



3

## Staffing Approach

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## 3.1 Staffing approach narrative

The Bidder shall provide a narrative describing the overall Staffing approach to the BenefitsCal team including responding to Staffing Approach and Requirements contained in Section 5 – Requirements. The Bidder shall describe the criteria used to fill the Key Staff positions and should discuss the planned interaction between these individuals and Consortium's Project Staff in similar roles.

What distinguishes the rare successful project from so many challenged projects is the way the people come together with a common objective and mission. That is why we have taken so much care in selecting the right team for the BenefitsCal program. A team that strikes the right balance of deep CalSAWS experience with fresh perspective. A team that is deeply passionate about the Consortium's mission to serve Californians and has the experience and attitude to continuously improve and innovate the experience for users, counties, and other stakeholders.



Accenture is incredibly proud of our 23-year association with the Consortium and California's counties. From the start, the success of CalSAWS has been driven by people who have committed years, even decades, of their lives to delivering great systems to the county workers who meet the needs of California's most vulnerable residents. We are proposing multiple key staff for BenefitsCal who the Consortium already knows from their work on CalSAWS, including Project Manager, Lisa Salas. We then supplement this CalSAWS experience with a team of experts in user-centered design, product management, and communications and outreach. It is a mix

of experience with the agency with new skills, so that we bring both deep context and fresh perspective. We describe our overall staffing approach for the Consortium in the following sections in Figure 1.

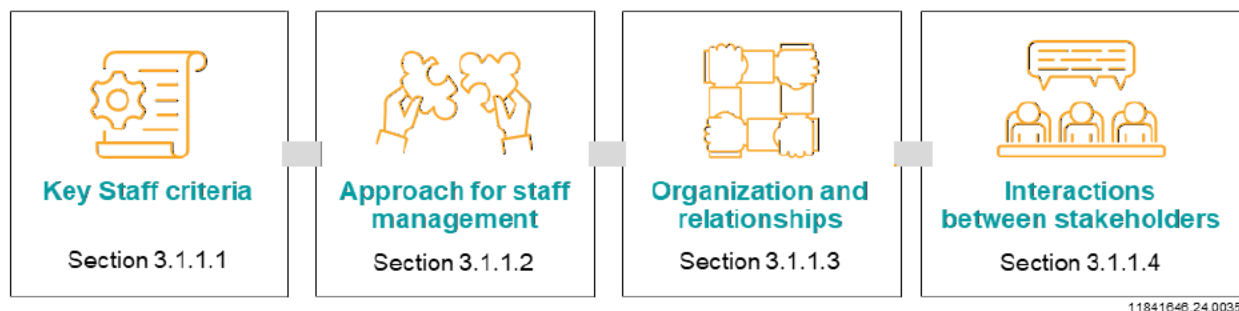


Figure 1. Our overarching staffing approach for the Consortium encompasses key staff criteria, staff management, our organization and relationships, and interactions between stakeholders.

### 3.1.1 General contractor staffing responsibilities

The Contractor is responsible for providing all Staff necessary to fulfill the Services and requirements defined in this RFP. Any increase to the Agreement price for additional staff will only be allowed pursuant to the Consortium Change Order process.

The Contractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Consortium Staff, County Staff, other Consortium contractor Staff, and State Staff/Project Sponsors. All Contractor Staff are expected to proactively coordinate and work cooperatively with the Consortium.

The Bidder must include an organization chart displaying the relationships of the BenefitsCal Services team and include the relationships of the BenefitsCal team to the Consortium and other Consortium contractors.



The Consortium seeks a partner who will employ an approach to staff management that facilitates a productive working relationship with state staff/project sponsors and Consortium, county, and other Consortium contractor staff. We understand it is vital to your success that all staff proactively coordinate and work together with the Consortium and that our proposed project organization chart reflects the M&O Services team and their relationships to the Consortium and other Consortium contractors.

#### 3.1.1.1 Key Staff criteria

The Consortium expects that we staff individuals with the right skills and experience to address the BenefitsCal requirements. You expect our staff to have strong technical skills, excellent communication skills, and a commitment to openness and transparency. To meet and exceed your expectations, goals, and requirements for the M&O Staffing scope of work, we have assembled a team that not only has the right skills and experience, but that also has a passion for this mission and will build a culture for success.

To select these Right People, we went beyond a checklist of required skills. We created a set of five key staff criteria – the core tenants we believe will create a successful culture of collaboration and innovation. M&O key staff lead the entire M&O team and set the tone for success. Each of our key staff meets and exceeds our additional criteria for key staff that we designed specifically for BenefitsCal and the Consortium.

#### Security-first mindset



Accenture requires that staff members consider security in everything that they do. At CalSAWS, we have learned how challenging it is to retrofit modern security protocols and technology into a massive mission-critical enterprise application. Our staff understand how important it is to get security right—to build it into design rather than reacting as security incidents occur. We count on our people to demonstrate a security-first mindset. The entire team has completed an organized Information Security Advocate training program on client data protection.



## Always innovating



We selected our team for its innovation mindset. We provide our people with opportunities to explore the newest technologies, and we learn from luminaries on emerging topics. We have prioritized training our people on generative AI (GenAI) to ensure they have the necessary skills and knowledge to leverage this technology effectively. Some key initiatives and approaches we have taken in training our employees include GenAI academies, Talent Development Program, Internal tools and platforms, GenAI and large language model center of excellence, and partnerships and collaborations.

Our hand-picked team will drive a culture of innovation at CalSAWS. The people on this team know that increased innovation leads to optimized costs and more value for the counties—and they are committed to relentlessly seeking opportunities for innovation in everything we do.

## Relentlessly focused on users



Every team member has demonstrated a commitment to simplifying the experience and delivering results for end users. Our CalSAWS team has shown that it goes beyond to deliver its best for both the end users and the counties—doing what is right and never settling for “good enough.” We have added new team members who have deep experience in user-centered design, and human led communications. Together, the team will relentlessly focus on improving the experience for the end users of BenefitsCal, the counties, and other stakeholders.

## Better together



We selected a team that believes that our best results come from working together with other stakeholders, leveraging each group's and each person's unique expertise and experience. We know we do our best work with the Consortium when we work together and adhere to our One Team culture. We are proud that our approach to collaboration has helped to integrate and amplify the success of multiple contractors of CalSAWS. Our team truly believes that we are better together, and we are proud to have been a foundational member of the CalSAWS team, when we formalized the One Team culture philosophy and action plan to make it a reality. We do not collaborate for collaboration's sake. We collaborate because we believe we are better together.

## Driven by outcomes



When considering team members, we ensured that every proposed member was personally driven by the CalSAWS mission. This team cares deeply about improving results for the most vulnerable people in California and will work tireless to that end. When you staff the right people, who are mission-oriented and vision driven, you naturally get accountable people who are committed to delivering their best for CalSAWS and always “doing what's right” for BenefitsCal's users and the California counties.

### 3.1.1.2 Approach to staff management

Our staff management approach consists of four phases, shown in Figure 2. This approach begins with a work plan to identify and qualify the staffing needs for the project. We then source, interview, and vet candidates before completing a comprehensive and unified project-wide onboarding process led by the Accenture team. In staff management, we continuously support staff growth and performance through the duration of the project until staff transition.

