



State of California
Franchise Tax Board

EDR Human Resources
Management Plan
(MRD001C)
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EDR



Document Information

Revision History

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Human Resources Management Plan Review

This document has been reviewed by the following people:

Name	Date
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1. INTRODUCTION

The Human Resources Management Plan documents the processes and procedures used to plan, obtain, and support the appropriate resources for each phase of the EDR Project. In addition, the plan provides the procedures for transitioning staff on and off the project. The overall objective of this plan is to make certain the project procures and retains the highly qualified and experienced staff necessary to complete the various tasks, activities, and deliverables required by the EDR Project.

1.1. Purpose of the Document

Human Resources (HR) Management is the process of identifying, recruiting, training, managing, and retaining functional and technical resources with the appropriate blend of skills and experience throughout the EDR Project. The plan describes the planning for and acquisition of SP EDR Project team members and a high-level description of the responsibilities assigned to Key Staff¹ members and to each category of staff. Further it provides the procedures for transitioning staff off of the project.

1.2. Scope of the Document

This plan describes the SP's processes for HR management on the EDR Project, including management and monitoring of the SP's subcontractors. Where appropriate, the plan refers to the SP's corporate policies for hiring and staff management.

The SP's HR Management methodology for the EDR Project includes the following process steps:

- Plan Staffing Needs
- Identify and Acquire Staff
- Roll On Staff
- Manage and Maintain Staff
- Roll Off Staff

This plan does not discuss State HR processes, though some of the orientation materials may be shared and jointly presented to new State and SP team members.

1.3. Integration with Project Management Processes

To demonstrate integration with project management processes, Figure 1 demonstrates those processes that are tightly coupled and those that are more loosely integrated.

¹ The Request for Proposal (RFP) identified four positions as key staff: the Project Director, Project Manager, Technical Manager and Business Manager. These key staff must remain on the project for the duration of the EDR Project (SP Contract, Attachment 3: Statement of Work, Paragraph 3.c.iii).



Figure 1. Integrated Project Management Processes

Human Resources Management is tightly coupled with several components of the process wheel above. The HR Plan is directly coupled with the Planning and Schedule Management processes. The Project Schedule outlines the project phases and components. A Work Breakdown Structure (WBS) and dependencies are developed and staff are estimated and then allocated to complete the schedule. Financial plans are based on these estimates, which include a budget for staffing and subcontracts. Quality processes are related in that all team members need to be trained regarding the EDR Project processes and expectations and their roles in supporting project quality processes.

1.4. Document Overview

The HR Management Plan contains the following sections:

- Section 1: Introduction – This section contains the definition of Human Resources Management.
- Section 2: Methodology – This section discusses the approach used to estimate and achieve SP staffing needs throughout the life of the project.
- Section 3: HR Management Tools – This section discusses the tools that will be used to plan, track and support the HR process.
- Section 4: HR Management Communications – This section describes the meetings, forms, reports and metrics that are used to monitor, track and manage the HR process.
- Section 5: PASI – Roles and Responsibilities – This section provides a PASI chart depicting the overall roles and responsibilities involved in Human Resources Management.
- Appendix A: Staffing Plan – This section discusses the number of SP staff, including subcontractors and dedicated State resources, assigned to work in the SP Project Schedule by project phase, WBS activities, organizational title, and skill classification.
- Appendix B: Identification of Knowledge, Skills and Abilities (KSAs) – This section describes the knowledge, skills, and abilities represented by each skill classification.
- Appendix C: Key Staff and Dedicated State Staff – This section identifies the SP key staff and the dedicated State staff that are included in the SP's project schedule resourcing.
- Appendix D: Entry/Exit Checklist – This form is used to verify the necessary steps to roll on and roll off staff have been completed.
- Appendix E: Detailed Workflow Charts – This appendix contains detailed swimlane charts depicting the HR process.

1.4.1. Document Security Requirements

The Human Resources Management Plan is used by the SP on the EDR Project. General document security and privacy considerations are to be followed in the control and release of this document. Refer to the *Document Management Plan (MRD001F)* for more information on document security and handling. Some of the SP's HR documentation and policies are considered confidential and have not been included in this plan.

1.4.2. Maintenance of the Document

This plan is reviewed semi-annually as part of the review of the *EDR Project Management Plan (MRD001)*. Ad hoc updates may also be required if there is a major change in approach or scope. Any required updates result in a new version of the document which are made in accordance with the procedures described in the State's *Contractual Obligations Management Plan (COMP) - Deliverable Management Process*.

1.5. Definitions

A master glossary and an acronym list are available from the EDR Project Repository at TBD. The following table contains definitions that are specific to the HR Management Plan.

Table 1. Definitions

Term	Description
Dedicated State Resource	A State resource which has been assigned to dedicated tasks within the SP's Project Schedule. These resources are included in the SP's staffing metrics and schedule performance metrics. However, they are not subject to the SP's hiring and performance reporting processes. Refer to Appendix C for the list of dedicated state resources.
Group Leads	The leads in charge of specific categories of work within the functional areas, such as Legacy Integration, EDR Services, and Architecture Enablement. The group leads are responsible for monitoring performance and coordinating staffing needs between teams within their group. Not all disciplines have group leads.
Managers or Discipline Managers	The managers of the various project disciplines, such as Technical Architecture, Application Development and Business/Implementation. The SP Managers are responsible for defining the staffing skills and numbers necessary to perform the work within their functional area, and for managing overall staffing performance.
Project Director	The manager responsible for overall success of the EDR Project.
Team Leads	The leads in charge of specific elements of work, such as Imaging, Reports, and Training. The team leads are responsible for day-to-day managing of staff assignments and performance. Not all disciplines have team leads.

1.6. Referenced Documents

The following documents are referenced in, or were used in the creation of the HR Management Plan.

- IEEE 16326-2009 (ISO/IEC/IEEE (16326), Systems and Software Engineering – Life Cycle Processes – Project Management, Institute of Electrical and Electronics Engineers (IEEE), Dec 15 2009
- IEEE 1058-1998 (Revision and re-designation of IEEE Std 1058.1-1987, incorporating IEEE Std 1058-1998 and IEEE Std 1058a-1998). IEEE Standard for Software Project Management Plans. Sponsor: Software Engineering Standards Committee of the IEEE Computer Society. Approved 8 December 1998. Superseded by IEEE 16326-2009.

- IEEE 1490-2003, Adoption of the PMI Standard A Guide to the Project Management Body of Knowledge – Description. Sponsor: Software Engineering Standards Committee of the IEEE Computer Society. Withdrawn Standard. Withdrawn Date: Jan 26, 2009.
- A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide). An American National Standards ANSI/PMI 99-001-2008.
- Statewide Information Management Manual (SIMM), Section 17, California Project Management Methodology (CA-PMM), revised March 2011.
- State of California Franchise Tax Board, Enterprise Data to Revenue (EDR) Project, Project Management Plan, FTB FSR 08-05, Version 1.4, December 27, 2010.
- State of California Franchise Tax Board, Enterprise Data to Revenue (EDR) Project, Franchise Tax Board Request for Proposal, RFP-FTB-0910-C001, September 29, 2010, Exhibit VI-B.1, Deliverable Item Description Project Management Plan (MRD001).
- State of California Contracting Agreement #C1100017 between FTB and CGI, including all attachments, dated July 1, 2011.
- CGI Client Partnership Management Framework (CPMF), 2002 CGI Group Inc., Release no:11.0
- EDR Project Management Plan (MRD001), date August 23, 2011, and Supporting Plans.
 - Time and Schedule Management Plan (MRD001B)
 - Document Management Plan (MRD001F)
- EDR Risk Management Plan initially submitted with PMP (MRD001) followed by Risk Management Plan (MRD070), date TBD.
- EDR Quality Management Plan initially submitted with PMP (MRD001) followed by Quality Management Plan (MRD071), date TBD.

2. HUMAN RESOURCES MANAGEMENT METHODOLOGY

Human resources management incorporates the processes required to coordinate the SP resources on the EDR Project throughout the life of the project, based on the specific needs of each phase of the iterative Software Development Lifecycle (SDLC). Staff requirements at each phase of the project are different and are addressed accordingly.

The HR Management approach draws from the EDR Project's Project Schedule, WBS and the SDLC. The Project Schedule is leveled based on an established set of criteria, the number of hours and level of resource required to do the work within the WBS according to the SDLC. The outcome of this process is the Staffing Plan, which is used to acquire staff. The other components of HR Management are ensuring the staff are equipped to perform their jobs and monitoring the staff's work to ensure they are performing to expected levels.

The project management and technical teams identify those tasks that are project-wide such as Project Management, Communications etc. For each of these activities, number of staff and duration of staff assignment is calculated, and hiring reflects that plan. All other activities and tasks are defined by project phase with each phase following the components of the project life cycle displayed above in Figure 2. The level of effort for the staff required for each phase and each component of the SDLC is plotted and the results submitted to the Human Resources Team.

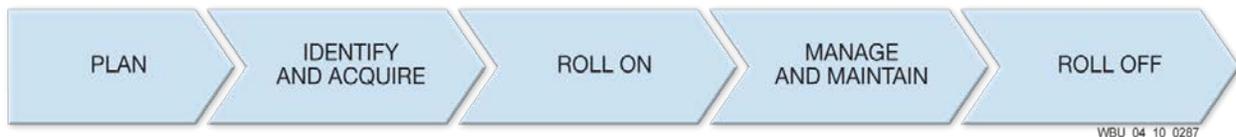


Figure 2. Human Resources Management Process

2.1. Step #1: Plan Staffing Needs

The first step of the HR process is part of the *Time and Schedule Management Plan (MRD001B)* where the Project Schedule is developed. This occurs in several steps including:

- Establishing the logical phases of the EDR Project
- Determining the logical major project and sub-projects within a phase
- Creating the high-level dependency diagrams between the major project and sub-projects within each phase
- Determining the high-level staffing estimates for each major project and sub-projects within each phase
- Validating the staffing estimates through a bottoms-up approach development of the WBS.

The Project Schedule is decomposed into several phases each of which have a set of interdependent major projects and sub-projects. Initially, the Project Schedule comprises a roadmap and high-level dependency charts. High-level staffing estimates and a schedule of phases are created and captured on a roadmap. To validate these high level estimates, a bottoms-up approach is applied through the development of a WBS. Refer to the *Time and Schedule Management Plan (MRD001B)* for additional details on creating the Project Schedule.

This becomes the basis for dividing work into definable increments from which the statements of work can be developed and technical, schedule, cost, labor hour, and staffing requirements can be established. Estimates for the staffing resources are based on several factors and tools. Cost Xpert is used as the tool for determining and/or validating resource requirements. The Managers for each of the sub-projects also review the estimates and provide comments or recommendations on meeting the requirements, as well as detailing the specific skills needed.

The Staffing Plan is an output of the Project Schedule. The Staffing Plan, contained in Appendix A, shows the number of people required to staff the project, broken down by classification and time. The SP Executive Managers use the Staffing Plan when obtaining staff and hiring new staff to the project. The plan needs are aligned to the SP or subcontractor responsible for providing the staff.

The Staffing Plan is revised every six months as additional detail is added to the Project Schedule in the next “rolling wave” update. As the next six months’ worth of detailed tasks are developed, the resources and skills necessary to perform the tasks are identified. The SP Schedule Analyst generates the Staffing Plan based on the updated tasks and resource needs. The SP EDR Project Director, SP EDR Project Manager, and Managers work together to determine where additional resources are needed and where existing project staff can be used to perform the tasks. If staff changes are required, the SP EDR Project Director or SP EDR Project Manager notifies the SP HR Analyst to begin the search for qualified candidates.

2.2. Step #2: Identify and Acquire Staff

Before the start of the project, the SP EDR Project Director, SP EDR Project Manager, SP Financial Analyst and SP Discipline Managers review the Staffing Plan against the budget, schedule, known company resources and skill sets to determine if the Staffing Plan is reasonable and achievable. Once the Staffing Plan is approved by the SP EDR Project Director, the process continues with the identification and acquisition of the specific staff members.

Staff are identified and secured in tandem with the planning step described above. The SP and its subcontractors each have a corporate HR organization they engage to recruit and retain staff for the project.

Factors such as specific skill sets, experience of staff at commensurate projects, successes of specific staff, cultural fit, and bench strength of the organizations supplying staff are all taken into consideration when determining how and where to acquire staff. For the EDR Project, many factors were taken into consideration including the:

- Complexity and size of the EDR Project
- Implementation of newer technologies
- Types of business problems being addressed
- Need for shared risk of the compensation plan

The SP Team consists of CGI and its carefully selected partners to support the EDR effort. Refer to the EDR Project Management Plan for details on the SP subcontractors. These partnerships make it easier to draw on resources from around the world to bring to the EDR Project experience implementing similar systems, and in closing the tax gaps for their clients. The breadth of this world-wide recruitment is balanced with the fact that the SP intends to draw many resources from our base of experts who are local to Sacramento.

While each organization has its own corporate procedures and policies to acquire staff, the following sections summarize the general approach which will be used.

