



Allegheny County Department of Human Services

RFP Response Form

Language Assistance Services 2022

PROPOSER INFORMATION

Proposer Name: United Language Group, Inc.

Authorized Representative Name & Title: Mladen Cvijanovic

Address:

Telephone:

1550 Utica Avenue South, Suite 420, Minneapolis, MN 55416

Email: Mladen.cvijanovic@ulgroup.com

855-766-4633

Website: www.unitedlanguagegroup.com

Legal Status: ☒ For-Profit Corp. ☐ Nonprofit Corp. ☐ Sole Proprietor ☐ Partnership

Date Incorporated: February 2016

Partners and/or Subcontractors included in this Proposal: Yes

How did you hear about this RFP? ^{RFP Mart} Please be specific.

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? ☒ Yes ☐ No

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Nicholas McMahon	[REDACTED]	nicholas.mcmahon@ulgroup.com
Contract Processing Contact	Taylor Spica	[REDACTED]	taylor.spica@ulgroup.com
Chief Information Officer	Steve Torgeson	[REDACTED]	steve.torgeson@ulgroup.com
Chief Financial Officer	Marty Beskow	[REDACTED]	marty.beskow@ulgroup.com
MPER Contact*	Taylor Spica	[REDACTED]	taylor.spica@ulgroup.com

* [MPER](#) is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

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BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.

Board Chairperson Name & Title

Board Chairperson Address:

Board Chairperson Telephone: [REDACTED] McMahon, Chief Executive Officer

Board Chairperson Email: nicholas.mcmahon@ulgroup.com 1550 Utica Avenue South, Suite 420, Minneapolis, MN 55416

ULG Board of Directors

Kristen Giovanis
Nicholas McMahon
Peter R. Offenhuaser
Marcy A. Haymaker

REFERENCE

Provide the name, affiliation, and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. *Please do not use employees of the Allegheny County Department of Human Services as references.*

City of Philadelphia

Maria Giraldo-Gallo, *Language Access Program Manager*

[REDACTED]

[REDACTED]

Services Provided: Over-the-Phone Interpreting (OPI), On-Site Interpreting (OSI), Written Translation

County of San Diego

John Shin, Procurement Specialist

[REDACTED]

[REDACTED]

Services Provided: Over-the-Phone Interpreting (OPI), On-Site Interpreting (OSI) Video Remote Interpreting (VRI), Written Translation

Fairfax County, Health and Human Services Department

Tina Dale, Communications Specialist

[REDACTED]

[REDACTED]

RFP for Language Assistance Services

Services Provided: Over-the-Phone Interpreting (OPI), On-Site Interpreting (OSI) Video Remote Interpreting (VRI), Written Translation

PROPOSAL INFORMATION

Date Submitted:

Amount Requested:

4/27/2022

All services. Up to the full expected spend on Interpretation and Translation services for FY 2022-2023, \$10,000.

CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

☒ I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA, and Pennsylvania's Right-to-Know Law.

☒ By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

☐ My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

☒ My Proposal does not contain information that is either a trade secret or confidential proprietary information.

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- Partner commitment letters, if applicable – **Nonapplicable**
- MWDBE and VOSB documents – **Attached**

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- Allegheny County Vendor Creation Form – **Attached**
- Audited financial reports or other financial documentation for the last three years – **Attached**
- W-9 – **Attached**
- Completed pricing template – **Attached**

REQUIREMENTS

All Proposers must complete the Organizational Experience and Budget Sections. Please complete these sections only once, regardless of the number of Language Assistance Services proposed.

Complete only the sections for the Language Assistance Services you wish to propose. Services not included in your proposal may be left blank. Please stay within the page limit listed at the top of each section.

The scores from the Organizational Experience and Capacity and Budget sections will be added to the score for each Language Assistance Service proposed. The maximum score a Proposal can receive in each service is:

- Spoken Language Interpretation = 105 points possible
- Sign Language Interpretation = 95 points possible
- Written Translation = 105 points possible

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Organizational Experience and Capacity (25 points possible)

All Proposers must complete this section. Your response to this section must not exceed 5 pages.

1. Describe your organization's experience delivering Language Assistances Services in the field of human services and/or local government. Please include the duration of experience and provide evidence of high-quality service delivery.

With over 40 years in the industry, ULG's scale, and scope of languages supported, is a perfect match for Allegheny County Department of Human Services translation and interpretation needs. As your partner, we offer the experience to mitigate risk and provide 24/7/365 coverage for the Allegheny County Department of Human Services. Through our onboarding and discovery process, as well as continuous communication, ULG understands Allegheny County Department of Human Services' objectives and will be able to fully support the needs and requirements. This will help us build a strong, long-term, successful partnership. ULG will work collaboratively with the Allegheny County Department of Human Services to help deliver exceptional services and provide forward-thinking, continuous improvement initiatives that align with organizational objectives. ULG is the trusted Interpretation and Translation partner to an array of US Federal, State, County and Local Governments – including the City of Pittsburgh. We support several departments within the City of Pittsburgh including Pittsburgh's Mayor's Office, Office of Community Affairs, Department of Public Safety, Office of Municipal Investigations, Financial Empowerment Center, Department of Parks and Recreation, 311 Department, and Commission on Human Relations and Human Resources. We value the importance of giving community members greater access to services and care and doing this in an affordable and comforting manner. To ensure the best outcomes, meet regulatory standards, and manage risks, interpretations must be extremely accurate to ensure the effectiveness of communication. ULG has the processes and systems in place to aid Allegheny County Department of Human Service's needs. ULG work within precise regulatory and legal parameters for communication, documentation, and security, while ensuring that the company is meeting all regulations set forth by the government. In addition to having strict processes to meet regulations, ULG's solutions allow us to isolate interpreter populations by location, medical specialism, language, and interpreter qualification., custom routing options, and client-specific trainings.

2. Describe the organization's resources and capabilities that will enable you to effectively meet the standards outlined in the RFP.

With over 500 full-time employees, 10,000 freelance linguists, and our professional training process, ULG can quickly ramp up expert resources and effectively support over 200 languages 24/7/365, while ensuring seamless onboarding and managing translation and interpretation processes to support the variable requirements of Allegheny County Department of Human Services. ULG offers subject matter expert interpreters, and a team of project and account managers, with unique industry insights that enhance the effectiveness of messaging, regardless of language. Our linguists are spread throughout the world and are native and in-country resources to support your needs around the globe.

