

Section E

Inspection and Acceptance

1. 52.246-4, INSPECTION OF SERVICES FIXED-PRICE (AUG 1996).

(a) Definitions. "Services," as used in this clause, includes services performed, workmanship, and material furnished or utilized in the performance of services.

(b) The Contractor shall provide and maintain an inspection system acceptable to the Government covering the services under this contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to the Government during contract performance and for as long afterwards as the contract requires.

(c) The Government has the right to inspect and test all services called for by the contract, to the extent practicable at all times and places during the term of the contract. The Government shall perform inspections and tests in a manner that will not unduly delay the work.

(d) If the Government performs inspections or tests on the premises of the Contractor or a subcontractor, the Contractor shall furnish, and shall require subcontractors to furnish, at no increase in contract price, all reasonable facilities and assistance for the safe and convenient performance of these duties.

(e) If any of the services do not conform with contract requirements, the Government may require the Contractor to perform the services again in conformity with contract requirements, at no increase in contract amount. When the defects in services cannot be corrected by re-performance, the Government may (1) require the Contractor to take necessary action to ensure that future performance conforms to contract requirements and (2) reduce the contract price to reflect the reduced value of the services performed.

(f) If the Contractor fails to promptly perform the services again or to take the necessary action to ensure future performance in conformity with contract requirements, the Government may (1) by contract or otherwise, perform the services and charge to the Contractor any cost incurred by the Government that is directly related to the performance of such service or (2) terminate the contract for default.

2. ACCEPTANCE OF CONTRACTOR-PROVIDED SERVICES.

The Agencies will evaluate the Contractor's performance in providing services under this contract in two critical areas: customer satisfaction with Contractor-provided reservation services, and critical performance standards. Contract payments will be adjusted based on the levels of performance in these areas. Basic performance standards, measurement criteria, and composite performance ratings are listed below.

2.1. Baseline Development. In order to assess the effectiveness and viability of the performance standards and rating elements defined in this contract, it is necessary to develop baseline data on the performance standards defined above. This baseline will be developed during the first year of operation of each of the Sales Channels, by collecting all of the performance data for each of the standards. All data collections must be operational by the date specified in Section F, Table F-1. During this baseline period, either the Agencies or the Contractor may propose other performance standards, measurements, etc. Contractor proposals shall be submitted to the COR for approval. Data will be collected on each of the approved performance standards.

2.2. Payment Adjustments Based on Performance.

2.2.1. Baseline Period. During the development of a baseline, payments to the Contractor will not be adjusted or affected by the performance standards.

2.2.2. Remainder of the Contract. Each of the Contractors CLIN's will be adjusted by the level of performance that the contractor produces for that Sales Channels as described in Section E, paragraphs 2.4.1.8, 2.4.2.6, and 2.4.3.7.

2.3. Customer Satisfaction. The goal is for the Contractor to receive a 75-percent "satisfied" or "very satisfied" rating from customers. Customer satisfaction shall be measured as described in this paragraph.

2.3.1. Survey Instrument. The performance of Contractor-delivered services to customers under the NRRS™ contract shall be measured through a standardized customer survey instrument.

2.3.1.1. Development. The Contractor shall, at Contractor expense, contract with an independent outside source to develop a cost-efficient process/assessment whereby the Government may quantify the reservation customer's satisfaction with the services provided by the Contractor. Personnel at the outside source shall be educated and trained in the field of developing customer surveys, with particular emphasis on measuring customer satisfaction in relation to performance standards, and shall have a minimum of 3 years experience in this field. Selection of this outside source shall be subject to approval by the COR. If an acceptable outside

source is not found, the Agencies reserve the right to identify a source for the Contractor to use. Survey instruments shall be jointly developed by the Contractor, the Agencies, and the outside source.

2.3.1.2. Types. The outside source shall initially develop three types of survey instruments: one for Call Center customers; one for Internet customers; and one for field managers. First release of the Call Center and Agency survey instruments shall be available for use by the “go-live” date for the Call Center. All survey instruments shall be designed such that results are machine readable and can be automatically tabulated by the Interagency Contract Management Office. (*Note:* The Agencies and Contractor may identify additional specific reservation-related items for inclusion in the instrument. Survey results from these items will not be included in the Contractor’s evaluation).

