

## APPENDIX 2

### TERMS OF REFERENCE

#### TRAVEL MANAGEMENT SERVICES

##### 1. GENERAL SCOPE OF WORK

The Travel Management Company (TMC) shall provide to the General Secretariat of the Organization of American States (GS/OAS) off-site travel management services for Official Travel of the GS/OAS' travelers, in accordance with GS/OAS travel policy.

GS/OAS' travelers are GS/OAS' staff, independent contractors, and all other persons affiliated with the GS/OAS that require air or rail transportation from and to any city.

Official Travel is the travel that serves exclusively the following purposes:

- For an internationally recruited staff member, upon assumption of his/her initial post or upon assignment to another official duty station;
- For carrying out a mission or other official business of the OAS;
- For purposes of home leave; and
- For repatriation on separation from service.

##### 2. RESPONSIBILITIES OF THE GS/OAS

2.1 The GS/OAS agrees to use the services of the Travel Management Company (TMC) for provision of transportation tickets and related services for GS/OAS Official Travel. However, the GS/OAS may acquire tickets or make travel arrangements through any other Travel Management Company, whenever the GS/OAS, at its sole discretion, deems it expedient. The GS/OAS does not guarantee that any minimum quantity of travel services will be procured through the TMC.

2.2 The GS/OAS shall pay the TMC on an issued airline ticket basis all expenses and profits as per the agreed pricing model. The TMC will charge payments to a centrally billed charge card account. It is understood that the proposed pricing model contains all expenses and profits due to the TMC. If the economic model calls for the TMC to reimburse commissions collected from suppliers doing business with the GS/OAS, the TMC must in good faith and in a timely manner credit the GS/OAS with such commissions, as described in Section 4.4 below. Additionally the GS/OAS maintains the right to audit such activity.

##### 3. RESPONSIBILITIES OF THE TMC

3.1 The TMC shall, when directed by the GS/OAS, perform or cause to be performed, all services specified herein and in the Contract for Travel Management Services, as well as all services usually performed by a Travel Management Company. The TMC shall not provide any of the services described herein or in the Contract without proper written authorization of the GS/OAS. The GS/OAS shall not be liable to

reimburse the TMC for any service not so authorized and/or for any travel executed without a duly approved Travel Authorization from the GS/OAS. From the TMC perspective, the Travel Authorization from the GS/OAS is represented by a Purchase Order, which encumbers the funds authorized for the travel. If the GS/OAS's policy regarding the duly approved Travel Authorization changes in the future, such as the implementation of an online booking tool, the Contract will be amended accordingly.

- 3.2 The TMC and the TMC's subcontractors shall maintain strict confidentiality of the information obtained as a result of the Contract. The GS/OAS shall own all rights to the data relating to official reservations, visas, itineraries and billings and shall have complete and unrestricted access thereto.
- 3.3 The TMC shall warrant that no GS/OAS personnel has been or shall be offered by the TMC any direct or indirect travel or other substantial benefit in connection with the Contract including but not limited to special discounts, inaugural travel, free travel and other such benefits, except as negotiated directly by GS/OAS with the airlines.
- 3.4 The TMC shall promptly inform the GS/OAS, in writing, of any changes or anticipated changes in the TMC's structure, ownership, or corporate direction as soon as such information is publicly available.
- 3.5 An agreed service level based upon the key performance indicators (KPIs), **Annex 4** of Section 12 shall be negotiated between the parties.
- 3.6 The peak hours of operation for the GS/OAS are 9:00 A.M. to 6:00 P.M., Monday through Friday. The off-site travel office of the TMC must be appropriately staffed until 6:00 P.M. to handle last minute business. The official GS/OAS holiday calendar shall be observed. For local operations, the TMC may be required to observe additional local holidays.
- 3.7 The TMC shall have in place an afterhours business services that will give continuity to respond to last minute trips, accidents, disasters, emergencies, and/or threats without any stoppage or hindrance in its key operations and in the provision of transportation tickets and related services to the GS/OAS as agreed in the Contract.
- 3.8 The TMC shall provide the GS/OAS with an online traveler profile tool and use any available data to complete travel reservations and provide support as needed with the management of the tool.

#### **4. SERVICES**

- 4.1 The TMC shall be responsible for: obtaining the Travel Authorization (Purchase Order) from the traveler or travel arranger before issuing a ticket. The TMC shall be responsible for the issuance and correctness of tickets, itineraries, e-invoices, and of all other documents issued on behalf of GS/OAS travelers. The TMC is also responsible for collecting a pre-determined fee per ticket, which shall be credited to

GS/OAS on the central billed charge to the credit card account.