ULG's quality approach is the cornerstone of how we will work with Allegheny County Department of Human Services to provide reliable delivery and comply with federal, state, and

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local laws and Allegheny County Department of Human Services requirements. ULG utilizes a variety of processes to monitor our performance aligning to internal client-specific key performance indicators (KPIs). Our Quality Management System is an organized structure of responsibilities, activities, and resources, which collectively ensure not only ULG's quality requirements are met, but, equally importantly, that those of our clients are met. ULG judges our progress toward ultimate language excellence by leveraging data collected through reports and identifying opportunities to enhance the client experience. ULG also surveys clients and end-users to measure satisfaction and immediately address areas for improvement.

ULG has achieved success by focusing on quality business practices and value-added training driven by ISO certifications, Lean Six Sigma methodologies, SOPs, and ULG's Client Services teams. ULG's quality systems are audited regularly to ensure they align with the regulations set by various agencies. Additionally, ULG has defined training procedures to measure both compliance and competency. The combined effect of the ULG's Global Quality Management solution will contribute significantly to cost savings and process excellence and will help build confidence and resilience in the provision of language services, allowing your teams to have more time to focus on core activities.

Our commitment to quality can be seen through the following certifications we actively uphold:

ISO 9001:2015 - *Developing, implementing, and improving the quality management process*

ISO 13485:2016 - *Medical Devices Quality Management Systems, requirements for regulatory purposes*

ISO 17100:2015 - *Process, operation, and management requirements for accurate translations*

ISO 27001:2013 - *Information Security management*

HITRUST Certification 2019

We are compliant with: HIPAA, GDPR, FISMA, ITAR, FedRAMP, PII.

Translation Quality Management:

Key term inconsistency at Allegheny County Department of Human Services across multiple groups significantly impacts the investment and turnaround time of projects. While individual projects and groups may not see the difference on a per-project basis – Allegheny County Department of Human Services annual, global investment, can equate to hundreds of thousands of dollars and months of wasted time.

Our extensive experience includes a pool of subject-matter-expert linguists with a track record of success maintaining appropriate style and tone of voice across engaging, narrative-type content requiring a certain delivery and tone to be effective with global, local, and specific audiences.

- **Translation Memory** – ULG's approach to Translation Memory (TM) is designed to deliver a compelling and engaging experience to Austin Independent School District's audience. More than just the 'tool' – ULG has a team of dedicated terminologists and computational linguists that analyze content for maximum re-use, TM structure, and maintenance needs.
- **Terminology** – Our dedicated lead linguists and terminologists will proactively create and recommend the terminology that contributes most effectively to Allegheny County Department of Human Services mission and reaches its audience in a meaningful and effective manner.

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- **Style Guide** – Language services at ULG are about more than just ‘translated words’. Dedicated lead linguists will help build out an appropriate style and tone to reflect a consistent voice. This maximizes audience engagement of the final content and reduces turnaround time.

Interpretation Quality Management:

ULG’s interpreting solutions are founded on quality and consistency. ULG developed a network of highly trained interpreters who undergo ongoing screening to ensure the accuracy and effectiveness of each interpretation, with support from industry-leading technology.

- **Technology** – ULG enforces strict change management control processes to support software or infrastructure updates. ULG utilizes the latest resources to ensure rapid connections and secure communication. The technology we invest in eliminates the possibility of failed communication, and our networks contain built-in safeguards against dropped calls or connectivity issues.
 - **Security** – Our language solution meets the needs of regulated markets. It was specifically developed to align with the risk management and quality assurance protocols of our clients in the regulated manufacturing industry with compliance with state and federal requirements.
 - **Interpreters** – All interpreters undergo specialized training that ensures industry-leading interpretation quality, confidentiality, and professionalism. ULG’s interpreters receive language and subject competency testing and must pass the Code of Conduct & Ethics training. Additionally, all phone interpreters are trained for the unique conversational challenges of telephonic communication.
 - **Ongoing Monitoring** – ULG performs ongoing monitoring and training of our interpreters. This includes silent listening, client feedback upon call completion, and offering continued education.
- ULG’s interpreters and translators comply with federal, state, and local laws and regulations, and demonstrate professionalism and cultural sensitivity, maintain impartiality and show respect to the individuals they serve and disclose any real or perceived conflict of interest that would affect objectivity in the delivery of services. ULG has a very strict Linguistic and Interpreter selection and testing process, followed by in-depth training and evaluation and continuous improvement.

We ensure consistency and level of quality across all our linguistic resources through the initial strict hiring evaluation process, professional training, and continuous evaluation.

Language quality control is at the heart of ULG’s ability to help the Allegheny County Department of Human Services create engaging content and a unique tone of voice that stands out in the marketplace. This quality commitment dramatically affects time and investment, as well as customer satisfaction.

3. **Describe your organization’s standard data collection and reporting processes and mechanisms and how you would apply them to DHS’s key performance data collection and reporting requirements.**

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Key Performance Indicators (KPIs) are in place and monitored throughout the year for all the key process areas to ensure the continued effectiveness of the QMS system and customer satisfaction. The goal KPI established for overall client satisfaction is 4.3 on a scale of 1-5.

TRANSLATION

The following quality metrics and KPIs are measured monthly as part of our scorecard process. Each KPI contributes to the overall quality of service delivered to the Allegheny Department of Human Services and key indicators of accuracy, customer satisfaction, and improvement:

- **Productivity** – Our Client Services team actively tracks turnaround time, project management and production team productivity, translator performance, and other key performance metrics as part of a Client Services Department scorecard.
 - On-time delivery (OTD) – We track and monitor project delivery stats for every project to ensure we meet the guaranteed turnaround times. We currently average 99% on-time delivery, with 35% of projects being delivered early.
 - Turnaround Time (TAT) – Turnaround time of projects based on working days and measured between the new project request to shipping. Scored as an average TAT in days per 1K words.
 - # of Projects – Total number of projects delivered.
 - % of Rush Projects – Number of rush projects delivered within the total number of projects. The threshold needs to be below 3% to allow us to successfully process Rush requests as such.
- **Utilization** – Comparing translation volumes against utilization numbers is an effective way to identify ULG's capacity for scalability, planning for account growth, and management of high-volume projects.
 - Word Counts – Total word counts per target language.
 - Spend – Total spend per target language.
- **CAT Savings** – Reporting on Translation Memory (TM) Leverage allows us to identify trends and cost savings as well as content re-use, to advise on TM grouping to maximize the TM leveraging. Measured as a percentage of a total spend per language. CAT Savings are program-specific and improve over time. On average we record about 34% savings achieved for new clients in year 1.
- **Quality** – Quality metrics ensure Allegheny Department of Human Services gets the same high-quality teams and results for every project. This allows us to invest in training and familiarization with our linguistic teams to help ensure that they act as an extension of your organization with applicable knowledge around the nature of your process. We measure the quality of our services, our performance, and customer complaints as part of this scorecard.
 - Translation Accuracy – We track linguistic quality by applying our internal quality assessment audits to a regular sample of projects. Terminology, grammar, and style errors are tracked as part of the process and fixed before being returned to the customer. Quality reports are regularly reviewed with linguists to improve quality and process.
 - Linguist Performance Monitoring – This system includes our quality assessment results mentioned above, as well the monitoring of linguists according to accuracy, process adherence, communication, and consistency. Through this

