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| Template T- 3  Project Organization and Staffing, and Staff Experience  Response Template  RFP #: SP-19-0001 |

Proposal Formatting and T-3 Contents

DFA strongly prefers that Prospective Contractor’s proposal be submitted in order of the Response Templates, and that all questions in each Response Template be completed. Prospective Contractor’s proposal should be organized in a manner that enables the State to easily locate all Prospective Contractor responses and exhibits. The Prospective Contractor is encouraged to provide clear, sufficient evidence that they meet the requirements.

The following illustrates at a high level the contents of this Response Template:

**Non-Response Sections**

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| **Template Section** |
| 1.0 State Project Staffing and Governance |

**Prospective Contractor Response Sections**

The Prospective Contractor should use the response sections listed below to provide specific details of the proposed approach to meeting DFA requirements.

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| **Template Section** | **Response No.** | **Response Template Section** |
| 2.0 Contractor Project Staffing | 2.1 | Prospective Contractor Key Personnel |
| 2.2 | Prospective Subcontractor Key Personnel (if applicable) |
| 2.3 | Resumes |
| 3.0 Prospective Contractor Project Organization and Staffing Plan | 3.1 | Project Organization and Staffing Plan |
| 3.2 | Staff Management |
| 3.3 | Staff Retention |
| 3.4 | Training Policies and Procedures |
| 3.5 | Work Location(s) |
| 3.6 | Collaboration |
| 4.0 Assumptions | 4.1 | Assumptions |

**List of Figures & Tables**

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Figure B: Contractor Key Personnel

Table 1: Prospective Contractor Key Personnel

Table 2: Prospective Subcontractor Key Personnel (if applicable)

Table 3: Assumptions

1. STATE PROJECT STAFFING AND GOVERNANCE
   1. **State Staffing** 
      1. As staffing is constrained within DFA, Prospective Contractor **shall** effectively use identified staff and should not require an unrealistic expectation of DFA staff.
      2. DFA will establish a State Project Team composed of resources with the skills required to complement the Contractor’s Project Team. The State’s Project Team will:
         1. Include dedicated, full time resources and resources that are assigned to the Project part time.
         2. Provide the leadership and skills required to manage the Project, ensure it addresses DFA’s business goals, and manage the Contractor.
         3. It is important to note that, although this team will provide Project-level leadership, other Project team members will lead specific tasks and/or work streams that are not cross-functional in nature.
      3. As needed, the Project will require part-time input from functional and technical resources and other State personnel, including contract management/procurement and finance staff.
         1. DFA will have approximately 10-15 additional State staff for design and testing as different components are deployed. ASC team resources will be available to accommodate process changes to AASIS around budget, finance and existing procurement related functions.
         2. The part-time project team will on average spend 25%-50% of their time on the project.
      4. Contractor **shall** be responsible for all Design, Development, Implementation (DDI).
      5. DFA has an established Project Management Office (PMO) which has defined project management standards, templates and processes. The Contractor **shall** coordinate with the PMO to ensure all standards are followed and/or changes are approved.
      6. Figure A outlines the staffing commitments made to the Project by DFA.

