Develop/Revise classroom training

Step 2.6: Develop/Revise self-paced training

Step 3: Conduct internal training tests

Step 4: Analyze evaluative data from tests

Step 5: Determine readiness of curriculum changes based on tests

If readiness is not confirmed, then Step 6: Correct deficiencies, and return to Step 2, and proceed with process from that point

If readiness is confirmed, then proceed to next step

Step 6: Finalize course descriptions
Step 7: Enter training delivery sub-process (See Customer training Part 2)

Step 8: Generate and distribute quarterly reports

Step 9: Review and analyze data

Step 10: Re-start development process; ongoing
8.5.2 Sprint Employee Training Part 2, Training Delivery Subprocess

This process describes the steps involved in training delivery and is illustrated in the flowchart entitled, "Sprint Employee Training Part 2, Training Delivery Subprocess." The steps are:

Step 1: Finalize course descriptions

Step 2: From training facilities management process (See Part 3) and related human resource process (see Part 4), finalize course descriptions and schedules

Step 3: Issue Course Catalog

Step 4: Open registration via online registration, Email registration, and phone registration.

Step 5: Enter registration process (see Part 5)

Step 6: Upon completion of registration process, deliver training course

Step 7: Enter post-course process phase (see Part 6)

Step 8: Enter evaluative process phase (See Part 7)

Step 9: Generate and distribute quarterly reports

Step 10: Review and analyze data

Next steps (Performed simultaneously)

Step 11: Re-Start delivery process

Step 12: Re-Start Development process
This process describes the steps involved in facilities management related to training development and delivery, and is illustrated in the flowchart entitled, “Sprint Employee Training Part 3, Facilities Management.” The steps are:

Step 1: Finalize course descriptions
Step 2: Establish facilities selection criteria
Step 3: Identify qualified facilities
Step 4: Measure possible sites against predetermined criteria
Step 5: Determine which sites meet criteria

If none meet criteria, then return to Step 2 and revise
If criteria is met, then proceed to Step 6:

Step 6: Select and book facilities
Step 7: Obtain logistical information for training database and catalog
Step 7.1: Continue working facilities management logistics
Step 8: Finalize course schedule
This process describes the steps involved in managing human resources related to customer training, and is illustrated in the flowchart entitled, "Sprint Employee Training Part 3, Facilities Management." The steps are:

Step 1: Finalize course descriptions
Step 2: Assign course instructors based on combined criteria
Step 3: Schedule instructors
Step 4: Continue ongoing instructor management
Step 5: Create biographical information
Step 6: Finalize course schedules
8.5.5 Sprint Employee Training Part 5, Registration

This process describes the steps involved in registering employees for Networx related training and is illustrated in the flowchart entitled, “Sprint Employee Training Part 5, Registration.” The steps are:

Step 1: Begin registration process
Step 2: Enroll student in selected course
  Step 2.1: Create and send confirmation to registrant
Step 3: Establish/Revise student record
Step 4: Assemble appropriate course materials
  Step 4.1: Send pre-course materials to registrant
Step 5: Process ad hoc registration changes
  Step 5.1: Return to previous steps as needed to effect changes
Step 6: Pre-course preparation/registration complete
8.5.6 Sprint Employee Training Part 6, Post-Course

This process describes the steps involved in post-course activities related to Sprint employee training, and is illustrated in the flowchart entitled, "Sprint Employee Training Part 6, Post-Course." The steps are:

Step 1: Deliver training course
Step 2: Receive and review training reports
Step 3: Compare participants to registrant list
Step 4: Determine which registrants attended/participated

If registrant did not attend or participate:

Step 5: Follow up with registrant to determine cause for absence
Step 6: Determine if registrant wishes to reschedule

If registrant wishes to reschedule, then

Step 7: Re-start registration process (see Part 5, Registration)

If registrant does not wish to reschedule, then proceed to Step 8

If registrant attended/participated:

Step 5: Deliver class completion materials to student
Step 6: Update student record and training database
Step 7: Update administrative databases
Step 8: Begin evaluative process
This process describes the steps involved in post-course evaluation activities related to Sprint employee training, and is illustrated in the flowchart entitled, "Sprint Employee Training Part 7, Evaluation." The steps are:

Step 1: Post Course Process ends

Step 2: Conduct preparatory steps
- Step 2.1: Examine baseline data and previous research
- Step 2.2: Create/Revise questionnaires
  - Step 2.2.1: Determine if pre-testing is desirable/needed
    - If pre-testing is desirable/needed, then
      - Step 2.2.2: Conduct pre-test, return to Step 2.1
    - If pre-testing is not desirable/needed, then proceed to Step 2.3
- Step 2.3: Train personnel in survey administration
- Step 2.4: Distribute and collect questionnaires

Step 3: Completed questions to Sprint training administration

Step 4: Tabulate surveys

Step 5: Analyze and interpret survey results at snapshot level
- Step 5.1: Correct training deficiencies on an ad hoc basis

Step 6: Enter data and analysis into database(s)

Step 7: Conduct quarterly review and analysis of data
- Step 7.1: Generate and distribute quarterly reports