2.2.1. Identify Strategy to Acquire Staff

Once the Staffing Plan has been completed, the SP Team develops the strategy for filling the various positions and skill requirements. The SP identifies the positions that can and should be filled by SP staff, preferably within the local office. These are positions of leadership or those that require expertise with SP's methodologies, tools, and/or software.

Existing staff that are completing their assignments will be considered first for positions within the project, depending on the skills match. This method will help to support staff continuity throughout the life of the project. It is critical to balance the skills needed during a project phase with the valuable knowledge that staff members have gained by working on the project. Staffing decisions will need to weigh the relative value of a high skills match versus project experience.

Next the SP considers how to fill the specialized requirements not typically found within the SP Sacramento Office or at the number that can be provided by the Office. These specialized requirements also may be generated from the State's small business requirements. The specialized positions typically are filled by SP traveling staff or subcontractors. Then the SP considers where hiring new staff may be appropriate to provide fresh viewpoints, new skills, and additional capacity.

Finally, the SP considers how to address any remaining gaps. This may include use of additional subcontractors or identifying staff that will be sent to specialized training to address the gaps.

2.2.2. Acquire Staff

Once the SP EDR Project Director has approved the strategy, the SP HR Analyst begins the process of acquiring staff. The SP HR Analyst works with the SP EDR Project Director or SP EDR Project Manager, and SP Discipline Managers to prepare staff requisitions for each new team member in accordance with company policies. Staff requisitions include descriptions of position, skills, experience, and duration of assignment.

The HR Analyst works with the SP Corporate HR Team to review the corporate resource pool for staff with the necessary skills and experience, including team members nearing completion of their assignments. The HR Analyst provides the candidates' resumes to the SP EDR Project Director, SP EDR Project Manager and Discipline Manager who review the candidate resumes against the position description and staff requisition form. The managers identify candidates to be interviewed, and the HR Analyst works with the SP Corporate HR Team to schedule the interviews. The SP's corporate interview process is a multi-tiered screening process that considers the position requirements as well as the project culture.

If the candidates do not meet the requirements or do not appear to be a good fit for the specific position, the SP EDR Project Director or SP EDR Project Manager notifies the HR Analyst and Corporate HR Team. The HR Team continues the search for candidates from the corporate resource pool and/or the subcontractor pool.

If the interviewers agree the candidate meets the requirements and would be a good fit for the team, the SP EDR Project Director notifies the HR Analyst that the team member has been selected. The HR Analyst works with the Corporate HR Team to make an offer to the candidate. If the candidate accepts the offer, the Corporate HR Team begins the process to hire the individual or to develop the necessary subcontracting documents in accordance with company policies and procedures. Once the candidate has accepted the offer, the Corporate HR Team notifies the HR Analyst of the candidate's start date. The HR Analyst works with the Corporate HR Team to plan the corporate activities for the new team member's arrival.

The subcontractors follow a similar process to provide staff to the SP. The SP identifies critical staff within the subcontractor teams that are essential to the success of the SP's solution and delivery strategy. The subcontract includes procedures similar to the State's Key Staff provisions which require continuity of the critical subcontractor staff positions. The SP reserves the right to review and approve candidates for critical subcontractor staff positions.

2.3. Step #3: Roll On Staff

Once a staff member is identified, there are a set of activities that must be undertaken before they are formally rolled on to the project. Key activities include securing approval to move forward with the candidate, security checks, securing badges and access to various systems. Additionally, there is an orientation covering general project and client orientation including EDR goals, objectives, and milestones, the roles and responsibilities of the SP and State in the delivery of the EDR Project. There is specific orientation to EDR Project including quality processes. There also is specific orientation for managers including such topics as orientation to the Project Contract or orientation to the Programmer Workbench.

Finally, there is an assessment of the needed training for staff during the project. Each position is assessed to determine the individual training needs. The training approach and timeline to achieve this training is developed.

2.3.1. Preparation for Staff Roll On

When notified by SP EDR Project Director or SP EDR Project Manager of new team member, the HR Analyst begins preparing for team member arrival. The SP Corporate HR Team coordinates the company activities, while the SP HR Analyst coordinates the project-specific activities. The SP HR Analyst uses the Entry Checklist, contained in Appendix D, to prepare for the team member's arrival. The HR Analyst works with the new team member's Manager to plan activities for the team member's first day and his/her arrival date and time.

The SP EDR Project Director or SP EDR Project Manager notifies the State PMO of the new team member's arrival date and role. The SP must provide the State with a minimum of three weeks written notice, prior to the arrival of staff to be housed at the project site, to arrange workspace and desktop equipment². The SP HR Analyst coordinates with the State PMO Team as needed to prepare for badge and system access, cubicle/office space and computer.

2.3.2. SP and Company Orientation

The SP HR Analyst works with the SP's Corporate HR Team to schedule and prepare company orientation materials, if the employee is a new hire. The company orientation materials include topics such as background of the company, time-reporting and general performance expectations, local office policies and procedures, and training on the company's tools and software. New managers are oriented to the company policies for staff management, specific contract provisions, and to the specific tools to be used on the project.

2.3.3. Project Orientation and Training

The SP orientation method involves several types of orientation to ensure the team members are equipped with the knowledge and skills necessary to be effective on the project. The orientation types of include orientation for managers and group leads, project orientation for all staff, and orientation for critical subcontractors. For the EDR Project, project orientation and training includes training in State policies and requirements, including worksite security policies, IT security policies, disclosure and confidentiality policies, and rules of conduct for the project.

The SP HR Analyst coordinates with the State and SP PMO Teams to schedule and prepare project orientation materials and training on project processes and tools. The SP HR Analyst coordinates with the State PMO Team to begin the badging process and/or to arrange an escort to the project location.

When the new team member arrives on site, the SP HR Analyst ensures the new team member completes the necessary forms and disclosure training. The Project Orientation is presented by the SP EDR Project Director, SP EDR Project Manager and SP PMO Team and is conducted, at a minimum, on a quarterly basis. This orientation provides a background on the Franchise Tax Board in California, general project and client orientation, specific orientation to project processes and expectations including quality processes, specific orientation to the project milestones, project organization and general roles and responsibilities of the SP and State. This presentation is reviewed and

² SP Contract, Attachment 3: Statement of Work, Paragraph 3.c.xx.

updated, if necessary, by the State and SP PMO Teams and presented quarterly to new team members. If several team members are joining the project at one time (such as at project start or the start of a new design stage), a special session may be held to accommodate the group. A copy of the general presentation can be found in the EDR Project Repository.

The SP also provides orientation for SP Managers and Group Leads which includes information on staffing and team management, deliverable submissions, financial management, and administrative processes. A separate orientation is conducted for critical subcontractors which includes information on invoicing, time reporting, quality processes, travel policies (if appropriate), and contract management topics.

In addition, an EDR Project Orientation Guide is developed to serve as an orientation to SP-specific topics for SP team members joining the EDR Project. It contains introductory material on the project and information on policies and procedures that specifically pertain to SP staff and subcontractors.

2.3.4. Team Orientation

As part of the hiring process, new team members are assigned a buddy. Buddies are a key component of helping new team members settle into the EDR Project successfully. The Manager assigns a team buddy to assist the new team member with any questions about their role, duties, client contacts, and team/project methods.

The Manager provides the new SP and subcontractor team members an orientation to the team methods, processes and tools used by the specific team, and role. The Manager also assigns the team member's initial tasks and responsibilities, identifies any necessary training, discusses expectations and performance measures, and discusses time reporting and status reporting processes.

The Manager introduces the new team member to associated State and SP project team members, provides a tour of the facilities and work areas, and announces the new team member's arrival and role via email to appropriate project staff.

The HR Analyst checks with the new team member at the end of his/her first week to ensure all the items on the Entry Checklist have been completed, and works with the SP Manager and team member to coordinate or address any items that have not been completed.

2.4. Step #4: Manage and Maintain Staff

Managing and retaining staff begins with clear role definition and expectation setting about project responsibilities. Team member performance is measured formally on an annual basis, and informally on a daily basis as team members complete tasks and participate in team activities. Monitoring of team member performance is a continuous activity that occurs throughout the life of the project.

Regular feedback is given to team members about meeting their specific performance objectives. Any deviations from these expectations are dealt with expediently. Team members are given performance feedback from their immediate Manager regardless of what organization (SP or subcontractor) they belong to under the principle that all team members are treated as a truly integrated team. However, formal company annual performance reviews are conducted by each individual company.

In addition, the SP HR Analyst tracks and monitors the status of open positions on a daily basis. This “real time” analysis keeps the recruitment process on track, and any necessary adjustments are made quickly and efficiently. On a weekly basis, recruiting activities and job specific status is discussed with the SP EDR Project Director and SP EDR Project Manager.

As each new rolling wave of the Project Schedule is delivered with its updated Staffing Plan, the HR Analyst begins planning and preparing for the next round of hiring and roll-offs, as appropriate, to ensure the necessary team members are available when needed and that departing team members are released to other projects only when their assignments have been completed (as determined by the team member’s Manager). Staffing turnover rates are analyzed against national norms and thresholds for the SP Sacramento Office, with corrective actions taken, as necessary.

2.4.1. Monitoring of Staff Attendance and Vacations

Each Manager is responsible for monitoring staff attendance and addressing any issues promptly. Team members notify their Manager of any unplanned absences and sick days as soon as is possible, preferably before the start of the normal work day. Core business hours are 9am to 4pm, to allow team members flexibility in arrival and departure based on family needs. Each cubicle has a name plate indicating the team member’s normal hours of work and the person to contact regarding the individual’s schedule.

Team members notify their Manager of any planned absences (for example, personal appointments and vacations) and record the planned absences on the team’s SharePoint Calendar. The Manager must approve planned absences greater than three State business days in length.

Team members should use Outlook’s Out of Office Assistance to indicate planned absences, and indicate the applicable backup team member and their intended return date.

Team members that frequently travel use Outlook Web Access (OWA) and, where appropriate, FTB laptops equipped with Virtual Private Network (VPN) access to collaborate and communicate with project team members. Traveling team members post their travel schedule and availability on their Outlook calendar and/or the team’s calendar on the collaborative SharePoint site.

2.4.2. Ongoing Monitoring of Staff Performance

Each Manager assigns tasks and work products to his/her team members, along with due dates and performance and quality expectations. Each team member reports status and task completion to his/her Manager. The Manager reviews team member assignments and work products to ensure the team members are meeting performance expectations, due dates, and quality measures. The Manager also monitors the team member to verify the individual is performing to the expected staff classification level and possesses the necessary skills and abilities for the position. New team members are monitored more frequently than experienced team members. If appropriate to the team member’s position, the Manager gathers input on the team member’s performance from the appropriate State Manager.

If the team member's work needs improvement, the Manager discusses the concerns or deficiencies with the team member to identify the source of the issue or misunderstanding. The Manager works with the team member to develop a strategy or plan for correction. Initially, an informal plan is discussed, but if deficiencies continue, a formal Performance Improvement Plan (PIP) may be created. If additional training is needed, the Manager identifies the courses to be taken and the timeframe for completion. The team member schedules and completes the training in accordance with the SP's training procedures. Training for subcontractors is coordinated through the subcontractor's company procedures, as appropriate.

The Manager continues to monitor the team member's work and assignments, and determines if the concerns or deficiencies are being addressed. If performance is not improved, the Manager must decide whether additional training or counseling is appropriate or if the team member should be replaced. The Manager may remove the team member to a different role on the project (if his/her skills are appropriate for another role) or may consider removing the team member from the EDR project.

If the Manager believes the team member should be replaced, the Manager discusses the concerns and issues with the SP EDR Project Director and SP EDR Project Manager. The SP EDR Project Director and SP EDR Project Manager determine the next course of action based on company policies and the team member's role, organization (SP vs. subcontractor), and skills. If the team member will be removed from the project, the process continues as described in Section 2.5.

2.4.3. Annual Staff Performance Reviews

The SP's HR process includes setting expectations for each classification of staff and each individual team member within each classification. These expectations are measured annually determining if the staff member "exceeds", "meets" or "does not meet" each expectation. If there is a determination that a staff member did not meet expectations on two or more expectations and needs development assistance on these criteria, a corrective action plan—a Performance Improvement Plan (PIP), is developed. A PIP usually extends for a 30 to 90 day period depending on the severity of the situation and how long it takes to correct or improve. The SP requires its subcontractors to follow the same process.

Informal assessments may be performed at the end of each phase. The Managers work with each team member to:

- Analyze the team member's overall performance
- Consider the team member's contribution to the team
- Consider the team member's relationship with project staff
- Provide suggestions for improvement
- Review the assessment with the next level manager and/or subcontractor manager

For subcontractors, the SP evaluates the subcontractor team member performance based on the team member's ability to meet schedule goals, quality targets, competency, and skills expectations in the position. The SP provides input to the subcontractor team member's performance review as requested by the subcontractor

organization. Any concerns about subcontractor performance are brought up immediately as opposed to waiting for a performance review. The SP Contract Manager works with the SP EDR Project Manager and Discipline Managers to monitor overall subcontract performance to ensure the subcontractor is meeting its contractual obligations and performance targets, including staffing and quality targets.

