

## Attachment D: Vendor Organization and Staffing

### Puerto Rico Medicaid Program Contact Center Request for Proposals 2022-PRMP-MES-ContactCenter-004

This section will provide instructions to vendors to submit their approach to staffing the contact center using Attachment D: Vendor Organization and Staffing. Instructions: Staffing strategies are to be employed by the vendor to help ensure all requirements and service levels are met to the satisfaction of PRMP.

The evaluation of the vendor's staffing approach shall be based on the ability of the vendor to satisfy the requirements stated in this RFP. Therefore, the vendor should present detailed information regarding the qualifications, experience, and expertise of key staff and an Initial Staffing Plan.

Excluding key personnel resumes and the forms provided in this attachment.

#### 1. Initial Staffing Plan \_ATENTO:

Two main areas at Atento are responsible to manage the staffing requirements: **Workforce Management WFM** and **Human Resources HR**. Atento's approach to hiring is based on an **Employee Experience Strategy** that:

Attracts candidates, retains employees, and engages them through their employee journey. This means being thoughtful about the processes, tools, and resources that go into every stage of the employee experience.

We reach out through social media and diverse job boards, it is important for us to build up a solid reputation on public sites like Indeed, LinkedIn, local job boards and fan pages, even social media. These are the resources potential candidates will turn to while researching for our company, we invest in our company brand so candidates can get the right first impression.

Once contacted the candidate interacts with our Applicant Tracking System (ATS) where they look at the profile, location and any information that may attract her to decide to work with us. It is key for Atento to invest in tools that will help us design and automate all aspects of the process and engage everyone. We know we can make hiring a competitive advantage by being quick and approachable to our candidates. We have learned that artificial intelligence has been key to have more hours of operation to interact and engage with potential applicants as well as predict who will be successful in the BPO environment and more specifically in the customer service atmosphere.

It is key to have the right match between the account and the candidate, hence we customize tests to verify English levels, customer service knowledge through role plays and other skills needed – it is important to have the right organizational fit thus we include interviews between hiring manager and candidate to test competencies through role plays.

Atento creates a file with all local paperwork requirements and enrollment processes to ensure proper onboarding and payment of employee.

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

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

#### Understand the client and their customers

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

#### Evaluation

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

#### Employee Experience

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



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



### Workforce Optimization, WFO

Team dedicated to **Forecasting, Staffing and Scheduling**, to guarantee scaling, adherence to scale, real-time monitoring, reporting and process improvement through the analysis of root problems that impact the service level.

**Impacting  
EX and CX**

WFO is the science that ensures immediate customer accessibility to touchpoints and allows teams well-calibrated time for production, collaboration, and development.



### Process & Execution

The WFO optimization process comprises a set of solutions to manage the performance of our operations.



ATENTO

**WORKFORCE OPTIMIZATION**  
 +500 professionals supporting +430 client programs in scope

Every year there are:

**24 billion** calls

**120,000** scalings

**15M Bot** interactions

**160M** emails

**50M SMS** messages

**20M social media** interactions

**+92% assertivity in high forecasts, specialization in managing peaks in several industries**

- Initial Staffing Plan As part of the vendor’s bid response, the vendor should provide an Initial Staffing Plan.

WFM is forecasting the following team:

We are proposing agents On Site & On Remote Agents to be prepared for a DRP /BCP plan, but Atento is also able to allocate all FTE required for this project On-Site.

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

The recruitment capacity that we can offer to PRMP is:

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

So, we are prepared to have all the staff in maximum 4 weeks in order to start the training

### STAFF RATIOS

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

**NOTE: To see ATENTO’s SOW for Puerto Rico Medicaid Program Contact Center for please referee to the SWO FILE Document.**

• **Identification of subcontractor staff, NO Applies.**

**2. Key Staff, Resumes, and References Key staff:**

These resources are responsible for providing leadership and creating the standards and processes required for the contact center. Resumes for key staff named in the vendor's proposal should indicate the staff's role and demonstrate how each staff member's experience and qualifications will contribute to this contractor's success.