- 4.2 The TMC shall be responsible for any TMC errors including those which result in debit recalls by the airline or airfare penalties, providing such penalties/debits are based on TMC error.
- 4.3 The TMC shall reimburse the GS/OAS, upon written demand and documentation, accompanied by a written statement from the traveler where appropriate, for any reasonable expenses incurred by the GS/OAS due to failure on the part of the TMC, or its agents and /or employees to comply with the terms and conditions of the Contract.
- 4.4 The TMC shall return to the GS/OAS on a monthly basis as applicable, all commissions, overrides, bonuses, rebates, marketing dollars, soft dollars, or incentives of any description collected from all travel related suppliers based on the GS/OAS' travel purchases. The TMC shall provide the GS/OAS with a monthly report that details and substantiates the monthly return of compensation.
- 4.5 The TMC shall perform the services specified in the Contract in a timely manner and also ensure timely fare calculations so as to meet a one (1) day ticket issuance criteria for official travel, and arrange for specific rush itineraries to be calculated upon demand within a time frame of two hours or less if the traveler's departure time or fare restrictions so mandate.
- 4.6 The TMC shall produce an electronic, monthly, reconciled statement of official air travel charges and assist the GS/OAS with clarifications, corrections and reconciliation of such. Official tickets will be charged to the centrally billed charge card account.
- 4.7 The TMC shall process any refunds due to the GS/OAS, whether total or partial refund request, within five (5) business days of receipt. In addition, the TMC shall follow up on all such refunds to ensure that the GS/OAS receives such refunds due in a prompt manner, providing the GS/OAS with written confirmation of all actions taken.
- 4.8 The TMC shall arrange for changes or cancellations requested by the GS/OAS and reissue tickets in conformity with such requests, obtaining any applicable reimbursements.
- 4.9 The TMC shall have in place an automated tracking tool for unused e-tickets and their processing for refund, if applicable. The TMC shall also have in place a mechanism to track unused canceled non-refundable tickets, and shall be responsible for: a) re-using such tickets; and b) submitting a monthly report to the GS/OAS on the status of outstanding non-refundable tickets.
- 4.10 For tickets issued three (3) or more days prior to the date of travel, the TMC shall arrange for paper ticket delivery at least three (3) days prior to date of any travel unless prevented from doing so, in which case the traveler shall be advised of the

new pick-up time. All travelers shall be called and informed that their tickets are ready. All paper tickets shall be signed for by the traveler or his/her designee prior to release. Neither party will be liable for neither performance delays nor for performance due to causes beyond its reasonable control.

- 4.11 All seat assignments shall be confirmed in advance where possible according to the traveler's specification. In cases where pre-assignment of seats is not possible or the traveler's preference has not been met, the traveler must be notified prior to travel. In addition, a separate notification to the confirmation of the ticket should be sent to the traveler.
- 4.12 Any variations from the traveler's initial request to the issued ticket itinerary shall be documented and provided to the traveler immediately.
- 4.13 All cancellations shall be processed immediately as required. The TMC shall provide the GS/OAS with sufficient documentation for any penalties that are the responsibility of the GS/OAS.
- 4.14 The TMC shall assist in the replacement of lost or stolen tickets.
- 4.15 The TMC shall notify travelers of airport closings, canceled or delayed flights, and/or any changes affecting travel reservations in a timely manner.
- 4.16 The TMC shall arrange for domestic and/or international pre-paid tickets.
- 4.17 The TMC shall render prompt service to travelers in cases of sickness, injury or death.
- 4.18 Upon the GS/OAS's request, the TMC shall negotiate with the airlines for special airfares as well as special group packages/incentives domestically and internationally. The TMC shall also have the ability to negotiate locally with airlines irrespective of any existing national or international TMC corporate agreements in place at the time. However, nothing in the Contract shall prevent the GS/OAS from negotiating special rates directly with the carriers and suppliers of services whenever it deems it appropriate.
- 4.19 For GS/OAS sponsored seminars and upon the GS/OAS's request, the TMC shall negotiate competitive, discounted rates for transportation and shall handle the travel arrangements and reservations.
- 4.20 The TMC shall provide assistance to travelers in their dealings with airlines regarding the tracking and claiming of lost baggage and other claims with airlines.
- 4.21 The TMC shall:
  - 4.21.1 Promptly investigate any complaints from travelers and/or the GS/OAS Department of Procurement Services (DP), taking all remedial action as necessary.

