ATENTO

Technical Proposal

Government of Puerto Rico.

Department of Health Medicaid Program

2022 | Puerto Rico

ATENTO

Better Experiences. Higher Value.

ATENTO ´s Proposal
Puerto Rico Medicaid Program Contact Center Request for Proposals
2022-PRMP-MES-ContactCenter-004

ATENTO

Proposal Date: 05/2022

San Juan Puerto Rico, May 11 th, 2022

GOVERNMENT OF PUERTO RICO

Department of Health
Medicaid Program

We look forward to being a part of Department of Health future.

We present our technical proposal for the provision of Customer Service Medica ID Program

Welcome to Atento!

ATENTO

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Atento´s SOW

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1. About Atento

We are leaders in Latin America, serving the largest companies in their sector such as: Telecommunications, Banking/Financial Services, Healthcare, Retail, Governmental, and Born-digital Services amongst others.

Knowledge is our distinctive trait: we combine data technology and digital tools with our vast experience in consumer relationships to provide valuable insights for every step along the end-customer's journey, making experiences more valuable for consumers and companies.

We routinely buildup 10,000 hours of customer-service experience on human and digital channels, every 10 minutes.

We lead the market's transformation towards the future as traditional voice migrates to digital channels boosted by cutting-edge Next Generation Technologies that offer a competitive edge to the businesses of our more than 400 clients worldwide. We are among the 25 best multinational companies to work for globally and have for nine years been among the top 25 in Latin America, according to Great Place to Work®; an international benchmark for workplace analysis and evaluation.

We are Atento, an E2E Customer Experience Company

We combine data technology and digital tools with our vast experience in consumer relationships to provide valuable insights for every step along the end-customer's journey, making experiences more valuable for consumers and companies throughout our mission, vision and values.

MISSION
To contribute to companies´ success by guaranteeing the best experience for their end-consumers.

VISION
To become the leader customer service solutions provider for clients in our market.

VALUES

Integrity
We demonstrate honesty, transparency and respect in everything we do. We have strong ethical principles. We do the right thing although nobody sees us or is going to judge us.

Agility
We have a sense of urgency in everything we do. We make decisions, we act fast. We make mistakes… But we don't repeat them.

One Team
We are a single global company. We work and win as a single team.

Client Orientation
The client is at the center of everything we do. Proactively, we look to provide the best service. Clients are the ultimate judges of our performance.

Accountability
We are protagonists. We fulfill our commitments and the promises we make. We're dependable. We don't make excuses.

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We are Atento

High-end CX services leaders and one of the five biggest providers in the world.

In 2022 to be **in 19 countries**, speaking **27 languages**
- **Leaders in Latam and Spain**
- **A Right-Shore strategy** supports growth in the USA
- **European Multilingual hubs** to serve global clients in 20+ languages

150,000 employees worldwide, 80,000 since Atento@Home.

100 CX Centers and 92,000 workstations all over the world

+400 leading global clients, in Telco, FS, Healthcare, Retail, Travel and Tourism, Hightech and Digital Born Companies

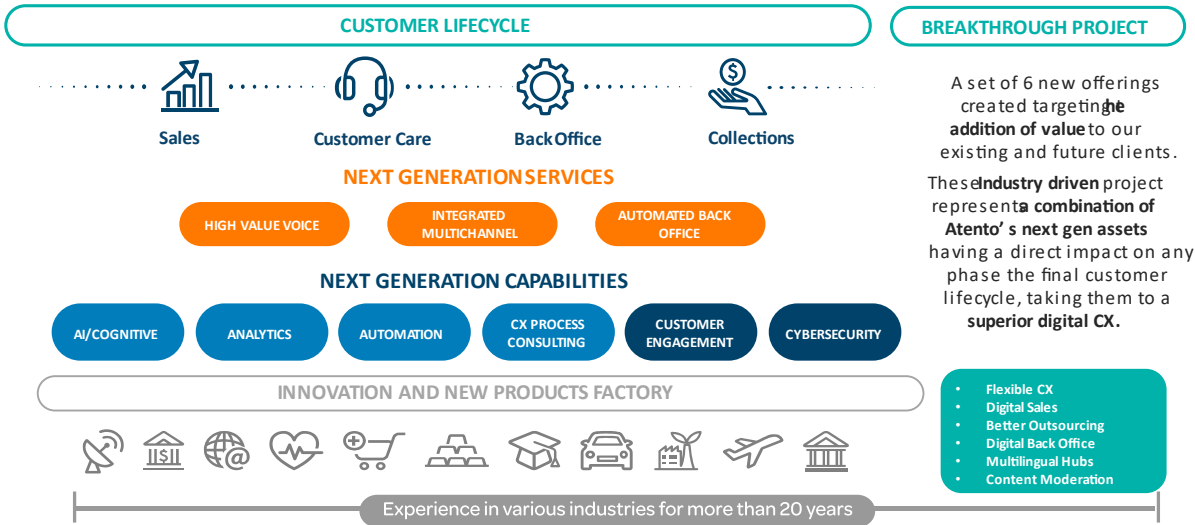**18 years as a Great Place to Work**, we **embraces Diversity** motivating individuals to be who they are

The only company in the industry within the **World´s 25 Best Multinational Workplaces** ranking.

One of **the most innovative companies** and the first in the sector to achieve **ISO 56002** for innovation.

Atento is a traded company led by HPS Investment Partners, GIC and Farallon. In 2021 Atento achieved a turnover of 1.45 Bi $ and a profit of 149 million $.

Global Accreditations 2021 and 2022

Gartner
Leader in the Magic Quadrant for Customer Service BPO

Everest Group
Leader in customer experience management services

FROST & SULLIVAN
Leader in growth and Customer Experience outsourcing services

Atento´s Next Gen Services & Capabilities serving Customer Lifecycle

Since 2020 our strategy is focused on leveraging our Next Generation Services differentiation by enhancing our Next Generation Capabilities and New industry driven Delivery Models.

CUSTOMER LIFECYCLE

Sales · Customer Care · Back Office · Collections

NEXT GENERATION SERVICES

HIGH VALUE VOICE · INTEGRATED MULTICHANNEL · AUTOMATED BACK OFFICE

NEXT GENERATION CAPABILITIES

AI/COGNITIVE · ANALYTICS · AUTOMATION · CX PROCESS CONSULTING · CUSTOMER ENGAGEMENT · CYBERSECURITY

INNOVATION AND NEW PRODUCTS FACTORY

Experience in various industries for more than 20 years

BREAKTHROUGH PROJECT

A set of 6 new offerings created targeting **the addition of value** to our existing and future clients.