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- ongoing independent quality assurance process, we hand-select and utilize only linguists that achieve consistently strong performance and quality results.
- Customer Complaints – All customer complaints and defects are tracked for root cause analysis and immediate customer resolution. Management reviews defects monthly to look for patterns, trends, and areas of improvement. This KPI is measured as the average number of complaints per project.
- **Customer Satisfaction (NPS)** – Project Managers and Management are in frequent contact with IQVIA to ensure ongoing satisfaction. A quarterly CSAT survey is issued to receive direct client feedback on user experience satisfaction. The survey gathers ratings on ULG's level of responsiveness, quality, customer service, problem-solving, technology, and turnaround time. Responses are then used to calculate a Net Promoter Score (NPS), including results vs. target, trends in satisfaction from previous periods, and Key indicators of dissatisfaction. Scores below a defined criterion require an action plan involving the account and project teams, as well as a Quality Manager, as appropriate. Associated trends are reviewed as part of a management review and ongoing operational effectiveness reviews.

In addition to these KPIs, ULG typically provides additional metrics, including the number of words per publication type, words by match type, and more.

INTERPRETATION

In relation to our Interpretation services, using our complimentary web-based Customer Resource Center, the Allegheny Department of Human Services can access detailed reports at any time, including usage by language, length of the call, call details, and overall OPI and VRI usage. Allegheny Department of Human Services will have full transparency into who is using the Interpretation services, allowing for seamless bill back and tracking options. Upon contract award, KPI and reporting requirements will be determined and scheduled between our two parties. ULG standard and customized reports are available to our clients online 24/7/365.

OPI/VRI standard reports include:

- Call Details – (described below)
- Language Summary – % of calls by language

OPI/VRI standard client-facing statistics:

- Call-ID – Unique identifier for each call
- Date/Time – Date and time of each call
- Caller (Department) – Client's name or department name
- Language – Interpretation Language
- Data Points – Data collection points as required by clients' needs
- Duration (Bill Minutes) – Billing begins when a client's call hits the ULGs phone switch
- Charges – Total billed minutes x interpretation rate
- Rates – Contracted rate
- Number of Calls – Total calls processed for interpretation

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- SA (Speed of Answer) – Operator answered time, time in queue plus time it took the operator to answer
- ICT (Interpreter Connection Time) – Time on hold from the moment an operator places a client on hold to search for an interpreter, to the moment an interpreter is conferenced in
- DCT (Data Collection Time) – Measured from Operator answer to the first time operator places client on hold
- Abandoned Calls – Call that waited in queue 60 seconds or more and client drops while waiting in the queue

ULG is a unique and flexible provider that establishes service in a way that best works for the Allegheny Department of Human Services. During the implementation phase of the induction, we capture all program requirements to deliver a service that aligns with the agreed SLAs and reporting objectives of the Allegheny Department of Human Services. There are several options for how we could track and measure delivery and usage including (but not limited to) assigning dedicated toll-free numbers (by zone), individual access codes (by zone or user), and pin codes (by zone or user) or a combination of the above.

We can capture as many client-side data fields as required while streamlining the data capture requirement through automated workflows and supported by operators (where required). Live reporting is available through Octave and Customer Resource Center. Weekly, monthly, quarterly, and customized reports are provided by the dedicated Account Manager or distributed through our BI tool, QlikSense. ULG will work with the Allegheny Department of Human Services on a detailed review of service requirements and build dedicated SLAs before the contract go live.

4. Describe your organization's internal processes and mechanisms for evaluating the quality and effectiveness of your services and how you would apply them to the Language Assistance Services you would provide to DHS.

ULG utilizes standard internal and client specific key performance indicators which are continuously monitored and reported on to ensure continuous improvement.

ULG understands that communication and the sharing of data drives better decision making and provides transparency, comfort, and support. ULG's Interpretation services offer a complimentary web-based Customer Resource Center, where clients can access customized dashboard showing call detail and reporting. The dashboard includes Service Level Agreement (SLA)-related stats and invoicing.

ULG can also deliver client-specific reports related to contractual metrics, audit requirements, and custom reporting requests. The multitude of reports that ULG offers allows clients to not only track metrics but also assists ULG's operational team and the client to access information that is vital to tracking trends that can drive decision making. ULG's customer care team augments the clients customized dashboard. ULG's standard and customized reports are

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available to clients online 24/7/365. Additionally, metrics are tracked for trend analysis and improvement plan and provided to clients on a regular basis.

Each KPI contributes to the overall quality of service delivered to Allegheny and the key indicators of accuracy, customer satisfaction and improvement.

Spoken Language Interpretation (45 points possible)

Complete this section only if you are proposing this Language Assistance Service. If you are not proposing this service, please leave this section blank. Your response to this section must not exceed 6 pages.

1. Describe the Spoken Language Interpretation services to be provided and how they will fulfill the standards outlined in the RFP.

With more than 40 years of experience, ULG offers a complete portfolio of Interpretation Services (on-demand, telephonic, video, on-site and remote, consecutive, and simultaneous). These solutions are led with emotional intelligence, responsiveness, and quality and are supported by project tracking and customizable real-time reporting.

Over-the-phone Interpreting (OPI)

- 24/7/365 On-Demand access and support
- Delivering over 5 million minutes of interpreting a month
- Network of fully vetted, subject matter expert interpreters specialized with industry
- and terminology certification and knowledge for over 200 languages
- Real-time and proactive Quality Assurance Monitoring
- Cutting-edge telephony technologies
- Secure and reliable connections
- Standard and unique languages (200 languages handled in-house)
- Dynamic real-time reporting
- Average Speed of Answer (ASA): < 10 seconds
- Average Interpreter Connection Time (AICT): < 30 seconds (Spanish), < 60 seconds (other lang.)
- Average Handle Time (AHT): <= 12 minutes
- Abandonment Rate: <= 0.5%
- Fulfillment rate: 100%
- Reliable on-demand availability for emergency services

On-Site Interpreting (OSI)

- On-site access to fully vetted, specialized interpreters who consistently maintain a high level of industry knowledge and terminology, professionalism, emotional intelligence, and empathy
- Both consecutive and simultaneous interpreting options available

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- Industry-leading technology to streamline booking and tracking process
- Confidential – compliant privacy laws

Video-Remote Interpreting (VRI)