Figure A: State Project Team

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| **Role** | **Comments** |
| Steering Committee | * Part time (5-10%) * Provide leadership to the project |
| 1 DFA Project Director | * Assigned to the Project full time * Responsible for leading all elements of the Project Team including Contractor management * Works collaboratively with the Contractor’s Project Manager in planning, directing and overseeing the day-to-day activities of the Project. * Responsible for:   + - Partnering with the Contractor to execute the project management processes     - Reviewing Status Reports     - Managing the Deliverables Approval Process     - Administering Performance Measures against Service Level Requirements (SLRs) and penalties (if required)     - Tracking progress of the Project     - Escalating any projected scope, schedule or budget which is significantly different than the scope, schedule or budget contracted     - Approving any invoices |
| 1 Project Manager | * Assigned to the Project full time * Works with Contractor Project Manager to drive the schedule against the defined scope, schedule and budget * Responsible for:   + - Ensuring the business objectives are met by the Project     - Accountable to the Governance Body for Project outcomes     - Facilitates resolution of issues and monitors and optimizes resource allocations. |
| 2 Technical Leads   * 1 AASIS * 1 OIS | * Assigned to the Project full time * The Technical Lead will be the point person for DFA’s data conversion and interface design/build activities. * Responsible for:   + - Providing the required leadership     - Identifying any DFA technology experts the Project requires and coordinates any DFA related technology tasks such as developing extracts from the current system(s), coordinating interface development to any external systems and cross-Contractor technology discussions.     - Manages all technical elements of the project (interfaces, reviews technical deliverables etc.)     - Having a deep understanding of the current DFA technology environment |
| 1-2 DFA Functional Leads | * Assigned to the Project full time * The Functional Lead will be the point person for all functional decisions and responsible for day-to-day Project business decisions. * Responsible for:   + - Provides business input into the Project Team throughout the Project lifecycle and makes key decisions regarding functionality being implemented (design, training, testing etc.)     - Has a deep knowledge of the business and the organization     - Ensures tasks (e.g., detailed design, UAT) have adequate coverage     - Ensures external communications are aligned with the organizational culture     - Ensures training approach will minimize the impact of roll-outs. |
| 1 DFA Master Data Manager | * Assigned to the Project full time * The Master Data Manager will lead the effort for vendor and materials business decisions. |
| 1 Integration Manager   * OA or AASIS | * The Integration Manager will be dedicated to the project full time during UAT, but the expectation is they will not be dedicated to the Project for the entire Project duration. * The Integration Manager will lead DFA’s testing activities. * Responsible for:   + - Ensures all modules of the Solution work together and support an end-to-end process     - Collaborating with the Contractor during test planning activities     - Oversees all Contractor testing activities (unit testing through integration testing) and lead UAT activities |
| 1 DFA OCM/Training Lead | * Assigned to the Project 50-100% (depending on the phase) * The OCM/Training Lead will collaborate with the Contractor’s change management personnel on all Project communications to the various stakeholders. * The OCM/ Training Lead will also collaborate with the Contractor’s training personnel on all training and knowledge transfer needs. * Responsible for:   + - Oversees all of the training/OCM activities including planning, content development and content delivery |
| Part-Time Project Team | * These fungible resources will join the Project during critical times when additional input is required. This includes: * Functional resources (from DFA and agencies) for design, UAT, deployment planning, training planning and execution (including super users) * Technical resources (from OIS and *AASIS*) to build/design interface |

**Note:** The above does not include ancillary projects and/or operational dependencies.

**Assumptions:** DFA anticipates having a Statewide Procurement Training program in place for certification and ongoing operations, who will also assist the OCM/Training Lead with e-Procurement.

* 1. **Project Governance**
     1. DFA will establish a Governance Body to provide oversight and guidance to the State’s Project Team. The Governance Body will be responsible for:
        1. Providing strategic oversight, guidance and direction
        2. Reviewing and approving any changes to the contract (including changes to the scope, schedule, budget, and contract cancellation)
        3. Reviewing and resolving issues and risks not resolved at lower levels and providing advice and insight into project management issues
        4. Reviewing solution designs/architecture
     2. The Governance Body will be comprised of senior management personnel from DFA and representation from the e-Procurement Project, facilitated by a chairperson appointed by DFA executive leadership. The committee will convene regularly to provide direction or support required to the Project and to support the State’s Project Team.

1. CONTRACTOR PROJECT STAFFING 
   1. **Key Personnel**
      1. Contractor **must** provide a team to perform the scope outlined and complete the tasks and deliverables. The Prospective Contractor **must** assign Key Personnel to lead the Project and deliver the related services. Prospective Contractor should not expect direct State or support resources to be available beyond what is described above in 1.0 State Project Staffing and Governance.
      2. Contractor **must** ensure that the Contractor's Project team has passed privacy/security and FTI data handling training as required by DFA.
      3. The term “Key Personnel,” for purposes of this solicitation, means Contractor staff deemed as being both instrumental and essential to the Contractor’s satisfactory performance of all requirements.
         1. Contractor’s Key Personnel **must** be the primary team that delivers the e-Procurement solution being procured.
         2. Contractor’s Key Personnel **must** ensure successful implementation, and operations and support, noting that the Key Personnel in the two (2) phases may differ.
         3. Contractor **must** ensure Key Personnel have, and maintain, relevant current license(s) and/or certification(s).
      4. Prospective Contractor’s Key Personnel **must** be dedicated solely to the DFA Project (unless otherwise noted in Figure B below). Figure B below describes required Key Personnel positions for the Contractor Team, corresponding roles and responsibilities for the Project, and minimum qualifications for each.