These **Industry driven** project represent **a combination of Atento's next gen assets** having a direct impact on any phase the final customer lifecycle, taking them to a **superior digital CX.**

- **Flexible CX**
- **Digital Sales**
- **Better Outsourcing**
- **Digital Back Office**
- **Multilingual Hubs**
- **Content Moderation**

1. Atento Puerto Rico

Atento in Puerto Rico Better experiences add a sharper competitive edge to your business. Our operations in Puerto Rico began in 2005, offering multi-channel offshore and nearshore services. Our center / Site at:

Caguas:

Urbanizacion Industrial El Troche Carr 189 esq. Ave. Luis Muñoz Marin Caguas PR

We currently work with a considerable number of companies from different sectors primarily those in telecommunications, healthcare, and retail.

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Atento Puerto Rico

Leading company in customer experience solutions for the
Caribbean and US Nearshore market.

- Operating in Caguas since **1999**
- **+5,000 Office space** at El Troche industrial estate
- **+1500 Workstations**
- Strategic country for providing Nearshore service. **50% of revenue from US Nearshore clients**
- **70% Bilingual employees.** Spanish/English
- **Main private employer** in town: 600 employees
- On average, agents have been part of Atento **for 5 years.**
- **Installations adapted** to people with disabilities
- **LED lighting** throughout the center and high-efficiency air conditioning for a lower footprint and sustainable practices
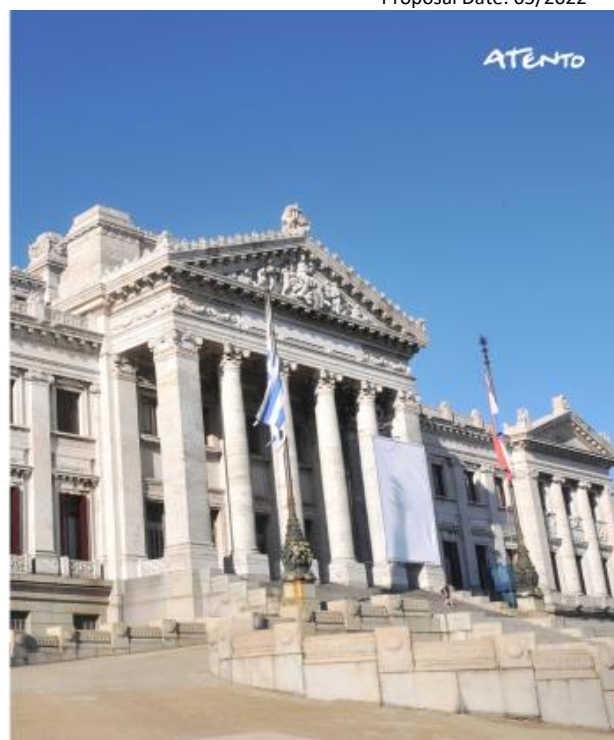
2.   Executive Summary

We are excited to be invited by Government of Puerto Rico to participate in the Request for Proposal (RFP) for Department of Health Medicaid Program.

With the mission of providing success to our customers, Atento has been developing differentiated services and solutions for the market, being integrated into each company's value chain, and through this proposal, we hope to prove us know how and show how much our services may support your business, we have in mind to consolidate a strategic partnership between Atento and Government of Puerto Rico.

Here we present our proposal, considering the requirements and information shared by Government of Puerto Rico, based on our experience and consultative assessment for optimizing business and increasing end user satisfaction.

Technical Solution: Our solution is based on a cloud supported, omnichannel platform, that has a contingency model for its four data centers, as well as for the Global Voice Media Server located in Brazil. Our solution is based on a hybrid scenario in which we combine on-site and remote stations, which allows us to count with a business continuity plan on any possible contingencies.

EX – Employee Experience: Guided by values such as **Diversity and Social Responsibility**, Atento will provide to the Government of Puerto Rico a positive pathway to support their continued professional development and careers.

Performance: high-performance teams will support the operation through digital media and tools. The goal of these teams is to provide the best service and KPIs at a higher level.

Technology: a robust and scalable technological platform allowing coherent management of the entire operation, as well as security policies that ensure the integrity of the environment and the mitigation of fraud.

Modern facilities: providing a more beautiful, digital, and collaborative environment to accommodate the operation, helping the client to stand out and retain talent.

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3.   Project Scope

Our solution complies all Government of Puerto Rico requirements for Department of Health Medicaid Program, and mainly addresses our strengths and differentiations

Atento considers a complete solution, made up of a team of dedicated staff, as well as technologies that ensure maximum process efficiency. Combined with our knowledge in the CRM/BPO sector, we have developed a solution that will provide the infrastructure, technology, and qualified personnel necessary to serve Medicaid Beneficiaries and Providers, providing quality and efficiency.

Operational Management Model

- The management model and performance management model proposed by Atento seek to focus the team that manages the Medicaid business on the floor and to improve the operation in a sustained manner.

Employee Experience / Operational Support Model

- The education, knowledge, motivation, and level of attention of the teams dedicated to the service are key elements of success to achieve the objectives defined within this proposal.

- Training model based on the systems training and experience of expert assessors. Development of test environments for training and listening of calls made by expert assessors. (Star Assessor)

IT & Security Model

- A robust and scalable technological platform allowing coherent management of the entire operation, as well as security policies that ensure the integrity of the environment and the mitigation of fraud.

3.1   Scope of Services
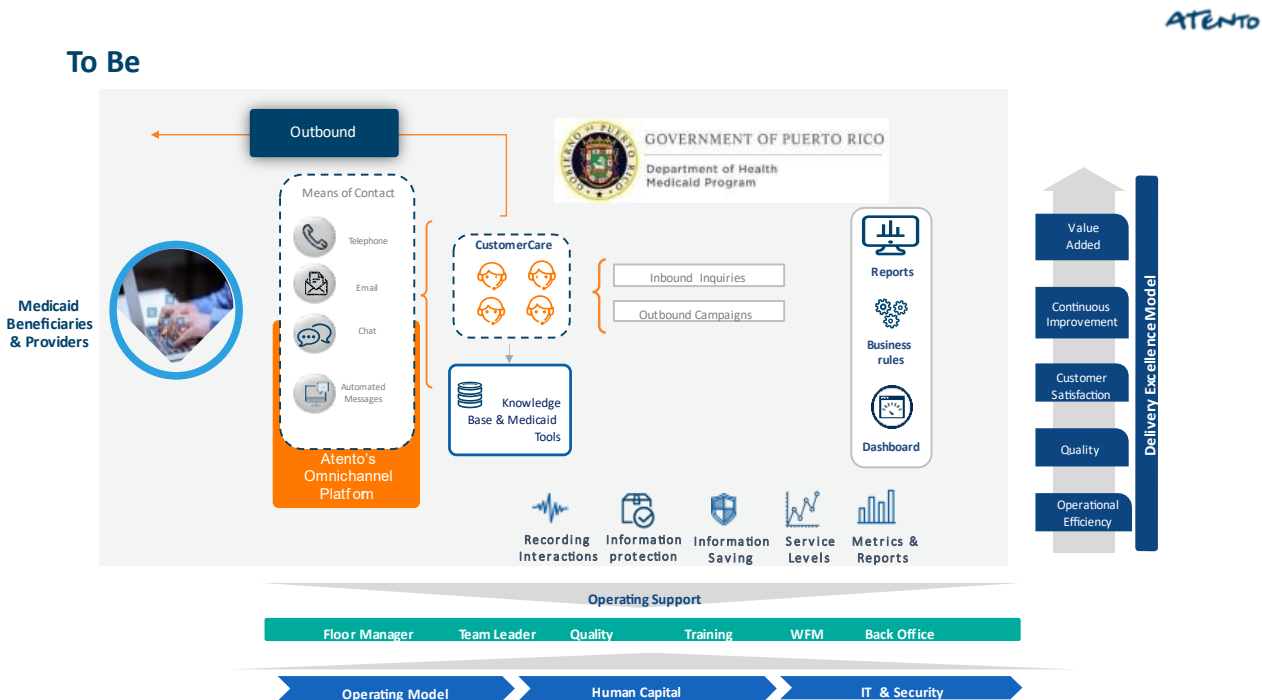
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Atento Puerto Rico will provide the Services of Email, Chat, Text Messages, and Incoming and Outgoing calls in accordance with the requirements specified in RFP 2022-PRMP-MES-ContactCenter-004. The proposed Customer Service will adequately address all requests received from Beneficiaries and Providers related to the services offered by the Medicaid Program.

