Learning and Development Services
for the State of Indiana, Department of Administration

Attachment F- Technical Proposal
Request for Proposal 24-77693
Due Date: January 23, 2024

Submitted by:
Conduent State Healthcare, LLC
100 Campus Drive, Suite 200E
Florham Park, NJ 07932

Table of Contents

List of Figures

List of Tables

RFP 24-77693
Learning and Development Services
Attachment F - Technical Proposal

Respondent:	Conduent State Healthcare, LLC

Instructions:

Request for Proposal (RFP) 24-77693 is a solicitation issued by the State of Indiana in which organizations are invited to compete for a contract amongst other respondents in a formal evaluation process. Please be aware that the evaluation of your organization's proposal will be completed by a team of State of Indiana employees and your organization's score will reflect that evaluation. The proposal evaluation can only be based on the information provided by the Respondent in its proposal submission. Therefore, a competitive proposal will thoroughly address all components of the Scope of Work (SOW). The Respondent is expected to provide the complete details of its proposed operations, processes, and staffing for the scope of work detailed in the RFP document and supplemental attachments. The proposal must address all training requirements for new and existing state and contractor staff, including training materials, vital position qualifications, training processes, training delivery, and performance standards.

Please review the requirements in **Attachment K** Scope of Work carefully. Please describe your relevant experience and explain how you propose to perform the work. Respondents are encouraged to submit proposals addressing DFR's goals that go beyond the general project requirements set forth in **Attachment K** of this RFP. For all areas in which subcontractors will be performing a portion of the work, clearly describe their roles and responsibilities, related qualifications and experience, and how you will maintain oversight of the subcontractors' activities.

Please use the yellow shaded fields to indicate your answers to the following questions. The yellow fields will automatically expand to accommodate content. Every attempt should be made to preserve the original format of this form. Technical proposals have page limits and specifications as listed in Section 2.4 of the RFP main document. **A completed Technical Proposal is a requirement for proposal submission. Failure to complete and submit this form may impact your proposal's responsiveness.** Diagrams, certificates, graphics and other exhibits should be referenced within the relevant answer field and included as legible attachments. Please limit your response to 250 pages including any attachments.

1	**Section 1.0 – Introduction (Overview/Executive Summary)** Provide an overview/executive summary of your proposal.

DFR has counted on Conduent to deliver quality training services for the Eligibility Operation for over 14 years. Together, we've addressed challenges such as the Public Health Emergency and continued to deliver engaging and effective training to learners to support Hoosiers with applying for and receiving benefits. Each day, our highly qualified and experienced team works collaboratively with you to support the success of learners through the development and delivery of customized training curriculum for instructor-led virtual and in-person training classes to support State and Eligibility Operation vendors. Our dedicated team takes great pride in supporting DFR and understands the importance of the training services we deliver to support DFR and our fellow Hoosiers.

DFR Benefits with Conduent:

- No transition risk or ramp up with continuity of service
- Collaborative partnership
- Unparalleled team with training and eligibility expertise
- History of quality and meeting performance metrics

Background

As an industry recognized training leader named to the Training Industries Top 20 Training Companies for 18 consecutive years, and with some of the largest and most recognized names in the US as customers, DFR can be confident in our capabilities and the effectiveness of our learning and development services. DFR benefits from the more than 50 years of experience Conduent brings from supporting health and human services agencies nationwide as well as our direct experience delivering training services to DFR for the past 14 years. No other vendor brings the level of experience we do. And no other vendor has a team that has more than 400 collective years of working directly with DFR. We are proud of our long history of successfully supporting the DFR Eligibility Operation and we thoroughly enjoy and care about the work that we do – and it shows.

We bring experience from programs of similar size and scope that we have initiated in other states that we will bring to Indiana working collaboratively with your team. Several of these successful programs have been initiated with our references which can attest to our innovative and collaborative approach to delivering highly effective and engaging training services.

Unparalleled Learning and Development Services Team

At the center of our learning and development services approach for DFR is our Indiana DFR Eligibility Operations training subject matter experts that understand the Eligibility Operation in its entirety. While some vendors bring training experience and others bring eligibility experience, no other vendor brings the expertise in training and eligibility along with our direct experience supporting Indiana public assistance programs and DFR which is a clear differentiator with Conduent.

Our Learning Development Manager, Roberta Catmull, has extensive experience in several areas of the Eligibility Operation and is your main point of contact. Roberta will continue in that role working

closely with DFR as she does today. Our team of knowledgeable and skilled Learning and Development (LD) Specialists have more than 230 years of collective experience supporting DFR as they are all former Eligibility Specialists and have and graduated from training classes and performed the same work on which they are training learners - this degree of experience cannot be matched by another vendor. The foundational knowledge and hands on experience gained through the training process and performing the job responsibilities by providing timely and accurate customer service to Hoosiers as an Eligibility Specialist provides a path for a successful trainer. These LD Specialists are passionate about the work they do and truly care about the quality of their training and the success of learners as they want their graduates to be able to assist Hoosiers competently and compassionately. Our content development team, including our WBE subcontracting partner Koehler Partners, has 77 years of direct experience with DFR and extensive knowledge of the RCC, CCC, benefit recovery, hearings and appeals, and Local Office and FSSA policy This team is supported by our leadership team including ███████████, Senior Delivery Manager who has worked directly with DFR for 14 years and ███████████, Account Manager who has extensive customer care and training experience, have clear and direct lines of authority reporting up through our Eligibility and Enrollment and Operations leadership teams to our CEO, Cliff Skelton.

Consistent Record of Successful Performance

With our proven record of meeting all performance metrics during the term of the current contract, DFR can feel confident in our ability to meet all performance requirements of the RFP. We are proud of our performance record and will continue to support you and other DFR Eligibility Operations Service contractors by streamlining the quality standards, continuously improving and enhancing the learning experience. Through our close collaboration with DFR, we consistently have been able to add new classes, demonstrating our ability to fulfill your training requirements and support DFR with engaging and effective training services upon request, even during periods of high volume – we have not missed a performance metric in our history of providing training services to DFR. The evidence of our strong performance is provided to DFR each month in the Performance Metrics section of the Training Services Monthly Performance Report (MPR) for FSSA/DFR and in the Quality Metric Management Plan (QMMP). This plan is presented and reviewed and any changes in performance standards are discussed and documented.

In the past five contract years, **we have conducted 478 classes with over 7,700 graduates**, meeting the required state competency tests on the first or second attempts. In the most recent contract year, we conducted 160 instructor-led classes with 2,581 graduates. Compared with the first year of our current contract, with 71 classes with 1,028 graduates, we've responded positively to a significant increase in demand while maintaining quality. We've never not been able to fulfill a class and have always been able to add in a class in a timely manner. We've worked collaboratively with you to continually improve curriculum and delivery, applying adult learning concepts to promote engaging and effective learning with our constant focus on quality. We are working to reduce training timeframes through self-directed learning for highly motivated learners. Our ability to rapidly respond to the increased demand for classes and our continued curriculum changes to support today's

learners demonstrates we have the flexibility and capability to support you through changes and challenges into the future.

Unwavering Commitment to Quality

Our approach to Quality Assurance leverages the experience and success of our current team and operating model to meet the requirements of the new contract. With our track record of strong subject matter expertise, institutional knowledge, and proven high quality of service, we are well positioned and highly qualified to meet the future needs of the program and deliver greater value through continuous improvement of our established Quality Assurance program. We recognize the importance of separating quality assurance from the training team. We do this to provide a strong set of checks and balances between the staff doing the work and the team(s) evaluating the quality of the work which has proven successful over the last 14 years of delivering learning and development services for the Eligibility operation.

DFR sees the positive results of our commitment to quality every month in our MPR. To support quality, we consistently communicate with you and other Eligibility Operation services contractors. We provide powerful dynamic reporting visualizations to support quality and training statistics which will be enhanced with ▮▮▮▮▮▮ to streamline the reporting process and generate user-friendly reports that we will distribute in the MPR and the Quarterly Quality Assurance Summary report. We believe that open communication and collaboration with you is necessary to share critical information, discuss lessons learned, and proactively plan for upcoming challenges for mutual success.

Reporting

Conduent strongly supports DFRs requirements for a Monthly Training Summary or Monthly Performance Reports (MPR) with a thorough performance analysis, quality assurance reporting and trend analysis. We provide a MPR each month, for which a copy of our most recent for December 2023 is provided as an attachment. As we provide these reports today, DFR benefits in knowing that there will be no disruption in the ability to see important information such as class progression, learner assessment rates and results, as well as quality by region and class. We will meet RFP reporting requirements and DFR can be assured that we will continue to support your reporting needs and continue to focus on ways to improve reporting through collaboration with DFR and other stakeholders.

To internally support Conduent's ability to track and report on our performance, we leverage industry standard quality and reporting tools. As part of our enhanced approach to the DFR Learning and Developmental Services project, we bring ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮. These tools allow us to automate and streamline manual processes and reports and provide enhanced ways of tracking and improving quality. These tools have proven effective in our similar contracts with other states of similar size and scope, including one of our references, and will only be used internally by Conduent personnel.

Billing and Invoicing

Conduent works collaboratively with you for simple, clear and accurate billing and invoicing. Our familiarity with the process and the State's needs helps prevent disruption, avoids issues and easily incorporates any necessary changes. To support transparency and accuracy, we have developed a straightforward monthly billing/invoicing process with no history of issues or delays to the State. Changes to billing and invoicing requirements to support the RFP requirements are easily made so that upon your approval, an invoice packet less the 15% required withholding is submitted each month.

Technology and Security

We understand state functions and have extensive knowledge of state eligibility systems which is critical to the performance of services and eliminates any transition risk related to the inability to comply with RFP requirements.

DFR needs a partner with the experience and knowledge required to safeguard the confidentiality of the PHI and the personally identifiable information of Hoosiers. We bring extensive experience and the security know-how to understand and adhere to complex and voluminous government regulations requires including the Indiana security policies outlined in the RFP. We understand and adhere to these policies today and constantly strive to protect data as we understand the importance of data security and data integrity. To prevent security issues, we do not house PHI or PII in any of our systems, we maintain a Data Security Plan that houses our security and privacy policies that align with the state and federal requirements.

Transition

Transitions are inherently risky. Even the best planned transition carries risk and the ability to negatively impact operations which for DFR could mean access to benefits for Hoosiers. Your transition risk is eliminated with Conduent. With a limited number of changes to the work we do today and structure of our team, there are transition activities, but they are minimal and in no way would impact the continuity of services. In fact, nearly all transition activities will be completed prior to the start of the new contract, providing DRF with peace of mind.

We will also work collaboratively with DFR and all stakeholders using the same methodology and collaborative approach at the end of the contract for any transition to a successor contractor.

2	Section 2.0 – Background
	Please provide a list of states to which you currently or in the past have provided similar services. In connection with this list, please provide information on:
	- Programs of similar size and scope you have initiated in other states that can be replicated in Indiana to help the State meet its goals - Programs you intend to initiate that would be specific to Indiana - Examples of how you have worked with other states in a collaborative manner to address changing program needs and priorities

- Any license sanctions or formal complaints that you have been subject to
- Any corrective actions that you have been subject to
- Your company and project staff's background and experience and how it will benefit the State

DFR benefits from our experience with successful programs in other states, our training and eligibility services expertise including Indiana specific expertise gained through our support of DFR training – a powerful combination to support Hoosiers.

As a powerful team, Conduent has shown Indiana what we can achieve. Our collaborative efforts, combined with our flexibility, have proven effective in working toward your mission to develop, finance, and compassionately administer programs to provide health care and other social services to Hoosiers in need.

Seamless Program Continuity. With no transition risk, Hoosiers receive uninterrupted access to eligibility services with Conduent, delivering improved, engaging and effective DFR specific learning and development services. This includes innovative training support tools, process improvements, and value-added benefits throughout the contract period.

Conduent – A Proven Partner for Indiana:

- 14-year history of success supporting Indiana eligibility training services
- Over 50 years of experience training eligibility services nationwide
- Deep experience with training services in CT, KY, and NJ

Retaining Valuable Experience: Our Dedicated Team Works for You. Conduent has been successfully supporting state family and social services training programs for over five decades. Our focus is on people, processes, tools, and organizational structures that provide an intelligent approach to advancing training service delivery. With our deep understanding of your program, DFR can continue to depend upon our team. Our learning and development services team offers more than 400 years of directly relevant experience supporting DFR. Conduent's leadership team, with 53 years of Indiana-specific experience, has forged strong and important relationships with the entire network of State Eligibility Operations vendors and State departments supporting eligibility operations. Our quality assurance manager has 17 years of experience with DFR, 15 of which have been dedicated to quality. Our Learning and Development Specialists have more than 200 years of collective experience with DFR including valuable time as Eligibility Specialists and our content development team has 42 years collective years supporting you. The result is an unparalleled team of highly experienced professionals that cannot easily be replaced without disruption to services. Our collaborative efforts have played a pivotal role in achieving our shared goal of equipping staff with the necessary knowledge and skills through our training to deliver compassionate, accurate, and timely eligibility processing to applicants and recipients.

Unparalleled Expertise – A History of Exceptional Training Curriculum and Delivery. Our intelligent approach nationwide is why Conduent has consistently received industry prominent awards and rankings including recognition as one of the Top 20 Training companies by Training Industry for the past 18 years and by Brandon Hall Group for our Digital Training. Figure 2.4-1 Conduent Recognition Awards illustrates our recent recognitions for Training and Customer Experience Management.

Figure 2.4-1. Conduent's Training Accolades
Recognized by the training industry, our training programs sets an industry standard and allows us to retain top talent.

Conduent has strong experience in implementing training for Eligibility and Medicaid programs that involve:

- Quality application processing, changes, redeterminations
- Documentation that supports eligibility processes
- Hearings and appeal
- Benefit Recovery
- Answering client/applicant questions received via phone

Other States Where Conduent Currently or in the Past has Provided Similar Services

Conduent has had the privilege of successfully supporting eligibility training services across many government programs. In Indiana, we have worked as DFR's trusted partner to provide training services to support the Eligibility Operation. We understand of Indiana public assistance programs and have extensive experience with DFR's Eligibility Operation.

Table 2.4-1 lists the states to which we currently provide similar services.

Table 2.4-1. ████████████████████████

██

Table 2.4-2.
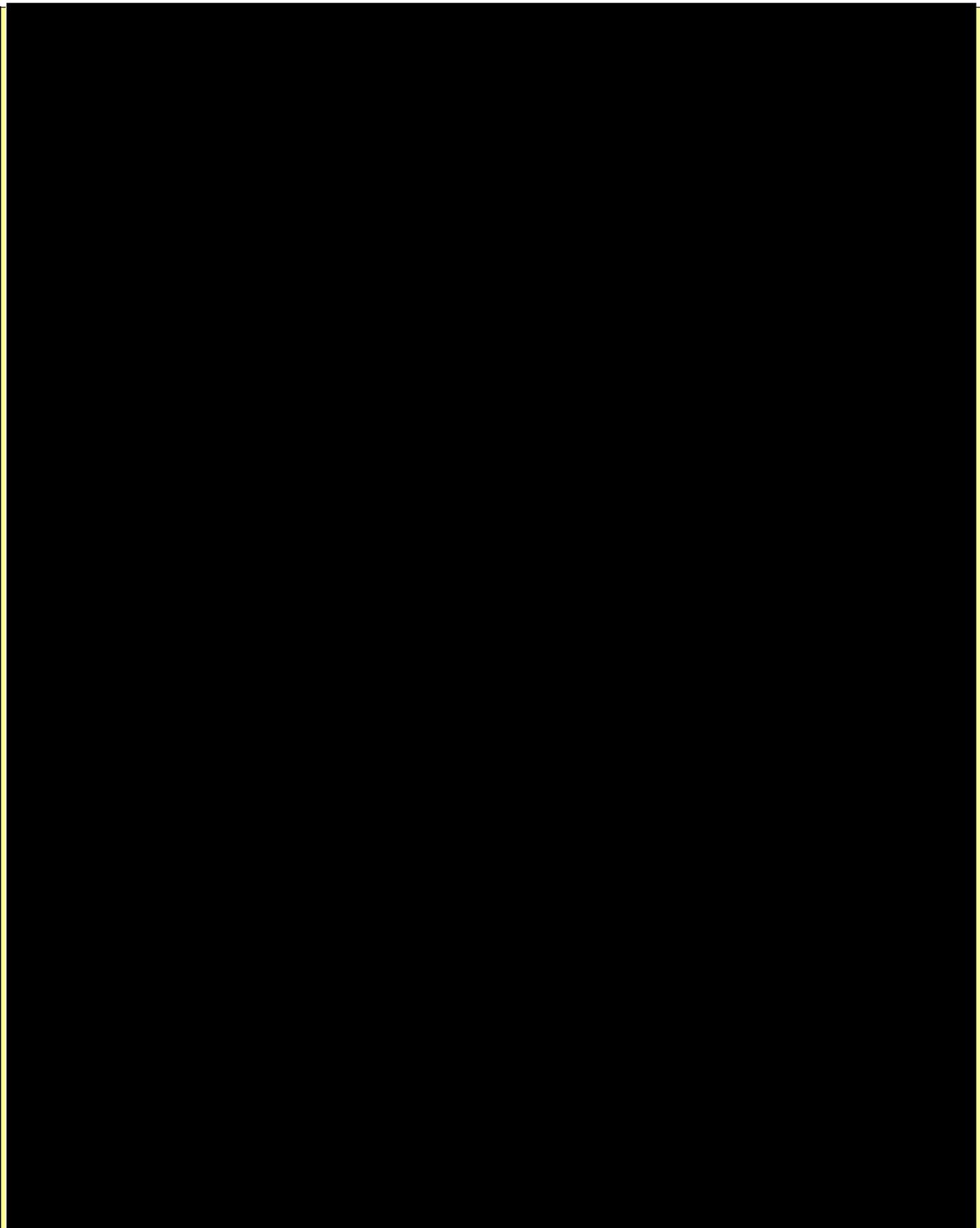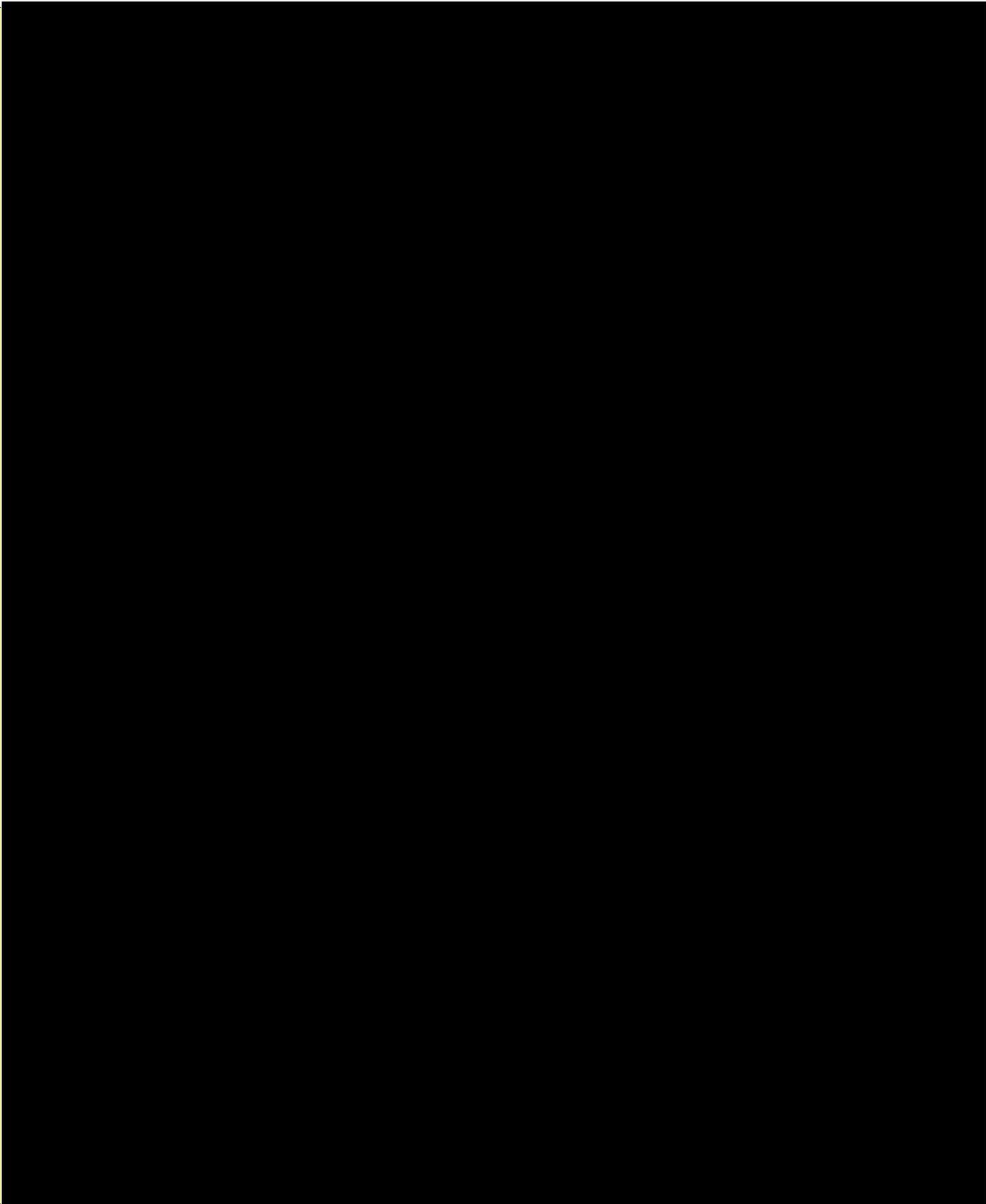
Programs Initiated in Other States Replicable in Indiana

Given our comprehensive understanding of the Indiana DFR Learning and Development Services project and the fact that our trainers have experience as eligibility specialists, we are well-equipped with the knowledge of tools and technology required to deliver measurable training with a consistent record of learner success. It is important to note that the tools we use in Indiana are standard in the industry and consistent with the tools we use across our entire portfolio.

We minimize risk and maximize results by enhancing the tools already in use in the State's program and proposing tools proven successful in other states, such as Power BI for training and reporting and Proponisi for Quality Assurance. Figure 2.4-2 shows our overall approach to improved services through training tools.
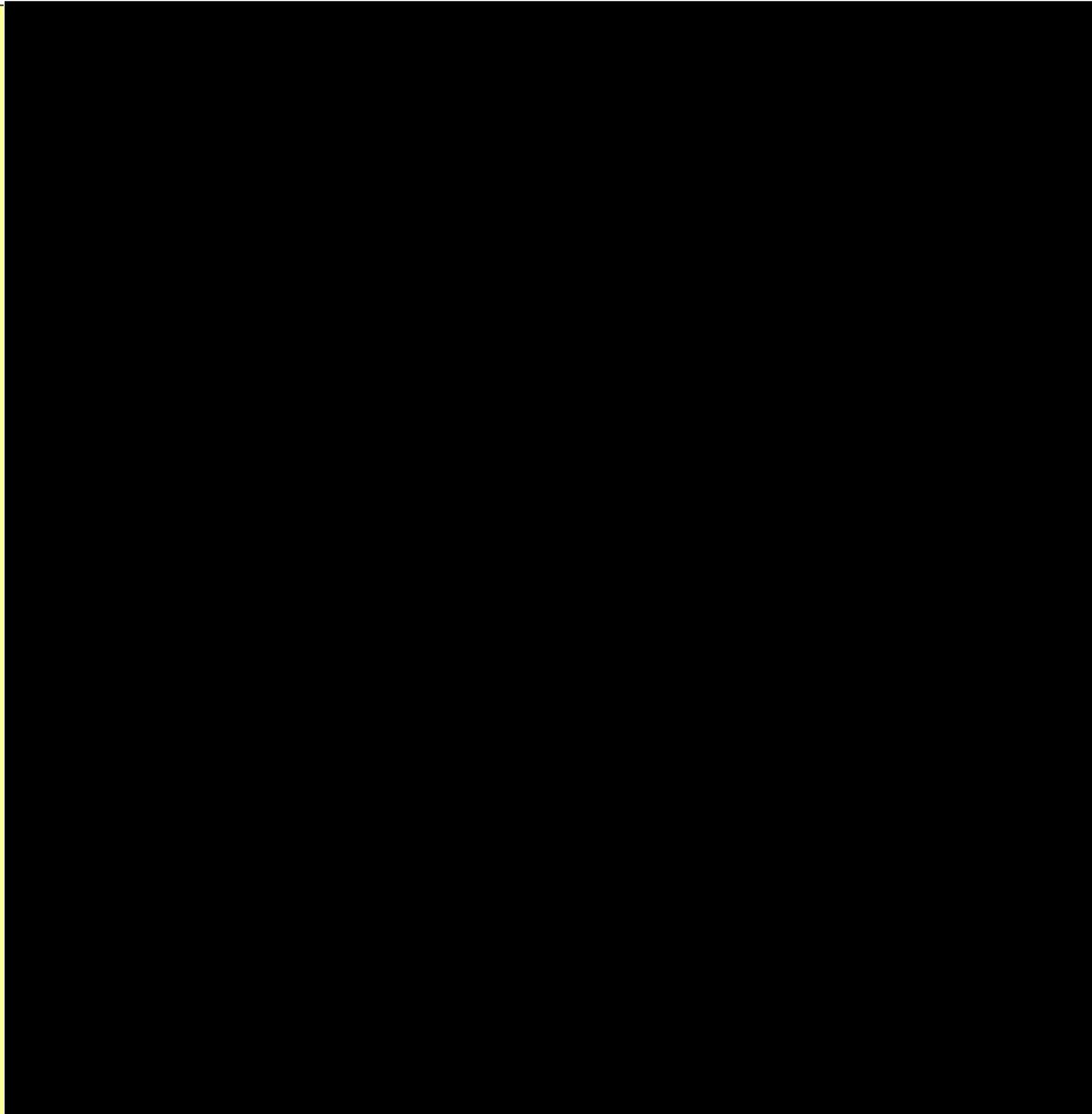
Figure 2.4-2. Our Training Tools Approach Delivers Improved Service

Conduent leverages a program initiated in other states replicable in Indiana, as well as programs we intend to initiate specific to Indiana, to deliver improved service to your training services.

Programs We Intend to Initiate Specific to Indiana

To further enhance quality and monitoring, our solution will seamlessly transition to ███████ from ███████ as well as adding Quality Assurance with ███████ which have both proven to increase quality in other states.

███████ For detailed reporting, one of ███████ greatest strengths is constructing dashboards that allow users to click into each data field within a summary view to drill down into the detailed data supporting it.

███████ empowers Conduent to perform such functions as:

- Gather and display data for monthly and quarterly reporting
- Display and capture contractual reporting requirements

███████ can create quick insights, and real-time analytics enabling us to determine whether we have met specific performance standards and SLA metrics monthly.

███████. Today, we rely on a manual quality assurance process, but we plan to transition to ███████ By engaging a tool Conduent is already familiar with, we can optimize our QA procedures for increased efficiency and effectiveness.

███████ feature strongly supports training goals. We can create any score cards needed directly in the platform, and QA analysts can evaluate and score tasks within ███████ Detailed reports can be easily generated at any time, displaying real-time results on all submitted Scorecards.

Examples of How Conduent has Worked with Other States in a Collaborative Manner to Address Changing Program Needs and Priorities

Conduent has demonstrated our ability to reliably deliver consistent training services while maintaining flexibility to adapt to new and unexpected circumstances in Indiana and other states. We have met and resolved training service challenges, such as training existing staff to assist with application backlog, and properly explaining new policies and procedures.

We provide examples below of how we have worked with other states to address changing program needs and priorities. Indiana can be assured that we will apply these lessons learned from managing change on these other eligibility training programs to support DFR.

███████████████████████████████████
███████████████████████████████
███████████████████████████████████
██████████████████████████████████
██████████████████████████████
█████████████████████████████████
███████████████████████████████
███████████████████

Table 2.4-3. NJHBC Project Training

███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████
███████████████████████████████████████

Table 2.4-4.

programs. Contact center services include processing applications; handling appeals, complaints, and status checks; and providing a technical help desk for our client, insurance agents, and other entities.

During the transition to the HBECC, we provided technology, facilities, staffing, and training for a quality contact center that assists consumers in shopping for health care services through KYSBE, applying for benefits, and providing recipients an enrollment broker web portal to review managed care options and enroll in a managed care plan.

Conduent used project management principles to complete ten milestones during the transition to the HBECC. The transition required commitment from our team, third-party vendors, and close collaboration with Commonwealth agencies to complete each milestone. These milestones consisted of project plans, general and detailed design documents, training, and implementation planning, and operational readiness.

In 2016, the Commonwealth mandated transitioning from the KYSBE to the federally facilitated Exchange, which required additional training. We worked in partnership with the Commonwealth to accomplish this smoothly and without significant issues.

Table 2.4-5. ███████████████████████████

License Sanctions/Formal Complaints

Conduent State Healthcare, LLC has not been subject to any license sanctions or formal complains in the last three (3) years under the listed contract for similar services.

Please note that some of the contracts listed in this section were executed under the legal entity name of "Conduent State & Local Solutions, Inc." or "Conduent Human Services, LLC.". Thus, to be fully transparent, Conduent State Healthcare, LLC or Conduent Human Services, LLC. would like to confirm that none of the contracts listed that have been executed as Conduent State & Local Solutions, Inc. or Conduent Human Services, LLC. have been subject to any license sanctions or formal complaints.

Corrective Actions

Conduent State Healthcare, LLC was subject to three Corrective Action Plans (CAPs) on the Louisiana OAAS Long Term Care contract as a result of missing the Average Speed to Answer, Hold Time and Return Calls/Voicemails of the performance metrics set forth in its contract with the Louisiana Department of Health due to the changing health care market and volume increase related to COVID-19 PHE unwinding. Conduent has put measures in place to correct these CAPs, including hiring additional staff to meet the required service level agreement. Two of the three CAP's have been resolved. Conduent continues to monitor this performance metric on an ongoing basis.

Table 2.4-6.
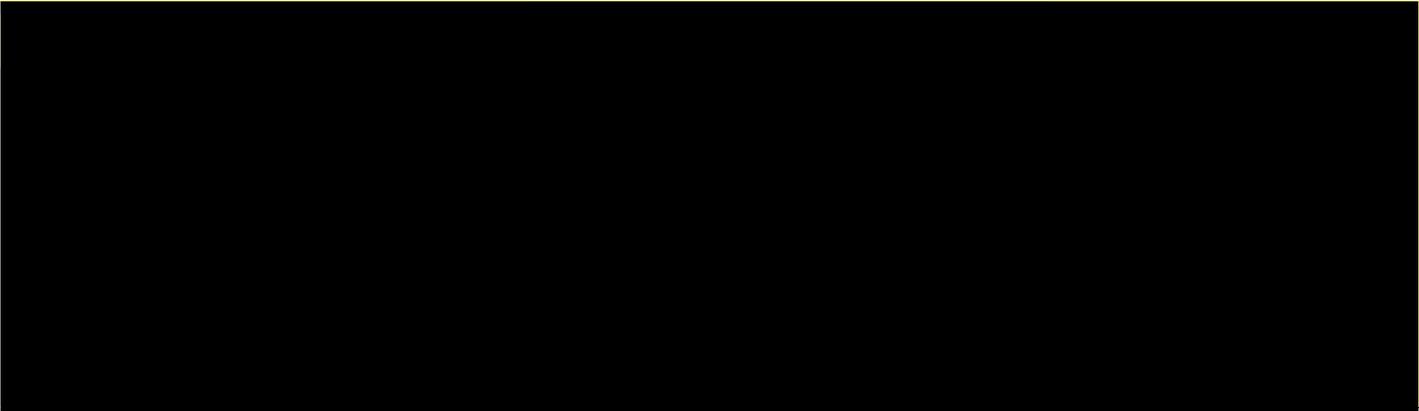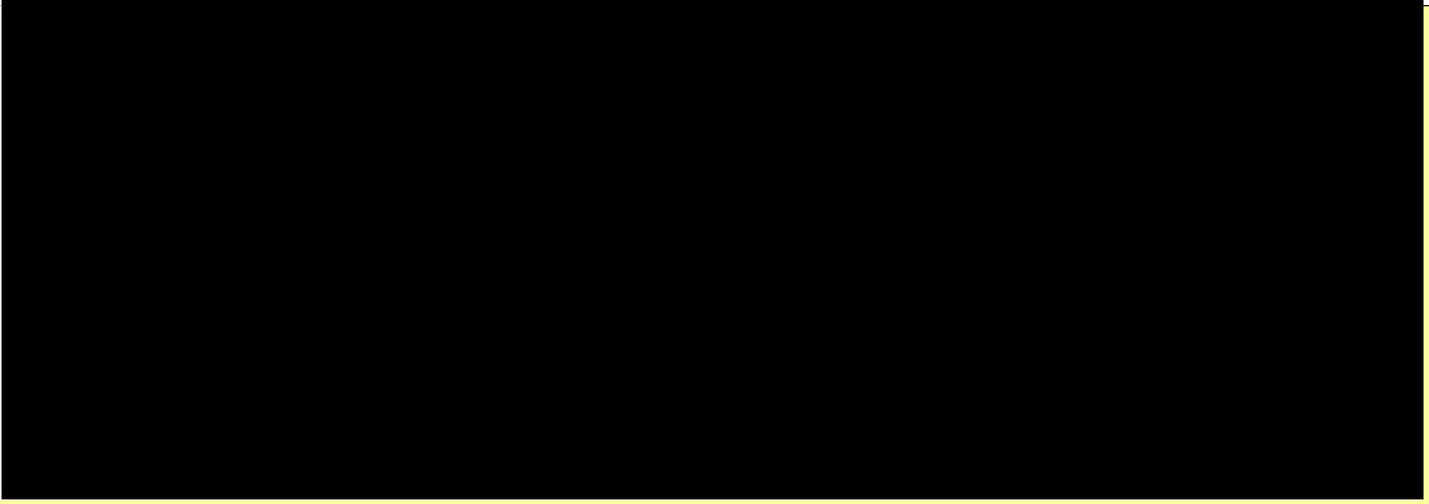
Benefits of Our Project Staff's Background and Experience

Training becomes more efficient when the trainers have the hands-on experience, which is why all our trainers were previously eligibility specialists. The DFR and Conduent have worked together for more than 14 years delivering a successful training services program. Our team has existing positive relationships with Indiana. Our proven collaboration with you and your eligibility services contractors provides unparalleled expertise around customer service and eligibility support.

Learning and Development (LD) Specialists

Our current LD Specialists are all former Eligibility Specialists that are certified in both Lean Six Sigma White Belt and Corporate Trainer. Our proposed LD Specialists already perform this job today, so no transition is required. They are qualified to conduct skills, technical, management, and staff development training courses within business units and groups. Each person possesses facilitation and class preparation skills to coordinate cross-state tasks and interact with staff in all areas of the eligibility operation.

We provide short biographies for our LD Specialists in Proposal Section 2.4.4 Resumes.

Because we are the incumbent and have a long-standing successful presence in Indiana, Conduent as an organization and each of our LD Specialists individually have extensive program policy knowledge and expertise in relation to Indiana's health coverage and other public assistance programs. We supplement their existing knowledge with reoccurring practical experience at the RCC/CCC and Local office. LD Specialists will work in the production environment during non-class time for both the RCC/CCC and Local Office work queues to verify their knowledge of the systems, policies and workflows remains current. In addition to time spent in the work queues, LD Specialists will make in-person visits to both an RCC/CCC and a local office to observe the environment, coordination of duties, and workflow. These quarterly visits will be coordinated with State management and your eligibility services contractors. This practical experience not only keeps the skills of the LD Specialist current but enhances their ability to train workers in the classroom to be critical thinkers.

Learning & Development Manager Roberta Catmull

█████ successfully directs the delivery of comprehensive training for the DFR today. With her 14 years of experience in the eligibility space, she excels in overseeing diverse types of training, including new hire eligibility, specialized refresher, and new policy training content. By collaborating closely with the Learning and Development team, she works to enhance existing training content while effectively managing a diverse team of Specialists, Instructional Designers, and Content professionals. Her established client and vendor partner relationships serve as a testimony to her inherent flexibility and adaptability in this role. Additionally, █████ proactively recommends and implements innovative learning strategies, driving organization success and empowering people leaders for sustainable growth and development.

Strategic Support Personnel

To achieve success in Indiana, we prioritize staffing strategies that involve carefully selecting the most qualified individuals for each role.

Quality Manager █████

With over 17 years of experience, █████ is a highly skilled professional who has dedicated 15 years of his career working in the quality department. As a seasoned manager in Indiana, he oversees a team of QA Analysts responsible for reviewing the work of trainees. █████ excels in analyzing quality scores and compiles the data into comprehensive monthly and quarterly reports, providing the State with valuable insights for decision-making. He stands out as Quality Manager in his proactive approach in developing and implementing total quality management programs and initiatives. He takes the lead in identifying opportunities for improvement and is dedicated to creating and executing programs that drive positive change within the organization.

Training Supervisors

With not just one, but three experienced training supervisors in place, we offer an unparalleled and proven ability to manage the size and scale of the Indiana DFR LD Services project.