2.4.4. Managing and Monitoring Subcontractors

The SP and its subcontractors strive to function as a fully integrated team. Each of the subcontractor's contracts enforces the concept that no one entity can be successful without the entire project team being successful. The success of the project is accomplished by the sum of the parts—the entire group is dependent on each other. The expectation for every Manager is that they are responsible for providing their team members with the resources, communications, and support necessary to facilitate project success. Those responsibilities include:

- Communicating the importance of the integrated team culture
- Communicating their engagement role, responsibilities and expectations
- Providing regular performance feedback
- Recognizing outstanding performance
- Addressing any performance shortcomings
- Identifying potential skill gaps that might impact the team member's ability to perform the assigned duties and jointly preparing a plan to address those gaps using SP processes and procedures, including the SP's e-Learning Toolbox and Training Stipends (subcontractors utilize their own company training facilities)
- No new subcontractor team members are rolled on to the EDR Project without the express permission of the State and the SP. Notification is necessary when any subcontractor team members leave the project, and the subcontractor must follow the State, SP and its own company processes for handling staff departures/replacements.

When staffing changes are required, the changes are coordinated by the SP Contract Manager the subcontractor team member's current Manager and the potential future Manager, with input from the team member impacted.

2.4.4.1 Assigning Work Products to Teams

During the pre-project planning activities, an organization chart and a detailed WBS is defined. The WBS identifies the outputs of the project including work products by groups and then into a specific set of activities. Each team and subcontractor is assigned a specific project outcome. A set of unique activities is estimated, scheduled, and given to a team to produce the assigned outcome. These outcomes serve as the basis for monitoring performance and setting expectations. Specific requirements for outcomes and performance expectations are included in each subcontract.

The subcontractor's Manager monitors the day-to-day performance of the subcontractors and its team members, and works with the subcontractors to ensure the expectations are met. The SP Contract Manager is responsible for overall monitoring of the subcontracts for the SP and ensuring that the requirements of each subcontract are met. If the subcontractor is not meeting its obligations to the SP, the SP Contract

Manager works with the SP's local and corporate offices to address the deficiency according to the subcontract provisions.

As mentioned previously, subcontractors are integrated into the SP's organization and not treated as separate entities. Progress towards assigned tasks is included in the overall status reporting by the SP to the State, and subcontractor products are included in the SP's quality monitoring processes according to the defined methodology for the product.

2.4.5. Retaining Staff

For a project the size and length of EDR, staff turnover is inevitable, but must be managed to ensure important historical knowledge and skills are retained. To ensure project success and continuity, the State established Key Staff positions for the SP that must remain on the project for the duration of the engagement. The SP has selected staff for these positions that understand these requirements and provide the skills necessary to meet the State's needs.

The SP's approach to retaining team members includes two primary principles: create a culture that rewards and encourages team members to remain on the project, and provide additional capacity to absorb the inevitable unplanned absences and departures that occur. The SP also strives to recruit from within the Sacramento area to minimize the cost and disruption of travel.

In order to retain team members, management must establish an environment that rewards team members for results delivered, which recognizes top performers and provides challenging and interesting growth opportunities.

There are various methods which the SP and its subcontractors employ to retain highly skilled team members:

- Provide opportunities for new skills development, training, and education
- Providing promotions from within the team to new roles over time
- Facilitate mentorship programs
- Provide opportunities for working on market-relevant technologies
- Facilitate awards-based programs for high performers and successful project delivery

2.4.5.1 Mitigating Staff Departures

In addition to providing knowledge transfer to the State, the SP uses a team member backup system so that knowledge is not single threaded through one project team member. This occurs within teams or across teams facilitating planned time off or coverage when unexpected time off occurs. The goal is to provide the expected level of service to the State regardless of staffing circumstances. This design also adds flexibility to the organization as well as reduces the risks inherent as team members roll off or leave the project.

Training plans for SP team members are included in the annual performance reviews along with specific goals and expectations for team member development and growth. Where possible, the development and growth goals are related to specific project

assignments to reinforce and expand team member skills. If additional training is needed to support EDR Project goals, the training is included in the Project Schedule, with appropriate dependencies to ensure completion before the skills are needed. In this way, the SP ensures that team members are equipped with the skills to perform their duties, ensures team member skills are kept current with technologies, and attempts to mitigate staff burnout and stagnancy by offering new opportunities to learn and grow. The SP seeks to retain team members over the implementation of the EDR Project by drawing from our large pool of local resources to avoid travel burnout and strives to use staff from other locations primarily to bring experience and skill sets not found locally.

In the event of an unexpected vacancy, the SP HR Analyst and Manager identify suitable candidates for the role. If there is a gap in a required skill set, then a plan is initiated to determine how to mitigate the gap (backfill, additional mentoring, etc), as well as how to help the individual build the required skills needed to perform his/her job duties.

2.5. Step #5: Roll Off Staff

There are several scenarios in which team members roll off a project. The majority are expected and anticipated—at the time when the commitment of their workload has been completed. At this time, the knowledge management activities are complete so that roll off of the team member is successful. For those times when roll off is unexpected, there are established back-ups for the position to ease the transition and a set of procedures and/or processes documents for the work effort to be undertaken.

2.5.1. Transition of Responsibilities and Staff Exit

When a team member's work on the project is complete, staff roll-off process is followed. The Manager notifies the SP EDR Project Director, SP EDR Project Manager, and the SP HR Analyst of the team member's name and final day on the project. If the team member is being replaced, then the name of the replacement is communicated, if known.

If the departing team member is designated as Key Staff (based on the SP Contract), the SP HR Analyst notifies the SP EDR Project Director who notifies the State EDR Project Director of the departure within two State business days of being notified. The State and SP EDR Project Directors determine if a replacement is needed, and if so, the Replacing Staff Process is performed as described in Section 2.6.

The HR Analyst begins the roll-off process using the Exit Checklist, and coordinates with the SP Team Lead and State PMO Team to perform the necessary tasks, including completion of the State's Vendor Separation Form³. The HR Analyst notes the date of completion and the individual who performed the task, where possible. The SP HR Analyst is responsible for coordinating the completion of the items on the Exit Checklist but in many cases must work with State PMO to perform the activities.

The Lead begins the transition of duties and responsibilities either to a backup team member or to the designated replacement. The Lead works with the departing team member to verify the team member completes or reassigns his/her tasks, issues, and risks. The departing team member verifies any checked out documents and files are

³ Available from the FTB intranet at <http://ftbnetapp/EmployeeVendorSep/VenSep.aspx>.

checked in and returned. The departing team member and his/her Lead verify any EDR-assigned equipment, keys, and badges are returned prior to the team member's departure.

The Lead works with the State Team Lead(s) and the SP Knowledge Management Coordinator to verify all knowledge management activities assigned to the departing team member have been completed or a plan has been developed to complete the activities prior to the team member's departure.

The Team Lead notifies all project staff of the team member's impending departure and the transition of the team member's role, responsibilities and assignments. On the team member's last day, the Lead and SP HR Analyst verify the team member has completed all required exit activities and receives the team member's badge.

The day after the team member departs, the HR Analyst verifies the team member's system and email access has been removed and works with the State PMO Team to complete the remaining items on Exit Checklist (contained in Appendix D). The final Exit Checklist is stored in the EDR Project Repository in a secure area.

2.6. Step #6: Replace Staff

There are two primary instances when there may be a need to provide replacement personnel. The first is planned staffing changes that result from periods of increased project activity or changes in skill needs for the next project phase. These periods are tracked and planned in the Project Schedule and reflected in the Staffing Plan. The second is when the project experiences an unplanned loss of staff, and the SP is required to identify their replacement.

In these cases, the Manager works with the SP HR Analyst to define or update the staff requisition for the position. If the replacement cannot be provided from within the existing project team, the SP HR Analyst begins the search for candidates as described in Section 2.2. Replacement staff must have the same level of skills and experience as the departing team member.

For Key Staff, the SP EDR Project Director submits the candidate resume(s) and references to the State PMO Team and State EDR Project Director for review. The State PMO Manager and PMO Team review the candidate's resume, and may validate the candidate's references. The State PMO recommends to the State EDR Project Director whether to accept or reject the candidate. The State EDR Project Director notifies the SP EDR Project Director of the approval/rejection. The State has five State business days to approve or reject the replacement candidate⁴. The SP HR Analyst continues the hiring process (as described in Section 2.2) when notified of the candidate's acceptance or after five State business days have elapsed.

The SP will make every reasonable effort to provide a qualified replacement within ten State business days from notification of the impending departure of the Key Staff.

⁴ SP Contract, Attachment 3: Statement of Work, Paragraph 3.c.v.(b)..

2.6.1. Replacing Small Business and Disabled Veteran Business Enterprise Subcontractors

If the SP needs to replace an SB subcontractor, the SB can only be replaced by another SB company. The same is true for DVBEs. The change in SB and/or DVBE subcontractor will be documented in a contract amendment which must be approved by the Department of General Services (DGS). The SP will notify the State of any changes to SB or DVBE participation within two State business days of being notified or determining the need for change⁵.

2.7. Monitor HR Process Effectiveness

The SP PMO monitors the quality of the HR management process on a regular basis. The HR documentation and metrics are reviewed to ensure they are consistent with the direction of the HR Management Plan. The SP HR Analyst works with the SP PMO Manager and SP Quality Manager to monitor the effectiveness of the HR Management Process. Refer to the *EDR Quality Management Plan (MRD071)* for more information on monitoring project processes, documenting lessons learned, and implementing corrections and process improvements.

The SP PMO Team (which includes the SP HR Analyst) reviews the HR process semiannually to ensure the process is serving the needs of the project. The team considers, for instance:

- Is the process being followed?
- Are the staff requisitions capturing the right information and achieving the right level of staff?
- Are the orientation materials useful and current?
- Are the HR reports useful and easy to read?
- Are the HR metrics meaningful and useful?
- Are the participants able to keep up with the workload?
- Does the documentation need to be corrected or improved to streamline the process?
- How can the process be made more effective or less cumbersome (process improvement)?

The team reviews the results and discusses how to implement corrections or improvements. The SP PMO Team updates the HR Management Plan, associated forms, and/or orientation materials to incorporate corrections or improvements. The revised versions are stored in the EDR Project Repository, and the SP PMO Manager announces any changes to SP project staff via email.

2.8. Workflow and Procedures

Figure 3 depicts the high-level HR process workflow. Appendix E contains detailed workflow charts for each of the high-level workflow steps.

⁵ Refer to the SP Contract, Attachment 3: Statement of Work, Paragraph 3.c for the specific provisions on SB and DVBE replacement.