2.3.2. Survey Procedures. Beginning with the date for establishing Performance Measurements in Section F, Table F-1, survey instruments shall be distributed by the Contractor to a random sample of 3 percent of the unique customers who receive services from the Call Center and the Internet Sales Channels each month. Survey instruments shall also be distributed by the Contractor to a random sample of 5 percent of the Field Locations listed in the current inventory database. Procedures for distribution of the survey instruments shall be approved by the COR. Survey instruments shall be returned to the Interagency Contract Management Office for tabulation.

2.3.3. Survey Data Application. Survey data will be totaled and an average customer satisfaction rating will be developed each month, and then calculated for each quarter, for the Call Center and Internet Sales Channels. The average quarterly customer satisfaction rating will be applied to the total quarterly Contractor earnings for the Call Center and Internet Sales Channels. Survey results from field managers will be averaged and applied to the total of the two Field Location CLIN’s (CLIN’s 3 and 4). Customer satisfaction ratings for these Sales Channels will be converted to a raw score using the performance matrix shown in Table E-1. This score will be added to the score from the appropriate performance standard rating described in paragraph 2.4.3.6 to form the basis for adjusting the Contractor’s quarterly pay for the specific CLIN.

2.4. Performance Standards. Section F, paragraph 5.2, identifies several performance standards for the NRRS™ that are designed to ensure that the Contractor meets overall contract requirements on a continuing basis. Most of the data needed for monitoring these standards shall be generated and tracked by or through the Central Reservation Service (CRS). The Agencies will use these data to monitor the performance standards described in this paragraph for the different CLIN’s in this contract.

Table E-1. Performance Matrix for Customer Satisfaction.

Raw Score	Customer Satisfaction Rating
10	93–100%
9	85–92.9%
8	80–84.9%
7	75–79.9%
6	70–74.9%
5	60–69.9%
4	50–59.9%
3	40–49.9%
2	30–39.9%
1	20–29.9%
0	< 20%

2.4.1. Call Center Sales Channel. Performance standards for the Call Center Sales Channel include query response time, unscheduled server downtime, ease of customer access, call response time, Customer Help Desk call resolution, and transaction accuracy.

2.4.1.1. Query Response Time.

2.4.1.1.1. Standard. The average Call Center query response time from the CRS shall, for each month, not increase by more than 50 percent during periods of peak use, when compared to the period of least activity.

2.4.1.1.2. Method of Measurement. A set of benchmark queries that represent typical Call Center customer requests will be developed. A random query will be sent at least twice per hour at random times from the Call Center work area to the CRS. The time will be measured from initiation of query to a response on the screen at the Call Center. At the end of the month, the average response time per hour will be calculated. The average time for peak periods will be compared with average time for the lowest period during the month. The percent change will be calculated per month, and the quarterly average will be applied to Table E-2 to determine a raw score for this standard.

2.4.1.2. Unscheduled Server Downtime.

2.4.1.2.1. Standard. Unscheduled CRS and Web server downtime shall not exceed 2 percent of the scheduled time per month.

2.4.1.2.2. Method of Measurement. The Contractor shall track and report all downtime on the CRS. Scheduled (approved) maintenance and upgrade downtime will be subtracted from the total. The remaining time will be divided by the total downtime in the month and expressed as a percentage. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-2 to determine a raw score for this standard.

Table E-2. Call Center Performance Standards.

Raw Score	Query Response Time	Unscheduled Server Downtime	Ease of Customer Access	Call Response Time	Customer Help Desk Call Resolution	Transaction Accuracy
10	< 20%	< 0.2%	> 95%	< 61 seconds	> 95%	100%
9	20–30%	0.2–0.7%	90–95%	61–80 seconds	90–95%	99–99.9%
8	30.1–40%	0.8–1.4%	85–89.9%	81–100 seconds	85–89.9%	98–98.9%
7	40.1–50%	1.5–2%	80–84.9%	101–120 seconds	80–84.9%	97–97.9%
6	50.1–55%	2.1–2.5%	70–79.9%	121–140 seconds	75–79.9%	96–96.9%
5	55.1–60%	2.6–3 %	65–69.9%	141–160 seconds	70–74.9%	95–95.9%
4	60.1–65%	3.1–4%	60–64.9%	161–180 seconds	60–69.9%	94–94.9%
3	65.1–70%	4.1–5%	50–59.9%	181–200 seconds	50–59.9%	93–93.9%
2	70.1–80%	5.1–6%	40–49.9%	201–240 seconds	40–49.9%	92–92.9%
1	80.1–90%	6.1–7%	30–39.9%	241–280 seconds	30–39.9%	91–91.9%
0	> 90%	> 7%	< 30%	> 280 seconds	< 30%	< 91%