- 24/7/365 On-demand access and support to 50+ languages, including American Sign Language (ASL)
- Face-to-face interpreting on a secure and confidential standalone platform via web browser or a downloadable application
- Available across multiple devices: laptops, tablets and smartphones
- Access to video and audio interpretation within the same platform
- Ability to conference in multiple parties
- HITRUST compliant solution and stringent security practices to ensure confidentiality
- and regulatory requirements are met
- Minimal footprint and data bandwidth needed
- Industry-leading devices for any application
- Customizable data capture for efficient business analytics

American Sign Language (ASL)

- Allegheny County Department of Human Services users can pre-schedule OSI appointments directly through the CRC portal or by contacting the Customer Care Team. Specific requirements around request details are set up through the CRC portal. Our team will then connect with an appropriate interpreter to schedule an appointment. We will confirm the appointment as soon as the available resources have been found and the Allegheny County Department of Human Services will be able to track our progress through the CRC. Allegheny County Department of Human Services will also have the ability to cancel re-scheduled OSI American Sign Language appointments up to 24 hours before the appointment free of charge.
- American Sign Language interpretation services follow the same vetting procedures, protocols, and processes as described in this proposal (in-person interpretation) ULG is well-positioned to easily respond to a multi-sign language event. Additionally, events can be supported by on-site or virtual sign language interpreters. ULG is extremely experienced in supporting interpretation clients who have emergency requirements.
- ULG has the capacity and scale to provide services for globally recognized sign languages following the equivalent standards and vetting qualifications used for ASL.

2. Describe the key aspects of the delivery model you would use to provide Spoken Language Interpretation, including but not limited to, the business processes used for service requests and the mechanisms for account management and customer service.

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ULG will provide the Allegheny County Department of Human Services with a dedicated global team to ensure scalability and 24/7/365 operational support. ULG takes a holistic approach to program management, account management, and general service delivery. We will partner with the Allegheny County Department of Human Services through the creation of a core team that is complemented by support services.

Allegheny County Department of Human Services will be assigned a dedicated team to be of support. The Account Manager will be your dedicated single point of contact to facilitate and engage the internal ULG team to deliver a superior service. They will be supported by Customer Care Team, Quality Assurance, Compliance Teams, and an Executive Sponsor, which will be aligned to your requirements. In addition to the identified Account team, there are many more individuals who will be working behind the scenes to ensure the flawless delivery of OPI solutions to Allegheny County Department of Human Services. This "all-hands-on-deck" approach has enabled Language Select to deliver a consistent, timely, and high-quality OPI solution for several decades.

ULG's dedicated team will provide Allegheny County Department of Human Services with 24/7/365 support throughout the duration of the contract.

CLIENT FACING		
Mike Mulligan EVP Sales and Marketing James Dodson EVP Interpretation	Executive Sponsor responsible for the quality of service that ULG delivers to Allegheny and acts as the final escalation point. Ensures accountability and transparency across the team.	mike.mulligan@ulgroup.com james.dodson@ulgroup.com
Taylor Spica Designated Account Manager	Designated Account Manager tasked with driving solutions and efficiency, while acting as a liaison between internal groups at ULG and all stakeholders from Allegheny Responsible for customer satisfaction, manages contract and SLA and Quarterly Business Reviews (QBR). 1 st point of escalation of operational issues where required.	taylor.spica@ulgroup.com
Customer Care Team 24/7/365 Access	Customer Care Team works in stride with the Account Manager, and directly with Allegheny, to deliver a seamless customer service experience. The team's main functions include investigating all service alerts submitted by Allegheny facilitating various reporting requests, executing interpreter information requests, invoicing, and general customer service inquiries. The team is also responsible for creating and providing collateral to be electronically distributed to Allegheny; this includes user cards,	

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	language ID cards/posters and best practices overviews, along with facilitating Allegheny equipment requests. ULG can provide additional client-specific collateral and equipment requests upon understanding the need and scope of said request.	
INTERPRETATION SERVICES TEAM		
James Dodson EVP of Interpretation	Oversees the Interpretation organization and owns every aspect of service delivery, compliance, and continuity.	james.dodson@ulgroup.com
Heidi Lipp-Smith Client Services Manager	Responsible for customer relations and care for Interpretation Services	heidi.lipp-smith@ulgroup.com
Kimberly Miranda Call Center Manager	Accountable for Interpretation Services and the operational health of Allegheny	kimberly.miranda@ulgroup.com
Napoleon Guerrero Director of Interpretations	Oversees interpretation assets and infrastructure. Manages the staff of quality leads, recruiting specialists, quality assurance professionals and liaison supervisors.	napoleon.guerrero@ulgroup.com
Rocio Trevino Snr Manager of Quality, Interpretations	Ensures ULG’s adherence to quality standards, procedures, training, and evaluation process.	rocio.trevino@ulgroup.com
Quality Assurance and Compliance Teams	These teams work to ensure we have the right translators, interpreters and staff servicing Allegheny. Their roles include quality-specific initiatives, continuous education, training, qualifying linguists, and ensuring ULG’s adherence to ISO quality certifications and Allegheny specific compliance requirements.	

Organizational Support

The frequency of account management meetings is at the sole discretion of Allegheny. ULG believes that bi-weekly meetings during the initial pilot onboarding period are beneficial. Once onboarding is successfully completed, reviews usually become quarterly. ULG is happy to meet with whatever frequency is required by Allegheny. ULG requests that at least two meetings per year be onsite as face-to-face interaction is beneficial to partnerships. These meetings usually cover performance related to SLAs and KPIs, discuss service alerts, client concerns, share ULG company developments/updates, and industry trends. Upon confirmation of next steps, ULG will comply with any requests for more detailed information on the team that will be driving the Allegheny partnership, including face-to-face meetings, formal phone calls, and requests for resumes.

3. Please provide a list of all foreign languages in which your organization will provide Spoken Language Interpretation and describe your organization's experience and proficiency for each language listed.

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Communicate clearly with anyone, anywhere. ULG offers interpretation services in over 200 global languages.