The following steps are conducted simultaneously and are based on the findings within this process:

Step 8: Re-start delivery process

Step 9: Re-start development process
9 ANALYSIS AND REPORTING

The Sprint analysis and reporting policies enable the ability to visualize and understand important short and long-term trends across the enterprise in a way that permits Sprint to meet or exceed service level commitments:

- Identifies critical trends and conditions using pre-defined and ad hoc reports
- Tracks how the organization is performing against service level objectives
- Automatically publishes reports to communicate results

Through pre-defined and customized cross-platform reporting, Sprint can pinpoint problems, assist in root cause analyses, and produce historical trending information that enables informed, intelligent decisions. The Sprint analysis and reporting tools permit convenient, fast access to key information that allows for assessing and planning for the future as well as measurement and reporting on performance and service levels.

9.1 PROCESS STEPS

The chart on the next page entitled, “Analysis and Reporting (Managing Compliance with Service Level Agreements),” illustrates the Sprint processes and procedures used in analysis and reporting. The steps in this process are:

Step 1: Based on input from data contained in systems of record, Operational Systems Support (OSS) pulls pertinent data

Step 2: OSS generates SLA conformance reports
  - Agency SLA (1) report
  - Scorecard (2) reports
  - Exception (high priority) (3) reports
Step 3: OSS sends SLA compliance reports to Networx Deputy Program Manager

Step 4: Deputy Program Manager assesses results

Step 5: Deputy Program Manager determines if report(s) meet AQL

If reports meet AQL, then:

Step 6: Reports posted to web portal

If reports do not meet AQL, then:

Step 6: Deputy Program Manager assembles internal team(s)

Step 7: Team(s) determines accuracy of source data

If source data is not correct, then

Step 8: Correct data and correct systems of record, reinitiate reports, return to Step 1

If source data is correct, then:

Step 6: Team(s) conduct data analysis and address exceptions

Step 7: Program management review is conducted

Step 8: Develop and implement performance improvement plan

Step 9: Deputy Program Manager assesses improvement

Step 10: Deputy Program Manager monitors area of previous concern

Step 11: Return to monitoring mode
10 NETWORK AUGMENTS FOR INFRASTRUCTURE AND CUSTOMER ORDERS

Flowcharts illustrating network augmentation procedures begin page 110.

10.1 PROCESS STEPS

10.1.1 Network Augmentation Process (Infrastructure, Automatic Upgrades)

Whenever a link reaches a predetermined threshold, the Sprint network is automatically upgraded to increase capacity and protect network integrity. The process for network augmentation involving automatic upgrades of infrastructure is depicted in the flowchart on page 109 and involves the following steps:

Step 1: Based on monitored data, a link reaches a predetermined threshold and an internal report is generated

Step 2: Identify augmentation need

Step 3: Verify threshold exceeded

If threshold has not been exceeded, then

Step 4: Return to monitoring mode

Step 5: Process complete

If threshold has been exceeded, then

Step 4: Order augmentation

Step 5: Track and monitor progress

Step 6: Test and verify

Step 7: Activate augmentation

Step 8: Determine if traffic is below threshold after augmentation activation

If traffic is not below threshold:
Step 9: Return to monitoring mode

Step 10: Process complete
10.1.2 Network Augmentation Process (Infrastructure, Due to Customer Expansion)

The process for network augmentation involving upgrades of infrastructure due to customer expansion is depicted in the flowchart on the next page and involves the following steps:

Step 1: Based on data/call volume increases and/or expansion of customer base, a link reaches a predetermined threshold and an internal report is generated.

Step 2: Identify augmentation need.

Step 3: Verify threshold exceeded.

If threshold has not been exceeded, then

Step 4: Return to monitoring mode.

Step 5: Process complete.

If threshold has been exceeded, then

Step 4: Order augmentation.

Step 5: Track and monitor progress.

Step 6: Test and verify.

Step 7: Activate augmentation.

Step 8: Determine if traffic is below threshold after augmentation activation.

If traffic is not below threshold:

Return to Step 4 and revise order, proceed with augmentation process from that point.

If traffic is below threshold, then:

Step 9: Return to monitoring mode.

Step 10: Process complete.
Network Augmentation Process (Infrastructure, Due to Customer Expansion)
10.1.3 Network Access Augmentation Process (Customer Access Does Not Meet AQL for Grade of Service)

The process for network access augmentation involving upgrades required due to customer access not meeting AQL for grade of service is depicted in the flowchart on the next page and involves the following steps:

Step 1: Based on monitored data, a link reaches a predetermined threshold and an internal report is generated

Step 2: Identify augmentation need

Step 3: Conduct trend and modeling analysis

Step 4: Prepare forecast and proposed plan

Step 5: Discuss augmentation need with customer

Step 6: Determine if customer opts to augment or not

   If customer opts not to augment, then remove site from monitored locations database and end process

   If customer opts to augment, then:

   Step 7: DAR orders augmentation upgrades

   Step 8: Enter order processing and fulfillment process

   Step 9: Track and monitor progress of augmentation

   Step 10: Activate augmentation

   Step 11: Determine if traffic meets AQL

   If traffic does not meet AQL then:

   Return to Step 5 and proceed from that point

   If traffic meets AQL, then:

   Step 12: Return to monitoring mode

   Step 13: Process complete
11 DOCUMENT CHANGE CONTROL

The Sprint documentation management policies enable consistent and proven approaches to ensure quality and accurate documents. Document controls regulate the development, approval, issue, change, distribution, maintenance, use, storage, security, and disposal of documents.