2.4.1.3. Ease of Customer Access.

2.4.1.3.1. Standard. Individual customers shall be able to get through to the Call Center within three attempts 80 percent of the time.

2.4.1.3.2. Method of Measurement. The Contractor shall monitor, at his or her expense, customer calls at the internal phone switch to determine the number of unique callers each day. (Unique callers are callers with different telephone numbers). The number of attempts to get through by unique callers will be used to determine, on a monthly basis, the percentage of unique calls answered within three attempts. This percentage will be applied to Table E-2 to determine a raw score for this standard.

2.4.1.4. Call Response Time.

2.4.1.4.1. Standard. Customer calls that get through to the Call Center shall be answered by a sales agent or an automated menu driven system within 180 seconds (including time on hold) 80 percent of the time. Any menu driven system will be acceptable only if it actually responds to the customer's needs, i.e., confirms a reservation number or date, etc. The Contractor must develop a system to track whether the customers needs are answered or whether they simply hang up.

2.4.1.4.2. Method of Measurement. The Call Center computer telephony interface will track the length of time that it takes for an incoming call to be answered by a sales agent and not be placed back on hold thereafter. The average length of time will be applied to Table E-2 below to determine a raw score for this standard.

2.4.1.5. Customer Help Desk Call Resolution.

2.4.1.5.1. Standard. Customer requests made and/or concerns raised to the Customer Help Desk shall be satisfactorily answered on the first call 80 percent of the time.

2.4.1.5.2. Method of Measurement. Each call to the Customer Help Desk will be tracked by caller name, nature of the request and/or concern, and type of resolution. Based on these data, the total number of callers who call more than once during a month regarding the same request or concern will be calculated as a percentage of the total number of calls handled. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-2 to determine a raw score for this standard.

2.4.1.6. Transaction Accuracy.

2.4.1.6.1. Standard. Reservation transactions shall be recorded on the CRS and tracked/reported by the Contractor with an average rate of accuracy of 97 percent.

2.4.1.6.2. Method of Measurement. Transactions will be tracked through two different methods to ensure that errors are identified and corrected.

- ! Customer or Agency reports of errors in field reservation data that are not the responsibility of the Contractor.

- ! The Interagency Contract Management Office will cross-check field reservation transaction data against data received from the designated bank. Discrepancies in location, amount, timing, etc., shall be considered errors.

In either case, there may be reports of more than one error on a single transaction. Each individual error is counted as a single error. The total number of these errors each month will be calculated as a percentage of the total number of data fields processed during the month. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-2 to determine a raw score for this performance standard.

2.4.1.7. Developing a Composite Performance Rating. The scores from each of the performance standards described in paragraphs 2.4.1.1 through 2.4.1.6 will be averaged to determine the overall level of Contractor performance for each quarter. The resulting score will be added to the raw score from the customer survey for the Call Center to form a total quarterly rating for the Contractor’s performance. This composite raw score will be applied to Table E-3 to determine any adjustment to Contractor payment for CLIN 1.

Table E-3. Payment Adjustment Matrix for the Call Center Sales Channel.

Contractor Performance	Composite Performance Rating	Adjustment to Total Monthly CLIN Payments
	> 19.0	105%
	17.0–18.9	104%
	15.0–16.9	102%
	14.0–14.9	100%
	12.0–13.9	98%
	11.0–11.9	96%
	10.0–10.9	94%
	< 10.0	90%

2.4.1.8. Adjustment to Contractor Pay. Based on the application of the matrix shown in Table E-3, the Contractor’s total quarterly pay for the CLIN 1 will be adjusted by the percentage that correlates to the overall Contractor performance rating. If the Contractor’s rating is higher than the performance standard, a bonus will be paid in for quality performance. If the rating is lower than the performance standard, a deduction in Contractor pay will be assessed against outstanding invoice amounts owed to the Contractor by the Agencies.

