

ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE

Solicitation Specific Questions

Bidder Name: Language Line Services, Inc. D/B/A LanguageLine Solutions

Instructions: Complete all questions below. Questions may have a drop-down menu from which to select your response.

NOTE TO BIDDER: FAILURE TO ANSWER THE QUESTIONS WILL DELAY THE EVALUATION OF YOUR BID AND MAY RESULT IN REJECTION OF YOUR BID.

QUALITY CONTROL AND ASSURANCE PROCEDURES

NOTE: Please enter "N/A" for any questions that are not applicable.

#	Question	Response
1	What is your firm's selection, screening and hiring processes for temporary workers.	<p>LanguageLine does not use the services of temporary workers in the provision of language services.</p> <p>Interpretation - Over the Phone and Video Remote:</p> <p>LanguageLine interpreter recruiting process is rigorous and integral to providing the highest quality interpretation to our valued clients. Our experienced recruiting staff screens all potential applications and resumes for prior experience with the language services industry. The typical LanguageLine candidate has two years or more of interpretation experience. Some have many more years of experience in the interpretation field, but nonetheless, all candidates will receive training. Specific requirements also include:</p> <ul style="list-style-type: none">- Excellent command of both English and target language- Ability to provide clear and concise oral communication- Excellent presentation skills- Professional demeanor and appearance- Ability to react calmly and effectively in all situations- Must pass a criminal background check prior to hiring <p>An interpreter candidate undergoes the following process before they are considered qualified to interpret:</p> <p>STEP 1: INTERVIEW: The selection process begins with a structured interview with a hiring manager. This interview focuses on the candidate's professional, previous experience, and interest in interpreting. As part of our retention strategy, the recruiter also provides a realistic job preview to the candidate.</p> <p>STEP 2: PROFICIENCY AND SKILLS TESTING: If the candidate passes the initial interview, LanguageLine then verifies the candidate's proficiency level in English and a target language, by taking LanguageLine's proprietary Language Proficiency Test and an Interpreter Skills Assessment Test. LanguageLine is the only language service vendor to screen candidates using 2 rigorous oral language tests, developed using feedback from top academics at the prestigious Middlebury Institute of International Studies and the Defense Language Institute. These tests are integral to selecting skillful interpreters, and ensure our clients receive the best possible service.</p> <p>Language Proficiency Test: LanguageLine evaluates all candidates' language proficiency in both English and the target language through a formal Language Proficiency Test. The candidates must prove their ability to express themselves grammatically, display a wide range of vocabulary, enunciate words, listen attentively, and use courteous language. The test format is an oral interview with questions that increase in difficulty as the test progresses. Proficiency must be at the advanced or superior level to qualify for the next test. The Language Proficiency Test was validated by Martha Herzog, former Vice Chancellor for Evaluation and Standards at the Defense Language Institute and Foreign Language Center, Presidio of Monterey, CA.</p> <p>STEP 3: BACKGROUND CHECKS AND DRUG TESTING: To protect our company and yours, 100% of candidates undergo criminal background screening on a county, federal and national level for the past 7 years as well as drug testing. Non-U.S. interpreters must pass similarly stringent criminal background checks in the countries where they work. All U.S. individuals who work for LanguageLine are screened against the following databases: OIG, GSA, DEA, OFAC, and FDA. On a monthly basis, all U.S. and global individuals who work for us are screened against the following databases: OIG, GSA, OFAC, DEA, and FDA.</p> <p>STEP 4: PRE-ORIENTATION ONBOARDING CHECKLIST</p> <p>Our hiring managers use an onboarding checklist to review that all screening steps are complete before an interpreter can proceed to orientation and our industry-leading Interpreter Training program. If the interpreter candidate qualifies, Human Resources communicates to the Training Department that the candidate can begin Interpreter Training.</p> <p>Written Translation:</p> <p>As an ISO 17100 certified company, LanguageLine is extremely selective when onboarding translators. In fact, less than 1 in 11 linguists who apply for a position at LanguageLine meet our rigorous standards, which we believe makes us the most selective language services company in the industry. We have a dedicated vendor management team that is responsible for sourcing, interviewing, qualifying, testing, negotiating contracts and pricing, hiring, and managing our translators.</p> <p>Every LanguageLine linguist is a full-time professional. Unlike many firms, we do not use part-timers, college students, or the cheapest resource available. All of our translators, copyeditors, and proofreaders are also native speakers. Many have advanced degrees in a relevant field, and all must have at least five years of translation experience. Wherever possible, linguists certified by the American Translators Association (ATA) will be used.</p> <p>Before a linguist can work for LanguageLine they are rigorously screened by our linguistic recruiter and must pass a linguistic competency evaluation that is administered by us. As a part of this test, prospective linguists are asked to translate sample text based on their reported area of expertise. The resulting translation is then evaluated by one of our seasoned linguists for overall accuracy, subject matter comprehension, accuracy of technical terminology, consistency of terminology, syntax, writing style, possible mistranslation, and possible omissions. If the prospective linguist receives a positive evaluation, LanguageLine Document Translation generally begins a professional relationship by contracting for proofreading on small word count projects. The linguist remains in this role until their appraised body of work warrants escalating them to copyeditor and eventually translator.</p> <p>Interpretation – American Sign Language (ASL) and Consecutive (Onsite) interpreter qualification and requirements:</p> <p>LanguageLine Onsite has its own Interpreter Recruiting and Testing Department, which screens all new onsite interpreters working for us. We offer interpreter testing in subjects such as cultural competency, ethics, the role of the interpreter, HIPAA, and other confidentiality issues. Our company has distinguished itself by using a unique, three-step selection process conducted by our seasoned team of professional recruiters and testers.</p> <p>Our hiring qualifications for all onsite interpreters require fluency in English and the target language as well as training and experience in face-to-face interpreting, including knowledge of the Code of Ethics and Standards of Practice for onsite interpreters. Interpreters must have the ability to communicate with individuals from diverse backgrounds and be aware of cultural factors that may affect communication. Interpreters must have strong interpersonal skills, excellent customer service skills and the ability to interact with people of different cultures, religious beliefs, educational levels, and socioeconomic groups.</p> <p>Specific requirements include:</p> <ul style="list-style-type: none">- Excellent command of both English and Target Language- Ability to provide clear and concise oral communication- Professional experience providing onsite, face-to-face consecutive interpretation- Excellent judgment, negotiation, and conflict resolution skills- Ability to react calmly and effectively in all situations- Excellent presentation skills- Professional demeanor and appearance- Must have U.S. citizenship or possess a valid work permit- Must pass a criminal background check prior to hiring. <p>A typical onsite interpreter candidate has many years of interpretation experience, but a minimum of two, a background in a language-related field, and a college degree. All American Sign Language interpreters are RID certified. Interpreters' skills will be validated through a combination of a review of their credentials, along with their current certifications, education, work history and web-based or oral assessments as deemed necessary depending on the circumstances.</p> <p>Our screening process for candidates includes:</p> <ul style="list-style-type: none">- Interview that serves as suitability assessment to identify candidates who have the requisite background and experience to be an interpreter for LanguageLine.- Review of interpreter's credentials, including education, training, certifications and licensure where required.- Objective assessments (components: language, industry specific terminology, Code of Ethics).