Management processes ensure that:

- Documents fulfill useful purposes
- Resources are not wasted on distribution of non-essential information
- Only valid information is published
- Information is kept up-to-date
- Information is in a form that can be accessed and used by relevant people
- Classified information is restricted to the people who need to use it
- Information that helps investigate problems and improve processes and procedures is archived

The chart on the next page illustrates the Sprint document change procedures, just one process among several policies and procedures that comprise the Sprint records management system.

11.1 Process Steps

The records management system applications used by Sprint are DOD5015.2 certified. Its current system, LiveLink, automatically tracks and archives document versions, updates document databases when changes are made, and instantly updates webpage references and links whenever new documents or versions are published. Additional benefits to GSA include detailed audit trails and audit control mechanisms. The following steps describe the process followed in the document change control process.
Step 1: Begin process

Step 2: Originator identifies need for new or changed document

Step 3: Originator generates Document Change Request

Step 4: Program Manager reviews Document Change Request

Step 5: Document Change Request is accepted or not

If Document Change Request is not accepted, then:

Step 6: Originator is notified of denial, including rationale for the decision

Step 7: Process ends

If Document Change Request is accepted with modifications, then:

Step 6: Program Manager notifies originator, provides required modifications, and process returns to Step 2 and proceeds from that point

If Document Change Request is accepted, as is, then:

Step 6: Writer creates or revises document or policy/procedure

Step 7: Program Manager reviews proposed new/changed document

Step 8: Program Manager approves or disapproves new/changed document

If new/changed document is not approved, then:

Step 9: Program Manager notifies originator of denial, including rationale

Step 10: Process ends

If new/changed document is approved, then:

Step 9: Program Manager assembles review team

Step 10: Program Manager obtains comments from review team

Step 11: Program Manager issues Document Change Approval

Step 12: New/Changed document is published (all means)
12 NETWORK CONFIGURATION MANAGEMENT

Per Sprint configuration management policy we maintain control over all network change or maintenance activity within our network platforms that creates a new configuration. For example, the replacement of a component having a different serial number changes the configuration. This change is recorded and input to our configuration database by our Customer Life Cycle personnel.

Sprint provides new hire training, refresher training, and remedial coaching to all employees to reinforce the importance of potential customer impact and our objective to maintain industry leading network availability. Sprint manages maintenance windows for each of the core networks, allowing specific off-hour periods for planned maintenance activities to occur. These maintenance windows are used for all planned activities as well as demand and emergency maintenance whenever possible. The only exception to the window for scheduled maintenance is when a component or network failure requires immediate action to restore services.

To maintain network stability and ensure service availability, Sprint conducts emergency, demand, or standard jeopardy maintenance as part of network configuration management. Events that impact service are those that can affect infrastructure and can cause degradation to capacity/services, redundancy, and alarm monitoring. Events that affect customer services are those that can cause degradation to voice services, provisioning, data services, and text and picture messaging.

Once the impact of a configuration change is determined, management approves the activity and assigns the appropriate maintenance window to the functional technician for implementation. A Sprint internal network trouble
ticket is then opened to track the maintenance activity and gather implementation records and monitor results.

It is Sprint policy to notify customers proactively regarding planned maintenance activities to make them aware of anticipated potential impacts, if any. This allows for customers to plan or work directly with Sprint to coordinate a more appropriate time for execution. All Sprint employees are expected to obtain proper levels of approval before executing any customer impacting network maintenance activity.

12.1 PROCESS STEPS

Charts depicting workflow processes and procedures related to network configuration management are on page 120. The Network Configuration Process consists of five parts:

• Overview
• Part 1, Identify Configuration Items
• Part 2, Control and Maintain Configuration Management Database (CMDB)
• Part 3, Monitor and Verify Configuration Management Database
• Part 4, Audit Configuration Management Database

12.1.1 Network Configuration Control Process Overview

The following steps describe in overview form the Sprint network configuration control process (depicted in the flowchart on page 120, entitled, “Network Configuration Process Overview). The process may be triggered by three events: CMDB Audit Schedules, Auto Discovery Data Received, and Request for Change Work Orders Created.

