Attachment B – Proposed Project Organization and Staffing

RFP-23-01-UI

1.0   Roles and Responsibilities for Key Personnel

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

Table 1: DLIR Roles and Responsibilities

Role	Responsibilities
Executive Sponsor	• Assume project ownership, is the highest possible level of project review at DLIR 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.
Project 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 DLIR 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 DLIR parties and is kept apprised of day-to-day activities by Offeror. • Report project status to executive-level and external stakeholders. • Manage Offeror relations.
DLIR Contract Lead	• Employ State management practices and conducts regular audit and oversight activities.

Role	Responsibilities
	• Conduct the review of project processes and deliverables. • Develop Independent Project Oversight Reports that are submitted regularly to State Leadership. • Oversee and review any potential contract amendments. • Coordinate contract changes/amendments with the DLIR Procurement Office.
DLIR 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.
DLIR 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.
DLIR 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.
DLIR Change Management Specialist	• 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.
DLIR Technical Lead	• Interface primarily with the Offeror Technical Lead(s). • Implement State IT policies and standards. • Provide technical expertise and guidance to all members

Role	Responsibilities
	of the technical team. • Performs quality reviews on all technical work products.
DLIR Testing Lead	• Interface primarily with the Offeror Testing Manager. • Manage user acceptance testing for DLIR 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.

Table 2: Proposed Offeror Roles and Responsibilities

Role	Responsibilities
Offeror Program Manager	• Advise DLIR 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 DLIR. • 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 DLIR Program Office. • Maintain reporting, budget/cost reporting, and issue reporting, tracking, escalation, and resolution procedures. • Practice change management controls and procedures in coordination with DLIR. • 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.

Role	Responsibilities
	• 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.
Offeror UI Functional Lead(s)	• Provide subject matter expertise in UI Benefits, Tax, Appeals, Reporting, and LEP. • Work with the DLIR to control deliverable quality and risk mitigation. • Guides the Offeror and DLIR teams in developing and building business process designs regarding UI best practices and optimization of the UI system. • Performs detailed fit gap sessions with DLIR. • Proactively performs demonstrations, education and awareness sessions of the Contractor UI System. • Work with DLIR team leads to manage work products and deliverables. • Identify and manage to resolution business process and system design issues. • Work with Offeror and DLIR teams to ensure all of the requirements, testing, and training meet or exceed DLIR standards. • Coordinates and supports team progress against the implementation project 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

Role	Responsibilities
	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 Lead(s)	• 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

Role	Responsibilities
	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.

2.0   Offeror Key Personnel Qualifications

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

Table 3: Minimum Qualifications

Project Role	Minimum Qualifications
Program Manager	• Program Manager or Project Director for Unemployment Insurance system implementation and post-implementation services for a multi-million-dollar project. • A minimum of seven (7) years' experience as Project Director for Unemployment Insurance system implementation projects.
Project Manager	• PMP or equivalent certification. • Lead project manager for system integration project with a one-time cost of ten million dollars or more. • A minimum of five (5) years' experience as lead project manager for implementation projects.
Integration Manager	• Integration manager for system integration project with a one-time cost of ten 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:

Table 4: Desirable Qualifications

Project Role	Desirable Qualifications
Technical Lead(s)	• Ten (10) years of extensive experience with managing multi-tiered, distributed system architecture solutions. • Must have been responsible for architecture and design of at least one high transaction, high availability mission critical system. • Must have experience with the system application and modules being proposed by Offeror. • Ten (10) years of extensive hands-on technical management experience.
UI Functional Lead(s)	• A minimum of ten (10) years' experience in configuring and implementing Unemployment Insurance systems and associated modules. • A minimum of five (5) years' experience managing Unemployment Insurance system modules in the public sector.

Project Role	Desirable Qualifications
Reporting Manager	• A minimum of ten (10) years' experience in the design, development, configuration, and delivery of reports for related applications and reporting technologies. • A minimum of five (5) years' experience with the Proposed solution.
Organizational Change Manager	• A minimum of ten (10) years' experience in organizational readiness, change management and testing with core 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.
Lead Architect	• A minimum of ten (10) years of experience creating technical roadmaps (includes infrastructure and connectivity) for complex systems. • A minimum of seven (7) years of experience in architecture, design, and implementation of highly available, scalable, and maintainable enterprise architecture solutions. • Experience in this role on two (2) or more projects which each had budgets of at least $10 million in IT services and spanned at least a three (3) year timeline. • A bachelor's degree from an accredited college or university. If the degree has been obtained in another country, it is required that the degree or coursework be evaluated for equivalency. • Experience as a Lead System Architect on at least one (1) large scale development which involved migration of data from a legacy system to solution.
Lead Developer	• Experience in this role on two (2) or more projects which each had budgets of at least $10 million in IT application development services and spanned at least a three (3) year timeline. • Experience in this role on two (2) or more successful UI or Government Revenue system projects. • Experienced in topics such as messaging, cross-platform integration and large-scale, complex systems and applications design and implementation. This individual will have been formally trained in product features. • A minimum of seven (7) years of hands-on experience with the operating systems, relational database, and development technologies that will be utilized to develop and deploy solution.

Project Role	Desirable Qualifications
	• Experience in two (2) or more major projects as its Lead Software Developer/Programmer. • A minimum of two (2) years of experience with the UI system that will be leveraged for solution.

2.1   Offeror Onsite Hours

The Offeror will provide a recommendation on the required onsite support as specified by DLIR for key resources. This recommendation must consider the DLIR requirement that all key project personnel are desired to be onsite.

The Contractor implementation staff members expected on-site at the DLIR offices located at 830 Punchbowl, Honolulu, HI 96813.

The Contractor Project Manager, Technical Lead(s), and UI Functional Lead(s) – Benefits, Tax, and Appeals are expected to be onsite at 100%. All other implementation staff members are expected onsite up to 50%. DLIR reserves the right to demand any Contractor implementation staff be onsite as needed. DLIR prefers that Contractor implementation staff is co-located at the DLIR offices.

When offsite the Contractor implementation staff are expected to be available during DLIR Office Hours 7:45 am – 4:30 pm HST, Monday through Friday.

2.2   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.

2.3   Offeror Employees

As noted in Offeror Checklist RFP Section 1.12, Proposed 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 completed and submitted in the Proposal as OF-3 Proposed 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 1.1, Schedule and Significant 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.

DLIR 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 DLIR.

2.4   Subcontractor Staffing

As noted in Offeror Checklist RFP Section 1.12, Proposed Staff Resumes, the names of all individuals and companies who will be performing work as subcontractors on this project must be completed and submitted in Proposal as OF-3 Proposed Staff Resumes. Subcontractors whose names and information are submitted as part of OF-3 Proposed Staff Resumes, shall not be removed from this project without prior approval of the Contract Administrator.