- 4.21.2 Provide preliminary information to the traveler with respect to complaints made by travelers and/or DP within 48 hours.
- 4.21.3 Submit monthly reports that track complaints and their resolution to DP. The format of such reports is to be developed by the TMC and DP.
- 4.22 The TMC shall coordinate with its affiliate offices abroad to assist travelers with confirmations, etc.
- 4.23 The TMC shall require that all tickets issued for GS/OAS related travel be refundable only to the GS/OAS through the TMC. A message to this effect must appear on all ticket coupons.
- 4.24 The TMC shall provide GS/OAS travelers via e-mail the following items:
  - 4.24.1 The itinerary/e-invoice indicating the cost of the ticket and all other data required by DP. The itinerary/e-invoice shall contain all travel segments in chronological order, including airline, class of service seat assignment, 24-hour emergency telephone numbers, personal segments and their cost, surface transportation and hotel reservations with their respective addresses, phone numbers and rates, as well as any other data relevant to reservations. It is highly desirable that the TMC also be able to include in the itinerary/e-invoice ancillary fees, such as baggage fees and on-board food and services, if applicable.
  - 4.24.2 Any other material mutually agreed upon by the GS/OAS and the TMC.
- 4.25 The TMC shall handle travel arrangements for all travelers, including confirmations, reservation changes and rerouting, coordination with airline for fare recalculations, ticket reissues and preparation of related correspondence and transportation of tickets to local airline ticket offices, when required.
- 4.26 The TMC shall assist in creating procedures to be used between DP and the TMC.
- 4.27 The TMC shall collaborate with the GS/OAS to update traveler profiles as seamlessly as possible. The TMC will transmit this information to their reservation system in real time. The TMC will maintain and update the VIP profiles.
- 4.28 The TMC shall establish non-preferential procedures to ensure that GS/OAS travelers are fully informed of all available carriers providing services on the routes appropriate to the trip being planned. Customer care and focus on individual customer needs is an on-going priority. The TMC shall always recommend “the lowest logical fare in accordance to the existing travel policy (**Annex 7**)”, fare routing and indicate all applicable restrictions.
- 4.29 The TMC shall provide the GS/OAS with its negotiated airline rates. The TMC shall submit to the GS/OAS any special rate programs that it may have, shall make

available to the GS/OAS all rate discounts appropriate to corporate entities and institutions such as the GS/OAS and shall always select the lowest of the following rates: i) GS/OAS' negotiated net rates, ii) TMC negotiated rates, iii) standard corporate rates.

- 4.30 The TMC shall monitor on a continuous basis, and inform the GS/OAS in a timely manner of industry developments that may affect the cost of travel or cause inconveniences to GS/OAS travelers such as: airfare changes, airline strikes, carrier defaults, or similar events.
- 4.31 The TMC and GS/OAS shall agree upon the frequency of meetings and reports required for supporting various management levels within the GS/OAS and for the effective tracking, communication and management of the TMC's services.
- 4.32 As requested by the GS/OAS, the TMC shall provide technical training for DP personnel, as well as provide, as requested, training to the GS/OAS's travelers on the use of the TMCs online booking tool or other travel related items.
- 4.33 The TMC shall maintain records of all operating costs incurred as a result of servicing travel for the GS/OAS, as well as of all revenues received as a result of the GS/OAS's business. These records must be made available for inspection by the GS/OAS upon request.
- 4.34 The TMC shall assist the GS/OAS in setting up all interfaces between the TMC and the GS/OAS selected online booking tool, and in providing and updating all required formats. The TMC shall be responsible for all the interface fees applicable. In regard to the online booking tool, the TMC shall also be responsible for:
  - 4.34.1 Including the travel GS/OAS travel policy in the online booking tool. As a result only fares in accordance to the GS/OAS travel policy should be listed.
  - 4.34.2 The quality control of airfares and reservations and all aspects of the Passenger Name Records (PNRs).
  - 4.34.3 Ticketing and finalizing all aspects of the itinerary made through the online booking tool.
  - 4.34.4 Integrate the online booking tool to internal GS/OAS official travel tool.
- 4.35 The TMC shall provide the same level of service and control during after hours that it provides during regular business hours.
- 4.36 The TMC shall provide a system to run a search, upon the request of DP, for all passengers within certain parameters. The TMC must run such a search within 24 hours of an air crash involving possible GS/OAS travel, and may be run for other purposes, usually on an emergency basis.

