

Appendix K – Proposed Project Organization

RFP- ERP16001

RFP Title: Sealed Offers for Enterprise Payroll Solution (EPS)

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## Roles and Responsibilities for Key Personnel

The following table captures the roles and responsibilities of the Key personnel for the State and for those proposed by the Offeror throughout the project implementation and deployment.

1. State Roles and Responsibilities

| Role | Responsibilities |
| --- | --- |
| Executive Sponsor | * Assume project ownership, is the highest possible level of project review at the State and provides policy leadership and oversight as needed. * Approve major changes to scope, schedule and cost. * Review and resolve policy, fiscal, and resource allocation issues that cannot be resolved at lower levels. * Responsible for oversight of the project. * Responsible for assuring that adequate resources are made available to the project team for successful completion of the project. |
| State Program Manager | * Review and resolve policy, fiscal, and resource allocation issues that cannot be resolved at lower levels. * Approve major changes to requirements, scope, and risk and monitors actual project progress against the planned activity schedules. * Review and resolve project issues not resolved at lower levels and provides advice and insight into project management issues. * Responsible for providing resources available to the project team. * Plan, direct and oversee the day-to-day activities of State IT and project team. * Implement project management practices. * Respond to change requests and coordinates project activities. * Manage risks and issues and problem escalation. * Facilitate resolution of all issues and monitors and optimizes resource allocations. * Coordinate Project Management team meetings, with appropriate State parties and is kept apprised of day-to-day activities by Offeror. * Report project status to executive-level and external stakeholders. * Manage Offeror relations. |
| State Contract Lead | * Employ State management practices and conducts regular audit and oversight activities. * Conduct the review of project processes and deliverables. * Develop Independent Project Oversight Reports that are submitted regularly to the State. * Oversee and review any potential contract amendments. * Coordinate contract changes/amendments with the State Procurement Office. |
| State Integration Lead | * Interface primarily with the Offeror Integration Manager. * Work with the functional and technical leads to identify and attempt to resolve both intra-phase and inter-phase integration issues. * Review sub-process designs, key activity designs and data designs. * Review solution design. * Review integration test scenarios. |
| State Functional Lead(s) | * Interface primarily with the Offeror Functional Leads. * Implements business requirements within their functional area throughout the course of the project. * Serve as functional subject matter knowledgeable resource. * Work with Offeror to control deliverable quality and team risk. * Monitor and report team progress against plan. * Identify and manage business process and system design issues related the implementation. |
| State Reporting Lead | * Interface primarily with the Offeror Reporting Manager. * Review the design of reports. * Work with other team leads to provide integration across other modules and teams. |
| State Communications/  Organizational Change Lead | * Interface primarily with the Offeror Implementation/Training Lead. * Lead the planning, strategy and development of communications to key stakeholders external to the project. * Identify and address change management and training issues. * Provide the change leadership approach and strategy including workforce transition. * Assist with the development of stakeholder communication for functional teams. * Participate in the visioning and process design activities. |
| State Technical Lead | * Interface primarily with the Offeror Technical Manager. * Implement State IT policies and standards. * Provide technical expertise and guidance to all members of the technical team. * Performs quality reviews on all technical work products. |
| State Testing Lead | * Interface primarily with the Offeror Testing Manager. * Manage user acceptance testing for the State with reliance on Offeror-provided testing tools. * Oversee the review and approval of user acceptance test scripts. * Assist in the planning, deployment, and management of the user acceptance testing effort. |