Beneficiaries

Contact center agents handle inquiries from Beneficiaries about the Medicaid program and eligibility, enrollment, and verification activities. Communications with Beneficiaries are primarily accomplished via telephone, chat, and email Handling inbound inquiries from Providers and Beneficiaries via phone, email, chat, text, etc.

Providers

Contact center staff support inquiries from Providers about training, the PEP tool, or related enrollment and maintenance activities. Inquiries are primarily received via telephone and email.

- Providing outbound campaigns to Providers and Beneficiaries, as requested by PRMP

- Responding to voicemails, emails, and chats, etc. received from Providers and Beneficiaries

- Tracking and reporting volume and performance metrics to PRMP

Working Hours.

Monday to Friday 8am – 5pm Providers
Monday to Friday 8am – 6pm Beneficiaries

Service Level

Inbound Customer Service Level 80% before 30 Sec

Chat Service Level 80% before 30 Sec

Email 100% must be acknowledged within 2 business days

Email 100% must be responded to within 5 business days

Puerto Rico Medicaid Program Contact Center Request for Proposals 2022-PRMP-MES-ContactCenter-004					
STAFFING PLAN					
Scenarios		**ON SITE**		**ON REMOTE - WAHA Agents**		**TOTAL FTE**
		Workstations	**FTE - Agents**	**Workstations**	**FTE - Agents**	
1	Inquiry by Type	**47**	58	31	31	**89**
2	All Inquiry Contacts (multichannel - Blended)	**42**	51	17	17	**68**

The recruitment capacity that we can offer to PRMP is:

- IF the case is for Remote Agents: 30 Bilingual FTE per Week.
- IF the case is for IN SITE Agents: 20 Bilingual FTE per Week.

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- **STAFF RATIOS**

Administrative STAFF	Ratio
Floor Manager	Dedicated
Team Leader / Supervisors	1:15
Trainers	1:60
Quality Agents	1:45
WFM Real Time	1:100
WFM Forecasting	1:100
Reporting	1:120

3.2   Management Model

Atento, as part of its offer, proposes a support structure additional to the operation, in charge of the assurance of its key processes that facilitate the relationship with each one of the partners defined by their company according to its structure

Management Model
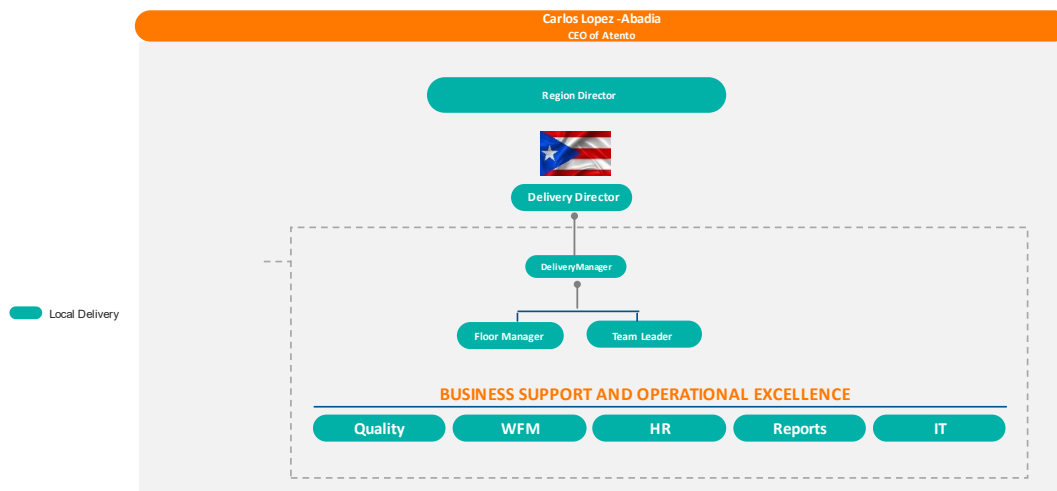
A **Business Manager** will be responsible for the strategic issues, he will be responsible for conducting the operation and the activities of the **Supervision** team and the relationship with Medicaid Program. The entire Atento corporate structure will be available to support the operation.

To ensure the communication, understanding, top priority of improvement actions and the monitoring of the different KPI's of operation, Atento proposes the following Governance Model.

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Governance Model

Relationship model proposed to ensure communication, understanding and better execution through managing KPIs and other contractual terms. Also handles the progress of the operational Transformation Plan

	Performance and Transformation Agenda		GOVERNMENT OF PUERTO RICO Department of Health Medicaid Program	ATENTO	
Executive **QBR** QUARTERLY BUSINESS REVIEW STRATEGIC LEVEL	**Operational handling** • Service expansion • Contract management • Business model • Business and Security compliance • Crisis Committee	**Transformation Plan** • Digital Progress and route adjustment • High value insights • Gain Sharing due digitalization	**Strengthen Drivers Renew CX Business Direction** • Operations • Technology and Transformation • Compliance	**Added Value and Execution Atento Fundamentals Next Gen Services and Capabilities** • Operations • Transformation • Commercial	**Transformation in Progress** **Efficiency of Partnership**
Services **MBR** MONTLY BUSINESS REVIEW TACTICAL LEVEL	**Operational handling** • Monthly KPI • Cost optimization • Auditing results • Impacts on Journeys • Knowledge Management	**Transformation plan** • Business insights • Journeys Renewed • Digital advances and Call to Action • CSAT vs DSAT • New Ideas compiled	**Management** • CX Management • Production management • Service management • Continuity management **Planning and control** • Budget management • KPI Management	**Services Execution** • Operational Engagements • Consolidated results • Quality and Service Management • Efficiency and Optimization • Improvement Analysis • Change management • Document management	**Digitalization Journeys' Efficiency** **Cost Effectiveness**
Operational **WR** Weekly Review First Level Execution	**Operational handling** • KPI previous week and accumulated month • Histograms and outlier management • Review of previous week's plans • Lessons learned	**Transformation plan** • Actions and operational impacts • New ideas agenda • Management Change	**Operational Agenda Digital Plan Facilitation Programmed and non programmed information Facilitation** **First level compliance** • Operational Interface Management	**First Layer Execution Talent Management KPI and Trends** **Performance Management** • Team Management • Training • WFM • QA • Digital Support	**Compliance with Regulations and Contractual Terms** **ESAT** **CSAT**