- 4.37 The TMC shall be responsible for advising travelers to check with the Health Unit of the GS/OAS prior to any international travel. The TMC may provide this advice by including text in emails containing travel itineraries and notifications of ticket issuances.
- 4.38 The TMC shall provide the following travel consulting services:
- 4.38.1 Travel System Analysis: The TMC shall determine service areas to be improved and is responsible for providing a direction to enhanced travel management. This may include, proposing viable alternative payment systems, using expense reporting tools and configuring travel purchasing.
  - 4.38.2 Global Distribution System (GDS): The TMC shall determine the comparative effectiveness of the current travel system and is responsible for establishing service performance standards and benchmarks. Comparisons shall be made to industry competitors and national standards for service.
  - 4.38.3 Travel Policy Development: The TMC shall develop and suggest travel policies to support the objectives of the GS/OAS on good travel management.
- 4.39 The TMC shall assist the GS/OAS during any transition period as a result of Contract termination. This assistance shall include, but shall not be limited to:
- 4.39.1 Prior to the termination date of the Contract, finalize and transfer all initiated travel arrangements (i.e. un-ticketed PNRs).
  - 4.39.2 As requested, assist in establishing formats of reports and documents required by the GS/OAS.
  - 4.39.3 Prior to termination, provide new supplier with an electronic feed of current traveler profiles.
  - 4.39.4 As requested, release all PNRs to the new supplier.
  - 4.39.5 Upon service termination, work with GS/OAS in good faith on any outstanding issues related to servicing travelers in transit, in process or with post travel issues relating to travel performed prior to termination.
  - 4.39.6 Within 90 days of the termination notice, settle and pay all pending refunds, and reconcile all commissions, overrides and other revenue that is due to the GS/OAS.
  - 4.39.7 Within 30 days of the termination notice, establish a corporate contact person for one (1) year who will be responsible for coordination and finalization of all issues related to the termination and transition.
  - 4.39.8 Provide the GS/OAS with all reports by the 25<sup>th</sup> of the month following the termination date.

**5. AIRFARES**

- 5.1 The TMC shall offer airline tickets for the GS/OAS at the lowest logical fare(s) in accordance with the GS/OAS travel policy which are consistent with the services as specified in the Contract, and which reflect the most direct routing at the time of ticketing. The TMC must inform each GS/OAS traveler of cost saving opportunities available for each trip according to parameters agreed upon by the TMC and DP. The TMC shall document in the PNR the lowest fare and the fare accepted by the traveler. Failure to provide the lowest confirmed available fare shall result in the TMC refunding the total cost of the fare.
- 5.2 The GS/OAS may request refunds from the TMC for any fare discrepancies due to non-adherence to the *“most direct and economical route and mode of transportation”* rule within the period of one year from the date a ticket is issued. In those cases the management fee will also be refunded or credited.
- 5.3 In accordance with GS/OAS travel policy, the Department of Procurement Services (DP) must provide written authorization in advance to issue all non-economy class tickets. If by error the TMC issues fares that contain any segments other than economy, the TMC shall be held responsible and refund the GS/OAS the entire cost of the ticket.
- 5.4 At the request of the GS/OAS, the TMC will cooperate in a third party independent audit of fares and PNRs. The GS/OAS shall have the right to select the fare audit firm and shall designate the scope of the audit and timing. Such audits shall be conducted no sooner than three (3) months following the completion of the implementation of the contract. If the audit determines that the TMC has failed to meet the parameters set for the audit on 2% or more of tickets issued during the audit period, the TMC will pay for that audit and agree to additional such fare audits at its expense every sixty (60) days until audited PNRs achieve greater than 98% accuracy.

**6. SERVICE LEVELS**

Service Level	Type of Traveler	Airfare
Level I – VIP	<ul style="list-style-type: none"> <li>• Secretary General (SG),</li> <li>• Assistant Secretary General (ASG), and</li> <li>• Chair of the Permanent Council</li> </ul>	First/business class
Level II - VIP	Commissioners of the Inter-American Commission of Human Rights (7 Commissioners)	Full economy or premium economy class * When free mileage or upgrade certificates are available, upgrades to business class shall



		be obtained by the TMC
Level III - Standard	For staff members, independent contractors, and all other persons affiliated with GS/OAS	Only Economy Non- economy requires previous written authorization from the Department of Procurement Services.