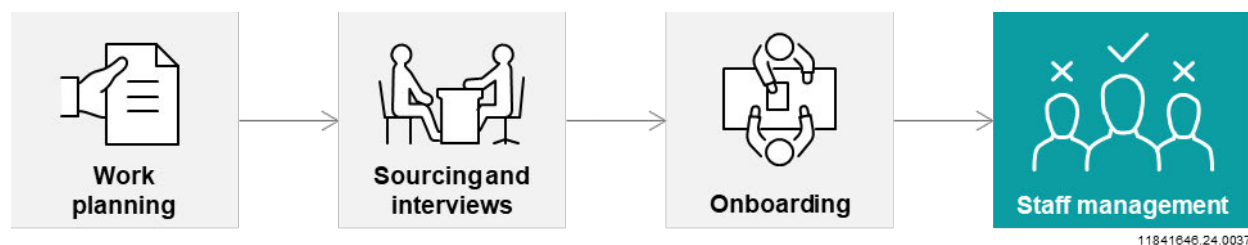


Figure 2. Our staff management approach involves four phases that build on our collaborative and transparent approach to staffing.

Our leadership is at the heart of our staff management approach for BenefitsCal M&O. Our leaders' hands-on approaches influence behaviors, bring value and significance to every role, reminds us of the vision and the bigger picture that we are all contributing to, and create an overall sense of purpose. Our supervisors work with individual staff to identify opportunities for growth. We guide our staff through a structured training program based on their unique needs, current roles, and career trajectories.

Once onboarded, we set clear expectations with new staff, immediately ramping them up and employing a buddy system to transfer knowledge from our tenured experts. We provide regular recognition and feedback and hold team meetings to keep staff engaged, and we conduct an Annual Employee Engagement Survey and review the results at the overall project and team levels. We also involve our staff in identifying areas for improvement. We promote and support employee resource groups (ERGs) and the CalSAWS buddy system, and we publish a newsletter for staff.

We strive for excellence in how we manage our staff through our One Team mentality, and our leadership takes an active role in supporting the Consortium, our staff, and all contractors. Our commitment to staff development means we will always have the right people for the project, even as the needs of the Consortium evolve.

### 3.1.1.3 Organization and relationships

We thoughtfully considered your scope of work for this effort, and we have hand-picked the right people who will hit the ground running with the Consortium from Day 1. Our BenefitsCal M&O organization charts show how we have intentionally organized our team to align with our M&O Services approach. Figure 3 shows our high-level organizational structure.

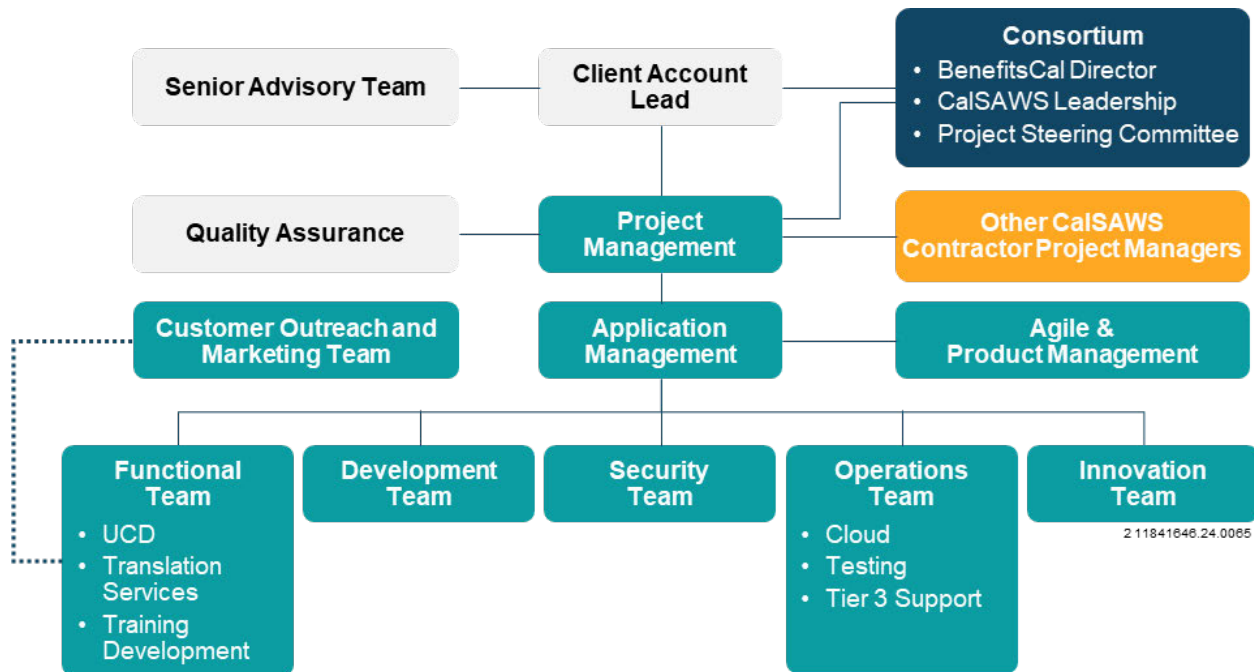


Figure 3. Our Accenture BenefitsCal M&O Executive team will maintain close, collaborative relationships with the Consortium team and other contractors.

### 3.1.1.3.1 Executive team

Our BenefitsCal Executive team is organized to deliver their best for the Consortium and key county stakeholders. Its members include:

- **Client Account Lead:** The BenefitsCal Client Account Lead (or CAL) is a trusted client advisor who helps unleash the power of One Accenture to BenefitsCal. He or she focuses on client experience and relationships and serves as a direct conduit to our broader ecosystem. The CAL aims to bring this project the best people, data-driven insights, new ideas, latest innovations, effective tools, expert thought leadership, and key investments from Accenture.
- **Project Manager:** Our Project Manager is responsible for the day-to-day management responsibilities of contractor resources and activities and ensures that our staff possess the skills and experience necessary to fulfill the responsibilities of the agreement. The Project Manager works directly with the Consortium Executive Director, JPA Board of Directors, Project Steering Committee, and State Program Sponsors.
- **Senior Advisory Team:** Expanding on our commitment to bring our best, we have created a Senior Advisory Team to support the BenefitsCal team. Senior Advisory Team members are some of our most experienced resources who act to link our network of strategic partners to the BenefitsCal team and who share best practices, lessons learned, and research and innovation from the Accenture global network.
- **Quality Assurance Advisor:** Our appointed Quality Assurance Advisors provide independent quarterly reviews to assess our performance against contract and client



expectations, highlighting risks and challenges to the Project Manager and Consortium Leadership.

### 3.1.1.3.2 Maintenance and Operations Services team

Our M&O Services team with Consortium and CalSAWS contractor counterpart relationships is illustrated in Figure 4 and Figure 5. Our Accenture M&O Services team is organized to deliver our proposed solution and maximize working together with the Consortium and other CalSAWS contractors.