2	What are your testing, training and orientation programs for temporary workers?	<p>Interpretation - Over the phone interpretation and video remote:</p> <p>After the screening requirements described in the response to the first question, all interpreters must become LanguageLine Certified to work for us. Each and every interpreter, regardless of location or employee designation, must meet the same two stringent requirements needed to become a LanguageLine Certified Interpreter:</p> <ul style="list-style-type: none"> -Pass the Interpreter Skills Assessment test -Successfully complete New Hire Orientation (NHO) <p>Interpreter Skills Assessment Tests (ISA): The Interpreter Skills Assessment (ISA) tests are rigorous six component bidirectional tests (English to target language, target language to English). The ISA tests industry-specific terminology accuracy and completeness by using the learned memory retention, note-taking and conversion skills, interpretation protocol, customer service skills and language proficiency. The Interpreter Skills Assessment was validated by Dr. Eddine Dahel, associate professor at the Middlebury Institute of International Studies. Dr. Dahel holds a doctoral degree in management sciences and specializes in quantitative analysis.</p> <p>New Hire Orientation: NHO consists of instructor-led and collaborative sessions that instill the professional standards for interpreter quality, ethics, confidentiality and customer service. It ensures consistency across all interpreting sessions.</p> <p>LanguageLine holds ASTM International certifications for ASTM F3130-18 Standard Practice for Language Service Companies and ASTM F2089-15 Standard Practice for Language Interpreting. The ASTM F3130 practice specifies the basic policies, processes, procedures, and resources needed by a language service company to provide the quality services required by its clients. The ASTM F2089 practice defines professional standard for quality services specific to language interpreting.</p> <p>Interpreter Training is one of the cornerstones of our business and a requirement for all interpreters. It focuses on the role of the interpreter, the importance of retaining a neutral tone, and how to ensure truly excellent client experience. Key topics covered include consecutive interpretation, memorization techniques, call handling processes, and the role of the interpreter. The program is helmed by our Director of Testing and Training, Amy Wade.</p> <p>Our interpreters are a bridge to other cultures and understand the customs and appropriate mode of communication with the State of New York's customers. Therefore, cultural sensitivity is imbedded in all aspects of our training program. LanguageLine is proud that our accurate, intelligent, and neutral interpreters are a conduit for communication, driving revenue for business and enabling relationships.</p> <ul style="list-style-type: none"> -New Hire Orientation (NHO) <p>All newly hired LanguageLine interpreters participate in the New Hire Orientation (NHO) Program which consists of a blend of instructor-led sessions and web-based knowledge training. This blended, collaborative learning program is a major contributor to interpreter satisfaction and success.</p> <p>NHO Part 1: Web based knowledge training:</p> <p>LanguageLine's recent Lean Six Sigma onboarding process review led us to change how we deliver the knowledge-based content of the NHO. We moved the content to a web-based training format from instructor led. This reduced the amount of time each trainee had to spend in the classroom while improving the quality of the experience, allowing the trainee to master the content efficiently. Web-based content also gives the trainee the ability to review content areas that may need further study. There are 25 hours of pure content in NHO, including 911 interpreter training.</p> <p>Our NHO thoroughly covers security and confidentiality issues for healthcare, government, financial services, and insurance sectors. The Gramm-Leach-Bliley Act, FWA regulations, SOX compliance, HIPAA, Joint Commission Standards, and other industry specific regulations. All our interpreters are required to sign and comply with our corporate confidentiality agreement, non-disclosure agreement, and Code of Ethics on an annual, recurring basis.</p> <p>NHO Part 2: Coaching Skill Development</p> <p>The web-based curriculum is supported by the Quality Assurance Department led one-on-one roleplaying and coaching by Senior Language Specialists (SLS) for skill development (putting the knowledge into practice). SLS are responsible for the interpretation quality of a team of interpreters. The SLS is responsible for service observation and one-on-one coaching for interpreters based on service observation results and client feedback. In fact, Senior Language Specialists conduct an induction/mentoring session with new interpreters within their first one to two days of taking calls to reinforce their NHO through role playing, question and answer session and coaching.</p> <p>SLS qualifications include exceptional language proficiency in both working languages, possesses the highest interpreter skill status, a minimum of 1-year experience with LanguageLine, and a rating of outstanding performance as an interpreter. Our SLS have an average of 13 years of experience working for LanguageLine.</p> <p>Quality of Training</p> <p>LanguageLine's 40 years of experience in interpretation has taught us that the quantity or hours of interpreter training are far less important than the quality of the content of the training programs themselves, as well as the participant's ability to master that content. From the outset, LanguageLine only hires the most qualified candidates for the job: the candidates we believe have the qualities and profile necessary to excel in their roles as interpreters and abilities to excel in the training program. Then, to provide them with only the highest value training, LanguageLine contracted with industry experts to produce interpreter training relevant to specific industry segment needs for quality interpretation.</p> <p>Finally, it is important to note that LanguageLine interpreters must pass mandatory tests or demonstrate new skills through role playing or other exercises to validate content mastery of all training programs.</p> <p>Written Translation:</p> <p>As an ISO 17100 certified company, LanguageLine is extremely selective when onboarding translators. In fact, less than 1 in 11 linguists who apply for a position at LanguageLine meet our rigorous standards, which we believe makes us the most selective language services company in the industry. We have a dedicated vendor management team that is responsible for sourcing, interviewing, qualifying, testing, negotiating contracts and pricing, hiring, and managing our translators.</p> <p>Every LanguageLine linguist is a full-time professional. Unlike many firms, we do not use part-timers, college students, or the cheapest resource available. All of our translators, copyeditors, and proofreaders are also native speakers. Many have advanced degrees in a relevant field, and all must have at least five years of translation experience. Wherever possible, linguists certified by the American Translators Association (ATA) will be used.</p> <p>Before a linguist can work for LanguageLine they are rigorously screened by our linguistic recruiter and must pass a linguistic competency evaluation that is administered by us. As a part of this test, prospective linguists are asked to translate sample text based on their reported area of expertise. The resulting translation is then evaluated by one of our seasoned linguists for overall accuracy, subject matter comprehension, accuracy of technical terminology, consistency of terminology, syntax, writing style, possible mistranslation, and possible omissions. If the prospective linguist receives a positive evaluation, LanguageLine Document Translation generally begins a professional relationship by contracting for proofreading on small word count projects. The linguist remains in this role until their appraised body of work warrants escalating them to copyeditor and eventually translator.</p> <p>Linguist (Translator/Editor/Proofreader) Selection Criteria</p> <p>Each potential new linguist is required to meet the following criteria:</p> <ul style="list-style-type: none"> -Native speaker of target language -At least 5 years of translation experience -Completes a Linguist Information form including at least 3 references <p>Testing</p> <p>Once the pre-selection criterion is met, each linguist is required to complete a General Translation Test developed by LanguageLine. The test consists of technical translations, business/legal translations, and marketing translations. These tests are evaluated by our most experienced and trusted linguists.</p> <p>Approval</p> <p>Upon verification of references and confirmation of a positive test evaluation, the linguist's file is reviewed by LanguageLine. If approved, the linguist's information is added to our database by language and specialty, and the following documents are provided for them to complete and return:</p> <ul style="list-style-type: none"> -Non-Disclosure Agreement
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3	What type of background checks do you conduct for screening temporary workers (nature of the checks, kinds of records reviewed, number of years covered by the background check, etc.)?	To protect our company and yours, 100% of candidates undergo criminal background screening on a county, federal and national level for the past 7 years as well as drug testing. Non-U.S. interpreters must pass similarly stringent criminal background checks in the countries where they work. All U.S. individuals who work for LanguageLine are screened against the following databases: OIG, GSA, DEA, OFAC, and FDA. On a monthly basis, all U.S. and global individuals who work for us are screened against the following databases: OIG, GSA, OFAC, DEA, and FDA.
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes, LanguageLine agrees to perform background checks as identified in the Solicitation as requested.
		<p>The following is an overview of how our organization tracks performance of our interpreters and translation linguists.</p> <p>Interpretation - Over the phone and video remote:</p> <p>Our Quality Assurance (QA) program for monitoring interpreter performance is rigorous and very thorough. Our goal is to offer the highest quality of interpretation at all times, and therefore, interpreter monitoring is an essential component of our business. Our QA department manager is responsible for overseeing all interpreter monitoring efforts. The monitoring standards used are based on accepted national interpretation standards, the interpreter code of ethics, and, most importantly, customer feedback.</p> <p>At LanguageLine, monitors are called "Senior Language Specialists." Senior Language Specialists typically have at least 10 years of experience in the field of interpretation. They are responsible for carefully observing interpreters as they work, sharing knowledge and mentoring. They identify the interpreters' individual strengths and inspire them to perform at the highest levels.</p> <p>During monitoring, the company never records any calls to maintain our high levels of confidentiality. Interpreters are unaware when they are observed because the process is "silent," but know they may be monitored at any time.</p> <p>During every monitoring session, a Senior Language Specialist will listen to several live calls to objectively evaluate the skills of the interpreter and ensure consistency and fairness. The Senior Language Specialist notes all results and specific performance details on the monitoring form. The rating standards on the form contain the following major areas of evaluation.</p> <p>Customer Service:</p> <ul style="list-style-type: none">•Open the call appropriately: The interpreter opens the call with a professional greeting. The interpreter will introduce herself or himself to both parties on the line (English speaker and the Limited English Proficient person).•Follow client's instructions: The interpreter follows the client's instructions at all times and avoids providing any instructions on her or his own to any party on the line.•Use polite forms of expression: The interpreter is decorous and employs polite phrases in both languages. Some languages and cultures require a stricter use of polite forms of address.•Appropriate tone, patience, and helpfulness: The interpreter is poised, patient, helpful and respectful toward all parties on the line.•Quiet working environment: The interpreter answers the call from a quiet working environment and avoids distractions or noise that might hinder audibility or comprehension.•Close the call appropriately: The interpreter is the last person to close the call and makes sure the client does not need further assistance from her or him before doing so. <p>Interpretation Skills and Role of the Interpreter:</p> <ul style="list-style-type: none">•Offer accurate and complete rendition: The interpreter must remain faithful to the source language. The interpreter will clarify situations, when needed. The interpreter ensures the speakers converse in "workable segments" for the sake of accuracy and completeness while interpreting.•Demonstrate command of both languages: The interpreter must demonstrate linguistic ability in the language pair that she or he is qualified to interpret and adhere to syntax and grammar rules.•Manage the flow of the call: The interpreter should maintain the pace of the call and provide a timely•Rendition, avoiding unnecessary pauses.•Avoid taking over the call: The interpreter must not initiate questions on his or her own, other than for clarification purposes.•Avoid interaction with LEP speaker without client's permission: The interpreter must keep the client informed of any exchanges he or she has with the LEP customer for clarification purposes.•Remain impartial and unbiased: The interpreter must not provide his or her personal opinion at any time.•Use correct protocol for the industry: The interpreter understands the correct protocol for each industry, such as the use of first-person interpreting. Protocol varies by scenario, and the interpreter must be aware and adhere to our internal standards and national standards. <p>All interpreters complete training related to these standards and receive an "Interpreting Guidelines and Procedures" document during new hire orientation. Interpreters agree to adhere to these standards and must follow them.</p>