**7. PERSONNEL**

- 7.1 The TMC shall be responsible for providing sufficient staff to fully support the requirements for all services detailed in the Contract. All TMC personnel shall possess public relations and excellent customer service skills. While Spanish language skills are highly desirable for all personnel, all (100%) VIP service agents and forty percent (40%) of the agent base and after hours agents attending the GS/OAS account must be bilingual in English/Spanish.
- 7.2 Operations Manager: The TMC shall assign to the Contract an Operations Manager. The Operations Manager shall be full time and have a minimum of five (5) years prior managerial experience and a Bachelor’s Degree. The Operations Manager shall have in-depth travel industry knowledge and industry contacts, excellent customer service skills as well as up to date technical and technology skills. The Operations Manager shall exhibit a leadership role and promote productivity improvements and innovation in the provision of TMC services.
- 7.3 Agents: Agents shall have at least two years of international travel reservation experience on any GDS system, preferably with experience in the Latin American and the Caribbean region. Agents shall have proven communications skills and excellent customer service skills. All agents shall have proven international faring experience with the ability to provide fare quotes to travelers. A minimum of forty percent (40%) of the agent base must be bilingual in English/Spanish.
- 7.4 VIP Agent: The TMC shall assign to the Contract a VIP Agent. The VIP Agent must have at least five (5) years of experience in handling VIP level agent services, in addition to excellent industry contacts and knowledge of VIP amenities. The VIP Agent must have an assigned back up for times of absence, who is equally proficient. The VIP Agent must be bilingual in English/Spanish.
- 7.5 Reporting Specialist: The TMC shall assign to the Contract a Reporting Specialist. The Reporting Specialist to the GS/OAS’ account must have a minimum of five (5) years experience as an international tariff calculator and will review and calculate complex faring, refunds, personal portions of travel and other complex issues.
- 7.6 Customer Service Specialist: The TMC shall assign to the Contract a Customer Service Specialist. The Customer Service Specialist must have a minimum of five (5) years experience in costumer service in the travel and tourism industry. The Customer Service Specialist shall be responsible for all Quality Control processes, reviews and procedures associated with the GS/OAS’ travel.

- 7.7 TMC shall provide sufficient staff to manage quality control, travel authorizations, accounting issues, including electronic refunds, e-invoices, airline refunds, management of non-refundable tickets, ticket packaging and other tasks required for the complete and effective coverage of all travel and travel related conditions and requirements.
- 7.8 The GS/OAS must agree, in writing, to waive any requirements related to the agents' bilingual capabilities, years of experience, education etc.
- 7.9 The TMC shall provide continuous training for its staff, i.e. tariffs, customer service, etc. and the TMC shall provide staff training to maintain performance standards and implement productivity improvements. The TMC's training plans shall be provided to the GS/OAS in the first quarter of each year. Prior to December 31st of each year, the TMC shall submit a report on the training programs successfully completed by TMC personnel serving the GS/OAS' account in that calendar year.
- 7.10 The TMC shall submit to DP for review and comment on the resumes of any candidates selected by the TMC to occupy the positions of Operations Manager, VIP Agent, Reporting Specialist and Customer Service Specialist required in the provision of services as described herein. The TMC shall be responsible for the professional competence of personnel utilized in the performance of services provided to the GS/OAS. The GS/OAS shall have the right to interview and approve of candidates for key management positions and to request replacement of personnel found to be performing inconsistently or contradictory to GS/OAS requirements for skill and level of competence. All hiring, discharge or replacement decisions shall be the exclusive responsibility and within the exclusive control of the TMC.
- 7.11 Notwithstanding anything to the contrary in any other provision of the Contract, the GS/OAS shall have the right to recommend to the TMC changes in service and staffing deemed necessary by the GS/OAS to handle the GS/OAS's travel and associated services. If the TMC is in agreement, these actions shall be taken by the TMC within 30 days of the GS/OAS' request.

## **8. TELECOMMUNICATIONS**

- 8.1 The TMC shall:
  - 8.1.1 Staff a dedicated telephone line for the Secretary General (SG) and the Assistant Secretary General (ASG) of the GS/OAS, which shall always be manned during normal business hours and not serviced via voice mail.
  - 8.1.2 Provide efficient handling of telephone calls and messages utilizing an automated call distribution system and software that monitors and tracks TMC performance. The main number to the TMC must be manned during normal business hours of operation. During afterhours a voice message with the TMC's emergency numbers shall be provided. All messages requiring call-backs shall be returned within two (2) business hours.