Customer Strategy & Atento Fundamentals
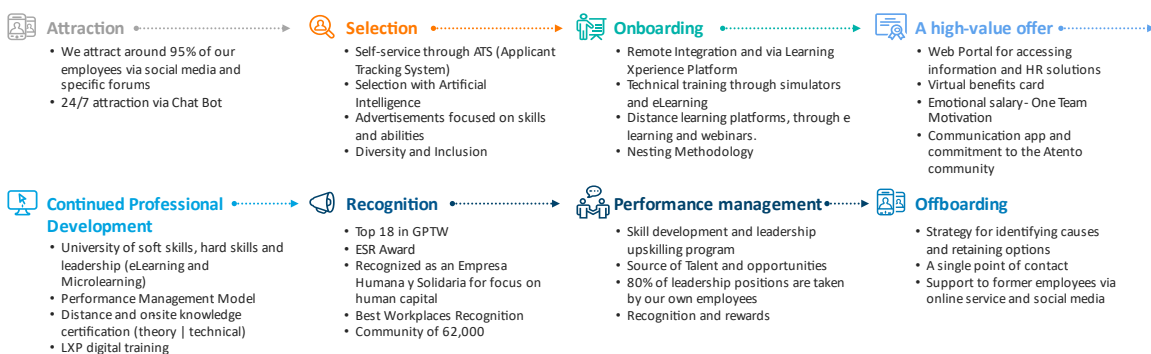
Business and Operational Outcomes

4. Employee Experience EX

People are Atento's soul and strength. The focus on continuous development, management and control is present in all operations and processes, always respecting the particularities of customers, the type of service they perform.

One of Atento's differentials is that People Management is not only done by the Human Resources area, but also by the engagement of each company leader, who motivates and inspires his teams to achieve the company's goals in the 13 countries where it operates.

Employee Journey

Atento presents a revived proposal for EX, Employee Experience A complete journey with a talented team for our customers.

Attraction
• We attract around 95% of our employees via social media and specific forums
• 24/7 attraction via Chat Bot

Selection
• Self-service through ATS (Applicant Tracking System)
• Selection with Artificial Intelligence
• Advertisements focused on skills and abilities
• Diversity and Inclusion

Onboarding
• Remote Integration and via Learning Xperience Platform
• Technical training through simulators and eLearning
• Distance learning platforms, through e learning and webinars.
• Nesting Methodology

A high-value offer
• Web Portal for accessing information and HR solutions
• Virtual benefits card
• Emotional salary - One Team Motivation
• Communication app and commitment to the Atento community

Continued Professional Development
• University of soft skills, hard skills and leadership (eLearning and Microlearning)
• Performance Management Model
• Distance and onsite knowledge certification (theory | technical)
• LXP digital training

Recognition
• Top 18 in GPTW
• ESR Award
• Recognized as an Empresa Humana y Solidaria for focus on human capital
• Best Workplaces Recognition
• Community of 62,000

Performance management
• Skill development and leadership upskilling program
• Source of Talent and opportunities
• 80% of leadership positions are taken by our own employees
• Recognition and rewards

Offboarding
• Strategy for identifying causes and retaining options
• A single point of contact
• Support to former employees via online service and social media

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4.1   Recruitment and Selection

As leaders in the BPO sector, our Recruitment and Selection processes are relevant to reach our client's objectives.

Advantages of Atento's recruitment process:

- Interview high level of attendance
- Innovative pre hiring process
- Effectiveness of personal interviews
- Compliance of SLAs
- High quality selection process

Recruitment and Digital Selection | Candidate's Journey |Health & Pharma

The entire process is supported by an artificial intelligence system, ensuring agility, assertiveness and customization to each and every customer's needs, looking for the best profile for each position.

Understand the client and their customers

Understand in depth challenges of the service, profile of the customer, complexity required on a daily basis to define the profile of professionals that best suit the business.

Evaluation

Selective steps adjusted to the purpose of the operation.
Automated tests, online/recorded interviews, cases, specific tests.

Employee Experience

Employee experience starts with the selection process.
Transparency of information, monitoring of selection processes, sending digital documentation for hiring, initial online training.

Fátima, 18 years old, single, lives with her mother. She is thinking about going to university to get a Social Assistance degree; she is quite interested in subjects related to the world of health and well-being.
Fatima is very active on social networks and, on Monday, while looking for opportunities, something caught her eye...

4.2   Professionals Profile

People are Atento's soul and strength. The focus on continuous development,   management and control is present in all operations and processes, always respecting the particularities of customers, the type of service they perform.

The team will be made up of **Bilingual Speakers (English and Spanish)** who have at least the following qualifications:

Customer Service Profile

> **Education**: High School Finished
> **Skills**: Good touch, friendly, use of computer equipment, ease of speech, good diction
> **Experience**: Call Center Experience Required Minimum 3 months in a similar position

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4.3   Training

Atento's training organization consists of professionals who are dedicated to the operations (Operational Training Team) and to those who work on internal educational solutions, which means solutions aimed at all Atento employees (Corporate Training Team).
The training processes offered by Atento are aimed at allowing the correct flow of information, speed, and measurement in the following stages: Onboarding-Initial Training, and Continuous Training.
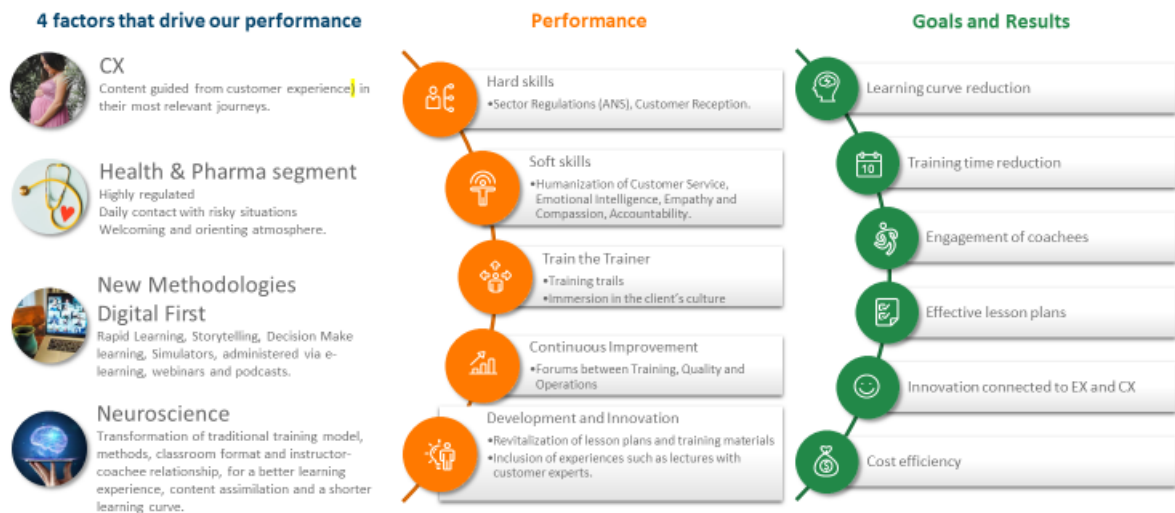
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Training