These roles that PRMP expects\_ ATENTO to propose are:

- Key Staff
- Account Manager
- Contact Center Manager
- Training Manager
- Quality Manager

**2.1. Resumes**

**ATENTO's KEY STAFF for: Puerto Rico Medicaid Program Contact Center**

<b>Table 12: Proposed Key Staff &amp; Roles</b>		
<b>NAME</b>	<b>Proposed Role</b>	<b>Experience in Proposed Role</b>
<b>Rosa Maldonado</b>	<b>Delivery / Operations &amp; Site Director</b>	<b>In Atento PUERTO RICO Since 2010</b>
<b>Luis Camacho</b>	<b>Operation Account Manager</b>	<b>In Atento PUERTO RICO Since 2005</b> <b>Over 15 years of experience in the BPO industry and more than 10 in leadership positions. Experienced in Account Management in the Telco and Healthcare industry. Results-oriented leader with expertise in continuous improvement, Operations, Client Services, Quality and Workforce Management. Capable of handling teams in multiple countries including remote and face-to-face modalities</b>
<b>Jose Antonio Tellez</b>	<b>Regional Training Manager</b>	<b>In Atento Mexico Since 2008</b> <b>13 YEARS experience in Training Programs &amp; BPO's</b>
<b>Natalia Reyes</b>	<b>Training Manager</b>	<b>In Atento Since 2020</b>
<b>Juan Hernandez</b>	<b>Sr Quality Manager</b>	<b>In Atento Since 2010</b> <b>Certified Coordinator COPC and Six Sigma for COPC (in progress)</b>
<b>Ivonne Ortiz</b>	<b>Quality Manager and NPS Expert USNS Services</b>	
<b>Alee-Marie Pérez</b>	<b>Human Resources Manager</b>	<b>In Atento PUERTO RICO Since 2000</b> <b>Develop and implement HR strategies and initiatives aligned with the overall business strategy. Manage the recruitment and selection process Bridge management and employee relations by addressing demands, grievances, or other issues. Support current and future business needs and opportunities through the development, engagement, motivation, and preservation of</b>

		<p>human capital. Develop and monitor overall HR strategies, systems, tactics, and procedures across the organization. Nurture a positive working environment. Administer and oversee employee benefit programs. Ensure legal compliance throughout human resource management. Coordinate all Human Resources training programs.</p>
Romian Strachan	Human Resources Recruitment Coordinator	<p>In Atento PUERTO RICO Since 06/2019</p> <p>Experienced Recruitment Coordinator with a natural talent in sourcing, evaluating and full cycle recruitment. Skilled at finding, sourcing candidates from multiple sources with great communication skills and a knack for complying with laws and regulatory rules.</p>
Dennis Gamarro	IT / Facilities Manager	<p>In Atento Since 2004 – Guatemala.          In Atento PUERTO RICO Since 2018.</p> <p>Management the entire technological platform of Guatemala, El Salvador and Puerto Rico (PBX, IVR, predictive dialers, security equipment, servers, switches, routers, firewalls and telecommunications equipment).</p>
Emmanuel Guadalupe	WFM Manager	<p>In Atento PUERTO RICO Since 2007</p> <p>Experience &amp; Management of</p> <ul style="list-style-type: none"> <li>* WFM Personnel Management</li> <li>* Call Sizing and Forecasting</li> <li>* Creation and Implementation of Reports or Operational Panel</li> <li>* Aspect WFM Management, Avaya CMS Certification (Reporting, System Administration), ICMI Service Planning, ITIL Version 3 Certification. Basic management of SQL platform. Handling NICE CXOne.</li> </ul>
Jonella Vargas	Coordinator	<p>In Atento PUERTO RICO Since 2002</p> <p>Highly qualified Operations Coordinator with +8 years of management experience in the customer service industry for US &amp; PR based companies in the fields of banking, health and communications. Experience working with Operational &amp; Quality Performance to ensure KPI compliance. Excellent leadership management with expertise in planning, executing and follow up on action plans to drive results</p>

2.2. Resume Files on PDF on

Look for: RESUME & CV FILES ZIP