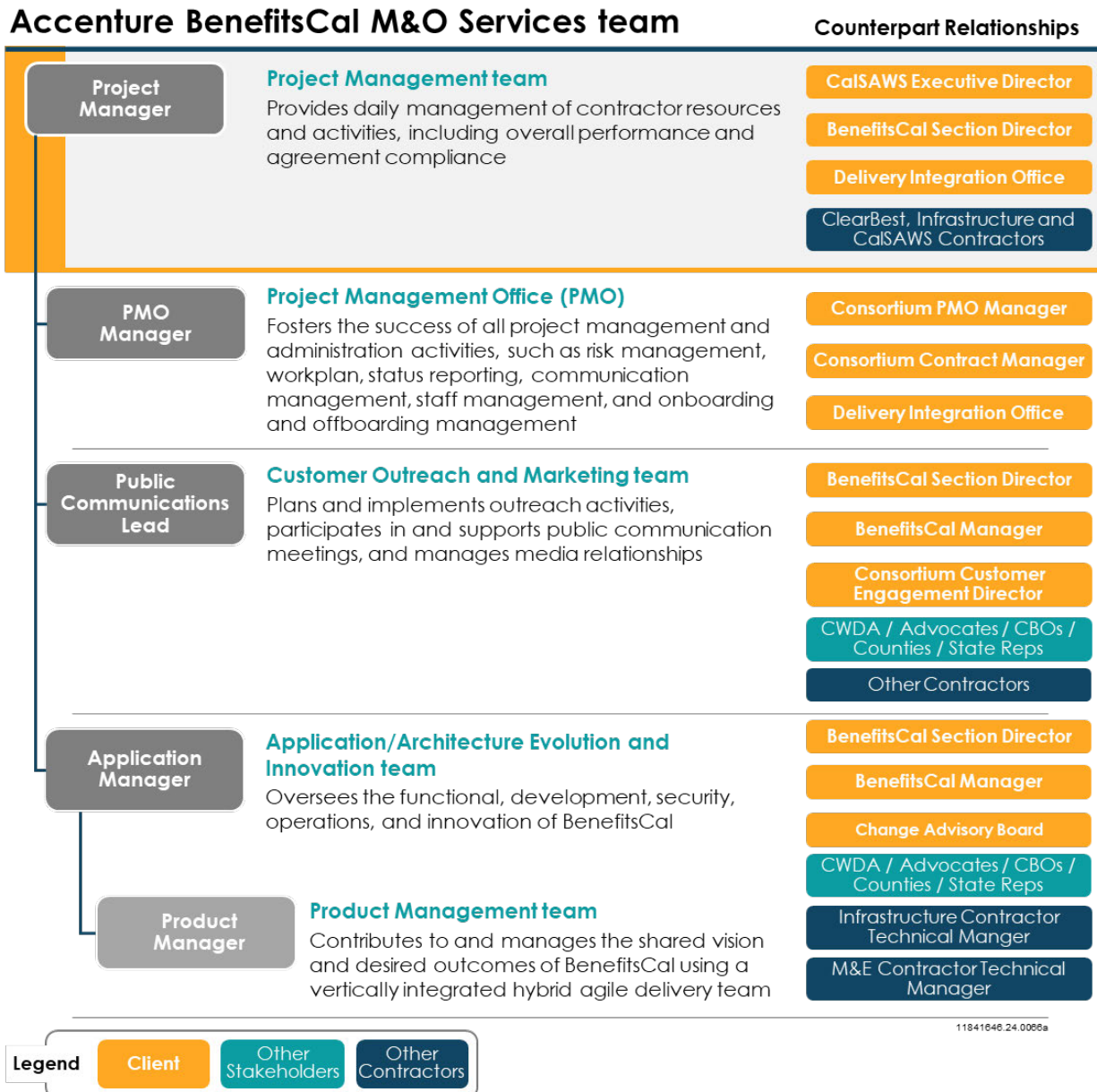


Figure 4. Our Accenture BenefitsCal M&O Services team is organized to maximize working together with the Consortium, Consortium contractors, and other stakeholders.

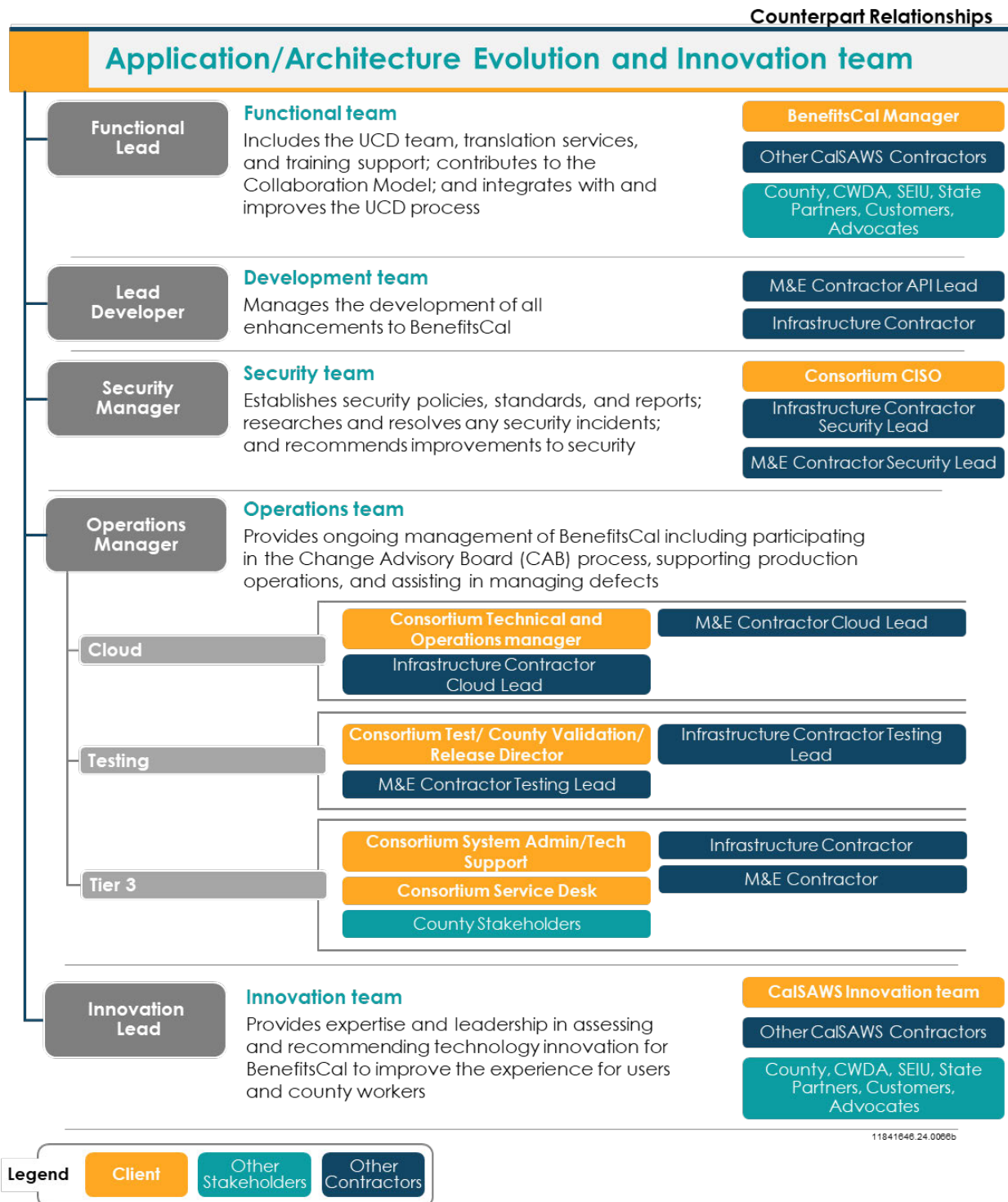


Figure 5. As part of our Accenture BenefitsCal M&O Services team, our Application/Architecture Evolution and Innovation team is organized to integrate at every level with the Consortium, Consortium contractors, and other stakeholders.