5	<p>How do you track individual resource performance?</p> <p>How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?</p>	<p>After each monitoring session, the Senior Language Specialist delivers 30 minutes of feedback to the interpreter. During the feedback session, the Senior Language Specialist acknowledges the interpreter's strengths and areas for improvement. Then, the monitor obtains a commitment from the interpreter to improve in specific areas and schedules a follow-up observation.</p> <p>Written Translation:</p> <p>Each team member, whether translator, editor project manager, DTP specialist, QA specialist, etc. is continually measured in performance categories specific to their job function as part of our ISO 17100 certification. Translation quality is maintained through the iterative review and editing steps, enabling translation team members to learn from colleagues and develop deep familiarity with each the State of New York team and partner agency's preferences for translation. This process is repeated with every project performed.</p> <p>Additionally, LanguageLine contributes to the professional development of each operations team member through performance metrics like customer satisfaction, on-time delivery, and adherence to budget. Employees also benefit from ongoing professional training and development.</p> <p>Interpretation – American Sign Language (ASL) and Consecutive (Onsite)</p> <p>Through our Interpreter Intelligence portal, we ensure that only the most-qualified interpreters are assigned to the State of New York. Our portal has a tracking and rating system that helps us continuously monitor our interpreters' performance and clients' preferences. Interpreter Intelligence's rating system is dependent on our clients. Our clients' feedback on their experience with our interpreters is recorded and tracked through our portal in order help us identify the ideal interpreters for your future assignments as well as monitor interpreters that may benefit from our continuing education trainings.</p> <p>The portal also enables the State of New York to request a specific interpreter. This option gives an added layer of comfort in knowing you can request quality interpreters that you have worked with in the past. Interpreter Intelligence puts you in control. Your feedback is used to help all our clients so that we only maintain a roster of the most-qualified interpreters.</p> <p>Rewarding Good Performance</p> <p>Outstanding performance is tracked in our QMS. Because every task is checked by another team member, it is easy for us to identify our top performers.</p> <p>Interpretation - Over the phone and video remote:</p> <p>At LanguageLine, employees are encouraged to raise the level of their performance by meeting and exceeding service goals and ensuring 100% quality. To provide added incentive in achieving top performance, LanguageLine has implemented an Interpreter Recognition Program.</p> <p>The Interpreter Recognition Program, P.E.A.K. (Performance, Experience, And Knowledge), is a meaningful recognition program for LanguageLine Solutions interpreters and their careers. The program enhances interpreters' professional profiles and showcases their language and customer service skills for years to come. Interpreters who have met LanguageLine standards of attendance and performance will qualify for a P.E.A.K. upon reaching the following levels of service:</p> <ul style="list-style-type: none"> Professional Interpreter – 2,000 hours of over the phone interpretation Senior Interpreter – 5,000 hours of over the phone interpretation Master Interpreter– 10,000 hours of over the phone interpretation <p>On a quarterly basis, LanguageLine calculates the number of hours each interpreter has interpreted during their time with the company to determine when they have reached the specified levels. As a result, our interpreters will have:</p> <ul style="list-style-type: none"> A verifiable credential of their successful interpreting career path Proof of their number of interpreting hours – a frequent requisite for state and federal certifications, as well as college courses Their names published in LanguageLine Solutions' interpreter newsletter An official LanguageLine Solutions Certificate signed by our company's CEO and the interpreter manager A P.E.A.K Recognition pin for interpreters who achieve the Master Interpreter level, and recognition of their interpreting and customer service skills. <p>Disciplinary Actions</p> <p>Interpretation - Over the phone and video remote:</p> <p>Our company tracks all observation forms for quality assurance purposes and interpreter development. In addition to the quality monitoring and coaching program described above, we utilize client feedback as part of our quality management program. Our clients are encouraged to submit a Voice of the Customer (VOC) to commend an interpreter or whenever they are not satisfied with the customer service skills or the quality of the interpretation provided by our interpreters.</p> <p>Every VOC submitted on an interpreter is acted upon. The nature of the issue is reviewed with the interpreter and follow-up observations are scheduled. Depending on the scores of these sessions an interpreter may receive additional coaching and development.</p> <p>If an interpreter receives two VOCs within a year for customer service or quality of interpretation issues, a job in jeopardy warning is given and additional coaching/development is provided.</p> <p>Written Translation:</p> <p>To identify and monitor performance issues, LanguageLine relies on our ISO 9001:2015 Quality Management System. All reported defects (which are usually identified internally during our QA procedures) are recorded, the root cause determined, and corrective action implemented. Subsequent monitoring is performed and all findings are reviewed by our Management Team. In most cases, remediation consists of retraining or reassignment of duties. In extreme cases, team members who cannot meet our performance standards may be terminated.</p> <p>Interpretation – American Sign Language (ASL) and Consecutive (Onsite)</p> <p>If an interpreter receives negative feedback, we have implemented a strict two strike policy to ensure we do not employ repeat offenders. LanguageLine creates a written report and then contacts the interpreter to discuss areas of improvement. If an interpreter receives a second instance of negative feedback, we immediately will deactivate their account until further review or termination.</p>
6	<p>Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.</p>	<p>Interpretation - Over the phone and video remote:</p> <p>LanguageLine received ASTM International certifications for ASTM F3130-18 Standard Practice for Language Service Companies and ASTM F2089-15 Standard Practice for Language Interpreting for over-the-phone and video remote interpretation services. The ASTM F3130 practice specifies the basic policies, processes, procedures, and resources needed by a Language Service Company to provide the quality services required by its clients. The ASTM F2089 practice defines professional standard for quality services specific to language interpreting. By adhering to the requirements of these practices, LanguageLine is well-positioned to consistently meet or exceed client expectations.</p> <p>The audit to receive these certifications focused on understanding processes or methods used to meet each requirement as well as a review of evidence verifying that methods were implemented as described. Specific areas covered included:</p> <ul style="list-style-type: none"> Phone and video interpretation experience Human Resources practices Information technology services Financial, Insurance, and Legal overviews Customer Service methods including: Job needs analysis methods for meeting client requirements Quality Management System Resource acquisition capabilities including: Interpreter qualifications methods Code of Professional Conduct requirements for interpreters <p>Written Translation:</p> <p>LanguageLine is both ISO 9001:2015 and 17100:2015-05 certified. As such, we rigidly follow a multi-step workflow that includes comprehensive quality assurance at every step and stage of the localization process. Prior to beginning every project, our engineering team analyzes the source materials to determine the number of words contained therein, amount and type of leveraging, as well as any special workflow requirements. After the project plan is developed, our default linguistic process is to perform three distinct translation steps, each performed by a separate highly qualified linguist(s). These steps include translation, copyediting, and either proofreading or online review, as appropriate. Subject matter experts will be used as needed.</p> <p>As an ISO 9001:2015 and 17100:2015-05 certified business, LanguageLine is required to measure translator quality and proficiency, at least quarterly, to assess whether individual translators and agencies continue to meet our rigorous quality standards. To comply with this requirement, every reported defect is recorded in our project management system and the disposition determined. For actual errors, the root cause is identified, and corrective action specified. In addition to translation accuracy, each month we measure on-time delivery, quote accuracy, invoicing accuracy, and customer satisfaction.</p> <p>Our 2021 metrics for measure were as follows:</p> <ul style="list-style-type: none"> Translation accuracy: 99.97% On-time delivery: 99.41% Invoicing accuracy: 99.86% Quote accuracy: 99.89% Customer satisfaction: 99.45% <p>Customer Satisfaction</p>