1. Proposed Offeror Roles and Responsibilities

| Role | Responsibilities |
| --- | --- |
| Offeror Program Manager | * Advise the State on business and risk issues related to the project. * Responsible for overall quality of Offeror services. * Reviews and approves overall project plan, schedules, timeframes, and budget for the Offeror. * Manage the QA review process and communications of the Offeror. * Validate the effectiveness of Offeror resources, organizational structure and roles. * Establish project/program standards and processes. * Facilitate improvement in project processes and standards. |
| Offeror Project Manager | * Act as the primary interface with the State. * Provide day-to-day management of the Project including overall performance and Contract compliance for the Offeror. * Provide day-to-day management and direction of Offeror resources assigned to the Project. * Manage the Project to the current work plans and coordinating the availability of scheduled resources to the Project for the Offeror. * Manage all Project resources and ensuring that appropriate resources for the Offeror are available and perform throughout the life of the Contract. * Establish and maintain regular communications with the State Program Office. * Maintain reporting, budget/cost reporting, and issue reporting, tracking, escalation, and resolution procedures. * Practice change management controls and procedures in coordination with the State. * Monitor and maintain the development and implementation schedules. * Develop and implement a quality assurance process to ensure all objectives are met, milestones are achieved, and stakeholders are satisfied. |
| Offeror Integration Manager | * Responsible for the quality, consistency and completeness of the overall design for the Offeror. * Work with the functional and technical leads to identify and resolve both intra-phase and inter-phase integration issues. * Review sub-process designs, key activity designs and data designs. * Assist the functional leads in the developed and maintenance of the project plans. * Work with the functional and technical leads to manage the implementation analysis. * Responsible for the on-time completion of the design in accordance with the requirements. * Manage design issues and scope change requests. * Lead development of integration test scenarios. * Evaluate the EPS transports being migrated to production from all teams. |
| Offeror Functional Lead(s) | * Work with State team leads to manage the functional teams through all projects. * Work with the State to control deliverable quality and team risk. * Guide the team in developing and building business process designs. * Work with State team leads to manage work products and deliverables. * Provide business process experience and guidance to State team leads. * Identify and manage to resolution business process and system design issues. * Serve as functional subject matter knowledgeable resource. * Advise and approve business process design and EPS configuration. * Direct development of detailed team work plan and manage to plan. * Work with Project Manager and Functional Manager to identify and obtain resources. * Monitor and report team progress against plan. * Identify and manage to resolution business process and system design issues related the implementation. * Lead in the preparation of deliverables. |
| Offeror Reporting Manager | * Lead the development of the reporting strategy. * Lead the design and development reports. * Lead the design for the model to publish reports via portal. * Assist with the management of the information providers and extractors. * Guide the team in developing and building logical data model designs and data flow diagrams. * Advise the team members in the design, development, and configuration. * Work with other team leads to provide integration across other modules and teams. * Monitor and report team progress against the project plan. |
| Offeror Communications/  Organizational Change Manager | * Develop the end-user training strategy and plans. * Provide the change leadership approach and strategy including workforce transition. * Assist with the development of stakeholder communication for functional teams. * Participate in the visioning and process design activities. * Assess impact of to-be process designs on as-is organization and provides transition plans. |
| Offeror Technical Manager | * Present design/functionality based on contract functional and technical requirements, and architectural description. * Interface primarily with the State architect representative(s) and technical lead(s). * Design secure, reliable, scalable, performance-driven solutions for high-throughput, database-driven State software applications in accordance with contract requirements. * Design software solutions with re-use, security, extensibility, and scalability features. * Provide accurate calculations for development of features and functionality. * Plan and prioritize software functionality within the realm of business and customer requirements. * Present design and functionality based on contract functional and technical specification or requirements. * Maintain necessary documentation to ensure the consistency of applications and components with respect to the organization’s architectural direction. * Ensure code meets State’s development standards, functional specifications, and is easily maintainable. * Manage integration test and verifying functionality when developers deliver code. * Lead the set up and utilization of tools that support the development and deployment processes. * Adhere to State technical standards and guidelines. * Provide technical expertise and guidance to all members of the technical team. * Perform quality reviews on all technical work products. |
| Offeror Testing Manager | * Define and implement testing functions for all types of testing (i.e. unit, integration, data conversion, stress, regression, end-to-end, system testing). * Define the scope of testing within the context of each release / delivery. * Deploy and manage the appropriate testing framework to meet the testing requirements. * Implement and evolve measurements and metrics to be applied against the system under test. * Plan, deploy and manage the testing effort. * Define and implement the process for creating and managing testing assets required for meeting testing requirements including team members, testing tools, defect tracking and testing processes and scripts. |