If the process is triggered by CMDB Audit Schedules, then:

Step 1: Audit the CMDB and create Configuration Management Audit Report
Step 2: Configuration management completed
If the process is triggered by Auto Discovery Data Received, then:

Step 1: Monitor and verify the CMDB
Step 2: Configuration data updated

If the process is triggered by Request for Change Work Orders Created, then two parallel workflows launch:

Workflow #1:
Step 1: Control and maintain the CMDB
Step 2: Enter Change Management Process
Step 3: Monitor and verify the CMDB
Step 4: Configuration data updated

Workflow #2:
Step 1: Identify configuration items
   Step 1.1: Create configuration management strategy
   Step 1.2: Create configuration management plan
Step 2: Configuration data updated
The following steps describe Sprint network configuration control process part 1, identification of configuration items (depicted in the flowchart that follows this page, entitled, "Network Configuration Control Part 1, Identify Configuration Items). Functional titles involved in this process include the Configuration Manager, Configuration Item Owner, and Configuration Coordinator. The process is triggered by CMDB population initiation and/or Request for Change Work Orders created.

**Configuration Manager Responsibility**

**Step 1:** Define configuration items

**Step 2:** Develop strategy for gathering configuration item data

**Step 2.1:** Create configuration management strategy documentation

Transfer responsibility to Configuration Item Owner

**Step 3:** Provide configuration item information

Transfer responsibility to Configuration Coordinator

**Step 4:** Register configuration item data in CMDB

**Step 5:** Update configuration management plan

**Step 5.1:** Create configuration management plan document

**Step 6:** Configuration data updated

Part 1 process ends
12.1.3 Network Configuration Control Part 2, Control and Maintain Configuration Management Database

The following steps describe Sprint network configuration control process part 2, control and maintain configuration management database (depicted in the flowchart that follows this page, entitled, "Network Configuration Control Part 2, Control and Maintain Configuration Management Database). Functional titles involved in this process include the Change Owner and the Configuration Item Owner. The process is triggered by a Request for Change Work Orders created.

1. Change Owner Receives Request for Change (RFC) Work Order
2. Transfer responsibility to Configuration Item Owner
3. Step 1: Verify RFC Work Order configuration items with CMDB
4. Determine if there is a discrepancy or not
   - If there is a discrepancy, then
     1. Step 3: Prepare configuration item data for incident report
     2. Step 4: Manual incident identified, process ends
   - If there is no discrepancy, then:
     1. Step 3: Update CMDB
     2. Wait for successful change implementation
     3. Step 5: Determine if change was successful or not
        - If change was not successful, then return to Step 4
        - If change was successful, then:
          1. Step 6: Modify/update configuration item information
             1.1: New Configuration Item (CI), CI deregistered
             1.2: Updated CI, CI updated
             1.3: Archived CI, CI registered
   5. Part 2 process ends
12.1.4 Network Configuration Control Part 3, Monitor and Verify Configuration Management Database

The following steps describe Sprint network configuration control process part 3, monitor and verify CMDB (depicted in the flowchart on page 127, entitled, “Network Configuration Control Part 3, Monitor and Verify Configuration Management Database). Functional titles involved in this process include the Configuration Auditor, Configuration Item Owner, Configuration Coordinator, and the Configuration Manager. The process is triggered by one of (or a combination of) five events: a service call or incident is assigned to the Configuration Auditor, Auto Discovery data is received by the Configuration Auditor, CI registration is received by the Configuration Item Owner, CI de-registration is received by the Configuration Item Owner, and/or CI update is received by the Configuration Item Owner.

**Configuration Auditor**

**Step 1:** Monitor configuration data

**Step 2:** Verify against CI data in the CMDB

**Step 3:** Determine if service call incident

If Service call incident, proceed to Step 5

If not a service call incident, then:

**Step 4:** Authorize change or not

If change is authorized:

Proceed to end process step, manual incident identified (end Part 3 process)

If change is not authorized:

Proceed to Step 5

**Step 5:** Assess impact of unauthorized change

Transfer responsibility to Configuration Item Owner
Step 6: Provide specialized knowledge of CI to configuration manager, confer with Configuration Auditor

Step 7: Identify responsible party
Transfer responsibility to Configuration Coordinator

Step 8: Modify/update CI (Configuration Manager)

Step 8.1: Notify supervisor and responsible party with impact information

Step 9: Determine if Configuration Management (CM) Plan update is required.
If no CM Plan update is required:
Proceed to end process step, Request for Change required (end Part 3 process)
If a CM Plan update is required, then:

Step 10: Update Configuration Management Plan, with input from Configuration Manager

Step 10.1: Create Configuration Management Plan documentation

Step 11: Configuration data updated
Part 3 process ends
12.1.5 Network Configuration Control Part 4, Audit

Configuration Management Database

The following steps describe Sprint network configuration control process part 4, audit configuration management database (depicted in the flowchart on page 130, entitled, “Network Configuration Control Part 4, Audit Configuration Management Database”). Functional titles involved in this process include the Configuration Auditor, Configuration Coordinator, and the Configuration Manager. The process is triggered when a CMDB Audit is scheduled and received by the Configuration Auditor.