Training Supervisor █████ has 27 years of demonstrated expertise in Indiana healthcare and various aspects of training management. She has successfully trained and maintained a training team across the State; emphasizing the delivery of high-quality training that meets all required performance metrics and fulfills the organization's needs. She is skilled in evaluating the performance of both trainers and supervisors, providing both positive feedback and constructive criticism, and implementing corrective actions when required. █████ collaborates with State partners, offering valuable insights and recommendations to enhance and review training materials. Her extensive experience and comprehensive skillset make her an invaluable resource in Indiana.

Training Supervisor █████ brings seven years of Indiana FSSA-specific experience focusing on developing trainers' skills for efficient training delivery. As a former eligibility specialist and trainer, she has honed her expertise in training and instructional methods. █████ observes both

in-person and remote classes to provide valuable support and feedback to trainers. She conducts biweekly meetings with training management, State partners RCC Management, HR, and trainers, fostering open communication to discuss the progress of each training class and address challenges that arise. ▮▮▮▮ consistently demonstrates her dedication to the success of training programs and the professional growth of trainers.

Training Supervisor ▮▮▮▮▮▮▮▮ has five years of experience in Indiana. Leveraging her background as a trainer and eligibility specialist, she possesses the necessary experience to successfully mentor and develop a team of trainers for the State. She consistently conducts regular check-ins with her current staff to continue their growth and development as trainers and creates additional learning resources as necessary. Through her expertise, ▮▮▮▮ significantly contributes to the success of your training program, empowering the trainers and enhancing their delivery of valuable training.

Content Development Team

Conduent, in partnership with ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮, provides an incredibly talented content development team that is responsible for developing and modifying the training materials (including reference materials, internal policy memos and correspondence, computer-based trainings), for all RCC/CCC and Local Office procedures. Our long-term partner, ▮▮▮▮ will not only develop new modules required by the State but assess the existing modules to confirm they are engaging, comprehensive, and are designed to maximize retention and decrease attrition. Our team uses one centralized and easily accessible website for these materials, and it will reside on the State network. Our team consists of Technical Writers, Instructional Designers, and Instructional Developers. We have subject matter experts with extensive knowledge of RCC, CCC, benefit recovery, hearings and appeals, Local Office, and DFR policy. This knowledgeable staff reviews our training material, then addresses and incorporates system and policy changes along with business processes, meeting the training needs of all areas of your business relates to Indiana Eligibility. As changes are needed and implemented, we flex to meet your needs. We acknowledge all training materials developed for this contract are property of the State.

Organizational Training Structure

Conduent develops and maintains a comprehensive staffing plan that allows us to meet and exceed the performance expectations outlined in the Training Scope of Work. Our plan includes the requirements and qualifications for our training staff that prepares them to yield well-trained and skilled workers to service applicants. We make available multiple instructor-led training options for timely delivery of training services.

Our administrative organizational structure demonstrates the experience and success of our current team to meet the requirements of the new contract and positions us to meet and exceed your performance expectations. Our organization chart delineates the formal lines of authority, communication, and responsibility to facilitate clear assignment of duties and responsibilities while also providing the appropriate number and types of personnel dedicated to the project. We have a

broad range of Conduent resources and management support to facilitate the success of our training development and delivery of services. Figure 2.4-3 illustrates this commitment.

Figure 2.4-3. Overall Structure of DFR Services Project
Conduent delivers ample management
and support staff in addition to required key personnel.

3	**Sections 3.0-3.6 – General Project Requirements**
	Please explain how you propose to execute the General Project Requirements (Sections 3.0-3.6 of Attachment K), including but not limited to the specific elements highlighted in Attachment K. Wherever applicable, include examples from relevant experience in your proposed approach. As part of your response, address the following:
	● Please describe how will maintain, update, and develop training curricula and materials as described in Section 3.0.1 and 3.0.7.
	● Please describe how you will collaborate with identified stakeholders, including Eligibility Services contractors and State Regional Management staff regarding training needs for new hires or specific training needs at the RCC/CCC or Local Office level.
	● Please describe how you will ensure a high rate of competency of staff prior to training completion.
	● Please detail how you will address competency deficits that may arise over the duration of the contract and how you will remedy them.
	● Please describe how your implementation of the Training Plan will address the Curriculum

Development, Training Delivery, and Continuous Improvement requirements outlined in Section 3.2. Please include in your response an explanation as to how any training you deliver will utilize appropriate adult learning methods.
- Please demonstrate your understanding of the training and support formats outlined in Section 3.1 as well as the training program types outlined in Section 3.3.
- Please explain how you will prioritize and notify the State of problems and issues that arise as according to Section 3.5.

We understand that the DFR is seeking to procure a vendor experienced in providing training services for the State and Eligibility Services staff, in support of eligibility operations, for organizations similar in size and scope to DFR. For the last 14 years, our qualified staff and leadership team has collaboratively worked with Indiana DFR to build a successful training services program for staff responsible to determine eligibility requirements. We have the experience and proven quality to achieve program goals for the State. Our approach to your general project requirements is based on our intimate knowledge of the current program and lessons learned. We offer a curriculum complete with State, Local Office and RCC/CCC focus paths that provide an enhanced hybrid classroom approach and engaging training experience. Additionally, we have an ongoing commitment to continuous improvement that has translated into improving the staff's quality of work which results in timeliness of benefits, and quality service to State benefit recipients. Figure 2.4-4 provides a high-level overview of our delivery approach to Indiana FSSA LD Services project, bringing together people, processes, and tools.

Conduent is Uniquely Qualified

- National, state, and Indiana-specific experience
- Recognize the complexities of delivering training services for DFR
- Intimate knowledge of current program and lessons learned
- Experienced and qualified trainers that understand the eligibility operations in its entirety
- Focused curriculum on achieving quality eligibility worker

This section highlights the key elements of our project approach and how we intend to use our experience in Indiana and your systems, our people, the new innovations in services we will introduce, and our project plans to manage change. We will continue to serve the State and Indiana Hoosiers in need.
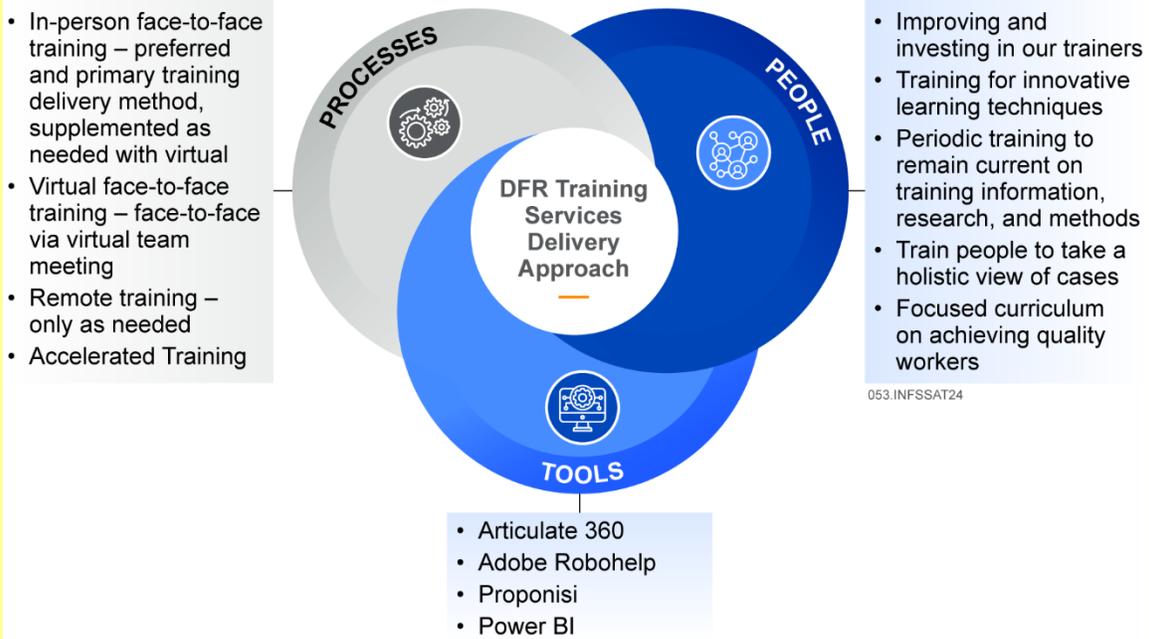
Figure 2.4-4. Conduent Training Services Methodology
We leverage the best people, processes, and tools to deliver consistent, high quality training services for DFR.

Conduent's training materials for State, RCC/CCC and Local office staff are already deployed. We are the only vendor that offers you no disruption to DFR Training Services at the start of this contract. Our training materials continue to be developed based on individual staff roles. We use block methodology for our new hire training curriculum. In Table 2.4-7 you can see how we have customized training plans for the individual staffing roles.

Table 2.4-7. RCC/CCC and Local Office Staff Training Materials

Staff Type	Training Materials
Local Office Eligibility Assistant Training	Prepares learners for working the reception desk to provide assistance to Hoosiers by address questions related to the services provided.
Local Office, Regional Change Center, and Central Change Center Eligibility Specialists	• Block 1 introduces learners to FSSA and DFR and begins to build a foundation of knowledge including the application life cycle starting with application registration. • Block 2 introduces learners to non-financial requirements to build upon case processing knowledge. • Block 3 introduces learners to financial case processing requirements to continue to build upon case processing knowledge. • Block 4 introduces learners to budgeting principles, timeframes and deadlines, and special application processing to complete application processing. • Block 5 introduces learners to more complicated case processing involving changes, Health Coverage redeterminations, and SNAP Interim Reports.

	• Block 6 prepares learners core basics of customer service, case status research, and effective interviewing skills to prepare them for taking inbound calls. • Block 7 continues for Local Office staff to complete their training related to TANF Budgets and Disability Health Coverage.
State Eligibility Consultants (SEC)	SEC Training is for Local Office staff who have completed New Hire Training and prepares them for the final review of cases to determine eligibility and authorize cases accurately.
Benefit Recovery	The benefit recovery curriculum is a specialized training for experienced eligibility specialists being promoted to the benefit recovery team.
Hearings and Appeals	The hearings and appeals curriculum is a specialized training for experienced eligibility specialists being promoted to the hearings and appeals team.
Long Term Care (LTC)	The long-term care curriculum provides targeted LTC and MCCA application processing instruction to ESs and SECs.

We work with you to further enhance our training curriculum to engage the modern learner. Utilizing collateral elements such as videos, stories, role playing, and games to get learners excited about training. Additionally, we are completing accelerated training which provides tailored training options based on learning styles and individual learner needs, while maintaining core learning elements on your systems, policies, and case processing. Proposal Section 2, Background provides a detailed explanation of the tools and services we offer to Indiana by choosing Conduent. Figure 2.4-5 details the elements of our enhanced curriculum.

Figure 2.4-5. Conduent's Enhanced Curriculum
Conduent's enhanced curriculum delivers unmatched benefits to the DFR.

By choosing Conduent you will solidify your DFR Training Services Program with highly effective workers faster than ever before. When the State shares the Training Plan, Conduent will work with you to make any changes, updates, or revisions to that plan under the direction of the Learning and Development Team. With the implementation of IEDSS, you can be confident that our training experience, capabilities, and knowledge will lend us to be proactive and flexible with the ability to maintain, modify, and implement your IEDSS Training curriculum.

State Approval of Training Materials

Conduent has training materials in place that have been reviewed and approved by the State, which confirms that we understand your processes for implementing training materials. Additionally, we

provide you with training materials that are currently in use immediately upon your request. We utilize the analysis, design, develop, implement, and evaluate (ADDIE) design model when creating new or updating training materials.

Figure 2.4-6 highlights our collaboration with you during this process.
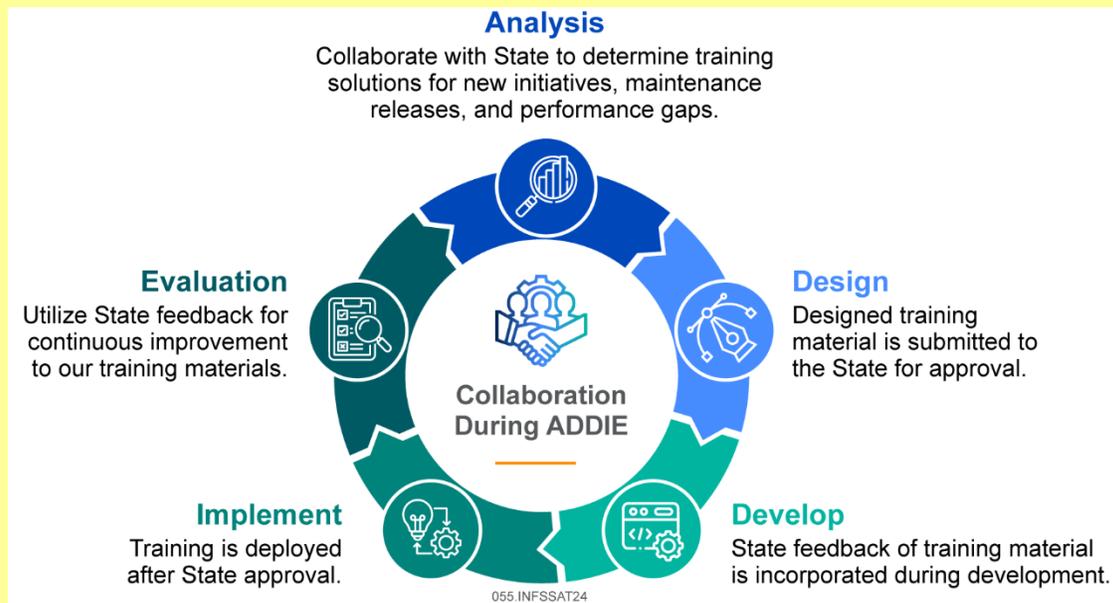
Figure 2.4-6. Collaboration during ADDIE
Conduent works with the State during analysis, design, developing, implementing and evaluating training materials.

The process begins with analysis, where LD specialists work with State staff to determine training solutions for new initiatives, maintenance releases, and performance gaps. During the analysis phase, the development team members collaborate with the DFR training Team to begin the writing process. To verify the training solution is consistent with the operations manual, we work together with the RCC/CCC, Local Office Staff, and State Regional Management staff. Once writing is complete, all materials are internally reviewed. Feedback is incorporated from the internal review before submitting materials to the State for approval. State feedback is incorporated before moving the lesson to the development phase. Following development, we review the completed lesson for accuracy and functionality to make any necessary modifications before implementation. Once final approval is received from the State, the lesson is deployed to the appropriate staff. Implementation dates are coordinated with the State. After training deploys, we begin both formal and informal evaluation of the lesson. We use this information, along with input from you and your vendors, for continuous improvement to our lessons.

Provision of Information to DFR

Our Learning and Development Manager works directly with DFR to communicate the costs, training and access to training tools and any other areas for which DFR requires supporting documentation. We will continue to be transparent about the training services we provide. Additionally, we are dedicated to maintaining comprehensive and accurate documentation of our training activities to ensure we provide you with the information you need upon request. We have proven that the service

we provide, and the data, records, and documentation related to our services are exemplary by successfully completing a 2023 FSSA audit of Conduent and our services for period of 7/1/2020-9/30/2022 with no findings. Please refer to Proposal Section 8.0, Reporting Requirements for additional details on our MPR.

Stakeholder Collaboration

We meet with DFR Training first and discuss logistical resources to plan monthly training schedules based upon attrition and training needs. Additionally, we collaborate to identify by region what classes are in flight and what can be accommodated to meet training needs. Our LD Manager works closely with the State Training Director to identify the number of new hires, promotional training needs, or specific training needs at the RCC/CCC or Local Office level. Training communications are submitted through the Indiana Eligibility Modernization Project (IEMP) Training mailbox, which ensures that all requests are received and acted on timely. We communicate weekly to all parties the current training schedule which includes class availability for new hires, promotional training, and specific training. Class offerings are entered into iLMS for managers to enroll their staff in their selected offering.

The training effort for the C/RCC Eligibility Operations Program requires a strong level of expertise to coordinate and deliver the required State training. By choosing Conduent, this process continues with no interruption or ramp-up time for the State.

Competency of Staff

The training program covers different topics related to eligibility determination and gateway assessments. The trainees learn through various methods, such as studying learning modules, practicing with simulated cases, and working on real cases during production periods.

Conduent provides enhanced comprehensive competency assessments as part of the training completion requirement for learners. We will continue to work with you to determine the best approach for delivering assessments. Assessments are administered before trainee's assume their duties to deliver services to Indiana's clients. Figure 2.4-7 highlights our training methodology's main competency areas.

Figure 2.4-7. Conduent Competency Measurements
Conduent Training helps build knowledge, skills, job attitude, and decision-making abilities.

As part of the trainees' learning experience, they are required to complete case scenarios in the IEDSS Training environment to begin building their skills. This is where they have an opportunity to apply the foundational knowledge they are building upon.

Trainees will have several opportunities to interact with real cases during their production periods throughout the training journey. Using the resources that have been introduced to them, trainees will have an opportunity to make decisions and receive feedback on their work. Trainees will also receive quality reviews and scores that provides data on their skill level. By putting the tools and their skills in action, we can see the positive results in trainees and their understanding of the importance of the work they do. This in turn has the potential to create positive attitudes while serving the residents of Indiana.

Our LD Specialists understand that individuals learn differently. They identify the best approach for how to deliver training for each group. By infusing learning with engaging activities, LD Specialists can implement a variety of approaches to reinforce concepts. Trainers have utilized some of the following activities to remedy competency deficits:

- Work one-on-one to identify best approach for learning
- Utilize break out rooms within the meeting to assist learners
- Games and activities to reinforce content
- Partner learners to create mentoring relationships
- Work in groups to encourage group think and professional relationships

Each trainee's progress is documented in training trackers regarding their assessments, quality scores, and development is tracked. This information is shared in real time with the State and vendor partners. If there are competency deficits identified, we communicate about the progress and challenges of the trainee, and we brainstorm solutions and actions that can help them achieve their goals in our by-weekly calls.

To implement the training plan, the Conduent training team will blend the disciplines of learning science, adult learning practices, and continuous improvement with the goal of achieving improved outcomes in training, and ultimately, in improved operational success. It is through the comprehension and application of rigorous study as well as historical and practical application by experienced team members that Conduent has and would continue to provide an agile, responsive training partnership with the DFR training team.

At Conduent, we recognize that the development, delivery, and evaluation of training must be a cohesive whole. Each component feeds the others with all being essential to the professional development of adults which contributes to improved operational outcomes. Borrowing ADDIE model terminology as a descriptor for the learning organization, the Conduent team moves from the analysis, design, and development of learning materials through the implementation, monitoring and reinforcement in the training experience, then the evaluation phase, or continuous improvement process through the evaluation of both quantitative and qualitative assessments and the use of metrics.

Development

In recent years, the DFR training team has led in the redesign and alignment of curricula and subsequent materials for all eligibility staff. Conduent would continue development efforts to create, enhance, update, and maintain these competency-based curricula by applying the cognitive architecture established in the learning science disciplines. Based on concepts such as cognitive

load, chunking, context to organizing content, the Conduent team analyzes the learning need, then uses the principles of making the content relevant to the job and as directly applicable to the learner's setting as possible. Upon the completion of this design, the development team develops, repeatable, interactive training and assessment opportunities based upon specific learning roles and needed competencies.

Conduent uses the Articulate 360 platform for eLearning development. Using FSSA branding requirements, the Conduent team has developed a template that allows for rapid, repeatable development of training materials. Based upon industry standards for +/- 60 hours of development time for a 20-minute eLearning module, the template has reduced that time to <20 hours for a typical eLearning lesson in the New Hire curriculum. The template provides options for knowledge or procedural instructions as well as options for simulations and interactive activities. Lessons employing higher level thinking skills and additional scenario-based training lessons are currently in development. Conduent anticipates increased efficiencies with the introduction of Articulate AI. Already employing the use of AI to develop java script for enhanced learning interactions, Conduent is continuing to follow the development of the new Articulate AI tool for rapid prototyping and release of new lessons. Figure 2.4-8 provides the model for Rapid Prototype Lesson Development.
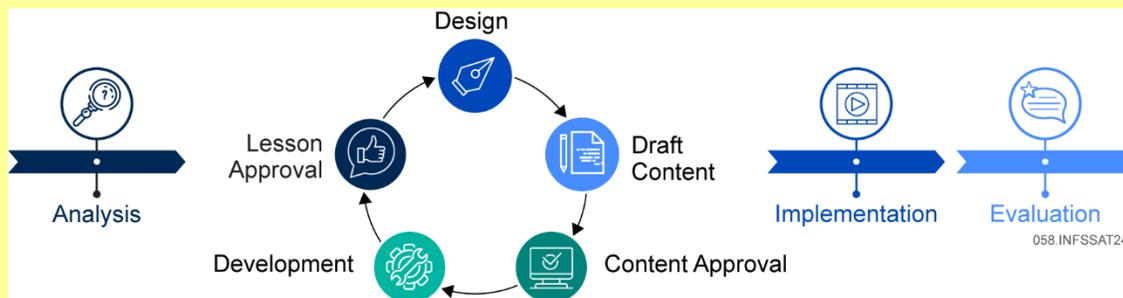
Figure 2.4-8. Rapid Prototype Lesson Development
Conduent uses innovative tools and resources in the development of prototyping and release of new lessons.

DFR employs a strategic use of training opportunities based on learner characteristics. Examples of this includes the accelerated learning opportunity for eligible learners while maintaining a leader-led training for those adults who achieve more success with the additional support and information. To support the delivery of training, the handoff from development begins with the storyboarding of lessons. Even as the analysis and design of the lesson is underway, the instructional designers are envisioning the training event and scripting the lesson guides. This provides an opportunity for subject matter experts to review not only the training content, but also to review activities and debrief questions that trainers will use.

Conduent has partnered with DFR in the redesign or new development of the following curricula and would continue with anticipated updates and revisions:

- New Hire Training
- Hearing and Appeals
- Benefit Recovery Team
- Long Term Care

- State Eligibility Consultant
- State Eligibility Manager
- On Demand Training
- Trickle Training (Nesting Support)
- Compliance Training
- Acknowledgment, Refreshers and Updates

To date, Conduent has completed the development and then redesign of more than 1000 eLearning lessons since 2017. As Conduent is committed to supporting DFR with the professional development of its entire staff, we will continue with scheduled meetings to discuss existing and potential opportunities for training.

Training Delivery

Our LD Specialists are knowledgeable of the training curricula and prepared to deliver training based on the approved training schedule. We are committed to cross-training all LD Specialists in all curricula to deliver the variety of curricula available to staff. We know that new staff need additional support after completing the new hire training curriculum, specifically during Nesting. Our development team has partnered with you to provide and maintain Trickle Training to reinforce concepts learned during their training journey. During their Nesting period, an LD Specialist is available on a Support Line to answer questions related to completing tasks. This support is available to them for the first 20 business days after completing training.

We administer regular student assessment throughout the curricula to assess the effectiveness of the training. Our questions measure the trainee's achievement of the learning objectives and instructional goals. Trainees are required to pass the state-approved competency test with a score of 90 percent or better in only two attempts. If the second attempt is successfully completed, the learner moves to the production period. If not successfully completed, the LD Specialist immediately begins the process to notify appropriate leadership to determine next steps.

To determine a new hire's ability to successfully work in IEDSS, practice cases in the IEDSS Training Region and production time in IEDSS are built into the training timeline. This exposure allows new staff to utilize available tools and resources to prepare them for the expectations of their position. Their work is reviewed, and feedback provided to minimize the error rate in their post training work experience. The work completed is recorded to determine the progress of each trainee and determine knowledge gaps. The goal is for each trainee to achieve a 90% or higher quality average in alignment with the accuracy performance metric.

Continuous Improvement

Conduent bases the entire training program on the foundation of continuous improvement. We will use multiple levels of evaluation to assess the effectiveness of the materials, training events and trainers. Upon the award of the contract, Conduent will partner with the DFR training team and the operational vendor to specify and quantify all measurements. Conduent plans to continue the MPR summarizing the following key indicators:

- Participant Pass Report
- Minimum Score Report
- Training Retention Report
- Training Accuracy Report
- Final Validated Score

Metrics

Operational and system metrics provide key indicators of learning outcomes. Conduent will partner with the DFR training team and the operational vendor to identify key performance indicators (KPIs). Conduent will then identify where in each curriculum to gather measure for each KPI. Using the available measures of each KPI, the Conduent team can then track and potentially correlate learning outcomes to operational impacts. This effort, while challenging, will help DFR to see what the return on their training investment is at the individual, role, and organizational levels.

Quantitative Assessments

Immediately upon conclusion of training, users will be surveyed regarding the quality of the training received or viewed. Conduent will include survey items that address the KPI being tracked for overall program assessment. Two to four weeks after go-live, users again will be surveyed to determine how well prepared they were to use the system in their day-to-day activities. Additionally, Conduent will collaborate with the DFR training team, the IEDSS development vendor, and the operational vendor to identify and gather metrics on eligibility staff performance. Finally, to assess the progress of individuals during training, Conduent administers end-of-block assessments to determine if learners are prepared to continue through the curriculum.

Quantitative assessments will include information such as the following:

- 100% of training participants must pass required State-approved competency assessments with a minimum score of 90% prior to moving to production floor.
- Not less than 95% of participants must achieve a minimum score of 90% within the first two (2) attempts at all competency and knowledge-based assessments.

Qualitative Assessments

Qualitative assessments are essential in understanding and applying quantitative information. Interviewing learners, trainers, managers, and other operational employees provides a fuller perspective of the whys and hows of training needs and impacts. Conduent will conduct annual audits of all training materials to include interviews and surveys to identify strengths as well as needs for improvements in lesson design, development, and delivery.

Qualitative assessments will include queries such as the following:

- Looking back on your lessons, did the training provide you the information and practice you needed to do your job?

- What content has been essential to your work?
  Was there any content that was confusing?
- Was there any content that you think could have been left out or presented later?

Issue Logs

Conduent will continue the process of collecting changes or improvements needed to training materials based on system releases, policy changes and functional issues found in lessons. Members of the DFR training team or trainers may submit any requested change through the established IEMPLMS mailbox. The Conduent team will then document the request and manage its resolution through the project management workflow.

Project Management

Effective and consistent project management serves as an internal continuous improvement tool. Conduent practices project management protocols as recommended by the Project Management Institute to keep work and goals organized and in one place, to eliminate confusion and increase efficiency, to improve team effectiveness and to align communication through shared information. Conduent uses the ███████ Work management Application Platform to provide oversight on task status as well as collect and track information on length of tasks, workload. With this tracking, Conduent team managers can gain insight into how well processes are moving, what changes could use improvement, or whether changes are making a difference in the development of training materials.

Conduent has also established a numbering system to manage and maintain training materials. This numbering system allows for quick review of lesson topics, the scope of sequence of the curriculum, and easier management within the learning management system. The numbering system reflects the training strategy as agreed upon with the DFR training director.

Table 2.4-8. Numbering System

Curriculum	Numbering
New Hire	NHT-XXX Title
Extension to New Hire (Nesting)	TRT-XXX Title
Just in time, as needed	ODT-XXX Title
Compliance	CMP-20YY Title
Acknowledgment, Refreshers and Updates	ARU-20YY Title
Upskilling	Hearing and Appeals: HA-XXX Benefit Recovery: BV-XXX Long Term Care: LTC-XXX SEM: SEM-XXX SEC: SEC-XXX

Customized Training Curriculum

Conduent recognizes that a single curriculum is not sufficient for your staff because of the unique circumstances and complex requirements of your program. We have combined efforts in the design and development of the State's extensive library of lessons. These lessons are designed and developed under the State's direction and for your specific training needs. Figure 2.4-9 provides the types of training included in the program. Our experienced and qualified trainers are already in place which guarantees no disruption of training services.

Figure 2.4-9. Conduent Types of Training

We have worked in tandem with you to develop the training program to meet the needs of the DFR staff which results in clients receiving excellent customer services.

We keep your goals in mind when working with you to develop training plans to meet different staffing roles, as shown in Figure 2.4-10. We have capitalized on our intimate understanding of these staff roles to develop an improved method to training services. Our approach focuses on developing quality employees, creating a strong knowledge of Indiana policy, and providing a holistic view of cases.
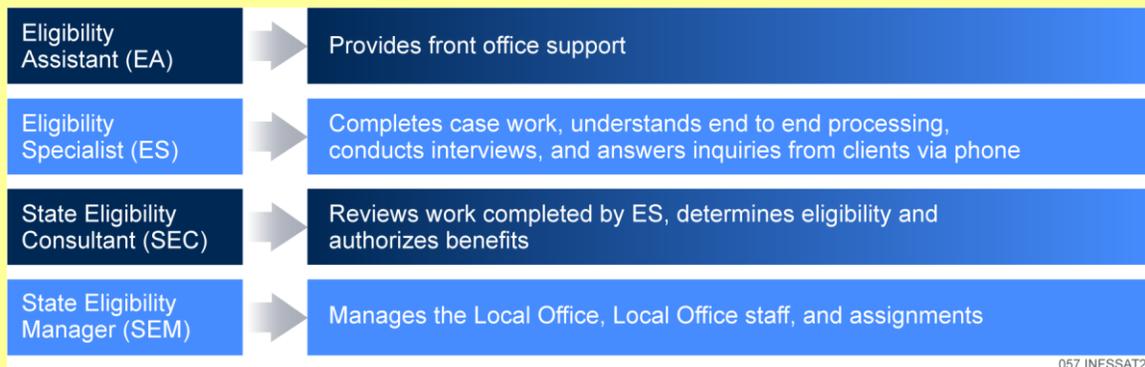
Figure 2.4-10. DFR Staffing Roles

With our extensive expertise in these staffing roles,
we can tailor and update the training curriculum for these roles as needed.

We used our personal knowledge of these DFR staffing roles when we developed and as we maintain the customized training curriculum. Our training curriculum is constantly evolving to meet the needs of modern learners. We will collaborate with you and welcome your input and feedback to help us improve our courses and deliver the best learning outcomes. This provides DFR a dependable and extraordinary training curriculum to achieve your vision of the future.

Notification of Problems

As shown by our current practices and protocols, Conduent is fully compliant in notifying the State promptly and appropriately about any issues and problems that occur.

We promote an environment of clear, open dialogue between Conduent, DFR, and any other designated entities. DFR can trust that we are a partner that shares your goal of uninterrupted training services.

Our LD Training Manager notifies the State Training Director by telephone and/or email immediately upon discovery of any problems that may critically affect the daily operations of the contract or any area critically impacting our operations. Our established relationship between Conduent Training and DFR is unmatched, you can be confident that problems are identified and resolved swiftly.

Our LD Training Manager completes all reports, notifications, operational status summaries and/or other documentation of information requested by DFR. These will be recorded and supplied, at no additional cost, within a twenty-four-hour period. The tremendous knowledge we gained during our partnership with you has supplied us with a comprehensive understanding of the necessary documentation so that it is readily available to you.

4	Sections 4.0-4.4 – Vital Positions and Staffing
	Please explain how you propose to execute Sections 4.0, 4.1, 4.2, 4.3, and 4.4 in their entirety, including but not limited to the specific elements highlighted below. Wherever applicable, include examples from relevant experience in your proposed approach.
	• Please confirm your understanding of the requirements for training personnel that are detailed in Section 4.0 of the Scope of Work and explain how you will ensure that your proposed staffing plan will meet or exceed these requirements, particularly those detailed in 4.0.6.

Conduent provides an operating model that leverages the knowledge and experience of our current team's 382 cumulative years supporting DFR. We are in an optimal position to meet the requirements of the new contract. Our track record of strong subject matter expertise, institutional knowledge, and consistent, high quality of service positions us to meet the future needs of the LD services program and deliver greater value through continuous improvement of our established Development, Training Delivery, and Quality Assurance teams for DFR. The Conduent business structure recognizes the importance of separating quality assurance from the training team. We do this to provide a strong set of checks and balances between the staff doing the work and the team(s) evaluating the quality of the work.

Table 2.4-9. Vital Positions and Staffing Compliance Table
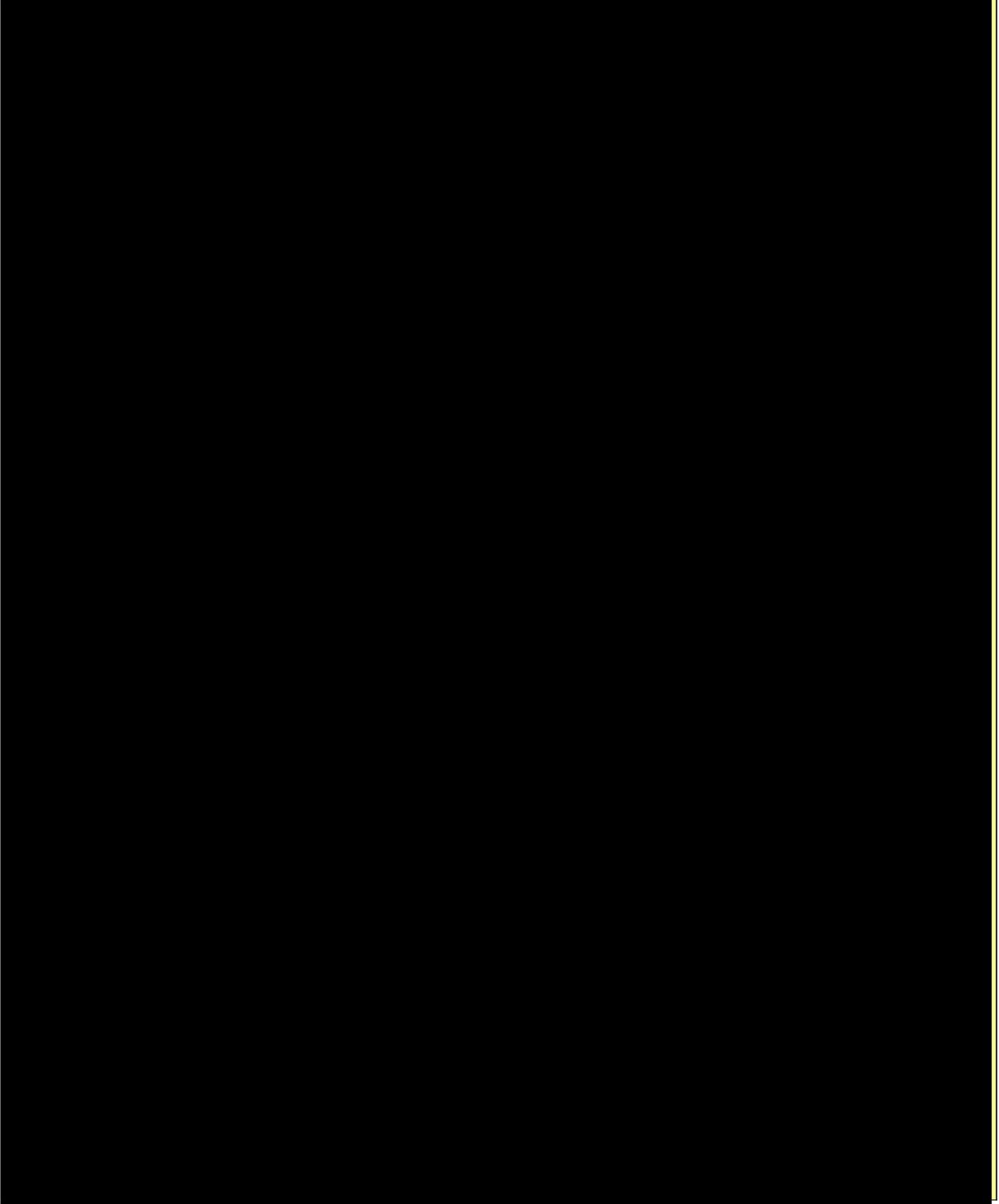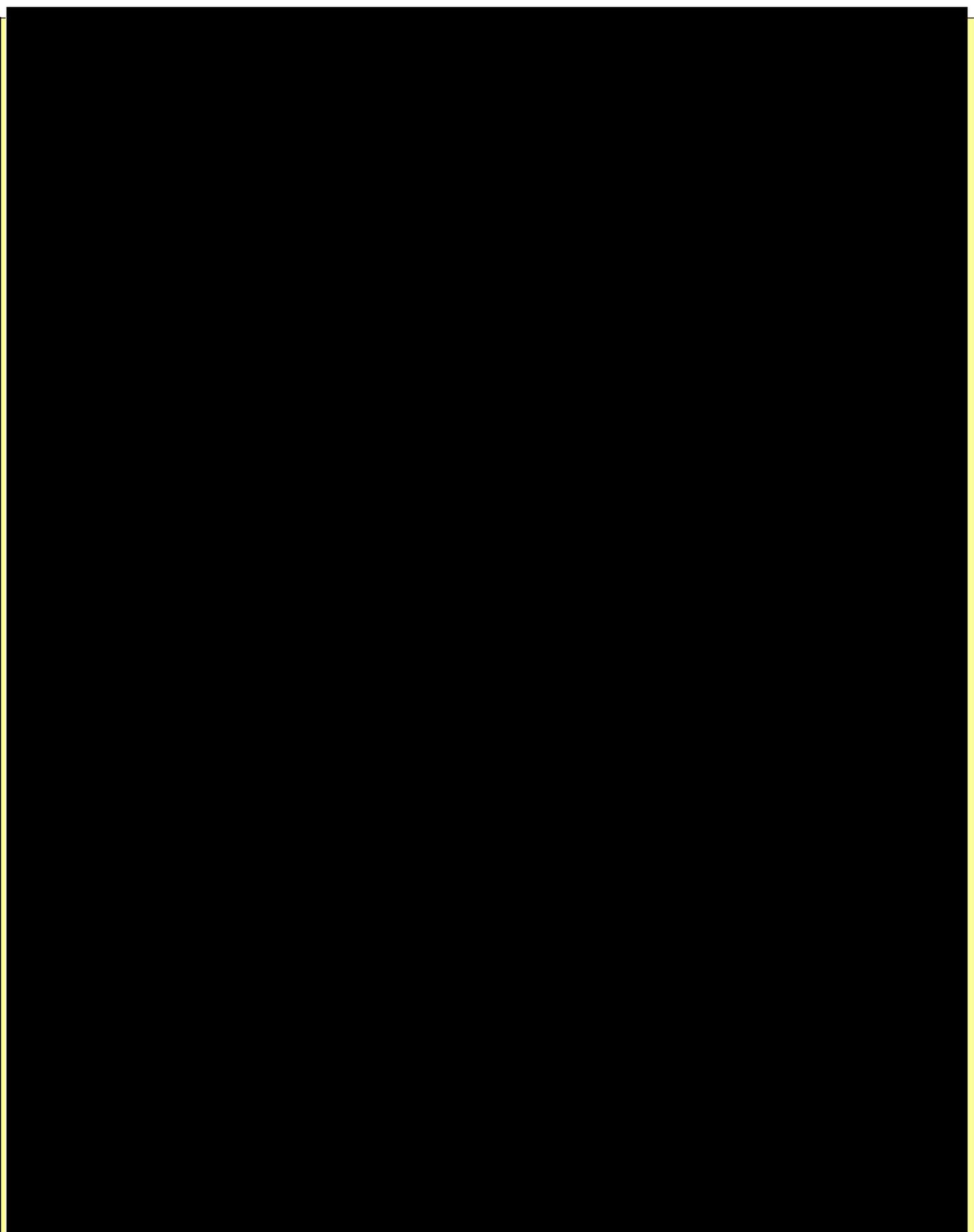
4.6.a. and b. Vital Positions – Learning and Development Specialist (Trainers)

Through the expertise of our current staff, Conduent has consistently met your requirements for the Indiana Eligibility Services Training program. Our proposed organization leverages the highly successful structure we built for the existing contract. Our LD Specialists conduct skills, technical, management and staff development training courses and all have extensive knowledge of Indiana's public assistance programs including policy and guidelines, gained from their direct work as a former Eligibility Specialists as well as part of Conduent's training program. A unique differentiator for Conduent is that all our LD Specialists have previously been in the Eligibility Specialist (ES) role. We understand there must be, at a minimum, two trainers in each region and collaborate with DFR to

shadowing, they are assigned a class to lead with a supporting trainer to help mentor and develop their facilitation and class preparation skills.