1. Acholi	29. Cebuano	58. Ga	87. Jola	116. Luo	145. Pashto	174. Thai
2. Afrikaans	30. Chaldean	59. Galician	88. Kachi	117. Luxembourggeois	146. Patois	175. Tibetan
3. Akan	31. Chamorro	60. Georgian	89. Kanjobal	118. Maay Maay	147. Polish	176. Tigrinya
4. Akateko	32. Chimwiini	61. German	90. Kannada	119. Macedonian	148. Portuguese	177. Toishanese
5. Aklanon	33. Chin	62. Gorani	91. Karen	120. Maharathi	149. Punjabi	178. Tonga
6. Albanian	34. Chiu Chow	63. Greek	92. Karon	121. Malay	150. Romanian	179. Tongan
7. American Sign Language	35. Chuukese	64. Guarani	93. Kashmiri	122. Malayalam	151. Romansch	180. Tosk
8. Amharic	36. Croatian	65. Guizhou	94. Kayah	123. Maltese	152. Russian	181. Turkish
9. Arabic	37. Czech	66. Gujarati	95. Kazakh	124. Mam	153. Samoan	182. Twi
10. Aramaic	38. Danish	67. Haitian Creole	96. Kinyarwanda	125. Mandarin	154. Serahule	183. Ukrainian
11. Armenian	39. Dari	68. Hakha	97. Kirghiz	126. Mandingo	155. Serbian	184. Urdu
12. Assyrian	40. Dinka	69. Hakka	98. Kiribati	127. Maninka	156. Shanghaiese	185. Uyghur
13. Azerbaijani	41. Duala	70. Harari	99. Kirundi	128. Marathi	157. Sichuan	186. Uzbek
14. Bambara	42. Dutch	71. Hausa	100. Kizigua	129. Marshallese	158. Sierra Leone Creole	187. Vietnamese
15. Bantu	43. Estonian	72. Hebrew	101. Kikuyu	130. Mien	159. Sindhi	188. Visayan
16. Basque	44. Ewe	73. Hindi	102. Korean	131. Mina	160. Sinhalese	189. Waray
17. Behdini	45. Falam	74. Hindko	103. Krahm	132. Mixteco	161. Slovak	190. West African Creole
18. Belarusian	46. Fanti	75. Hmong	104. Krio	133. Moldavian	162. Somali	191. Wolof
19. Bengali	47. Farsi	76. Hokkien	105. Kunama	134. Mongolian	163. Sorani	192. Xhosa
20. Berber	48. Fiji	77. Huizhou	106. Kurdish	135. Montenegrin	164. Spanish	193. Yapese
21. Bosnian	49. Hindi	78. Hunanese	107. Kurmanji	136. Mortlockese	165. Susu	194. Yemen
22. Bravanese	50. Finnish	79. Hungarian	108. Kwawu	137. Navajo	166. Swahili	195. Yiddish
23. Bulgarian	51. Flemish	80. Ibo	109. Lahu	138. Neopolitan	167. Swedish	196. Yoruba
24. Burmese	52. Foochow	81. Icelandic	110. Laotian	139. Nepali	168. Tagalog	197. Yunnan
25. Cambodian	53. French	82. Ilocano	111. Latvian	140. Nigerian Pidgin	169. Taiwanese	198. Yupik
26. Cantonese	54. French Creole	83. Indonesian	112. Liberian	141. Norwegian	170. Tajik	199. Zulu
27. Cape Verdean	55. Fokienese	84. Italian	113. Lingala	142. Nuer	171. Tamil	200. Zyphe
28. Catalan	56. Fulani	85. Japanese	114. Lithuanian	143. Oromo	172. Telegu	
	57. Fulfulde	86. Javanese	115. Luganda	144. Pangasinan	173. Temne	

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4. Describe the qualifications and standards required of interpreters to be utilized for Spoken Language Interpretation, including required knowledge, skills, experience, credentials, and other professional standards.

Interpreter Qualifications

For interpreting, ULG employs leading technologies and the best linguists in the industry. Our interpreters can support SCOE in more than 200 languages and are available around the clock. All ULG interpreters have been vetted through vigorous processes and complete the following:

- Detailed background checks
- Third-party language and interpreting assessments
- Code of Conduct and Ethics training

All Interpreters must:

- Be tested, qualified, and/or certified by an independent professional organization or association recognized as qualified by the industry in English and the target language.
- Have documented proof of two-plus years of experience working as an interpreter.
- Demonstrate a wide range of skills that include vocabulary and pronunciation, protocol, code of ethics, cultural awareness, professionalism, impartiality, empathy (Emotional Intelligence), and confidentiality.
- Meet language proficiency requirements in English and the target language.
- Pass an encounter management assessment in a realistic roleplay scenario.

All Interpreters utilized to perform medical interpretation services must meet the following minimum qualifications:

- Minimum of two years of professional experience in medical interpretation.
- Pass an exam that measures proficiency in medical terminology.
- Pass an exam that assesses interpreter protocol and general vocabulary.
- Completion of HIPAA training.
- Pass assessments of live call performance monitoring performed by ULG's Quality Assurance team.

During the testing and vetting stage, interpreters are screened, evaluated, and tested following ULG's documented quality and language proficiency policy.

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Interpreters are required to demonstrate full proficiency in:

- Accuracy
- Advocacy
- Protocol
- Ethics & Respect
- Competency
- Cultural Awareness
- Professionalism
- Role Boundaries
- Impartiality
- Confidentiality
- Explanation that can be understood by all.

5. Describe your organization's strategies for recruiting, retaining, and evaluating the performance of interpreters to be utilized for the Spoken Language Interpretation.

ULG has a unique method when it comes to staffing and recruitment, this method will allow the county to overcome the current challenge of connecting to interpreters that speak languages of lesser diffusion while still delivering a high-quality interpretation. We use data analysis on call volume to proactively adjust our staffing pools. ULG's Recruitment Team study several reporting outlets from the US federal government and associated refugee and immigrant programs to understand language trends and to predict client needs proactively. ULG's Recruitment Team reviews information released by the Homeland Security, the Refugee Processing Center, Migration Policy Institute, and the Pew Research Center to capture detailed analysis around emerging language trends, immigration patterns, and refugee resettlement info. This data is incorporated into predictability models, positioning us at the forefront of recruitment within the industry.

ULG manages resourcing and production requirements through up-to-date statistical analysis and will calculate the number of operators, interpreters and associated resources needed per interval to meet service level requirements. We will use historical and statistical data that considers seasonal call volumes as well as increases/decreases by the time of day for detailed analytics. Calculations also include unplanned customer variances for additional risk mitigation.

ULG leverages a mixed model of inhouse and contracted interpreters for delivery of our interpretation services. This method is proven to be most effective for servicing our current partners and allows ULG to scale the number of interpreters, in the event of fluctuations in intake, without compromising connection times or quality. ULG is constantly monitoring and updating

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our productivity models to ensure we can service volume spikes in real-time as well as support new client volume.