### 3.1.1.4 Interactions between project personnel, Consortium staff in similar roles, and other Consortium contractors

Our proposed project organization facilitates efficient and productive interactions between project personnel, Consortium staff in similar roles, and other Consortium contractors, and is based on trust and transparency. Our 23-year relationship with the Consortium means that we are already embedded in the ecosystem and maintain productive relationships with Consortium contractors and county stakeholders. We have proven our ability to work with your contractors to resolve concerns and will continue developing our interaction approach with Consortium members and building upon our excellent relationships with other contractors.

#### Contractor success



We understand how important it is to the Consortium that we embody the One Team mentality through positive interactions and working together. To facilitate interactions between our proposed team and the Consortium and other contractor staff, our Project Manager, Lisa Salas, is dedicated to managing efficient, productive interactions. She will ensure other contractor needs and dependencies on Accenture for M&O services and support are clearly understood and prioritized. Lisa will use her knowledge and experience to attain any assistance contractors need and will be available to advise them when help is needed.

### 3.1.2 Staff responsibilities

All proposed Contractor Staff must have good oral and written communication skills. One aspect of good oral communication skills includes the ability to communicate with diverse groups of users and to convey information technology terms and concepts to non-technical audiences.

All Contractor Staff must prepare for and actively participate in designated Project meetings and represent the best interests of the Consortium and identify and escalate issues as appropriate.

To facilitate Project progress, it is important to the Consortium that the Contractor minimizes Staff turnover to the extent possible, particularly for Key Staff as detailed below.

The Consortium seeks a partner whose staff have good oral and written communication skills to facilitate communication with diverse groups of users and to convey information technology terms and concepts to non-technical audiences. We understand the importance of the One Team initiative and will nurture our partnership through frequent, transparent communication with the Consortium. Our staff will prepare for meetings using our standard practices and will promote a culture of active participation in project meetings.



Our team keeps the Consortium's mission in mind and will represent the best interests of the Consortium every day. You want to be included in communications regarding issue escalation, which is why our approach is centered around working together with the Consortium and all other

contractors. We share your emphasis on staff retention. We understand that to maintain the One Team culture and the enduring relationships that support it, we must continuously iterate our staff retention strategy by listening to our people and incorporating feedback. We provide our approach to staff responsibilities in Figure 6.

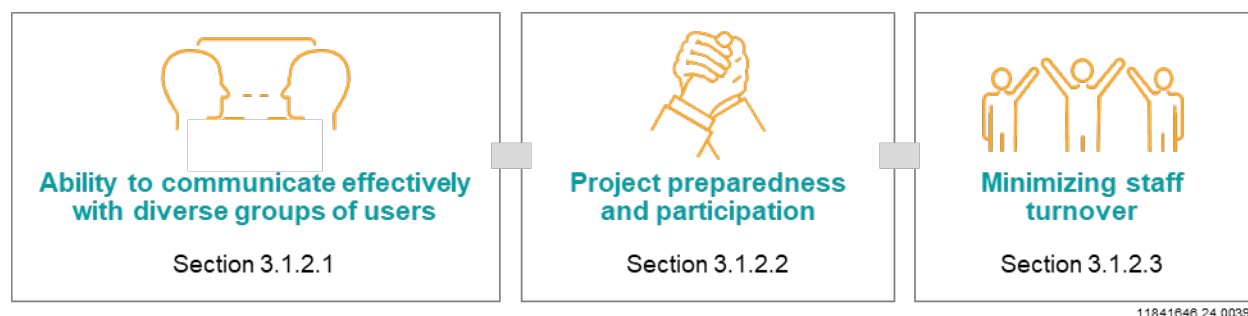


Figure 6. We center our approach to staff responsibilities on effective communication, collaboration, and maintaining a consistent team.

### 3.1.2.1 Good oral and written communication skills

Our team has decades of experience interpreting policy, driving design documents, and facilitating design discussions with Consortium and county stakeholders. Our team members' strong oral and written communication skills were especially evident during the COVID-19 pandemic, when the California Department of Social Services (CDSS) and California Department of Healthcare Services (DHCS) tasked the Accenture team to contribute to design discussions to ensure California's counties continued to receive uninterrupted aid during this critical time. Throughout these design discussions, our leaders and team used their good oral and written communication skills to provide clear, succinct guidance on streamlining COVID-19 aid—getting the aid to those who needed it quickly.

### 3.1.2.2 Ability to communicate effectively with diverse groups of users

BenefitsCal needs direct, transparent communication and clear measures of success to understand progress and share it across stakeholders. The ability to communicate effectively with diverse groups of users is key for BenefitsCal stakeholder management, especially when there is a high degree of interdependency. Communicating with a diverse group of users hinges on inclusion and diversity. Over the past two years, we have brought in two contractors to conduct inclusion and diversity workshops for Accenture, the Consortium, and Consortium contractors. We also recently made a significant investment in our management team through JM Perry Learning, a recognized expert in the field of human performance centered around presentation delivery and executive coaching.

Our leaders are highly skilled in effective communication with diverse groups in a variety of forums, making them invaluable when they are asked to represent the BenefitsCal project and its best interests. They prepare deliverables and regularly present at PSC, JPA, and WCDS subcommittees, which reflects their ability to present highly technical topics to non-technical stakeholder audiences. They also present to

the State and Federal partners, at regional Management Site Visits, and on occasion at CWDA meetings. Good oral and written communication skills have contributed to the success we have had delivering messages to wider audiences in diverse and non-technical stakeholder audiences.

Additionally, we have added several team members with specific experience in UCD and Human Centered communications. These team leaders will help us understand the mindsets and communication styles of diverse user groups, and they will tailor our communications appropriately. We bring a translation partner who will ensure the content is translated effectively and with the right cultural understanding to reach non-English speaking audiences, and a public relations partner who understands the diverse outreach channels that are most effective to reach the many audiences that are critical to BenefitsCal.

To prepare for optimum communication, we require all current and newly onboarded leaders to take a PMI-recognized course "Proven Technique for Technical Communication," which focuses on techniques for conveying technical information in an easy-to-understand manner for a variety of audiences. The case study shown below illustrates how our team demonstrates good oral and written communication skills and the ability to communicate with diverse groups of users and conveys information to non-technical audiences.

### **3.1.2.2.1 Project preparedness and participation**

We understand and agree that preparation and active participation are key to effective meetings. As part of our onboarding process, we share standard practices for project preparedness and participation with all employees, so they understand our expectations from Day 1. For formal meetings, we expect our staff to prepare in advance, using standardized templates. We will ensure meetings are run efficiently and effectively, leveraging pre-defined agendas and advance notice of meeting topics to set expectations early. All meeting participants will be informed of the meeting objective, the meeting agenda, and their role in the meeting, and all participants will be encouraged to actively engage in conversations and to speak freely and transparently. The meeting owner will take diligent meeting notes and summarize key decisions and actions before the conclusion of the meeting to allow participants to voice feedback.

### **3.1.2.2.2 Using informal meetings and communications to encourage transparency**

In addition to formal meetings, we expect our staff to use informal communications channels with the Consortium staff to allow for frequent and open communication. These informal communications channels include ad hoc meetings, calls, and office communicators such as Microsoft Teams chats. By encouraging our staff to use these tools, we empower them to work together and resolve challenges and questions openly and quickly, rather than waiting for a formal meeting to address an issue.