Trainers process and complete production tasks each month and the Training QA completes 100% review of their work. This supports development and the ability to maintain their processing skills and knowledge base. Trainers spend time at the RCC/CCC and Local Office to increase their understanding of the Local Office processes and workflow.

Our approach has proven highly successful in recruiting trainers that were previously ESs. This brings the foundational knowledge and general skill set required to be a successful LD Specialist. Aside from knowledge and skills, one of the most important aspects of hiring former ESs brings a compassionate and caring nature to our team. Having LD Specialists that performed the very job that they are now training learners for, provides a unique understanding of what is required for learning and development and has also proven to result in LD Specialists that are focused on the success of learners.

4.6.c Vital Positions – Learning and Development Manager

██████████████ 14 years supporting DFR in the delivery of learning and developmental services and leading our team of successful LD's eliminates a transition and supports uninterrupted services for DFR. ███████ will continue to serve as Learning and Development Manager and be the main contact for DFR. She has experience in many areas on the Indiana Eligibility program including Hearing and Appeals Eligibility Specialist, Supervisor, Trainer, Instructional Design, and Training Manager. With this experience, she recognizes the importance of having a solid development and delivery team ready to deliver and adjust to the changing environment. ██████████ is responsible for day-to-day operations and meeting performance standards. She understands that she is responsible for coordinating timely training schedules, and approval of training materials in coordination with and approved by the State Learning and Development Manager prior to implementation.

4.7 Content Development Team

Conduent, in partnership with our diverse subcontractors, provides a highly talented Content and Development Team that is responsible for writing storyboards, developing, and modifying the training materials (including but not limited to reference materials, internal policy memos and correspondence, and computer-based trainings) for all RCC/CCC and Local Office procedures that is maintained in IEDSS Online help. We are excited about our continued partnership with ████████ ████████ who will not only develop new modules required by the State but continue in partnership with the State Training Team to assess the existing modules to be certain they are engaging, comprehensive, and designed to maximize retention and decrease attrition of learners. Our team recognizes that the training materials developed for this contract are property of the State. Our team has met the requirement of using one centralized location, accessible on the State network, with access to all past and present training material used to develop the current training curricula.

Our training team is comprised of skilled and knowledgeable Technical Writers and Instruction Designers/Developers with a combined 77 years of extensive knowledge of the RCC, CCC, benefit recovery, hearings and appeals, and Local Office and FSSA policy. This knowledgeable team has

successfully proven their abilities to maintain and update all RCC/CCC and Local Office procedures within IEDSS Online help, iLMS, and TRON, so training materials address and incorporate system and policy changes along with business processes, meeting the training needs of all areas of your business related to Indiana Eligibility and the needs of adults learners. As changes are needed and implemented, we are committed to meeting the needs of DFR.

4.8.a Staffing Plan – Organizational Structure

To continue our effective and timely delivery of training, we agree to maintain a staffing plan that meets the staffing needs provided by DFR. Our staffing plan will include the requirements and qualifications for our training staff that prepares them to yield well-trained and skilled workers to service our fellow Hoosiers.

Our organizational structure demonstrates the experience and success of our current team to meet the requirements and positions us to meet and exceed your performance expectations. Our full organization chart delineates the formal lines of authority, communication, and responsibility to facilitate clear assignment of duties and responsibilities while also helping the appropriate number and types of personnel dedicated to the project. We have a broad range of Conduent resources and management support to allow for the success of our training development and delivery of services.

4.8.b Staffing Plan – Management, Structure, and Subcontractors

The Learning and Development Manager is responsible for training delivery and content development staff related to Training Services for DFR. This includes three managers who report directly on the status of LD Specialists. Each Manager will have no more than 10 direct reports to support, mentor, and develop.

The Quality Assurance Manager maintains a minimum staff of 15 and is committed to developing the staff by providing 100% reviews of work completed for new hire trainees. This involves keeping the team up to date on all policy and procedural processes for accurate QA reviews.

We are proud to emphasize that our management team actively engages in the supervision and direction of subcontractors to make certain that they not only meet but exceed expectations. The three subcontractor's integral to this project are:

- ██
  ███████████████████████████████████████
- ██
  █████████████████

████████████████████████████████

- ██
  ███
- ██
  ██

███████████████████████████████████

- ██
  ███████████████████████
- ██
  ███
- ██
  ██
  ████████████

██

As your current learning and developmental services vendor, we offer continuity of services which provides no risk of the interruption of critical training services.

Our learning and development services team, including trainers, training staff, managers and other training resources is in place and excited to continue providing training services. Further contributing to the unmatched experience of our team, the LD Specialists have been Eligibility Specialists and all performed the work for which they are training learners. This highly experienced team supporting DFR today eliminates the need and associated risk with recruiting, onboarding, and training staff at the beginning of the contract.

Over the past 14 years, we have worked closely together to build a training community of trust. Our LD Specialists are highly experienced, and they understand the impact of and care about the important work they do. LD Specialists are satisfied in their role, feel supported, receive continued development, and love serving their fellow Hoosiers. Our LD Specialists state that they feel supported not only by Conduent Leadership but also by State Leadership through communication and continued development of the team. Each of these factors contributes to our low attrition rate of 3.57% which we are extremely proud of.

As evidence of our strong, well-qualified and experienced team, seven LD specialists advanced their careers and continue in different roles within DFR. Our low attrition rate allows for highly experienced trainers to be delivering training services. This offers DFR low risk and confidence in our abilities to perform all the services required in the RFP.

As new LD Specialists are needed, our MWBE partners are utilized to provide qualified candidates for Training Management to interview. Our MWBE partners support the current services we provide to DFR and understand the skill set required for our LD Specialist positions. Recruiting previous ESs has proven to be extremely effective in building our team of successful trainers and our subcontracting partners understand and assist with identifying potential candidates. As a result, these MWBE subcontracting partners contribute to the success of our LD Specialists and DFR by recruiting the right individuals. Some of the traits we look for when hiring LD Specialists include but are not limited to:

- Experience and knowledge of the programs DFR provides
- Effective case processing skills
- Engaging delivery of lesson material
- Managing technology and being able to multitask
- Ability to communicate effectively

On their start date, Training Managers meet one-on-one with the new LD Specialist to begin the onboarding process. Our onboarding process includes (refer also to
Figure 2.4-11):

- Assistance with access to all required systems

- Required Conduent compliance training such as Code of Business Conduct, Information Privacy and HIPAA

- Outlining of expectations of the LD Specialist position

- Discussion detailed training processes outlined in the LD Specialist handbook

- Enrolled in the New Hire Training Curriculum in preparation for future training delivery

- Enrollment in and completion of MSI Corporate Trainer Certification and Six Sigma White Belt Training within two weeks. MSI training prepares the trainer on communications skills, how learners learn, and how to add energy and enthusiasm while delivering information. Six Sigma White Belt provides information on how to manage organizational change, define goals, and meet expectations with a positive mindset.

- Establishing a schedule to shadow an experienced LD Specialist. During this shadowing period, the new LD Specialist begins to learn how to perform the duties required of the job, such as presenting engaging lessons, detailed and timely completion of training trackers, and writing professional communications to both managers and learners. The new LD Specialist slowly becomes integrated into classroom presentations until they are leading the class with their mentor's support. The timeframe for shadowing is based on the skillset of the LD Specialist and how quickly their skills are positively developed. Each new LD Specialist is ready to lead their own class within six months of their hire date.

- Continuous evaluation of progress. At least once per week, the LD Specialist meets with Training management to discuss progress and next steps for their learning process.

Figure 2.4-11. Onboarding Timeline
The onboarding timeline allows us to have enough trainers, training staff, and other training resources available so staff can begin training in a timely manner.

4.8.c Staffing Plan – Learner to Trainer Ratio Variance

Our staffing plan will be managed so that our student-to-trainer ratio has a minimum capacity of 30:1 and Conduent has historically demonstrated our ability to manage this minimum ratio. We acknowledge that the class size may increase at the request of the DFR Director of Learning and Development.

Due to logistical restrictions, we acknowledge that approval for conducting simultaneous face-to-face and virtual training will need to be provided by the State.

4.8.d Staffing Plan – Minimum Requirements

Providing experienced and knowledgeable training staff is of utmost importance to Conduent because of its direct effect on the quality of service and accuracy of the benefits Hoosiers receive. We recognize that the training material and instruction we provide is only as good as the members of our team. Our entire training delivery team has 237 combined years of experience in delivering training to the staff of DFR. Members of our training delivery team must be experienced eligibility workers who have successfully completed the new hire training curriculum. Completion of this training plan ascertains that all employees are knowledgeable on policies and procedures of the eligibility operation, including all DFR programs. Our years of experience and stringent qualifications prepare our training staff to effectively develop and deliver training materials for a variety of circumstances – from new hire training to cross-training and refresher training.

To be eligible for a development position with our training development team, individuals must be an experienced professional instructional designer or be an experienced LD Specialist with proven, extensive policy, and procedure knowledge.

4.8.e Staffing Plan – Evaluating Training Staff

We monitor and evaluate our training staff on an ongoing basis to ensure high quality training materials and delivery. In collaboration with the State Training Director and working toward the future we will begin to improve current processes and procedures that are in place today. Monitoring occurs through review processes and analysis of performance statistics, including informal feedback from a variety of sources such as quarterly surveys The monitoring and evaluation of the development and delivery teams occurs separately, as described below.

The Conduent training development team provides high quality, accurate training materials, we follow an identified design and development process. This process involves several internal and DFR reviews of newly created materials and updates to existing materials using the workflow in the ███████. The Learning and Development Manager conducts weekly one-on-one meetings with the development staff to provide feedback and guidance. As needed, issues identified by the review of materials are addressed during these meetings. The Learning and Development Manager works with staff members to determine the root cause of any identified deficiencies and develops a plan for addressing and correcting the issue.

Training delivery team members also attend monthly Professional Development meetings in coordination with the State Training Director and Team. These meetings provide opportunities for professional growth.

To provide training delivery team members with ongoing support and feedback, Manager(s) communicate with each LD Specialist daily to address questions and provide feedback. In addition, Manager(s) also confirm delivery staff are current on policy and procedure changes and allow them to receive guidance and clarification on training materials and classroom management issues.

Training delivery team members also attend weekly one-on-one meetings. These meetings allow the Manager(s) to provide each LD Specialist with specific feedback and guidance based on the statistics and feedback from their current class. If deficiencies exist, the Manager(s) works with the LD Specialist to determine the root cause. Actions are taken to address and correct the deficiencies. The production task efforts are also included in these discussions to present a well-rounded training team.

When action plans established during the one-on-one meetings do not correct identified deficiencies, Conduent's disciplinary processes are used. The disciplinary actions taken may range from a personal improvement plan to termination. All actions are determined on a case-by-case basis and overseen by the Learning and Development Manager.

To improve the excellence, growth, and development of the LD Specialists, Conduent offers a variety of educational opportunities to its employees. All Conduent staff members are required to complete annual compliance, ethics, diversity and inclusion, and security training. To advance skill

sets, all Conduent staff members have access to Conduent Learning, which provides a wide variety of learning resources that drive knowledge growth and performance improvement.

To highlight the success of our professional development plans, we've included a testimonial from one of our LD Specialists.

"When I became a trainer, I was very shy and did not have much confidence that I was able to do my job correctly. There were times that I thought about quitting or times I thought management made a mistake about hiring me. I decided I was going to give being a trainer six months and at the end of those six months if I did not feel like I had improved I would pursue a different career. At the end of those six months, I felt a lot more confidence in myself as a trainer. I could not have done [it] without my team, my classes, and most of all my management team. My management team has never given up on me even when I wanted to give up on myself. They push me every day to be a better trainer than I was the day before. I have learned a lot about myself as a person from being a trainer. I knew more than I thought I did. If it was not for my management team giving me a chance, I do not know where I would be. Thank you to everyone who has helped me along this journey. It has been an honor to be a part of Conduent Training Team."

4.8.f Staffing Plan – Increase and Decrease in Training Volume

The volume of training can change rapidly as a direct result of changes to the number of eligibility staff needed. In the past we have worked closely with you in hiring additional training staff to respond to your needs. Our experience and proven ability to react quickly demonstrates that if a staffing increase of this magnitude should ever arise again, we will collaborate with you to meet your needs.

In the event there is a lull in training or during days when training is not in session, we engage our LD staff in a variety of ways to enhance their skills and be of greater value to the organization. LD staff will perform case processing, maintaining their proficiency in subjects they train. The work performed during this time will be subject to quality assurance reviews. Additionally, the LD staff support their peers in other regions by providing reviews of work performed by learners and compile data from the reviews to provide constructive feedback to the rest of the training organization. Our staff is also required to take continuing education as a method of personal development and improvement. These activities make for a well-rounded LD Specialist, greatly benefiting the people we serve.

4.8.g Staffing Plan – Turnovers and Filling Vacancies Timely

An engaged staff that is invested in from their first day on the job, a sound recruiting process, and advantageous partnerships all contribute to mitigating staff turnover.

Our current staff is comprised of dedicated individuals committed to helping staff understand their role. We are proud to say we have a low attrition rate of 3.57%, which allows us to deliver training and support consistently. However, if we have a vacancy, we respond quickly to mitigate disruption in services by communicating with our staffing vendors to recruit open positions.

Mitigation of staff turnover starts with employee engagement and communication. As an industry-leading "Most Loved Workplace", Conduent demonstrates our ability to attract and retain highly skilled employees and mitigate turnover, which delivers DFR a long-tenured and highly experienced team. We strive to create a culture in which associates can grow, thrive, and feel they belong while making a difference. This culture contributes to the low attrition rate of 3.57% within our team.
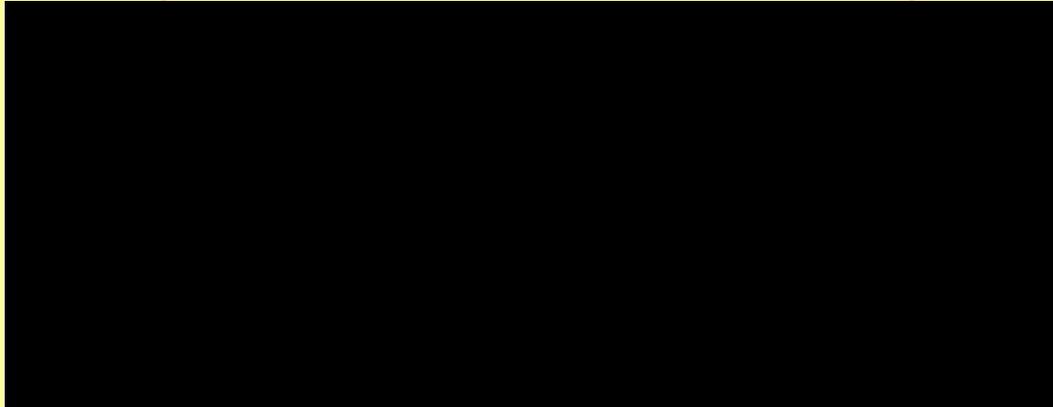
Figure 2.4-12. Recognition For Retaining Highly Experienced Staff
Conduent named to Newsweek's Top 100 Global Most Loved Workplaces for 2023

We use the following processes to retain our experienced staff:

- Offer Professional Development Opportunities
    - Promote development of skills
    - Incorporate Professional Development Sessions and apply mentorship opportunities to inspire investment in personal growth to keep employees engaged, focused, and feeling valued
- Maintain a positive work environment
    - Foster a supportive organization with effective, communication, and teamwork
    - Promote a healthy work-life balance
    - Foster respect, inclusivity, and diversity
    - Maintain integrity of leadership and trust with staff
- Offer Employee Recognition
    - Recognize contributions of the individual team members and celebrate their successes
    - Increase job satisfaction and loyalty
- Provide Opportunity for Employee Feedback

    - Regular one-on-one sessions with leadership
    - Value opinions, suggestions, and feedback
    - Identify areas for improvement and implement change providing staff with an investment in their career and role

Although we are proud of our extremely low attrition rate, vacancies occur. When that happens, training management immediately communicates with our recruiting partner(s) to post the open position. Communication is also made to DFR Training Leadership to provide notification of open positions. In collaboration with DFR/FSSA, details are supplied to communicate with the regions to

generate interest in a training position with seasoned staff. We are committed to providing placement of the best candidate for training positions based on that position's specifications by:

- Obtaining a pool of qualified candidates from our experienced recruiting partner(s)
- Analyzing and selecting the best candidate(s) for interviews
- Communicating with DFR Training Leadership to identify candidate(s) who have been coded in the State personnel system as ineligible for employment due to a previous code of Not Eligible for Rehire
- Communicating with recruiting partners, the selected candidates, and intent to hire
- Sending offers to the candidate with a start date that allows time for them to provide two weeks of notice to their current employer.
- Completing onboarding to effectively prepare them for their new position and increase job satisfaction, commitment, and retention
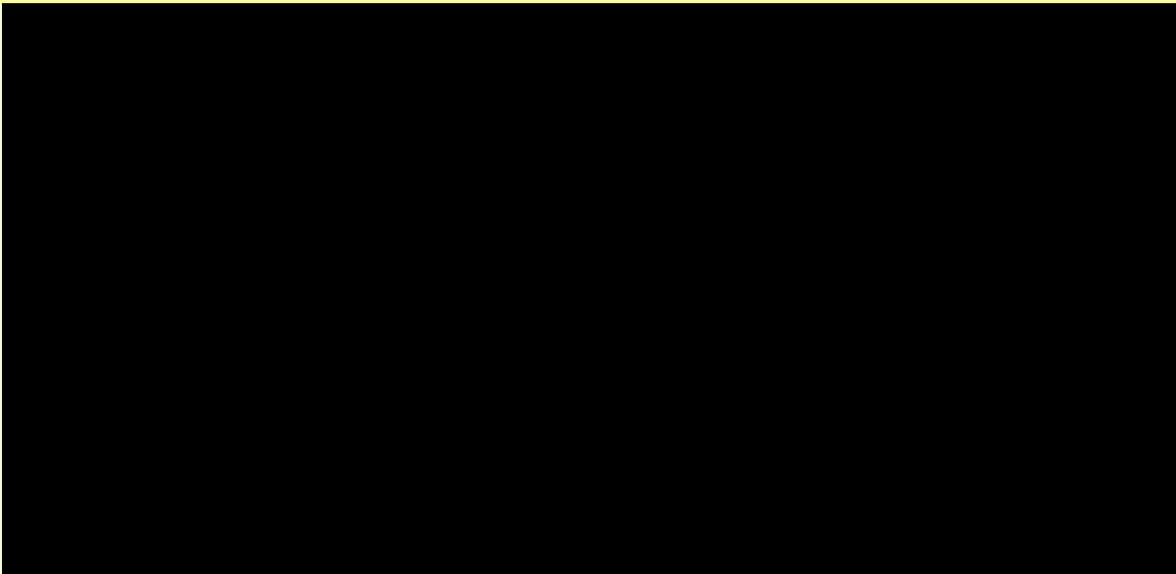
Figure 2.4-13. ▮▮▮▮▮▮▮▮▮▮▮
Our efficient and effective recruiting process allows
us to mitigate staff turnover in a timely manner.

4.8.h Staffing Plan – Training Knowledgeable Staff

Our training curriculum is comprised of the latest policy and procedure information around DFR health and human service programs. Our primary method of delivering the training is face-to-face, in a classroom setting. We understand each employee is required to complete the appropriate training curriculum before assuming their duties. An example is that all ESs must complete the new hire training and pass all state-approved competency assessments (Gateways) on the Learning Management System (LMS) before assuming their duties. The Conduent team knows that changes in program policy and procedures occur from time to time that require all State staff and Eligibility Services contractor employees to be trained on the new or updated material. We are prepared to provide training curricula, and a delivery method for the changes on policies and/or procedures in a

variety of methods. Below are examples of delivery of the material depending on the depth of the change.

1. Face-to-face, in classroom setting
2. Computer-based training (CBT)
3. News You Can Use (Online Help)
4. Using TRON, staff have access to training material to review/deliver lessons, access to On Demand Training, Trickle Training, and system, policy, and maintenance release changes.

4.8.i Staffing Plan – State Approvals

We recognize that the staffing plan must receive and maintain State approval.

4.8.j Staffing Plan – Direct Line of Supervision

We require current and prospective employees to report if they have relatives working for the State, Conduent, or one of our subcontractors. This allows us to make work assignments that do not conflict with the expectation that staff are not in the direct line of supervision of or conduct training for a relative who is employed by the State.

4.8.k Staffing Plan – Maintain Staffing Levels

We have Conduent employees providing Training Services throughout the State of Indiana who have experience working with your clients. We have proven our ability to maintain a sufficient staff of qualified personnel who provide Indiana with vital continuity of operations through accurate and timely training services to staff. We will maintain appropriate staffing levels to meet your needs without disruption to existing training services. We use a variety of planned options to quickly hire people with the right skills, mindsets, and experience to perform to standards as we need them.

4.1 Training Staff Service Standards and Ongoing Education

Indiana benefits from Conduent's extensive program knowledge and training experience as well as continuing education for our trainers that sets them on a path of continued success throughout their careers.

Conduent has a process to correct and measure any deficiencies in all staff performance. However, Conduent is committed to working with you in developing a process to meet the needs specific to the DFR Training program. We currently work with you in the development and administration of Contractor-led new hire and annual training on classroom management training, conflict resolution, DEI, and instructional design training for adult learning. We will collaborate with the State on a certification plan, including continuing education training for training delivery staff.

LD Specialists who are ready and in place continue to receive ongoing education and training to strengthen their leadership and delivery skills. Each of our LD Specialists has extensive program policy knowledge and expertise in relation to Indiana's health coverage and other public assistance programs. We supplement this knowledge with recurring practical experience at the Regional

Change Center/Central Change Centers and local office. They work in the production environment during non-class time for both the RCC/CCC work queues to make certain their knowledge of the systems, policies, and workflows remain current. As part of their professional development, we collaborate in scheduling LO visits to enhance their knowledge of LO practices. This practical experience not only keeps the skills of the LD Specialist current but enhances their ability to train workers in the classroom to be successful. The Local Office and RCC/CCC experiences are invaluable for a LD Specialist when scheduling permits. Our current LD Specialists come from one of these settings and have experience as an Eligibility Specialist which provides invaluable knowledge to be a successful trainer. It is our intent to continue to recruit from the local office and RCC/CCC resources. This provides us with the right talent and experience to train both new hire classes and experienced workers.

To build upon the excellence, growth, and development of the LD Specialists, Conduent offers a variety of educational opportunities to its employees. All Conduent staff members are required annually to complete code of conduct, ethics, and security training as well as any other training that is required for their position.

New LD Specialists complete MSI Trainer Certification and Six Sigma White Belt Training within two weeks of their start date as part of leadership development. In providing ongoing education and training, they have access to Conduent Learning Services, which provides a wide variety of learning resources that drive knowledge, personal growth, enhance performance and continually strive to improve classroom delivery. In addition to self-paced learning in Conduent Learning Services, each LD Specialist has access to experienced trainers and Training management for continued growth.

LD Specialists attend regular monthly Professional Development Days that our Learning and Development Manager and Supervisors plan and present in coordination with the State Training Team. During these informative days, the staff participate in micro trainings on topics such as:

- Next Level Training/DEI Parts 1 and 2
- Difficult Conversations/Microaggressions
- Adult Learning Science and Strategies
- Enhancing Learner Engagement
- Effective Classroom Management
- Conflict Management
- Creating Professional Relationships
- Production Task Work to keep skills sharp

Refer to Figure 2.4-14 below.

Figure 2.4-14. Ongoing Education and Training for Staff

Indiana benefits from our full spectrum of ongoing education and training offered to our staff.

Feedback is critical to measure the success of our LDs and training classes. We track performance through reporting as well as surveys. Surveys provide feedback on LDs that can be used for ongoing training, development, and improvement. Through these surveys, we can see the passion and true commitment of our LDs which we believe sets us apart from any other vendor. We consistently see notes from ES's thanking our LDs for the extra time they spent on a particular area of a class or the way in which they presented a subject as well as their understanding that our LD's really care about their success.

4.2 Training Staff Dress Code

Dressing for success is a standard that Conduent supports to present a professional example to all staff. We provide LD Specialists with the Trainer Handbook that provides the expectations of the dress code. We acknowledge that staff may be removed from the site if not compliant with dress code expectations. We are committed to meeting the DFR Dress Code Standards as communicated at each site location.

4.3 DFR Background Check Standards

Conduent is committed to a work environment that is safe and secure. We acknowledge that DFR reserves the right to contemplate the arrest and conviction record of any Contractor applicant when considering employment within DFR. Staff are provided with the expectation that they are to report any arrests or convictions within five (5) calendar days from the date of the arrest or conviction. We will follow the appropriate notification protocol to inform the State of occurrence within two business days.

Our commitment is to provide knowledgeable, qualified, and dedicated staff to deliver and support training and we will not hire staff considered Not Eligible for Rehire by DFR.

4.4 Background Check Documentation

We recognize that all staff, including subcontractors, must be in good standing with the State. Our hiring process includes a criminal history record background check as a condition of employment at the expense of our company including E-Verify to verify work eligibility status and a criminal background check for convictions of State and federal crimes and exclusions by the US Office of Inspector General.

The key for the success of a project relies on the staff, and Conduent knows it. By extending our partnership of 14 years, DFR retains a staff experienced training, eligibility operations, Indiana public assistance programs and on State policies and procedures.

To continue meeting the objectives, requirements, and services Indiana DFR seeks, we offer a qualified training team with experience unmatched by any other offeror. As a result, DFR can count on Conduent to continuously provide staff with the breadth of experience necessary to successfully run the Indiana DFR Learning and Development Services project.

Experience Matters

Our Team brings more than 400 combined years of relevant experience working with DFR.

- Management: 84 years
- Learning and Development Specialists/Trainers: 237 years
- Content Writers: 42.5 years

The Conduent team has applied our proven Project Management Methodology to work as a cohesive whole, so all trainees receive the highest quality of training. In addition, our staff brings to the project extensive experience with the proposed training solutions, providing the State with high performance and quality outcomes over the life of the contract, just as they have done over the past 14 years.

Over the course of the contract, we have established a well-structured organization with clear lines of responsibility, efficient reporting hierarchies, and an accountability framework that enables swift responses to project requirements. The training organizational chart in Figure 2.4-15 presents our reporting hierarchy, demonstrating our leaders who monitor the training aspect of the project for a successful completion.

Figure 2.4-15. Project's Training Organization Toward Success
*Our team brings decades of experience delivering
and managing training services to Indiana FSSA.*

For each of the seven key personnel identified on the Organizational Chart, we provide below their resumes, followed by a short biography of eight spotlight individuals.