After an interpreter meets hiring requirements specified previously, our Quality Assurance Program conducts two types of monitoring to grant continuing active eligibility of the interpreter:

- **Continuous Random Monitoring (Ongoing/Daily)** – Continuous Random Monitoring includes a quality assurance member listening in on live interpreter sessions and summarizing feedback directly to the interpreter.
- **Selective Specified Monitoring** – broken down into two categories:
 - *Selective Educational Monitoring (Continuing Education Program)* – This is monitoring ULG does daily for educational and training purposes. With this type of monitoring, we are randomly selecting interpreters, languages, and specialists for a quality review. The purpose of this is to assess individual performance, provide feedback as needed, and follow-up or upgrade their status depending on the results.
 - *Selective Requested Monitoring (Customer or QA driven)* – Quality monitoring, is completed with specific goals or driven by specific reasons, such as custom client QA requests, specific interests related to languages, and/or specialisms. These types of reviews are more targeted and focused to drive specific results, and proactively manage service-related gaps related to language or specialism.

Feedback details from each type of monitoring session, as well as client feedback, are recorded and tracked for each interaction. This data is utilized to drive quality, improve training, and provide a method for constant evaluation to ensure ULG is driving quality by putting the highest-performing interpreters in front of our clients.

Sign Language Interpretation (45 points possible)

Complete this section only if you are proposing this Language Assistance Service. If you are not proposing this service, please leave this section blank. Your response to this section must not exceed 5 pages.

1. Describe the Sign Language Interpretation services to be provided and how they will fulfill the standards outlined in the RFP.

Allegheny County Department of Human Services users can pre-schedule OSI/ASL appointments directly through the CRC portal or by contacting the Customer Care Team. Specific requirements around request details are set up through the CRC portal. Our team will then connect with an appropriate interpreter to schedule an appointment. We will confirm the appointment as soon as the available resources have been found and the City of Newark will be able to track our progress through the CRC. The user will also have the ability to cancel re-scheduled OSI/ASL appointments up to 24 hours before the appointment free of charge.

American Sign Language interpretation services follow the same vetting procedures, protocols, and processes as described in this proposal (in-person interpretation) ULG is well-positioned to

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easily respond to a multi-sign language event. Additionally, events can be supported by on-site or virtual sign language interpreters. ULG is extremely experienced in supporting interpretation clients who have emergency requirements.

ULG has the capacity and scale to provide services for globally recognized sign languages following the equivalent standards and vetting qualifications used for ASL.

2. Describe the key aspects of the delivery model you would use to provide Sign Language Interpretation, including but not limited to, the business processes for services requests and the mechanisms for account management and customer service.

American Sign Language interpretation services follow the same vetting procedures, protocols, and processes as described in this proposal (in-person interpretation) ULG is well-positioned to easily respond to a multi-sign language event. Additionally, events can be supported by on-site or virtual sign language interpreters. ULG is extremely experienced in supporting interpretation clients in government sectors.

3. Describe the qualifications and standards required of interpreters to be utilized for Sign Language Interpretation, including required knowledge, skills, experience, credentials, and other professional standards.

For interpreting, ULG employs leading technologies and the best linguists in the industry. Our interpreters can support SCOE in more than 200 languages and are available around the clock. All ULG interpreters have been vetted through vigorous processes and complete the following:

- Detailed background checks
- Third-party language and interpreting assessments
- Code of Conduct and Ethics training

All Interpreters must:

- Be tested, qualified, and/or certified by an independent professional organization or association recognized as qualified by the industry in English and the target language.
- Have documented proof of two-plus years of experience working as an interpreter.
- Demonstrate a wide range of skills that include vocabulary and pronunciation, protocol, code of ethics, cultural awareness, professionalism, impartiality, empathy (Emotional Intelligence), and confidentiality.
- Meet language proficiency requirements in English and the target language.
- Pass an encounter management assessment in a realistic roleplay scenario.

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All Interpreters utilized to perform medical interpretation services must meet the following minimum qualifications:

- Minimum of two years of professional experience in medical interpretation.
- Pass an exam that measures proficiency in medical terminology.
- Pass an exam that assesses interpreter protocol and general vocabulary.
- Completion of HIPAA training.
- Pass assessments of live call performance monitoring performed by ULG's Quality Assurance team.

During the testing and vetting stage, interpreters are screened, evaluated, and tested following ULG's documented quality and language proficiency policy.

Interpreters are required to demonstrate full proficiency in:

- Accuracy
- Advocacy
- Protocol
- Ethics & Respect
- Competency
- Cultural Awareness
- Professionalism
- Role Boundaries
- Impartiality
- Confidentiality
- Explanation that can be understood by all

4. Describe your organization's strategies for recruiting, retaining, and evaluating the performance of interpreters to be utilized for the Sign Language Interpretation services.

ULG has a unique method when it comes to staffing and recruitment, this method will allow the county to overcome the current challenge of connecting to interpreters that speak languages of lesser diffusion while still delivering a high-quality interpretation. We use data analysis on call volume to proactively adjust our staffing pools. ULG's Recruitment Team study several reporting outlets from the US federal government and associated refugee and immigrant programs to understand language trends and to predict client needs proactively. ULG's Recruitment Team reviews information released by the Homeland Security, the Refugee Processing Center, Migration Policy Institute, and the Pew Research Center to capture detailed analysis around emerging language trends, immigration patterns, and refugee resettlement info. This data is incorporated into predictability models, positioning us at the forefront of recruitment within the industry.

ULG manages resourcing and production requirements through up-to-date statistical analysis and will calculate the number of operators, interpreters and associated resources needed per interval to

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meet service level requirements. We will use historical and statistical data that considers seasonal call volumes as well as increases/decreases by the time of day for detailed analytics. Calculations also include unplanned customer variances for additional risk mitigation.

ULG leverages a mixed model of inhouse and contracted interpreters for delivery of our interpretation services. This method is proven to be most effective for servicing our current partners and allows ULG to scale the number of interpreters, in the event of fluctuations in intake, without compromising connection times or quality. ULG is constantly monitoring and updating our productivity models to ensure we can service volume spikes in real-time as well as support new client volume.

ULG utilizes an improvement methodology that includes ongoing review and monitoring of resources. After an interpreter meets hiring requirements seen above, our Quality Assurance Program conducts two types of monitoring to grant continuing active eligibility of the interpreter:

- **Continuous Random Monitoring (Ongoing/Daily)** – Continuous Random Monitoring includes a quality assurance member listening in on live interpreter sessions and summarizing feedback directly to the interpreter.
- **Selective Specified Monitoring** – broken down into two categories:
 - *Selective Educational Monitoring (Continuing Education Program)* – This is monitoring ULG does daily for educational and training purposes. With this type of monitoring, we are randomly selecting interpreters, languages, and specialists for a quality review. The purpose of this is to assess individual performance, provide feedback as needed, and follow-up or upgrade their status depending on the results.
 - *Selective Requested Monitoring (Customer or QA driven)* – Quality monitoring, is completed with specific goals or driven by specific reasons, such as custom client QA requests, specific interests related to languages, and/or specialisms. These types of reviews are more targeted and focused to drive specific results, and proactively manage service-related gaps related to language or specialism.