		<p>LanguageLine Solutions is committed to providing total customer satisfaction and holds itself to the highest standards. Our organization has detailed Quality Assurance processes, which measure the performance of our interpreters and linguists as described in our response to the previous question above. Customer satisfaction is measured through a combination of our eVOC process, ability to meet service levels, and company-wide interpreter connection times.</p> <p>Account Executive Customer Support: Your dedicated account person LeRue Carr will be responsive to your needs and reply to all emails and requests in a timely fashion. She is fully available to support the State's customer support needs. In addition to answering questions about services for the State of New York, LeRue can arrange regular reviews on language services to help measure performance and ensure satisfaction of the State.</p> <p>Translation Business Development Manager Jon Bove has worked with the State since 2011 and has worked to support the translation needs of many departments, offices and organizations within the State. He is also fully available to support the State's needs and requirements for translation and transcription services.</p> <p>Customer Service Department: LanguageLine Solutions' customer service is delivered by a dedicated team 24 hours a day, 7 days a week, and 365 days a year. Assistance from a live Customer Service Representative is a quick toll-free phone call away with an average answer time of 17 seconds. In addition, the Customer Service Manager, Nicole Campo, is always available to address your specific needs. Nicole brings over 20 years of experience within the banking industry where she partnered with branch teams and specialists focused on delivering high-touch experience of customer service. As Customer Service Manager, she works with her team to maintain and enhance customer experience at LanguageLine Solutions. Nicole assists her team to work toward a shared vision of 100% customer satisfaction.</p> <p>A Customer Service Representative will also work closely with State of New York's Account Executive to handle standard account functions like reporting, billing, account setup, account and user charge, support tools, and basic troubleshooting.</p> <p>As an additional assurance that your questions and feedback will be handled quickly and effectively, LanguageLine Solutions has also created a seamless online "Voice of the Customer" program (VOC) that State of New York with an opportunity to submit questions and feedback 24/7/365. This program was developed to make it easier for customers to share their experiences, positive feedback, and areas for improvement. An electronic copy of all feedback is simultaneously forwarded to each department with a role in solving the specific concern. This enables LanguageLine Solutions to address feedback quickly. All VOC reports are logged internally, assigned a ticket, and responded to within 2 business days. Our service level goal issues resolution within 3 business days of the ticket assignment.</p> <p>Listening to our clients helps us provide the highest quality and most innovative language services and enables us to continuously support our commitment to two-way feedback and client satisfaction.</p> <p>Dedicated Translation Team: LanguageLine maintains a large, dedicated translation team that works exclusively on New York State and New York City projects. This team ensures that New York State users will be supported by a highly skilled team of professionals who understand the unique requirements, preferences, and terminology that New York State users expect.</p>
7	What process do you follow to ensure the proposed resumes meet your client's request?	<p>Interpretation – over the phone and video remote:</p> <p>As described in our response to the first question above, LanguageLine has a rigorous screening, testing and training process that ensures the qualifications of our interpreters and translation linguists to meet the State's requirements. All interpreters must be LanguageLine Certified, meaning they have both passed a rigorous, externally validated interpreter skills assessment and gone through our new hire orientation.</p> <p>Our interpreters are a bridge to other cultures and understand the customs and appropriate mode of communication with the State of New York's customers. Therefore, cultural sensitivity is embedded in all aspects of our training program. LanguageLine is proud that our accurate, intelligent, and neutral interpreters are a conduit for communication, driving revenue for business and enabling relationships.</p> <p>Our Cloud-based solution enables routing to the appropriately qualified interpreter at the fastest connect time possible for all calls. At the time that an account is established, LanguageLine will develop a profile of the type of interpreter that is required by the agency.</p> <p>Then, our Olympus platform's intelligent call routing processes will ensure that the customer receives the services of an interpreter that matches their profile. For example, if a public clinic will require the services of a medically qualified interpreter, then our system will route all calls from that clinic requesting a medically qualified interpreter.</p> <p>Should the State ever wish to review the resume of one of our over the phone or video interpreters, LanguageLine has implemented a process to quickly access all information on our interpreters' credentials including:</p> <ul style="list-style-type: none">-Test results-Trainings received-Service observations and evaluations-Background check <p>Interpreter File Audit provides our clients with the specific information that they need to document proof of competency and to ensure that Joint Commission surveyors have quick access to key interpreter records.</p> <p>To make an IFA request, contact your Account Executive directly. A typical IFA request of 10 to 20 interpreters will be processed within 24 hours. For larger requests of more than 20 interpreters, please add 24 hours to the turnaround time for every 10 additional interpreters. For requests that include offshore interpreters, please add an additional 24 hours to the turnaround time.</p> <p>Interpretation – American Sign Language and Consecutive: Our onsite division recruits experienced personnel who will have the capacity to support the State's requirements for interpretation requests. The State can also establish a list of preferred onsite interpreters to support certain jobs; while the preferred interpreters are not guaranteed to fill every job they are requested for, this enables the State to benefit from the services of their preferred candidates whenever possible.</p>
8	How do you schedule engagements?	<p>Interpretation – Over the phone:</p> <p>LanguageLine Solutions delivers an on-demand interpreter connection in over 240 languages. There is no need to schedule an appointment as this solution's interpreters are accessible 24/7/365 in a matter of seconds. If there is a need to schedule an appointment for an over-the-phone interpreter, it can be done through our scheduling portal. The following information will be needed:</p> <ul style="list-style-type: none">-Client ID number-Organization name-First name and last name-Email for receipt of confirmation-Contact phone number-Language requested-Appointment date, time, and time zone-Approximate duration of the appointment <p>After submitting the request, a confirmation receipt will be sent via email containing the Request ID.</p> <p>APPOINTMENT CONFIRMATION AND MANAGEMENT</p> <p>Once the interpreter has been assigned, an email will be sent, confirming the appointment. If we are unable to assign an interpreter, an email will be sent, canceling the request.</p> <p>Request Time Frame: Confirmation Time Frame</p> <ul style="list-style-type: none">48 hours prior to the appointment: At least 24 hours prior to the requested appointment.24 to 48 hours prior to the appointment: At least 4 hours prior to the requested appointment.Less than 24 hours: We will try our best to fulfill the request and will send an email confirmation if possible. <p>At the time of the appointment, call the number provided in the confirmation email, and notify the Appointment Specialist that you have a prescheduled appointment.</p> <p>Cancellation and No-Show Policies</p> <p>Appointments must be cancelled no less than 24 hours prior to the appointment. Appointments missed or canceled with less than 24 hours' notice will be subject to a \$200 missed appointment fee.</p> <p>Interpretation – American Sign Language (ASL) and Consecutive (Onsite):</p> <p>LanguageLine Solutions offers a dedicated onsite booking staff that will work with the State of New York to coordinate and support all onsite requests 24/7/365. You can submit booking requests through the following channels:</p> <ul style="list-style-type: none">-Toll-free phone number-E-Mail-LanguageLine Solutions' Interpreter Intelligence portal <p>Our booking coordinators receive the request and work to confirm an interpreter for the assignment. Once the interpreter is confirmed, the coordinator will notify your staff that the interpreter is booked for the assignment.</p> <p>LanguageLine Solutions' booking process makes it easy for your staff to request specific interpreters by language, interpretation level, and proximity. LanguageLine Solutions is dedicated to providing our interpreters with the correct information about their assignment in order for them to deliver the highest standard of interpretation by being prepared for the situation at hand. We are acutely aware of the need for culturally sensitive interpreting and will make every effort to accommodate your requirements including using preferred interpreters when they are available.</p> <p>The Onsite Scheduling Team is staffed 24/7, offering live support for scheduling any time of day.</p>

