ATTACHMENT 5 - BIDDER INFORMATION QUESTIONNAIRE

Solicitation Specific Questions

Bidder Name:	**Lionbridge Technologies, LLC**

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

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.	In Lionbridge's 35 years of experience providing telephonic interpretation to our federal, state, and local government clients, Lionbridge's recruitment team has developed a thorough selection, initial screening, and hiring protocol that allows us to maintain the language service industry's largest network of qualified interpreters. Lionbridge's process of selection, screening, and hiring interpreters are described below. **Selection of Interpreters** Lionbridge's recruitment methodology relies on a unique combination of outreach to our existing network of linguists, networking within industry and community organizations, and leveraging technology that makes our process efficient and wide-reaching. The value of leveraging our pool of over 10,000 linguists is that our existing interpreters are often members of community and industry organizations with cultural, ethnic, and linguistic focuses. Lionbridge incentivizes our existing interpreter network to become "ambassadors" in these communities and organizations to refer qualified candidates. In fact, because of this strategy, our team has recruited qualified candidates for incredibly rare dialects – from West African tribal languages such as Akum (spoken by 1,400 people) and Nda'nda' (spoken by 10,000 people) from Cameroon to Latin American indigenous languages such as Awakateko (spoken by 18,000 people) and Eastern Jakalteko (spoken by 11,000 people) from Guatemala. Lionbridge also connects with new candidates via online job boards, industry forums, as well as through social networking tools (LinkedIn), local recruitment events, and interpretation industry job fairs. By virtue of our standing in the industry, Lionbridge also receives approximately 50 unsolicited linguist applications through our website every week. Our website automatically screens applicants for the baseline requirements below (citizenship status, clearance status, language, location, and more) and forwards any likely candidates to a recruiter for the evaluation and testing described below. **Initial Screening of Interpreters** Prior to undergoing Lionbridge's proprietary screening and testing process for interpretation skills described below, our recruitment process will screen each interpreter application to ensure that they meet all of the following baseline requirements: •College or university degree or equivalent •Fluency in both target language and source language •Professional experience in the education or interpretation field •Criminal history check •Additional qualifications •Professional References •Residency requirements **Hiring of Interpreters** Once an interpreter candidate successfully passes the initial baseline requirements above, Lionbridge requires all interpreter candidates to undergo our proprietary testing that verifies fluency in both English and the target language, their interpretation skills in a variety of industry scenarios, and knowledge of HIPAA and confidentiality protocols. If interpreters successfully pass these tests, then they will be hired and begin work for Lionbridge following a new interpreter orientation.
2	What are your testing, training and orientation programs for temporary workers?	For the interpreter candidates who successfully meet the baseline requirements above, Lionbridge's recruitment team will administer a screening that will verify the candidate's language skills qualifications and includes an English abilities test. Following completion of this screening, the candidates must then undergo Lionbridge's interpretation test – administered in all languages, not just the most common ones – which verifies a candidate's skills and fluency in both English and the non-English language, as well as their interpretation skills. As a key component of our training, Lionbridge's interpretation test assesses a prospective interpreter's consecutive interpretation skills by using material taken from authentic interpretation scenarios. A key module of our training includes terminology and scenario-based testing in a variety of settings, including education, medical, healthcare, human services, and social services vocabulary. Our professionalism training module also trains our interpreters to be emotionally neutral, unbiased, and work with the caller for a seamless and efficient call completion. Our interpreters agree in their code of conduct (which all interpreters must sign) to work only from closed and quiet rooms, ensuring there is no background noise or disruption to the interpretation or call. We monitor interpreter professionalism, and ensure that interpreters maintain the training protocol, through leveraging our live call monitoring program, explained in further detail below. **Language Test Components** The chart below shows the Lionbridge testing process that all interpreters must undergo before performing services for our clients. •Consecutive Interpretation •Interpretation Skills Test •How to Manage the Interpretation Session •Medical Interpreter Training •Knowledge of Untranslatable Words •Section 504, ADA, and CLAS Testing •Bidirectional Site Translation •Graded on English and non-English Skills •Designed by nationally recognized, independent outside testing experts to meet and exceed the rigor of the certification exam of the National Center of State Courts •Cultural Awareness Training •Test administered in all 380 languages •Terminology tested for all industries •Telephonic Interpretation Skills and Practice •24/7 Continuing Education •Customer Specific Training •Ethics, Protocol, and Best Practices •Confidentiality and Privacy Agreements •Cultural Awareness Training