**Figure B: Contractor Key Personnel**

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| --- | --- | --- |
| **Title** | **Roles and Responsibilities** | **Expected Qualifications** |
| **Project Director / Executive** | * Serves as the primary point of contact with DFA leadership, governance bodies and other State Executive Sponsors for activities related to contract administration, overall Project management and scheduling, correspondence between DFA and the Contractor, dispute resolution, and status reporting to DFA for the duration of the Contract * Is authorized to commit the resources of the Contractor in matters pertaining to the performance of the Contract * Is responsible for addressing any issues that cannot be resolved with the Contractor’s Project Manager * Is responsible for all subcontractor relationships | * Minimum of five (5) years direct project oversight and authority over ongoing relationships with clients where it firm has implemented enterprise solutions and in excess of one (1) million dollars * Previously managed an implementation project and transition to an ongoing support in a similar environment * Should have experience previously managing e-Procurement accounts that have included both implementation and operations * Minimum of seven (7) years of relevant experience in professional services, development, client support or project management.   Note - does not need to be dedicated 100% to the project |
| **Project Manager** | * Provides on-site management of the Project and is the chief liaison for DFA during the Project * Is authorized to make day-to-day Project decisions * Is available and responsive to State requests for consultation and assistance * Provides timely and informed responses to operational and administrative inquiries that arise * Is responsible for facilitating the Project by using the project management processes, organizing the Project, and managing the team work activities consistent with the approved work plan * Develops and maintains thorough project planning documentation that includes, but is not limited to, Project Management Plan and fully resourced Project schedule * Manages staff assigned to all DDI activities * Plays an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements * Meets with DFA staff or such other person DFA may designate on a regular basis to provide oral and written status reports and other information as required * Provides expert guidance ensuring that policies, business rules, and requirements as defined by DFA are correctly implemented in the e-Procurement solution * Advises DFA regarding best practices and recommends modifications to business processes, which improve the overall operations * Manages the relationships with subcontractors and partner Contractors * Provides ongoing reporting against SLAs * Ensures all activities are coordinated and follow the processes outlined in this Solicitation (e.g., enhancement development) | * Five (5) years of experience leading the implementation of enterprise solutions on similar technologies * Five (5) years of experience implementing solutions of similar functional scope * Minimum of seven (7) years of relevant experience in professional services, client support or project management |
| **Integration Manager/ Functional Lead** | * Responsible for leading the team who configures and develops the e-Procurement solution * Familiar with the functional design of all of the components, has a solution-wide view and ensures each component/module work together to address the functional requirements and Use Cases * Ensures the configured solution addresses all of the functional requirements * Provides the methodology/approach to building the solution * Works with SMEs of the business units to understand the System and process requirements and articulate the requirements to the Contractor project team leads. * Ensures that the proposed solution aligns with the business requirements of the organization * Manage the expectations of the business units with a clear understanding of the Project Sponsor’s project objectives. | * Five (5) years of experience leading the implementation of enterprise solutions on similar technologies * Five (5) years of experience implementing solutions of similar functional scope * Public sector procurement and finance with GAAP experience preferred |
| **Organizational Change Management Lead** | * The OCM Lead will collaborate with the Contractor’s change management personnel on all Project communications to the various stakeholders. * Oversees all of the OCM activities including planning, content development and content delivery | * Five (5) years of experience as a OCM lead for projects similar in size and complexity to the proposed Project |
| **Training Lead** | * Lead all training and knowledge transfer planning, material development and delivery * Prepares for the deployment of the solution to the full organization | * Five (5) years of experience as a Training lead for projects similar in size and complexity to the proposed Project |
| **Testing Lead** | * Leads all testing activities including planning, documentation and execution * Ensures the test plan and process is coordinated with all stakeholders * Ensures documentation and resolution of issues discovered during the testing process * Serves as the point of contact for User Acceptance Testing (UAT) matters | * Five (5) years of experience as a testing lead for projects similar in size and complexity to the proposed Project |
| **Architect Lead** | * Drives the solution architecture and mapping of required functionality to minimize the need for custom development * Well versed in architectural design and documentation at a technical reference model level as well as at a system or subsystem level | * Seven (7) years of experience architecting/designing enterprise solutions * Five (5) years of experience with the technology to be implemented at DFA * Enterprise architecture certification in one or more industry leading architecture frameworks * Note - does not need to be dedicated to the account – This is not a dedicated resource |
| **Security Expert** | * Architects all elements of the solution’s security * Oversees the development of all security documentation * Ensures the solution meets all applicable security regulations | * CISSP or similar security certification * Seven (7) years of experience implementing/managing security in enterprise solutions * Note - does not need to be dedicated to the account – This is not a dedicated resource |