* 1. Offeror Key Personnel Qualifications

The following table provides minimum qualifications for key personnel from the Offeror:

1. Minimum Qualifications

| Project Role | Minimum Qualifications |
| --- | --- |
| Program Manager | * Program Manager or Project Director for EPS system integration multi-million dollar project. * A minimum of five (5) years’ experience as Project Director for EPS implementation projects. * Public sector experience desirable. |
| Project Manager | * PMP or equivalent certification. * Lead project manager for system integration project with a one-time cost of twenty million dollars or more. * A minimum of five (5) years’ experience as lead project manager for implementation projects. * Public sector experience required. |
| Integration Manager | * Integration manager for system integration project with a one-time cost of twenty million dollars or more. * A minimum of three (3) years’ experience as integration manager for implementation projects. |

The following table provides desirable qualifications for key personnel:

1. Desirable Qualifications

| Project Role | Desirable Qualifications |
| --- | --- |
| Technical Manager | * Five (5) years of EPS experience with multi-tiered, distributed system architecture solutions. * Must have been responsible for architecture and design of at least one high transaction, mission critical system. * Must have experience with the EPS system application and modules being proposed by Offeror. * Public sector experience desirable. |
| Functional Manager – Phase 1 | * A minimum of ten (10) years’ experience in configuring and implementing payroll and time and labor management modules. * A minimum of five (5) years’ experience managing payroll and time and labor management modules in the public sector or education. * Public sector and/or education experience required. * Certified Payroll Professional CPP certification desirable. |
| Reporting Manager | * A minimum of ten (10) years’ experience in the design, development and configuration of reports for EPS applications. |
| Organizational Change Manager | * A minimum of ten (10) years’ experience in organizational readiness, change management and testing with EPS applications. * Public sector and/or education experience required. |
| Testing Manager | * A minimum of ten (10) years’ experience in software development/testing of multi-tiered distributed systems * Public sector and/or education experience desirable. |

* 1. Offeror Onsite Hours

The Offeror will provide a recommendation on required onsite support based upon its proposed implementation strategy and staffing

* 1. Staffing

There are two types of personnel who can be assigned to the project: Those working directly for the Offeror as regular full-time or part-time employees and those subcontracted by the Offeror to work on this project.

* + - 1. Offeror Employees

As noted in “Appendix A, Offeror Response Form, Section 5.4.5, Staff Resumes” the names and resumes of all key personnel working directly for the Offeror and who will be assigned to this project must be submitted in the Offer as Attachment 4, Offeror’s) Staff Resumes. All key personnel for whom resumes are submitted must be employed by the Offeror before the Notice to Proceed date as defined in RFP “**Section 9, Significant RFP Due Dates**.”

Key personnel, whose names and resumes are submitted in the Offer, shall not be removed from this project without prior approval of the Contract Administrator. Substitute or additional key personnel shall not be used for this project until a resume is received and approved by the Contract Administrator.

The State shall have the right, and the Offeror shall comply with any request, to remove and replace key personnel from all work on this project effective immediately upon written notification to the Offeror by the State.

* + - 1. Subcontractor Staffing

As noted in “Appendix A, Offeror Response Form, Section 5.4.5, Staff Resumes”, the names of all individuals and companies who will be performing work as subcontractors on this project must be submitted in the Offer as Attachment 5 Subcontractor(s)’ Staff Resumes.

Subcontractors whose names and information are submitted as part of Attachment 5 Subcontractor(s)’ Staff Resumes, shall not be removed from this project without prior approval of the Contract Administrator.