		•Simultaneous Interpretation Master Class •Advanced Note-Taking **Interpreter HIPAA, Confidentiality, and Privacy Training for Interpreters** Maintaining confidentiality represents Lionbridge's highest priority on our government contracts. From an operational/process perspective, absolutely no calls are recorded or stored from Lionbridge's team. Lionbridge interpreters are prohibited from recording or storing any customer information interpreted during a call. From a personnel perspective, to maintain confidentiality and protect all PHI and PII, Lionbridge interpreters must pass an background check screening, undergo a rigorous Ethics and Protocol Test, agree to our code of conduct, successfully pass our internal medical training and certification process, and sign our Business Associates Addendum (BAA) all before starting with Lionbridge. Following the successful completion of the initial certification process described above, a qualified interpreter will then be administered our Ethics and Protocol test, to demonstrate a complete understanding of best practices, ethical standards, and the importance of confidentiality and protection of Personally Identifiable Information (PII) and health information. If an interpreter passes Lionbridge's Ethics and Protocols test, the linguist candidate must then sign and agree to our interpreter code of ethics and confidentiality statement. In our code of ethics, we outline what constitutes personal information, including personal health information (PHI), and require that the interpreter make no record of this information and to maintain its confidentiality. After passing our Ethics and Protocols test, and signing our code of ethics, interpreters must also sign our BAA which certifies linguists' ability to remain compliant with HIPAA regulation. Lionbridge's BAA provided to all interpreters covers: •Definition of PHI/PII •Prohibited uses and disclosures of PHI/PII •Safeguards required for protecting PHI/PII •Privacy obligations •Compliance with HIPAA Provisions
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.)?	While Lionbridge agrees to provide the background checks specifically requested within the RFP, our standard background check for all interpreters will include the following and come at no additional cost to the State of New York: •Single County Criminal Recommendations oFelonies and misdemeanors at county level •Criminal Super Search oValidated multi-state criminal search (includes Nationwide Sex Offender Registry). •Terrorist Search oRecords on persons associated with fraud, terrorism, drug trafficking, or weapons of mass destruction. •Federal Criminal Records Recommendations oFelonies and misdemeanors at federal level •SSN Verification oVerifies that the SSN provided was issued by the SSA, includes issuing state, time frame of issuance, and an address history.
4	Do you agree to perform the background checks as identified in the Solicitation as requested?	Yes. Lionbridge agrees to all background checks as identified in the solicitation as requested.
5	How do you track individual resource performance? How does your firm reward good job performance by your temporary workers? Conversely, what types of disciplinary action does your firm use?	To ensure that Lionbridge's interpreters' performance meets quality standards and provide all New York customers with a quick, clear, and accurate interpretation, our Quality Assurance and Operations teams conduct a live call monitoring program. With the State's approval, Lionbridge's team will monitor a percentage of all calls for quality assurance purposes. No calls will be recorded, and no customer information will be retained in our system. The quality assurance program is 100% live monitoring and compliant with HIPAA requirements. Monitors join the calls live but remain muted throughout and do not in any way interfere with the call in progress. Lionbridge's Quality Assurance team uses strict evaluation forms that are integrated with our telephony platform and linked with the specific call information of the evaluated call. The score sheets allow us to link quality evaluations and scoring functionality to specific calls and rate the interpreter's performance across several different categories such as: •Knowledge and compliance of HIPAA regulations and code of conduct •Knowledge of vocabulary; specialized terminology •Accuracy and effectiveness of interpretation •Preparedness for calls •Lack of background noise and disturbances •Memory Retention •Tone, rhythm, and accuracy •Observance of customer procedure/protocol when applicable •Level of professionalism in interactions with the customer and LEP The score sheet will then be uploaded into the interpreter's master record. Interpreters whose evaluations were marked for additional training or Quality Assurance follow up are then contacted by a member of the QA team for further training and counseling. Interpreters who were marked for a positive performance will be contacted by our management team and recognized for their exceptional performance. An internal team meets on a regular basis to review scores and interpreter performance and makes proactive decisions regarding ongoing relationships with resources based upon evaluation metrics.