Our initial and continuous training sessions bring together the best Experience Learning practices

Onboarding and Initial Training

Onboarding External entry	E-learning Welcome Day	Globally transversal modules	Initial training	Process tools	On the Job training	First day in post	Post training
• Notification via email • Sending credentials	• About Atento • Self-administered • Pre-Hiring / Hiring.	• One Atento Culture • Processes and Benefits. • Regulatory modules • Atento at Home.	• Virtual class in Teams • Technological kit for trainer and trainee. • Synchronous and asynchronous modules. • Self-administered exercises. • Initial Circuit.	• Attendance record. • Simulators, videos, training pills, call labs. • Online partial and final checks.	• Process facilitators • Team coaching via Teams, • Attendance control. • Online attendance chat. • Measurement of early indicators. • Stress test - access tests.	• Performance report. • 30, 60 and 90-day follow-up. • Nesting	• Continuous training

Continuous Training

Training requirement HR, Operations & Quality	Pre-Work	Trainer material development	Training deployment	Communication tools	Follow-up and reporting	Training performance	Report training
• Need alignment meeting.	• Validation of resources and methodology (room, Trainer, content, method).	• Development of content, modules, activities and games. • Approval of material.	• Scale planning (WFM). • Go live - LXP - Learning Experience Platform training module • Learning circuit.	• Campaigns • Notification of course assigned to the participant and leader. • Advance reminders. • Notification of completion. • Course suggestions (machine learning).	• Participation and pass report. • Connection report (time, days). • Error statistics. • Progress reports.	• Correlation with KPIs. • Awards and recognition.	• Continuous training cycle

ATENTO

Innovation for Training Processes | Health & Pharma | CSC

Customer empowerment processes will be enhanced by the intensification of digital tools and the use of neuroscience.
The content will be guided by CX journeys, turning the experience for the coachee practical and applicable.

4 factors that drive our performance

CX
Content guided from customer experience in their most relevant journeys.

Health & Pharma segment
Highly regulated
Daily contact with risky situations
Welcoming and orienting atmosphere.

New Methodologies Digital First
Rapid Learning, Storytelling, Decision Make learning, Simulators, administered via e-learning, webinars and podcasts.

Neuroscience
Transformation of traditional training model, methods, classroom format and instructor-coachee relationship, for a better learning experience, content assimilation and a shorter learning curve.

Performance

Hard skills
• Sector Regulations (ANS), Customer Reception.

Soft skills
• Humanization of Customer Service, Emotional Intelligence, Empathy and Compassion, Accountability.

Train the Trainer
• Training trails
• Immersion in the client's culture

Continuous Improvement
• Forums between Training, Quality and Operations

Development and Innovation
• Revitalization of lesson plans and training materials
• Inclusion of experiences such as lectures with customer experts.

Goals and Results

• Learning curve reduction
• Training time reduction
• Engagement of coachees
• Effective lesson plans
• Innovation connected to EX and CX
• Cost efficiency

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4.4   Continuous Training

This process focuses on the reinforcement of knowledge and development of the capacities required for the position. The Ongoing training process also centers on the attainment of metrics. As an objective of continuous training, it seeks to keep advisors prepared to give excellent care, this will be done through various training techniques which will be focused on reinforcing information management and quality attention in each of the calls.

Currently, continuous training is carried out in the operation or in the classroom, this depending on its duration and the content to be reinforced, with this we guarantee that the team assigned to the campaign, knows widely the necessary procedures and models of action. The trainer constantly updates and trains the advisor, recording all the information provided in the monitoring sheets. An evaluation is applied biweekly (Quiz) in order to validate and obtain the areas of opportunity in relation to the information provided during this period. Feedback is given to each advisor of the areas of opportunity detected in this process

5.   Systems and Technology

5.1   Omnichannel Platform

Atento collaborates with different strategic partners in technology, the proposed platform is a truly omnichannel platform, the solution works with a concept of distribution of interactions independent of the media used (Voice, Email, Chat, Video and Social Networks).

Our solution allows the Inbound, Outbound and Blended service in an integrated way. All types of interactions, whether incoming (In) or outgoing (Out) calls, are managed through campaigns. For dialing processes, it can be use Preview, Power, Progressive or Predictive and you can select the dialing mode for each campaign.

Is a high availability solution that has a contingency model for its four data centers, as well as for the Global Voice Media Server located in Brazil, allowing the client to be configurated, in case of loss of communication with one of the sites, so the calls are automatically redirected to another. The same procedure applies for in-platform maintenance, allowing users to be notified if they are migrated to the secondary data center while the primary is being upgraded, so calls are not missed, and maintenance windows are not required with scheduled outage.

Our solution has connectors with industry-leading CRMs (Salesforce, Dynamics, RightNow, Zendesk, and ServiceNow), as well as the ability to integrate with any web-based CRM.

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5.2   Systems

Solution	Description
Workstations	Core I3M, 4GB, 256GB, standard Ethernet network card to access the local area network (LAN) and the operating system. Headsets and voice terminals with answering software or digital telephone.
Telecommunications	PRMP will provide all phone numbers
IVR and/or Announcement card	IVR interface is the facility to create the service flow through a graphical interface. In this interface, it is possible to configure interactions with Webservices, create Callback mechanisms, create surveys after answering calls (EPA), activate SMS triggers, interact with the opening and updating of Cases and Tickets in the CRM, and forward calls to queues or even to specific operators.
Voice Recording	Voice recording ports for 100% of service positions (by phone). Storage for a period of 10 years, after this period calls will be discarded. Recording recovery SLA of 96%, rescue in 72 hours limited to 5 calls / day in case of access problems. Access to the recording recovery tool only within Atento facilities or through a dedicated data link.
Screen Recording	Screen recording in 10% of the workstations where there is voice recording. All consultations and investigations must be carried out in the same way as voice recording.
Internet	Infrastructure for Internet access, Internet access at all stations allocated for the operation. Protection of access to the content applied with content filter (Proxy). Atento`s corporate Internet access link is contingent and has shared bandwidth between operations.