**Configuration Auditor**

**Step 1:** Determine portion of CMDB to be audited

**Step 2:** Determine if a physical audit is required or not

If a physical audit is required, then

**Step 3:** Conduct physical audit, proceed to step 5

If a physical audit is not required, then

**Step 4:** Run Auto Discovery Tool

**Step 5:** Compare output with CMDB

**Step 6:** Document findings and prepare report

**Step 6.1:** Create confirmation management audit report

**Step 7:** Determine if there is a discrepancy or not

If there is a discrepancy, then:

Proceed to end process step, manual incident identified (Part 4 process ends)

If there is not a discrepancy, then:

**Step 8:** Determine if actions are required or not

If actions are required, then:

**Step 9:** Determine recommendations and actions
Step 9.1: Create Configuration Management Report, proceed to Step 10

If no actions are required, then:

Step 10: Distribute Audit Report
Step 11: Determine if process or strategy change is required or not

If no Process or strategy change is required, then:
Proceed to end process step, Configuration Management Complete (Part 4 process ends)

If process change is required, transfer responsibility to Configuration Manager

Step 12: Update Configuration Management strategy
Step 12.1: Create configuration management strategy documentation

Step 13: Configuration management complete
Part 4 process ends

If a strategy change is required, transfer responsibility to Configuration Coordinator:

Step 14: Update Configuration Management Plan
Step 14.1: Create Configuration Management Plan documentation
Step 13: Configuration management complete
Part 4 process ends
Sprint has extensive experience in supporting the Federal Government over the life of FTS2000 and FTS2001 contracts, two of the largest federal telecommunications procurements in history. Both Networx predecessor contracts resulted in new development and/or expansion of Sprint support systems that prescribed compressed timeframes to deliver capabilities necessary to meet the Government’s requirements. The Sprint track record of delivering quality support system capabilities, integrating both customer-facing web applications and back office midrange and mainframe applications, arms Sprint with the expertise needed to deliver the Operational Support System (OSS) requirements for Networx.

The workflow process charts that begin on page 135 illustrate OSS Change procedures, which are used to develop and manage Networx changes so that:

• Every change to defined Networx environments follows the Change Management process, procedures and methods
• All Requests for Change (RFCs) are logged, tracked and communicated
• Formal processes, procedures, methods, and guidelines are documented, consistently followed and enforced to implement proactive (major and minor) changes through the Change Management process
• Formal processes, procedures, methods, and guidelines are documented, consistently followed and enforced to implement pre-approved (standard) changes through the Change Management process
• Formal processes, procedures, methods, and guidelines are documented, consistently followed and enforced to implement reactive (urgent) changes through the Change Management process

• Change Management and all impacted stakeholders have clear communication throughout the change lifecycle

• The Change Management process will resolve scheduling conflicts when there are dependencies that require concurrent application and/or IT Infrastructure changes and releases

The procedure applies to all Networx proposals, projects and tasks, and must address the request and management of changes. These steps will apply differently to various efforts, depending on the type of change (urgent, major, minor, or standard), the impact of the change, the level of technical expertise required to implement it and other factors. Anyone executing this procedure must determine the particular needs of each effort and ensure that these activities are managed at the level necessary to ensure the clarity and completeness of the change and the resulting quality of work. This procedure starts when:

Sprint or the Government identifies a need for a change to defined IT environments, services, or configuration items managed within the Configuration Management Database (CMDB) such as:

• Request for Change Identified (Business Driven Change)
• Request for Change Required (IT Driven Change)

This procedure ends when Sprint or the Government determines change is invalid, or successfully implemented, and results were accepted.

• Request for Change (RFC) Closed with a closure code of “Invalid”
• Request for Change (RFC) Closed with a closure code of “Successful”
13.1 PROCESS STEPS

Charts depicting workflow processes and procedures related to network OSS Change Control on page 136. The OSS Change Control process consists of nine parts:

• Overview
• Part 1, Log and Classify Change
• Part 2, Risk and Impact Assessment
• Part 3, Approve All Changes for FTS Networx
• Part 4, Schedule Change
• Part 5, Manage Urgent Change
• Part 6, Implement Change
• Part 7, Back Out Change
• Part 8, Post Change Review

13.1.1 OSS Change Control Overview

The following steps describe in overview form the Sprint OSS Change Control process (depicted in the flowchart on page 135, entitled, “OSS Change Control Overview”). The process may be triggered by two events: a change required or a change identified.

Step 1: Log and classify change required or change identified

Step 1.1: Create Request for Change document

If change is of an urgent nature, then

Step 1.2: Manage urgent change and proceed to Step 7, Implement Change and proceed from that point in process

Step 1.2.1: Create urgent change work orders
Step 3: Obtain required Government approval

Step 4: Schedule change

Step 5: Determine if change is standard or not

If change is not standard, then
Step 6: Release to build and test process (OSS Change Control Overview process ends)

If change is standard, then
Step 7: Implement change

Step 7.1: Release to Production Process

Step 7.2: Upon completion of Production Process, return to Step 7

Step 8: Determine if change was successful

If change was not successful, then
Step 9: Back out change

Step 10: Return to Step 1

If change was successful, then
Step 11: Conduct Post Change Review

Step 12: Obtain acceptance

If not accepted, then return to Step 1

If accepted, then
Step 13: Close Request for Change

Process ends
13.1.2 OSS Change Control Part 1, Log and Classify Change

The following steps describe the Sprint OSS Change Control process, log and classify change (depicted in the flowchart on page 138 entitled, “OSS Change Control Part 1, Log and Classify Change”). The process may be triggered by two events: a change required or a change identified, and involves three functional titles: Change Manager, Change Coordinator, and Change Requestor.