2.4.2. Internet Sales Channel. Performance standards for the Internet Sales Channel include query response time, unscheduled server downtime, Customer Help Desk call resolution, and transaction accuracy.

2.4.2.1. Query Response Time.

2.4.2.1.1. Standard. The average Internet query response time from the CRS and Web servers shall, for each month, not increase by more than 50 percent during periods of peak use, when compared to the period of least activity.

2.4.2.1.2. Method of Measurement. A set of benchmark queries that represent typical Internet customer requests will be developed. A random query will be sent at least twice per hour at random times from the Contractor's Internet gateway to the CRS. The length of time from sending the query to receiving a response at the Internet gateway will be recorded and logged in a performance management data base. At the end of the month, the average response time per hour will be calculated. The average time for peak periods will be compared with the lowest period during the month. The percent change will be calculated each month and for each quarter. This percentage will be applied to Table E-4 to determine a raw score for this performance standard.

2.4.2.2. Unscheduled Server Downtime.

2.4.2.2.1. Standard. Unscheduled CRS and Web server downtime shall not exceed 2 percent of scheduled downtime per month.

2.4.2.2.2. Method of Measurement. The Contractor shall track and report all downtime on the CRS and Web servers. Scheduled (approved) maintenance and upgrade downtime will be subtracted from the total. The remaining time will be divided by the total downtime in the month and expressed as a percentage. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-4 to determine the raw score for this performance standard.

2.4.2.3. Customer Help Desk Call Resolution.

2.4.2.3.1. Standard. Customer requests made and/or concerns raised to the Customer Help Desk shall be satisfactorily answered on the first call 80 percent of the time.

Table E-4. Internet Sales Channel Performance Standards.

Raw Score	Query Response Time	Unscheduled Server Downtime	Customer Help Desk Call Resolution	Transaction Accuracy
10	< 20%	< 0.2%	> 95%	100%
9	20–30%	0.2–0.7%	90–95%	99–99.9%
8	30.1–40%	0.8–1.4%	85–89.9%	98–98.9%
7	40.1–50%	1.5–2%	80–84.9%	97–97.9%
6	50.1–55%	2.1–2.5%	75–79.9%	96–96.9%
5	55.1–60%	2.6–3 %	70–74.9%	95–95.9%
4	60.1–65%	3.1–4%	60–69.9%	94–94.9%
3	65.1–70%	4.1–5%	50–59.9%	93–93.9%
2	70.1–80%	5.1–6%	40–49.9%	92–92.9%
1	80.1–90%	6.1–7%	30–39.9%	91–91.9%
0	> 90%	> 7%	< 30%	< 91%

2.4.2.3.2. Method of Measurement. Each call to the Customer Help Desk will be tracked by caller name, nature of the request and/or concern, and type of resolution. Based on these data, the total number of callers who call more than once during a month regarding the same request or concern will be calculated as a percentage of the total number of calls handled. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-4 to determine the raw score for this performance standard.

2.4.2.4. Transaction Accuracy.

2.4.2.4.1. Standard. Reservation transactions shall be recorded on the CRS and tracked/reported by the Contractor with an average rate of accuracy of 97 percent.

2.4.2.4.2. Method of Measurement. Transactions will be tracked through two different methods to ensure that errors are identified and corrected.

- ! Customer or Agency reports of errors in field reservation data that are not the responsibility of the Contractor.
- ! The Interagency Contract Management Office will cross-check field reservation transaction data against data received from the designated bank. Discrepancies in location, amount, timing, etc., shall be considered errors.

In either case, there may be reports of more than one error on a single transaction. Each individual error is counted as a single error. The total number of these errors each month will be calculated as a percentage of the total number of data fields processed during the month. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-4 to determine a raw score for this performance standard.