9	Do you have an electronic system for scheduling? If yes, please describe.	<p>Yes, LanguageLine Solutions has an electronic system for scheduling.</p> <p><u>Interpretation – American Sign Language and Consecutive (Onsite):</u></p> <p>Our state-of-the-art scheduling portal, Interpreter Intelligence, makes it easy to schedule and administer your onsite interpretation needs. The portal allows you to manage, monitor, and export reports to save time and expense as well as increase productivity. Your entire schedule is at your fingertips 24/7/365.</p> <p>Onsite interpreter scheduling can be conducted through the Interpreter Intelligence portal. The State of New York and your team will work with our dedicated onsite booking staff to coordinate and support all onsite requests in our Interpreter Intelligence portal. Our portal was built with our client's needs in mind. LanguageLine's booking process also enables your staff to request specific interpreters by language, interpretation level and find the interpreter closest to the onsite assignment. LanguageLine is dedicated to providing our interpreters with the correct information about their assignment in order for them to deliver the highest standard of interpretation by being prepared of the situation at hand. We are acutely aware of the need for culturally sensitive interpreting and will make every effort to accommodate your requirements. Confidentiality and professionalism are emphasized as part of the Interpreters' Code of Ethics and all interpreters are required to sign a confidentiality agreement, which is kept on file.</p> <p>Through Interpreter Intelligence, the State of New York has real-time calendar access to all existing and past status updates of assignments. From there, you can view the date, time, location, language, the status of an assignment, and the interpreter that has been assigned. The State of New York has the option to receive email notification when a job is entered, assigned, and confirmed or cancelled. There is also a color-coding system in place for each step of the interpreter assignment and scheduling process. From the moment an assignment has been requested, to the moment it has been assigned and then closed, you are able to track the progress by what color level it is in to give you an added level of security and peace of mind.</p> <p><u>Interpretation – Over the Phone:</u> LanguageLine Solutions delivers on-demand interpreter connection in over 240 languages. There is no need to schedule an appointment in our most frequently requested languages, which are accessible 24/7/365 in a matter of seconds. If there is a need to schedule an appointment for an over-the-phone interpreter in any other language, it can be done through our scheduling portal at https://appointments.languageline.com.</p> <p><u>Written Translation:</u> LanguageLine is firmly committed to providing innovative solutions that maximize the investment our clients make in translation while also improving efficiency. Our LanguageLine Translation Portal was specifically designed to make it extremely easy for large, global organizations to dispatch projects for translation from anywhere in the world and then monitor or manage them centrally. It is also the framework for all our automated translation solutions. By streamlining the localization workflow, LanguageLine Translation Portal allows for faster turnarounds, while also providing 24/7 online project tracking. Authorized users simply login, enter the language pair, the type of deliverable they need returned, any special services that may be required such as graphic design, and when they need it back. They then attach the file and dispatch the project for quote and/or execution.</p>
10	What processes do you use to ensure seamless service by subcontractors to NYS?	<p>LanguageLine does not anticipate the use of subcontractors in interpretation or translation work.</p>
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	<p><u>Interpretation – Over the Phone:</u> If a client wishes to have a different LanguageLine interpreter on their call, they may discontinue the interpretation call at any time and speak to a LanguageLine agent who will forward the call to a new interpreter.</p> <p><u>Interpretation – American Sign Language and Consecutive (Onsite):</u> LanguageLine's onsite division can maintain a list of preferred or blocked interpreters to fulfill projects for specific customers. Additionally, preferred interpreters can be specified in the scheduling portal when requesting an appointment.</p>
		<p>To ensure the success of our relationship with the State, LanguageLine has a dedicated Account Management team for the State. This team is the able to quickly escalate any issues through the appropriate channels. LanguageLine also has a documented process for escalating customer concerns to ensure all the State's concerns are addressed in a timely manner. Additionally, our organization has escalation plans for emergencies and disaster recovery. More information about these policies is below.</p> <p><u>Account Management Team</u></p> <p>LeRue Carr, Strategic Account Executive: New York State will continue to benefit from a dedicated, New York state-based LanguageLine Account Executive. LeRue Carr has been working with the State of New York for 7 years and will continue to oversee all aspects of the State's working relationship with LanguageLine, including overseeing implementation of services, billing and invoicing, customer support and more. LeRue enjoys meeting with clients and helping them get the most out of what LanguageLine has to offer. She works with both client and LanguageLine subject matter experts in order to develop a more fluent and accessible means of limited English proficient patient communication process. She will be fully responsive to the State's needs and requirements, and act as the main point of contact for language services and to raise questions, concerns and areas of new interest.</p> <p>Jon Bove, Translation Business Development Manager: Jon is currently working with New York State in his role of supporting the LanguageLine Government Team for Federal, State, and local language access efforts. Jon joined the LanguageLine Translation Solutions in November of 2012. He has been in the translation industry since 1995, primarily working for European service providers in account management roles. He has been working as an account manager for the City of New York and the State of New York since 2012. Both governments continue to make a significant investment in language access, with all vital documents in a minimum of six official languages, across all departments, agencies, and authorities.</p> <p>Frank Masin, Vice President, Government Services: As Vice President of LanguageLine Solutions' Government Group, Frank has overall responsibility for the company's Federal, State and Local government sales and support. Frank is LeRue's senior level support and can leverage the executive management within our company for any situations with the State that call for a high level of involvement.</p> <p>Scott Ludwigsen, President, Translation: Scott is President of LanguageLine Translation Solutions and is Jon Bove's senior level of support. Scott welcomes customer feedback and can discuss Translation services with the State at any time. Scott currently directs, administers, and coordinates all of the activities of LanguageLine Translation and Localization in support of its mission, vision, values, goals, and objectives.</p> <p><u>Escalation Policy for Customer Concerns</u></p> <p>LanguageLine's Customer Service Department is accessible through a toll-free number 24/7. The department responds to questions related to account maintenance, support tools, billing issues, technical questions, and basic product information. Whenever the State of New York wishes to order more language identification tools and training materials, the Customer Service Department can process this request.</p> <p>To expedite handling of concerns and create a seamless experience for New York State, we also have developed an online "Voice of the Customer" program (VOC) that provides organizations an opportunity to submit questions and feedback 24/7/365. This program was developed to make it easier for customers to share their experiences, positive feedback and areas for improvement. All "Voice of the Customer" reports are logged internally, assigned a ticket and responded to within 2 business days. Our service level goal is issue resolution within 3 business days of the ticket assignment. If there is a concern, an electronic copy of all feedback is simultaneously forwarded to each department with a role in solving the specific concern. This enables LanguageLine Solutions to address feedback quickly.</p> <p>The VOC process also allows for timely intervention with the interpreter workforce. If the VOC relates to interpreter performance, the interpreter operations manager will contact the interpreter to gather more details about the incident and to share the customer concern with the interpreter. If necessary, a Senior Language Specialist will work directly with the interpreter to identify improvement areas based on the feedback from the customer.</p> <p>The majority of "Voice of the Customer" submissions are interpreter commendations. The VOC system is another way we maintain our high quality levels and reduce risk for customers.</p> <p><u>Business Continuity and Disaster Recovery</u></p> <p>LanguageLine is committed to maintaining an "up-to-the-minute" Business Continuity Plan that protects the privacy of our clients' information and the integrity and availability of our services in this fast paced and ever-changing technology driven environment. Our Business Continuity and Disaster Recovery Plan covers all areas of our business and operations.</p> <p>A full copy of our Business Continuity Plan can be viewed at our headquarters in Monterey, California. The plan's table of contents includes:</p>

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	<p>Full copy of our Business Continuity Plan can be viewed at our headquarters in Monterey, California. The plan's table of contents includes:</p> <ul style="list-style-type: none">•Plan description and overview•Vendor and client contact lists•Operational procedures•Test schedules and results•Communications plan•Annual management review•Version control <p><u>Business Continuity Plan by Service:</u></p> <p><u>On Demand Interpretation Services (Phone and Video)</u></p> <p>LanguageLine provides on-demand interpretation services through a state-of-the-art Cloud infrastructure connecting multiple call centers and remote interpreters to support more than 240 languages. Our Cloud-based solution enables routing to the appropriately qualified interpreter at the fastest connect time possible for all calls. Our technology platform is "always on" carrier grade, which allows us to scale while providing unparalleled availability, privacy, and security.</p> <p>Business Continuity is designed into our Cloud-based architecture, which includes industry-leading best in class providers- NICE/inContact for ACD and IVR services and Salesforce for data services, business logic, and call routing decisions. Fault tolerance and redundant network design are at the core of our platform and ensure 24/7/365 access to interpreters. All mission critical systems and vital connectivity are redundant within the data center as well as geographically redundant to provide automated failover to meet or exceed our 99.99% platform availability standard. In case of an unlikely event at one of the data centers, the volume is transferred to another site, which has the available capacity to ensure ongoing service availability. Backup and protection of data is provided through real time replication between all locations. LanguageLine also developed a method to replicate critical Salesforce configuration data and APIs, so that in the instance of failed internet connection between our ACD/IVR systems and Salesforce, service delivery will not be interrupted. This replicated configuration is continuously updated when connection is in place, so the most up-to-date data is available at any given moment. Additionally, our geographically dispersed interpreter workforce ensures an extra layer of security in our continuity plan.</p> <p>The LanguageLine business model is optimized for pandemic scenarios because most of our workforce normally operates from a work-at-home environment. In addition, service availability during pandemic scenarios is assured because our entire workforce is equipped to work-at-home when necessary.</p> <p>Connectivity for the environment is provided through our innovative proprietary telecommunications infrastructure we call LLSNET.</p> <ul style="list-style-type: none">•Features a private unified network which eliminates the need for multiple carriers and therefore multiple points of failure•Is an SD WAN (software defined wide area network) state of the art, encrypted network that provides secure site to site connection•Offers a double layer of security given that it is a private network and natively encrypted•Is built on a high-speed GigE backbone that seamlessly connects LanguageLine locations•Is resilient since each LanguageLine location is equipped with multiple circuits allowing LLSNET to redirect traffic instantaneously via the SD WAN if circuit failure occurs, so service failures are virtually non-existent <p>Business Continuity is tested quarterly. Testing and simulations include alert and monitoring systems, notification systems, backup power systems, health check of high availability systems and quarterly simulation of cluster and site isolation. In addition, there is a real time team on site 24/7 trained to assist with any unforeseen events. This ensures that each Cloud site is capable of independently delivering 100% service availability in critical scenarios.</p> <p><u>Translation Solutions</u></p> <p>LanguageLine Translation Solutions, a division of LanguageLine, is in Portland, Oregon. The division stores secure copies of data backups and other vital information in a geographically separate secure facility then the one they occupy daily.</p> <p>In the event of a crisis or disaster that would disrupt service, the office's disaster management team will assess the situation and within 3 hours of the disaster determine if the disaster recovery plan needs to be activated. The situation will be reassessed for changes and progress in 3-hour increments. The disaster management team will provide overall direction for an invoked disaster recovery plan. Typical steps include:</p> <ul style="list-style-type: none">•Staff will remove vital documents and re-usable equipment from the Portland site and transport to the alternate office site.•The disaster management team will make decisions about restoring computer processing environments, manage all recovery teams and liaise with company headquarters.•The team will contact suppliers of software, communications equipment and ancillary equipment and notify them of our intent to relocate.•A dedicated communication team simultaneously contacts clients to inform them of any potential delays.•Throughout this process, our staff will update production schedules and set up infrastructure inside the back-up facility to continue operations. <p><u>Corporate Headquarters</u></p> <p>Our corporate headquarters is in Monterey, California. In the event that access to this building is compromised, essential personnel have remote access to the systems they need through a secure network, so they can continue to perform their duties. Access is granted based on job function and position.</p> <p><u>Emergency Communications Plan</u></p> <p><u>Corporate</u></p> <p>When an emergency is declared, the need to communicate is immediate. Depending upon the source of the emergency, the respective LanguageLine Emergency Liaison disseminates an Emergency Notification through multiple communication channels (see below) to the entire organization explaining why the emergency has been declared and instructing all designated Emergency Liaisons to log into the Emergency Conference Bridge. The Emergency Liaison team consists of a primary and backup designee from each business unit who has communication protocol and procedures specific to their respective organization.</p> <p>LanguageLine employs multiple communication channels for the dissemination of critical information in the event of major incidents or emergencies. Over and above standard phone, e-mail, and texting, LanguageLine leverages network-based Teleconferencing services, an instant messaging platform and a mass notification platform for real-time communications and coordination.</p> <p><u>Clients</u></p> <p>In the event that the emergency impacts external clients, the Sales and Customer Services Liaisons will send email notifications to clients who have opted for emergency notifications as specified in the respective support Services Level Agreement (SLA) contracts. Email updates will be sent out every 30 minutes until the issue is resolved. Once resolved, clients will receive a full root-cause analysis via email within three working days.</p> <p>The list of clients to be included in the e-mail will be supplied to our Technology group in advance and approved by executives. Sales will be responsible for being in contact with their clients to assure the list is current based on the correct contacts. For larger accounts with multiple contacts, we will determine the primary client contacts who will then disseminate the information as needed within their own organization.</p> <p>LanguageLine is committed to updating our clients as new information becomes available throughout the emergency period and notifying clients upon conclusion of the emergency.</p>
13	What is your process for providing a replacement if a Temp is rejected by the client? Please include details such as the time it takes to replace, and the training plan for the new Temp.	<p>LanguageLine does not use temporary workers in the provision of language services.</p>