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6.   Infrastructure

6.1   Atento Site Proposed (Center Borinquen)

Atento centers follow a high operational and safety standard. They are always well located

Geographic Location

Center: Borinquen
Address: Zona Industrial El Troche
Carretera 189 Km. 2.0, Esquina Avenida
Luis Munoz Marin,
Caguas, 00726

Center: Borinquen
On floor
32,000 square feet
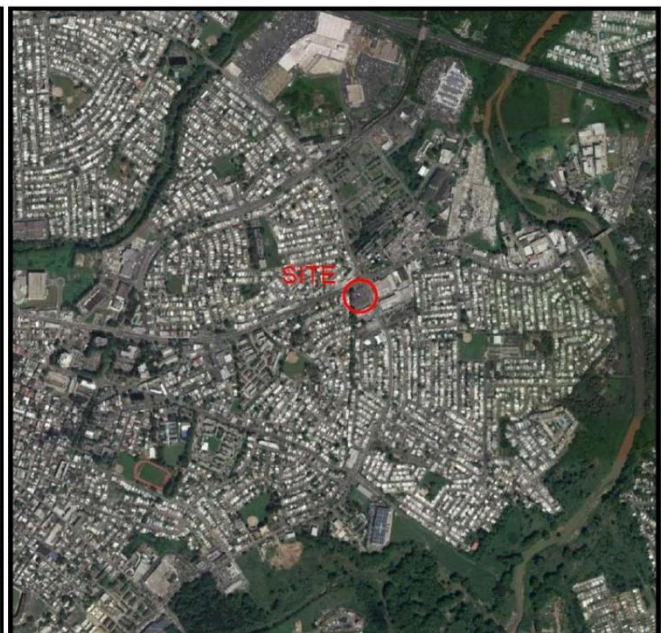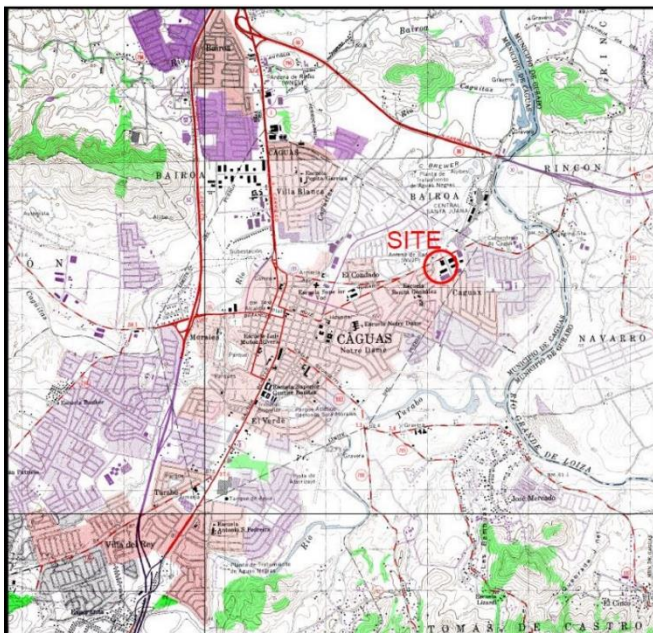
Center Layout | Environments that stimulate creativity

Our greatest expertise is in relationships with Employees, Partners, and our customers   We know that the work environment is a great MOTIVATOR to encourage the ideas, positive attitudes, and well-being of "Our Peoples".

Our current layout and ambiance model are an integral part of this strategy because it is a pleasant environment

Location | Proposal Layout

Location | Proposal Layout
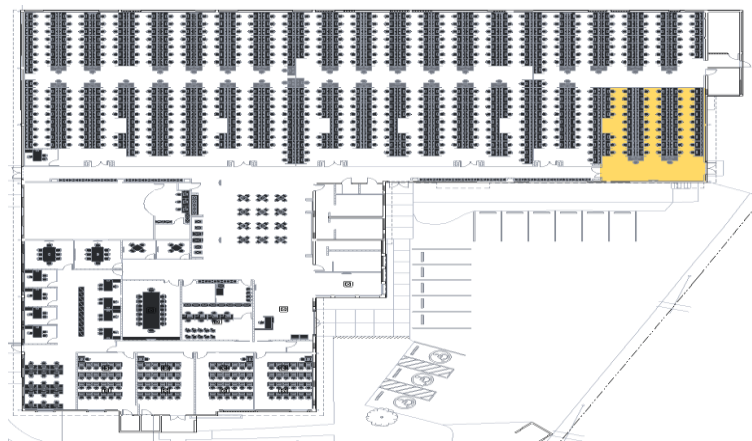
Site | General Power Features

Physical Access Control

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Physical security system includes several elements working in parallel to guarantee the center, employee, and visitors security, as well as to avoid the infringement of information:

- Turnstiles and electronic door closing devices with access registration.
- Electronic locks, access cards and biometric systems.
- Registration of visitors by prior authorization and follow-up by responsible employee, according to internal rules.
- Access reports that record all attempts to access sensors.
- Security professionals in access gateways and other environments, responsible for controlling the inflow, internal movement and exit of personnel in the company.
- Security staff providing perimetral surveillance and inside of facilities.
- Management of privileges and accesses, removing them from the systems when disassociated.
- Real-time CCTV System monitoring inside the facilities.
- Uninterruptable Power Supply (UPS).
- Centralized electronic fire detection system.
- Delimitation of controlled areas, where access with cell phones, pens, tablets, smartwatch, etc. is not allowed

6.2 Remote Agents

Our solution considers Remote Agents that expands our value to scenarios where location flexibility, volume balancing, and scalability are needed or as a contingency for events such as pandemics or disaster recovery plans.