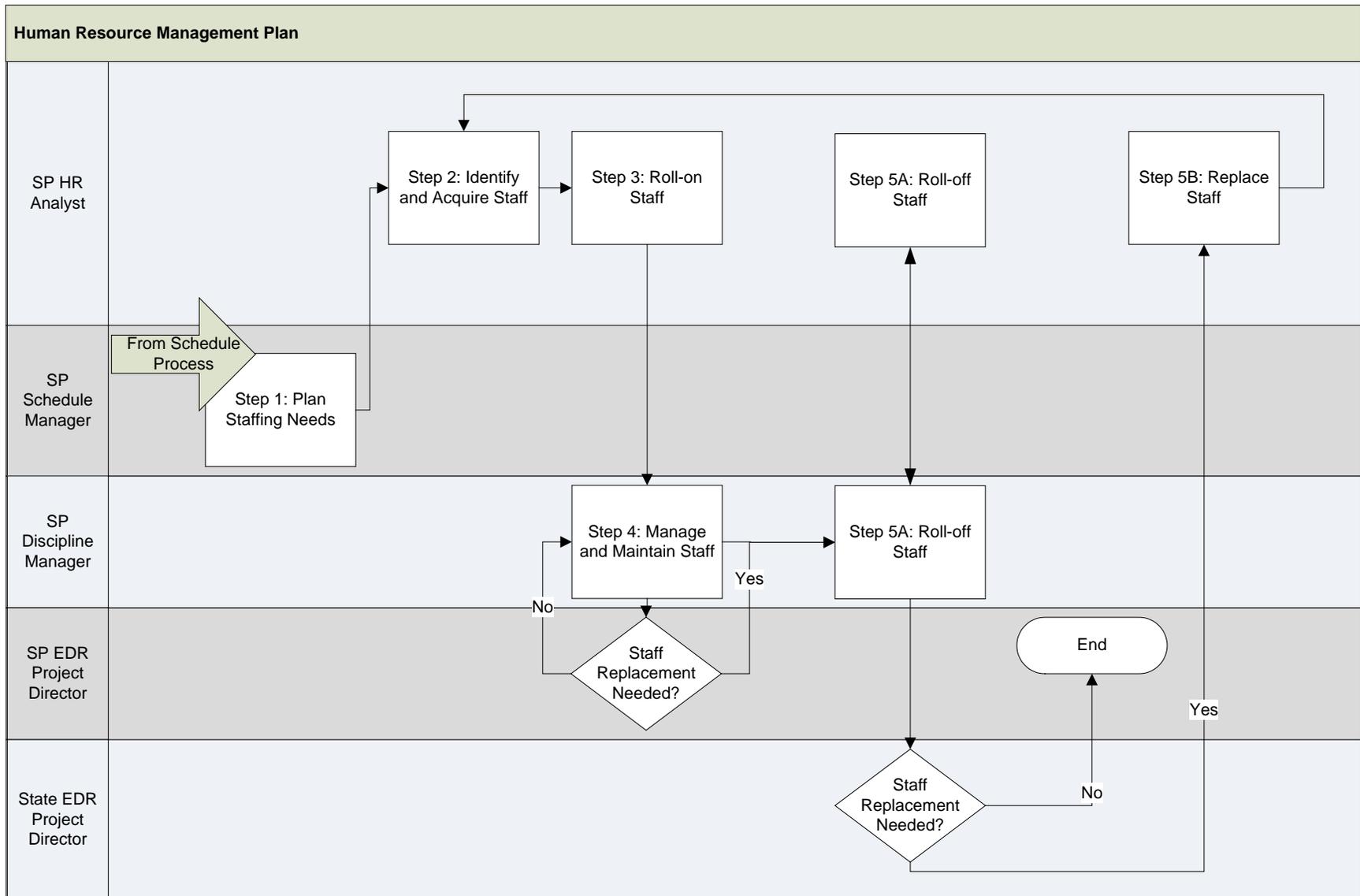


Figure 3. High-Level HR Process Workflow

Table 2: HR Procedures

Step	Role	Timeframe	Description	Tool/Template	Output
1. Plan Staffing Needs	SP Schedule Analyst and SP Managers	At Project Start and in accordance with rolling wave updates	Identify quantity and classification of staff to support upcoming work	MS Project, MS Excel	Staffing Plan
2. Identify and Acquire Staff	SP HR Analyst	Upon receipt of updated Staffing Plan or notice of staffing changes	Work with corporate office and Sacramento office to identify potential staff with the needed skills and abilities	Various staffing databases and staffing services	Potential Staff Resumes, Accepted Offer Letters, Confirmed Start Date
3. Roll On Staff	SP HR Analyst	In accordance with confirmed start date	Prepare for team member arrival, coordinate orientation and arrival	Entry/Exit Checklist, Orientation Materials, Training Materials	Updated Entry/Exit Checklist
4. Manage and Maintain Staff	SP Managers	Throughout team member's assignment	Monitor staff attendance, assignments and performance, and address any concerns or deficiencies	Various	Performance Reviews, Training, as needed
5A. Roll Off Staff	SP Managers and SP HR Analyst	When notified of team member departure	Prepare for team member departure and coordinate transition and departure activities	Entry/Exit Checklist	Completed Entry/Exit Checklist

Step	Role	Timeframe	Description	Tool/Template	Output
5B. Replace Staff	SP HR Analyst	Upon decision by the State and SP EDR Project Directors	Identify replacement candidates and coordinate with State to obtain approval for replacement	Various staffing databases and staffing services	Potential Replacement Resumes, State Letter of Acceptance of Candidate, Confirmed Start Date

3. HR MANAGEMENT TOOLS

3.1. Description of the Tools

The HR Management Process uses several spreadsheets and forms to control the process, as well as several corporate tools. The primary tool is the Microsoft Office suite, particularly Microsoft Excel and Microsoft Word. In addition, MS Project is used to generate the data for the Staffing Plan, which is then exported to Excel. The project-specific HR documents and spreadsheets are stored in the EDR Project Repository. Corporate HR documents and spreadsheets are stored on company servers at the SP Sacramento office.

The SP also uses corporate HR tools, including a resume database used to match skills to candidates, a resource management hiring system to monitor the status and availability of team members, corporate contracts/partnerships for hiring, and various bulletin boards and websites to solicit candidates.

4. HR MANAGEMENT COMMUNICATIONS

4.1. Forms and Reports

The following are the forms and reports used to manage the HR Management process. The form templates are available in the appendices of this document and are available from the EDR Project Repository. Completed copies of the forms are stored in the EDR Project Repository unless otherwise noted.

- Entry/Exit Checklist – Lists the specific tasks and coordination needed to roll on/off staff to the project. A sample is provided in Appendix D.
- State Online Vendor Separation Form – Identifies the departing team member and the date and reason for separation to ensure appropriate access is removed. The form is available on the FTB intranet (<http://ftbnet2>)⁶.
- Confidentiality Statement (Form FTB 7904) – A State form informing the team member of the confidentiality requirements for the project and data, and the penalties for unauthorized disclosure, loss or tampering.

4.2. Metrics

The goal of collecting HR metrics is to support the analysis and reporting on the HR process. The SP Quality Team periodically audits the HR Management Process to make sure that the process is being followed and that metrics are being collected and analyzed in accordance with the defined process.

HR metrics are captured, reported by the SP PMO team, and analyzed in a series of reports including:

- Staff Vacancy Report – This report lists the number of staff vacancies in each organizational area compared to the Staffing Plan. The report shows the trend over time.
- Staffing Plan Summary – The report lists the planned and actual number of staff, based on the Staffing Plan, by discipline and month over time.
- Staff Variance Report by Skill Classification – This report lists the variance between planned and actual resources by skill classification by month over time. If any classification has a variance greater than 10%, the SP will analyze the source of the variance and the status of the work in that functional area. A Corrective Action Plan will only be submitted if the variance is greater than 10% and the work for the associated team is behind schedule by more than 10%. The skill classifications are:
 - Analyst
 - Designer
 - Manager
 - Programmer

⁶ Note that the form currently can only be used by State staff to report separations. The SP HR Analyst works with the State PMO team to submit this form.

- Strategist
- Trainer
- Staff Turnover Rate by Quarter – This report shows the number of unplanned staff departures by quarter over time. Turnover is defined as an unplanned (early) departure where the team member’s work is not complete. Unplanned departures which are the result of management action or cases where a team member completes their assignment early do not count as turnover. Transition to a new role on the project also is not considered turnover. The metric includes the dedicated State resources as part of the SP team. The report will include the SP metric as well as an overall project metric (including non-dedicated State resources) based on data provided by the State. This metric will be evaluated against the industry standard turnover rate as reported by the Gartner Group.

Additional metrics may be added during the life of the project to help diagnose process problems or to implement process improvements.

4.2.1. POG and CTA Monthly Status Reports

The EDR Project Oversight and Guidance (POG) and California Technology Agency (TA) Monthly Status Reports contain various metrics that are used to track the status and health of the project including the following staffing-related metric:

- Actual Resources vs. Planned Resources – The number of resources that were assumed during the planning and estimating stage vs. the actual number of resources that are assigned to work on the project. Less than 10% difference is considered acceptable (green status), between 10 and 20% difference is considered a watch item (yellow status), and more than 20% difference is considered critical (red status).

4.3. Meetings and Reviews

The number of vacancies, new/departing staff, and the status of any corrective action plans for staffing are discussed at the EDR Project Directors meeting. Staffing issues and concerns are discussed at the same meeting. Concerns about staff performance are discussed first with the applicable Manager, prior to being escalated to the SP PM. Staffing risks and risk responses are discussed in EDR Risks and Issues meetings.

Additional meetings and conference calls regarding staff roll-on and roll-off occur according to the SP Corporate HR processes.

4.4. General Communications

Managers announce new and departing team members as well as replacement staff to appropriate project staff via email. This is to ensure project staff are aware of each team member’s role and responsibilities.

Reports are posted to the EDR Project Repository monthly or as needed based on the number of staffing changes.

5. PASI – ROLES AND RESPONSIBILITIES

This section describes the participants in the HR Management Process and their responsibilities.

5.1. Management of the Process

The SP EDR Project Director ultimately is responsible for all staffing decisions for the SP Team. The SP Managers participate in the process to provide expertise and guidance regarding skill sets and experience.

5.2. Roles and Responsibilities

Table 3 lists the roles and responsibilities for the HR Management Process. The PASI matrix follows the table.

Table 3: HR Management Process Roles and Responsibilities

Project Role	Responsibilities
SP EDR Project Director	<ul style="list-style-type: none"> • Review and approve the Staffing Plan • Approve the strategy for meeting the Staffing Plan • Approve staff requisitions for new team members • Approve hiring decisions • Participate in orientation sessions • Approve staff re-assignments and staff replacements • Approve Performance Improvement Plans • Notify the State EDR Project Director and PMO of the departure/replacement of Key Staff
SP EDR Project Manager	<ul style="list-style-type: none"> • Review the Staffing Plan • Develop the strategy for meeting the Staffing Plan • Review staff requisitions for new team members • Review candidate resumes and select candidates for interview • Interview selected candidates, as appropriate • Participate in orientation sessions • Discuss team member performance concerns with the Managers • Conduct annual performance reviews, as appropriate • Provide feedback to the subcontractor annual performance review process
SP PMO Team	<ul style="list-style-type: none"> • Prepare and conduct project orientation for new team members • Monitor HR Process for effectiveness • Maintain HR Management Plan

Project Role	Responsibilities
SP HR Analyst	<ul style="list-style-type: none"> • Coordinate with SP Corporate HR Team to identify and acquire team members • Coordinate with SP Corporate HR Team to prepare for team member arrival and orientation • Coordinate with State PMO Team to prepare for team member arrival and orientation • Coordinate with SP Managers to plan new team member's arrival and first day on the project • Coordinate with State PMO Team to prepare for team member exit and ensure all exit activities are completed • Track and monitor the status of planned and open positions, and departure dates • Generate HR reports and metrics
SP Discipline Managers	<ul style="list-style-type: none"> • Review the Staffing Plan • Define and refine the skill requirements for team members • Prepare staff requisitions for new team members and identify candidates from within the project or from the local office • Review candidate resumes and select candidates for interview • Interview selected candidates, as appropriate • Coordinate team orientation and training • Announce team member arrivals and departures to project team • Assign team buddy to new team members and team member backups, as necessary • Assign tasks and work products to team members, and review and monitor the team member's work • Work with team members to address performance deficiencies or concerns • Conduct or contribute to team member annual performance reviews • Identify team members for recognition and award based on performance • Coordinate transition of departing team member duties and responsibilities to other team members • Verify departing team member has completed all knowledge management activities and key assignments

Project Role	Responsibilities
SP Contract Manager	<ul style="list-style-type: none"> • Monitor overall performance of subcontractors based on input from the Managers and SP PM • Verify the subcontractors are performing in accordance with the terms of the subcontract • Coordinate HR issues and needs with the SP HR Analyst and subcontractor HR organization
SP Corporate HR Team	<ul style="list-style-type: none"> • Coordinate with the SP HR Analyst to identify and acquire team members • Review and suggest candidates from corporate resource pool and partner subcontractors • Coordinate interviews of candidates • Coordinate and package offers to selected candidates • Coordinate hiring activities and subcontract activities
SP Schedule Analyst	<ul style="list-style-type: none"> • Manage the Project Schedule • Generate the initial Staffing Plan based on the resources assigned in the Project Schedule
SP Financial Analyst	<ul style="list-style-type: none"> • Review the Staffing Plan in the context of the project budget
SP Knowledge Management Coordinator	<ul style="list-style-type: none"> • Confirm departing team member has completed the knowledge transfer activities assigned to him/her
State EDR Project Director	<ul style="list-style-type: none"> • Approve Key Staff replacements
State PMO Team	<ul style="list-style-type: none"> • Assist with orientation of new team members • Coordinate badging and facility activities for new and departing team members • Review and recommend approval of Key Staff replacements

5.3. PASI Matrix

The HR Management Process roles and responsibilities are documented in Table 4.

Table 4. HR Management Plan PASI Matrix

Activity	Role/Person											
	State EDR Project Director	State PMO Team	SP EDR Project Director	SP EDR Project Manager	SP PMO Team	SP HR Analyst	SP Contract Manager	SP Discipline Mangers	SP Corporate HR Team	SP Schedule Analyst	SP Financial Analyst	SP Knowledge Management Coordinator
1. Plan Staffing Needs	I	I	A	A	I		S	S		P	S	
2. Identify and Acquire Staff			A	A		P	S	S	S		S	
3. Roll On Staff	I	S			S	P	S	S	S		I	
4. Manage and Maintain Staff			A	A			S	P				
5. Roll Off Staff	I	S	I	I	S	S	S	S	S		I	S
6. Replace Staff	A, I*	S	A	A		P	S	S	S		S	
P = Primary; A = Approval Authority; S = Supporting Responsibility; I = Information Only												

*The State EDR Project Director has approval authority for SP Key Staff, but is information only for non-Key Staff.

APPENDIX A – STAFFING PLAN

The SP PMO Manager is responsible for staffing the project in coordination with the SP EDR Project Director, SP EDR Project Manager, and SP Discipline Managers who are responsible for allocating resources based on need and in consideration of the established Staffing Plan and overall project budget.

The SP PMO Manager is responsible for staff orientation, support, and integration and works in concert with the SP Managers who are responsible for staff assessments, team feedback, and implementing the principles that govern HR Management.

The Staffing Plan is based on an extract from the Project Schedule in MS Project and identifies the SP staff, including subcontractor staff and dedicated State resources, by Project Phase, WBS, Organizational Title and Skill Classification.