		As part of our overarching quality control and program management plan for over the phone interpretation contracts, it will be Lionbridge's Program Manager's responsibility to consistently monitor key performance indicators of an agreement with the State of New York. The key performance indicators that our Program Manager monitors for, and our operations teams act upon, are found below. This list is not exhaustive but does include key components of how Lionbridge measures the success and customer satisfaction on our over the phone interpretation contracts. •Fulfillment rate •Connection Time •Average Speed to Answer •Dropped call rate •Interpreter performance •Customer complaint rate •Program Management •Interpreter Quality •Timely Complaint Resolution

6	Do you have program(s) in place for quality assurance, customer satisfaction, and performance measurement? If yes, please describe.	Performance Standard: Average Connection Time Expected Performance Standard: 5-10 seconds for Spanish / Under 15 seconds for all languages Mechanisms to Ensure Standards are Met: Two-week sprint methodology examines benchmarks and makes adjustments as needed Responsible Party: Program Manager, Resource Management Team, Recruitment Team Performance Standard: Fulfillment Rate and Language Coverage Expected Performance Standard: 99.9% fulfillment rate for Spanish / Over 99% fulfillment rate across all 380 available languages Mechanisms to Ensure Standards are Met: Two-week sprint methodology examines benchmarks and makes adjustments as needed Responsible Party: Program Manager, Resource Management Team, Recruitment Team Performance Standard: Dropped Call Rate Expected Performance Standard: Less than .5% dropped call rate Mechanisms to Ensure Standards are Met: Dropped Call Minimizer Program monitors interpreters' connectivity and removes interpreters who do not meet connection standards. Responsible Party: Program Manager and Development Team Performance Standard: Interpreter Accuracy and Quality Expected Performance Standard: 99.5% of all interpreters randomly monitored by our QA team during live calls pass their assessment Mechanisms to Ensure Standards are Met: Lionbridge's internal certification and qualification process described within this proposal ensures that only trained and experienced interpreters field calls on behalf of Lionbridge Responsible Party: Program Manager and Quality Assurance Team Performance Standard: Call to Complaint Ratio Expected Performance Standard: In the last 12 months, Lionbridge has maintained a 99.99% call success rate, meaning that only .01% of all calls result in a customer complaint Mechanisms to Ensure Standards are Met: Lionbridge's quality assurance team monitors a percentage of all calls to verify interpreter performance and professionalism Responsible Party: Program Manager and Quality Assurance Team Performance Standard: Translator Glossaries and Resources Expected Performance Standard: 24/7/365 available online training portal offered to all Lionbridge interpreters Mechanisms to Ensure Standards are Met: Lionbridge's quality assurance and resourcing team provides more than 40 hours of medical interpretation training, CLAS standards training, medical terminology, medical/client-specific glossaries, and more. Responsible Party: Program Manager and Resource Management Team Performance Standard: Timely Complaint Resolution Expected Performance Standard: All complaints addressed within hours and resolved in their entirety within 1 business days Mechanisms to Ensure Standards are Met: A dedicated Lionbridge Program Manager is available to respond to feedback during business hours. A support email address will be provided for any after-hours support. Lionbridge's proprietary feedback database, the Customer Care Database (CCDB), will be leveraged to monitor and log any complaint from NY. Responsible Party: Program Manager and Resource Management Team Performance Standard: Program Management Expected Performance Standard: Designated POC for all concerns and 24/7 coverage Mechanisms to Ensure Standards are Met: Program Manager David Clegg and 24/7/365 operator support Responsible Party: Program Management Performance Standard: Confidentiality Expected Performance Standard: Ensure that Lionbridge's interpreters maintain confidentiality, privacy, and respect during conversations Mechanisms to Ensure Standards are Met Lionbridge's interpreter HIPAA, Confidentiality and Privacy Testing. Live QA Monitoring to ensure standards are followed Responsible Party: Program Manager, Quality Assurance Team, and Interpreter Training Team
7	What process do you follow to ensure the proposed resumes meet your client's request?	Lionbridge's telephonic interpreters all undergo the testing and qualification process described above. If the New York State agency has specific requests for interpreter experience or qualifications, our team retains the ability to ensure we meet that request as best as possible.