### 3.1.2.2.3 Risk and issue communication and escalation

In the best interest of the Consortium, we encourage all parties in the CalSAWS ecosystem to communicate risks and issues immediately. Once a risk or an issue is identified, we will assign an owner to analyze it, escalate it as needed, and provide a plan for mitigation or resolution. The issue owner will work together with the Consortium and contractors to provide relevant and regular updates through risk management or issue resolution and to coordinate a communication plan to a larger audience as needed.



We will work with the Consortium, including the DIO, and other contractors to develop an integrated governance framework. We envision working together at all levels using a “top-down” approach for information and decisions dissemination and a “bottom-up” approach for reporting, information sharing, and risk and issue escalation.

Our communication processes will focus on 1) early and more frequent communications between teams, and 2) transparency and inclusion across teams for better visibility and collaboration, which results in improved delivery of services to the Consortium and counties.

We will streamline the process for escalating and communicating system performance issues across the involved BenefitsCal project teams and impacted counties. Not only do we plan to solve the system issue; we want to communicate with those who are impacted in a way that demonstrates care, clarity, and confidence in our issue resolution process. This team will ensure that when a system issue arises, all impacted stakeholders are promptly kept apprised of the issue impacts, any possible workarounds, and plans for resolution.


### 3.1.2.3 Minimizing staff turnover

Staff turnover can cause significant disruption to project progress, momentum, relationships, and cost. By minimizing staff turnover, we improve stability within our teams and for the BenefitsCal project.

We have demonstrated our commitment to staff longevity with CalSAWS. Most of our CalSAWS leadership team has been in place for more than a decade. The Consortium can rest assured that the M&O team we propose is the team we intend to staff.

#### 3.1.2.3.1 Staff retention strategies

Accenture has proven retention strategies to help promote an enjoyable working environment, as shown in Table 1.

Initiatives	Positive outcomes
 <b>Leadership listening sessions</b>	<b>Connectedness</b> —Accenture leaders conduct multiple 1:1 listening sessions to check in and hear from staff directly. This enables them to understand concerns of staff and in turn, the staff know that they have access to the leadership team members and can voice their concern to someone empowered to resolve those concerns.

Initiatives	Positive outcomes
 <b>Investing in leadership building</b>	<b>Upward Mobility</b> —Supported executive leadership training via the JM Perry Universal Influence Program. Accenture also offers a Leadership Academy for hand-picked resources from the Sacramento and Los Angeles area to learn what it takes to be a great leader over a 6-month program hosted by Accenture leadership team members.
 <b>Growth opportunities</b>	<b>Sustainability</b> —Create new roles and growth opportunities for employees enabling them to take training and explore other roles within the project.
 <b>Great place to work (GPTW)</b>	<b>Validation</b> —Supporting our project GPTW team which creates a positive work environment via project newsletters, recognizing different holidays, creating contests, and more!
 <b>Inclusion, diversity, and equity advancement (IDEA)</b>	<b>One Family</b> —Dedication to creating a culture of inclusion, where diversity is celebrated and where everyone feels a sense of belonging, enabling all employees to bring their whole selves to work. Implemented IDEA Workshops, Buddy Program, Table Talks, "Me, You, Us" Training, We Are One, and IDEA leadership training.
 <b>Recognition program</b>	<b>Awards</b> —Continued support for the peer recognition program for Accenture employees.
 <b>Promotion celebrations</b>	<b>Personalization</b> —Focus on celebrating employee promotions across the account with hand-signed and personalized congratulatory note from our leadership team.
 <b>Innovation program</b>	<b>Creative Thinkers</b> —We will continue to host quarterly Innovation events to allow people to submit and work on new creative and innovative project ideas for the benefit of counties and the Consortium.
 <b>Life happens</b>	<b>Being Human</b> —In our pursuit for an all-inclusive and transparent workplace, our leaders understand that "life happens." We understand that we get the most out of our people and they feel cared for when we accommodate for everyone's schedules while delivering great work to the California counties.

Table 1. We have implemented initiatives to improve employee engagement and make work more enjoyable.

As we look forward to starting our M&O work for BenefitsCal, we will continue to iterate on our retention strategies and adapt to what our people want.

### 3.1.2.3.2 Listening to improve retention

We carefully monitor employee satisfaction levels to help maximize retention rates. We use several targeted approaches and tools to improve employee engagement and retention of our staff, including regular one-on-one conversations with our staff,

incorporating staff feedback using the Gallup Employee Engagement Survey, and incorporating feedback from our Consortium partners.

One-on-one staff conversations will occur at a regular cadence, giving our supervisors an opportunity to share feedback and giving us the opportunity to understand our people better. By encouraging regular one-on-one staff conversations, we open the door for transparency and collaboration among staff.

We execute the Gallup Employee Engagement Survey on a regular basis. Gallup's findings on why staff engagement matters for staff retention is clear—engaged individuals deliver better bottom-line outcomes. Incorporating regular feedback from our Consortium partners is another way we listen to improve staff retention. We know how important frequent, transparent communication is to BenefitsCal success, and we will continue to communicate openly through both formal and informal channels.

### 3.1.3 Contractor staff changes

#### 5.2.2.1.3 Contractor Staff Changes

For any expected Key Staff changes, the Contractor will provide a 30-calendar Day notice to the Consortium Executive Director regarding the change and plans for transition. The Contractor will provide at least two resumes with proof of experience that meets or exceeds the mandatory qualifications as defined in this RFP, and two references for any recommended replacement Key Staff. The Consortium reserves the right to require face-to-face or video interviews of all proposed replacement Key Staff. The Consortium reserves the right to accept or reject any proposed Key Staff. For any unexpected Key Staff changes, the Contractor will provide the Consortium Executive Director a written notification within three business days of knowledge and required Key Staff action. Within seven (7) calendar days of providing such written notice, the Contractor will provide the Consortium Executive Director with plans for transition. All provisions in the preceding paragraph also apply to unexpected Key Staff changes, except for the 30-Day notice.

We understand how disruptive staff changes can be. While we strive to minimize any staff changes, when a staff change is unavoidable, we will work together with you, keeping you involved in every step of the process. We will rely on our shared core values of collaboration, One Team culture, transparency, and stability when addressing staff changes.

We will provide the Consortium Executive Director with a 30-calendar day notice of any expected key staff changes, along with two resumes with proof of experience that meets or exceeds the mandatory qualifications defined in this RFP, two references for any recommended replacement key staff, and transition plans. We understand the Consortium reserves the right to require face-to-face or phone interviews of all proposed replacement key staff and the right to accept or reject any proposed key staff.

For any unexpected M&O support key staff changes, we will provide the Consortium Executive Director a written notification within three business days of knowledge and staff action. Within seven days of providing such written notice, we will provide the

Consortium Executive Director with plans for transition. Our approach for bringing options to replace the key staff will be the same as described in the prior paragraph. Accenture acknowledges and agrees to the requirements surrounding staff changes described in RFP Section 5.2.2.1.3.

### 3.1.3.1 All staff changes: planning for the unexpected

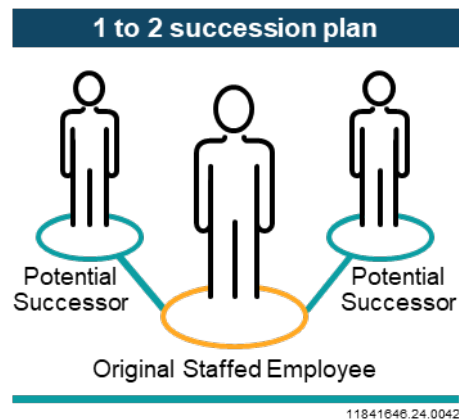


Figure 7. Our 1-to-2 succession plan helps maintain coverage for any existing role.