The Staffing Plan will be delivered after the Project Schedule has been delivered.

APPENDIX B – KNOWLEDGE, SKILLS AND ABILITIES BY SKILL CLASSIFICATION

Each role performed on the project is done in accordance with the defined Knowledge and Skills and Abilities (KSAs) required for each role (or classification) and associated responsibilities for that position(s), as displayed below.

Area	Position/Class	Knowledge	Skills and Abilities
Project Management	<p>Project Director - Key Class: Project Manager</p> <p>The EDR Project Director is responsible for the overall success of EDR Project and must be able to manage all EDR project management activities, providing guidance and direction to the State and SP EDR Project Team and the State and SP EDR Project Team.</p> <p>This position interfaces with the State EDR Team Managers and stakeholders.</p>	<p>The Project Director has knowledge of large scale project management for each of the project management disciplines including: schedule, scope and change management, budget, funding, communication, and issue and risk strategies.</p> <p><i>FTB Experience Requirements:</i> <i>7 years experience, within the last 10 years, in a role directly responsible for the planning, execution and evaluation of all IT project activities</i></p> <p><i>Directed and completed at least 1 complex IT project within the last 10 years based on the following criteria:</i></p> <ul style="list-style-type: none"> -Total IT project cost must have been greater than \$25 million -Project must have been an IT project requiring execution of coordinated activities with related projects with cross project dependencies 	<ul style="list-style-type: none"> • General Project Management <ul style="list-style-type: none"> - Skill and ability to manage the overall project - Ability to delegate authority to project managers • Schedule, Scope, and Budget Management <ul style="list-style-type: none"> - Ability to oversee the control of the schedule, scope, schedule and budget of projects - Ability to define project scope and deliverables - Skill to manage to agreed scope • Change Request Management <ul style="list-style-type: none"> - Ability to participate as an unbiased member of a change control board • Communication Management <ul style="list-style-type: none"> - Ability to communicate effectively to project staff and key stakeholders. - Skill and ability to support project cooperation, coordination, and communication between departments and functions - Ability to understand external dependencies • Contract Management <ul style="list-style-type: none"> - Ability to manage the EDR contract to deliver the project within the budget and in accordance with contractual agreement. - Skill to work with the State to manage changes in contract terms, project costs, and contract issues • Issue and Risk Management <ul style="list-style-type: none"> - Ability to oversee the issue and risk management processes

Area	Position/Class	Knowledge	Skills and Abilities
			<ul style="list-style-type: none"> - Ability to delegate responsibility to manage the processes - Ability to anticipate and identify problems and risks and create action plans to mitigate and resolve project issues and risks • Human Resource Management <ul style="list-style-type: none"> - Ability to effectively oversee the management of the resources involved in the EDR Project. - Ability to oversee the management of the Senior Managers responsible for identifying, recruiting, training, assigning, managing, and retaining the appropriate blend of skills and experience of functional and technical resources throughout the project lifecycle • Quality Management <ul style="list-style-type: none"> - Ability to oversee the Quality Management processes to facilitate improvements in project productivity and product quality.
Project Management	<p>Project Manager – Key Class: Project Manager</p> <p>This position supports the SP's Project Director by providing strategic direction and oversight of the SP Senior Managers.</p> <p>This position interfaces on a weekly basis with the State EDR Project Director and Project Manager.</p> <p>This position is responsible for maximizing the success of the EDR project management activities.</p>	<p>The Project Manager has knowledge of all project management disciplines including schedule, scope and change management, budget, funding, communication, and issues and risk strategies.</p> <p>The Project Manager works directly with key project staff and has knowledge of the software development lifecycle and the processes implemented across implementation, application development, technical architecture development, test, and production operations.</p> <p>Experience with CMMI standards and processes</p> <p><i>FTB Experience Requirements</i> <i>Must have 7 years experience, within the last 10 years, in a role directly responsible for the planning, execution, and evaluation of all IT Project Management activities including the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration, and communication</i> <i>Must have active Project Management Professions certification through the Project Management Institute</i></p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> - Ability to communicate effectively to project management staff, Group Managers and Team Leads. - Skill and ability to support project cooperation and communication between departments and functions • Contract Management <ul style="list-style-type: none"> - Ability to participate in the management of the EDR contract to deliver the project within the budget and in accordance with contractual agreements • Issue and Risk Management <ul style="list-style-type: none"> - Ability to anticipate and identify issues and risks and create action plans to mitigate and resolve the issues and risks • Scope Schedule and Budget Management <ul style="list-style-type: none"> - Ability to manage to the scope, schedule and budget of projects • Schedule and Task Management <ul style="list-style-type: none"> - Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan. - Skill and ability to plan, coordinate and communicate between

Area	Position/Class	Knowledge	Skills and Abilities
		<p><i>Must have managed and completed at least 1 IT project within the last 10 years based on the following criteria:</i></p> <ul style="list-style-type: none"> -Total project cost of the IT project for which Project Management services were provided to must have been greater than \$25 million -Project must have been an IT project requiring execution of coordinated activities with related projects with cross project dependencies 	<p>the EDR teams</p>
Project Management	<p>Phasing Manager – Key Class: Deputy Project Manager</p> <p>The Phasing Manager is responsible for the transition of functionality into production.</p>	<p>The Phasing Manager has knowledge of the implementation processes, including conversion, Business Process Re-engineering (BPR), change management, and training. The Phasing Manager has knowledge of the project scope and delivery timeframes required to implement the EDR functionality across the FTB enterprise.</p> <p>Large scale project management experience Knowledge of CMMI and IEEE processes Knowledge of software development lifecycle</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders – Ability to support project cooperation and communication between departments and functions • Schedule and Task Management <ul style="list-style-type: none"> – Ability to plan, manage, and control project tasks defined within the contract and EDR Project Plan. – Ability to manage to the project plan, coordinating between the EDR teams • Issue and Risk Management <ul style="list-style-type: none"> – Ability to anticipate and identify problems and risks and create action plans to mitigate and resolve the risks • Project Delivery <ul style="list-style-type: none"> – Ability to work with the State and the SP Teams to coordinate activities across the FTB enterprise. This includes the ability to understand the project functionality and dependencies
Project Management	<p>SP PMO Manager Class: Senior Manager</p> <p>The SP PMO Manager is responsible for the delivery of the project schedule, tracking of project tasks and deliverables, and management of all PMO activities that support the overall project.</p> <p>The SP PMO Manager coordinates project</p>	<p>The SP PMO Manager must have knowledge in schedule and task management. In order to maintain the project schedule the SP PMO Manager must have knowledge of the Scope Management, Contract Management, and the software development lifecycle.</p> <p>The PMO Manager must have knowledge of PMBOK and all of the functional areas of a PMO including: schedule, human resources, reporting, financial, contracts, and actions/issues and risks.</p>	<ul style="list-style-type: none"> • Schedule and Task Management <ul style="list-style-type: none"> – Ability to manage and control projects tasks and deliverables defined within the contract and EDR Project Plan. – Ability to coordinate between the EDR teams – Skill and ability to report on schedule and task management • Human Resources Management <ul style="list-style-type: none"> – Ability to manage the human resource staffing plan in

Area	Position/Class	Knowledge	Skills and Abilities
	review activities with the Quality Manager.	Knowledge of CMMI and IEEE processes	<ul style="list-style-type: none"> coordination with the project's managers • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to manage the scope, schedule and budget processes of projects • Benefits Management <ul style="list-style-type: none"> – Ability to work with the EDR Project's Management and Project Team to manage and track the EDR Project Benefits and associated deliverables • Contract Management <ul style="list-style-type: none"> – Ability to manage to the EDR contract to participate in the delivery of the project within the budget and in accordance with contractual agreements
Project Management	<p>Schedule Analyst, Human Resource Analyst, Contract Analyst, Financial Analyst, Benefits Analyst Class: Senior Business Analyst</p> <p>Risk/Issue Analyst, PMO Business Analyst, Reporting Analyst, Tools Analyst Class: Business Analyst</p> <p>Clerical Support Class: Administrative Support</p> <p>The PMO Team including the BA and Clerical staff are responsible to support the SP PMO Manager in the delivery of the project schedule, tracking of project tasks and deliverables, and management of all PMO activities that support the overall project.</p>	<p>PMO areas include: Schedule, Human Resource, Deliverables, Benefits Tracking, Reporting, Financial, Contracts, Action/Issues/Risks, and Process Management.</p> <p>Knowledge of all PMP supporting plans and associated processes and procedures</p>	<ul style="list-style-type: none"> • Ability to support SP PMO Manager on areas defined above. • Ability to develop all PMP plans and processes • Ability to implement and monitor on a regular basis to provide overall accurate and quality project management. • Ability to facilitate SP's participation in the State required reviews conducted for Project Management, Technical Management and Benefits Management performance consistent with EDR requirements. • Participation in Monthly Status reporting including time schedule and variance analysis reporting (Time and Schedule Management Plan (MRD001) and Time and Schedule Variance Report (MRD003)), risks and issues including resolving issues and taking action items (Risk Management Plan (MRD070) and Issue and Action Management Plan (MRD001)). • Ability to facilitate SP's participation in State-requested meetings as necessary to communicate information, resolve project issues, and support project goals and objectives as described in the Project Management Plan. • Overall adherence to the PMP
Quality Management	<p>Quality Manager Class: Senior Manager</p> <p>The Quality Manager is responsible for the integration of quality activities throughout the</p>	<p>The Quality Manager works directly with key project staff and provides oversight to key project deliverables and processes.</p> <p>The Quality Manager has knowledge of the project standards and delivery processes.</p>	<ul style="list-style-type: none"> • Quality Management <ul style="list-style-type: none"> – Ability to manage the integration of quality activities throughout the project. • Communication Management

Area	Position/Class	Knowledge	Skills and Abilities
	project, improving project productivity and product quality, as well as measuring compliance with project objectives.	<p>Knowledge of quality management activities focusing on improving project productivity and product quality, as well as measuring compliance with project objectives and progress toward them.</p> <p>Knowledge of good business and engineering practices including defining the review, assessment, evaluation and reporting methodology</p> <p>Quality Manager must have knowledge of the software development lifecycle and the processes implemented across application development and test for the EDR and Legacy systems.</p> <p>Experience serving as a Quality Manager on large IT projects</p> <p>Knowledge of CMMI and IEEE processes</p>	<ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders • Schedule and Task Management <ul style="list-style-type: none"> – Ability to monitor and report on project tasks as defined within the contract and EDR Project Plan • Project Delivery <ul style="list-style-type: none"> – Ability to review and provide feedback on the MRD and project reviews including the delivery of the Quality Management Plan documenting the approach to properly document the project. • Experience providing expert guidance and development of quality management documents
Quality Management	Quality Analysts Class: Business Analyst	<p>The Quality Analysts work directly with the Quality Manager to support activities related to oversight of key project deliverables and processes. The Quality Analysts have experience with project standards and delivery processes.</p> <p>Knowledge of quality management activities focusing on improving project productivity and product quality, as well as measuring compliance with project objectives and progress toward them.</p> <p>Knowledge of good business and engineering practices including defining the review, assessment, evaluation and reporting methodology</p> <p>The Quality Analysts must have knowledge of the software development lifecycle and the processes implemented across application development and test for the EDR and Legacy systems.</p> <p>Experience serving as an Analyst on large IT projects</p> <p>Knowledge of CMMI and IEEE processes</p>	<ul style="list-style-type: none"> • Quality Management <ul style="list-style-type: none"> – Ability to participate in the management of quality activities throughout the project • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff • Schedule and Task Management <ul style="list-style-type: none"> – Ability to participate in the management of the projects tasks defined within the contract and EDR Project Plan • Project Delivery <ul style="list-style-type: none"> – Ability to participate in the review and provide feedback on the projects MRD and project reviews • Experience providing guidance and development of quality management documents
Quality Management	Test Group Manager Class: Business Team Lead Manages the day-to-day activities of the Test Team. Works with executive management to	The Test Manager is knowledgeable in the management, planning, coordination, development and execution of test scripts for System Testing, Performance Testing and System Verification Testing (which is witnessed by other project	<ul style="list-style-type: none"> • Quality Management <ul style="list-style-type: none"> – Ability to manage the integration of testing activities throughout the project – Skill in test management activities with focus on improving

Area	Position/Class	Knowledge	Skills and Abilities
	<p>provide guidance and staffing such that project deliverables and releases are put into production on-time with a high-level of quality and consistency.</p>	<p>stakeholders). They also support the state while performing System Qualification Testing.</p>	<p>project productivity and product quality</p> <ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project management and staff – Ability to prepare for and report to the Project Director, Project Manager, and EDR Project Team on the test productivity and performance • Test Management <ul style="list-style-type: none"> – Ability to understand the development scope and manage a test team responsible for the planning, coordination, development and execution of test activities required in a large scale IT project – Ability to work with the development team to coordinate test schedule – Ability to make sure that issues and defects are resolved in a timely manner and high priority defects are addressed first
<p>Quality Management</p>	<p>Test Analysts Class: Senior Business Analyst</p> <p>The Test Analyst participates in test activities at every phase of the project.</p> <p>Starting with the requirements analysis phase of the project the test team works directly with the State EDR Team and the SP development team to understand the requirements and develop a test strategy to validate that requirements are fulfilled by the EDR Solution.</p> <p>This team also generates the exit reports from each of the test activities and is responsible for coordinating and facilitating the associated readiness reviews.</p>	<p>The Test Team is knowledgeable in the planning, coordination, development and execution of test scripts for System Testing, Performance Testing and System Verification Testing (which is witnessed by other project stakeholders). They also support the state while performing System Qualification Testing.</p>	<ul style="list-style-type: none"> • Quality Management <ul style="list-style-type: none"> – Ability to participate in the management of the integration of testing activities throughout the project – Ability to perform test management activities focused on improving project productivity and product quality • Communication Management <ul style="list-style-type: none"> – Ability to participate in communications to project staff • Test Management <ul style="list-style-type: none"> – Ability to develop test scripts to validate that the system performs as designed, and meets the specified requirements – Ability to participate in the execution of all test activities required in a large scale IT project
<p>Business/ Implementation</p>	<p>Business /Implementation Manager – Key Class: Senior Manager</p> <p>The Business / Implementation Manager is</p>	<p>The Business/Implementation Manager has knowledge of the BPR/change management, conversion, training, and knowledge transfer activities.</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders.