8	How do you schedule engagements?	While all of Lionbridge's services are on-demand and as-needed, if the need ever arises for a scheduled telephonic interpretation session, New York clients can schedule telephonic interpretation sessions in several ways, including any of the below. ▪Contacting your Program Manager oYour Program Manager will be available around the clock via email or phone oNYS will also be given a dedicated Lionbridge email alias for scheduling requests monitored 24/7/365 ▪Contacting our 24/7/365 Customer Service Operators ▪Leveraging our online accessible platform for scheduling requests, noted below Please note that NYS should have the requested date, time, duration, and language available to provide to Lionbridge and our team will confirm availability.
9	Do you have an electronic system for scheduling? If yes, please describe.	Yes, Lionbridge offers an online scheduling platform for NYS customers to place, schedule, and monitor the status of scheduled telephonic interpretation requests. Lionbridge's scheduling platform "InterpBridge" is available 24/7/365, where New York employees can select the date, time, duration, language, and any other relevant details for their session. Confirmation of receipt and the instructions will be sent to the email ID tied to the account.
10	What processes do you use to ensure seamless service by subcontractors to NYS?	Lionbridge does not leverage any subcontractors in the execution of this contract.
11	How do you maintain and track unallowed and preferred candidate lists for your clients?	Lionbridge's platform and recruitment team ensures that all NYS clients are able to connect calls with interpreters that have the requisite experience, training, and qualifications to meet their need. This includes the ability for our platform to route agency calls to specific pools of interpreters for clients based on industry, experience levels, and more.

12	What is your escalation and resolution policy (in case an issue or emergency arises)?	Lionbridge assigns NYS with a Program Manager available 24/7 to respond to any service-related complaint or question and a team of 24/7/365 customer service support agents available to respond to any inquiry or issue within minutes. Although Lionbridge takes every measure necessary to prevent customer complaints, we do understand that complaint escalation and resolution of any service-related issue is a critical aspect of executing this scope of work. As such, we provide our government clients with the ability to submit complaints, criticisms, or comments in a variety of ways, and have them be resolved in a timely, efficient, and professional manner. Lionbridge will also use its proprietary Customer Care Database (CCDB) to track and respond to any New York concerns. The CCDB contains automatic escalation procedures: if an incident is not resolved by its owner within prescribed time periods, that incident automatically appears on the next-level manager's daily email report and proceed up the chain to corporate executive leadership. Lionbridge's CCDB tracks both the issue and the resolution and must be approved by Director of Operations Allie Fritz. In the event that an incident is not resolved and approved within 5 days, a report automatically is sent to Managing Director Jerry Wish and Lionbridge's management team. The unique value of the CCDB is that it builds in accountability and immediate escalation. It also allows Lionbridge management to create and monitor reports of issues over time, gain insight into trends, and take corrective action. Results of corrective action will be reported back to New York at scheduled meetings or, in the case of urgent issues, immediately by the Program Manager.
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.	If a New York agency requests for an interpreter to be removed from the eligible pool of linguists, our team would be able to remove the interpreter and replace the linguist immediately. Lionbridge retains an interpreter pool of over 10,000 linguists ensuring adequate coverage for all New York agencies.
14	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.	To ensure that Lionbridge's interpreters' performance meets quality standards and provide all New York customers with a quick, clear, and accurate interpretation, our Quality Assurance and Operations teams conduct a live call monitoring program. With the State's approval, Lionbridge's team will monitor a percentage of all calls for quality assurance purposes. No calls will be recorded, and no customer information will be retained in our system. The quality assurance program is 100% live monitoring and compliant with HIPAA requirements. Monitors join the calls live but remain muted throughout and do not in any way interfere with the call in progress. Lionbridge's Quality Assurance team uses strict evaluation forms that are integrated with our telephony platform and linked with the specific call information of the evaluated call. The score sheets allow us to link quality evaluations and scoring functionality to specific calls and rate the interpreter's performance across several different categories such as: •Knowledge and compliance of HIPAA regulations and code of conduct •Knowledge of vocabulary; specialized terminology •Accuracy and effectiveness of interpretation •Preparedness for calls •Lack of background noise and disturbances •Memory Retention •Tone, rhythm, and accuracy •Observance of customer procedure/protocol when applicable •Level of professionalism in interactions with the customer and LEP The score sheet will then be uploaded into the interpreter's master record. Interpreters whose evaluations were marked for additional training or Quality Assurance follow up are then contacted by a member of the QA team for further training and counseling. Interpreters who were marked for a positive performance will be contacted by our management team and recognized for their exceptional performance. An internal team meets on a regular basis to review scores and interpreter performance and makes proactive decisions regarding ongoing relationships with resources based upon evaluation metrics.