Key Personnel

- ████████ – Senior Director
- ████████ – Director of Account Management
- ████████ – Learning and Development Manager
- ████████ – Quality Manager
- ████████ – Training Manager
- ████████ – Training Manager
- ████████ – Training Manager
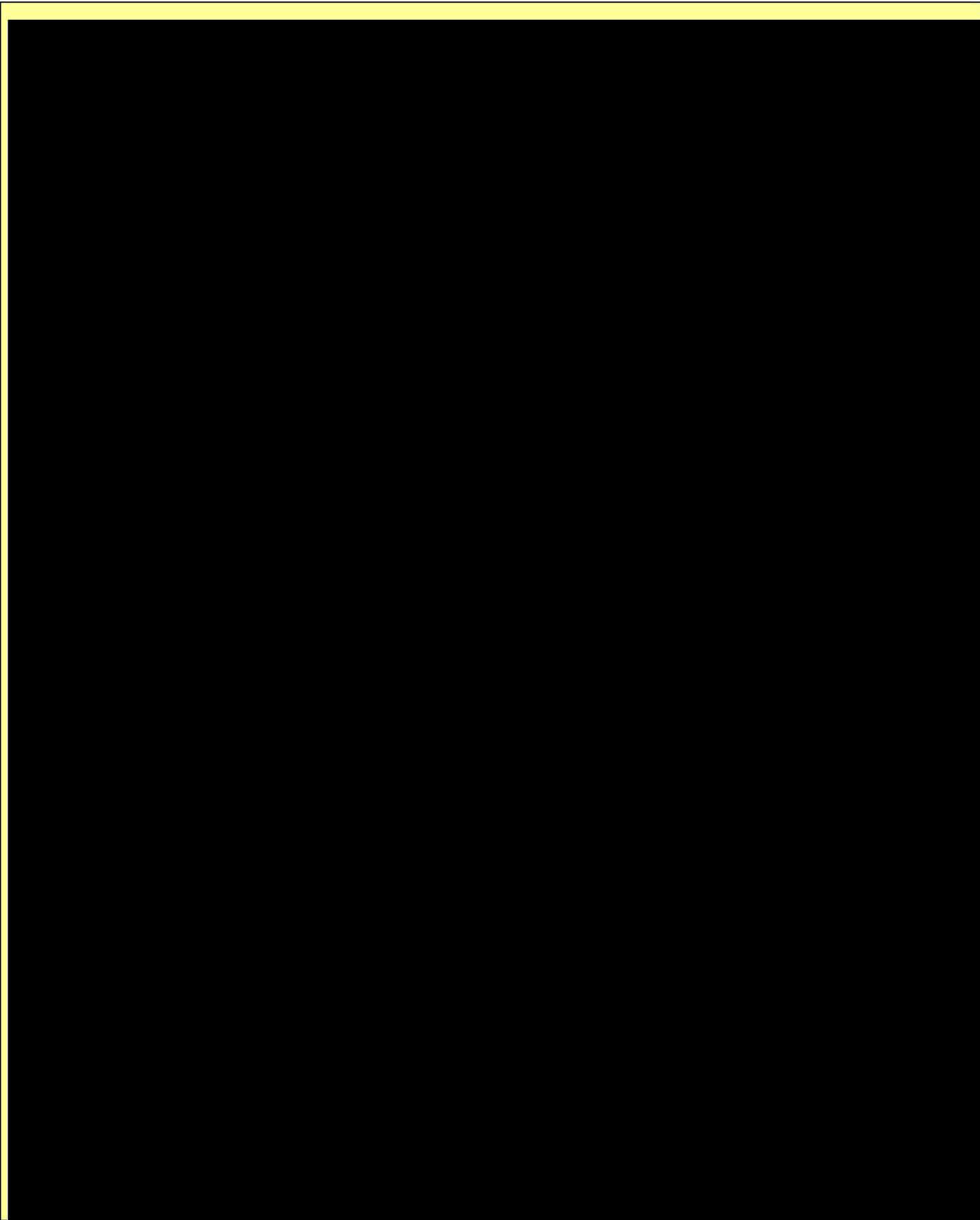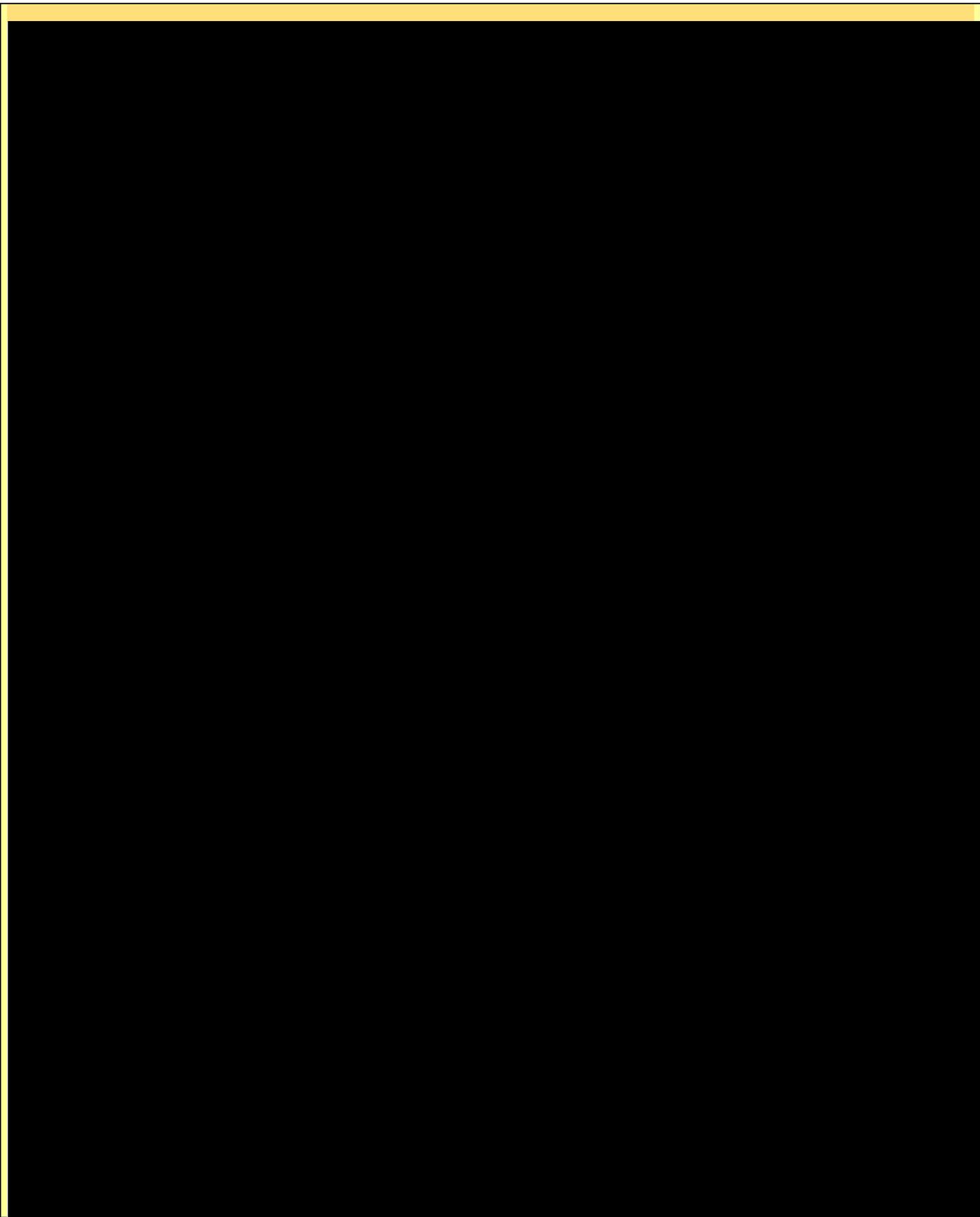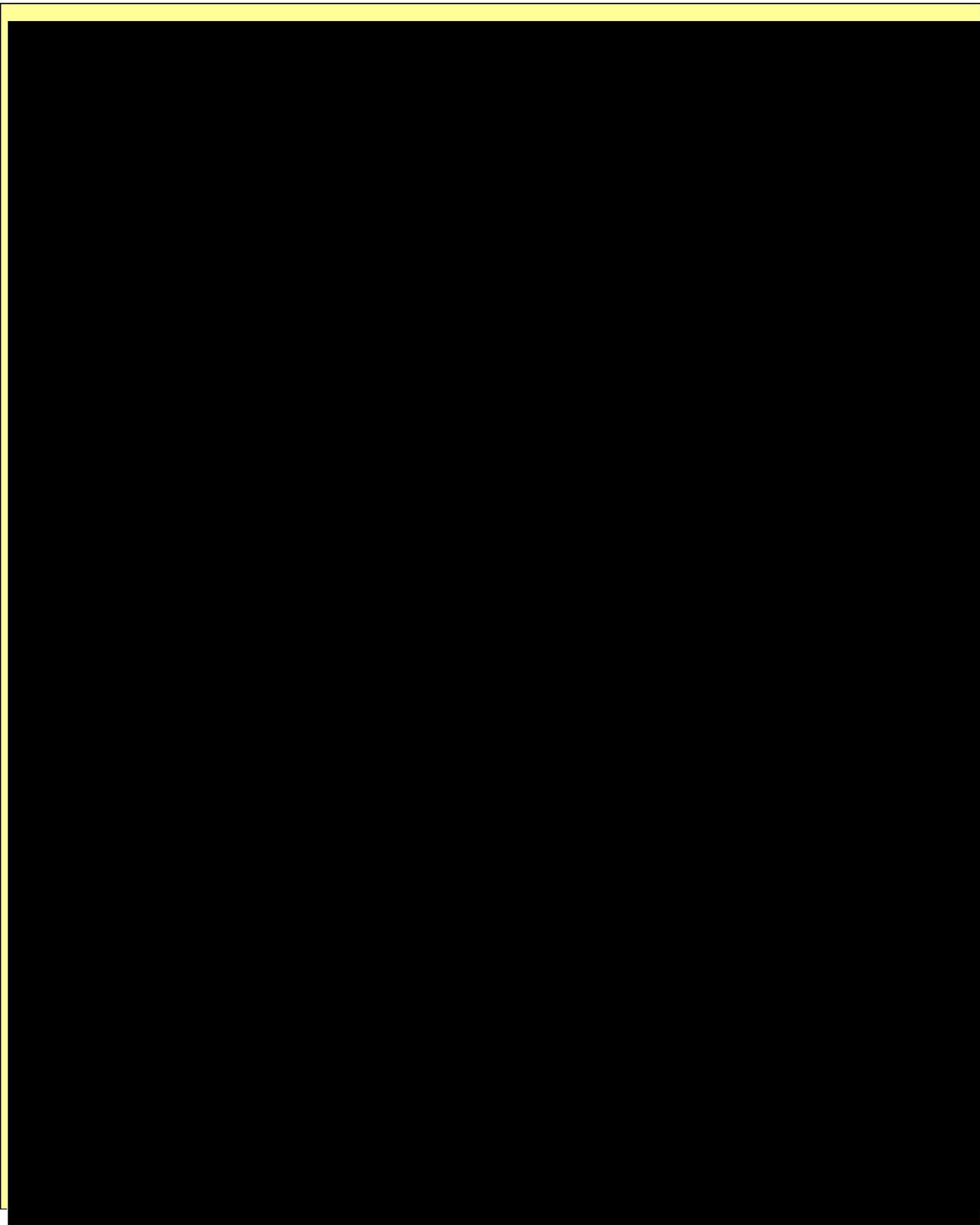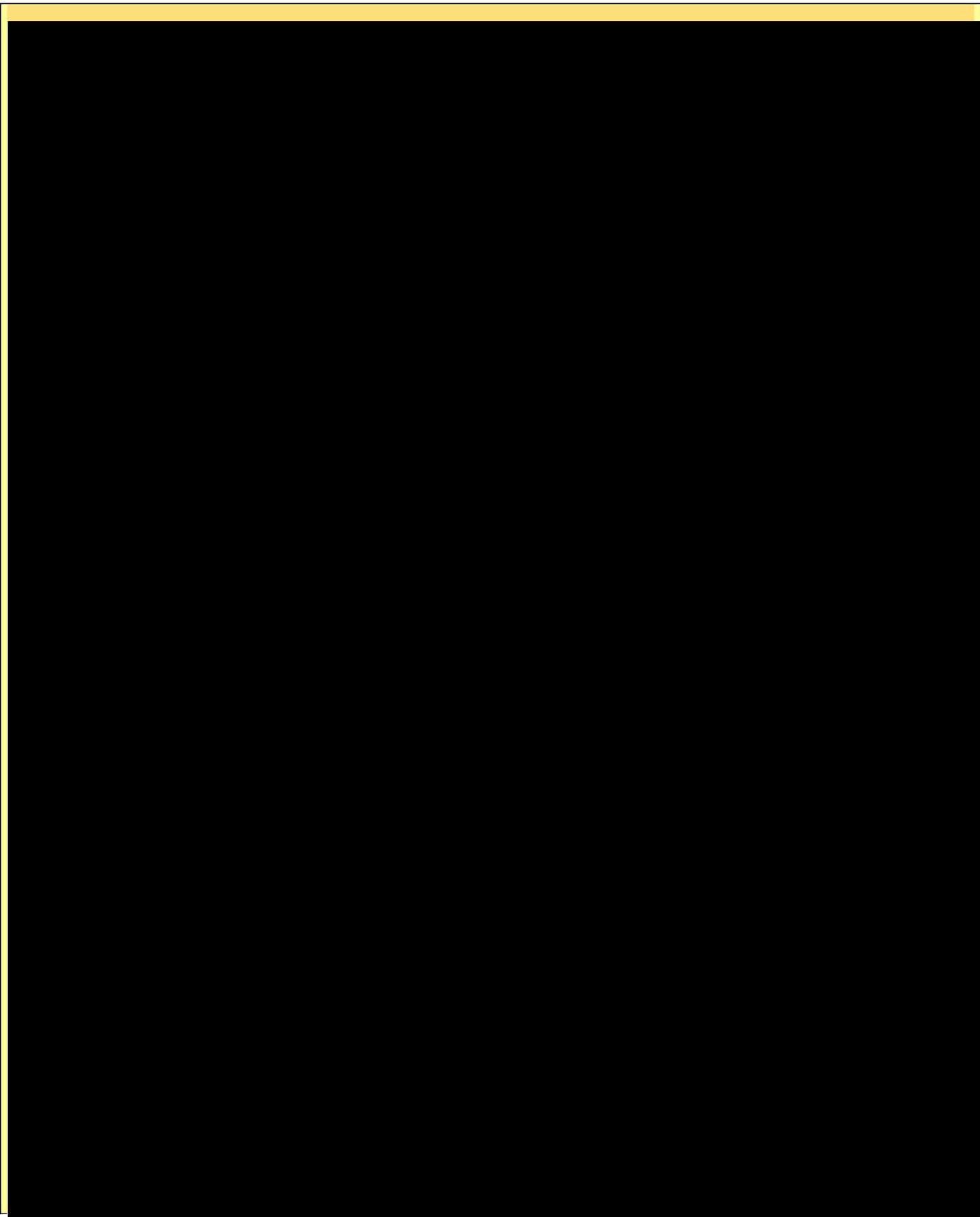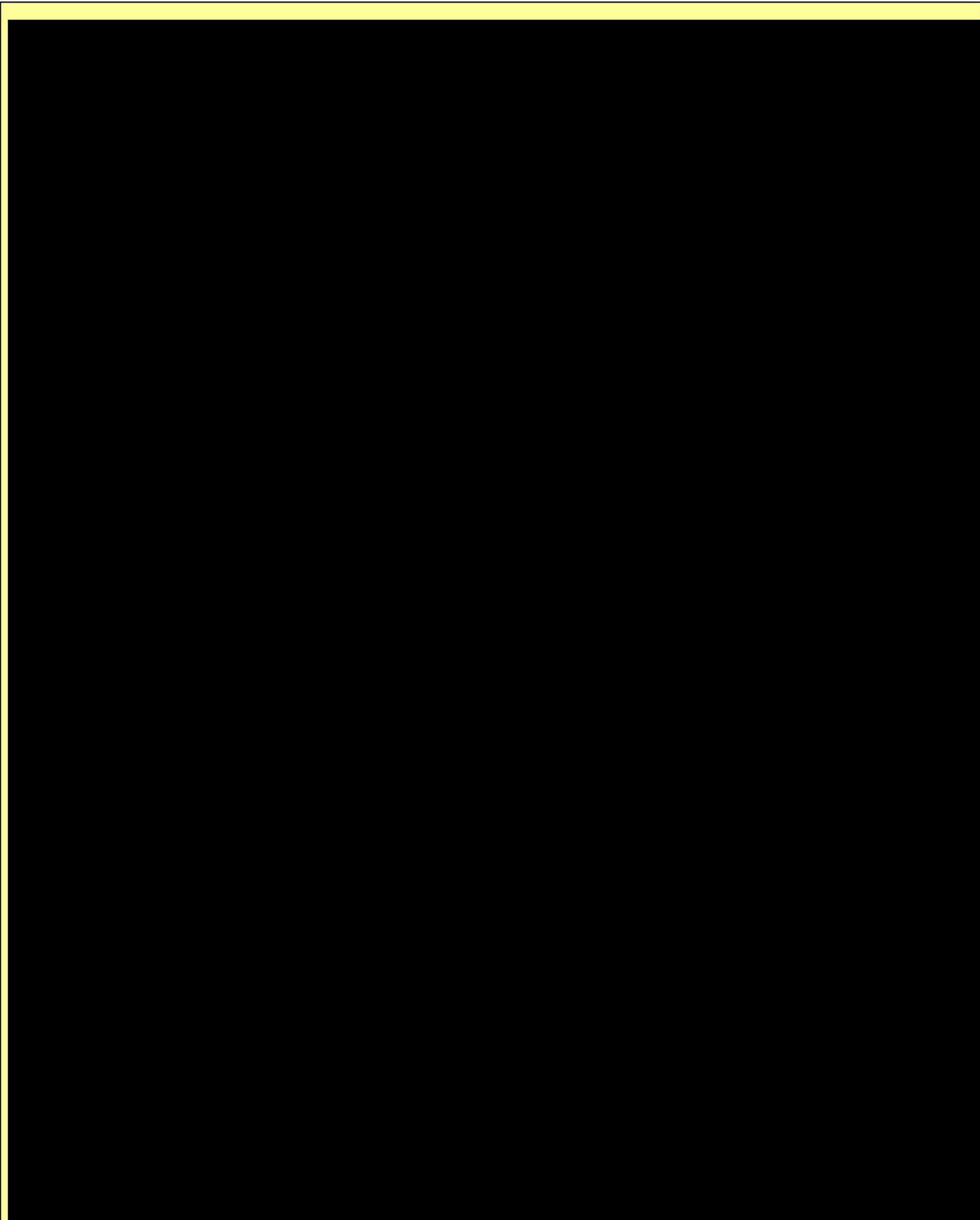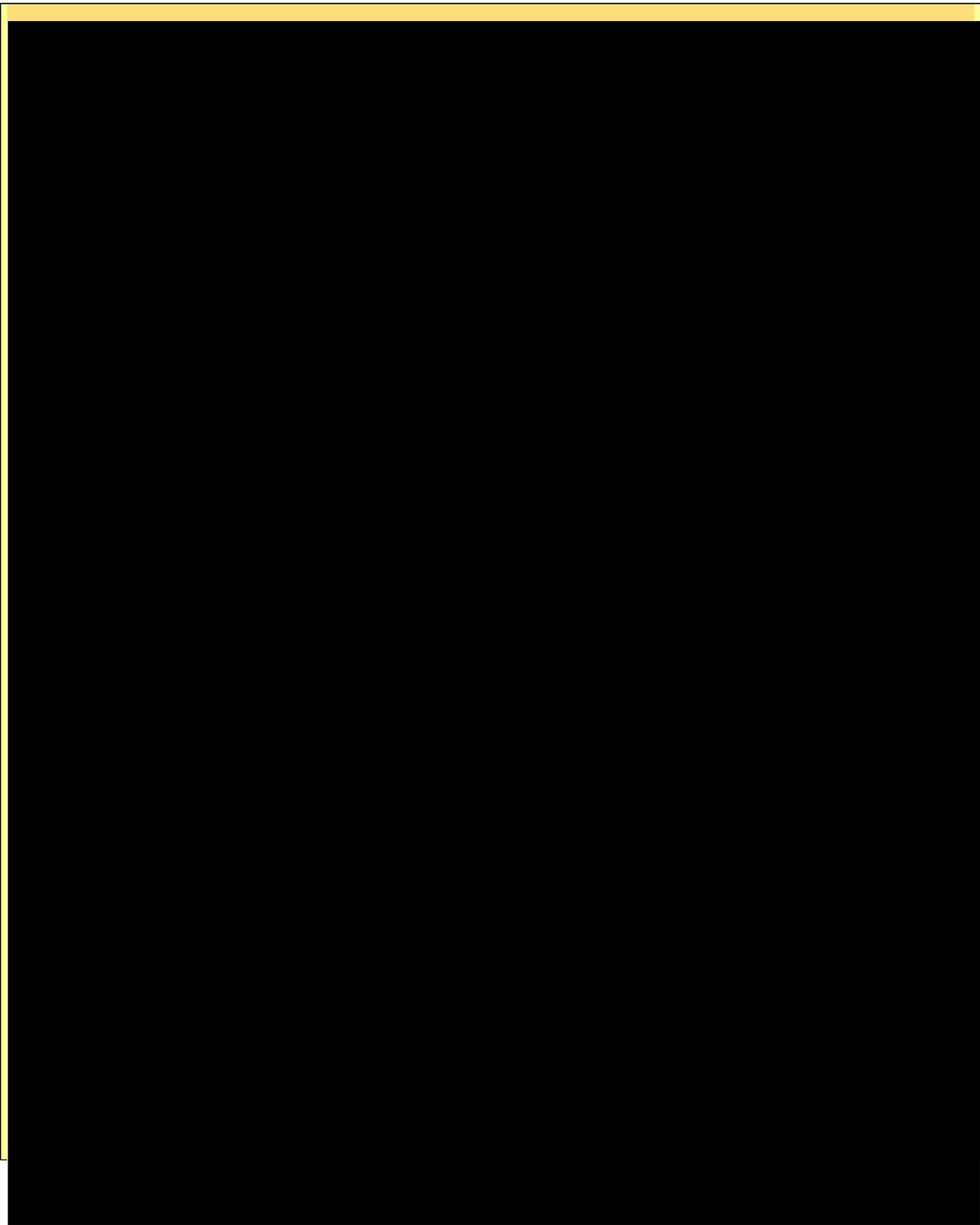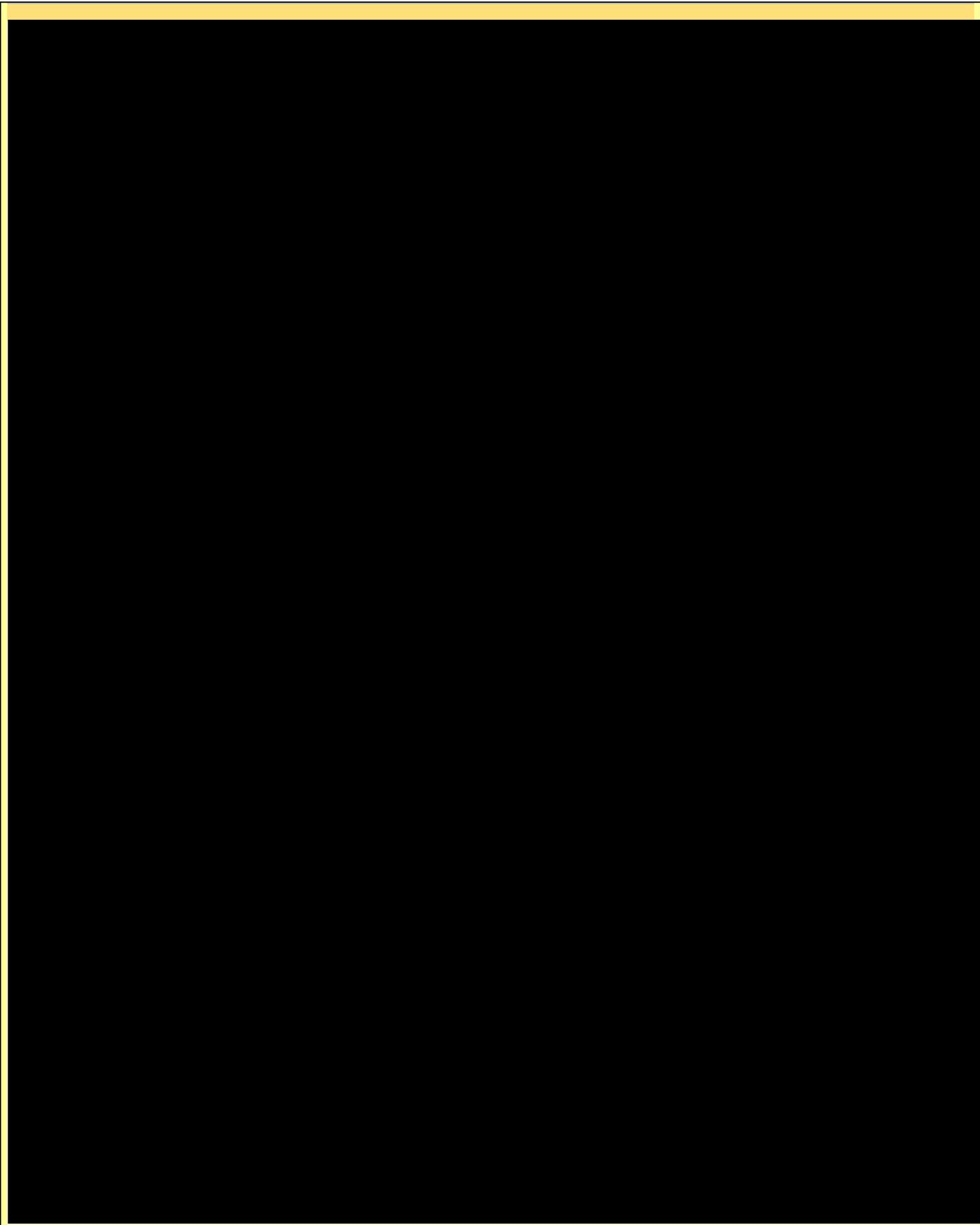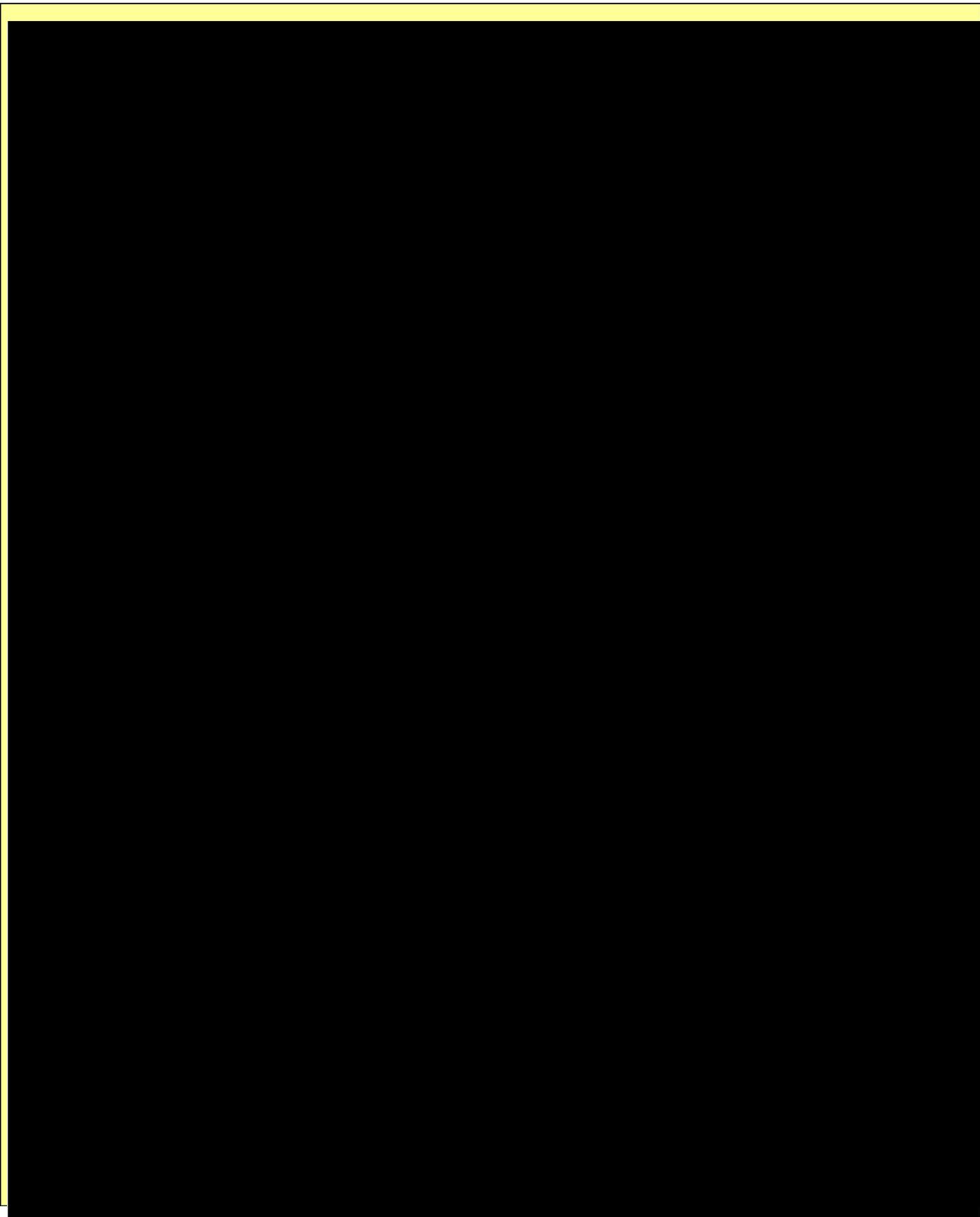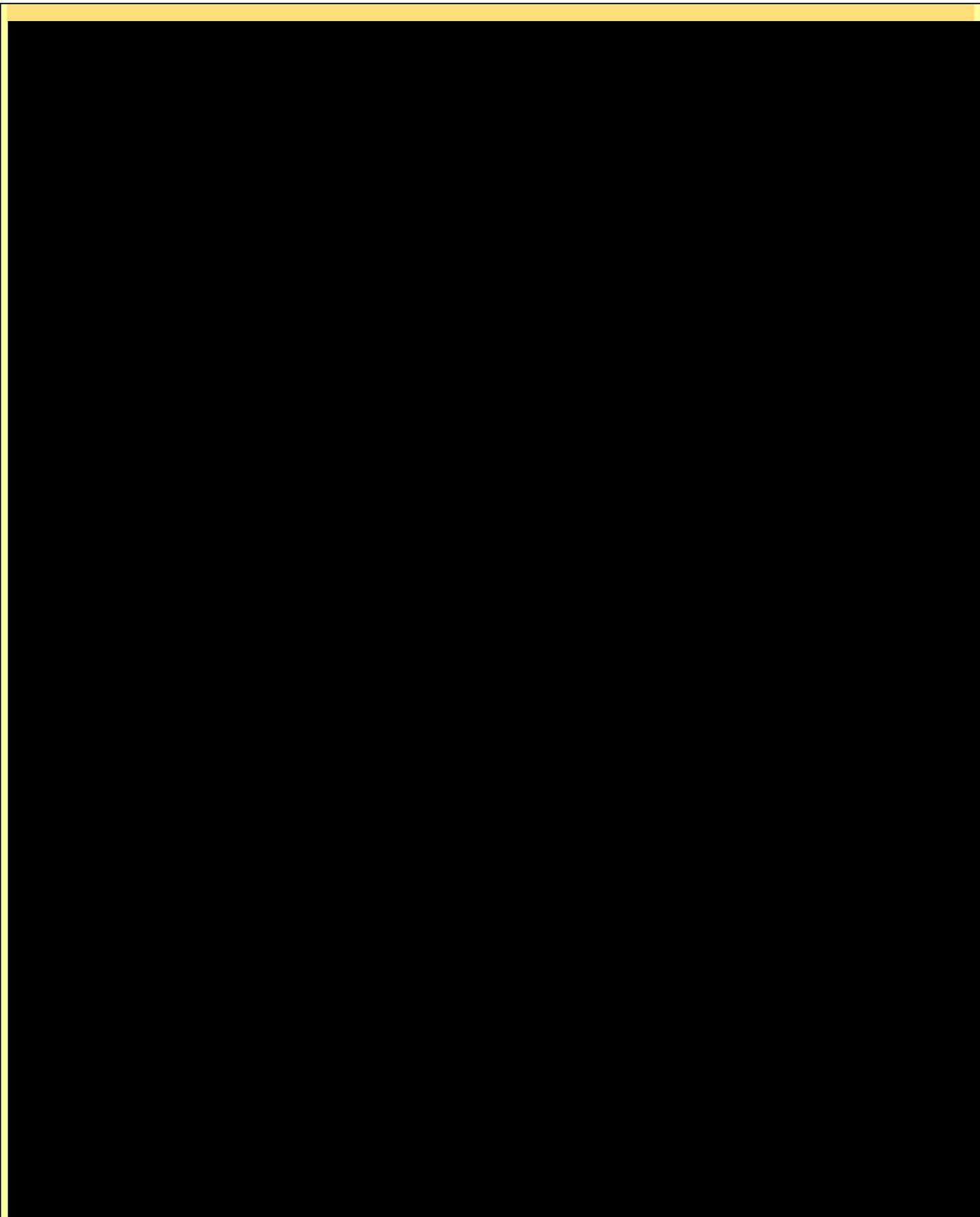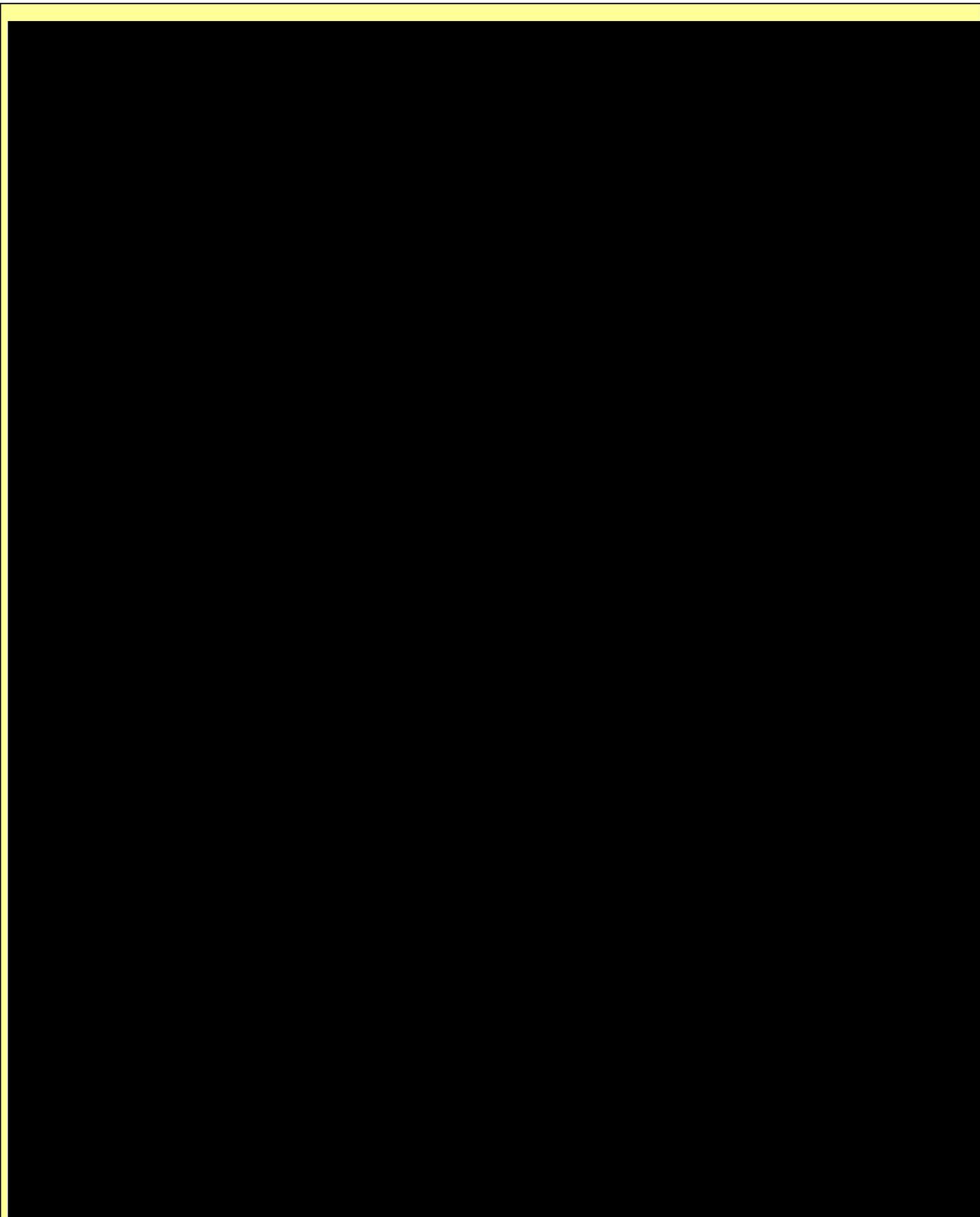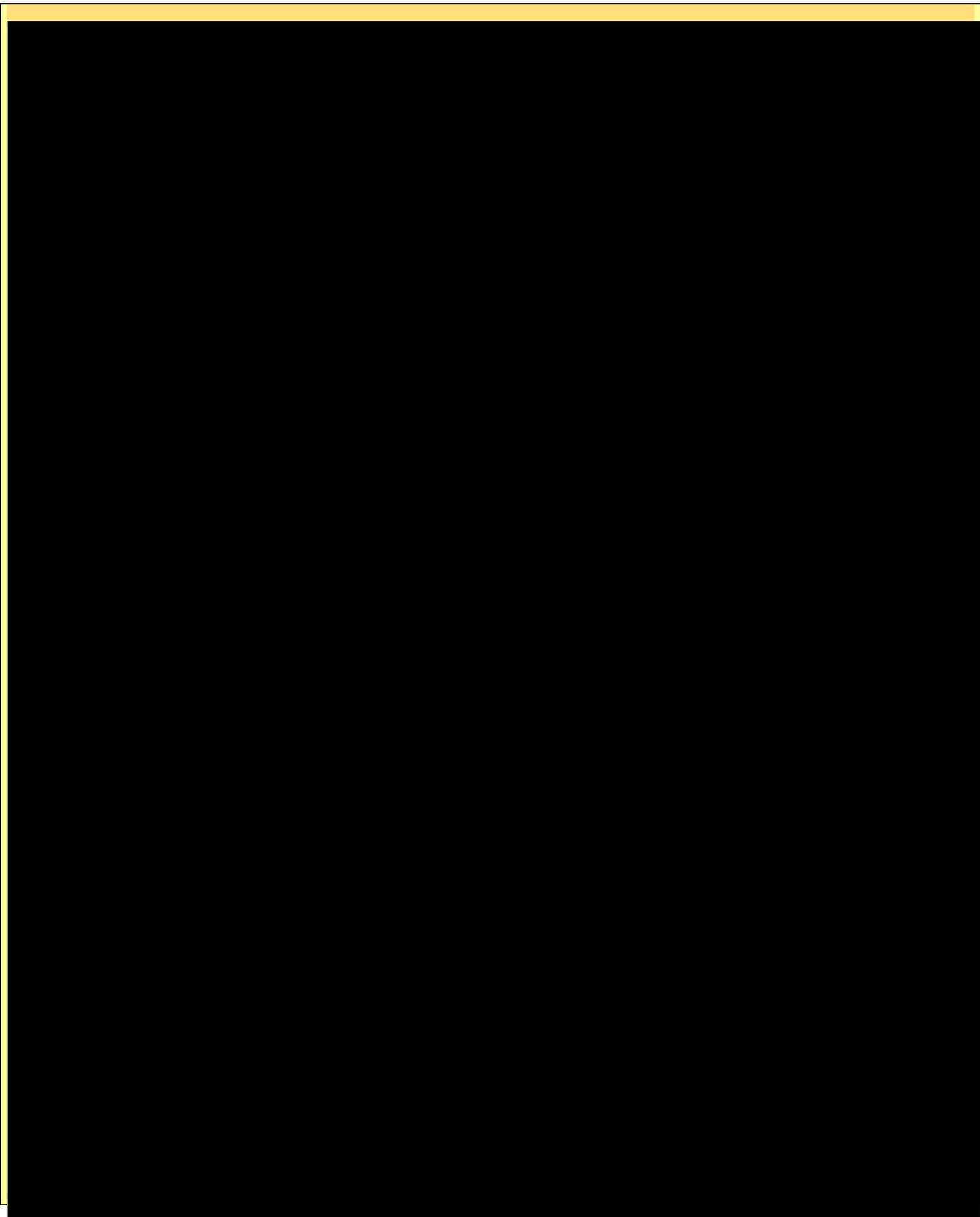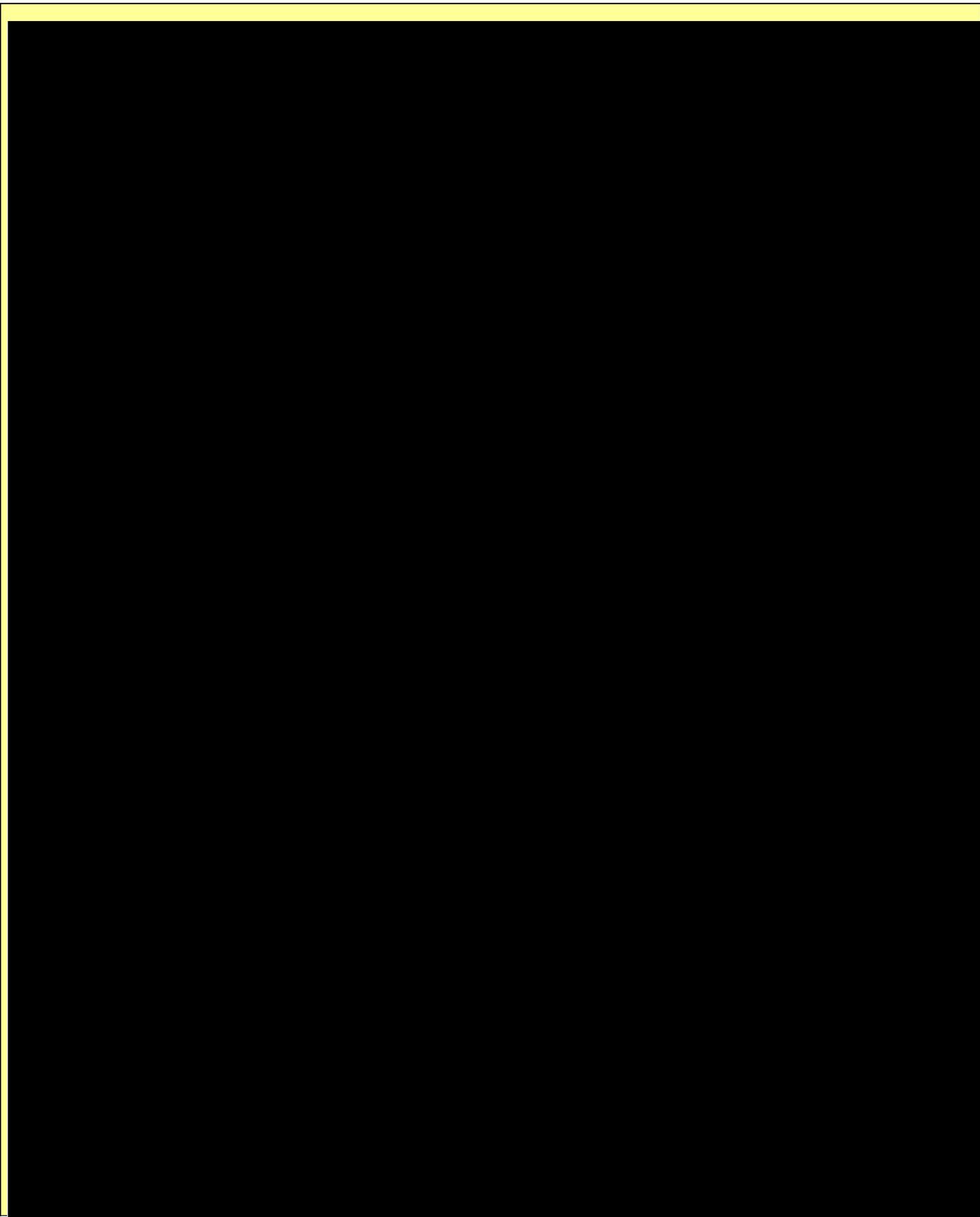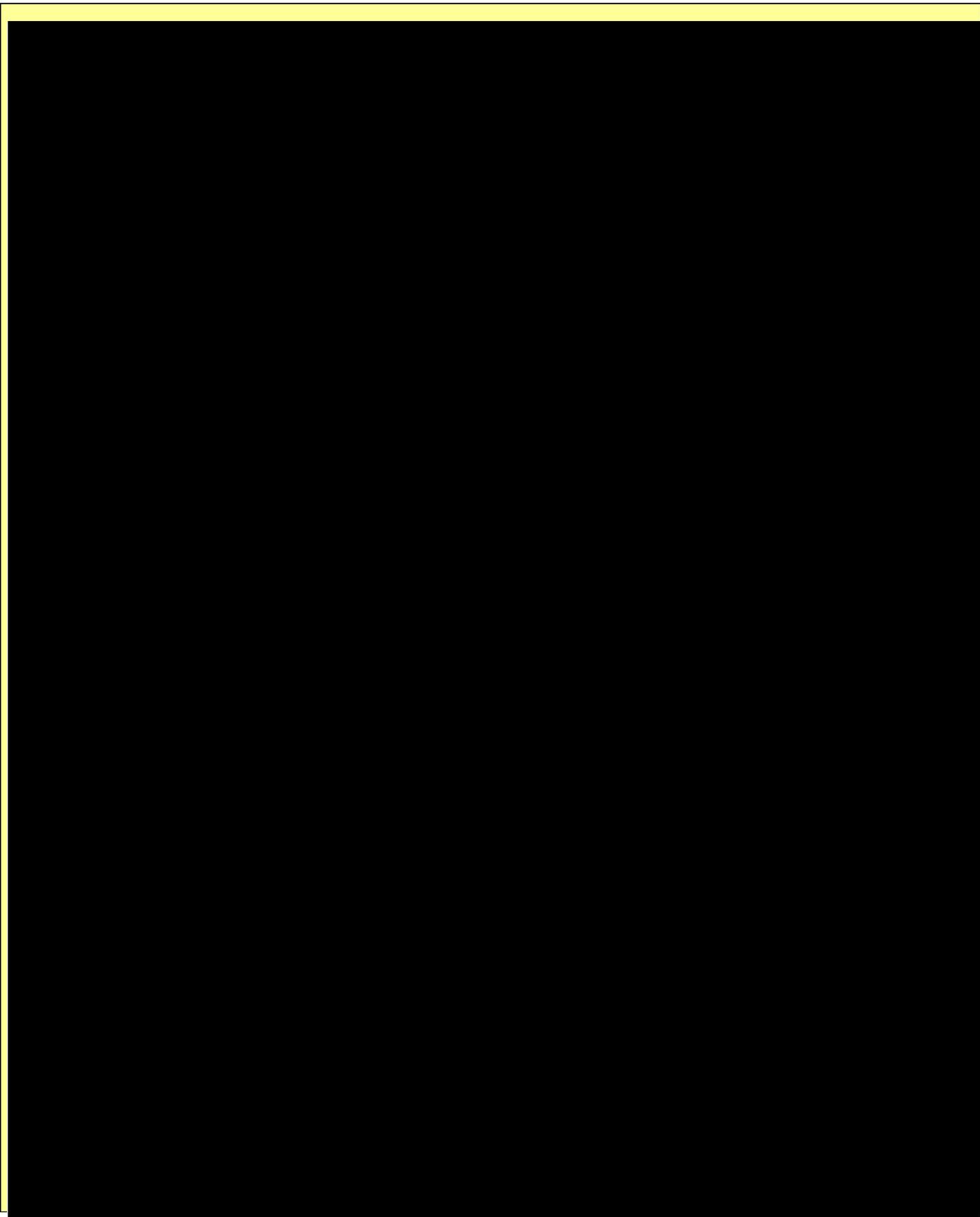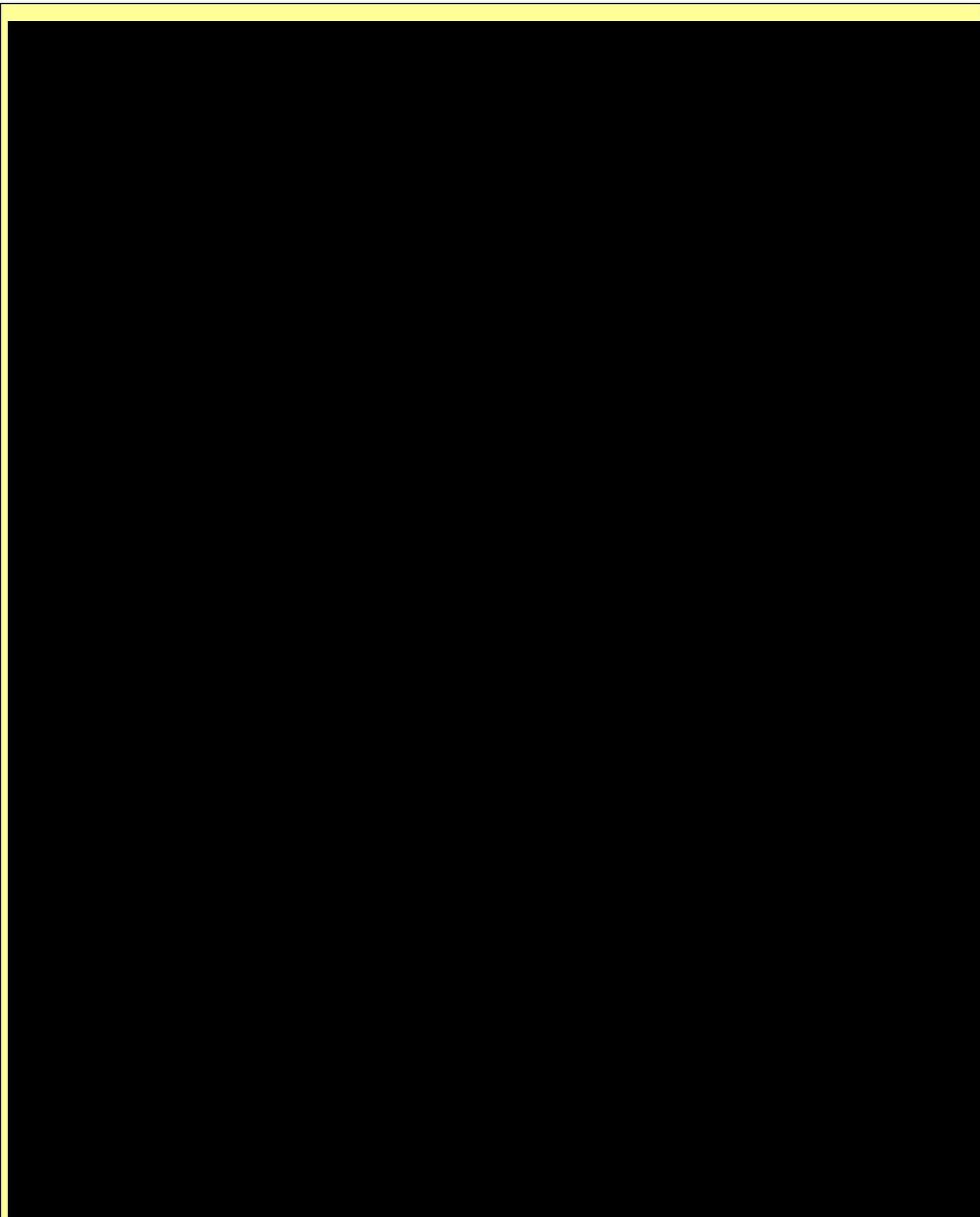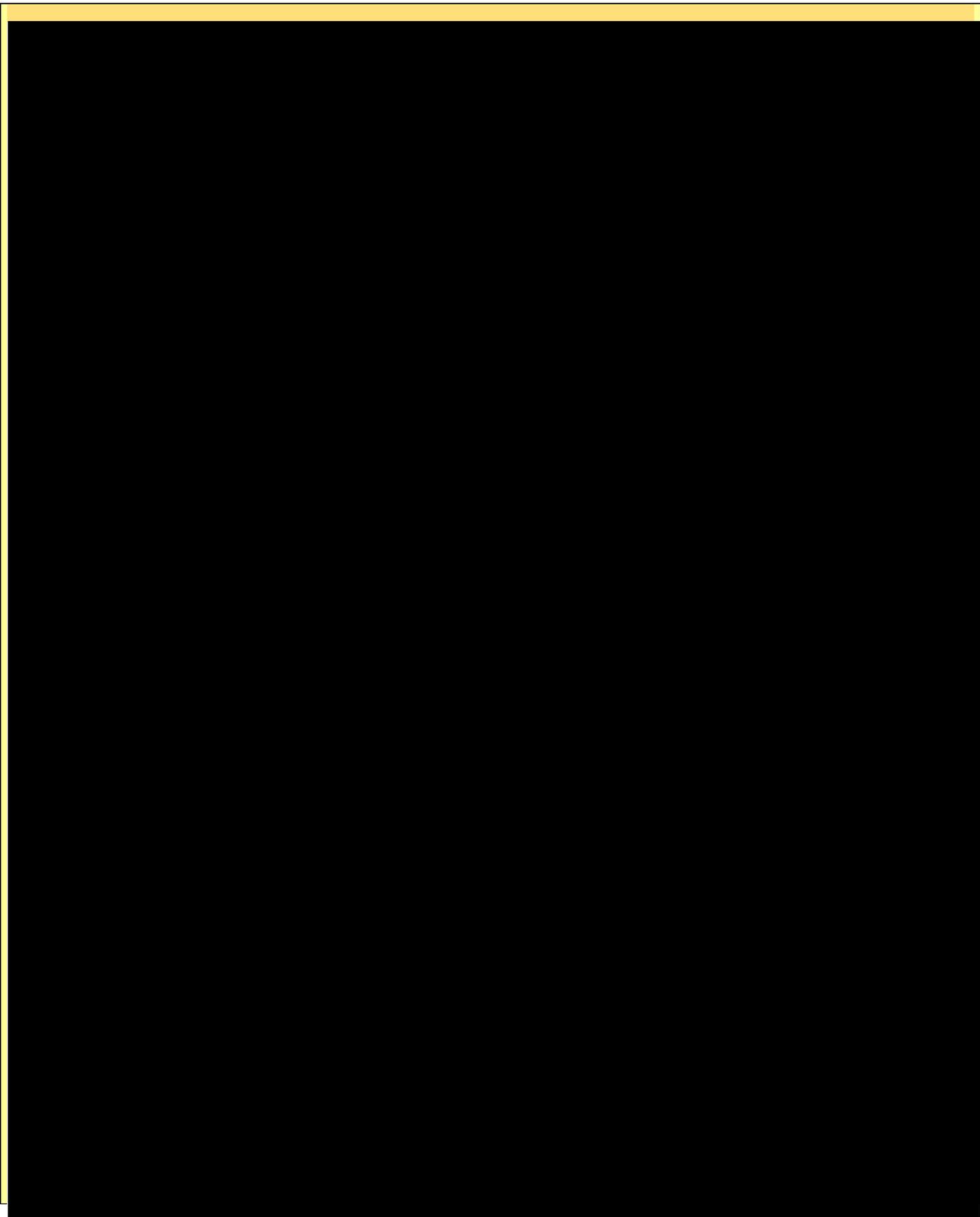
Spotlight Individuals