- 8.1.3 Provide E-Mail. Reply to E-Mail within two (2) hours of receipt during business hours. All TMC personnel shall be able to communicate via e-mail from their desk and transmit reservations via e-mail. The TMC shall provide a seamless backup system with procedures to ensure that all telephone, e-mail or other transmitted requests are satisfactorily serviced regardless of vacations, sickness, meetings, location or other circumstances.
- 8.1.4 Maintain a 24-hour emergency toll-free telephone number, for use internationally and domestically, staffed by TMC personnel capable of retrieving GS/OAS traveler's reservation records, and providing the GS/OAS with a list of the names and telephone numbers of designated TMC staff who may be contacted at home during off hours for emergency travel services that may arise while the TMC's offices are closed.

## **9. AUTOMATION / COMPUTER CAPABILITIES**

- 9.1 The TMC shall maintain access to any GDS system capable of making, confirming and storing airline reservations and of providing necessary tickets, itineraries, invoices, and other requirements and enhancements. The TMC shall have an emergency contingency back-up system and plan for the GDS and other critical systems. The GS/OAS shall have the right to recommend alternative or additional systems, which in the GS/OAS' opinion, are needed for meeting its travel and travel associated requirements. The TMC shall provide and maintain online access to real time PNRs for the staff of DP.
- 9.2 The TMC's systems shall provide the GS/OAS, at a minimum, with the following information, documentation and features:
  - 9.2.1 New automation services made available to it by the travel industry or through computer technology with emphasis on Internet based solutions when such services are deemed beneficial by the GS/OAS and the TMC. At times, the TMC may be required to purchase travel services through the Internet.
  - 9.2.2 Updated schedules showing all airline availability, inventory, content and fares, in an unbiased fashion not favoring any carrier(s) or vendor(s), in a manner determined by the GS/OAS regardless of distribution channel.
  - 9.2.3 Updated air fare displays of a comprehensive, unbiased and comparative nature not favoring any carrier(s) or vendor(s), with related rules and fare restrictions, showing a range of fares from least expensive to most expensive, and showing all the GS/OAS' negotiated fares.
  - 9.2.4 A tracking mechanism that alerts of a pending unused non-refundable ticket and reuses this if appropriate.
  - 9.2.5 A tracking mechanism for identifying unused e-tickets.

- 9.2.6 Adequate storage capacity for all pertinent GS/OAS travel data.
  - 9.2.7 Quality control features that continuously check for lower fares, clearance of waitlists, last seat availability, incomplete PNRs, etc.
  - 9.2.8 Interface with the GS/OAS' ERP (Enterprise Resource Planning) systems, including TMCs internal travel reservation tool.
  - 9.2.9 Ability to capture all third party commissions, overrides and other revenues derived as a result of the GS/OAS' travel.
  - 9.2.10 Provision of software, updates, upgrades, replacements and utilization of new automation in which productivity is increased or enhanced or improves current processes, tracking or reporting.
  - 9.2.11 The TMC shall support via electronic feeds from the GS/OAS' credit card provider a mechanism for reconciliation of the central billing of air tickets and other travel charges as required by the GS/OAS.
- 9.3 The TMC shall furnish a data system which shall have the ability to consolidate data from the GDS and the central billing credit card in order to provide management reports in accordance with formats to be agreed upon by the parties, and which shall be redesigned as may be deemed necessary by DP to conform to changing travel needs of the GS/OAS.
- 9.4 The TMC shall provide access to the GS/OAS to all reports via an online reporting tool.

## **10. QUALITY CONTROL**

- 10.1 The TMC shall establish a Quality Control Program utilizing primarily automation tools which incorporates TMC review prior to delivery of any documents to any GS/OAS personnel ensuring that all information on invoices/itineraries is correct, complete and has been properly issued according to GS/OAS policy and the terms of the Contract. The TMC shall assign a central point of contact for all quality control processes, reviews and procedures associated with the GS/OAS' travel.
- 10.2 Service Satisfaction Surveys shall be performed by the TMC at least twice a year, and each survey must cover at least fifty percent (50%) of the most frequent GS/OAS travelers. The TMC shall provide results to the GS/OAS within 30 days of the survey deadline date. A separate survey shall be conducted after the OAS Annual General Assembly by the TMC. The purpose of the surveys is to determine the GS/OAS traveler's perception of travel services and establish strengths and weaknesses of the TMC system.
- 10.3 The TMC's Operations Manager shall review all reports prior to submission to the GS/OAS.