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.	100% of all Lionbridge's healthcare interpreters will have undergone our internal certification process described within this proposal, which prepares them for the medical call content handled by both the State of New York and other healthcare customers. Our interpreter certification process described above was created in coordination with language service industry experts from industry organizations such as the American Translators Association, Interagency Language Roundtable, and more. In addition to our internal certification process, Lionbridge's existing pool of linguists have worked within the government and healthcare interpretation field on an average of over 13 years. Lionbridge interpreters can also hold certifications from outside certifying agencies like the ATA, CCHI, State Courts, and others, but 100% will have taken and passed the test described above.
16	What is your current fill ratio?	Lionbridge fills over 99.9% of requests for Spanish interpreters and over 99% of all requests across all 380 offered languages.
17	What is your current turnover rate for your temporary workers?	The average Lionbridge interpreter has worked with our team on an average of more than 13 years. Absenteeism and turnover are not issues that affect telephonic interpretation services for Lionbridge because we have an available pool of over 10,000 linguists.
18	What type of programs do you have to limit absenteeism and turnover?	Lionbridge retains a pool of over 10,000 qualified, trained, and tested linguists that perform over the phone interpretation services for our government clients. To ensure we are retaining the most qualified interpreters, rewarding exceptional performance, and engaging interpreters on a regular basis, our resource and recruitment team leverage the following mechanisms: •Regular QA monitoring of interpreter performance •Monthly interpreter engagement newsletters containing information about client performance, feedback, more •Online training portal containing suite of interpreter training modules, glossaries, client specific training •Industry specific training modules to prepare them for specific fields •Employee of the quarter awards and other recognition •Regular interpreter performance review sessions with Quality Assurance and Resource teams
19	What is your current absenteeism rate for your temporary staff?	The average Lionbridge interpreter and employee has worked with our team on an average of more than 13 years.

20	What policies/processes do you use to maintain high fill rates and to mitigate high turnover rates?	It will be Lionbridge's Program Manager and entire our account management team's responsibility to monitor an interpretation and translation services agreement and ensure that we routinely meet or exceed the performance benchmarks for, but not limited to: •High fill rates •Interpreter Availability •Average Connection Time Lionbridge's two-week sprint recruitment methodology, in coordination with the monitoring of our Program Management team will ensure that more than adequate resources are in place and the performance measures described above are consistently either met or exceeded. **Step 1: Collect Performance Data** •Collect and evaluate performance data from the NYS contract, including: oConnection times oTurnaround Time oFulfillment rates oPeak times of usage oLanguage mix **Step 2: Analyze Performance** •Program Manager and Resource Team determine any NYS-specific needs oAdditional resources oPrioritization of calls oAdditional training for interpreters **Step 3: Recruit and Monitor** •Program Manager and Resource Team will: oRecruit additional resources (linguists) oMonitor performance statistics to see if there is notable improvement oReport results back to NYS during regularly scheduled meetings
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).	Lionbridge does not leverage any subcontractors.