Feedback details from each type of monitoring session, as well as client feedback, are recorded and tracked for each interaction. This data is utilized to drive quality, improve training, and provide a method for constant evaluation to ensure ULG is driving quality by putting the highest-performing interpreters in front of our clients.

Written Translation (45 points possible)

Complete this section only if you are proposing this Language Assistance Service. If you are not proposing this service, please leave this section blank. Your response to this section must not exceed 5 pages.

- 1. Describe the Written Translation services to be provided and how they will fulfill the standards outlined in the RFP.**

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ULG can support Austin Independent School District with a variety of written translation services, which generally include the following steps: Basic Translation, Full Translation, Desktop Publishing, Quality Control, and Proofreading. Each step is defined as follows:

- **Basic Translation** – This process includes translation and quality checks being completed through a single language resource to ensure the translation is consistent with the source document(s). ULG highly recommends using a basic translation process for noncritical or 'For Information Purposes' quality requirements.
- **Full Translation** – ULG offers a 2-step quality process, including translation and editing (TE), conducted by separate linguists and delivered with A Certificate of Accuracy upon request. TE process provides clients with a high level of translation quality and is recommended for more critical content.
- **Desktop Publishing** – ULG's team of Desktop Publishing (DTP) experts will prepare existing source documents for use in the translation process and after translation steps are finalized, they will complete the layout of translated files to match the source files as closely as possible or provide layout updates for target languages.
- **Quality Control** – Quality Control (QC) is a key step before client delivery for all our document translation services and is essential for maintaining superior quality. During the QC process, we require that our reviewers adhere to an extensive checklist of items to ensure that the translation is complete and accurate. At this stage, we also make sure that the translation matches the source document page for the page (unless indicated otherwise by our customer), apply proper formatting and ensure that all other client specifications are applied before project delivery.
- **Proofreading** – A review of laid-out files completed by translators to verify that the final layout matches the source as well as provides contextual language checks based on the native format. This process includes tasks such as checking sizing and placement of text or headers/footers, text and graphic formatting, the function of hyperlinks, updating/ formatting of tables of contents and indices, formatting/placement of bullets and margins, and column and page breaks. The quality assurance representative signs off on the process once complete and a copy of this report is sent to the customer.
- **Localization Engineering** – our internal team of Software and Document Engineers provide an array of services for standard document translation and Software localization processes. These include initial content analysis and leveraging against existing Translation Memory, pre-translation engineering, post-localization engineering, software analysis, online help engineering, software rebuilds, bug

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verification, as well as the creation of suitable parsers and establishing the most efficient workflows in Software and web localization processes.

- QA/Testing – our QA Team is a key step in the assessment of eLearning, Software, and web content as well as before Client delivery. This Team provides various Testing Services, like Internationalization testing, Localization functional testing, Localization UI testing, Linguistic testing (training Linguistic teams on testing requirements and reviewing test cases were followed), Update testing. This team is also responsible for appropriate project scoping, test case creation, test planning, and management, as well as bug/defect management during the localization process.

2. Describe the key aspects of the delivery model used to provide Written Translation, including but not limited to, the business processes used for service requests and the mechanisms for account management and customer service.

ULG will provide the Allegheny County Department of Human Services with a dedicated global team to ensure scalability and 24/7/365 operational support. ULG takes a holistic approach to program management, account management, and general service delivery. We will partner with the Allegheny County Department of Human Services through the creation of a core team that is complemented by support services. We encourage open and honest communication through peer-to-peer working relationships. Allegheny County Department of Human Services will be assigned a core program team, which will be led by the Allegheny County Department of Human Services Global Program Manager. Core Program Team will include Project Managers, Project Coordinators, Linguists, Localization Engineers, Quality Assurance, Desktop Publishers, Quality Control, Development, Tech Support, Quality, Multilingual Language Lead, and Language Asset Management resources. ULG operates a scalable internal and external resource model which allows the ability to quickly adapt and meet any unplanned client requirement. These resources have the technical capability and experience to analyze language and language assets, such as terminology and translations memories, and define language asset strategies that can increase leverage for Allegheny and maximize quality through consistency across content. We will adapt our translation workflows based on Allegheny's needs, specifications, documents, and file types. Our processes and workflows are customizable and adjustable to achieve the highest efficiency and quality. ULG's proposed solution provides access to ULG's translation management system, OctaveTMS. This platform can reduce investment and turnaround time while improving visibility and consistency in the management of projects. By enabling all Allegheny users to submit files in the way and format they are most comfortable with while channeling all jobs into a centrally managed and maintained global language platform, Allegheny will have improved visibility and reporting.

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Secure, Web-Based Translation Management

Octave allows clients to submit and track projects in real time from anywhere in the world, whenever they want.

- Submit Projects
- Receive Estimates
- Track Project Progress
- Manage Terminology
- Real-Time Analytic Reporting

Centralization – An unlimited number of groups and users within Allegheny can connect to Octave TMS for project estimates, submissions, real-time tracking, and reporting. ULG can easily accommodate any group or team member wishing to use the platform and provides administration, support, and training to all Allegheny users. Octave’s main benefits as a global language solution for Allegheny as follows: Eliminates unnecessary manual processes to improve project turnaround time. Provides secure and encrypted content workflow for Allegheny. Connects the Language Asset technologies identified earlier in this document to all projects. Provides visibility and business reporting, spend, and performance KPIs to keep the language solution visible and on track. Creates a foundation to centralize and visualize spend to support overall regional business intelligence around cost and content that will drive market success. Centralization under Octave TMS typically improves project turnaround time by a minimum of 15-20% and helps us to maintain a 100% on-time delivery rating and 98% error-free translation rating.