2.4.2.5. Developing a Composite Performance Rating. The scores from each of the performance standards described in paragraphs 2.4.2.1 through 2.4.2.4 above will be averaged to determine the overall level of Contractor performance for each quarter. The resulting raw score will be added to the raw score from the customer survey data on Internet to form a total quarterly rating for the Contractor’s performance. This number will be applied to Table E-5 to determine any adjustment to the Contractor’s pay for CLIN 2.

2.4.2.6. Adjustment to Contractor Pay. Based on the application of the matrix shown in Table E-5, the Contractor’s total quarterly pay for CLIN 2 will be adjusted by the percentage that correlates to the overall Contractor performance rating. If the Contractor’s rating is higher than the performance standard, a bonus will be paid for quality performance. If the rating is lower than the performance standard, a reduction in Contractor pay will be assessed against outstanding invoice amounts owed to the Contractor by the Agencies.

Table E-5. Payment Adjustment Matrix for the Internet Sales Channel.

Contractor Performance	Composite Performance Rating	Adjustment to Total Monthly CLIN Payments
	> 19.0	105%
	17.0–18.9	104%
	15.0–16.9	102%
	14.0–14.9	100%
	12.0–13.9	98%
	11.0–11.9	96%
	10.0–10.9	94%
	< 10.0	90%

2.4.3. Support for Field Location Sales Channels—Recording/Tracking for Field Locations. Performance standards for the Field Location Sales Channel and Recording/Tracking for Field Locations service include query response time, unscheduled server downtime, Daily Arrival Report (DAR) delivery, NRRS™ Service Desk call resolution, and transaction accuracy.

2.4.3.1. Query Response Time.

2.4.3.1.1. Standard. The average Intranet query response time from the CRS and Web server shall, for each month, not increase by more than 50 percent during periods of peak use, when compared with the period of least activity.

2.4.3.1.2. Method of Measurement. A set of benchmark queries that represent typical Intranet field requests will be developed. A random query will be sent at least twice per hour at random times from the Contractor's Intranet gateway at the Agency network node through the Web server to the CRS. The length of time from sending the query to receiving a response at the Intranet gateway will be recorded and logged in a performance management data base. At the end of the month, the average response time per hour will be calculated. Average time for peak periods will be compared to average time for the period of lowest activity during the month, and the percent change will be calculated for each month and quarter. The quarterly percentage will be applied to Table E-6 to determine a raw score for this performance standard.

2.4.3.2. Unscheduled Server Downtime.

2.4.3.2.1. Standard. Unscheduled CRS and Web server downtime shall not exceed 2 percent of scheduled downtime per month.

2.4.3.2.2. Method of Measurement. The Contractor shall track and report all downtime on the CRS and Web servers. Scheduled (approved) maintenance and upgrade downtime will be subtracted from the total. The remaining time will be divided by the total downtime in the month and expressed as a percentage. This calculation will also be made for each quarter. This quarterly percentage will be applied to Table E-6 to determine a raw score for this performance standard.

2.4.3.3. NRRS™ Service Desk Call Resolution.

2.4.3.3.1. Standard. Requests and queries made and concerns expressed from Field Locations to the NRRS™ Service Desk shall be satisfactorily answered on the first call 80 percent of the time.

2.4.3.3.2. Method of Measurement. Each call to the NRRS™ Service Desk will be tracked by caller name, nature of the request/query/concern, and type of resolution. Based on these data, the total number of callers who call more than once during a month.

Table E-6. Performance Standards Matrix for Field Locations.

Raw Score	Query Response Time	Unscheduled Server Downtime	Agency Help Desk Call Resolution	Timely DAR Delivery	Transaction Accuracy
10	< 20%	< 0.2%	> 95%	—	100%
9	20–30%	0.2–0.7%	90–95%	—	99–99.9%
8	30.1–40%	0.8–1.4%	85–89.9%	—	98–98.9%
7	40.1–50%	1.5–2%	80–84.9%	100%	97–97.9%
6	50.1–55%	2.1–2.5%	75–79.9%	97–99.9%	96–96.9%
5	55.1–60%	2.6–3 %	70–74.9%	96–96.9%	95–95.9%
4	60.1–65%	3.1–4%	60–69.9%	95–95.9%	94–94.9%
3	65.1–70%	4.1–5%	50–59.9%	94–94.9%	93–93.9%
2	70.1–80%	5.1–6%	40–49.9%	92–93.9%	92–92.9%
1	80.1–90%	6.1–7%	30–39.9%	90–91.9%	91–91.9%
0	> 90%	> 7%	< 30%	<90 %	< 91%

regarding the same request, query, or concern will be calculated as a percentage of the total number of calls handled. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-6 to determine a raw score for this performance standard.