**Change Requestor**

Step 1: Upon identifying a change or receiving a change requirement, accesses and completes a Request for Change Form

Step 2: Submit Request for Change Form

Transfer responsibility to Change Coordinator, who receives Request for Change Form

**Change Coordinator**

Step 3: Conduct initial review

Step 4: Determine validity

If invalid, then:

Step 5: Return request for change to Requestor

Process ends

If valid, then

Step 6: Review for completeness and accuracy

Step 7: Determine if complete or not

If incomplete, then

Step 8: Work with requestor to review and relaunch process

If complete, then

Step 9: Categorize change

Step 10: Determine if change is urgent

If change is urgent, then
Step 11: Transfer to Urgent Change Process

Log and Classify Change Process ends

If change is not urgent, then

Step 12: Determine if major change

If change is not major, then

Step 13: Identify standard change model

Step 13.1: Create/consult standard change model list

Step 14: Determine if standard change model was found or not

If model was found, then

Step 15: Identify standard change owner

Step 16: Standard change required

Log and Classify Change process ends

If model was not found, then

Step 17: Assign initial priority

Transfer responsibility to Change Manager

Step 18: Identify Change Owner

Step 19: Change assessment required

Log and Classify Change process ends
13.1.3 OSS Change Control Part 2, Risk and Impact Assessment

The following steps describe the Sprint OSS Change Control process, risk and impact assessment (depicted in the flowchart on page 141 entitled, "OSS Change Control Part 2, Risk and Impact Assessment"). The process is triggered by determination that a change assessment is required (from Part 1 process), and involves three functional titles: Change Manager, Change Coordinator, and Change Owner.

**Change Manager**

**Step 1:** Receives determination that a change assessment is required

**Transfer responsibility to Change Owner**

**Change Owner**

**Step 2:** Estimate and document request for change level of effort

**Step 3:** Review/update change record, add work orders

**Step 4:** Identify impacted configuration items

**Step 5:** Relate work orders for change

**Step 5.1:** Create work orders (Change Manager)

**Step 6:** Determine if additional work orders are necessary or not

If additional work orders are necessary, then:

**Return to Step 3 and proceed from that point in the process**

If additional work orders are not necessary, then:

**Step 7:** Assess and document risk and impact of change, advise Configuration Coordinator (who creates Request for Work Orders)

**Transfer responsibility to Change Manager**

**Change Manager**

**Step 8:** Evaluate change and risk impact

**Step 9:** Determine if the impact is major or not
If the impact is major, then
Step 10: Notify Change Advisory Board Members of change
Step 11: Major change approval required
Risk and Impact Assessment process ends

If the impact is minor, then
Step 12: Determine acceptable risk and impact
Step 13: Determine if acceptable or not
If risk and impact are acceptable, then
Step 14: Minor change schedule required
Risk and Impact Assessment process ends
If risk and impact are not acceptable, then
Step 15: Request for change closed
Risk and Impact Assessment process ends
13.1.4 OSS Change Control Part 3, Approve All Changes for FTS Networx

The following steps describe the Sprint OSS Change Control process, approve all changes for FTS Networx (depicted in the flowchart on page 144 entitled, “OSS Change Control Part 3, Approve All Changes for FTS Networx). The process is triggered when a governmental change approval is required, and involves four functional titles: Government Change Advisory Board, Change Owner, Change Manager, and Change Requestor.

- **Step 1:** Receives/determines governmental change approval required
- **Step 2:** Evaluate all related requests for change
- **Step 3:** Review change category impact and priority
- **Step 4:** Determine whether valid or not
  - If not valid, then transfer responsibility to Change Owner
  - If valid, then transfer responsibility to Government Change Advisory Board

- **Government Change Advisory Board:**
  - **Step 7:** Determine acceptable risk and impact
  - **Step 8:** Determine if risk and impact are acceptable or not
    - If risk and impact are acceptable, then transfer responsibility to Change Requestor

- **Change Requestor:**
  - **Step 9:** Communicate change approval
Step 10: Identify Change Domain Experts

Step 11: Major change schedule required

OSS Change Control Part 3 process ends

If risk and impact are not acceptable, then

Step 12: Document reasons for request for change rejection

Step 13: Determine if change is denied or not

If change is not denied, then

Transfer responsibility to Change Owner

Step 14: Resolve open issues, transfer responsibility to Change Manager,

return to Step 3, and restart process from the point

If change is denied, then

Transfer responsibility to Change Manager

Step 15: Notify parties of rejection

Step 16: Close request for change

Transfer responsibility to Change Requestor

Step 17: Request for Change closed

OSS Change Control process part 3 ends
13.1.5 OSS Change Control Part 4, Schedule Change