- Please provide a list of all foreign languages in which your organization will provide Written Translation and describe your organization’s experience and proficiency for each language listed.**

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1. Afrikaans	26. Dinka	51. Hiligaynon	76. Malagasy	101. Somali
2. Albanian	27. Dutch	52. Hmong	77. Malay	102. Spanish-Europe
3. Amharic	28. Dutch-Belgium	53. Hindi	78. Malayalam	103. Spanish-Lat.Am
4. Arabic	29. English-UK	54. Hungarian	79. Maltese	104. Spanish-Universal
5. Armenian	30. Estonian	55. Icelandic	80. Marathi	105. Spanish-US
6. Aymara	31. Farsi	56. Igbo	81. Maori	106. Swahili
7. Azerbaijani	32. Fijian	57. Ilokano	82. Moldavian	107. Swedish
8. Azeri	33. Filipino	58. Indonesian	83. Nepali	108. Syriac
9. Basque	34. Finnish	59. Irish	84. Norwegian	109. Tagalog
10. Belarusian	35. Flemish	60. Italian	85. Oromo	110. Tajiki
11. Bengali	36. French	61. Japanese	86. Pashto	111. Tamil
12. Bosnian	37. French-Belgium	62. Kannada	87. Persian-Farsi	112. Thai
13. Bulgarian	38. French-Canadian	63. Kazakh	88. Polish	113. Telugu
14. Burmese	39. French-Switzerland	64. Khmer	89. Portuguese-Brazil	114. Tibetan
15. Catalan	40. Gaelic	65. Kirghyz	90. Portuguese-Europe	115. Tigrinya
16. Creole	41. Galician	66. Korean	91. Punjabi	116. Tongan
17. Cebuano	42. Georgian	67. Kurdish	92. Quechua	117. Turkish
18. Chavacano	43. German	68. Lan Nang	93. Romanian	118. Ukrainian
19. Chinese-Simplified	44. German-Austria	69. Lao	94. Russian	119. Urdu
20. Chinese-Traditional	45. German-Switzerland	70. Latin	95. Samoan	120. Uzbek
21. Croatian	46. Greek	71. Latvian	96. Serbian	121. Vietnamese
22. Czech	47. Gujarati	72. Lithuanian	97. Sesotho	122. Welsh
23. Danish	48. Haitian	73. Luxembourgish	98. Sinhalese	123. Xhosa
24. Dari	49. Hausa	74. Macedonian	99. Slovak	124. Yoruba
25. Dhivehi	50. Hebrew	75. Maharashtra	100. Slovenian	125. Zulu

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4. Describe the qualifications and standards required of translators to be utilized for Written Translation, including required knowledge, skills, experience, credentials, and other professional standards

Linguist Qualifications

We have a very strict screening and vetting process and as result, ULG accepts and on-boards only about 10% of all linguistic candidates.

Linguists are qualified according to ISO 17100:2015 standards and need to have at least one of the following:

- Degree in Translation
- Formal higher education + a minimum of 2 years of translation experience
- 5 years minimum of translation experience

ULG also requires that linguists meet the following criteria:

- Are native speakers of the target language.
- Have Bachelor's/Master's degree (or foreign equivalent).
- Have a minimum of 2 years of experience translating from the source language into their native tongue in their area of specialization.
- Are proven subject matter experts in target vertical markets and provide experience with relevant subject material.

Moreover, in professional fields, many of our translators hold relevant professional degrees or licenses and some of our translators hold certifications from various national certification bodies or professional translation organizations.

5. Describe your organization's strategies for recruiting, retaining, and evaluating the performance of translators to be utilized for the Written Translation services.

The initial linguistic evaluation process includes a timed test, evaluated by a linguist fully qualified per ULG's qualification process, using the most appropriate industry content and/or application for the required area of specialization. Once a new linguist is added to the database, evaluations are performed on their initial projects by editors who are fully qualified per our qualification process. Evaluations must be passed to be considered fully qualified in a given vertical. On-boarded linguists are subjected to a continuous evaluation process through the following:

- **Internal Quality Defect (IQD)** – We track linguistic quality by applying our internal quality assessment audits to a regular sample of translation projects. Terminology, grammar, and style errors are tracked as part of the process and fixed before being returned to the customer. Quality reports are regularly reviewed with translators to improve translation quality and process.
- **Linguist Performance Monitoring and Rating System** – This system includes our quality assessment results mentioned above, as well the monitoring of linguists according

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to accuracy, process adherence, communication, and consistency. Through this ongoing independent quality assurance process, we can hand-select and utilize only linguists that achieve consistently strong performance and quality results.

Resource Monitoring and Corrective Actions

Linguists and production resources are continuously assessed for performance which is tracked against completed projects. Where resources do not meet expectations on turnaround time, quality or responsiveness a flagging system is in place that indicates overall performance and ultimately can indicate whether a linguistic or production resource can be used on specific project types. Any resource with 3 project KPI challenges within a quarter will be removed from active service, any resource with 3 KPI errors over any period of time will be required to complete an independent LQA/IQE review of past projects and based on results could be removed from active service. Once a resource flag has been set to 'inactive' the system factual halts production activity to that resource.

A crucial component of the ULG quality Management System is error and complaint management. For any quality issues, a dedicated quality team will initiate an independent review of the identified challenge and work with the broader team to identify the root cause and resolution. ULG has a 100% record in the closure of identified errors or complaints and a 98% successful business impact assessment post corrective action.

ULG's rigorous vetting process, training system, and continuous evaluation process allows us to ensure that our employees are up to date on language and grammar guidelines in the languages they translate and high-quality delivery of service.

We ensure consistency and level of quality across all of our linguistic resources through the initial strict hiring evaluation process, professional training, and continuous evaluation.

Language quality control is at the heart of ULG's ability to help Allegheny County Department of Human Services create engaging content and a unique tone of voice that stands out in the marketplace. This quality commitment dramatically affects time and investment, as well as customer satisfaction.

ULG has implemented rigorous testing and qualifying processes for evaluating and certifying translators. All prospective linguists are required to perform a series of sample translation tests, which are reviewed by a board of industry-specific experts. These experts focus on the accuracy, readability, technical competence, terminology usage, cultural relativity, and overall quality of the candidate's work. Fewer than 10% of candidates successfully pass our rigorous testing procedures. ULG also adheres to periodical linguist review and all translators must go through a sampling review. This is done for all linguists either in conjunction with ongoing project assignments or as a supplemental review. The review is part of our scorecard which is constantly monitored.

Budget (35 points possible)

All Proposers must complete this section. Your response to this section must not exceed 3 pages (budget template not included in the page count).

- 1. Using the pricing template available on our website, provide pricing for each Language Assistance Service being proposed, identifying rates across the service delivery modalities (e.g., onsite, telephonically, VRI) and supported languages.**

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2. **Provide a pricing narrative that describes and supports all costs and cost-related factors that impact the proposed pricing. Examples include but are not limited to shift differentials, minimum order values, cancellation policies, reimbursable costs, and certified or specialized language services.**

Over-the-Phone Interpretation – OPI

- No additional costs or cost related factors besides the specified per minute rates.

Video-Remote-Interpretation - VRI (Including American Sign Language)

- No additional costs or cost related factors besides the specified per minute rates.

On-Site Interpretation - OSI (Including American Sign Language)

- 2-hour minimum requirement
- 24-hour cancellation policy
- Travel rates: \$0.56/mile if over 30 miles round trip
- Potential Additional Fees: Parking/tolls

Written Translations

- Project Minimum: \$50
- Optional DTP (Desktop Publishing), Formatting, Quality Assurance: \$45/an hour
- Project Management Fee: 10% total project cost
- Volume discounts available