2.4.3.4. Daily Arrival Report Delivery.

2.4.3.4.1. Standard. DAR’s shall be transmitted (electronically or by fax) to all Field Locations every day the CRS is operational such that 100 percent are transmitted so that they will arrive by 6:00 a.m. local time at the Field Location.

2.4.3.4.2. Method of Measurement. If the DAR does not arrive at the Field Locations by 6:00 a.m. local time, field personnel will contact the NRRS™ Service Desk for resolution of the problem. Each of these calls shall be tracked by the NRRS™ Service Desk, and the quarterly total will be calculated as a percentage of the total number of DAR’s transmitted during the quarter. This percentage will be applied to Table E-6 to determine a raw score for this performance standard.

2.4.3.5. Transaction Accuracy.

2.4.3.5.1. Standard. Reservation transactions shall be recorded on the CRS and tracked/reported by the Contractor with an average rate of accuracy of 97 percent.

2.4.3.5.2. Method of Measurement. Transactions will be tracked through two different methods to ensure that errors are identified and corrected.

- ! Customer or Agency reports of errors in field reservation data that are not the responsibility of the Contractor.
- ! The Interagency Contract Management Office will cross-check field reservation transaction data against data received from the designated bank. Discrepancies in location, amount, timing, etc., shall be considered errors.

In either case, there may be reports of more than one error on a single transaction. Each individual error is counted as a single error. The total number of these errors each month will be calculated as a percentage of the total number of data fields processed during the month. This calculation will also be made for each quarter. The quarterly percentage will be applied to Table E-6 to determine a raw score for this performance standard.

2.4.3.6. Developing a Composite Performance Rating. The scores from each of the performance standards described in paragraphs 2.4.3.1 through 2.4.3.5 above will be averaged to determine the overall level of Contractor performance for each quarter. The resulting raw score will be added to the raw score from the customer survey to form a total quarterly rating for the Contractor's performance. This number will be applied to Table E-7 to determine any adjustment to Contractor payment for CLIN's 3 and 4.

2.4.3.7. Adjustments to Contractor Pay. Based on the application of the matrix shown in Table E-7, the Contractor's total quarterly pay for CLIN's 3 and 4 will be adjusted by the percentage that correlates to the overall Contractor performance rating. If the Contractor's rating is higher than the performance standard, a bonus will be paid for quality performance. If the rating is lower than the performance standard, a reduction in Contractor pay will be assessed against outstanding invoice amounts owed to the Contractor by the Agencies.

2.4.4. Support for Future Sales Channels. Performance standards will be determined at the time that Future Sales Channels are added to this contract.

Table E-7. Payment Adjustment Matrix for the Field Location Sales Channel—Recording/Tracking for Field Locations.

	Composite Performance Rating	Adjustment to Total Monthly CLIN Payments
	Contractor Performance	> 19.0
17.0–18.9		104%
15.0–16.9		102%
14.0–14.9		100%
12.0–13.9		98%
11.0–11.9		96%
10.0–10.9		94%
< 10.0		90%

2.5. Revision to Performance Standards.

2.5.1. Annual Review. The Agencies reserve the right to annually review:

- ! The customer satisfaction survey instrument described in paragraph 2.3 above and to require revisions to ensure that it meets the goals of the NRRS™.
- ! All scoring calculations and procedures described in paragraphs 2.1 and 2.3 above to ensure that they meet the goals of the NRRS™.

2.5.2. Proposed Revisions. Ninety days prior to the annual review of the performance standards for each Sales Channel, either the Agencies or the Contractor may propose new or revised standards, methods of measurement, measures, or rating matrices. Contractor proposals shall be provided to the COR for approval prior to implementation.

2.5.3. Changes to Performance Standards. If changes to these standards are approved during these annual reviews, the contract will be modified accordingly.