<div>14</div> <div>Does your company have a formal, published quality assurance program (measuring retention, job matching, performance of Temps on the job, etc.)? If yes, please provide details of the program and attach program documentation. If no, describe in detail the process your company intends to employ to ensure that NYS receives the best service and candidates possible.</div>	<p>Yes. LanguageLine has thorough, formal Quality Assurance plans for the provision of every service we offer (over the phone interpretation, video remote interpretation, onsite interpretation and document translation and localization.) Please also see responses to questions 5 and 6 above for further details.</p> <p>Translation:</p> <p>LanguageLine's performance standards are very straight-forward: Provide the highest quality deliverables, on time, every time. LanguageLine is both ISO 9001:2015 and 17100:2015-05 certified. As such, our Quality Assurance (QA) Specialists are vigilant in the review and validation of all deliverables, whether printed or online. In fact, LanguageLine performs comprehensive Quality Assurance procedures at every step in the translation and localization process. Rather than testing only a portion of the work product, however, we always utilize a 100% sample. As such, every-page, - word, - screen, and -function is tested or reviewed as appropriate...every time. QA is built into our process and is always complimentary.</p> <p>Prior to beginning every project, our engineering team analyzes the source materials to determine the number of words contained therein, amount and type of leveraging, as well as any special IT and workflow requirements.</p> <p>After the project plan is developed, our default linguistic process is to perform three distinct translation steps, each performed by a separate highly qualified linguist(s). These steps include translation, copyediting, and either proofreading or online review, as appropriate. Subject matter experts will be used as needed. To ensure the highest quality and consistency, we are also strong advocates of utilizing terminology lists, glossaries, and style guides. Once approved by your review team, the translated glossary becomes the basis for subsequent translations. Style guides that specify tone (formal verses conversational), hyphenation, formatting, units of measure, and "do not translate" requirements are also highly recommended.</p> <p>After translation, an automated QA check (inconsistencies, spelling, numeric inconsistencies, formatting, and correct terminology) will be performed. Translated and copy-edited content will be formatted by our desktop publishing (DTP) specialists to match the style and layout of the source content. Formatted target language deliverables are then checked for accuracy quality against the Source Language "Master" in a file-by-file comparison by our in-house QA Specialists. This dedicated team checks every word, every line, every screen, every function, and every page—every time. Any defects are returned to the DTP team for correction and are then checked for quality again. This is an iterative process that typically includes two to three passes. A final check is performed by the Project Manager prior to final delivery. This ISO certified workflow is fully customizable. Should the State of New York have unique needs or require additional procedures, LanguageLine will work with you to create a tailored process.</p> <p>In addition to our ISO certified workflow, LanguageLine takes many other steps to proactively prevent issues from arising. Each team member, whether translator, editor project manager, DTP specialist, QA specialist, etc. is continually measured in performance categories specific to their job function. Translation quality is maintained through the iterative review and editing steps, enabling translation team members to learn from colleagues and develop deep familiarity with each the State of New York team and partner agency's preferences for translation. This process is repeated with every project performed. Additionally, LanguageLine contributes to the professional development of each operations team member through performance metrics like customer satisfaction, on-time delivery, and adherence to budget. Employees also benefit from ongoing professional training and development.</p> <p>In the rare instance that an error is reported, our first step is to record the issue in our voice of the customer (VOC) system. This application is an integral component of our business system and is closely monitored by our Senior Management team. Once we understand the concern, an independent translator reviews the feedback reported by our client. In our experience, feedback most frequently meets one of the following:</p> <ul style="list-style-type: none">- Is either stylistic or preferential rather than a technical error,- Improves the translation, but does not reflect the source content,- Improves the translation, but does not correct an actual error,- Is not as good as our translation, but is not wrong, and- Introduces an error. <p>If an error is found in the independent review, we will fix it immediately at no additional cost to the State of New York. If the issue is preferential or stylistic, we will discuss our findings with the State of New York and determine what changes, if any, should be made. The ultimate resolution will then be documented in our VOC system, the root cause determined, corrective action documented, and any required process changes implemented.</p> <p>Interpreting – Consecutive and American Sign Language (Onsite):</p> <p>LanguageLine's Onsite division is ISO 9001:2015 certified and has a full quality management system in place. Through our Interpreter Intelligence portal, we ensure that only the most-qualified interpreters are assigned to the State of New York. Our portal has a tracking and rating system that helps us continuously monitor our interpreters' performance and clients' preferences. Interpreter Intelligence's rating system is dependent on our clients. Our clients' feedback on their experience with our interpreters is recorded and tracked through our portal in order help us identify the ideal interpreters for your future assignments as well as monitor interpreters that may benefit from our continuing education trainings.</p> <p>The portal also enables the State of New York to request a specific interpreter. This option gives an added layer of comfort in knowing you can request quality interpreters that you have worked with in the past. Interpreter Intelligence puts you in control. Your feedback is used to help all our clients so that we only maintain a roster of the most-qualified interpreters.</p> <p>If an interpreter receives negative feedback, we have implemented a strict two strike policy to ensure we do not employ repeat offenders. LanguageLine creates a written report and then contacts the interpreter to discuss areas of improvement. If an interpreter receives a second instance of negative feedback, we immediately will deactivate their account until further review or termination.</p> <p>Interpreting – over the phone and video remote</p> <p>LanguageLine is committed to providing our clients with the highest quality interpretation services available and we achieve this through a comprehensive quality assurance program that includes internal and external quality control processes. Our quality assurance program is multi-faceted:</p> <p>FACET 1: Ongoing Interpreter Observation/Monitoring. Because we are an on-demand service, the frequency of monitoring is contingent upon:</p> <ul style="list-style-type: none">- The interpreter's log in pattern and schedule- The language being interpreted. It is easier to "catch" our top requested languages because they have more volume than our rare languages. <p>Service observation conducted by the SLS focuses on:</p> <ul style="list-style-type: none">- Customer services skills: is the interpreter polite and helpful, does the interpreter follow instructions and open and close the call correctly.- Interpreting skills: is the interpreter accurate and complete, does the interpreter have command of both languages while interpreting, follow interpreting protocols, etc. <p>If the call is video, additional elements are observed:</p> <ul style="list-style-type: none">- Adherence to proper dress code and professional presentation- Use of required background and lighting- Proper body language and posture- Proper use of notepad feature <p>Senior Language Specialists (SLS) enter all scoring data into a central database for tracking and skill development.</p> <p>Senior Language Specialists Qualifications:</p> <ul style="list-style-type: none">- SLSs are selected from the interpreter pool based on their outstanding performance and tenure as interpreters.- Must complete an intensive New SLS Training Program where they are trained on monitoring techniques and best coaching practices.- Both new and tenured SLSs attend Coaching Labs as part of the Quality Assurance Department's continuing education efforts.- To further their continuing education, all SLSs complete external training on industry standards, industry best practices, interpreting and terminology updates as well as coaching style. <p>FACET 2: The Voice of the Customer Program (VOC). Our clients are encouraged to submit a VOC to commend an interpreter or whenever they are not satisfied with the customer service skills or the quality of the interpretation provided by our interpreters.</p> <p>Every VOC submitted on an interpreter with a negative comment is acted upon by Quality Assurance (QA). The nature of the issue is reviewed with the interpreter and follow-up observations are scheduled. Depending on the scores of these sessions an interpreter may receive additional coaching and development.</p> <p>FACET 3: Data Analysis and Trend Identification in the Service Observation Program. Our Interpreter Quality Assurance Department is always mining data from the service observations and VOCs for continuous improvement opportunities. Trends may reveal the need to:</p> <ul style="list-style-type: none">- Update interpreter glossaries with terminology to keep pace with clients' business needs (i.e. medical, financial, technological, etc.)- Reinforce industry priorities through interpreter training (i.e. best customer service practices when handling finance, insurance and medical calls and proper handling of disclosures)- Update interpreter reference materials relative to disclosures, as shared by our clients Increase awareness of emerging trends impacting our clients- Increase awareness of any client trends by hosting collaborative learning sessions as part of the continuing education effort, which provides a platform for interpreter forum and discussion with internal subject matter experts- Collaborate with clients to conduct call calibration/evaluation sessions <p>Video Quality Remote Agent Monitoring (ViQRAM)</p> <p>LanguageLine's patented ViQRAM augments the LanguageLine Quality and Operations teams with automated machine learning and artificial intelligence algorithms to observe the quality of our video interpreters in their work environment. With this capability, LanguageLine is able to validate the quality and consistency of our video interpreter services on numerous dimensions and provide coaching where appropriate.</p> <p>ViQRAM captures a single image of the LanguageLine interpreter during the greeting portion of the video call. Machine Learning tools are then trained by human LanguageLine QA experts evaluating against our quality standards on numerous dimensions. Thousands of images are made available daily for human and automated ViQRAM review for exceptions and coaching.</p> <p>It is important to note that the image of the Limited English Proficient customer is neither captured nor recorded and the audio from the Limited English Proficient and the interpreter is neither captured nor recorded. This is essential to maintaining 100% of our audit and compliance controls.</p>