Learning and Development Specialists/Trainers
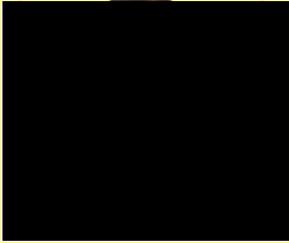
Content Writers

Development

███
██
██
██
███
██
██████████████████████████████████

██
███
██
███
██
██
██████████████████████████████

Training Analysts

████████
████████████
██
██████████████████████████████████████
██████████████████

██
███
██
██
█████████████████████████████████████

██
██
██
██
███
██
██
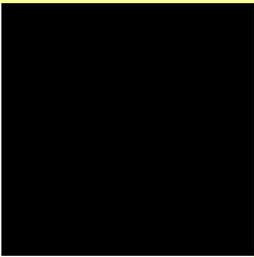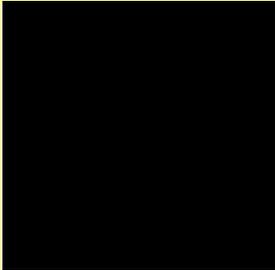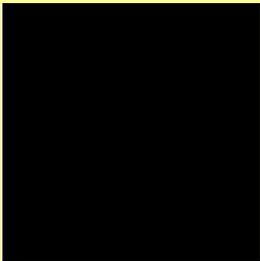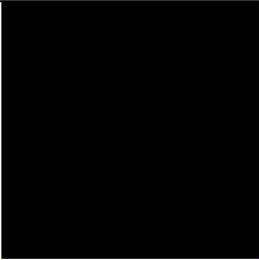
5	Section 5.0 – Performance Metrics
	Describe how you plan to measure and report all performance metrics listed in Section 5.0 of the Scope of Work. Please describe your proposed plan to ensure that your organization will work collaboratively with the State to meet or exceed the performance metrics. Wherever applicable, include examples from relevant experience in your proposed approach.

Conduent shares DFR's vision of increasing processing accuracy across all the programs it administers. We understand the correlation of each performance metric and how they directly impact program performance. We reconfirm our commitment to full compliance of the performance metric requirements referenced in Section 5.0 of the Scope of Work.

Our history with DFR performance metrics has been stellar with achievement of all metrics during our tenure as your training vendor – we haven't missed a metric in 14 years!

We have worked with DFR and vendor partners to streamline the quality standards currently approved by the State. The training team works closely with you and Operational Verification and Validation (OV&V) to continue to refine the review and rebuttal process. Results of quality reviews conducted are communicated to the State Contract Manager and State Training Director as contractually required. We document the results in the training section of the Quality Metric Management Plan (QMMP) that are jointly reviewed and updated for any changes in performance standards. We continue to work with the State and its partners to strengthen our relationships as we strive to enhance the learning experience and customize training delivery.

Table 2.4-10. Compliance Table – Performance Metrics

Metric Number	Performance Metric Requirement	Conduent Compliance
1	The Contractor shall ensure that at least 95% of training program classes are completed within the expected timeframe outlined in Section 4.2. (Reference should be 3.2)	✓

We commit to continuing to meet the time standard set for delivering the training curricula developed for the eligibility staff. Conduent has worked with our State partners to develop a more suitable curriculum by developing shorter lessons that are focused on topics that are built upon during their training journey. This continues to support learners in retaining information while creating a foundation of knowledge that learners build upon as they progress through their training and continue their career serving the Hoosiers of Indiana.

Table 2.4-11. Compliance Table – Performance Metrics

Metric Number	Performance Metric Requirement	Conduent Compliance
2	The Contractor must be prepared to begin a training class within five (5) business days of State notification to begin a training class.	✓

Our vast experience and fully trained staff provide flexibility to schedule and begin classes within the five-business day requirement. For the duration of our partnership, we have kept open lines of communication with DFR to add new training classes to the calendar when necessary, demonstrating our ability to deliver training on request. By continuing to collaborate with the State, our adaptable training team can fulfill the State's training requirements. When the State notifies us to begin a new training class, we can efficiently streamline the process with the required timeline due to our extensive training and ability to offer classes in-person and virtually.

Table 2.4-12. Compliance Table – Performance Metrics

Metric Number	Performance Metric Requirement	Conduent Compliance
3	The Contractor shall maintain trainer and supervisor staffing levels at the level identified in their staffing plan for 90% of all business days in each Contract year.	✓

Trainer and supervisor staffing levels are maintained for 90% of all business days in each Contract year, enabling us to deliver training effectively throughout the Contract. We have Conduent employees providing Training Services throughout the State of Indiana who have experience working with your staff. We have proven our ability to maintain a sufficient staff of qualified personnel who provide you with vital continuity of operations through accurate and timely training services.

We use a variety of planned options to quickly hire people with the right skills, mindsets, and experience to perform to standards. We provide complete details on our plan to meet staffing requirements in Proposal Section 4.0 Vital Positions and Staffing

Table 2.4-13. Compliance Table – Performance Metrics		
Metric Number	**Performance Metric Requirement**	**Conduent Compliance**
4	The Contractor will be responsible for reviewing trainee's work and report the results to the State Contract Manager and DFR Director of Learning and Development. Trainees must average a minimum of 90% accuracy rate on work completed in the production environment. The Contractor will work with DFR to develop the performance standards by which the accuracy rates will be calculated within ten (10) business days of the Contract start date. The performance standards will be submitted to DFR for approval prior to the contract start date. Additional training required due to not meeting the accuracy performance standards shall be conducted at no additional cost to the State. Validation of the accuracy rating will be completed by the State or the State's designee.	✓

The development process begins on the first day of training. A trainee's success depends solely upon accuracy as their foundation. We deploy several resources during the first weeks of training to effectively nurture and steer the learner's journey through the course. Throughout the production periods of training, we utilize multiple methods geared toward maintaining processing accuracy. Additionally, we acknowledge trainees must average a minimum of 90% accuracy rate on work completed in the production environment and the training required due to not meeting the accuracy performance standards are conducted at no additional cost to the State. Validation of the accuracy rating is completed by the State or the State's designee.

Table 2.4-14. Compliance Table – Performance Metrics		
Metric Number	**Performance Metric Requirement**	**Conduent Compliance**
5	1. The Contractor shall report the number of trainees that start and complete each training program, specifically by class type and staff position. This information will be used to measure the Contractor's efforts in delivering an effective and engaging training program for new hire trainees. This measure does not count toward any Contract withhold calculations. a. For the purposes of this measurement, completion percentage shall be defined as the percentage of trainees who begin new hire training and go on to complete the new hire training curriculum and achieve a minimum score of 90% within the first two (2) attempts at all competency and knowledge-based assessments unless additional attempts are approved by the State. The completion percentage for each training class shall be factored into the overall completion percentage of the contract year in which the training class concluded rather than the contract year during which the class began. b. Only trainees who are registered and present for the first	✓

calendar week, unless otherwise approved by the State for a delayed start date, will be included in calculating the overall completion percentage for new hire training. Individuals who leave training to move to a State partner contractor, or to the State, for eligibility services within the State of Indiana may be excluded from this calculation.

Over the years, Conduent has supplied Indiana with a report that contained the number of trainees who start and complete each training program to provide a detailed view and historical data, including location, employer, what training they are attending, and the trainer assigned to the class. Our primary objective is to yield positive training results and ensure compliance with all metric requirements. With the current specially designed delivery model and enhanced training curriculum, trainees successfully journey through the entire training module while passing each gateway exam with a score of 90% or greater within the first two attempts. We have a proven track record of gathering and reporting training data in a timely manner. To improve our reporting capabilities, we will implement ▮▮▮▮▮▮ for reporting this data. We acknowledge additional attempts must be approved by the State, and the completion percentage for each training class is factored into the overall completion percentage of the contract year. Additionally, only trainees who are registered and present for the first calendar week, unless otherwise approved by the State for a delayed start date, are included in calculating the overall completion percentage for new hire training. Individuals who leave training to move to another Eligibility Operations Services contractor, or to the State for eligibility services may be excluded from this calculation.

Table 2.4-15. Compliance Table – Performance Metrics

Metric Number	Performance Metric Requirement	Conduent Compliance
6	In the event that Contractor believes it has not met any Performance Metric due to mitigating circumstances, Contractor may request a waiver from the DFR Director or their designee. In the event DFR grants the Contractor the request for waiver, the Performance Metric will be deemed to have been met for the purpose of Performance Withholds for the month that the waiver is granted.	✓

We understand that when a Performance Metric has not been met due to mitigating circumstances, a waiver can be requested. Upon approval, the Performance Metric will be considered met for the purpose of Performance Withholds for the month granted.

6	**Section 6.0 – Quality Assurance Standards** To ensure that the State of Indiana is serving its clients in a timely, accurate, and efficient manner, the State has laid out quality assurance standards in Section 6.0 of the Scope of Work. Please explain how you propose to execute Section 6.0 in its entirety, including but not limited to the specific elements highlighted below. • Please explain how you plan to staff the quality management team, monitor and analyze trends in quality measures, and develop a communication and reporting strategy to ensure

	• alignment with the State.
	• Please describe how you will ensure that 100% of trainer tasks are checked for completion.
	• Please provide an organization chart that includes your proposed quality assurance structure, including how you propose to separate your operational team from your quality assurance team. The organizational chart must clearly map reporting lines and the management structure for both the operational team and the quality assurance team.

Conduent has an unwavering commitment to quality, which is instrumental in delivering, measuring, and monitoring successful learning and development services.

Section 6.0 QA Standards

Hoosiers depend on the benefits administered by DFR to provide for their families. We present a quality management strategy and detailed plan to provide how we will monitor and measure quality trends, communication, and reporting strategies with the State. Our alignment with DFR and OV&V, provides us with a comprehensive understanding along with opportunities for continuous improvement. Our Indiana Quality Program is built with a team of experts who have been supporting quality assurance for DFR new hire trainees for 14 years. The components that make up our strategy include:

• A holistic approach regarding foundational knowledge to case management

• Collaboration and feedback between Conduent QA, Training, the State, and OV&V to continuously improve

Alignment Metrics

Staffing: The Training Quality Manager will staff the Quality Team with a minimum of 15 Training Quality Assurance Associates, and a maximum of 20 Training Quality Assurance Associates using both contractor Quality Staff as well as Conduent Quality Staff.

Full Scale Quality Assurance: The Training Quality Assurance team will review 100% of trainee's completed tasks in the production environment.

Accuracy: Trainees must average a minimum of 90% accuracy rate on work completed in the production environment.
The contractor will be responsible for reviewing trainees.

015.INFSSAT24

Figure 2.4-16. Alignment Metrics
Our alignment metrics have a proven track record of meeting your needs.

Overview

Conduent's quality strategy encompasses aligning with you and partner vendors and providing a program that delivers a comprehensive understanding of Indiana's Eligibility program based upon our 14 years of experience. We provide powerful dynamic reporting visualizations to support quality and training statistics. We plan to utilize ▮▮▮▮▮▮ to generate user-friendly reports that we will distribute in the Monthly Performance Report (MPR) and the Quarterly Quality Assurance Summary report. We believe that open communication and collaboration with you is necessary to share critical information, discuss lessons learned, and proactively plan for upcoming challenges for mutual success.

Comprehensive Understanding

Comprehensive understanding of Indiana's Eligibility Operations and its multiple moving parts and diverse workflows is critical in providing accurate and timely benefits to Hoosiers of Indiana. Our quality assurance approach to establish trainees understanding of holistic case processing:

- Approach Quality Assurance with a holistic view utilizing established scorecards specifically designed to focus on overall case accuracy as opposed to individual task accuracy.

- We use a highly collaborative approach. Our experienced Quality Assurance Associates (QAA) mentor trainees and work closely with the State and training leadership.

- For consistency, we use policy, system knowledge, and reference materials as the foundational basis for all our training lessons and materials.

- Identified errors are provided to trainees for correction which supports understanding of how the work completed impacts the entire case.

We will measure comprehensive understanding by:

Reviewing and scoring the work performed by trainees using scorecards that identify processing conditions.

We will report comprehensive understanding within:

- The Monthly Performance Report
- The Quarterly Quality Assurance Summary Report

Focus on Continuous Improvement

Our quality assurance approach is focused on collaboration to facilitate continuous improvement with the flexibility to adjust this approach as the State experiences changes in policy. Our Training Quality Assurance Manager will coordinate with training to align and share training needs including areas of improvement. QA will recognize and report patterns and trends to the Learning and Development Manager who will then communicate with DFR to determine next steps. Our continuous improvement approach uses tools such as ▮▮▮▮▮▮ for statistical analysis to show

performance trends. Consistent and frequent evaluations of our processes and procedures for quality are key to improving every day.

Proposed Performance Measurements

Table 2.4-16. Alignment Metrics

DESCRIPTION	Conduent Compliance
1. Staffing: The Training Quality Manager will staff the Quality Team with a minimum of 15 Training QAAs.	✓
2. Full Scale Quality Assurance: The Training Quality Assurance team will review 100% of trainee/trainer completed tasks.	✓
3. Accuracy: Trainees must average a minimum of 90% accuracy rate on work completed.	✓

Organization Chart

Our proposed organizational structure leverages the experience and success of our current team and operating model to meet the requirements of the new contract. With our track record of strong subject matter expertise, institutional knowledge, and proven high quality of service, we are well positioned and are qualified to meet the future needs of the program and deliver greater value through continuous improvement of our established Quality Assurance program. The Conduent business structure recognizes the importance of separating quality assurance from the training team. We do this to provide a strong set of checks and balances between the staff doing the work and the team(s) evaluating the quality of the work which has proven successful over the last 14 years of delivering learning and development services for the Eligibility operation.

Our dedicated ███████████████████████████ reports directly to ██████████████████████ ████████ ███████ is responsible for all quality-related efforts. He has over 17 years of experience on Indiana Eligibility programs with 15 of those years dedicated within the quality department. We leverage his extensive quality assurance background and knowledge to oversee the proposed training QAAs.

The ██████████████████████████████████, has been designated as the point of contact for training activities to facilitate communication with DFR and partners. Together, ████████ ██████████ will continue to work with you to further develop and refine training activities that achieve the State's objectives.
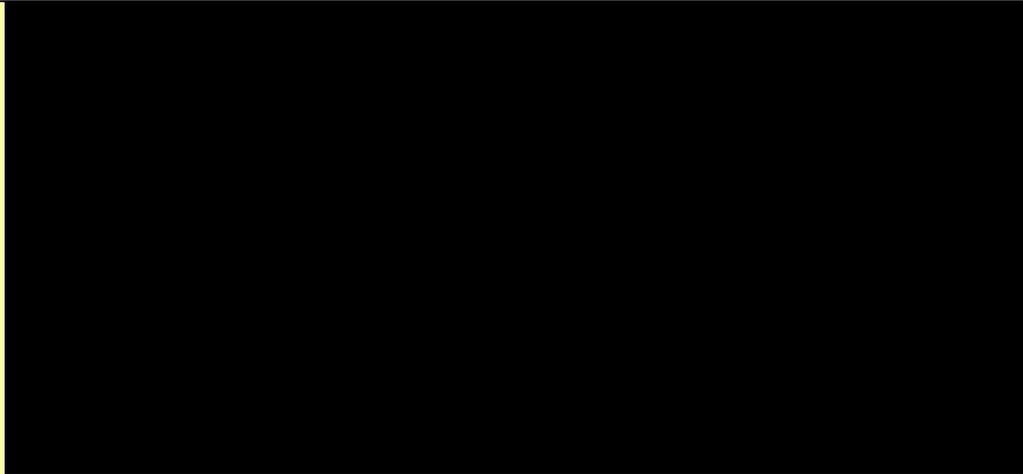
Figure 2.4-17. Quality Assurance Organization Chart

| 7 | **Section 7.0 – Performance Metrics Validation** |
| | DFR contracts with an independent entity to provide Operational Verification and Validation Services (OV&V). Please confirm your understanding of the expectations listed in Section 7.0 of the Scope of Work and please describe your proposed plan for engaging with the State and OV&V contractor (or other State designee) to meet all requirements listed in the Scope of Work. |

7.0 – Performance Metrics Validation

As the Training Services incumbent, Conduent possesses the program knowledge required to provide a comprehensive training strategy that is sufficient to meet or exceed contractual responsibilities, comply with federal, State, and FSSA requirements, and support DFR functions. As a service company we are focused on providing great customer service to DFR, and to the clients and partners you serve. We are committed to having an open dialogue and close association with the State and OV&V to communicate changes to policies and/or procedures.

Overview

Our training strategy and quality solutions position us to meet and exceed expectations with the Performance Metrics. The goal is to minimize case processing errors in training and development of new staff, and Conduent's training approach focuses on individual development and high-quality casework. We are committed to instilling a foundation of case processing from beginning to end with our trainees. To achieve this, our quality assurance team focuses on the quality and accuracy of the work reviewed. Currently, all improvements and changes are reviewed with DFR for collaborative solutions and we plan to continue this initiative. When necessary improvements and changes arise, DFR, OV&V, and Conduent can work together to make these implementations smooth and efficient.

The Compliance Table in Proposal Section 8 Reporting Requirements illustrates compliance and comprehension of the performance metrics outlined in the RFP. To achieve these metrics, training focuses on the quality and accuracy of case processing. The quality checks and assessments throughout the training are used to measure the performance of the trainees and evaluate the

performance of the training staff. Currently, local office trainees return to the local office during production and the quality review process is completed independently by DFR management.

Tools and Sample Collection

██████████ will analyze the quality of work performed by trainees during the production period and the Quality Team will have real-time access to review the scorecards. Each morning a file from IEDSS that lists all closed tasks on the previous day is received. The QAA then reviews that work based on State and Operational Verification and Validation (OV&V) approved scorecards providing accuracy of the work performed.

Coordination With State

Conduent understands the expectations for performance metrics validation and the importance of working with the State and OV&V. Conduent looks forward to continuing the partnership with the State and OV&V to develop and maintain an updated Quality Metric Management Plan (QMMP). The QMMP defines the statistically valid sampling methodology, measurement tools, and reporting requirements used to measure trainee performance. It confirms that all parties agree to the metric reporting, establishes a standard under which both historical and current performance can be measured, and adheres to the policies defined within. If it is determined that changes need to be made to the QMMP, Conduent, the State, and OV&V must collectively agree. We understand and comply with OV&V conducting secondary reviews of our metrics every quarter. Conduent's flexibility makes us ready to collaborate with the DFR when using new tools or a new system for a quality assurance module. A sample Quality Metric Management Plan (QMMP) can be reviewed in Attachment J, Section 5.0 Respondent Additional Attachments.

Final Metric Score

Conduent understands that the final metric score reported to the State to be validated by OV&V and this will be linked to our performance review.

8	Section 8.0 – Reporting Requirements
	Please confirm your understanding of the Reporting Requirements described in Section 8.0 of the Scope of Work. Please detail your approach to ensuring compliance with the requirements and expectations detailed in the Scope of Work. Please also describe your plan to work collaboratively with the State to ensure that the State receives accurate and comprehensive reports in a timely manner.

We understand and support the reporting requirements for this project. Conduent recognizes the necessity of accurate, useful, and timely reporting on multiple levels. We meet and exceed the robust reporting needs of the Department while enhancing the performance of our operations through report monitoring and quality assurance. As your longtime partner, Conduent collaborates closely with DFR to optimize report specifications and output, and we are committed to the expectations for report delivery methods and timeliness. To enhance our current solution and ability to provide consistent, accurate, and comprehensive reports to you and your team we provide an industry-leading reporting and analytics tool – ██████████ This tool was specifically selected based on

its flexibility and ability to provide improved reporting and analytics without the need to interface with your systems or have access to client PHI/PII or sensitive information. ▮▮▮▮▮ allows us to improve quality and performance through enhanced dashboard reporting across all areas. This robust system can generate the full range of performance reports through customizable real-time dashboards that users can readily access and manage via a web browser. Data can be exported and used to create the visualization as an .xlsx or .csv file and view it in Excel. Today, Conduent successfully uses Microsoft ▮▮▮▮▮ across multiple projects. The product is simple to use for anyone familiar with Microsoft Excel, and it includes predefined visualizations that can be added through drag-and-drop onto a dashboard or report. ▮▮▮▮▮ provides digital delivery options including mobile applications for iOS and Android. This web-based and cloud hosted tool is Federal Risk and Authorization Management Program (FedRAMP) security authorized, and HIPAA and HITRUST compliant.

8.0 Reporting Requirements

Our approach to reporting ensures you receive the information needed to effectively manage your business. We leverage industry-leading tools throughout all accounts in which we deliver learning and development services to provide you with the leading solutions and technology including those focused on analytics. In Indiana, our history of effective, timely, and secure reporting has consistently provided key data that drives business decisions and is essential to you not only locally but also at the federal level and is key in serving the citizens of Indiana. Our reporting is essential to informed decision-making and critical ongoing program monitoring. This information lays the foundation for the stable continuation and evolution of a Training Services project that connects Hoosiers to the services they need.

8.1 Overview

We fully understand the Reporting Requirements and will provide each report within a Training MPR. Delivering the report to the State Contract Manager by the 15th of each following month, we will use our unique business knowledge gained from years of eligibility support work to compile and present a thorough performance analysis that details the required information and ensures you have visibility into the most important aspects of our training performance. Our team brings you a proven process that promotes compliance with the requirements and expectations. This proven process leverages the detailed knowledge of our subject matter experts (SMEs) to gather and compile the data, and then build the reports. After this, our leadership team completes a multi-level tiered review to confirm information accuracy. Finally, an operations support leader completes a comprehensive review of the MPR in its entirety, correcting any items. These steps form our proven process to ensure you receive consistent, accurate monthly reporting information.

A key element of our process is the well-defined timeline. By using a timeline that facilitates timely input and review, we will deliver the Monthly Performance Report (MPR) to you on or before the deadline each month. Additionally, our leadership team will participate in scheduled, collaborative meetings with your leadership team to ensure any identified changes or needs in reporting are completed to your satisfaction on time. Leveraging their years of Indiana eligibility experience as well

as Training support, our leaders bring new reporting and analytics ideas to you that can improve your ability to identify training challenges and help us target efforts for improvements.

Conduent will accurately compile and submit reports as specified within the RFP and provide the tools to support reporting that adapts quickly to changes in regulations or policies. We have and will continue to work with you to capture, analyze, report on, and present the information needed in the best format possible for review and decision-making. We will use this tool to generate the reports included in our MPR as well as the key reports within our Quarterly Summary Report. We will continue to gather the data requested, generate, and present all reports to you, as well as provide access to live and historical data for you and designated team members.

8.1 Monthly Training Summary

We will provide a thorough performance analysis in our MPR through evaluation by proven, experienced leaders, and the addition of an exciting and dynamic new reporting tool that generates actionable insights through predictive analytics and easy-to-interpret data visualizations.

We understand the impact training has on eligibility processing for Hoosiers, and your focus on confirming your vendors perform to an expected level. To facilitate ongoing transparency and effective management of our training with quality performance, we will provide monthly training and Quality Assurance data through the MPR.

Presenting a thorough performance analysis, our MPR will include an executive summary of the enterprise average quality score, trainee retention rate, staffing levels and conversions, and all Performance Metrics. In addition to summary information, comprehensive reports created in our reporting analytics solution are provided. Conduent will produce and provide a MPR. Detailed reporting and analysis of our performance each month will be provided in this report, as well as the correlation between actual performance to target metrics agreed upon between DFR and Conduent. This report enables the State to quickly evaluate performance through a combination of graphical indicators and summaries of training outcomes. We deliver this report on the 15th of each following month. This report will be delivered to the State Contract Manager and State Training Director via email from the Learning and Development Manager, Roberta Catmull, with a thorough performance analysis.

To support collaboration, we offer you the option, should you choose, to interact directly with data concerning training targets and retention rates in real time, through ▮▮▮▮▮. A powerful and secure tool, ▮▮▮▮▮ provides non-PII streamlined data with drill-down capabilities to identify potential focus areas, and easily initiate reviews for compliance and non-compliance of contract requirements. It also provides you with the ability to conduct trend analysis of our performance. The State and its team will have direct access, at its discretion, to view statistical data concerning attrition details in the training environment. However, we will continue to provide training information reports to you as we currently do and upon request from the State. Table 2.4-17 demonstrates the information we include in the monthly training performance report.

Table 2.4-17. Details Included in the Training Monthly Performance Report

Element	Report details
Quality Score Report	The Enterprise Average Quality Score, detailing the number of staff beginning training, the number of staff currently enrolled in training as well as the percentage of staff passing training competency tests.
Retention	The trainee retention rate by class and by trainer
Staffing	The total number of staff working on the Contract during the last business date of the month in each facility by their positions and/or titles. The number of incumbent and/or subcontractor staff converted to full-time employment.
Number of Trainees	The number of trainees that start and complete each training program
Development/Delivery	Training Development and Delivery efforts
Performance	Summary of Performance Metrics Compliance and non-compliance of contract requirements
Quality Assurance Standards	Summary of Quality Assurance Standards

8.1.2.1 Enterprise Average Quality Score Reporting

The cornerstone of good communication is accurate and timely reporting. Our goal has always been and will continue to be delivering accurate, timely reporting. During requirements analysis, we will meet with you to define the requirements for reporting the enterprise average quality score, detailing the number of staff beginning training, the number of staff currently enrolled in training as well as the percentage of staff passing training competency tests. The report will appear within our MPR.

We will utilize the ▮▮▮▮▮ reporting tool and, as an option, provide the State and its team with direct access to view statistical data concerning the Enterprise Average Quality Score Reporting.