- 10.4 GS/OAS travelers that are wait-listed for air segments shall be protected on a confirmed alternative, which shall be documented on their invoice/ itinerary.
- 10.5 PNRs must be processed through the TMC's automated quality assurance system. Complex international reservations will be sent to TMC's International Rate Desk for review and ticketing.
- 10.6 Quarterly follow up meetings between GS/OAS and TMC shall take place at GS/OAS Headquarters to evaluate any deviation of key performance indicators.

## **11. REPORTING**

- 11.1 The TMC shall provide management reports to the GS/OAS reflecting year-to-date totals in accordance with customized format(s) agreed upon by the parties. Such reports shall include but are not limited to:
  - 11.1.1 Reports that substantiate TMC performance
  - 11.1.2 Reports that substantiate TMC expenses
  - 11.1.3 Reports that substantiate TMC revenues, commissions, overrides, GDS revenues and any other third party compensation resulting from GS/OAS travel and travel related services
  - 11.1.4 Reports that substantiate the number of transactions per month
  - 11.1.5 Refund reports that will indicate all actions taken by the TMC on pending refunds
  - 11.1.6 Non-refundable ticket report
  - 11.1.7 Unused e-ticket report
  - 11.1.8 Travel by type of trip (Official, Statutory, etc.)
  - 11.1.9 Travel by Department and Organizational Unit
  - 11.1.10 Travel by City
  - 11.1.11 Travel Manager's Summaries: Domestic and International and Combined
  - 11.1.12 Top City Pairs (filterable by airline)
  - 11.1.13 Carrier Usage Summary
  - 11.1.14 Negotiated Savings report by airline
  - 11.1.15 Class of service report by airline
  - 11.1.16 Advance Purchase Analysis
  - 11.1.17 Change report
  - 11.1.18 Savings Opportunities
  - 11.1.19 OAS Annual General Assembly reports (separate from normal travel reports)
  - 11.1.20 CO2 emissions reports / mileage reports
  - 11.1.21 Spectra reports or equivalent when required
  - 11.1.22 Traveler profile system
  - 11.1.23 Any other relevant reports
- 11.2 The management reports referenced above shall be due by the 25th of the month following the month covered by the report, and any additional reports which may be subsequently required by the GS/OAS shall be delivered within time limits mutually agreed by the parties hereto.

## 12. KEY PERFORMANCE INDICATORS (KPI)

KPI	Description	Standard	Base Line	Measurement	Frequency
Customer Service	No. of calls answered	80% within 20 seconds	TBD	TELEPHONE (Automatic Call Distributor - ACD reports)	Monthly
Customer service	Abandoned call rate after 30 seconds	95% of calls answered within 30 seconds	TBD	Telephone (ACD reports)	Monthly
Customer service	Complaints to ticket ratio	Less than 3 %	TBD	Internal and external issues	Monthly
Customer service	Traveler satisfaction survey	85% at 4 or better on a 5 point scale	TBD	Weekly and annual survey	Weekly Annually
VIP Customer service	VIP / SG - ASG satisfaction	95% error and complaint free transactions	TBD	Number of complaints received	Weekly
Program performance	Non-refundable ticket usage	Less than 2 % of tickets lost to non-use / not in profile	TBD	Non-refundable ticket tracking report	Monthly
Program performance	Refund rate	Refunds are processed within 5 days of receipt received	TBD	Refund report	Monthly
Operational cost savings /Agent productivity	Staffing levels based on efficiency of operations	Create efficiencies, reduce costs	TBD	Transactions per agent	Quarterly
Cost savings	Cost per transaction	Stay within specified costs per TRX	TBD	Cost per transaction	Monthly
Reporting	Accurate and timely reports	Reports delivered by 25 <sup>th</sup> of each month	TBD	Date of receipt	Monthly
Business plan	Achievement of business plan objectives	Achieve 90% of objectives as outlined in plan	TBD	Review of the achievements	Monthly
Program enhancement	Accountability for introduction and	New products introduced in timely manner with an on time	TBD	As per timeline	As per timeline

	implementati on of new initiatives	implementation			
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