The following steps describe the Sprint OSS Change Control process, schedule change (depicted in the flowchart on page 147 entitled, “OSS Change Control Part 4, Schedule Change). The process may be triggered by one of or a combination of four events: standard change schedule required, minor change schedule required, major change schedule required, backed out change schedule required. The process involves five functional titles, Release Manager, Change Domain Expert, Change Coordinator, Change Manager, and Change Owner. The process is launched when:

• Change coordinator receives/determines standard change schedule required
• Change Manager receives/determines minor change schedule required
• Change Owner receives/determines major change schedule required

or receives/determines backed out change schedule required

In all four instances, the first step is handled by the Change Owner

Step 1: Identify preliminary change schedule
Transfer responsibility to Change Coordinator

Step 2: Gain approval for preliminary change schedule from Government contact
Transfer responsibility to Change Owner

Step 3: Assign Change Domain Experts
Transfer responsibility to Change Manager

Step 4: Publish forward schedule of changes
Step 5: Determine if the change is standard or not

If change is standard, then
Transfer responsibility to Change Domain Expert

Step 6: Standard change scheduled
OSS Change Control Process Part 4 ends

If change is not standard, then
Transfer responsibility to Release Manager

Step 7: Change ready for build and test
OSS Change Control Process Part 4 ends
13.1.6 OSS Change Control Part 5, Manage Urgent Change

The following steps describe the Sprint OSS Change Control process, manage urgent change (depicted in the flowchart on page 150 entitled, "OSS Change Control Part 5, Manage Urgent Change). The process is triggered when an urgent change is identified. The process involves five functional titles, Release Manager, Change Domain Expert, Change Owner, Emergency Change Advisory Board, and Change Manager. The process is launched when the Change Manager receives/determines than an urgent change is identified.

**Change Manager**

**Step 1:** Notify and schedule Government Emergency Change Advisory Board

Transfer responsibility to Emergency Change Advisory Board

**Emergency Change Advisory Board**

**Step 2:** Assess and document risk and impact of change

Simultaneously, task Change Owner with the following:

**Change Owner**

**Step 3:** Process work orders and identify impacted configuration items

**Step 4:** Determine if additional work orders are needed

If additional work orders are needed:

Return to Step 3 and resolve before proceeding to next steps

If additional work orders are not needed, then

**Step 5:** Assign Change Domain Experts

**Step 5.1:** Determine if the risk and impact of the change is acceptable or not

If the risk and impact of the change is not acceptable, then

Transfer responsibility to Change Owner
Change Owner

Step 5.2: Resolve any open issues, and return to Step 3 for reassessment

If the risk and impact of the change are acceptable, then:

Transfer responsibility from Emergency Change Advisory Board to Change Owner

Change Owner

Step 6: Receive approval from Emergency Change Advisory Board, urgent change approved

Transfer responsibility to Change Domain Expert

Change Domain Expert

Step 7: Determine build and test requirements

Step 8: Determine if testing is required

If testing is required, then

Transfer responsibility to Release Manager

Release Manager

Step 9: Change ready for build and test

OSS Change Control process Part 5 ends

If no testing is required, then

Transfer responsibility to Change Owner

Change Owner

Step 10: Initiate urgent change Implementation

Step 11: Urgent change implementation

OSS Control Process Part 5 ends
13.1.7 OSS Change Control Part 6, Implement Change

The following steps describe the Sprint OSS Change Control process, Implement Change (depicted in the flowchart on page 155 entitled, “OSS Change Control Part 6, Implement Change). The process may be triggered by three events: urgent change implementation required, standard change required, and change build test complete. The process consists of multiple paths, and depending on the path, may involve five functional titles, Change Domain Expert, Configuration Coordinator, Change Manager, Change Owner, and IT Release Manager. Each path is described separately below.

Path 1

Path 1 Trigger: IT Change Domain Expert receives/determines urgent change implementation required.

Step 1: Implement urgent change

Step 2: Update change work orders

Step 3: Determine if change was successful or not

If change was not successful, then

Step 4: Change back out required

OSS Change Control process part 6 ends

If change was successful, then,

Transfer responsibility to Change Owner

Change Owner

Step 5: Determine if change is major/urgent

If not major or urgent, then

Step 6: Request for Change closed

OSS Change Control process part 6 ends

If major or urgent, then

Step 7: Conduct formal turnover to support

Step 8: Post implement review required
Path 2
Path 2 is triggered when the Change Manager receives/determines that a standard change is required.