8.1.2.2 Retention Reporting by Class

We presently maintain trainee retention rate by class and by trainer to measure the quality and trainers, successful training, and a way to identify any reasons for attrition or trends to support quality, performance, and continuous improvement. We also collect end-of-block survey data, provided to us anonymously, by each trainee that gives better insight into the trainee's view of the trainer and overall classroom setting. Within the Retention section of the MPR, we will provide a list of classes, the name of the trainer, and columns for the present month's attrition along with the total attrition to date for that class.

8.1.2.3 Staff Working on Last Business Day

Conduent will include details in the Training MPR of the total number of staff working on the Contract during the last business day of the month. This will include their positions and/or titles as well as the facility where each is located. The report will include, but not be limited to, our trainers, developers, and technical writers as well as the number of incumbent and/or subcontractor staff converted to full-time employment with Conduent to be compliant with the composition of employee status with Conduent and its subcontractors. The sample Figure 2.4-18 below is our current reporting from December 2023.
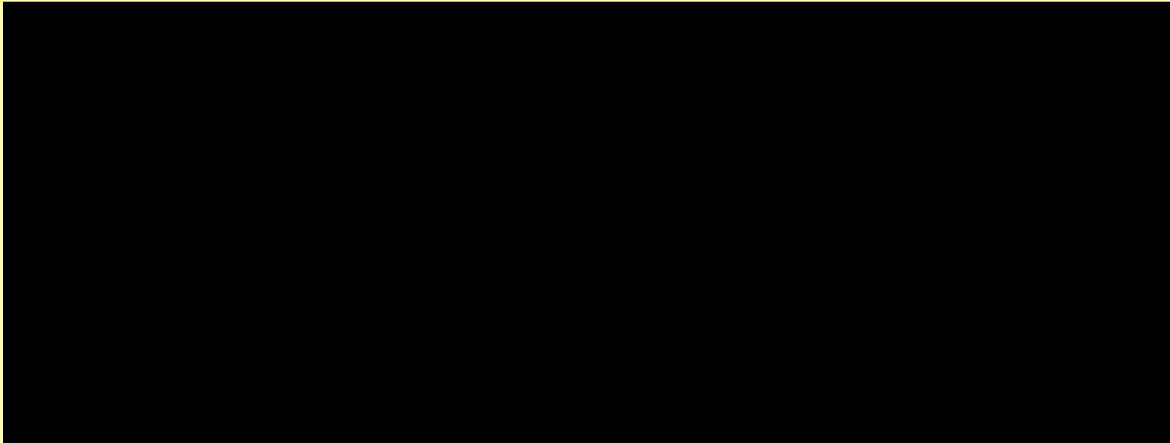
Figure 2.4-18. Sample Reporting from December 2023

8.1.2.4 Number of Trainees That Start and Complete Each Training Program

Conduent has provided you with current and historical data upon request from a detailed training schedule that tracks not only class schedules but maintains class rosters, attrition, reasons for attrition, as well as the number of trainees that start and complete training. Each month, we will continue to report the number of trainees that start and subsequently complete each training program within our MPR. We will report this on the MPR, using the Power BI reporting tool to give you a detailed visualization of where those trainees are located, their employer, what training they are attending, and the trainer assigned to each class.

8.1.2.5 Training Development and Delivery

We will use our knowledgeable and proficient training and delivery team to work with our partners to develop reporting around the requirements and metrics. We are prepared to report on continuing education and development for existing staff, as well as the reporting around new hire staff. We will work with you to define and develop a monthly report relative to training development and training delivery items. This will be included as part of the MPR.

8.1.2.6 The number of incumbent and/or subcontractor staff converted to full-time employment with the Prime Contractor in alignment with Section 4.0

We acknowledge the requirement to convert trainers from subcontractor staff to full-time employees of Conduent within 180 calendar days of their start date to remain on staff and the importance of tracking that data for compliance with contractual requirements. We will provide a detailed report each month outlining which Conduent staff have been converted to full-time employment in accordance with Section 4.0.

8.1.2.7 Summary of Performance Metrics for Training Services

Conduent understands the importance and value of identifying and rectifying learner's knowledge gaps early in the training process as well as on an ongoing basis. We will include in our MPR a summary of each performance metric for the training services. Below is a snapshot from our December 2023 MPR. Please refer to Attachment J, Section 5.0, Respondent Additional Attachments for a sample of our current Monthly Performance Report.
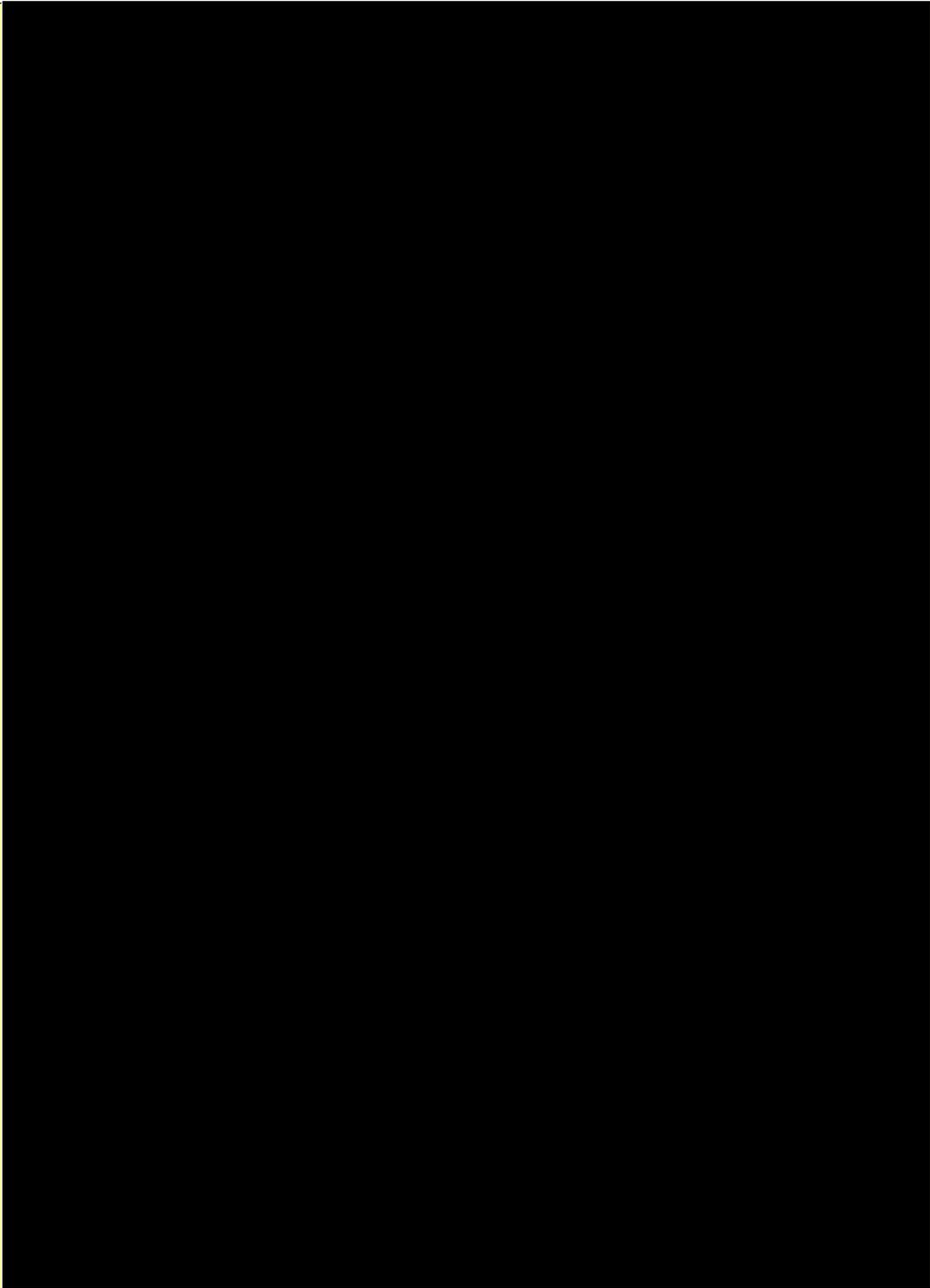
Figure 2.4-19. Current Summary of Performance Metrics for December 2023

Table 2.4-18 demonstrates our compliance with the required performance metrics.

Table 2.4-18. Performance Metrics for Training Services

Description	Conduent Compliance
The Contractor shall ensure that at least 95% of training program classes are completed within the expected timeframe outlined in Section 3.2	Fully Compliant.
The Contractor must be prepared to begin a training class within five (5) business days of State notification to begin a training class.	Fully Compliant.
The Contractor shall maintain trainer and supervisor staffing levels at the level identified in their staffing plan for 90% of all business days in each Contract year.	Fully Compliant.
The Contractor will be responsible for reviewing trainee's work and report the results to the State Contract Manager and DFR Director of Learning and Development. Trainees must average a minimum of 90% accuracy rate on work completed in the production environment. The Contractor will work with DFR to develop the performance standards by which the accuracy rates will be calculated within ten (10) business days of the Contract start date. The performance standards will be submitted to DFR for approval prior to the contract start date. Additional training required due to not meeting the accuracy performance standards shall be conducted at no additional cost to the State. Validation of the accuracy rating will be completed by the State or the State's designee.	Fully Compliant.

1. The Contractor shall report the number of trainees that start and complete each training program, specifically by class type and staff position. This information will be used to measure the Contractor's efforts in delivering an effective and engaging training program for new hire trainees. This measure does not count toward any Contract withhold calculations.
 	
  a. For the purposes of this measurement, completion percentage shall be defined as the percentage of trainees who begin new hire training and go on to complete the new hire training curriculum and achieve a minimum score of 90% within the first two (2) attempts at all competency and knowledge-based assessments unless additional attempts are approved by the State. The completion percentage for each training class shall be factored into the overall completion percentage of the contract year in which the training class concluded rather than the contract year during which the class began.
 	
  b. Only trainees who are registered and present for the first calendar week, unless otherwise approved by the State for a delayed start date, will be included in calculating the overall completion percentage for new hire training. Individuals who leave training to move to a State partner contractor, or to the
	Fully Compliant.

State, for eligibility services within the State of Indiana may be excluded from this calculation.	
2. The Contractor's quality management team shall be responsible for checking 100% of trainer tasks for completion.	Fully Compliant
7. The Contractor shall staff an independent quality management team composed of a minimum of fifteen (15) staff and a maximum of twenty (20).	Fully Compliant
8. The Contractor will be provided a copy of the current a Quality Management Plan as provided in Section 14.0 below and shall include any proposed updates to the Quality Management Plan in the Transition Plan outlined in Section 14.0 and provide to the State for review and approval within sixty (60) days of award.	Fully Compliant

8.1.2.8 Summary of Quality Assurance Standards

To ensure you have insight into our Quality Assurance performance, we will provide our performance of the proposed Quality Assurance Standards within our monthly report. We will also include records of collaboration with State and partners, the process used to ensure training staff gains a comprehensive and holistic understanding of Indiana's Eligibility Operation as well the staff continuing to improve their knowledge base and understanding as the State undergoes any changes or shifts.

8.1.2.9 Compliance and non-compliance of contract requirements

Our designed and submitted Monthly Training and Quarterly Quality Assurance Summary Report includes reporting of compliance and non-compliance of contract requirements.

Utilizing ▮▮▮▮▮▮▮▮, which significantly advances the current reporting process, and empowers authorized DFR and Conduent staff to gain actionable insights. ▮▮▮▮▮▮▮▮ will provide both of us the opportunity to increase data visualizations to identify upcoming issues or areas of needed focus. ▮▮▮▮▮▮▮▮ is a secure tool that provides non-PII streamlined data with drill-down capabilities to identify potential focus areas. The State and its team will have direct access, at its discretion, to view statistical data concerning details in the training program.

8.1.2.10 New Hire Training/New Content/Refresher/Upskilling Module Completion Report

We collaborate with you on what can be accommodated to meet training needs. Our Learning and Development Manager works closely with the State Training Director to identify promotional training needs and specific training needs at the RCC/CCC or Local Office level. In our new monthly report, the following information will be included: New Hire Training, New Content, Refresher and Upskilling Module Completion.

8.2 Quality Assurance Reporting

The Quality Assurance Report submitted quarterly includes a summary report of all QA activities to the State Contract Manager and DFR Director of Learning and Development. The QA report includes the following QA initiatives and monitoring activities:

1. Problem areas identified
2. Compliance and non-compliance of contract requirements
3. Contractual policies and procedures
4. Corrective actions implemented, with outcomes summarized
5. Corrective actions to be implemented with timeframes
6. Trainings completed, with worker responsible
7. Trends in worker performance
8. Progress on correcting specific problems
9. Resolution of all problems.

8.2.01 Trending and Reporting Structure

We supply all relative aggregate and trended data collected during the QA and monitoring process in the QA quarterly report and indicate data collected in the prior quarter's report. Our organization chart includes quality assurance structure, showing the separation and reporting structure between the training team and the quality assurance team.

9	Section 9.0 – Billing and Invoicing
	Please demonstrate your understanding of the Billing and Invoicing requirements described in Section 9.0 of the Scope of Work.

Section 9.0 – Reporting Requirements

We Support Simple and Clear Invoicing

Transparency, collaboration, detailed records, and securing your approval at each step have led to a straightforward monthly billing/invoicing process with no history of issues or delays to the State.

Figure 2.4-20 below is a flow chart of the current billing and invoicing process between DFR and Conduent.
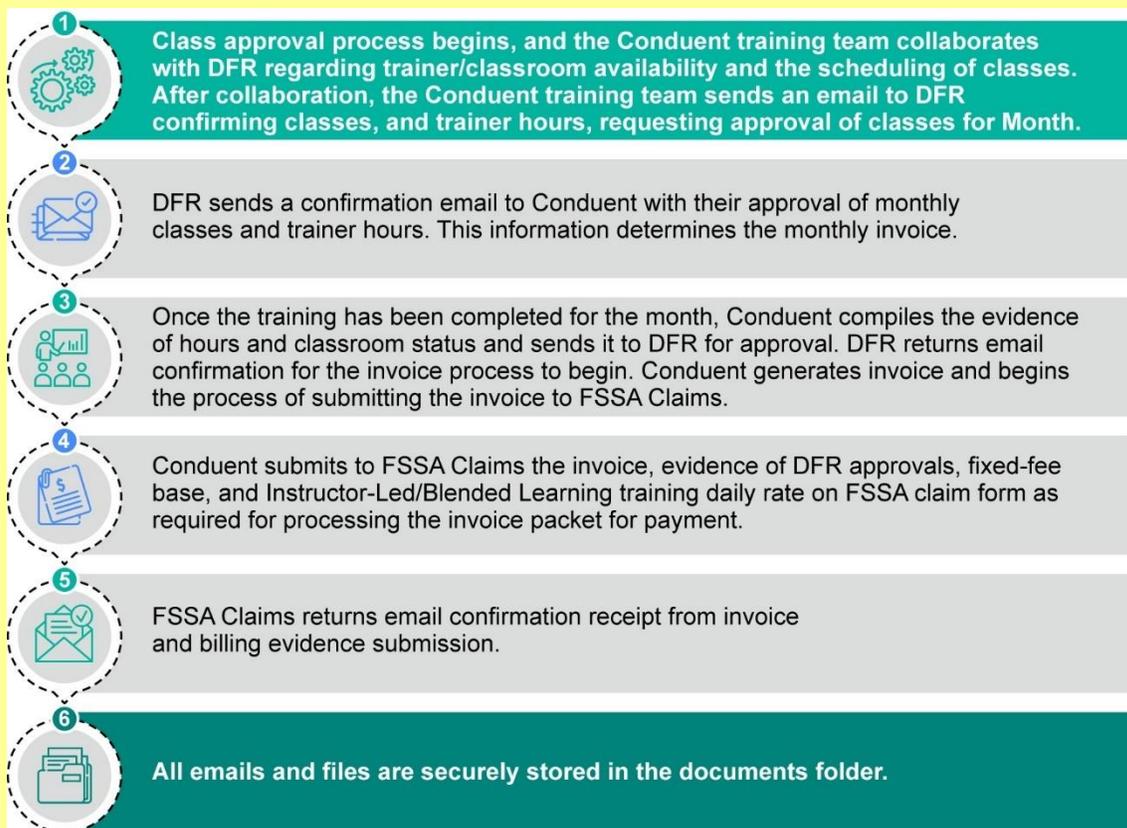
Figure 2.4-20. Current Billing and Invoicing Process
A monthly step-by-step process with State oversight prevents billing and invoicing conflicts.

Invoicing and Billing for Classes and Trainer Hours

Planning class schedules with DFR happens 30 to 90 days in advance. Working with your requirements, we are flexible in accommodating any changes needed to class scheduling per State request. As such, the invoicing reconciliation is a collaborative process that requires the State's approval before making any decisions impacting invoicing and billing. For example, the State approves the monthly training schedule, and only when the training schedule for the month is completed will we contact DFR for approval on the final billing rate for the completed month. The billing includes the base fee plus the trainer hours. Only when the work is finished will an invoice be generated following the State's approval process of the invoice packet.

At the beginning of each month, an invoice packet is submitted to FSSA Claims for processing that includes an invoice, FSSA Contact Claim Reimbursement Form, evidence to support approved classes, and trainer hours for the completed month, less the 15% required withholding.

Invoicing and Billing for 15% withhold

Each monthly invoice contains a 15% withholding as required. After completing each month, evidence of the performance metrics completion is submitted to the State for review and approval. There is a collaborative invoicing process that requires the State's approval before a 15% withholding can be invoiced. Once the State acknowledges Conduent's achievement of the

performance metrics, we will generate an invoice with the State's approval and supporting evidence with the invoice packet.

For accurate invoicing, an invoice packet consists of a Conduent invoice, FSSA Contact Claim Reimbursement Form, evidence to support performance metrics results, and email approvals from the FSSA that performance metrics have been achieved for the month and then submitted to FSSA Claims for processing.

As the incumbent, our familiarity with the process and the State's needs helps prevent disruption, avoids issues and easily incorporates any necessary changes. Below in Table 2.4-19, you will find our acknowledgment and compliance with all SOW Billing and Invoice requirements.

Table 2.4-19. Delivering on All Billing and Invoice Requirements

SOW Reference #	SOW Requirement	Conduent Response
9	The State requires a simple and clear invoicing related to personnel daily rates in the execution of this project. The Contractor shall invoice on a monthly basis, and include the amounts billed for the commencement of Instructor-Led / Blended Learning training modules. Each month, the Contractor shall invoice for 85% of the Contractor's monthly invoice amount based on modules commenced/deployed (100% of the monthly invoice amount minus the 15% withhold amount) pending verification of the Contractor's performance against the Performance Measures described in Section 5.0.	Conduent supports a simple and clear invoicing process related to the personnel's daily rates in executing this project. Invoices will continue to occur monthly and include the amounts billed for the commencement of Instructor-Led / Blended Learning training modules. Each month, we will invoice for 85% of the Contractor's monthly invoice amount based on modules commenced/deployed (100% of the monthly invoice amount minus the 15% withhold amount) pending verification of our performance against the Performance Measures described in Section 5.0.
9.1.1	The Contractor shall adhere to both a fixed-fee based and Instructor-Led/Blended Learning training daily rate payment methodology for this project.	Conduent will adhere to a fixed-fee-based and instructor-Led/Blended Learning training daily rate methodology.
9.1.1. a	Claims forms shall be submitted monthly to document the daily rate of Instructor-Led training administered during a given billing month.	Conduent will submit claims monthly to document the daily rate of Instructor-Led training administered during a given billing month.
9.1.2	The Contractor must complete and submit monthly invoices to the State on or before the	Monthly invoices to the State will be completed and

	10th of each calendar month for the previous month.	submitted before the 10th of each calendar month for the previous month.
9.1.3	The Contractor may submit reimbursement claims for travel outside of the scope of services outlined in the Scope of Work that is requested by the State. The travel expenses shall be in accordance with the State rates. The State shall not cover travel that is required to meet the requirements and services detailed in the Scope of Work. (e.g., trainers traveling to fill vacancies)	We acknowledge reimbursement claims for travel outside of the scope of services outlined in the Scope of Work that the State requests may be submitted, and the travel expenses shall be in accordance with the State rates. At the same time, we understand the State shall not cover travel that is required to meet the requirements and services detailed in the Scope of Work. (e.g., trainers traveling to fill vacancies)

10	**Section 10.0 – Corrective Actions and Payment Withholds** Please confirm your understanding of, and agreement with, the provisions of Section 10.0 of the Scope of Work. Please describe your proposed plan to ensure that your organization will work collaboratively with the State to avoid the need for CAPs or payment withholds. You may supplement your response with examples from other States. Respondents shall include a list of any formal corrective actions initiated against the Respondent in other states within the last three (3) years. The list shall include, at a minimum, a description of the action, the underlying root cause, corrective actions taken by the Respondent and outcome. If any financial consequences were assessed, the details shall be included in the outcome description.

10 - Corrective Actions and Payment Withholds

Our history and proven track record in working successfully with you speaks to our commitment to continuous program performance improvement. While we have met or exceeded performance standards consistently under the current Conduent/State contract, we understand that failure to meet them under the new contract may result in corrective action. We share a common goal of providing quality, uninterrupted services to Hoosier applicants and recipients. We take corrective actions very seriously, making every effort to mitigate risk to performance. We agree to continue to work collaboratively with you to meet and exceed performance metrics and avoid CAPs or payment withholds.

Performance Snapshot of Project Operations

- Accountable and responsible for meeting project performance standards
- Proven operations service delivery and avoidance of CAPs and remedies
- Proven successful collaboration with DFR in backlog recovery and withholds

Overview

We agree to develop and implement CAPs as directed by DFR and per the SOW. Under our management team's oversight, we gather and analyze related metrics and continually seek ways to improve our performance. We take every necessary action to prevent or resolve performance problems that may jeopardize the State's objective of delivering accurate and timely benefits to Indiana Hoosiers.

Our goal is to address any issues by taking corrective action before applicants or recipients are affected. Corrective actions may include updating processes set in place to meet required performance metrics, making changes to lessons, curricula or updating work instructions to support State policy more accurately and/or business processes. If corrective action is required, our leadership will work with DFR leadership to assess corrective action needs, develop the CAP for DFR approval, execute the plan, and monitor progress toward compliance.

Plan to Work Collaboratively with the DFR

We plan to work collaboratively with you to address issues before they become a problem resulting in a CAP. We will report and discuss metrics including potential risks with you during weekly status meetings. These meetings will include discussions about plans for the future month and upcoming challenges that could affect performance expectations. We recognize there are times when action must be taken to address an immediate training need. Our goal is to take quick action to work with you to adjust training class schedules or update lessons and reference materials so that we can continue to provide both timely and quality services.

Formal CAPs in Other States

Conduent State Healthcare, LLC. would like to confirm that one (1) of the contracts listed has been subject to corrective action in the past three years. Conduent State Healthcare, LLC was subject to three CAPs on the Louisiana OAAS LTC contract in 2023 as a result of missing the Average Speed to Answer, Hold Time and Return Calls/Voicemails due to the changing health care market and volume increase related to PHE unwinding. For the performance metrics set forth in its contract with the Louisiana Department of Health, Conduent has put measures in place to correct these CAPs, including hiring additional staff to meet the required service level agreement. Two of the three CAP's have been resolved, and Conduent was not assessed any financial damages because of these CAPs. Conduent continues to monitor this performance metric on an ongoing basis.

Compliance Table

Conduent confirms our understanding of, and agreement with the provisions listed in Section 10 of the Scope of Work as listed in Table 2.4-20, Conduent Compliance- Corrective Actions and Payment Withholds.

Table 2.4-20. Conduent Compliance- Corrective Actions and Payment Withholds		
Section #	**Requirement**	**Conduent Compliance**
10.1	Each month, the State shall withhold fifteen percent (15%)…	Fully compliant: We acknowledge that each month, the State shall withhold fifteen percent (15%) of the Contractor's monthly invoice amount pending verification of the Contractor's performance against the Performance Metrics described in Section 5.0 and 6.0 15% withhold.
10.2	Following verification that Contractor successfully met the requirements…	Fully compliant: We acknowledge that following verification that Contractor successfully met the requirements for all Performance Metrics in a given month, the Contractor may invoice the State for the withheld funds described in #1 above with the subsequent month's invoice (for example, if Contractor successfully meets the Performance Metrics requirements for January, and verification is completed in February, the 15% of the January invoice that was withheld can be claimed with the February invoice).
10.3	If Contractor fails to meet the requirements for one or more…	Fully compliant: We acknowledge that if Contractor fails to meet the requirements for one or more Performance Metrics in a given month, the Contractor must submit a CAP to the State within fifteen (15) calendar days following the documentation of failure to meet the Metric(s). The State shall review and make reasonable efforts to approve the CAP within ten (10) calendar days of the CAP being received. The State will continue to withhold funds for the month in which the Contractor failed to meet the Metric(s) and subsequent months until Contractor demonstrates that the CAP has been implemented and further successfully meets all Performance Metrics for two consecutive months following the implementation of the CAP. Following verification that Performance Metrics have been met for two consecutive months, Contractor may invoice the State for release of all withheld funds subject to the exception noted in #5 below.
10.4	A CAP can also be triggered if the State determines that the Contractor is not…	Fully compliant: We acknowledge that a CAP can also be triggered if the State determines that the Contractor is not performing to the satisfaction of the State, has not completed any deliverable in a satisfactory or timely manner according to the agreed-upon Performance Metrics, or upon written request by the State for any reason. All CAPs must be submitted to the State within fifteen (15) calendar days following

		the documentation of failure to meet expectations. At a minimum, the CAP shall address the causes of the deficiency, the impacts, and the measures being taken and/or recommended to remedy the deficiency and indicate whether the solution is permanent or temporary. It must also include a schedule showing when the deficiency will be remedied, and for when the permanent solution will be implemented, if appropriate. The nature of the corrective action(s) will depend upon the nature, severity and duration of the deficiency, and repeated nature of the non-compliance. The State shall review and make reasonable efforts to approve the CAP within ten (10) calendar days of the CAP being received.
10.5	If the Contractor fails to meet two (2) or more Performance Metrics…	Fully compliant: We acknowledge that if the Contractor fails to meet two (2) or more Performance Metrics in any given month, the State shall permanently retain the 15% withholding for that month's invoice.
10.6	Verification of Contractor's success or failure to achieve…	Fully compliant: We acknowledge that verification of Contractor's success or failure to achieve Performance Metrics may be performed by the State or a designated State contractor including but not limited to the State's OV&V contractor. More details regarding the OV&V contractor are included in Section 8.0.

11	Sections 11.0 and 12.0 – State Functions and State Eligibility Systems
	Please confirm your understanding of the State Functions and the State Eligibility Systems described in Sections 11.0 and 12.0 of the Scope of Work.

11.0 State Functions

Understanding all of the State Functions and complex State Eligibility Systems is an important part of delivering DFR Learning and Developmental Services.

We understand that any changes, updates, or revisions to the Training Plan provided to Conduent by the State are to be made under the State's direction.

The State maintains all training environments, IEDSS, and all other state systems, programs, and applications that provide the delivery of training. Access to these systems is provided by the State as needed to perform services.

The State provides, maintains, and manages all facilities and facility assets.

Table 2.4-21 fully complies with all State Functions.

Table 2.4-21. State Functions		
Section #	**Requirement**	**Conduent Compliance**
11.1	The State will share the Training Plan with the Contractor. The Contractor shall make any changes, updates, or revisions to the Training Plan under the direction of the Learning and Development Team. The State reserves the right to issue a curriculum, delivery model, and training duration change or alteration at any point during the contract term.	Fully compliant. We understand that any changes, updates, or revisions to the Training Plan shared with us must be made under the direction of the Learning and Development Team. The State may issue changes or alterations to the Training Plan at any point during the contract term.
11.2	The State will maintain the training environments (see Section 3.4) and will ensure that the training environments support the delivery of the Contractor's Services. The State will maintain the IEDSS system and all other State systems, programs, and applications that interface with IEDSS to ensure that all State systems support the delivery of the Contractor's Services. The State will provide the Contractor and appropriate Subcontractors with such access to the State Systems as is needed to perform the Services.	Fully compliant. The State maintains the training environments used to support the delivery of our services, including IEDSS and all other State systems, programs, and applications that interface with IEDSS.
11.3	The State will provide at each State Service Location, State controlled facility, or County or Local Office ("State Facility") such space and use rights, including the software, hardware, equipment, office furnishings, and fixtures, within such facilities (the "Facility Assets"), to the extent utilized by the State to provide the support within the scope of the Services as the awarded Contractor reasonably requires for it or a subcontractor to perform applicable Services for the County or Region in which the State Facility is located.	Fully compliant. The State provides the State Facility and all Facility Assets used to give the support within the scope of Services as we reasonably require performing applicable Services for the specific County or Region.
11.4	The State will support the delivery of the awarded Contractor's services, including the operation, maintenance, repair (including any capital improvements) and management of any State Facility.	Fully compliant. We understand that the State will support delivering our services, including operating, maintaining, repairing, and the managing of any State Facility.
11.5	The State will provide and refresh of all hardware and software (excluding any	Fully compliant. The State provides and refreshes all

| Contractor provided Software) related to State eligibility systems. | hardware and software related to State eligibility systems. |

12.0 State Eligibility Systems

We understand and have extensive knowledge of and experience with the current State system of record, IEDSS.

IEDSS aims to provide an integrated solution to support individual eligibility and enrollment for multiple public assistance programs.

Table 2.4-22 fully complies with all State Eligibility Systems.

Table 2.4-22. State Eligibility Systems

Section #	Requirement	Conduent Compliance
12	The Indiana Eligibility Determination Services System (IEDSS) is the State eligibility system of record for Health Coverage, SNAP, and TANF in Indiana. IEDSS is the eligibility system used by the Division of Family Resources in the determination of eligibility for Indiana's public assistance programs. This system is the Worker Portal, to be used in conjunction with the DFR Phone System (including IVR, Document Management), for the Contractor to conduct all casework, as described within this Contract. IEDSS and the DFR Phone System support all aspects of eligibility determination support as well as call handling, task management, reporting, benefit recovery processing, hearings & appeals processing, and fraud reporting.	Fully compliant. We acknowledge that IEDSS is the current State system of record for Health Coverage, SNAP, and TANF. IEDSS is part of a broad-based solution that includes IVR, Document Management, Call Centers, and Service and Help Centers.

12	Sections 13.0 – System and Infrastructure Requirements
	Please demonstrate your understanding of the System and Infrastructure Requirements described in Section 13.0 of the Scope of Work. Please detail your approach to ensuring compliance with the requirements and expectations detailed in the Scope of Work. Your response should include, but not be limited to, the specific elements highlighted below:
	• Please demonstrate your understanding of all the security requirements outlined in Section 13.0 and confirm that you will abide by these requirements.

Our Understanding of the Security Requirements outlined in Section 13.0

Conduent recognizes DFR needs a partner with the experience and knowledge required to safeguard the confidentiality of the PHI and the personally identifiable information of Hoosiers. Government regulations for protecting data security, privacy, and confidentiality are complex, voluminous, and demanding—yet critical to doing business in the health and human service industry. Meeting these regulations requires extensive experience and security know-how, which we bring to the project. Exposing sensitive data to unauthorized users jeopardizes data security and violates data privacy laws.

We constantly strive to protect data from a complex mix of authorized and unauthorized users – both internal and external. Conduent understands the importance of data security and data integrity. To prevent security issues, we do not house PHI or PII in any of our systems, we maintain a Data Security Plan that houses our security and privacy policies that align with the state and federal requirements. We provide thorough initial and continuous training on security, privacy, and safety for our workforce. We reinforce security awareness through monthly security newsletters and email reminders containing valuable security tips.

In addition to serving DFR, Conduent currently holds government contracts in 30 states, the District of Columbia, and Puerto Rico, providing a range of Eligibility and healthcare services that positively affect the lives of millions of people. Conduent offers a mature, developed, and complete approach to all aspects of state and federal privacy and security standards. We employ a "defense-in-depth" approach that incorporates multiple layers of administrative, physical, and technical controls to protect DFR data, staff, and processing facilities. We use this approach throughout contract operations.

Our corporate Information Security and Physical Security policies serve as the foundation for all Conduent operations to apply consistent, appropriate security for all aspects of the operations and the PHI, PII, and other State information entrusted to us. These policies present industry best practices that incorporate HIPAA, NIST, IRS Publication 1075, and other federal standards and rules. Corporate privacy and security staff monitor State and federal activities and changes to standards as appropriate.

Conduent maintains separate corporate privacy and security entities dedicated under management control to maintain up-to-date knowledge of the healthcare industry's efforts toward administrative simplification. Indiana DFR and federal activities are also monitored. Key corporate privacy and security personnel include a corporate privacy director, a HIPAA privacy officer, a director of safety

and security, and a director of IT security. These privacy and security personnel have experience in physical, administrative, and technical security policy development, implementation, and review.

In Compliance with All Federal, Indiana, and Client Security Policies

We have reviewed and comply with the following SOW requirements.

Table 2.4-23. Aligned to Indiana and DFR Policies and Procedures

Section #	Requirement	Conduent Compliance
13. 1	The Contractor must: Comply with Clause 12 of Attachment B, all relevant Indiana Office of Technology (IOT) security policies (https://www.in.gov/iot/security/), the State Information Resources Use Agreement (IRUA): https://www.in.gov/iot/security/information-resources-use-agreement/), the DFR Rules of Behavior (https://www.in.gov/fssa/thehub/files/DFR_rulesOfBehavior.pdf), the FSSA Privacy & Security Compliance Policies (https://www.in.gov/fssa/thehub/files/FSSA_Privacy_Compliance.pdf), and the FSSA Information Security Policies (https://www.in.gov/fssa/security-policies/), including any subsequent amendments and updates thereto.	Conduent complies. Conduent will adhere to all the requirements from Clause 12 of Attachment B, all relevant IOT security policies (https://www.in.gov/iot/security/), the State Information Resources Use Agreement (IRUA): https://www.in.gov/iot/security/information-resources-use-agreement/), the DFR Rules of Behavior (https://www.in.gov/fssa/thehub/files/DFR_rulesOfBehavior.pdf), the FSSA Privacy & Security Compliance Policies (https://www.in.gov/fssa/thehub/files/FSSA_Privacy_Compliance.pdf), and the FSSA Information Security Policies (https://www.in.gov/fssa/security-policies/), including any subsequent amendments and updates thereto. As the incumbent, we are familiar with these policies and adhere to them today. Our Data Security Plan documents the current level of security controls that protects the confidentiality, integrity, and availability of the solution and its information. The Data Security Plan is a living document and is updated no less than annually and when new vulnerabilities are identified, analyzed, and mitigated, and when additional functionality and components are developed and implemented. These security controls guard against the intentional or accidental release of information and ensure the security

		policies and procedures align with IOT security policies.
13. 2	Protect sensitive data per Clause 12 of Attachment B, including Client data, State and federal owned data, and State-issued credentials (i.e., Contractor staff are provided State network and system credentials for those individuals who will be directly supporting the State)	Conduent complies. We acknowledge the importance of data protection and compliance with Indiana IOT security policies as paramount to FSSA and DFR's success. Conduent understands the critical nature of safeguarding sensitive data/ information, and we are committed to upholding the highest standards in data protection, security, and compliance with all IOT regulations and policies.
13. 3. a	In the event that the Contractor will provide Contractor-maintained Systems (defined as systems, tools, infrastructure, hardware, and/or software, including websites and online tools, that are used by the Contractor and not supported by the State): Maintain applicable and current first- and third-party support for all Contractor-provided Systems.	Conduent complies. Conduent adheres to this requirement and provides applicable and current first and third-party support to all the Conduent-provided Systems following standard State policies.
13. 3. b	Not require any installations on State workstations and servers. In the event that installations and/or updates to State workstations and servers is required by the Contractor to access or operate any Contractor Systems, the Contractor must notify the State. Any State-managed workstation and/or server installations and/or configuration updates are subject to review and approval by the State prior to implementation and use.	Conduent complies and will adhere to this requirement. All solutions proposed by Conduent are cloud-based solutions that are accessible via the internet with appropriately managed login credentials. Our proposed solutions do not require installation or update to State workstations. .
13. 3. c	Not require the State to support any State-managed firewall configuration and/or allowlisting to support access and/or operation. In the event that updates to State-managed firewall configuration and/or allowlisting is required by the Contractor to access or operate any Contractor Systems, the Contractor must notify the State. Any State-managed firewall configuration and/or allow listing activities are subject to review and approval by the State prior to implementation and use.	Conduent complies and will adhere to this requirement.

Privacy and Security Training

Every team member plays a vital role in maintaining a secure and safe environment. For that reason, we provide comprehensive initial and ongoing security, privacy, and safety training for our workforce. We perform random checks to measure adherence. Refresher security and privacy initiatives, delivered through monthly security newsletters and email "security tip" reminders, reinforce security knowledge, along with formal initial and annual refresher training.