Area	Position/Class	Knowledge	Skills and Abilities
	responsible for the implementation activities including BPR/change management, conversion, training, and knowledge transfer activities.	<p>The Business/Implementation Manager must have knowledge of the software development lifecycle and the processes implemented across application development and test for the EDR and Legacy systems.</p> <p>Knowledge of the business processes within the PIT/BE Return Filing, Return Validation, Audit, Collection and Filing Enforcement SOW.</p> <p>Large scale project management experience.</p> <p>Contract and vendor management experience.</p> <p><i>FTB Experience Requirements</i></p> <p><i>7 years experience, within the last 10 years, in a role directly responsible for the planning, execution and evaluation of all IT project Business Management activities including: requirements definition, requirements management and implementation.</i></p> <p><i>Managed and completed at least 1 IT project within the last 10 years that meets the following criteria:</i></p> <ul style="list-style-type: none"> <i>-Total project cost must have been greater than \$25 million</i> <i>-Project must have been an IT project requiring execution of coordinated activities with related projects with cross project dependencies</i> <i>-Project responsibilities must have included: business process reengineering, user training, and organizational change management</i> 	<ul style="list-style-type: none"> - Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> - Ability to manage scope, schedule, deliverables and budget of projects - Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> - Ability to plan, manage and control projects tasks defined within the contract and EDR Project Plan - Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems
Business/Implementation	<p>BPR/OCM Team Lead Class: Business Team Lead</p> <p>BPR/OCM Team Class: Senior Program Analyst Class: Business Analyst</p>	<p>The Business Process Reengineering/Organizational Change Management (OCM) Team Lead has knowledge of the BPR/change management, and organizational change management activities.</p> <p>Knowledge of the EDR business and the business processes to be re-engineered</p> <p>The Business Process Reengineering/Organizational Change Management Team Lead must have knowledge of the software development lifecycle and the processes implemented across</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> - Ability to communicate effectively to project staff - Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> - Ability to participate in the management of scope, schedule, and

Area	Position/Class	Knowledge	Skills and Abilities
		application development and test for the EDR and Legacy systems.	<p>deliverables of projects.</p> <ul style="list-style-type: none"> • Schedule and Task Management <ul style="list-style-type: none"> – Ability to participate in the projects tasks and deliverables as defined within the contract and EDR Project Plan – Ability to cooperate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems
Business/ Implementation	<p>Conversion Team Lead Class: Business Team Lead</p> <p>Conversion Team Class: Senior Business Analyst</p>	<p>The Conversion Team Lead and team members have knowledge conversion processes and procedures required for large IT projects.</p> <p>The Conversion Team Lead and team members must have knowledge of the software development lifecycle and the processes implemented across application development and test for the EDR and Legacy systems.</p> <p>Must have knowledge of the EDR Solution and must understand how to review the legacy applications.</p> <p>Knowledge of how data sits in the legacy systems and is mapped to the new system.</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to participate in the management of scope, schedule, and deliverables of projects • Schedule and Task Management <ul style="list-style-type: none"> – Ability to participate in the projects tasks and deliverables as defined within the contract and EDR Project Plan – Ability to cooperate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems
Business/ Implementation	<p>Transition Management Team Lead Class: Business Team Lead</p> <p>Transition Management Team</p>	<p>The Transition Management Team Lead and team members have knowledge of production functionality.</p> <p>Must have an understanding of service transition</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff – Ability to support project cooperation and communication

Area	Position/Class	Knowledge	Skills and Abilities
	Class: Senior Business Analyst	<p>processes as well as the steps and tasks that must be taken to transition functionality into production. The Transition Management Team Lead and team members must have knowledge of the software development lifecycle and the processes implemented across application development and test for the EDR and Legacy systems.</p>	<p>between departments and functions and understanding external dependencies and coordinating project work accordingly</p> <ul style="list-style-type: none"> • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to participate in the management of scope, schedule, and deliverables of projects • Schedule and Task Management <ul style="list-style-type: none"> – Ability to participate in the projects tasks and deliverables as defined within the contract and EDR Project Plan – Ability to cooperate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems
Business/ Implementation	<p>Training Team Lead Class: Business Team Lead</p> <p>Training Team Class: Training Architect</p>	<p>The Training Team Lead and team members have knowledge of the training, and knowledge transfer activities required of large IT projects.</p> <p>The Training Team Lead and team members must have knowledge of the functional aspects that are delivered into production.</p> <p>Knowledge of what the FTB end users are required to be trained on and the processes implemented across application development.</p> <p>Perform test activities for the EDR and Legacy systems.</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to participate in the management of scope, schedule, and deliverables of projects • Schedule and Task Management <ul style="list-style-type: none"> – Ability to participate in the projects tasks and deliverables as defined within the contract and EDR Project Plan – Ability to cooperate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid

Area	Position/Class	Knowledge	Skills and Abilities
Business/ Implementation	<p>Knowledge Transfer Team Lead Class: Business Team Lead</p> <p>Knowledge Transfer Team Class: Senior Business Analyst Class: Business Analyst</p>	<p>The Knowledge Transfer Team Lead and team members have knowledge of the training and knowledge transfer activities.</p> <p>Understanding of how to coordinate formal knowledge transfer classes and on-the-job training between State and SP EDR developers.</p> <p>The Knowledge Transfer Team Lead and team members must have knowledge of the processes implemented across application development and test for the EDR and Legacy systems.</p>	<p>major problems</p> <ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to participate in the management of scope, schedule, and deliverables of projects • Schedule and Task Management <ul style="list-style-type: none"> – Ability to participate in the projects tasks and deliverables as defined within the contract and EDR Project Plan – Ability to cooperate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems
Application Development	<p>Application Team Manager Class: Senior Manager</p> <p>Manages the day-to-day activities of the entire EDR application development effort. Sets application development goals and priorities.</p>	<p>The Application Team Manager has knowledge of the entire Software development lifecycle for EDR and the Legacy systems.</p> <p>The Application Team Manager must have knowledge of the functional and technical requirements</p> <p>Knowledge of the State EDR business processes</p> <p>Knowledge of the EDR technologies including BPM, MDM, ECM/Imaging, and the SOA.</p> <p>Knowledge of CMMI and IEEE processes</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to manage scope, schedule, deliverables and budget of projects – Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> – Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan

Area	Position/Class	Knowledge	Skills and Abilities
			<ul style="list-style-type: none"> - Ability to coordinate between the EDR team • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems • Quality Management <ul style="list-style-type: none"> - Ability to interface with executive management to provide application development metrics and status
Architect	<p>Chief Functional Architect Class: Subject Matter Expert</p> <p>The Chief Functional Architect is responsible to work with the State Business Staff, Application Development, Test Teams, and the Project Teams to provide the vision for the EDR Solution.</p> <p>Reviews functional deliverables and work products to promote consistency related to the functional solution across items produced by various teams.</p> <p>Provides functional direction and input to the System and Software Requirements Analysis effort and the various test activities</p>	<p>Chief Functional Architect must have knowledge and experience participating in change control impact analysis meetings to produce both high-level and low-level impact descriptions.</p> <p>Chief Functional Architect must have knowledge and experience participating in Requirements Analysis Sessions to provide guidance and transfer knowledge.</p> <p>The Chief Functional Architect should have knowledge in the tax systems and processing.</p> <p>Experience working in CMMI Level 3 environments</p>	<ul style="list-style-type: none"> • Management <ul style="list-style-type: none"> - Provide technical advice and counsel as required - Verify integration of various products and technologies into a stable architecture - Educate and advise project executives, Group Managers, Group Leads and Team Leads - Provide guidance and vision for designing solutions and applying technologies for the desired future state • Communication Management <ul style="list-style-type: none"> - Ability to communicate effectively to project staff and key stakeholders - Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> - Ability to define the State business processes implemented into EDR as well as the functional architecture. - Must be able to define the functional architecture make the

Area	Position/Class	Knowledge	Skills and Abilities
			<p>architecture team effective in the EDR functional environment. This includes the following skills and abilities:</p> <ul style="list-style-type: none"> • Staying abreast of the development methodologies and technical components in use and under development (examples: SOA, Web Services, and BPM). • Advocating and implementing best practices in development within the project • Coaching and providing training and guidance • Troubleshooting technical tasks/issues • Representing the SP in client design reviews and acting as liaison to client and third party review entities <ul style="list-style-type: none"> – Ability to analyze complex problems and design or suggest effective solutions – Designing and communicating the overall strategy for the development effort • Deliverables Management <ul style="list-style-type: none"> – Ability to review design deliverables for adherence to the intent of the requirements, and consistency across teams
<p>Application Development - Legacy</p>	<p>Legacy Integration Group Manager Class: Technical Team Lead</p> <p>The EDR Legacy Integration Group Manager and team members are responsible for supporting the State Legacy Teams.</p> <p>Responsible for assisting the State legacy developers to understand EDR Project requirements</p> <p>Responsible for supporting the integration between the legacy systems</p> <p>Reviews design deliverables for adherence to the intent of the requirements, and consistency across teams.</p>	<p>The EDR Legacy Integration Group Manager must have knowledge of the Software Development Lifecycle for EDR and the Legacy systems.</p> <p>The Legacy Integration Group Manager must have knowledge of the functional requirements and the processes required to successfully deliver the functionality through the Requirements Management process through Service Transition.</p> <p>The Legacy Integration Group Manager and team members must have knowledge of the SDLC activities and deliverables and knowledge of the EDR Project business processes to support implementation.</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholder – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to manage scope, schedule, deliverables and budget of projects – Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> – Ability to plan, manage, and control projects tasks defined within the contract and EDR project plan

Area	Position/Class	Knowledge	Skills and Abilities
			<ul style="list-style-type: none"> - Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> - Ability to support State Legacy Teams - Ability to support development teams and tasks using the EDR technical suite
<p>Application Development - Legacy</p>	<p>Legacy Integration Team Lead Class: Business Team Lead</p> <p>Legacy Integration Team Class: Senior Business Analyst Class: Business Analyst</p> <p>The EDR Legacy Integration Team Lead and team members are responsible for supporting the legacy changes and integration with EDR.</p> <p>Other than a few cases, the State has a majority of the primary responsibilities when it comes to making changes to State legacy systems to support the EDR project. This team supports the State in that effort, performing coordination of the various development lifecycle activities and resolving issues across systems.</p> <p>This team also performs the SP's primary responsibilities related to legacy system changes, including 1) analyzing the EDR Solution and Deliverables to make certain that the required legacy systems can interoperate or interface with the EDR Solution; and 2) validating the legacy systems changes with the EDR Solution by performing System Verification</p>	<p>The EDR Legacy Integration Team Lead and team members have knowledge of the software development lifecycle for EDR and the Legacy systems.</p> <ul style="list-style-type: none"> • Experience with team management • Experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> - Ability to communicate effectively to project staff and key stakeholders - Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> - Ability to manage scope, schedule, deliverables and budget of projects - Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> - Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan - Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> - Ability to support State Legacy Teams