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15	Does your firm check websites such as Department of Health, Office of Professional Medical Conduct, etc. for licensure and/or accreditation information when hiring/providing candidates for Health Occupations? If yes, please provide the website address(es) you check. If no, please describe how you validate credentials for these professions.	Not applicable, LanguageLine does not hire candidates for Health Occupations.
16	What is your current fill ratio?	Our fill ratio for onsite interpretation is 96.5%. Our call connect rate for over the phone interpretation is over 99.9% and our call completion rate is 99.99%. Our video call completion rate is over 96% and the remainder roll over to audio interpreters.
17	What is your current turnover rate for your temporary workers?	LanguageLine does not use temporary workers in the provision of its language services.
18	What type of programs do you have to limit absenteeism and turnover?	<p>To ensure high levels of job satisfaction and to minimize turnover, all LanguageLine employees, interpreters and linguists are encouraged to participate in ongoing Professional Development programs. Expert facilitators, with in-depth knowledge of each subject area, conduct ongoing training sessions.</p> <p>Our Interpreter Engagement program has a strong mentorship component, ensuring the ongoing competency of interpreters as well as helping ensure they remain satisfied in their roles at LanguageLine. Our Senior Language Specialists also provide coaching for interpreters who are newer to LanguageLine, ensuring that they are performing to the standards we maintain as well as enabling them to learn and grow into their roles.</p> <p>LanguageLine Solutions also provides interpreters with ongoing job education, connection to their network of colleagues and training to encourage job satisfaction through the following media:</p> <ul style="list-style-type: none"> LanguageLife Newsletter – monthly newsletter sent to all interpreters that includes tips, best practices, industry-related information, training updates, terminology, quizzes, and communications to help each interpreter improve their knowledge and skills. Glossaries – Print and online vocabulary-building references updated regularly to improve interpreter language skills and understanding across industries. At-a-Glance Dictionaries – words and terms definitions for quick and easy reference, revised frequently and distributed as electronic copies. Interpreter Chatter Groups – LanguageLine supported online communities that alert interpreters of important announcements, exchange relevant information, share experiences, relay ideas, and get feedback from each other and from our subject matter experts. We have seven Chatter Groups with over 7,000 members.
19	What is your current absenteeism rate for your temporary staff?	LanguageLine does not use temporary workers in the provision of its language services.
20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	<p>Some of the ways in which we ensure we can maintain these high fill rates/call completion rates and mitigate turnover include:</p> <p>Selective Recruiting: Our recruiting program for all interpreters (over the phone interpreters, video remote interpreters, and onsite interpreters), is very selective. Every step of our process, from interviewing, screening, testing and training, and background checks, ensures that we are only hiring individuals that we believe are right for the job: they must have the requisite qualifications, experience and overall abilities to support our clientele's needs. Not only does this ensure high quality of interpretation, but it also makes sure that our interpreters are the right candidates for the job and will be more likely to be satisfied with their work and thus remain with LanguageLine for a long time to come.</p> <p>Large Interpreter Workforce: LanguageLine has a network of thousands of interpreters to always ensure our customers are supported with interpretation promptly and efficiently.</p> <p>Continuing Education: LanguageLine provides continuing education opportunities for all of our interpreters, to ensure not only that they remain qualified to serve our clientele but also remain satisfied, efficient and capable of handling changing needs and requirements of their job.</p> <p>Mentorship & Engagement: LanguageLine's ongoing education practices for interpreters have a strong mentorship component. This helps ensure high levels of job satisfaction and mitigate turnover. LanguageLine also does a monthly interpreter newsletter that spotlights interpreter stories and achievements. Our interpreter intranet fosters a sense of community among the interpreters.</p> <p>Employee Interpreters: The majority of our calls (approximately 90%) are answered by employee interpreters. The benefits of using a network of employee interpreters to our company is that we can legally schedule our interpreters, which helps ensure better availability for our customers' calls. The benefits to our interpreters are, among other things, that they can participate in, and be compensated for, education and training opportunities.</p>
21	Do you subcontract any of your work to support excessive workloads, either via independent contractors or through other firms? Please describe your policies, your company's process and criteria for selection of subcontractors/suppliers (if applicable).	With a network of 16,000 over the phone and video remote interpreters, 5,000 translation linguists and a nationwide network of over 8,600 onsite interpreters, LanguageLine does not anticipate subcontracting work under this contract.
22	What are your recruitment policies?	<p>LanguageLine is an equal opportunity employer and has federal Affirmative Action Plans in place. Our recruitment policies vary based on the service type. More detail on our recruitment practices are included in our response to questions 1 and 2, above. Each service has a dedicated recruitment team that active searches for and recruits new candidates.</p> <p>Interpreters – Over the phone and video remote:</p> <ul style="list-style-type: none"> LanguageLine is committed to fielding the best interpreter pool in the world to meet the rising demand for language access within an increasingly complex language mix. Only LanguageLine Certified Interpreters have the privilege to interpret for our clients and the communities they serve Each and every interpreter, regardless of location or employee designation, must meet the same two stringent requirements needed to become a LanguageLine Certified Interpreter: Pass the Interpreter Skills Assessment test Successfully complete New Hire Orientation (NHO) <p>Interpreter Skills Assessment Tests (ISA): The Interpreter Skills Assessment (ISA) tests are rigorous six component bidirectional tests (English to target language, target language to English). The ISA tests industry-specific terminology accuracy and completeness by using the learned memory retention, note-taking and conversion skills, interpretation protocol, customer service skills and language proficiency. The Interpreter Skills Assessment was validated by Dr. Eddine Dahel, associate professor at the Middlebury Institute of International Studies. Dr. Dahel holds a doctoral degree in management sciences and specializes in quantitative analysis.</p> <p>New Hire Orientation: NHO consists of instructor-led and collaborative sessions that instill the professional standards for interpreter quality, ethics, confidentiality and customer service. It ensures consistency across all interpreting sessions.</p> <p>Interpreters – Consecutive and American Sign Language (Onsite):</p> <ul style="list-style-type: none"> While we are able to provide the widest array of onsite interpreters in the most cost-effective manner, what truly distinguishes LanguageLine Onsite is our dedication to quality. We maintain a staff of interpreter managers whose chief responsibilities are to recruit, hire, mentor and supervise oversee onsite interpreters. This level of oversight is unprecedented in our industry. Therefore, we fill every assignment with quality interpreters for an exceptional level of commitment, responsiveness, and dependability. LanguageLine Onsite has its own Interpreter Recruiting and Testing Department, which screens all new onsite interpreters working for us. We offer interpreter testing in subjects such as cultural competency, ethics, the role of the interpreter, HIPAA, and other confidentiality issues. Our company has distinguished itself by using a unique, three-step selection process conducted by our seasoned team of professional recruiters and testers. Our hiring qualifications for all onsite interpreters require fluency in English and the target language as well as training and experience in face-to-face interpreting, including knowledge of the Code of Ethics and Standards of Practice for onsite interpreters. Interpreters must have the ability to communicate with individuals from diverse backgrounds and be aware of cultural factors that may affect communication. Interpreters must have strong interpersonal skills, excellent customer service skills and the ability to interact with people of different cultures, religious beliefs, educational levels, and socioeconomic groups. <p>Written Translation Linguists:</p> <ul style="list-style-type: none"> As an ISO 17100 certified language service provider, LanguageLine is extremely selective when onboarding translators. Before a linguist can work for LanguageLine, they are rigorously screened by our linguistic recruiter and must pass a linguistic competency evaluation that is administered by us. As a part of this test, prospective linguists are asked to translate sample text based on their reported area of expertise. The resulting translation is then evaluated by one of our seasoned linguists for overall accuracy, subject matter comprehension, accuracy of technical terminology, consistency of terminology, syntax, writing style, possible mistranslation, and possible omissions. If the prospective linguist receives a positive evaluation, LanguageLine Document Translation generally begins a professional relationship by contracting for proofreading on small word count projects. The linguist remains in this role until their appraised body of work warrants escalating them to copyeditor and eventually translator.