To mitigate the impacts of unexpected change, Accenture is committed to taking a proactive approach by putting in place a succession plan for the key staff and our managers and leads. This helps to maintain coverage for any existing role by implementing a “1-to-2” succession plan, highlighted in Figure 7, for every manager and above, there are two identified successors. Taking this approach also helps develop our resources and gives them opportunities to take on larger roles.

To minimize personnel changes, for each project, we strive to only assign resources who remain available and dedicated to that project for the complete scope duration. When personnel changes must occur, we will draw on our global talent pool of nearly 750,000 people.

Our talent strength and our ability to leverage Strategically Included Professional Services exemplifies our capability to replace resources quickly and effectively with comparable staff in the event of personnel changes or new resource demands. We are confident that the project will remain staffed with experienced and qualified personnel, despite any personnel changes.

We understand resources working on a project carry unique knowledge and intelligence related to the project, the organization's goals, business, and technical environment. For any unexpected key staff changes, we use a comprehensive knowledge transfer process to ensure changes do not affect BenefitsCal operations.

When we select our staff, we communicate closely with them to ensure their availability and desire to remain for the duration of the project. While our key staff plan is to remain on the project for the full duration of their role, should the Consortium request a change for proposed or existing personnel, we will incorporate your feedback and seek to understand the issue and will work with the Consortium on a transition plan. We will put in place a project-specific retention program focused on retaining staff throughout the BenefitsCal project.

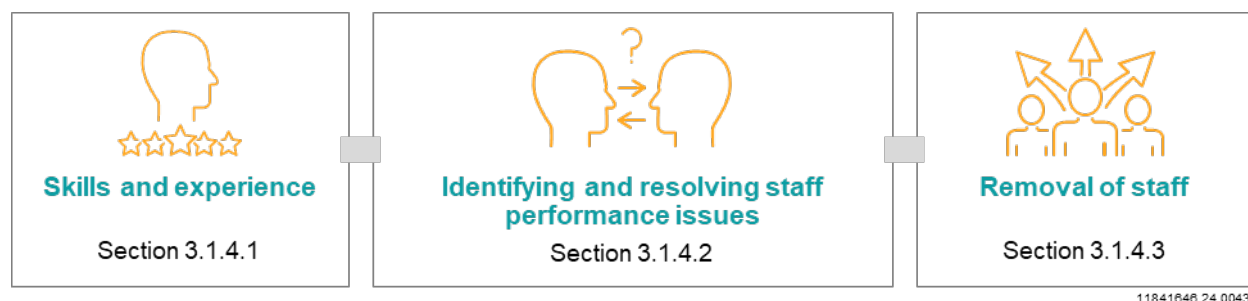
### 3.1.4 Staff performance

#### 5.2.2.1.4 Staff Performance

The Contractor Staff will possess the skills and experience necessary to fulfil the responsibilities and requirements of this RFP. The Contractor will be responsible for identifying and correcting performance issues for its entire Staff (i.e., employees and Subcontractors). Should the Consortium discover performance problems with any Contractor Staff, the CalSAWS Executive Director will notify the appropriate Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any BenefitsCal Staff person, the Contractor will immediately remove such Staff from the Project.

The Consortium seeks a partner whose staff possess the skills and experience necessary to fulfill the responsibilities and requirements of this BenefitsCal M&O RFP. We are confident that our team possesses the skills and experience that no other contractor can match.

Accenture will be responsible for identifying and correcting performance issues and staff removal for its entire organization in accordance with the RFP requirements. We know how critical a proactive staff performance management approach is in mitigating potential staffing performance or misalignment issues. As shown in Figure 8, we propose a proactive and One Team approach. If the Executive Director requests removal of any BenefitsCal staff, we will immediately remove such staff from the project.



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Figure 8. We propose a proactive, One Team approach to staff performance management that addresses performance issues and celebrates successes.

#### 3.1.4.1 Skills and experience

Our M&O team meets and exceeds your expectations for the skills and experience needed for CalSAWS. We have successfully delivered for CalSAWS for decades—adapting our team to the changing landscapes, new technologies, and demanding policy and regulation changes needed to best serve the California counties.

Executing on an M&O services plan and ensuring project success requires a specific skillset that we have and will staff to ensure we will deliver. Our staff possess the skills and experience necessary to fulfil the responsibilities and requirements of this RFP. Table 2 illustrates that their years of experience performing similar work meets and exceeds the RFP requirements.



Role	Key Staff	Years of experience	Meets or exceeds requirements
Project Manager	Lisa Salas	28	★ Exceeds
PMO Lead	Lulu Fou	32	★ Exceeds
Transition Lead	James Yemm	20	★ Exceeds
Application Manager	Vivek Narayanaswamy	26	★ Exceeds
Product Manager	Rachel Legree	20	★ Exceeds
UCD Lead	Kendrick Lim	29	★ Exceeds
Testing Manager	Lynnel Silva	20	★ Exceeds
Public Communications Lead	Madeleine Loftus	6	★ Exceeds
Security Manager	Ben Trogia	10	★ Exceeds

Table 2. Our proposed staff are fully qualified to perform the services required in the RFP.

### 3.1.4.1.1 Continuing to upskill

To ensure that our staff stay relevant and to continue to deliver value to the BenefitsCal project, we invest in our people to continue to up-skill through trainings and certifications.



Accenture is committed to keeping security at the forefront of our day-to-day activities. Every member of our team has completed Information Security (IS) Advocate certifications and takes annual security trainings to ensure they stay up to date on their security knowledge and practices while working at BenefitsCal. The IS advocate certification is an Accenture internal certification that goes beyond training and awareness standards for information security practices regarding incident response to detect and defend against malicious cyber activity and risk mitigation, as well as monitoring and protecting of the overall technology environment.

Our internal Technology Quotient learning series provides our employees with a collection of trainings designed to achieve conversational fluency in innovative technology concepts including Agile, DevOps, cloud, automation, artificial intelligence, and more. Our staff have completed more than 6,000 tests across the available training modules within the last two years and demonstrate conversational fluency in innovative topics highly relevant in an everchanging technology landscape.

### 3.1.4.2 Identifying and resolving staff performance issues

We understand the importance of identifying and resolving staff performance issues as early as possible for our employees and subcontractors alike. While we conduct a

formal comprehensive review of our people twice a year—mid-year and end of year, we strive to ensure informal feedback is being provided as often as possible. To do this, we encourage our staff to schedule one-on-one conversations with their leads and managers monthly. We have and will continue to listen to the Consortium's feedback on our people and their performance and will keep the Consortium apprised as we resolve performance issues.

#### **3.1.4.2.1 Going beyond performance issues**

To encourage full transparency, our people will commit to having regular staff performance conversations with their Consortium counterparts. These regular conversations will provide a space for the Consortium to share feedback to resolve performance concerns and celebrate our collective people's successes. By providing the space to share feedback, we intend to encourage a culture of frequent, open communication. We invite the Consortium to participate with us in this activity of continually recognizing our people's accomplishments to improve engagement among our people and minimize staff turnover. Additionally, we will encourage the Consortium to reach out outside of regularly scheduled meetings to provide immediate feedback on our team.