Area	Position/Class	Knowledge	Skills and Abilities
	Testing.		<ul style="list-style-type: none"> - Ability to support development teams and tasks using the EDR technical suite
Application Development	<p>Application Development Group Manager Class: Technical Team Lead</p> <p>The EDR Application Development Group Manager is responsible for managing the application team leads and delivering the project functionality and functional deliverables. Manages the team responsible for identifying, analyzing, designing and implementing EDR functional business requirements. Interfaces with the client in regard to governance, planning and status of System Requirements Analysis, Software Requirements Analysis, Software Design, Detailed Design and Software Coding and Issue Resolution activities. Manages the day-to-day activities of the EDR application development teams, providing the level of skill and staff required to meet EDR project goals.</p>	<ul style="list-style-type: none"> • The EDR Application Development Group Manager must have knowledge of the Software Development Lifecycle for EDR and the legacy systems • Knowledge of the functional requirements and the processes required to successfully deliver the functionality through the Requirements Management process through Service Transition • Knowledge of the business processes within their specific area (PIT/BE Return Filing, Return Validation, Audit, Collection and Filing Enforcement) • Knowledge of the EDR technologies including BPM, MDM, ECM/Imaging, and the SOA. 	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> - Ability to communicate effectively to project staff and key stakeholders - Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> - Ability to manage scope, schedule, deliverables and budget of projects. - Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> - Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan - Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> - Ability to implement the functional requirements within the EDR technical environment - Ability to manage development teams and tasks using the EDR technical suite
Application - COTS	<p>COTS Group Lead Class: Business Team Lead</p> <p>Return Filing Team Lead Class: Business Team Lead</p>	<ul style="list-style-type: none"> • The EDR COTS Group Lead and team members have knowledge of the Software Development Lifecycle for EDR and the Legacy systems • Knowledge of the functional requirements and the processes required to successfully deliver the functionality through the Requirements 	<ul style="list-style-type: none"> • Ability to interface with other group leads to provide consistency across project deliverables and application components • Skill as a SMEs in the functional area(s) related to the group • Ability to represent their group in functional related discussions such as technical reviews and impact analysis meetings • Ability to create all development deliverables required by the EDR Project

Area	Position/Class	Knowledge	Skills and Abilities
	<p>Return Filing Team Class: Senior Business Analyst Class: Business Analyst</p> <p>The COTS Group Lead is directly responsible for the management, coordination and consistency of delivery of COTS products and the integration of COTS products</p> <p>The COTS Group Lead and team members are also responsible for planning, coordinating and executing of all development deliverables required for the EDR Project</p>	<p>Management process through Service Transition</p> <ul style="list-style-type: none"> • Experience with team management • Experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Ability to understand the COTS products and the integration of those products • Ability to define and document System and Software Requirements via requirements analysis sessions with EDR Project Team personnel • Ability to document and maintain requirements traceability • Ability to support the scope management process, including the submission and review of change requests
<p>Application - Integration</p>	<p>Integration Group Lead Class: Business Team Lead</p> <p>Returns Validation Team Lead Class: Business Team Lead Returns Validation Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Audit Team Lead Class: Business Team Lead Audit Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Collections Team Lead Class: Business Team Lead Collection Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Filing Enforcement Team Lead Class: Business Team Lead Filing Enforcement Team</p>	<p>The EDR Legacy Integration Teams must have knowledge of the SOW functionality within EDR</p> <ul style="list-style-type: none"> • Knowledge of integrating and implementing functionality • Knowledge of the Software development lifecycle for EDR and the Legacy systems <p>The Integration Group Lead must have knowledge of the functional requirements and the processes required to successfully deliver the functionality through the Requirements Management process through Service Transition.</p>	<ul style="list-style-type: none"> • Ability to interface with other group leads to provide consistency across project deliverables and application components • Skill as a SME in the functional area(s) related to the group • Ability to represent their group in functional discussions such as technical reviews and impact analysis meetings • Ability to create all deliverables across the lifecycle of the EDR Project • Ability to document and maintain requirements traceability • Ability to support the scope management process, including the submission and review of change requests

Area	Position/Class	Knowledge	Skills and Abilities
	Class: Senior Business Analyst Class: Business Analyst		
Application - Services	Services Group Lead Class: Business Team Lead Taxpayer Folder Lead Class: Senior Programmer Analyst Taxpayer Folder Team Class: Senior Programmer Analyst Class: Programmer Analyst Utilities Lead Class: Senior Programmer Analyst Utilities Team Class: Senior Programmer Analyst Class: Programmer Analyst Case Management Lead Class: Senior Programmer Analyst Case Management Team Class: Senior Programmer Analyst Class: Programmer Analyst	The EDR Services Teams have knowledge of the Software Development Lifecycle for EDR and the Legacy systems. The Services Group Lead must have knowledge of the functional requirements and the processes required to successfully deliver the functionality through the Requirements Management process and through Service Transition. <ul style="list-style-type: none"> • Knowledge of the business processes within their specific area. Knowledge of utilities and common functions within EDR • Experience with team management • Experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Ability to interface with other group leads to provide consistency across project deliverables and application components • Skill as a SME in the functional area(s) related to the group • Ability to represent their group in functional discussions such as technical reviews and impact analysis meetings • Ability to create all technical deliverables required for the EDR Project • Ability to define and document Software Development Lifecycle activities • Ability to document and maintain requirements traceability • Ability to support the scope management process, including the submission and review of change requests
Application - BETS	BETS Group Lead Class: Technical Team Lead BETS Modernization Team Lead Class: Senior Programmer Analyst BETS Modernization Team Class: Senior Programmer Analyst Class: Business Analyst	The EDR BETS Team has knowledge of the entire Software Development Lifecycle for EDR. The Application Group Leads must have knowledge of the processes required to successfully deliver their specific area of the EDR Project. <ul style="list-style-type: none"> • Must have knowledge of the integration with BETS and EDR around BETS decoupling, RV and contract management • Experience with team management • Experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Ability to interface with other group leads to provide consistency across project deliverables and application components • Skill as a SME in the functional area(s) related to the group • Ability to represent their group in functional and technical discussions such as technical reviews and impact analysis meetings • Ability to create the SSS and SRS deliverables • Ability to define and document System and Software Requirements via requirements analysis sessions with Project Team personnel • Ability to document and maintain requirements traceability • Ability to support the scope management process, including the submission and review of change requests
Technical Development	Technical Team Manager – Key Class: Senior Manager	The Technical Team Manager has knowledge of the Software Development Lifecycle for EDR and	<ul style="list-style-type: none"> • Communication Management – Ability to communicate effectively to project staff and key

Area	Position/Class	Knowledge	Skills and Abilities
	<p>The Technical Team Manager is responsible for the delivery of the EDR Technical Architecture.</p>	<p>the Legacy systems.</p> <p>The Technical Team Manager must have knowledge of the technical requirements for the EDR Project.</p> <p>The focus of the Technical Team Manager is on the technical SDLC activities and deliverables.</p> <ul style="list-style-type: none"> • Knowledge of the integration of EDR technologies including BPM, MDM, ECM/Imaging, and the SOA. • Knowledge of CMMI and IEEE processes <p><i>FTB Experience Requirements</i></p> <p><i>Must have 7 years experience, within the last 10 years, in a role directly responsible for the planning, execution, and evaluation of all IT project Technical Management activities including: architecture, requirements analysis, design, coding, testing, integration, and implementation</i></p> <p><i>Must have managed and completed at least 1 IT project within the last 10 years that meets the following criteria:</i></p> <ul style="list-style-type: none"> -Total project cost must have been greater than \$25 million -Project must have been an IT project requiring execution of coordinated activities with related projects with cross project dependencies -Project solution must have interfaces with legacy systems -Project must have implemented at least two of the following technology domains: Business Process Management (BPM), Master Data Management (MDM), Service Oriented Architecture (SOA) 	<p>stakeholders</p> <ul style="list-style-type: none"> - Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly <ul style="list-style-type: none"> • Scope Schedule and Budget Management <ul style="list-style-type: none"> - Ability to manage scope, schedule, deliverables and budget of projects - Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> - Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan - Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> - Ability to participate in the management of the identification of project issues and risks - Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> - Ability to implement the technical requirements within the EDR technical environment
<p>Technical Development - Architects</p>	<p>Chief Technical Architect Class: Technical Architect Architect Team Class: Technical Architect</p> <p>The EDR Technical Architects are responsible for providing the technical vision of the EDR</p>	<p>Must have knowledge of how all the technologies and aspects of the EDR Project should be implemented together in the EDR environment.</p> <p>Experience working in CMMI Level 3 environments</p>	<ul style="list-style-type: none"> • Management <ul style="list-style-type: none"> - Provide technical advice and counsel as required - Ensuring integration of various products and technologies into a stable architecture - Educate and advise project executives, Group Managers, Group

Area	Position/Class	Knowledge	Skills and Abilities
	<p>application.</p> <p>They provide knowledge of the technical domains and the technical implementation required to integrate the various technologies.</p>		<ul style="list-style-type: none"> Leads and Team Leads <ul style="list-style-type: none"> – Provide guidance and vision for designing solutions and applying technologies for the desired future state • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> – Ability to define the technical architecture and make the architecture team effective in the EDR technical environment. This includes the following skills and abilities: • Staying abreast of the development methodologies and technical components in use and under development (examples: SOA, Web Services, and BPM). • Advocating and implementing best practices in development within the project • Coaching and providing training and guidance • Troubleshooting technical tasks/issues • Representing the SP in client design reviews and acting as liaison to client and third party review entities • Ability to analyze complex problems and design or suggest effective solutions • Designing and communicating the overall strategy for the development effort • Deliverables Management <ul style="list-style-type: none"> – Ability to review design deliverables for adherence to the intent of the requirements, and consistency across teams

Area	Position/Class	Knowledge	Skills and Abilities
<p>Technical Development - Technical Services and Architecture</p>	<p>Technical Services and Architecture Group Manager Class: Senior Manager</p> <p>This position manages the team that is responsible for the development, integration and propagation of the Accenture Public Service Platform (APSP) architecture components and standards.</p>	<p>The Technical Services and Architecture Group Managers has knowledge of the entire software development lifecycle for EDR and the Legacy systems.</p> <p>Knowledge of the technical requirements and the processes required to successfully delivery the functionality through the Requirements Management process and through Service Transition.</p> <p>The focus of the Technical Services and Architecture Group Manager is on the technical SDLC activities and deliverables.</p> <ul style="list-style-type: none"> • Knowledge of the EDR technologies • Expertise in the technical domain • Experience with multiple team management • Advanced-level experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to manage scope, schedule, deliverables and budget of projects – Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> – Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan – Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> – Ability to implement the technical delivery and technical requirements of the EDR Project – Ability to manage development teams and tasks using the EDR technical suite
<p>Technical Services and Architecture – Architecture Enablement</p>	<p>Architecture Enablement Group Lead Class: Senior Manager</p> <p>This position manages a group of teams whose purpose it is to develop and propagate technical architecture standards and processes throughout the application development organization</p>	<p>The Technical Services and Architecture Group Leads and Teams have knowledge of the entire software development lifecycle for EDR and the Legacy systems.</p> <ul style="list-style-type: none"> • Knowledge of the technical requirements and the processes required to successfully deliver the EDR Project • Knowledge of planning and strategy for configuration management 	<ul style="list-style-type: none"> • Ability to manage configuration management of software items, including processes and procedures for environment setup, version control, builds and deployment • Ability to support the EDR Application Development and Technical Teams and the Requirements Administrator in the Requirements Management Process by enforcing configuration management procedures and maintaining baselines • Ability to manage configuration and maintenance of EDR Solution environments and tools

Area	Position/Class	Knowledge	Skills and Abilities
	<p>Configuration Management Team Lead Class: Senior Programmer Analyst Configuration Management Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Reference Application Team Lead Class: Senior Programmer Analyst Reference Application Team Class: Programmer Analyst</p> <p>User Experience Team Lead Class: Senior Programmer Analyst User Experience Team Class: Programmer Analyst</p> <p>Application Development Support Team Lead Class: Senior Programmer Analyst Application Development Support Team Class: Programmer Analyst</p> <p>Environments and Tools Team Lead Class: Senior Programmer Analyst Environment and Tools Team Class: Programmer Analyst</p> <p>The Architecture Enablement Teams support the Application Development Team in the creation and documentation of the System and Software Requirements. The Architecture Enablement Teams focus is on the tools and the configuration management required for requirements analysis.</p>	<ul style="list-style-type: none"> • Knowledge of technical architecture components and their role in building the reference application • Knowledge of application development support through all of the Software Development Lifecycle activities • Knowledge of configuration and management of the toolset • Knowledge of the EDR technologies • Expertise in the technical domain • Experience with multiple team management • Advanced-level experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Ability to maintain the requirement tools (including the addition of attributes, additional requirements added through the change process, etc) • Ability to support the EDR Application Development and Technical Teams in the requirements management process • Skill to produce reports related to requirements, traceability, and changes
<p>Technical Services and Architecture – APSP Core</p>	<p>APSP Core Architect Group Lead Class: Technical Team Lead</p>	<p>The Technical Services and Architecture Group Leads and Teams have knowledge of the software development lifecycle for EDR and the Legacy</p>	<ul style="list-style-type: none"> • Ability to integrate the EDR technical components and performs the Proof of Concept activities • Ability to develop the templates and procedures that are propagated to the