23	Describe your implementation plan for initiating this program at NYS if awarded a contract. Include your company's plan for taking on a large volume of requests during the first phase of the contract. Such a plan may include transferring candidates from other contractors to your company's internal resource pool, partnering with additional subcontractors to meet NYS's needs and implementing the program.	<p>-----</p> <p>LanguageLine values our existing working relationship with the State of New York. By continuing to partner with LanguageLine, the State will benefit from uninterrupted access to a full suite of language solutions without the expense and time required of implementing a service with another provider. As a current provider, LanguageLine already has the resources in place to support the volume of requests from this contract. Our dedicated workforce management team uses long-term and short-term planning to ensure all staffing needs are met for the State.</p> <p>Should organizations within the State opt to implement new language solutions from LanguageLine, such as video remote interpretation, LanguageLine will continue to extend complimentary implementation services, including site needs assessments and training for your employees.</p> <p>These trainings can assist staff on using language identification materials, how to access an interpreter and how to most effectively work with interpreters, as well as provide technical assistance. It is worth noting that these implementation processes, training and language identification materials are available to the State at all times throughout the life of the contract.</p> <p>The following paragraphs contain a description of the complimentary implementation and training services that we will continue to offer to the State. LanguageLine customizes every implementation to the client, so the following is the standard processes we follow.</p> <p>Interpretation – over the phone and video remote:</p> <ol style="list-style-type: none">1. Client Assessment – meeting with client via phone to understand their language access program, challenges and roll-out objectives.2. Organizational Assessment – the process of understanding the size and physical layout of the organization to determine number of locations needing interpreting equipment and training.3. Develop and Coordinate Plan – the process of letting the client know the detailed plan for roll-out based on the findings and the needs of the client.4. Implement – roll-out of services, providing onsite or remote support and distributing or sending training materials and tools and interpreting equipment.5. Post-Implementation Report – a summary of the work and support completed which may outline any needed next steps. <p>End User Training</p> <p>The implementation team will work with the facility champion, who is the main contact person, and staff educator to coordinate all training needs for language access. Our implementation staff will make adjustments, if desired, so the training plan follows all facility protocols. The training content may be drafted with the champion to include any specific topic the champion would like to cover during the training process.</p> <p>Training on Language Services:</p> <ul style="list-style-type: none">How to identify the preferred language of the LEP to provide the appropriate language support and maintain compliance with regulatory requirementsHow to work effectively with a professional interpreter to ensure good communicationAny facility-specific policy that is important for staff to know the client requestsin-depth training for Director of Interpreting and related staffTrain the trainer classes for ongoing support <p>Training on How to Access Services:</p> <ul style="list-style-type: none">How to access LanguageLine over-the-phone interpretersBest practices for how to schedule an onsite interpreterTraining on online portal access to review historical, current, and future assignment requests for onsite interpreting servicesBest practices on how to submit a document or project for translationBest practices for scheduling testing or training services for bilingual employeesIntroduction and training of medical staff on video interpreting software and using it on video-enabled device(s). <p>Support Materials</p> <p>We provide complimentary support materials to educate your staff on how to properly utilize our services.</p> <p>Language Identification and Awareness Tools</p> <ul style="list-style-type: none">Language ID Guide – This is a brochure that contains the translation into 99 languages of the statement, "Point to your language. An interpreter will be called. The interpreter is provided at no cost to you." Also available as a flat laminated card, this tool aids end users in identifying the preferred language of the limited English proficient individuals they are assisting. The languages are grouped by geographical region of the world where they are most commonly spoken. The English equivalent is also listed so that staff can identify the correct language.Language ID Poster and Desktop Display – They contain a translation into 20 languages of the statement, "Point to your language. An interpreter will be called. The interpreter is provided at no cost to you." The purpose of both tools is to alert limited English proficient individuals about the availability of Interpreter Services at your organization and to aid end users in identifying the preferred language of the limited English proficient individuals they are assisting. These tools are available as an 18" x 24" poster and an 8 1/2" x 11" self-standing display. <p>Interpreter Access Tools</p> <ul style="list-style-type: none">Quick Reference Guides (QRG) – A variety of tools for easy reference that contain instructions specific to your organization on how to access an interpreter.QRG Postcard – This postcard can be kept near a phone or computer or posted on a bulletin board or in other key areas. (4" x 6" card)QRG Wallet Card – This card can be kept in a wallet or slipped inside an ID pouch. (Business card size)QRG Flyer – This is available electronically to allow for the options to distribute via e-mail or as a hard copy to post on bulletin boards or in other key areas. (Electronic version of an 8 1/2" x 11" sheet)QRG Badge – This durable plastic card with a slot can be attached to an ID badge so it's always handy. It can hang either vertically or horizontally. (A 3 3/8" x 2 1/8")QRG Label - This label can be placed on or near phones, on the back of an ID Badge, or in other key areas. (A 1 1/4" x 2 5/8" vinyl label) <p>Written Translation:</p> <ul style="list-style-type: none">LanguageLine's dedicated Account Management team will prepare a comprehensive Implementation plan that addresses four primary objectives:Transfer of linguistic assets: Coordinate the transfer of files including existing translation memories, style guides, and terminology lists for future translation projects.Implementation meetings: Conduct a mapping of groups within the State of New York, including each group that is likely to request translations to establish meetings with the key stakeholders within each group. The purpose of these Implementation meetings will be to document the group's needs, understand their objectives and expectations, and ensure the transition is smooth from their perspective.Creation of workflow documentation: For each group, the translation/localization workflow will be documented to serve as a baseline for future process optimization.Technology documentation: Hold Implementation meetings with the department's compliance and IT representatives to discuss security, develop the technology solution that best supports the various groups' workflow requirements, etc.During the initial phase of Implementation, leaders from our account, project management and technical teams will invest the time needed to document, test and Implement the workflows necessary to meet the State of New York's needs. <p>Interpreters – Consecutive and American Sign Language (Onsite):</p> <p>The Account Management team will be joined by the Onsite Implementation team as well as the key stake holders to develop the implementation project plan. Preparation for deployment of Onsite interpreting for the State of New York would consist of three phases:</p> <ol style="list-style-type: none">1. Identification of onsite needs by location and by language: While we currently provide onsite interpreting service in over 240 languages, this process will determine what additional resources are needed, if any, for language coverage.2. Identify most effective means for requesting onsite services catered to your specific needs:<ol style="list-style-type: none">a. Online scheduling portal access – The State of New York can place onsite service requests directly through a secure online scheduling portal.b. Email requests – The State of New York can place onsite service requests via email to our Onsite Scheduling team.c. Contact the Onsite Scheduling team - Live scheduler available 24/73. Training of personnel and distribution of support tools:<ol style="list-style-type: none">a. Initial training and ongoing support for State of New York requesting onsite services.b. Training on online portal access to review historical, current, and future assignment requests.c. Support tools provided for requesting onsite services that are catered to your specific needs.
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