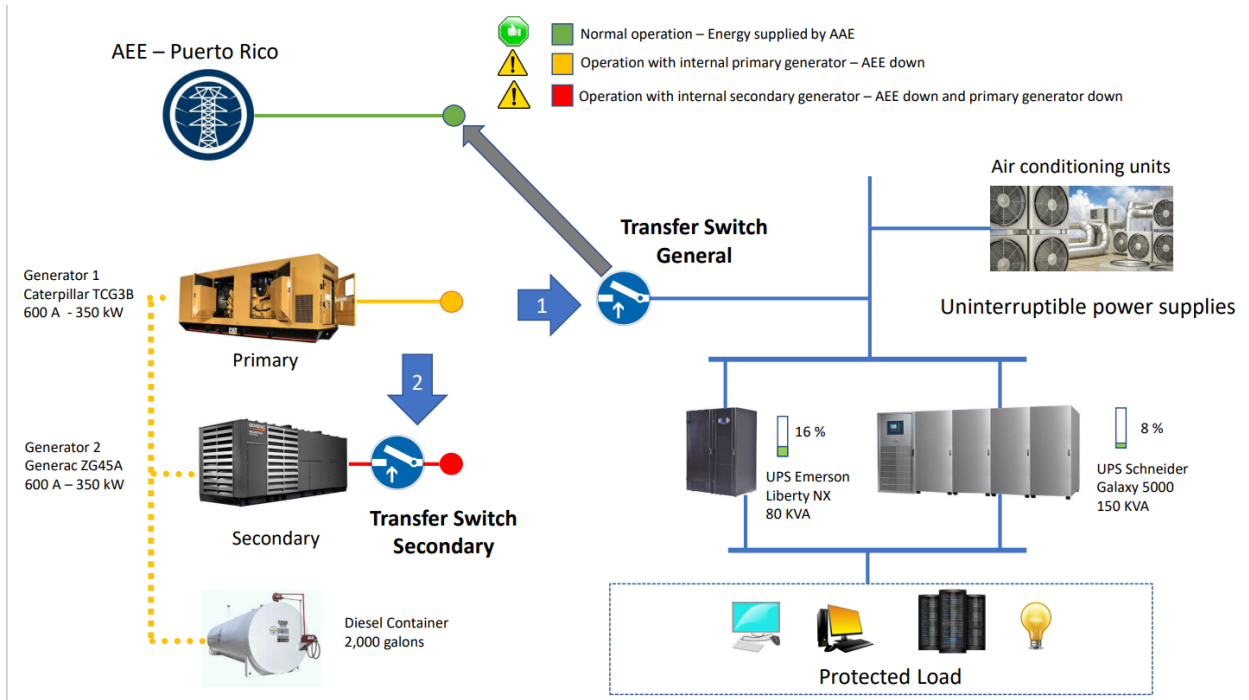In the case that PRMP requires all agents ON SITE also we can provide the space, So, we are giving these 2 options.

Puerto Rico Medicaid Program Contact Center Request for Proposals 2022-PRMP-MES-ContactCenter-004					
STAFFING PLAN					
Scenarios	ON SITE		ON REMOTE - WAHA Agents		TOTAL FTE
	Workstations	FTE - Agents	Workstations	FTE - Agents	
1 Inquiry by Type	47	58	31	31	89
2 All Inquiry Contacts (multichannel)	42	51	17	17	68

The recruitment capacity that we can offer to PRMP is:

- IF the case is for Remote Agents: 30 Bilingual FTE per Week.
- IF the case is for IN SITE Agents: 20 Bilingual FTE per Week.

7. Security

Atento has a security strategy that seeks to preserve the integrity, privacy, and availability of information through a security government, based on the industry best practices ISO 27001, ISO 22301, ISO 20000 and PCI.

Information Security

Confidentiality Data Protection	Integrity Technological Security and Cybersafety	Availability Monitoring and compliance
• **Logic security:** SoD, ABM usernames, password, privileged access, roles and profiles • **Physical security:** Biometrics, segregated environments, lockers, IDs, safety zones • **Process security:** Data handling, BA, granular, automation • **Safety of people:** Training, preparation • **Multidimensional security:** Access associated with biometrics, login, shifts, programming, work status.	• Encrypted communications • Data transfer • Networks and safe perimeters • Updated and protected systems • Secured workstations • Redundant systems • Redundancy of components • Support and restoration • Protection against malware and ill intentioned software.	• Service monitoring • Link monitoring • Access monitoring • Firewall monitoring • BD Monitoring • IDS • Inspections • PCI (specific campaigns) • Analysis of vulnerabilities • Policies and procedure

Information Security

Atento considers information to be an essential asset and therefore assumes responsibility for its protection. Information security is based on various regulations that affect the entire organization and expresses the commitment of the Management to approve and support the security procedures necessary for management, compliance with regulations and customer requirements.

Management structure with a multidisciplinary focus

Information Security Committee

Directors / IT and Communication Coordinators

Data Protection Delegate

Optional
Operation Directors/ Coordinators

General Directors/ Coordinators

HR Directors/ Coordinators

✓ Promote the security of Personal Data within the organization.
✓ Coordinate and ensure the alignment of security requirements of the General Data Protection Regulation with business objectives, in security areas that affect compliance with the Legal, Contractual and Voluntary Requirements.
✓ Establish a communication channel with the Management Committee.

Responsible for Information Security

Advise and guide the Information Security Committee and the Data Protection Committee in all matters related to the Security of Information Systems.

We apply ISO/IEC 27001

Data Protection Committee

Legally responsible for Data Protection

Data Protection Delegate

Optional
Business Leaders   Service Leaders

✓ Promote the Protection of Personal Data within the organization.
✓ Coordinate and ensure compliance with the Personal Data Protection Regulation.
✓ Establish a communication channel with the Management Committee.

Business Continuity and contingency Model

In Atento, the Business Continuity Plans are performed depending on the needs of each service, so the documented strategy corresponds to the affected service as follows:

A Continuity Committee is integrated with client and Atento's personnel from each one of the Infrastructure, General Services, Business, Human Resources, Process Operation and Computer Security and Continuity areas.

Together with the client, the documented plan is validated and the dates for performing the tests are established.

The document is updated and validated every six months by the continuity committee, or if there is a change in infrastructure

Continuity and contingency model

Guaranteeing the continuity of the service even in contingencies.

Continuity Plan

We have a continuity plan, which allows us to manage the services by implementing the corresponding measures in the event of the following inconveniences:

- Electric failures
- Network failures
- Critical server failures
- Database failures
- Critical general application failures.
- Link failure.

In all cases, control and alert mechanisms are available, with an escalation scheme for each failure, according to the following phases of the plan:
Identification of critical failure points.
- Prevention Plan.
- Execution Plan.
- Recovery Plan and additional conditions for the process and closure of the incident.

Contingency Model

Scenarios Covered

- Critical failure in technological resources of the operations center.
- Partial or total non-operation of the operations center.
- Access problems to the operations center.

Contingency Plan

The contingency plan in these scenarios, involves transferring the core staff from the main contact center (Atento Larrea) to the alternative contact center (Chacabuco Atento).