We provide safety/security training for staff and have developed strict security procedures for handling files and documents that contain confidential information. New hires supporting the Indiana project must complete Security and ethics training during employee orientation sessions, with refresher training provided on an annual basis and more often if needed.

12	• Please provide the following details on any Contractor Systems that you intend to use as part of the Transition and/or during the Term of the Contract (Note that these proposed Systems must not be used by the Contractor to support the State until the DFR Director or their designee have approved their use): o Implementation plan with milestones and responsible parties o How the Contractor will document, maintain, and store Contractor-maintained Systems requirements o If the State would be required to implement additional interfaces to support Contractor-proposed Systems o In the event that interfaces are proposed, indicate the business and technical requirements that the State would need to support. o What would need to be installed on State workstations to support user access o What State firewall configuration and/or allowlisting updates would be required to support Systems access and/or functionality o Affirmation the Systems would comply with Clause 12 of Attachment B. Included in that affirmation would be details regarding: o Where data would be housed and how it will be protected per all aspects of Clause 12 of Attachment B o How breach notifications and security incidents would be escalated for these Systems, per Clause 12 of Attachment B o Clarity on how the State would be provided access to audit Contractor-proposed Systems, in the event that this is requested during the awarded Contract Term o Information and plan for the planned Turnover activities at the conclusion of the awarded Contract Term

Contractor Systems

As part of our continued support to the State, ███████████████████████████ are web-based cloud-hosted COTS software products we propose to use in support of our training solution. We are

proposing these solutions as internal use by Conduent staff to improve the overall effectiveness and efficiency of our delivery. Below are the details on the mentioned Contractor Systems.

Table 2.4-24. ▮▮▮▮▮▮▮▮▮▮▮ **Data Security Requirements**

Section	Contractor System Requirements	Conduent Response
13. 3. d. i	Implementation plan with milestones and responsible parties	With DFR permission, Conduent plans to implement this solution to replace our current ▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮ within 60 days of the Contract start date. Conduent has not identified any new associated FSSA/DFR implementation tasks related to implementing the proposed solution aside from initial approval. However, we welcome voluntary DFR participation as you deem necessary. Our Sr. Manager of Application Development Support is responsible for the implementation of this tool.
13. 3. d. ii	How the Contractor will document, maintain, and store Contractor-maintained Systems requirements	Conduent maintains all project and operational documentation throughout the life of the contract, including system requirements and configuration documents, user guides, system documentation, and project management documentation. We maintain documentation in accordance with industry standards and best practices. DFR benefits from our comprehensive, current, and accessible documentation that is easy to understand and supports effective program operations. Conduent updates project documentation at predefined intervals, and as needed, throughout all phases of the project to keep assets and artifacts used by our teams

		and end users accurate and up to date. We work with DFR to refine our project documents, plans, procedures, materials, and supporting tools to align with the RFP requirements and meet evolving project needs.
13. 3. d. iii	If the State would be required to implement additional interfaces to support Contractor-proposed Systems	Our proposed solution does not require any additional interfaces to support our proposed solution.
13. 3. d. iv	What would need to be installed on State workstations to support user access	No software or hardware is required to be installed on State workstations to support user access for this solution.
13. 3. d. v	What State firewall configuration and/or allow listing updates would be required to support Systems access and/or functionality	Our proposed solution does not require any firewall configuration or allowlisting updates to support systems access and/or functionality.
13. 3. d. vi. 1	Affirmation the Systems would comply with Clause 12 of Attachment B. Included in that affirmation would be details regarding: Where data would be housed and how it will be protected per all aspects of Clause 12 of Attachment B	No PHI, PII or sensitive State data will be stored in ██████ ████████████ is hosted in the ████████████ ████████████████████ ████████████████ and adheres to all aspects of Clause 12 of Attachment B
13. 3. d. vi. 2	How breach notifications and security incidents would be escalated for these Systems, per Clause 12 of Attachment B	Conduent complies with Attachment B – Section 12 Conduent will Report to FSSA and DFR any use or disclosure of protected health information not provided for by the Agreement of which it becomes aware, including breaches of unsecured protected health information and any security incident of which it becomes aware. Our Learning and Development Manager, ████████████ notifies DFR of potential breaches within mutually agreed-upon

Section	Contractor System Requirements	Conduent Response
		calendar days of discovery and include DFR designee in their breach determination process.
		The Learning and Development Manager reports security incidents quarterly unless the severity of the security incident elevates the risk to a potential breach, in which case the paragraph takes precedence.
13. 3. d. vi. 3	Clarity on how the State would be provided access to audit Contractor-proposed Systems, in the event that this is requested during the awarded Contract Term	Conduent provides State auditors with any requested data stored within our systems or we can alternatively provide temporary login and password credentials in order to perform any required auditing duties.
13. 3. d. vii	Information and plan for the planned Turnover activities at the conclusion of the awarded Contract Term	Conduent does not anticipate the need to turn over any data stored in our systems as this data will have already been provided to the State during the normal course of business. However, should the State want or need data contained within this system, Conduent will furnish it in the format desired by DFR at the conclusion of the awarded Contract term.

Table 2.4-25. ▮▮▮▮▮ **Quality Management Solution Data Security Requirements**

Section	Contractor System Requirements	Conduent Response
13. 3. d. i	Implementation plan with milestones and responsible parties	With DFR permission, Conduent plans to implement this solution within 60 days of the Contract start date. Conduent has not identified any new associated DFR implementation tasks in relation to implementing the proposed solution aside from initial approval. However, we welcome voluntary DFR

		participation as you deem necessary. Conduent's ██ ████████████████ ████████████ are the responsible parties for implementing this tool.
13. 3. d. ii	How the Contractor will document, maintain, and store Contractor-maintained Systems requirements	Conduent maintains all project and operational documentation throughout the life of the contract, including system requirements and configuration documents, user guides, system documentation, and project management documentation. We maintain documentation in accordance with industry standards and best practices. DFR benefits from our comprehensive, current, and accessible documentation that is easy to understand and supports effective program operations. Conduent updates project documentation at predefined intervals, and as needed, throughout all phases of the project to keep assets and artifacts used by our teams and end users accurate and up to date. We work with DFR to refine our project documents, plans, procedures, materials, and supporting tools to align with the RFP requirements and meet evolving project needs.
13. 3. d. iii	If the State would be required to implement additional interfaces to support Contractor-proposed Systems	Our proposed solution does not require additional interfaces to support Contractor-proposed systems.
13. 3. d. iv	What would need to be installed on State workstations to support user access	This solution is cloud based and accessible via the internet. Our proposed solution does not need to be installed any

		software or hardware on State workstations to support user access.
13. 3. d. v	What State firewall configuration and/or allow listing updates would be required to support Systems access and/or functionality	Our proposed solution does not require any firewall configuration or allowlisting updates to support systems access and/or functionality.
13. 3. d. vi. 1	Affirmation the Systems would comply with Clause 12 of Attachment B. Included in that affirmation would be details regarding: Where data would be housed and how it will be protected per all aspects of Clause 12 of Attachment B	No PHI, PII or sensitive State data will be housed in ███████████. ████████ is hosted ████████ ████████████████ ████████████████████ ██████ and adheres to all aspects of Clause 12 of Attachment B.
13. 3. d. vi. 2	How breach notifications and security incidents would be escalated for these Systems, per Clause 12 of Attachment B	Conduent complies with Attachment B – Section 12. Conduent will Report to DFR any use or disclosure of protected health information not provided for by the Agreement of which it becomes aware, including breaches of unsecured protected health information and any security incident of which it becomes aware. The Learning and Development Manager, ████████████ notifies DFR of potential breaches within mutually agreed calendar days of discovery and include DFR designee in their breach determination process.
13. 3. d. vi. 3	Clarity on how the State would be provided access to audit Contractor-proposed Systems, in the event that this is requested during the awarded Contract Term	Conduent provides State auditors with any requested data housed within our systems or we can alternatively provide temporary login and password credentials to perform any required auditing duties.

Section	Contractor System Requirements	Conduent Response
13. 3. d. vii	Information and plan for the planned Turnover activities at the conclusion of the awarded Contract Term	Conduent does not anticipate the need to turn over any data housed in our systems as this data will have already been provided to the State during the normal course of business. However, should the State want or need data contained within this system, Conduent will furnish it in the format desired by DFR at the conclusion of the awarded Contract term.

Table 2.4-26. ▬▬▬▬ Solution Data Security Requirements

Section	Contractor System Requirements	Conduent Response
13. 3. d. i	Implementation plan with milestones and responsible parties	Conduent currently uses ▬▬ ▬▬ as our workflow management tool, and we do not have any planned implementation activities related to this tool.
13. 3. d. ii	How the Contractor will document, maintain, and store Contractor-maintained Systems requirements	Conduent maintains all project and operational documentation throughout the life of the contract, including system requirements and configuration documents, user guides, system documentation, and project management documentation. We maintain documentation in accordance with industry standards and best practices. DFR benefits from our comprehensive, current, and accessible documentation that is easy to understand and supports effective program operations. Conduent updates project documentation at predefined intervals, and as needed, throughout all phases of the project to keep assets and artifacts used by our teams and end users accurate and

		up to date. We work with DFR to refine our project documents, plans, procedures, materials, and supporting tools to align with the RFP requirements and meet evolving project needs.
13. 3. d. iii	If the State would be required to implement additional interfaces to support Contractor-proposed Systems	Our proposed solution does not require any additional interfaces to be implemented in support of this proposed system.
13. 3. d. iv	What would need to be installed on State workstations to support user access	Our proposed solution does not need to be installed on any State workstations to support user access.
13. 3. d. v	What State firewall configuration and/or allow listing updates would be required to support Systems access and/or functionality	Our proposed solution does not require any firewall configuration or allowlisting updates to support systems access and/or functionality.
13. 3. d. vi. 1	Affirmation the Systems would comply with Clause 12 of Attachment B. Included in that affirmation would be details regarding: Where data would be housed and how it will be protected per all aspects of Clause 12 of Attachment B	No PHI, PII or sensitive State data will be housed in ███ ██████████ is hosted in the ██████████████ ███████████████████ ████ and adheres to all aspects of Clause 12 of Attachment B.
13. 3. d. vi. 2	How breach notifications and security incidents would be escalated for these Systems, per Clause 12 of Attachment B	Conduent complies with Attachment B – Section 12. Conduent will Report to FSSA and DFR any use or disclosure of protected health information not provided for by the Agreement of which it becomes aware, including breaches of unsecured protected health information and any security incident of which it becomes aware. A Conduent Associate shall notify DFR of potential breaches within mutually agreed calendar days of discovery and include DFR

		designee in their breach determination process. ▮▮▮▮▮ ▮▮▮▮▮ ▮▮▮▮▮ report security incidents quarterly unless the severity of the security incident elevates the risk to a potential breach, in which case the paragraph takes precedence
13. 3. d. vi. 3	Clarity on how the State would be provided access to audit Contractor-proposed Systems, in the event that this is requested during the awarded Contract Term	Conduent provides State auditors with any requested data housed within our systems or we can alternatively provide temporary login and password credentials to perform any required auditing duties.
13. 3. d. vii	Information and plan for the planned Turnover activities at the conclusion of the awarded Contract Term	Conduent does not anticipate the need to turn over any data housed in our systems as this data will have already been provided to the State during the normal course of business. However, should the State want or need data contained within this system, Conduent will furnish it in the format desired by DFR at the conclusion of the awarded Contract term.

12		• Please outline your proposed risk management and mitigation plan described in Section 13.0. Please include any plans you have leveraged for previous learning and development services implementations with State agencies of similar size and scope.

A Risk Management Plan that Yields Secure and Reliable Results

Risk management is a dynamic process that requires constant oversight to continually identify and resolve emerging risks before they negatively impact your project. Rather than take a risk on another vendor, our collaboration has produced a risk management plan that continues to prove effective in preventing project issues.

Below is our risk management plan and approach to tracking and managing mitigated risks through our continued partnership. The Transition Plan defines clear risk management roles and responsibilities; describes the criteria and guidelines for how risks should be quantified and qualified;

defines update frequency and escalation procedures; and details how we use SharePoint to manage and report on project risk effectively.

Overall Risk Management and Mitigation Approach

Conduent's approach to risk management provides rigorous processes to proactively identify, analyze, prioritize, track, and mitigate risks that could adversely affect the project.

Risks are inherent in developing and implementing any new system or service. Conduent implements stringent risk management processes throughout the project life cycle to maximize the project's probability of success. We continuously monitor for potential risks to mitigate negative consequences for the project.

Our overall approach to risk management, seen in Figure 2.4-21, includes processes we apply to continually identify and assess risks, define risk response strategies, monitor the implementation of response strategies, and close risks at the right time. At a fundamental level, our risk management approach consists of addressing two basic questions: What can go wrong during the project? And what can be done about it?
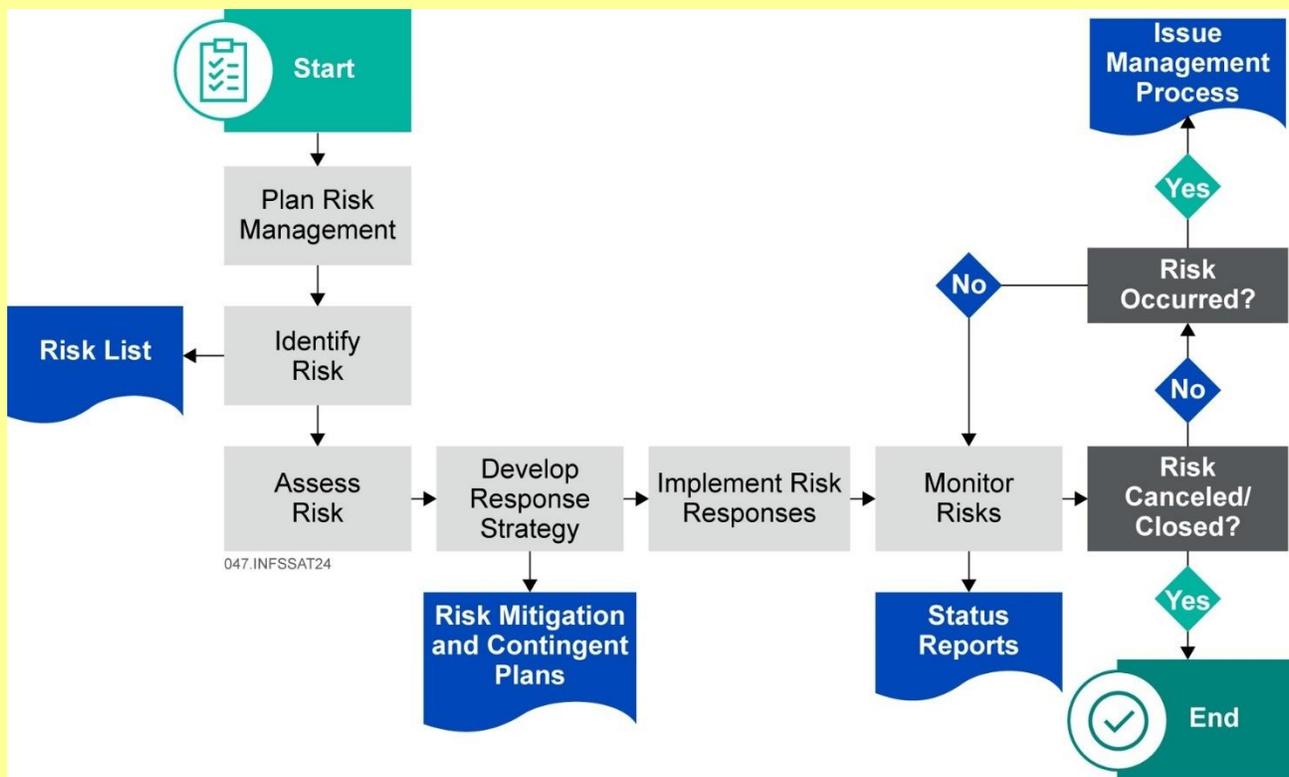
Figure 2.4-21. Overview of Risk Identification and Response Approach
Conduent works with DFR, and other stakeholders to monitor for potential risks continuously.

In the following pages, we provide additional detail on the risk management process steps identified in Figure 2.4-22.

Identify Risks. Risk identification is a continuous process completed throughout the contract's life. We offer a preconfigured risk list as part of our Project Management Methodology (PMM), making

risk management possible from day one. Our project team works with DFR, and other stakeholders to identify potential risks, assign mitigating actions, and report on risk reduction efforts. All identified risks are entered into the SharePoint site for visibility of Conduent, and DFR. The risk list in the SharePoint site provides the following risk management benefits:

- Allows for logging and monitoring of risks
- Assists in the assessment and ranking of risks
- Captures specific means of mitigating the risk
- Provides views and reports to track and monitor risks, status, and triggers

Assess Risks. Risk assessment quantifies identified risks for purposes of evaluation. Conduent collects and categorizes project risks to better understand the nature and source of the risk. Each risk entered in the risk list is ranked according to the probability of their occurrence and the severity of the consequences should they occur. This quantitative approach to risk management provides Conduent and DFR with objectivity and focus on mitigation activities.

Developing a Response Strategy. Our Learning and Development Manager collaborates with DFR to prioritize risks and document plans to accept, avoid, or mitigate each risk. The owner captures the risk mitigation plan in the SharePoint site for DFR visibility. When determining the approach to mitigation, the risk owner consults SMEs to identify alternate strategies, assess the effectiveness of each alternative (including cost and schedule impact), determine the risks involved with each alternative, and arrive at a recommended approach. Conduent then consults with DFR, and applicable stakeholders to agree on risk mitigation and contingency plans. In this manner, Conduent anticipates risks and attempts to nullify risks before they become issues and negatively affect the project.

Implement Response. Conduent implements agreed-upon mitigation plans as soon as possible to reduce or eliminate potential risks. We work with DFR to monitor and track risk mitigation plans until the risks no longer threaten the project. We do not close risks until Conduent, DFR, and applicable stakeholders agree the risk has been eliminated. We implement contingency plans only when a trigger has been reached. During that time, we alert all appropriate project stakeholders when a contingency trigger is being activated.

The Learning and Development Manager oversees the execution of the risk management activities over the full duration of the project. They initiate communications with DFR, and relevant stakeholders as circumstances dictate and according to the Project Management Plan. If risks occur, the Learning and Development Manager escalates them into our issue management process and oversees the execution of the documented contingency plans. We assign the actions for the resolution of each risk or its resulting issue to the manager whose area of responsibility is most affected by the risk and whose group is best equipped to implement the response.

Monitoring and Controlling Risk. Conduent and DFR have continuous visibility into all project risks, their ratings, and mitigation and contingency plans through the SharePoint site. The biweekly status report includes a review of all active risks, risk status, and the status of mitigation and issue resolution plans. The Learning and Development Manager closes a risk once key stakeholders confirm our mitigation or contingency strategy has been effectively executed. Continuous risk

identification and monitoring keeps the list of risks and their associated status dynamic. Each week, risk owners and the Learning and Development Manager examine the items in the risk list and update the risk characteristics, response plans, and response actions. The Learning and Development Manager works with the team to address any aging risks and see if escalation is required. They also review risk triggers to determine if they have occurred and, if so, verify that the response actions are appropriate. The results of these updates are available through SharePoint, and the Learning and Development Manager includes associated monitoring metrics in status meetings with DFR.

This proven risk management approach maximizes the likelihood of successful project completion and minimizes the negative impact of non-avoidable risks.

Documenting, Monitoring, and Reporting Risks and Their Status to FSSA and DFR:

Conduent applies standardized processes from our Transition Plan documenting, monitoring, and reporting risks and risk status to DFR. The Transition Plan defines clear risk management roles and responsibilities; describes the criteria and guidelines for how risks should be quantified and qualified; defines update frequency and escalation procedures; and details how we use the SharePoint site to manage and report on project risk effectively.

We collaborate with DFR and other stakeholders throughout the project to identify, log, and monitor potential risks. When analyzing risks, we determine the priority of the risk by assessing the risk or problem against a multifaceted, numerical scale to assess the potential impact of each problem. We determine the risk rank by looking at the potential severity of the risk, the level of control over the risk, and the probability that the risk will occur. Figure 2.4-22 provides an example of how we use risk rank to determine if contingency or mitigation plans are needed to address the risk.
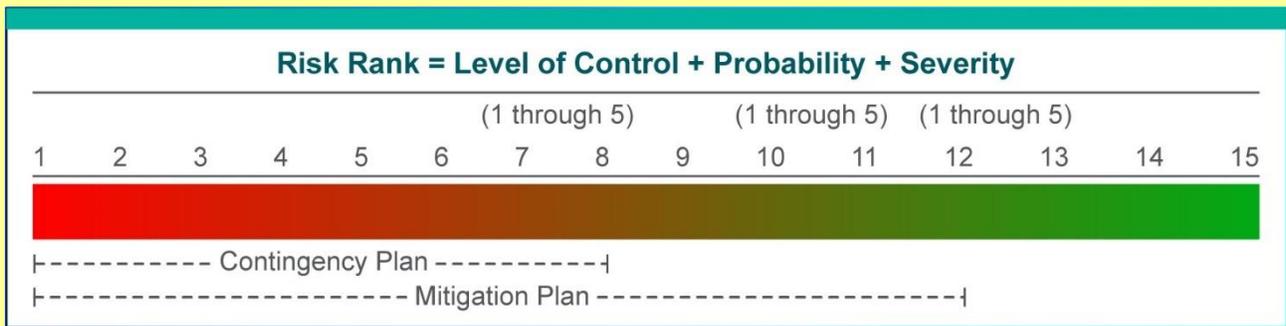
Figure 2.4-22. Risk Management Contingency Plan Trigger
Our Transition Plan protects the project by including
built-in triggers indicating when a risk must not only be mitigated but
must also have a contingency plan in case the mitigation plan fails.

Once a risk has been fully analyzed, Conduent logs the risk and associated information into the SharePoint site. We record each risk's owner, impact area, mitigation strategy, and response strategy. Our risk list provides DFR, and Conduent with at-a-glance views of the project's risks and gives 24/7 access for authorized personnel to view risks and their mitigation/contingency plans. The

risk list in SharePoint can be exported to Excel for presentation and review in status and governance meetings. Sample Risks of Similar Projects.

Our experience and lessons learned on similar projects help us to predict some of the typical risks associated with a project of this size and scope, and we analyze previously defined mitigation and contingency plans as part of our response planning.

Table 2.4-27 presents Sample Risks of System Replacement projects

Table 2.4-27. Sample Risks of System Replacement Projects

Risk Rank	Risk Title	Description	Mitigation Plan Overview
1	FSSA and DFR Resource Availability	FSSA and DFR resources must be available for requirements sessions.	• Perform thorough SME analysis up front to make sure FSSA and DFR resources are available for required meetings • Make sure key decision makers are in each meeting to expedite the requirements process • Maintain a centralized schedule that all team members can view • Collaborate on the work plan to stagger tasks that require DFR involvement
2	Adoption of Change	As with any program change, there may be resistance from stakeholders.	• Engage stakeholders and end users early in the project • Keep all parties informed of project progress • Involve stakeholders in testing to gain feedback and build buy-in • Perform thorough training to help
3	New Policy or Direction During Implementation	Government policies and regulations can evolve throughout the implementation and operations. These changes can result in modifications to our solution.	• Establish change management processes early in the project and incorporating changes in an efficient, orderly manner • SMEs monitor for federal policy changes to keep our solution up to date
4	In-flight Projects	Conduent needs to work with FSSA and DFR and other stakeholders to incorporate in-flight projects that are planned for implementation during or before our go-live.	• Work with DFR and stakeholders early in the project to make sure we understand the scope of in-flight projects • Plan for incorporation of in-flight projects into the solution, documentation, and work plan • Perform thorough testing to make sure in-flight projects can be fully and

5	Resurgence of COVID-19	A resurgence in COVID-19 variants could cause project delays.	• Plan for remote work • Schedule virtual training opportunities • Include remote communication mediums in our communication plans • Use communication platforms such as Microsoft Teams

At the start of the project kick-off, we load these risks into our risk list and begin immediate assessment, response planning, and mitigation efforts.

12	• Please outline how you plan to ensure data security as according to the requirements described in Section 13.0.

Low-Risk Data Security Plan

We have worked together to develop a Data Security Plan that is flexible and compliant to all your data needs. This includes a plan that gives you full ownership of the data, uses your systems for all data related tasks, and excludes any outside system from being connected to your infrastructure. Compared to other vendors, this is a lower-risk solution that will continue to be focused on your data security standards as listed in your SOW.

Policies and Procedures to Safeguard All Sensitive Data

In today's web-enabled business environment, system security and detection of fraud and abuse is a top priority. Our responsibility is to protect the security of the DFR Program and Member information that you entrust to us. We use state-of-the-art industry standards and protocols to safeguard DFR data and systems.

Our security policies and procedures incorporate industry best practices, our own experience in many states, and the unique needs of government organizations to protect sensitive data. We comply with all State and federal requirements to protect the integrity and confidentiality of program data, including administrative, physical, technical, and system controls in alignment with industry standards. We recognize the necessity of providing the most secure environment for program data and have built our system around that security.

While the varying layers of security focus on protecting data from intrusion, we also prioritize the protection of Member data through effective fraud detection and transaction monitoring. Fraud, data management, and dedicated experts are the basis of our comprehensive fraud management approach. The timely detection of fraud and appropriate handling of cases directly affects risk assumptions and Member experiences. We meet all State, federal, and industry requirements, including:

- Maintenance of DFR Specific Data Security Standard (DSS) and guidelines, protocols, and procedures
- Addressing issues such as misuse and fraud
- Capturing an audit trail to identify any possible network security breach
- Providing full cooperation with law enforcement agencies in case of security breaches involving criminal and non-criminal activities
- Accommodating scheduled inspections by State staff or designees, including auditors or law enforcement personnel for risk assessment of network security

Conduent agrees to safeguard the confidentiality, integrity, and availability of the federal information from unauthorized access and improper disclosure as well as to adhere to all State and federal security guidelines. The protection of personal privacy and sensitive data is an integral part of the business activities of Conduent, and our safeguards are designed to prevent inappropriate or unauthorized use of Indiana information at any time.

Internal Security and Privacy Policies

Conduent's controls for safeguarding privacy and information security have earned the trust of Medicaid/Eligibility agencies across the United States.

All employees and subcontractor employees assigned to this project are required to complete initial and annual security and HIPAA training prior to handling PHI and PII information. Topics include legal compliance, data privacy, and security awareness. We train and require employees to adhere to corporate as well as project-specific security measures and procedures. Our current corporate Business Ethics and Compliance program fosters the highest ethical standards among our employees. All our training courses include security and confidentiality topics. We believe it is critical to reinforce how to use the data available in the State and Conduent systems. Our Learning and Development Manager, ███████████, and our training team proactively track and closely monitor these training compliance activities to mitigate any risk to the project, Members, and FSSA/DFR. All Conduent staff and subcontractor staff assigned to the project also complete the required Indiana FSSA/DFR security training and are required to attest to complying with IOT IRUA and DFR Rules of Behavior.

Conduent agrees to establish and maintain a security and privacy framework that meets and where applicable, exceeds State (IOT) and RFP requirements as they relate to the FSSA/DFR system.

Use of the State's Active Directory

Conduent provides sophisticated controls for managing application security and integrates with the State's Active Directory.

The RFP requires Single Sign-on in 5.3. and defines it this way: "Single Sign-On refers to the efficient process of authentication by State employees, who enter their Login Identity and Password only one time. Then they may launch different authorized software tools without having to "sign in" separately for every single software application."

Potential Breach Communication Efforts

Conduent agrees to comply with Attachment B – Section 12.

Throughout our 14-year tenure serving the State of Indiana in both the Learning and Development contract and the Central and Regional Change Center Eligibility Operations, Conduent is pleased to report we never had a confidential communications breach. Conduent maintains a robust security incident response plan that we update annually. Derived from NIST guidelines, these plans formalize Conduent's response to any security incidents that may arise. ██████████████████████████████ ██

██
██
██
██████████

██
██
██
██

██
██
███
█████████████████████████████████████

██
██
██
██
██
██
█████████████████████████████████

Conduent handles security incidents with the State on an urgent as-needed basis as part of ongoing communication and mutually agreed-upon mitigation processes, defined by law or contained in the Contract. Conduent will Report to FSSA and DFR any use or disclosure of protected health information not provided for by the Agreement of which it becomes aware, including breaches of unsecured protected health information and any security incident of which it becomes aware.

The Learning and Development Manager, ███████████████ notifies DFR of potential breaches within mutually agreed calendar days of discovery and include DFR designee in their breach determination process.

Secure Destruction of Information Policy

Conduent agrees to safeguard the confidentiality, integrity, and availability of the federal information from unauthorized access and improper disclosure as well as to adhere to NIST 800-88.

Our IT Business Continuity / Disaster Recovery Plan (ITBCP)

Conduent provides consistent and comprehensive management ITBCP plans that meets the requirements specified in NIST SP-800-34, assuring a rapid and effective response for the FSSA/DFR Learning and Development Services project in the event of a business interruption or disaster.

Unfortunately, natural disasters can occur at any time and develop with long-lasting consequences. Conduent has rea-life experience in managing natural disasters and thus effectively developed plans to minimize disruptions. As your incumbent, we already have documented business continuity procedures that address the recovery of business functions, business units, business processes, and HR.

Our plan focuses on prevention, business continuity of critical functions following a minor or major service disruption, and preparedness for quick activation of a powerful response when a natural or man-made disaster occurs. Of equal importance is the return to normal operations post the disaster and how that is accomplished. The ITBCP Plan includes procedures that address all aspects of Contract operations, including communications, contingency for alternate facilities or resources, as well as backup and recovery of any Conduent furnished hardware and software.

The key to our success in building and managing our ITBCP capabilities is that we do not simply react to disasters; we anticipate and prepare for them. We develop Indiana-specific staffing, facilities, technology, and operational procedures. Working in collaboration with you, we customize our existing, proven, corporate-mandated ITBCP templates.

The ITBCP Plan leverages proven templates and existing data center plans to provide a more cohesive approach to ITBCP planning. We update and maintain the plan as needed throughout the life of the Contract and at least annually.

Our approach to developing a comprehensive ITBCP includes critical components based upon our contractual obligations that may include, but not limited to:

- Emergency action planning
- Crisis management
- Business resumption
- Roles and responsibilities
- Incident command structure
- Incident response procedures
- Operational considerations
- Reporting process
- Technology and infrastructure backup and disaster recovery

- Documentation and activation of contingency plans
- Business resumption team
- ITBCP Plan maintenance
- Resource allocation
- Staffing Plan and temporary staffing
- Testing assessments of the environment(s)
- Services Backup and Recovery
- Off-site storage requirements

The technical solutions we have proposed are cloud-based COTS products, multi-node, redundant solutions, which operate in two (or more) data centers and maximize both network efficiency and scalability.

Conduent participates in the disaster recovery activities as part of the State's disaster recovery planning and efforts in the event of an actual disaster at no additional charge to the State.

13	**Sections 14.0 – Initial Transition Requirements**
	Please describe your proposed plan to transition all training activities from the current contractor if you are awarded this contract. Outline the proposed transition approach and include a Transition Plan that incorporates at a minimum, the requirements listed in Section 14.0 of the Scope of Work. The Respondent's response must also clearly state the anticipated duration of transition activities leading up to the operational cutover as well as the expectations from the State/DFR to facilitate a successful transition.
	Your Transition Plan must incorporate, at a minimum, the following elements: ● Transition Phase Work Plan (with schedule and resource allocations) ○ Trainings in Progress ● Project Management Approach ● Staffing Plan, based on the staffing needs provided by DFR in Section 4.0 of the Scope of Work ● Recruiting and retention strategies ● Training Plan and Quality Management Plan ● Equipment verification and testing ● Systems and Operations readiness assessment ● Coordination and communication ● Risk management and issue resolution ● Transfer of knowledge ● Incorporation of existing training materials ● Security management ● Integration and implementation of training in order to achieve full operational capabilities at or before the expiration date of the current contract
	Please limit any cost detail related to your response to **Attachment D** Cost Proposal and do not include it in your Technical Proposal response.

DFR can have peace of mind knowing Conduent's training services are in place today to support DFR Eligibility Operations continuously and uninterrupted with no transition risk.

14. Overview

By selecting Conduent, Indiana eliminates any transition risk through continuity of staffing and services while meeting all RFP requirements. This assures DFR that Hoosiers will not be negatively impacted by a transition.

The transition period will be used to address new contract requirements and introduce program enhancement tools that have been successful in other states such as █████ ████████████████████████████████ ████████, both of which will enrich our overall performance and reporting. Our unparalleled and highly experienced team eliminates ramp-up time to reach full

Lowest Risk, Highest Performance

- No service disruptions to current operations under new contract
- Fully prepared Conduent training staff eliminates transition risk, initial training costs and potential transition employee turnover
- Our complete understanding and direct experience with all processes, procedures, operations, and policies means no delays
- Established positive relationships with all stakeholders strengthens performance and outcomes

performance. These factors translate to a no risk solution for DFR. As your long-standing, proven partner, we bring the resources, experience, and knowledge to easily perform the activities to address changes to meet all of the RFP requirements. The transition to our current contract 6 years ago demonstrated our ability to provide the full services and support levels needed to seamlessly move to a new contract without disruption to stakeholders.

Conduent has already completed many start-up tasks and met milestones under the initial implementation of the project. Many of the tasks necessary to transition the requirements listed in this section have been completed, allowing for continuous operations into the new contract with no degradation of service level to clients or applicants. For those transition activities that require DFR approval or assessments, we will work collaboratively with you to get these completed within the timeline listed though none of these activities would impact our ability to continue services. Table 2.4-28 High-Level Completed Transition Tasks summarizes activities that Conduent has already completed.

Table 2.4-28. High-Level Completed Transition Tasks

| Requirements Tasks	Status
Transition Phase Work Plan	
Schedule	Complete
Resource allocations	Go-Live -30 days
Trainings in Progress	Complete
Project Management Approach	
Develop Risk and Issue Process	Go-Live -60 days
Develop Reporting Process	Go-Live -90 days
Staffing Plan, based on the staffing needs provided by DFR in Section 4.0 of the Scope of Work	
Contain an administrative organizational training structure that meets or exceeds the responsibilities described in the Scope of Work, including outlining the training personnel by DFR Region	Go-Live -30 days
Describe the overall management and supervisory structure including lines of reporting (including any subcontractors)	Complete
The student-to-trainer ratio may vary based on the training module, but the Contractor shall have capacity to manage a minimum student-to-trainer ratio of 30:1. The class size may exceed 30 at the advance request of the DFR Director of Learning and Development. Due to space restrictions some RCC locations' capacity accommodates less than the aforementioned ratio. The Contractor must receive State approval before planning for or conducting face-to-face and remote training simultaneously	Complete
Outline training staff minimum requirements and qualifications to prepare training staff to effectively develop, deliver, and maintain training materials	Complete

Provide a plan for monitoring and evaluating training staff, including but not limited to corrective action planning to ensure quality products are developed and delivered	Complete
Explain how the staffing plan accommodates potential increases/decreases in training volume and training staff attrition	Complete
Describe how the Contractor will mitigate turnover rates, fill vacancies in a timely manner as determined by the State, and approach project staffing of training delivery staff in a way that training delivery and support is not disrupted in any way	Complete
Explain how all State staff and Eligibility Services contractor employees will be trained on all program policies and procedures of the Eligibility Operation	Complete
Receive and maintain State approval	Complete and Ongoing
Contractor staff may not work in the direct line of supervision of or conduct training for a relative who is employed by the State. "Relative" means any of the following: a spouse, parent or stepparent, child or stepchild, brother, sister, stepbrother or stepsister, niece or nephew, aunt or uncle, and daughter-in-law or son-in-law. An adopted child of an individual is treated the same as a biological child of the individual. "Brother" and "sister" include a brother or sister who share at least one common biological parent. The Contractor shall require Contractor staff to report to the Contractor if they work in the direct line of supervision of or conduct training for a relative who is employed by the State	Complete and Ongoing
Throughout the duration of the Contract, the Contractor must maintain staffing at levels based on the needs of DFR as outlined in Section 4.0. The Contractor may not substitute any other technology for staff or in-person training unless given explicit State approval	Ongoing
Recruiting and Retention Strategies	
Achieve recruiting strategies that will allow contractor to meet the staffing requirements in Proposal Section 4.0 by the dates required by the State	Complete
Training Plan and Quality Management Plan	
Upon award, the most current version of the plans shall be shared with the Contractor for review and potential updates consistent with the contract terms and subject to approval by DFR.	Go-Live -90 days
Equipment Verification and Testing	
Equipment provided for management and development/content team is in place and system ready.	Complete
Systems and Operations Readiness Assessment	
Software provided by State for development purposes will be coordinated and installed prior to contract start.	Go-Live -30 days

Coordination and Communication	
Develop Communication Plan	Complete
Risk Management and Issue Resolution	
Develop Risk Management and Issue Resolution Process	Complete
Transfer of Knowledge	
Acquire knowledge of eligibility program, and current DFR training services	Complete
Incorporation of Existing Training Materials	
Review existing training materials	Complete
Incorporate existing training materials into ongoing training materials	Complete
Security Management	
Follow State Security Plan - IRUA	Complete
Follow State policies and train staff on security	Complete
Integration and Implementation of Training	
Training Services achieves full operational capabilities on or before the expiration date of current contract	Complete

14.1. The Benefits of Our Transition Plan

We deliver a continuation of service that allows your team the ability to focus on active projects of priority to you, such as future policy changes, and other transition initiatives. We present a Transition Plan that demonstrates past performance, ever-improving performance, minimal change and minimal risk, and existing relationships. Figure 2.4-23 highlights the benefits of our transition plan.