22	What are your recruitment policies?	Due to the recruitment, training, and engagement infrastructure in place, Lionbridge will provide the NYS with an abundance of interpreter capacity, the financial strength and stability to consistently add language resources, and the requisite organizational infrastructure to foresee NYS language trends, and rapidly ramp up over the phone interpretation services during any unexpected natural disasters, pandemic, or infrastructure issues. Although Lionbridge retains an existing network of 10,000+ qualified experienced linguists in over 380 different languages, the Lionbridge model of service delivery consistently adds to this pool based on language trends, surges, and expected volume spikes. As an important note, Lionbridge's team retains linguists and networks in some of the world's most lesser known and indigenous languages, which further helps school districts like NYS ensure equitable communications with families speaking those languages. For Lionbridge, interpreter recruitment and engagement of our existing pool is not a reactive process to customer needs: it is an ongoing proactive effort, driven by our projections of client requirements in the coming years and months in order to ensure that government contracts consistently have the languages covered, interpreters available, and are able consistently deliver public resources. Lionbridge's on-going recruitment methodology relies on outreach to our existing network of resources, networking within new different linguistic communities, and leveraging technology that makes the process efficient and wide-reaching. The value of leveraging our pool of over 10,000 linguists is that our interpreters are often members of community and industry organizations with cultural, ethnic, and linguistic focuses. Lionbridge incentivizes our interpreter network to become ambassadors in these communities/organizations and to locate qualified candidates. In fact, as a result of this strategy, our team has recruited qualified candidates for incredibly rare languages – from West African tribal languages such as Akum (spoken by 1,400 people) and Nda'nda' (spoken by 10,000 people) from Cameroon to Latin American indigenous languages such as Awakateko (spoken by 18,000 people) and Eastern Jakalteko (spoken by 11,000 people) from Guatemala. Regardless of how an interpreter reaches Lionbridge's interpreter recruitment process, all interpreters must undergo and successfully pass the rigorous interpretation certification process described below to prepare them to serve on our government contracts.
		As soon as a contract is finalized between NYS and Lionbridge, your assigned Program Manager will work with the NYS team to ensure that the accounts to receive all services are customized and hand tailored to specifications. The account creation and customization process will typically take less than two weeks and can be expedited if required. The below includes Lionbridge's proposed implementation activity, the responsible party for coordination, and the estimated timeline for completing the implementation activity. •**Implementation Activity:** Contract Award oResponsible Party: New York State oTimeline: TBD •**Implementation Activity:** Kick-off meeting with NYS; review implementation schedule & next steps oResponsible Party: Program Manage David Clegg, to include Telephonic Operations Manager, Resource Manager, and Director of Operations oTimeline: Contract Award •**Implementation Activity:** Internal kick-off meeting/review of resource requirements oResponsible Party: PM David Clegg, Resource Manager, Telephonic Operations Manager, Quality Assurance Manager, Director of Operations oTimeline: One day after contract award •**Implementation Activity:** Receive/compile NYS Agency-specific glossary and terminology information oResponsible Party: RM & QA Manager oTimeline: Two days from contract award •**Implementation Activity**: Craft NYS-specific interpreter training oResponsible Party: QA Manager & QA team

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.	oResponsible Party: QA Manager & QA team oTimeline: Two days from contract award •**Implementation Activity:** Account/contact creation in database oResponsible Party: PM oTimeline: One day from contract award •**Implementation Activity**: Craft customized reports oResponsible Party: PM & Development team oTimeline: Three days from contract award •**Implementation Activity**: Finance status check to ensure readiness of invoicing docs. & payment processes oResponsible Party: PM & Finance Manager oTimeline: Three days from contract award •**Implementation Activity:** Conduct interpreter training/information dissemination oResponsible Party: QA Manager & QA team oTimeline: Three days from contract award •**Implementation Activity:** Internal status check meeting oResponsible Party: PM, Telephonic Ops. Manager, RM, QA Manager, Ops. Director oTimeline: Three days from contract award •**Implementation Activity:** Test IVR's oResponsible Party: Telephonic Operations Manager oTimeline: Three days from contract award •**Implementation Activity:** Craft NYS user guides oResponsible Party: PM oTimeline: Three days from contract award •**Implementation Activity:** Conduct NYS end-user training oResponsible Party: PM oTimeline: Four days from contract award •**Implementation Activity:** Go-live oResponsible Party: Lionbridge and NYS oTimeline: One week from contract award •**Implementation Activity:** Internal status check meeting oResponsible Party: PM, Telephonic Ops. Manager, RM, QA Manager, Ops. Director oTimeline: Weekly •**Implementation Activity:** Monthly or Quarterly Lionbridge – NYS Meetings oResponsible Party: PM and NYS oTimeline: Monthly