#### **3.1.4.2.2 Performance improvement plan**

In the rare cases where an employee staffed on the project is not a good fit, we will address performance issues through our Performance Improvement Plan (PIP) process. During the PIP process, the staff member's Accenture manager will determine the cause of the individual's performance issues and begin a corrective action effort for that individual. We carry out these conversations with individuals from a position of Respect for the Individual (an Accenture core value), meaning that corrective action plans are kept confidential between the individual and the supervisor.

We will prepare and execute a plan specifically to improve the performance of the employee. It will have check points at the end of every week to determine if the employee's work is improving and satisfactory. We will then update the Consortium on the outcome on the individual's Performance Improvement Plan. Working with the Consortium will be key to achieve a mutual outcome to each stakeholder's satisfaction.

#### **3.1.4.3 Removal of staff**

We understand the Consortium's concern should a staff member fail to meet expectations. We acknowledge that there are several reasons the Consortium may request removal of a staff member including, but not limited to insufficient skills, incompetence, carelessness, and otherwise acting outside of the Consortium's best interest or our project core values.

When the request for a team member's replacement is identified by the Consortium, we will listen, discuss, and mutually agree on how to manage the transition using the succession plan to minimize disruption to ongoing work, the project team, and the Consortium. We will address these situations together with the Consortium.



We are committed to BenefitsCal's success, working together with you to ensure we can deliver a best-in-class solution to the Consortium and the California counties. Our proposed M&O key staff and team are excited to be a part of the next journey to accelerate the momentum in achieving your objectives and vision. We understand the added value that stems from working together transparently as One Team.

## 3.2 Key Staff

Bidders submitting a Proposal must include the following nine (9) Key Staff.

- 1) BenefitsCal Project Manager
- 2) BenefitsCal Project Management Office Lead
- 3) BenefitsCal Transition-In Lead
- 4) BenefitsCal Application Manager
- 5) BenefitsCal Product Manager
- 6) BenefitsCal User Centered Design Lead
- 7) BenefitsCal Test Manager
- 8) BenefitsCal Security Manager
- 9) BenefitsCal Public Communications Lead

Key Staff minimum qualifications requirements are contained in Attachment 1 – Statement of Work. Key Staff skills and abilities will be scored according to Section 8 - Evaluation.

The Bidder shall provide Key Staff résumés and qualifications for all Key Staff in accordance with the format prescribed in Attachment 10 – Staff Resumes and Qualifications.

The Bidder shall provide two (2) Individual Reference Checks for all Key Staff in accordance with the format prescribed in Attachment 11 – Staff Reference Form.

Your vision for BenefitsCal requires an intentional balance of project continuity and infusion of new ideas, practices, technologies, and people. We have intentionally identified individuals who not only have extensive CalSAWS/human services experience, but who have additional experience in other industry best practices that will positively impact CalSAWS.

Our key staff have a track record of applying innovative strategies, approaches, and methods and developing strong relationships in multi-contractor environments—characteristics that are crucial for leading the next phase of BenefitsCal. Accenture confirms that our M&O key staff include the Consortium's key staff roles. Each of our key staff meet or exceed the requirements for Key Staff skills and abilities. Our M&O key staff roles include the Consortium's required nine roles as follows:

- BenefitsCal Project Manager
- BenefitsCal Project Management Office Lead
- BenefitsCal Transition Lead
- BenefitsCal Application Manager
- BenefitsCal Product Manager
- BenefitsCal User Centered Design Lead
- BenefitsCal Test Manager
- BenefitsCal Security Manager
- BenefitsCal Public Communications Lead

### 3.2.1 Our proposed Key Staff for M&O

Our proposed M&O key staff have extensive experience across multiple relevant industries including health and human services, infrastructure, large, and complex IT projects.

Our combination of existing and new proposed M&O key staff will enable us to efficiently accelerate CalSAWS into the future. We intentionally organized our proposed team structure, shown in Figure 9, to align with the Consortium's business needs. We are proud of our people's skills and experience and have showcased that by highlighting our proposed Key Staff with other non-key staff resources who have extensive CalSAWS-related experience.

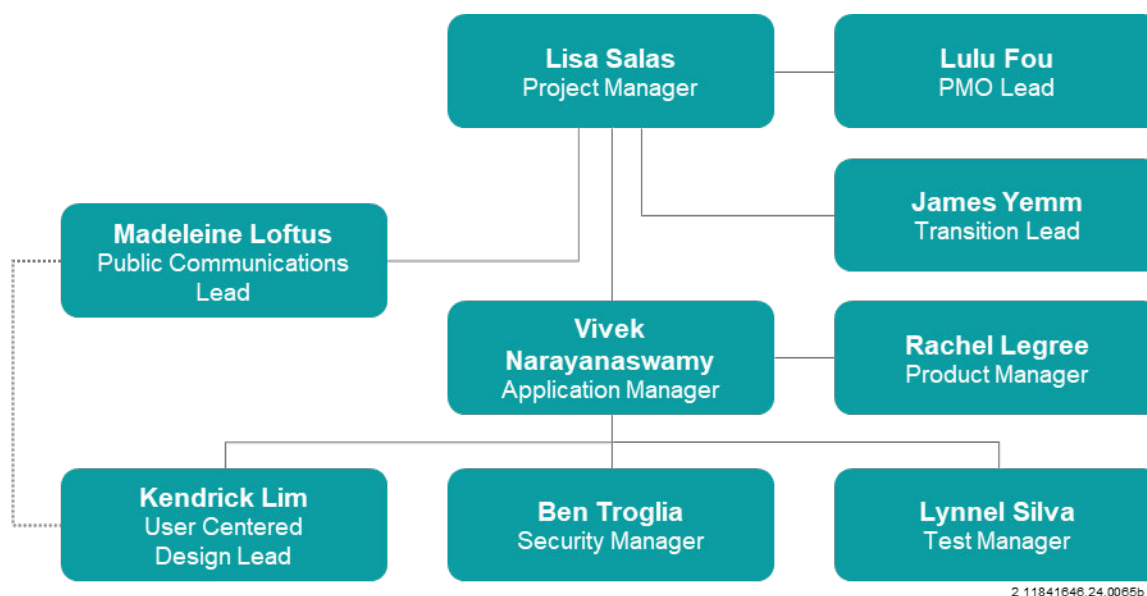


Figure 9. Our BenefitsCal M&O team is structured to drive CalSAWS success. More than half of our proposed key staff have CalSAWS-specific experience.

In addition to their resumes provided in **Attachment 10** and client references provided in **Attachment 11**, we are pleased to share with you the following summary biographies for each of our proposed key staff—some of whom perhaps you know well, and some who you are meeting for the first time.



**Lisa Salas**  
**Project Manager**

 **28 years**  
Public Sector  
Experience

 **22 years**  
California  
Experience

 **28 years**  
Relevant  
Experience

Lisa has worked on large and complex IT health and human services systems in production for 28 years for clients in the United States, Japan, and Australia. She has 28 years of experience in California for 22 years as a project manager—including five years as the C-IV Project Application Development & Test Manager and five years as the C-IV Project Manager where she managed scope, time, cost, human resources, risk, quality, integration, and communication for the program. She has experience supervising 300 resources on large and complex IT systems, and she has built and maintained strong working relationships with clients and key internal and external stakeholders. Lisa is a certified Project Management Professional (PMP) by the Project Management Institute (PMI).