Area	Position/Class	Knowledge	Skills and Abilities
Architecture	<p>Batch Team Lead Class: Senior Programmer Analyst</p> <p>Batch Team Class: Programmer Analyst</p> <p>Online Portal Team Lead Class: Senior Programmer Analyst</p> <p>Online Portal Team Class: Programmer Analyst</p> <p>Integration (SOA) Team Lead Class: Senior Programmer Analyst</p> <p>Integration Team Class: Programmer Analyst</p> <p>BPM/BRE Team Lead Class: Senior Programmer Analyst</p> <p>BPM/BRE Team Class: Programmer Analyst</p> <p>Security Team Lead Class: Senior Programmer Analyst</p> <p>Security Team Class: Programmer Analyst</p> <p>This effort includes the management and adaptation of the APSP architecture framework and integration of the various technologies to meet EDR Solution requirements.</p>	<p>systems.</p> <p>The Technical Services and Architecture Group Leads and Teams must have knowledge of the integration of EDR technology components, including BPM, MDM, ECM/Imaging, and the SOA.</p> <ul style="list-style-type: none"> • Knowledge of the technical requirements and the processes required to successfully delivery the EDR Project. • Expertise in the technical domain • Experience with multiple team management • Advanced-level experience maintaining and developing operational metric models 	<p>application development team to enforce consistency while developing application components</p> <ul style="list-style-type: none"> • Ability to review detailed design documents and perform code reviews to promote consistent adherence to architectural principles across development teams • Ability to document all technical deliverables
Technical Services and Architecture – Product Integration Architecture	<p>Product Integration Architect Group Lead Class: Technical Team Lead</p> <p>Reports Team Lead Class: Senior Programmer</p> <p>Reports Team Class: Programmer</p>	<p>The Production Integration Architect Group Lead and Teams have knowledge of the entire Software Development Lifecycle for EDR and the Legacy systems.</p> <ul style="list-style-type: none"> • Knowledge of the technical requirements and the processes required to successfully delivery the EDR Project • Knowledge of the EDR technologies including 	<ul style="list-style-type: none"> • Ability to integrate the EDR technical components and performs the Proof of Concept activities • Ability to develop the templates and procedures that are propagated to the application development team to enforce consistency while developing application components • Ability to review detailed design documents and perform code reviews to promote consistent adherence to architectural principles across

Area	Position/Class	Knowledge	Skills and Abilities
	<p>Forms Team Lead Class: Senior Programmer</p> <p>Forms Team Class: Programmer</p> <p>ECM & Imaging Team Lead Class: Senior Programmer</p> <p>ECM & Imaging Team Class: Programmer</p> <p>IVR/Genesys Team Lead Class: Senior Programmer</p> <p>IVR/Genesys Team Class: Programmer</p>	<p>BPM, MDM, ECM/Imaging, Genesys integration for IVR, BI for reporting, Adobe for notice generation, and the SOA</p> <ul style="list-style-type: none"> • Expertise in the technical domain • Experience with multiple team management • Advanced-level experience maintaining and developing operational metric models 	<p>development teams</p> <ul style="list-style-type: none"> • Ability to create technical deliverables
<p>Technical Development - Data</p>	<p>Data Team Group Manager Class: Business Team Lead</p>	<p>The Data Team Group Manager has knowledge of the entire Software Development Lifecycle for EDR and the legacy systems, including knowledge of EDW, EOD, and ECM data stores.</p> <ul style="list-style-type: none"> • Knowledge of the technical requirements and the processes required to successfully deliver the functionality through the Requirements Management process through Service Transition • Expertise in the technical domain • Experience with multiple team management • Advanced-level experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders – Ability to support project cooperation and communication between departments and functions, and understand external dependencies and coordinate project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to manage scope, schedule, deliverables and budget of projects – Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> – Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan – Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid

Area	Position/Class	Knowledge	Skills and Abilities
			major problems <ul style="list-style-type: none"> • Project Delivery <ul style="list-style-type: none"> – Ability to manage development teams focusing on EDW, EOD, and ECM data stores
Technical Development - Data	<p>Data Analysis Team Lead Class: Business Team Lead</p> <p>Data Analysis Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Data Integration 3rd Party Interfaces Team Lead Class: Business Team Lead</p> <p>Data Integration 3rd Party Interfaces Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Master Data Team Lead Class: Business Team Lead</p> <p>Master Data Team Class: Senior Business Analyst Class: Business Analyst</p> <p>Application Development Data Support Team Lead Class: Business Team Lead</p> <p>Application Development Data Support Team Class: Senior Business Analyst Class: Business Analyst</p> <p>This team is responsible for identifying and analyzing the EDR data requirements, and implementing the required structures and services for optimized access to that data. This includes BI, modeling and MDM data</p>	<p>The Data Team Lead and Teams have knowledge of the entire Software Development Lifecycle for EDR and the legacy systems.</p> <ul style="list-style-type: none"> • Knowledge of the technical requirements and the processes required to successfully deliver the data components of the solution • Expertise in the technical domain • Experience with multiple team management • Advanced-level experience maintaining and developing operational metric models 	<ul style="list-style-type: none"> • Ability to integrate the EDR technical components and performs the Proof of Concept activities • Ability to develop the templates and procedures that are propagated to the application development team to enforce consistency while developing application components • Ability to review detailed design documents and perform code reviews to promote consistent adherence to architectural principles across development teams • Ability to create and document the data deliverables

Area	Position/Class	Knowledge	Skills and Abilities
Production Operations	<p>services.</p> <p>Production Operations Manager Class: Senior Manager</p> <p>The Production Operations Manager is responsible for the production operations of the EDR application once service transition is complete.</p> <p>This position manages the organization that is responsible for release management, operations, production support and the organization and management of the required SP help desk responsibilities.</p>	<p>The Production Operations Manager must have knowledge of release management, operations, production support and the organization and management of the help desk responsibilities for large IT projects</p> <p>Knowledge of acquisition, installation and configuration of large IT project production and non-production hardware and third-party software.</p>	<ul style="list-style-type: none"> • Communication Management <ul style="list-style-type: none"> – Ability to communicate effectively to project staff and key stakeholders. – Ability to support project cooperation and communication between departments and functions and understanding external dependencies and coordinating project work accordingly • Scope Schedule and Budget Management <ul style="list-style-type: none"> – Ability to manage scope, schedule, deliverables and budget of projects – Skill in participating on change control boards • Schedule and Task Management <ul style="list-style-type: none"> – Ability to plan, manage, and control projects tasks defined within the contract and EDR Project Plan – Ability to coordinate between the EDR teams • Issue and Action Management <ul style="list-style-type: none"> – Ability to participate in the management of the identification of project issues and risks – Ability to address issues and risks in a timely manner to avoid major problems • Project Delivery <ul style="list-style-type: none"> – Ability to deliver the service operations required for the EDR Project
Production Operations	<p>Release Management Team Lead Class: Technical Team Lead</p> <p>Release Management Team Class: Senior Business Analyst</p> <p>Operations Team Lead Class: Technical Team Lead</p> <p>Operations Team Class: Senior Business Analyst</p>	<ul style="list-style-type: none"> • Knowledge of release management, operations, production support and help desk responsibilities for large IT projects • Knowledge of the acquisition, installation and configuration of the EDR production and non-production hardware and third-party software • The Operations Team Lead and Team must have knowledge of EDR application operations once service transition is complete 	<ul style="list-style-type: none"> • Ability to plan, coordinate and oversee the acquisition, installation and configuration of production and non-production hardware and third-party software • Ability to integrate the EDR technical components and performs the Proof of Concept activities • Ability to develop the templates and procedures that are propagated to the application development team to enforce consistency while developing application components • Ability to review detailed design documents and perform code reviews to promote consistent adherence to architectural principles across

Area	Position/Class	Knowledge	Skills and Abilities
	<p>Class: Programmer Analyst</p> <p>Production Team Lead Class: Technical Team Lead Production Team Class: Senior Business Analyst Class: Programmer Analyst</p> <p>Help Desk Team Lead Class: Help Desk Manager Help Desk Team Class: Help Desk Technician</p> <p>HW/SW Acquisition & Installation Team Lead Class: Systems Engineer HW/SW Acquisition & Installation Team Class: Systems Engineer</p> <p>Responsible for release management, operations, production support and the required SP help desk responsibilities.</p> <p>Plans, coordinates and oversees the acquisition, installation and configuration of the EDR production and non-production hardware and third-party software.</p>		<p>development teams</p>

APPENDIX C – KEY STAFF AND DEDICATED STATE RESOURCES

The Key Staff designation is used to indicate roles that, if they were left vacant, would likely have a material impact on the SP’s ability to meet their commitments. Typically, this designation is used for specialized skill sets, team/group leads, discipline managers, or personnel who have scarce or specific skills on the team.

The SP uses this designation to perform succession planning for these resources and they are the first positions to have an assigned backup. This succession planning involves identifying backup personnel for each project critical position in the event of an unanticipated vacancy. We evaluate the succession candidates against the defined skill sets for the role and identify gaps. These gaps are addressed by additional training or by exposing the individual to the areas needed to develop the baseline skills. Additional backups are assigned for each position on the project.

For the EDR Project, the SP Key Staff includes:

- Project Director – Gerri Magers
- Project Manager – Greg Hussey
- Phasing Manager - Lee Bennett
- Business/Implementation Manager – Michelle Scoggins
- Technical Team Manager – Doug Smaglik

The following are the dedicated state resources that have been assigned to dedicated tasks within the SP’s Project Schedule. These state resources are included in the SP’s staffing metrics and schedule performance metrics. However, they are not subject to the SP’s hiring and performance reporting processes.

Role	Need Date
Configuration Management Analyst	7/2012
Configuration Management Analyst	7/2015
AIX System Administrator	6/2012
Windows System Administrator	1/2015
Network Administrator	7/2011
System Security Administrator	1/2013
Storage Administrator	1/2014
Application Migration Support	1/2013
Application Migration Support	7/2013

Role	Need Date
Performance Test Analyst	6/2013
Performance Test Analyst	1/2015
Senior Database Administrator	4/2012
Database Administrator	4/2012

APPENDIX D – STAFF ENTRY/EXIT CHECKLIST

Name:		Nickname:	
Entry Data		Exit Data	
Start Date:		Departure Date:	
Manager's Name:		Manager's Name:	
Team "Buddy":		Replacement/Backup:	
Employer:		Replacement/Backup:	
Administrative Checklist			
Entry Data		Exit Data	
(FTB requires minimum of 3 weeks advance notice of staff arrival on site)		(FTB requires notice of key staff departure within 2 State business days)	
Notify FTB of Start Date:	(date done)	Notify FTB of Exit Date:	(date done)
Submit name to FTB Security for Badge Process:		Notify FTB Security of Departure Date (ftbnet2 form):	
Update Seating Chart/Print:		Update Seating Chart:	
Update Phone List/Print:		Update Phone List:	
Update Org Chart/Print:		Update Org Chart:	
Update Distribution Lists:		Update Distribution Lists:	
Print Confidentiality Forms:		Schedule Project Debrief:	
Schedule Orientation:		Project Debrief Date:	
Orientation Date:		Schedule CGI Debrief:	
Schedule FTB Security Orientation:		CGI Debrief Date:	
FTB Security Orientation Date:		Farewell Party (y/n)?	
Notify Staff/Welcome:		Notify Staff/Farewell:	
Housekeeping			
Cube/Office:		Phone Number:	
Entry Data		Exit Data	
Chair:	(y/n)	Chair:	(y/n)
Cube/Office Keys:		Cube/Office Keys:	
Trashcan:		Trashcan:	
Nameplate:		Nameplate:	
Lights Work?:		Lights Work?:	
Supplies:		Supplies:	
Orientation Materials:			
Entry Data		Exit Data	
FTB Network ID:		Deactivate Network ID:	
FTB Email ID:		Deactivate Email ID:	
PIMRA/SharePoint ID:		Deactivate PIMRA/S-P ID:	
Add MS Project Access:		Remove MS Project Access:	
Add to MS Project Resource Pool:			

Name:		Nickname:	
Communicator Access:		Deactivate Communicator Access:	
Printers Installed:		Forward Emails to Mgr?:	
Share Drive Access:		Remove Share Drive Access:	
Update Email Dist Lists:		Update Email Dist Lists:	
Update Meeting Notices:		Update Meeting Notices:	
Other Tool IDs:		Deactivate Other Tool IDs:	
Staff Arrival			
Admin/Team Lead		Team Lead/Manager	
Tour of Facilities:		Discuss Role and Responsibilities:	
Discuss Parking:		Discuss First Assignments:	
Discuss Badge Access Hours:		Discuss Performance Expectations:	
Introduce Managers, Staff:		Assign Team "Buddy":	
Complete FTB Disclosure CBT:		Discuss Time Reporting Process:	
Complete FTB Security Forms:		Discuss Status Reporting Process:	
Staff Departure			
Admin/Team Lead		Team Lead/Manager	
Verify Equipment Returned:		Verify Knowledge Transfer Done	
FTB Desktop/Laptop/Cases/Docking Station		Transition Duties to Backup(s):	
Projector		Reassign Issues/Action Items:	
Conference Phone		Reassign Risks/Response Plans:	
Cubicle Keys		Reassign Deliverable Tasks:	
File Cabinet Keys		Reassign any SharePoint Tasks:	
Verify Library Items Returned:		Reassign any Outlook Tasks:	
Verify S-P items Checked In:			
Cancel any Travel/Training:			
Reset voicemail password:			
Notes and Reminders			

APPENDIX E – DETAILED WORKFLOW CHARTS