Figure 2.4-23. Benefits of Conduent Transition Plan
Our transition plan provides ongoing quality training services to Indiana.

While other vendors would be focusing on building up their processes, learning the training curriculum and hiring staff, we are focusing on our trainers and improving the quality of the training curriculum. By continuing to use Conduent as your contractor, DFR is choosing a partner with demonstrated experience in successfully managing your eligibility training program who is committed to making program improvements that provide benefits not afforded with any other vendor.

14.1.1 Transition Approach

We have experience in successfully navigating through State policy, procedure, and system changes. We provide the highest quality learning and development services because our team of experienced professionals, who have based their careers on Indiana Eligibility, have gained not only in-depth program knowledge but close working relationships with all stakeholders involved with learning and development services. Conduent has the expertise and experience to support your ongoing goals into the future. Our project management team, comprised of these professionals, uses this familiarity to meet transition phase objectives and eliminate any transition risk, see Table 2.4-29, Conduent Transition Approach.

Table 2.4-29. Conduent Transition Approach

Transition Phase Objective	Conduent Approach
Ensure a smooth transition of the Training Services	• Use of functional training rooms in place located in all 10 regions that are successfully providing training services • Project fully staffed with trusted, local project leadership and staff

	- Staff fully trained on DFR programs
	- Currently managed with staff, procedures, and tools in place
	- Robust Quality Assurance program in place
	- Partner with the State to implement new tools and new contract requirements
Establish strong accountability controls	- Established risk and issues management process that aligns with the DFR's expectations for accountability and strategic management.
Perform operations readiness assessment for implementation	- Conduent has been operating the Training Services in conjunction with DFR for the last six years proving our readiness - We use our deep knowledge of the operations and clients in Indiana for our approach to readiness assessment
Mitigate risk to clients and FSSA	- No disruption of services - Transition tasks are minor with little impact to ongoing training services - With our staff currently delivering training services across the state, the communication and coordination of onboarding is minimal
Ensure cost effectiveness	- Conduent offers the fewest transition activities required as the incumbent for the most cost-effective solution

14.1.2 Transition Phase Work Plan

With Conduent, there is no need for a training services cutover; we move directly to transition activities for the new RFP requirements and plan implementation steps for our enhancements and tools.

During the 90 days prior to contract start, we will complete the minimal transition activities required to support the new RFP requirements, and plan implementation steps for our enhancements and tools, including ▮▮▮▮▮▮▮▮▮▮ (more information on these tools can be found in Proposal Section 2, Background). Recognizing your need to approve changes and the value of your time, our approach proposes activities that maximize your value while minimizing the impact to your resources. The anticipated role of the State/DFR in each of these activities is outlined in the Table 2-4-30 next.

Table 2.4-30. State/FSSA Role in Transition Activities

██
██
██
██
██

Although we leverage the transition period to bring you an improved experience, we recognize the need to effectively manage the implementation of the addition of new tools and processes that support this improved experience. Additionally, to support the RFP requirements that differ from our current operations, we present additional processes and procedures to your team for approval and communicate the processes to our supervisors and staff.

For the Indiana DFR Learning and Development Services project, we are focused on enhancing the tools already in place in the State's program and adding tools that have been successful in other states such as ███.

We propose a transition timeline that has all requirements completed prior to the contract start date, thus leaving the remainder of the contract term to perform learning and development services and focus on continual improvement efforts leading to greater service delivery.

Our effective transition management planning approach is based on expertise that we have gained from our long-standing and wide-spread experience in eligibility training services. We recognize that the new requirements of this RFP require some changes. Our existing project team is prepared to meet the requirements on time and to specifications. Our strategy will guides any future transitions required to support your program such as future program process, policy, or system changes you may initiate.

As your current partner we are ready to meet your needs and expectations and our transition plan provides minimal risk to FSSA. We are committed to meeting transition milestones and have aligned our resources to accommodate your needs.

14.2 Trainings in Progress

With our current tracking and reporting of Trainings in Process to DFR, this concern is eliminated through our continued partnership.

As your incumbent, the status of our training is tracked for status and completion dates and the information has been made transparent to DFR Training and pertinent parties. We agree to provide a detailed transition plan for training that is currently in progress and expected to be in session beyond the Contract's end date to provide a smooth transition to the new Contract.

Continuing your partnership with Conduent offers exclusive benefits. Our leadership team has experienced staff, documented policies and procedures, and approved security protocols. These are

just a few of the many critical components we already have in place to support the management of the contract transition.

14.3 Project Management Approach

Continued partnership with Conduent offers exclusive benefits you not available with other vendors: experienced leadership and staff, documented policies and procedures, and approved security protocols.

Continuing your partnership with Conduent offers clear advantages. Our project management team has experienced leadership and staff, documented policies and procedures, and approved security protocols. These are just a few of the many critical components we already have in place to support the management of the contract transition. For a smooth transition of the Training Services, we apply our proven PMM. Our Project Management Methodology is the framework and guide for all project management functions. It is grounded in our proven project management practices. Our PMM is based upon industry recognized standards such as the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK®) and it reflects the IEEE Std. 1490-2003, IEEE Guide Adoption of PMI Standard A Guide to the Project Management Body of Knowledge. Our approach is to design a Project Plan that captures and meets the project requirements, which are clearly defined, agreed upon, and documented. We deliver the project on time, on budget, and with high quality standards for the State of Indiana.

Our approach enables numerous skilled people to come together using common, consistent, and integrated processes, procedures, and tools. DFR can rely on Conduent to anticipate its needs. Our PMM provides details to initiate, plan, execute, monitor, and control, and close any process area as required by the Training Services transition project.
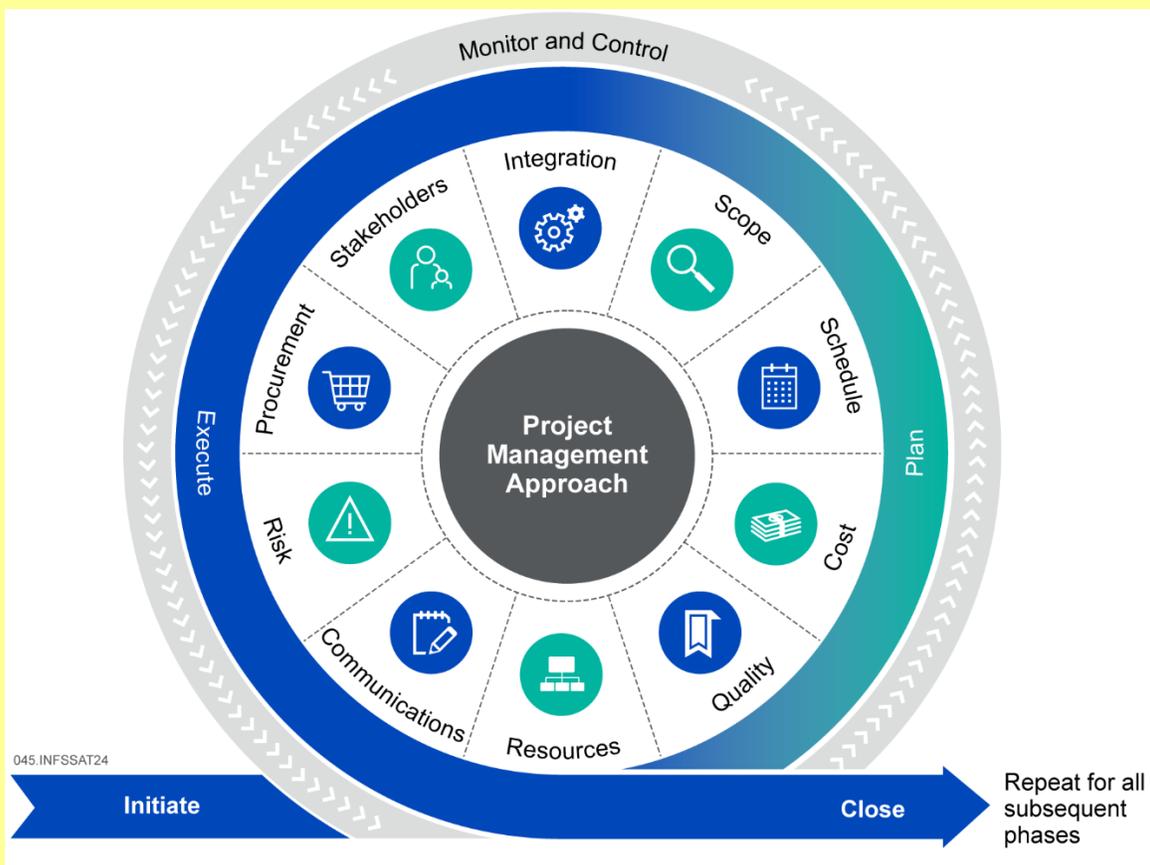
Figure 2.4-24. PMI Process Groups and Knowledge Areas
The PMM includes processes, procedures, and tools to meet each of nine PMBOK Guide knowledge areas, as well as process steps to execute the five process groups.

Our PMM guides all project activities throughout the phases of the project, and includes the approach, inputs, process steps, outputs, roles, and responsibilities, verification steps, and other components that are necessary to initiate, plan, execute, control, and close each knowledge area in accordance with the PMBOK process groups. In Table 2.4-31, we provide a summary of our approach to Training Services management practices.

Table 2.4-31. Conduent Approach to Project Management Practices

PMBOK Knowledge Areas	Conduent Approach
Scope Management	The RFP/proposal is the primary delineator of scope for the Training Services with the contract replacing specifically noted alternatives or amendments. Our management of scope is integrated with schedule, risk, change, staffing, cost, quality, and communication management, and monitored and controlled with the project management and supervisory staff.
Time (Schedule) Management	The final detailed work plan used by management staff to monitor and control the transition milestones of the Training Services, focusing on the 90-day transition timeframe. We work closely with state management to communicate

	progress of transition items and any potential deviations of agreed-upon milestones.
Cost Management	Cost management is integrated with all areas of project management. The monitoring and control of cost is performed by the project management team and Conduent executive management on a regular basis.
Quality Management	The QA component of the Project Plan ensures the overall quality level in our processes, procedures, services, and products are sustained.
Communication / Stakeholder Management	Our approach to communication is defined in a communication plan and deliverable expectation document established after contract award. Communication protocol requires project status reporting with a future description of our reporting requirements located in Proposal Section 8, Reporting Requirements.
Human (Staffing) Management	Staffing management approach includes strategies and plans for acquiring staff and improving and monitoring staff performance. For additional detail on staffing management, please refer to Proposal Section 4, Vital Positions and Staffing.
Risk and Issue Management	The Conduent approach to risk and issue management requires that all project team members are responsible for identifying potential risks to the project and forwarding information to the appropriate project supervisor or manager. The project management team is responsible for the planning, identification, assessment, response planning, monitoring, and control of actionable risks for each phase of the project. All viable risks are tracked to closure.
Project Integration	Our project Integration includes management of changes, issues, action items, and metrics. The integration management approach includes: • Changes to scope which are considered by the Training Services as the RFP/proposal/contract (considered controlled configuration items) are initiated and reviewed and approved by the project manager and leadership team. Actionable changes are estimated and then tracked by the project manager to completion via SharePoint. • Issues are managed by the project leadership/supervisor team, and primarily identified and discussed in weekly status meetings for resolution. Issues that remain unresolved (from the meeting) are reported on the status report for resolution by Conduent and/or client management to provide an increased level of visibility. • Action items typically result from weekly status meetings. These items are managed by the project leadership/supervisory team and tracked to completion via SharePoint. • Management of metrics within learning and development services is paramount to the monitoring and control of the Training Services.

Immediately following contract signing, our project management team meets with State staff to discuss and coordinate transition activities. Conduent will review, revise, and add any updates to the policies, procedures, technical changes, and reporting requirements during the transition phase.

Conduent leadership keeps you informed on the status, risks, and any potential issues. Our project management approach provides you the certainty of a stable transition, as demonstrated by specific successful deliverables we have achieved in our history together.

14.4 Staffing Plan based on staffing needs provided by DFR

We have Conduent employees providing Training Services throughout the State of Indiana who have experience working with your clients. We have proven our ability to maintain a sufficient staff of qualified personnel who provide DFR with vital continuity of operations through accurate and timely training services to staff. We will maintain appropriate staffing levels throughout the transition to the new contract and the Training Services Project. Our team is readily available to meet your needs without disruption to existing training services. We use a variety of planned options to quickly hire people with the right skills, mindsets, and experience to perform to standards as we need them. We provide complete details on our plan to meet staffing requirements in Proposal Section 4, Vital Positions and Staffing.

14.5 Recruiting and Retention strategies

Most of our recruiting strategies are already in place and meet the staffing requirements in RFP Section 4.0. As we enter a new era for the Training Services Program, we focus on developing and implementing the following new strategies to increase staff retention to help maintain the continuity and consistency of training services. We endeavor to continue providing a work culture that encourages open communication and improves staff morale.

Onboarding and Recruiting. We strive to hire and retain qualified, skilled, and motivated staff through a highly developed hiring and staffing process that we customize to meet the needs of FSSA. We hire people with the right skill sets, Indiana eligibility experience, and mindset for each job. Our recruiters use a variety of sourcing techniques to identify potential employees. Our well-defined recruiting process facilitates and expedites the placement of qualified individuals.

Supportive Organization Culture. As one of Newsweek's "Most Loved Workplaces," we create an organization that people enjoy being a part of—one characterized by respect, approachability, and the openness required to foster trust and a reliable, two-way flow of information. Supportive Organization practices advocate for the support and development of employees through improved motivation, processes, and knowledge growth—all of which are required to retain good employees who care about the work they do and the success of learners which ultimately serves applicants and recipients.

Staff Retention Strategies. We provide opportunities for mentoring and developmental activities to handle special staffing needs and groom our employees for upward mobility. We are proud to say that we have had seven of our LD Specialists advance and move on to positions with FSSA. Our retention strategies are displayed in Figure2.4-25 below.
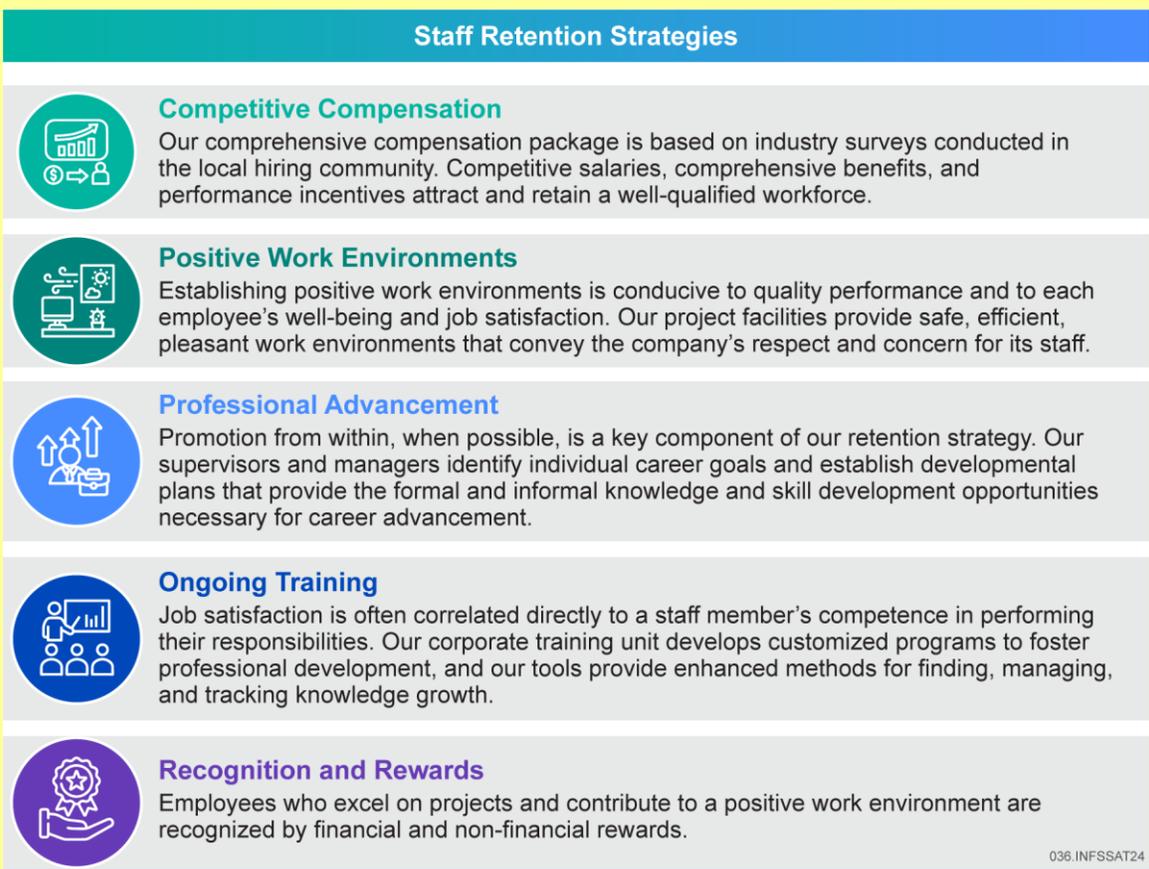
Figure 2.4-25. Staff Retention Strategies
Conduent uses industry-leading strategies to recruit and retain qualified staff.

These practices, coupled with our established human resources policies and procedures and continuous training programs, provide a solid basis for employee satisfaction—a prerequisite for employee retention.

In Proposal Section 4, Vital Positions and Staffing, we describe our staffing plan in detail, including strategies for recruiting and retaining valuable staff to serve the Training Services Program.

14.6 Training Plan and Quality Management Plan

A significant reduction in transition risk is presented to DFR by choosing Conduent, because our current experience, performance, training processes, procedures and staff are already in place to support your requirements. We understand DFR's need for a contractor who can invent new methods for training staff to help them thrive in your work environment. The experiences we have gained through multiple program changes and additions in Indiana have us uniquely positioned to deliver. We plan to develop new, promotional, and refresher training on future Federal and State policies and regulations, updates to IEDSS, eligibility updates, etc.

We are currently in the process of developing new and updating existing training modules. Our intent is for the training plan to complete the large-scale redesign. The redesigned training is a more efficient, system centered and engaging curriculum. This produces workers who are more effective problem solvers immediately following their training. The wealth of knowledge, experience, and

passion we bring to this project is unmatched by any other vendor on the market. We know and understand your environment and we are best suited to continue to train the staff supporting the project.

Training Plan

Today, we manage and track the training and development program comprised of several types of training (i.e., computer-based training (CBT), classroom lead, quizzes and games, mentoring, job shadowing) and that will continue in the new contract. In our current workflow process, we complete a vetting and approval process on all training material and will continue to utilize this workflow on the new contract.

Indiana has made significant investments in its LMS. We've worked closely with you since the LMS' implementation to maximize the functionality it offers to support our training programs. We will continue using the LMS to support training development and delivery under the expertise of your training team.

The heart of any project's success is a well-trained and committed work force. We leverage our experienced staff and proven training processes to yield positive results. We conduct all training activities to meet or exceed the requirements of HIPAA and other applicable policies. As shown in Figure 2.4-26, our training process encompasses the entire training lifecycle; from delivery, including testing and evaluation, through ongoing quality improvement efforts to be sure we meet and exceed the goals of DFR.

1 Deliver Content
- Classroom
- CBT
- Quizzes and Games
- Mentoring and Job Shadowing

2 Test Learners
- Evaluate Comprehension and Retention
- Certification for 90% or Higher

3 Measure Results
- Training Feedback
- Quality Assurance
- Employee and Customer Satisfaction

4 Monitor and Improve
- Annual Training Plan Review
- Quality Assurance
- Ongoing and Refresher Training

046.INFSSAT24

Figure 2.4-26. Conduent Training Process
Our training process lifecycle runs from training delivery to ongoing improvement efforts.

We support DFR continued emphasis on self-directed learning which moves highly motivated learners through the modules at their own pace. These learners work through the modules quicker than others, keeping them moving forward to complete the training in a more efficient way with check points to promote complete understanding of the material. The result of this effort will provide these highly motivated learners and graduates the ability to quickly help Hoosiers get access to benefits without impacting the quality of service they provide.

In addition to continuously improving training materials, we also strive to be responsive to the various system, policy, and procedure changes that the DFR brings. Training related to these

changes has always been delivered timely and as efficiently as possible and our training development team is committed to continuing these efforts under the new contract.

During the transition period, together we will update the Training Plan providing strategy, methodology, delivery and expected outcomes. We will collaborate with you on reinforcement techniques used during transition and refresher training to accommodate varying learning styles as provided in Table 2.4-32.

Table 2.4-32. Conduent Training Techniques for Different Learning Styles

Training Technique	Description
Classroom training and guided group discussions	The trainer introduces topics or concepts, asks questions to involve learners, stimulates group discussion, and evaluates their comprehension of content.
Small-group exercises and training games	Learners assist one another in learning under the guidance of the trainer, and complete exercises or training games in small groups providing feedback.
Over-the-shoulder support	Our team supports learners performing their actual job duties by virtually and in-person assistance. This initial reinforcement allows us to consistently monitor their progress and provide feedback. We also evaluate information retention and overall training success.
Coaching	This is a one-on-one process where learning occurs through demonstration and practice followed by immediate feedback. This technique is most useful between a trainer or mentor and the learner.
Dramatization and role-playing scenarios	Learners apply concepts and processes learned by acting out a situation they encounter on the job. We make use of this technique for teaching communication, customer service skills, and technical skills. We have the trainer play the role of the participant and allow each learner several opportunities to be in the spotlight.
Behavior modeling and demonstrations	New hires observe and listen to seasoned staff during observation exercises. The learner looks for specific concepts (i.e., caller authentication) while working with participants to answer inquiries showing the learner desired behaviors.

Our training strategy is designed to empower team members to achieve excellence. We equip staff with a sense of community and teamwork, and provide tailored training based on roles in the organization and the needs of the individual learners.

The Instructional Training Plan can be reviewed in Attachment J, Section 5.0 Respondent Additional Attachments.

Quality Management Plan

We understand the expectations regarding performance metrics validation and collaborating with the State. Conduent partnered with DFR and Operational Verification and Validation (OV&V)

to develop and maintain a Quality Metric Management Plan (QMMP). The purpose of the Conduent QMMP is to define the measurement tools, sampling methodology, and reporting requirements used to measure performance under the established Training Services Quality Metrics. Any deviation from or exception to these standards must be agreed to by both Conduent and DFR.

Metric Reporting

Conduent provides reports of quality performance for the contractually specified performance metric to DFR. Reports include quality information for each training class. Reports may be provided within the Training Services MPR. In addition, supporting documentation for scores reported by Training are available to DFR and/or OV&V for review upon request. Quality Improvement action plans are noted for any performance areas that fall below the required performance standard. Figure 2.4-27 highlights the contractual and other reports we provide DFR on a regular basis.

Contractual and Other Reports Provided

☑ **Conduent provides the following monthly reports:**
- Accuracy Report
- Summary of Quality Assurance Standards

☑ **Conduent provides the following quarterly reports:**
- Problem areas identified
- Corrective actions implemented, with outcomes summarized
- Corrective actions to be implemented with time frames
- Trainings completed, with worker responsible
- Trends in worker performance
- Progress on correcting specific problems
- Resolution of all problems

059.INFSSAT24

Figure 2.4-27. Conduent Provides Monthly and Quarterly Reports
Our monthly and quarterly reports provide valuable information
to inform performance and guide continuous improvement.

Quality Assurance Standards

Conduent has developed a quality management strategy to provide DFR the highest quality of service to its clients. The QMMP plan documents how we monitor and analyze trends in quality measures, as well as a communication and reporting strategy to align with DFR. Our strategy focuses on aligning with DFR and vendor partners to provide a program that instills a comprehensive understanding of Indiana's Eligibility operations. We accomplish this by collaborating with you and maintaining consistent communication between DFR, Conduent QA and Conduent Training Services.

Please refer to Proposal Section 6.0 – Quality Assurance Standards for additional information about our approach to QA.

14.7 Equipment Verification and Testing

We leverage Indiana investments in the currently installed LMS. The hardware systems and network infrastructure where the LMS application and database are located and wholly owned and maintained by the State. The State determines the configuration and monitoring for these assets.

We provide today detail oriented and trained staff who already know how to assist you in working in LMS as well as maintain the lessons and offerings to your staff. We are also already in place with the knowledge, equipment, and access to the systems necessary to keep the training services moving forward without interruption.

14.8 Systems and Operations Readiness Assessment

Conduent training tools are already in place under the current contract, therefore systems and operations readiness have already been approved. As a result, the assessment only needs to be applied to the ███████████████. This minimizes risk, minimizes time to full training services performance, and frees up State resources to work on other priority projects.

We share our systems and operational readiness assessment approach should the State wish to conduct a full assessment of the Conduent applications and operations in place or proposed. During systems and operational readiness assessment, we maintain present training services, while implementing our proposed enhancements, and support systems through ██████████████ (see Proposal Section 2, Background for detailed information about these tools). We present our schedule in the project work plan to accomplish these tasks, given the defined implementation timeframe, adhering to our Project Management approach.

System and process enhancements run in parallel with normal operations, which will not adversely affect continuing services to DFR. We work with you to accelerate the timeline and implement these new enhancements more quickly, if needed. Our proposal provides the lowest possible risk to DFR, the Hoosiers you serve, systems, data, and ongoing operations.

Our ability to easily integrate these new requirements is largely due to our experience, high level of operational proficiency, and effective change management disciplines. Any other bidder would need to develop and mobilize major plans to establish and implement an organizational structure, systems development and integration, workflow processes, facilities, and infrastructure. This could introduce both significant program and financial risks, require more of your resources to achieve completion, and may negatively impact services to Hoosiers in need.

14.9 Coordination and Communication

We have effectively communicated and coordinated with you to deliver training services throughout our tenure. We will continue to meet the State's communication and coordination expectations during the transition and ongoing operations. Regular internal project coordination, and a thorough approach to stakeholder communications, supports a shared and consistent understanding of project execution and results. Our communication management approach, based on years of successful implementation, supported by our experienced team members and senior leadership commitment, provides for a proven and effective plan and process.

We commit to continuing an "open door" approach throughout the transition and our ongoing partnership as we do today. Conduent will assign a project manager to facilitate meetings among key stakeholder representatives to thoroughly capture and document all transition requirements as we do today. As history has shown, we demonstrate high collaboration—formal and informal—to

drive high performance outcomes that help DFR achieve your goals and mission. Our team is always and will continue to be available to you.

14.10 Risk Management and Issue Resolution

Conduent views risks from proactive (Business Continuity Plans) and preemptive (Risk Management) perspectives in the development and implementation of any new service. FSSA's Privacy and Security Office and Conduent Indiana Eligibility Security and Compliance staff have worked closely for years to develop and maintain a risk management strategy that focuses on protection against unauthorized release of protected client information. These established relationships make it easy for staff from both organizations to address potential issues and concerns quickly. Other vendors, not possessing these trusted communication channels, could pose the hazard that these potential issues escalate into actual risks.

Conduent develops a Risk Management Plan for the project to manage risks. The Risk Management Plan defines the strategy and processes that the project team follows to support risk identification, assessment and analysis, prioritization, and resolution. Based on our assessment of risks, we provide mitigation/contingency strategies and plans to manage risks. In Figure 2.4-28, we illustrate our risk management approach, which is a continuous process approach.
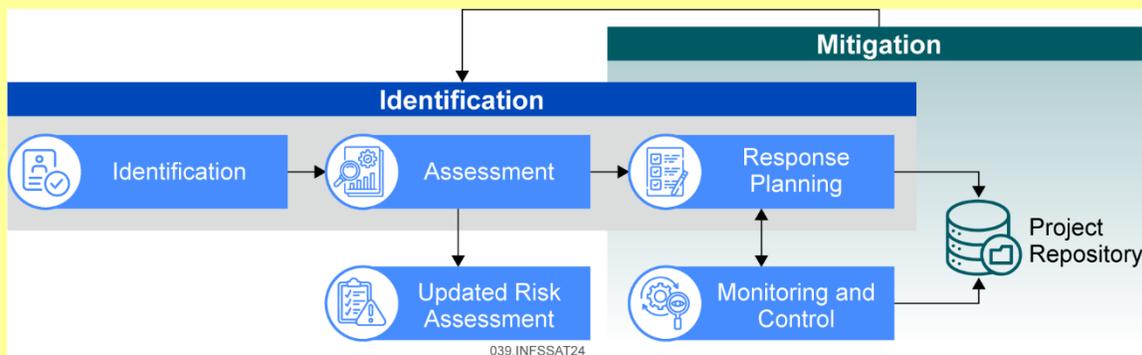

Figure 2.4-28. Risk Management
Once risks are identified, they are assessed and then managed within the project repository to provide continual review and visibility.

Our Issue Management Plan documents the management strategy for identifying and managing project problems and issues. The plan defines how issues are documented, assigned, and resolved. All project staff members are responsible for identifying issues and are expected to forward information about those issues to their immediate supervisor. Issue identification must be clear and unambiguous and must identify the scheduled activities that the issue affects.
Figure 2.4-29 demonstrates our issues management flow procedures.
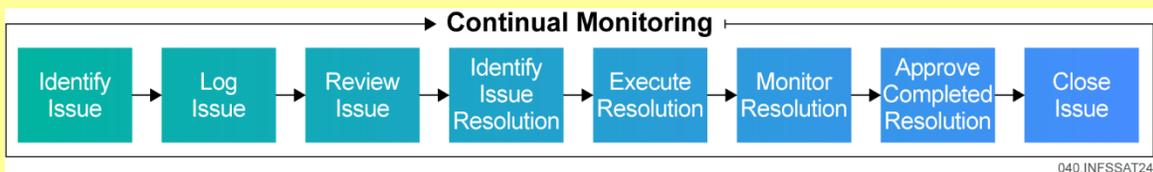
Figure 2.4-29. Issues Management
Our issue management approach is tied directly to continuous improvement principles.

In this transition period, we utilize our Risk Management Plan and Issue Management Plan for the introduction of new technologies, processes, and/or organizational changes. We disclose, communicate, investigate, and remediate any new risks or issues that are discovered. We also conduct an accurate and thorough assessment of the potential risks and issues, and vulnerabilities to PHI, PII and DFR proprietary/confidential information. Our systems do not contain any constituent PII, PHI, or sensitive information.

14.11 Transfer of Knowledge

With Conduent, the need to transfer knowledge is eliminated. Trainings will continue without disruption. While other vendors would be spending time acquiring the necessary knowledge to begin delivering DFR Training Services, we will be using this time to enhance our training staff and curriculum.

14.12 Incorporation of Existing Training Materials

Conduent is uniquely positioned to provide a no-risk solution to incorporating existing training materials because we developed, maintained, and currently deliver them for you and your vendor staff. We intend to continue improvements of the current training materials and will continue to deliver an enhanced training curriculum to keep staff fully motivated and ready to perform their tasks after finishing the training.

14.13 Security Management

Our Security Management Plan is based on industry standard best practices and works in cooperation with Federal and State privacy and security regulations.

Conduent has a Security Management Plan that is based on industry standard best practices and works in cooperation with the FSSA Privacy and Security Policy, HIPAA, United States Department of Agriculture Food and Nutrition Service, the Centers for Medicare and Medicaid Services and other State and federal privacy and security regulations. Our security procedures detail the elements of security, staff training, reference materials and other written measures to safeguard the training program.

We keep our employees fully aware of security policies and procedures through annual training from the State and Conduent, periodic and ad hoc communications, and in team meetings to reinforce training. This helps keep our staff aware of changes in security procedures and best practices.

Policies, reminders, training, and other available resources help employees understand and adhere to how we manage your businesses in compliance with complex and varying privacy, confidentiality, and legal requirements. These communications help remind employees about security topics. We reinforce these processes through regular training programs on security awareness and government regulations, both federal and state.

During the transition period, we will work with you to safeguard training processes and meet Indiana's security compliance requirements especially for areas of change required in the new Contract. Our security management process is operational, mature and presents the lowest risk to Indiana and its clients.

14.14 Integration and Implementation

Conduent supports Indiana's critical need for a smooth integration and implementation for DFR, your vendors, as well as our current training services, to achieve full operational capabilities on or before the expiration date of the current contract. We have the expertise to achieve the successful completion of this objective. Our record of accomplishment in Indiana and in other States for integration and implementation inspires confidence that the transition implementation will be efficient and timely. We share the same prevailing goal, a seamless implementation with no disruption of services or quality to stakeholders.

At the beginning of the contract, we will continue to work closely with you to review and confirm all statements of work elements and assumptions for the transition period. Our implementation team can swiftly deploy the tools and adapt in a structured and prompt way to meet the schedule. Our unified team will hold regular meetings during transition, integration, and implementation to document any operational, process, or technical changes, new or updated State policies and procedures, and/or information that needs to be added to our already successful DFR Learning and Development Services project.

14	Section 14.1 – End of Contract Transition
	Please describe your proposed plan to transition all eligibility operations activity to a successor upon contract termination according to the requirements in Section 14.1 of the Scope of Work. Please include a detailed plan for Trainings still in progress that are expected to go beyond the Contract's end date.

Conduent recognizes the importance of the learning and development services provided under this contract to DFR. We bring a solid plan and professional team to minimize disruption to DFR Learning and Development Services operations to support an orderly and efficient transition to a successor, if chosen. We acknowledge DFR's contract turnover requirements listed in this RFP and agree to perform all the detailed tasks as specified in RFP Section 14.1 End of Contract Transition (Contract Turnover).

Our Transition Plan gives each entity involved a solid approach for tracking DFR's, Conduent's, and any successor's responsibilities including an organizational breakdown of roles and responsibilities. During this phase we fully cooperate and work alongside DFR, the successor contractor, other

contractors as designated, following the same principles of open communication and proven management used throughout the contract's lifecycle.

We are committed to providing the necessary production data, program libraries, documentation, a statement of resource requirements, system data, and provide the nonproprietary source program codes on appropriate media. We prepare to deliver, in an organized and structured format, all hardware, computer programs, data and reference files, reports, and records necessary, and a final turnover results report.

Our contract turnover approach is based on universally accepted best practices. Conduent's primary concern during program transition is to minimize disruption of services to DFR and Indiana Hoosiers; and to support the incoming contractor. Conduent will submit a Contract Transition Plan fully compliant with your end of contract requirements described in this RFP. Our plan includes tasks for phase-out training, transferring of responsibilities, and turnover of documents, records, reports, and other relevant artifacts.

We acknowledge that no loss of service should occur during this process, dedicated special resources are provided for this work, and final contract payment is contingent upon receiving DFR approval on meeting all required deliverables for this phase of the project.

Continuation of Services upon Contract Expiration

Conduent recognizes that the services performed under this Contract are vital to DFR and must be continued without interruption and that, upon Contract expiration, we work with a successor, either the State or another contractor, to continue those services. Table 2.4-33 below outlines that Conduent understands and agrees with these requirements:

Table 2.4-33. Continuation of Services

RFP Requirement	RFP Requirement Language	Conduent Compliance
14.1.a	Furnish phase-in training	✓
14.1.b	Exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor	✓

Phase-in and Phase-out Services

Table 2.4-34 below outlines that Conduent understands and agrees with these requirements:

Table 2.4-34. Phase-In and Phase-Out Services

RFP Requirement	RFP Requirement Language	Conduent Compliance
14.2.a	Furnish phase-in, phase-out services of up to (90) days before this Contract expires	✓
14.2.b	Negotiate in good faith a plan with a successor to determine the nature and extent of phase-in,	✓

	phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan and shall be subject to the State's approval. The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this Contract are maintained at the required level of proficiency		
14.2. c	Upon contract termination, the Contractor shall allow as many staff as practicable to remain on the job to help maintain the continuity and consistency of the services required by this Contract. To the extent allowed by law, Contractor also shall disclose necessary personnel records and allow the successor to conduct on-site interviews with these employees. If selected employees are agreeable to the change, the Contractor shall release them at a mutually agreeable date and negotiate transfer of their earned fringe benefits to the successor. The Contractor shall collaborate with the DFR Director of Learning and Development to review potential candidates prior to transitioning existing staff to the successor	✓	

Transition Plan to New Vendor

Conduent agrees to include a transition plan to a new vendor at the end of the Contract, including a detailed plan for Trainings still in progress that are expected to go beyond the Contract's end date. Before the end of the contract, we detail a plan to step down the training modules based on the remaining training sessions in collaboration with DFR. This plan will maintain the regular scheduling of new trainings and classes uninterrupted through the end of the Contract. During transition we collaborate with you to begin the handoff timing of staff, new classes, classes extended beyond contract date, training materials, development in progress and coordination of scheduling for close out activities.