2.1 Prospective Contractor Key Personnel

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| **Instructions: Complete the following Table 1 detailing the Prospective Contractor Key Personnel identified for this Project. Add rows as necessary.** Do not change any of the completed cells. Any changes to the completed cells could lead to rejection of proposal. |

Table 1: Prospective Contractor Key Personnel

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| **NAME** | **POSITION IN ORGANIZATION** | **PROPOSED ROLE ON PROJECT** | **FOCUS OF WORK EFFORT** | **% OF TIME PROPOSED ON PROJECT** | **EXPERIENCE IN PROPOSED ROLE (Years)** | **QUALIFICATIONS FOR PROPOSED ROLE** | **ROLE IN LAST 3 PROJECTS** |
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2.2 Prospective Subcontractor Key Personnel (if applicable)

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| **Instructions: Complete the following Table 2 detailing the Prospective Subcontractor Key Personnel identified for this Project. Add rows as necessary.** Do not change any of the completed cells. Any changes to the completed cells could lead to rejection of proposal. |

Table 2: Prospective Subcontractor Key Personnel

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| **NAME** | **POSITION IN ORGANIZATION** | **PROPOSED ROLE ON PROJECT** | **FOCUS OF WORK EFFORT** | **% OF TIME PROPOSED ON PROJECT** | **EXPERIENCE IN PROPOSED ROLE (Years)** | **QUALIFICATIONS FOR PROPOSED ROLE** | **ROLE IN LAST 3 PROJECTS** | **EXPERIENCE WORKING WITH PROSPECTIVE CONTRACTOR** |
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2.3 Resumes

**Instructions:** Provide a professional resume for each proposed Key Personnel. Each resume should demonstrate experience germane to the position proposed. The resume should include work on projects cited under the Prospective Contractor’s corporate experience, and the specific functions performed on such projects.

<Response>

1. PROSPECTIVE CONTRACTOR PROJECT ORGANIZATION AND STAFFING PLAN
2. **Staffing Changes**
   * 1. Contractor **must** have the capability to add staff with deep knowledge of the implemented technology in a timely manner.
     2. Contractor **shall** seek and receive DFA approval before hiring or replacing any Key Personnel. Changes to the proposed positions and responsibilities **shall** require prior written permission from DFA. The Contractor **must** provide DFA with written notification of anticipated vacancies of Key Personnel within two (2) business days of receiving the individual’s resignation notice, the Contractor’s notice to terminate an individual, or the position otherwise becoming vacant.
     3. Replacements for Key Personnel **shall** have qualifications that meet or exceed those specified in this section and will be subject to approval by the State Project Director. The Contractor **shall** provide the State Project Director with status update reports every week on the progress of the replacement candidate recruiting process until a qualified candidate is hired. The Contractor **shall** have in place a qualified candidate within 30-45 calendar days of the written notification of anticipated vacancies.
     4. During the recruitment and training period, the Contractor **shall** provide an interim replacement for Key Personnel. The Contractor **shall** have in place a qualified interim candidate to replace the Key Personnel within two (2) calendar weeks of written notification. Contractor’s interim replacement candidate is subject to approval by the State Project Director.
3. **Expected Work Environment** 
   1. Prospective Contractor **must** propose a suitable Project and partnership model with the State’s Project Team to ensure proper knowledge transfer throughout the life of the contract. This **must** include “shoulder- to-shoulder” work (when required) with identified DFA resources so that knowledge about DFA’s systems and business can be transferred from DFA to the Contractor staff and knowledge about the system can be transferred from the Contractor to DFA staff.
   2. DFA will provide facility space to the Contractor in Little Rock, and, in good faith, may negotiate with the Contractor if additional required space is needed. DFA will coordinate with the Contractor to provide secure access to the DFA network though the Contractor will be responsible for the local network. DFA will provide the Contractor staff with the personal computers required to support this Project. DFA also plans to provide facility space and equipment where necessary for training and testing.
   3. Project work during key phases **must** primarily be performed in Little Rock with support from remote resources. The Contractor may perform services that do not require in-person meetings from a location outside of Little Rock during non-key phases of the project, as approved by DFA. All work associated with this Solicitation **must** be performed at a location within the United States of America.
   4. Privacy laws and regulations govern all information relating to this Project. Prospective Contractor **shall not** maintain, use, or transmit information outside of the United States and its territories.