Step 1: Implement standard change
Step 2: Update Change Work Orders
Step 3: Determine if change was successful or not
If not successful, then
Step 4: Change back out required
OSS Change Control Process part 6 ends
If successful, then
Step 5: Determine if change is major/urgent or not
If change is not major/urgent, then
Step 6: Request for Change closed
OSS Change Control Process part 6 ends
If change is major/urgent, then
Step 7: Conduct formal turnover to support
Step 8: Post implementation review required
OSS Change Control Process part 6 ends
Path 3
Path 3 is triggered when the IT Release Manager receives/determines a change build test is complete
Transfer responsibility to Change Owner
Change Owner
Step 1: Review test results
Step 2: Determine if urgent
   If urgent, then
     Transfer responsibility to Change Domain Expert
     Go to Path 1, Step 1, and follow path 1 to completion
   If not urgent, then
   Step 3: Validate preliminary change schedule
   Step 4: Determine if valid
     If not valid, then
       Transfer responsibility to Change Manager
       Change Manager
     If valid, then
       Transfer responsibility to Change Manager
       Change Manager
   Step 5: Update forward schedule of changes
     OSS Change Control process part 6 ends
   If valid, then
     Transfer responsibility to Change Manager
     Change Manager
     Step 6: Publish forward schedule of changes
       Transfer responsibility to Change Owner and IT Release Manager
       IT Release Manager
     Step 7: Change ready for release to production
       Change Owner
     Step 8: Implement change into defined environments
       Transfer responsibility to Change Domain Expert
       Change Domain Expert
     Step 9: Update Change Work Orders
     Step 10: Determine if change was successful or not
       If change was not successful, then
Step 11: Change back out required

OSS Change Control process part 6 ends

If change was successful then,

Transfer responsibility to Change Owner

Change Owner

Step 12: Determine if change is major/urgent

If not major or urgent, then

Step 13: Request for Change closed

OSS Change Control process part 6 ends

If major or urgent, then

Step 14: Conduct formal turnover to support

Step 15: Post implementation review required

OSS Change Control process part 6 ends
13.1.8 OSS Change Control Part 7, Back Out Change

The following steps describe the Sprint OSS Change Control process, back out change (depicted in the flowchart on page 159 entitled, “OSS Change Control Part 7, Back Out Change”). The process is triggered when a change back out is required, and involves four functional titles, Service Desk Analyst, Change Coordinator, Change Owner, and Change Domain Expert.

1. Change Domain Expert (receives/determines that a change back out is required)
2. Transfer responsibility to Change Owner
3. Step 1: Determine back out type
4. Step 2: Determine if the change is to be completely backed out or not
   - If not complete back out, then
     - Step 3: Prepare for partial back out
     - Transfer responsibility to Change Domain Expert
     - Go to Step 4 (below)
   - If complete back out, then
     - Transfer responsibility to Change Domain Expert
5. Step 4: Execute Change back out plan (complete or partial)
6. Step 5: Determine if back out plan was successful or not
   - If back out plan was not successful, then
     - Return to Step 4 and reassess/revise plan
   - If back out plan was successful, then
     - Transfer responsibility to Change Owner
Step 6: Communicate change back out

Step 7: Determine success or not
If successful, then
Step 8: Manual incident identified
OSS Change Control process part 7 ends
If unsuccessful, then
Transfer responsibility to Change Domain Expert

Step 9: Perform root cause analysis on failed change
Transfer responsibility to Change Owner

Step 10: Determine if invalid root cause or not
If invalid, then
Transfer responsibility to Change Domain Expert
Return to Step 9 (above) and reassess, proceed with process from that point
If not invalid, then
Step 11: Prepare for corrective action
Transfer responsibility to Change Domain Expert

Step 12: Identify and document corrective actions
Transfer responsibility to Change Owner

Step 13: Determine if standard change
If not standard change, then
Step 14: Backed out change schedule required
OSS Change Control process part 7 ends
If standard change, then

Step 15: Update standard change model procedures

Step 16: Standard change model updated

OSS Change Control process part 7 ends
13.1.9 OSS Change Control Part 8, Post Change Review

The following steps describe the Sprint OSS Change Control process, Post Change Review (depicted in the flowchart on page 162 entitled, “OSS Change Control Part 8, Post Change Review”). The process is triggered when post implementation review is required, and the process involves four functional titles, Change Domain Expert, Change Requestor, Change Manager, and Change Owner. The process launches when the Change Owner receives/determines that a post implementation review is required.

Change Owner (receives/determines that a post implementation review is required)

1. Transfer responsibility to Change Manager

2. Change Manager

   1. Step 1: Review change implementation
   2. Step 2: Obtain request for change sign-off from Government contact
   3. Step 3: Determine if sign-off is obtained or not

      - If sign-off is obtained, then
        1. Transfer responsibility to Change Owner
        2. Change Owner

           1. Step 4: Document change improvement recommendations
           2. Transfer responsibility to Change Manager
           3. Change Manager

              1. Step 5: Close request for change
              2. Step 6: Request for change completed

                 1. Step 6.1: Notify Change Requestor, request for change closed

        - If sign-off is not obtained, then,
      1. Step 7: Determine back out requirements
      2. Step 8: Determine if back out is required
If back out is required, then
Transfer responsibility to Change Domain Expert

Step 9: Update change work orders

Step 10: Change back out required
OSS Change Control process part 8 ends

If back out is not required, then
Transfer responsibility to Change Owner

Step 11: Document change improvement recommendations

Step 12: Close request for change

Step 13: Request for change completed,
Step 13.1: Notify Change Requestor, request for change closed

OSS Change Control process part 8 ends