**Lulu Fou**  
**Project Management Office Lead**

 **28 years**  
Public Sector  
Experience

 **19 years**  
California  
Experience

 **32 years**  
Relevant  
Experience

Lulu has 32 years of extensive experience in project and program management, including 19 years as the PMO lead for Consortium organizations: CalSAWS, LRS, CalPERS, and C-IV. She has 28 years of experience working in the public sector. For three years and 10 months, Lulu has managed a blended onsite and remote PMO team during the planning, execution, and evaluation of all IT project activities, and she is responsible for all project management knowledge areas: scope, time, cost, human resource, risk, quality, integration, and communication on CalSAWS. Lulu is a Project Management Professional (PMP) certified by the Project Management Institute (PMI).





**James Yemm**  
Transition Lead

18 years Transition Experience

32 years Management Experience

20 years Relevant Experience

James is an experienced Transition Manager with 18 years of experience in project management, change management, transition, journey management, and collaboration to help clients complete IT-based transitions to new and modernized platforms and systems. He is a leader who creates transition approaches (methodology, description of workstreams, activities, and deliverables) that lead to stable cutovers. He leads cross-functional delivery teams and works closely with his clients during transitions. He has managed and delivered operational transition activities on projects involving large and complex IT systems for clients in several industries, including healthcare, federal government, and retail. He has delivered transition programs with complex transitions, transformations, and technology shifts using both waterfall and agile delivery methods and has delivered transition-related services across major offering segments—platform, end user, service management, human resources, network, security, and next-generation services. He has led projects and programs in major industries with highly complex operating environments, applications, infrastructure build, migration to cloud, operations establishment, and service desk integration.



**Vivek Narayanaswamy**  
Application Manager

10 years Public Sector Experience

10 years California Experience

26 years Relevant Experience

Vivek is a Project Management Professional (PMP) with 26 years of experience managing complex IT projects and delivering technology-based business solutions for health and human services clients. He has worked in the public sector in California for 10 years and has demonstrated his leadership capabilities in agile planning and estimation, program/project management, scope management, application development automation, business process design, testing, process improvement, and quality and risk management. He has managed teams of 150 people across application development, system testing, and release management functions. Vivek's experience includes the full application development lifecycle, as well as maintenance and operations support for complex information systems. He applies user-centered design (UCD) and user experience (UX) principles to improve the user experience and confirms design sessions and walkthroughs are planned, executed, and delivered on schedule.



## Rachel Legree

### Product Manager

**16 years**  
Public Sector  
Experience

**12 years**  
California  
Experience

**5 years**  
Relevant  
Experience

For more than five years, Rachel has used her knowledge of Product Strategy and Design Thinking to help clients bring digital products to life by translating business goals into product features and working cross-functionally to deliver intuitive software. She has 16 years of experience in the public sector and has worked in California for 12 years. She enjoys analyzing user problems, working closely with design teams to ideate solutions, and partnering with technical teams to deliver high-quality software products. Her background is in non-profit management and public sector service.



## Kendrick Lim

### User Centered Design Lead

**10 years**  
Leading  
Prod. Dev.

**7 years**  
UX Research  
Prototyping

**29 years**  
Relevant  
Experience

Kendrick is a Design Director at Accenture Song with over 29 years of experience leading and designing intelligent, branded digital experiences. He has led production development for 10 years and performed UX research prototyping for seven years. He has led teams in a variety of large-scale enterprise solutions for B2B and B2C industries including Financial, Healthcare, Insurance, Life Sciences, Manufacturing, Automotive, etc. With a proven record of creating successful solutions for a variety of clients, Kendrick prides himself in taking time to fully understand the users' needs to craft solutions that both Accenture and the client will be proud to own. Kendrick graduated from Art Center College of Design with a BFA in Graphics and Packaging Design.



## Lynnel Silva

### Testing Lead

**22 years**  
Public Sector  
Experience

**20 years**  
California  
Experience

**9 years**  
Relevant  
Experience

Originally assigned to the C-IV Consortium project, Lynnel transitioned to the CalSAWS project. Combined, she has 20 years of experience on California health and human services projects and over seven years as Test Manager. She has worked in the public sector for over 22 years. Her nine years of relevant experience includes planning, preparing for, executing, and managing system test, user acceptance testing (UAT), and regression tests in compliance with a recognized standard, such as IEEE and ISO. Lynnel has extensive testing experience both as a JAVA developer and a Test Manager for JAVA web-based applications, software interactions with Oracle databases, web services, and cloud services. In addition, she has seven years' experience providing oversight for testing applications with multiple stakeholders and users with varied business priorities and levels of experience with automation systems. Lynnel has tested in waterfall and agile SDLC models and mixed models (multiple SDLCs occurring concurrently) for CalSAWS and C-IV, totaling seven years of experience with this requirement.



## Ben Trogia

### Security Manager

**10 years**  
Public Sector  
Experience

**10 years**  
California  
Experience

**10 years**  
Relevant  
Experience

Ben has worked as a Security Manager for 10 years, and he is directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and implement an integrated framework of solution security architecture. He manages security solutions for large complex public service applications and is a subject matter expert for security and regulator standards, including CIS, MARS-E 1.0/2.0, NIST 800-53, HIPAA, California Statewide Information Management Manual (SIMM), and California State Administrative Manual (SAM). For 10 years, he has served as a lead developing, implementing, improving, and monitoring industry standard security strategies, solutions, and processes on projects involving large and complex IT systems and AWS cloud environment. He has also worked in applying Information Security principles, methods, and techniques in the development of project security deliverables on projects involving large and complex IT systems and assessing system data sensitivity using security categorizations to identify appropriate security controls to protect personally identifiable information (PII), protected health information

(PHI), and/or federal tax information (FTI) data for 10 years. Ben has seven years of experience with systems that comply with the National Institute of Standards and Technology (NIST) 800-53 moderate baseline. He additionally holds an (ISC)2 Certified Information Systems Security Professional (CISSP) certification and will maintain it for the duration of the contract.



**Madeleine Loftus**  
Public Communications Lead

 **3 years**  
Media Mgmt.  
Experience

 **2 years**  
Graphic Material  
Experience

 **6 years**  
Relevant  
Experience

Madeleine is a Strategy Director for Accenture Song's Marketing Transformation practice. She has three years of experience working in media management, and two years of experience working in graphic materials. She is passionate about creating successful end-to-end internal and external communications strategies that increase brand awareness and protect brand reputation. She has six years of overall experience, which includes proactive and reactive crisis management, identifying white space in a desired topic, designing key messages, and executing internal and external brand promotion plans. Madeleine ensures consistency, creativity, clarity, and accuracy in language and design of communications efforts that align with the company's brands and themes, including traditional, social, and paid media as well as publicly released information. She has specific interests and experience in communications strategy, brand awareness growth, storytelling, social media, key message creation, and crisis management.

### 3.2.2 Key Staff client references

The purpose of the Key Staff reference requirements is to provide the Consortium with the ability to assess Key Staff experience in supplying similar or relevant services to those identified in this solicitation. Key Staff Client References contained in this section must be met and documented according to Section 6 - Proposal Structure and Submission. The Consortium may contact references listed to verify the information provided by the Bidder. Any conflicting information may result in the Proposal being deemed nonresponsive.

We provide the requested key staff client references for all key staff in **Section 5 Attachment 11 – Key Staff Reference Forms**, in accordance with the instructions in RFP Section 6 - Proposal Structure and Submission.