3.1 Project Organization and Staffing Plan

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| **Instructions:** Provide a Staffing Plan and associated organization chart detailing the number of personnel, level, roles and responsibilities, and team reporting relationships, and identify the approach to providing “shoulder-to-shoulder” links for key staff roles between Prospective Contractor staff and DFA staff. Show proposed Prospective Contractor personnel hours by phase, by personnel level, and by role for the entire Project. Identify all Key Project Personnel for the Prospective Contractor, personnel for DFA and their proposed roles.  The Prospective Contractor should describe the integrated Project Organization and Staffing Plan required to execute the proposed approach and create the deliverables required for the Project. This section should include details of the Prospective Contractor’s team, proposed use of Prospective Subcontractors, and the Prospective Contractor's expectations of DFA resources. This section should include a visual representation of the Prospective Contractor Project team including the reporting structure. **The Prospective Contractor should also d**escribe any additional staffing of business and technical resources the Prospective Contractor feels DFA should provide to support the Project. The Plan should include the number of resources (both business and technical), anticipated role and responsibilities, level of participation and necessary capabilities/skills for both DFA and Prospective Contractor resources.  Prospective Contractor **shall** propose Key Project Personnel. Key Personnel identified are considered to be the core Prospective Contractor resources and are therefore expected to be the major participants in all procurement activities (e.g. oral presentations) and services delivery activities. If the Prospective Contractor is selected, its Key Project Personnel **shall not** be replaced without prior State Project Director approval during the life cycle of the Project.  DFA has the right to require Prospective Contractor replacement of Key Personnel or any person in the Prospective Contractor's team (including Prospective Subcontractors) for any reason not limited to inadequate skills, team work, and responsive attitude etc. barring EEO guidelines. |

<Response>

3.2 Staff Management

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| **Instructions:** Provide descriptions of the Prospective Contractor’s Staff Management approach. The Prospective Contractor should describe internal standards, policies and procedures regarding hiring, professional development and human resource management, including processes for ensuring that the Project will not be affected by fluctuations in Prospective Contractor staffing and other assignments. The response should also include a discussion of the Prospective Contractor’s management of Prospective Subcontractor staffing. |

<Response>

3.3 Staff Retention

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| **Instructions: D**escribe Prospective Contractor's process and methodology for retaining Prospective Contractor personnel and ensuring that Key Personnel are consistently engaged on this Project. The Prospective Contractor should also discuss steps they have/will take to minimize staff turn-over to avoid costly re-training of Project resources. |

<Response>

3.4 Training Policies and Procedures

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| **Instructions:** Describe Prospective Contractor's approach for training and education of its personnel, both initially and ongoing. |

<Response>

3.5 Work Location(s)

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| **Instructions:** Using the Prospective Contractor’s identified key and non-key phases, identify where the Prospective Contractor’s Key Personnel will be physically located for all key and non-key phases on the Project. For all proposed Project phases, identify whether Prospective Contractor will be on-site at DFA’s facilities in Little Rock or off-site. Describe the off-site locations where the Prospective Contractor proposes performing work relating to the Project. |

<Response>

3.6 Collaboration

**Instructions:** Provide evidence that the Prospective Contractor’s proposed team (including Prospective Subcontractor(s), if proposed) has a proven track record of successfully collaborating in a similar environment to the environment described in this Solicitation. This should include experiences working with a team to configure, implement, train and provide ongoing support. Describe how the Prospective Contractor (including Prospective Subcontractor(s)) will ensure that the proposed team will achieve the required team dynamics.

<Response>

1. ASSUMPTIONS

4.1 Assumptions

**Instructions:** Document all assumptions related to the response for Project Organization and Staffing and Staff Experience in the following Table 3. Add rows to the Table as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to rejection of proposal.

Table 3: Assumptions

| **ITEM #** | **REFERENCE (Section, Page, Paragraph)** | **DESCRIPTION** | **RATIONALE** |
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