The implementation of the service in contingency mode will be as follows:
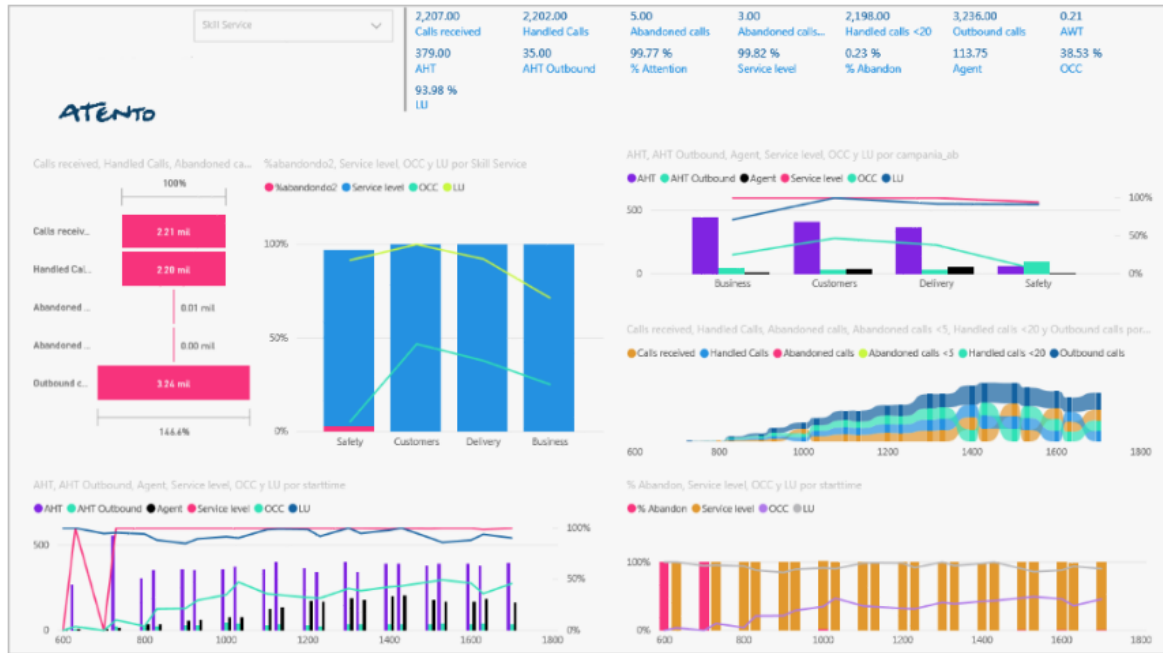
- Incident report.
- Review of whether the incident will be resolved before the SLA set.
- Decision to activate the contingency plan
- Move of operation staff to the alternative contact center.

In the event that the scope of the service increases, Atento may propose a management offer for another site, in order to have redundant operations.

8. Reporting

Another great advantage of the presented solution is the reporting interface, which allows access via the web. This interface is fully customizable, allowing you to run filters, create charts, and all available features without any database knowledge. The tool can access not only historical data, but also real-time data, allowing the extraction of information from all media (voice, email, chat, etc.) from a single interface, so that the administrator has access to the time the user spends in each medium, topic or type of client.

Like the user interface, the reporting interface also has its own API, which allows for a lot of customization for BI systems, ERPs, etc. Another relevant point is the management of expenses, which can be done through a portal to register the prices that is used to control the costs of active campaigns.

ATENTO ´s Proposal
Puerto Rico Medicaid Program Contact Center Request for Proposals
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ATENTO

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9. Quality

We measure the accuracy of a project by ensuring that all interactions are monitored. Sample size is unbiased, does not affect results; Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy are monitored and assessed as distinct components.

We analyze quality results to understand, identify and improve areas of opportunity.

We ensure that all individuals using our quality methodology are effective and calibrated to ensure consistency.

We use a combined strategy between COPC and Six Sigma. Our monitoring process follows COPC CX standards for Vendor Manager Organizations (VMO's). For analysis purposes, we use Six Sigma. Also, DMAIC methodology is used as an issue solving approach.

The quality model proposed by Atento is based on DMAIC[1]. involves the identification of improvement areas generated in each operating process, recommending improvement actions that impact positively in the different management levers, defined as key in each business

The main benefits of the quality model are:

- Reduction of critical and non-critical errors within the service.

- Improve indicators associated to the customer experience (NPS, CSAT).

- Promote the interactions number concluding in a positive recommendation.

- Increase the business productivity.

- Monitoring the different interactions managed through any channel (Omnichannel Quality Model).

The quality model of Atento is based on the following four pillars:

Monitoring allows detecting showed improvement areas and make the assessors performance improves, as well as guide them to provide a quality service.

Analysis is the base of the strategy optimization and allows modify, continue or establish new guidelines, with an eye on the final objective.

Audit certifies the effectiveness of the proposed action plans regarding the obtained results.

Performance **reports** are generated, and quality indicators **measurement** performed, reporting to the operating areas any deviation, in order to take immediate corrective actions.

Essentials Quality Management (QM) provides a powerful quality management solution that meets all of the essential needs of a QM deployment. It supports audio and screen recording as well as chat and email transcript recording

10. Responsibility matrix

	TYPE	DESCRIPTION OF ACTIVITIES	RESPONSIBILITY		
			Atento	Medicaid	PRICE INCLUDED (Y/ N)
1	Human Resources	Train-the-trainer (First Training)		X	YES
2	Human Resources	Hiring, training and availability of professionals with adequate profile for the operation.	X		YES
3	Infrastructure	Provision of call center infrastructure with access control. (Isolated Area)	X		YES
4	Infrastructure	Preparation and configuration of physical and technological infrastructure at Atento site, in the HUB selected, for the required workstations including hardware, operational system, network environment, authentication services, & safety	X		YES
5	Technology	Computers, Headset, Dual Monitor	X		YES

6	Technology	Connection to MEDICAID platform via Internet VPN	X		YES
7	Technology	Internet	X		YES
8	Technology	VPN IPSEC Site to Site	X	X	YES
9	Technology	Omnichannel Platform	X		Yes
10	Technology	PRMP PEP		X	NO
11	Technology	Voice Recording and Storage for 10 Years	X	X	YES
12	Technology	CRM (web access)		X	NO
13	Technology	Knowledge Base		X	NO
14	Telecom	DID's	X	X	YES
15	Telco	Telco		X	NO

11. Time Plan

The official schedule for the implementation of professional services will be aligned between the parties and presented after the formal acceptance of this proposal.

Implementation plan

The deadline that Atento proposes for the implementation of the entire solution is <60> business days. The official schedule for the implementation of professional services will be aligned between the parties and presented after the formal acceptance of this proposal.

1 Set-up
- Definition of scope
- Defining the outcomes
- Initial meeting.

2 Planning
- Elaboration of the calendar
- Identification of the critical path
- Definition of the implementation strategy
- Resource allocation.

3 Execution
- Acquisition of inputs
- Installations and configurations
- Testing and certification
- Promotion to production
- Weekly status reports
- Weekly project team meetings

4 Control
- Post implementation follow-up
- Project closure
- Best practices and lessons learned
- New customer satisfaction survey

SPECIFIC MEETINGS – scheduled by the leader of the Project with specialists, and may involve the following areas as necessary

HR R&S Training	Quality	IT Telecomms System integration	Infrastructure Layout approval	Operational Management Reports	Contract

Implementation plan

A macro implementation plan estimated at **8 WEEKS** based on our experience.

Responsibilities	Week 01	Week 02	Week 03	Week 04	Week 05	Week 06	Week 07	Week 08	Week 09 31 JULY 2022
Commercial	Commercial								
Formalization Contract	Formalization								
HR		Hiring - Leaders and personnel			Training of Leaders and personnel				
		Hiring Agents			Training Agents				
					TRAIN THE TRAINERS				
Technology		Acquisitions and Hiring							
			Delivery of articles and services (Integrations, WFM y MIS)						
				Technology Configuration					
								Approval / TEST	
Go Live - Operation									Go Live - Operation