

11.11 ATTACHMENT 11 – KEY STAFF REFERENCE FORM

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the **Attachment 10, Part 2 - Key Staff Minimum Qualification Table**, unless only one (1) project is used that meet the MQs identified in this RFP. If only one (1) cited project meets the MQs, then two references from that project are required. Each Individual Reference must clearly identify the Customer/Client Reference individual and that individual's Agency, Department, Organization or Company where Key Staff performed the experience.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6 - Proposal Structure and Submission including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the Key Staff proposed for this effort, whether or not they are identified as references, to verify that the person has successfully performed their contractual obligations on other similar projects.

Table 1 - Key Staff Reference Form

KEY STAFF REFERENCE FORM	
Key Staff Name: - KAREN M SHIELDS	
Part 1 – Reference's Information	
This information should match the information provided in Attachment 10 – Key Staff Resumes/Qualifications .	
Customer/Client Reference Name:	Keith Conner
Customer/Client Reference Title	Director of Customer Support Services
Agency, Department, Organization or Company where Staff member performed:	Centers for Medicare and Medicaid Services/Lockheed Martin (now Leidos)
Project Title on which Staff member performed	Director of Customer Liaison and Support Service
Reference Phone Number:	301-523-9638
Reference E-mail Address:	Kconner001@verizon.net

Instruction for References: The Contractor Staff above has listed you as a reference and is requesting for you to complete this Staff Reference Form. Please provide your comments and the appropriate rating based on your experience with the proposed Staff.

- Step 1:** Complete Columns 1-2 in Part 2 by marking "yes" or "no" and providing an explanation if needed.
- Step 2:** Complete Part 3 and provide your performance ratings.
- Step 3:** At the bottom of the page, print your name, your company's name, then sign and date.
- Step 4:** Return the completed, signed Staff Reference Form to Contractor.

Part 2 – The Reference Must Complete This Table.	
COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment 10 – Key Staff Resumes /Qualifications for the Contractor's Staff named at the top of this page prior to your completion of this form?	Did the Contractor's Staff named at the top of this page perform the services described in Attachment 10 – Key Staff Resumes /Qualifications , including the functions as described and the time period provided on the project(s) that lists you as a contact?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If "No" checked, explain here.)

Part 3 – The Reference Must Complete This Table.

The Reference shall complete performance and abilities statements for the proposed candidate and overall performance rating.

Performance and Ability Statements

1. Describe the performance of the Contractor's Staff during this engagement.

I experienced Karen Shields as my Federal Customer when I worked for Lockheed Martin, and she was the Director of all internal communications for CMS. In that role we partnered on training and all communications rollouts from everywhere in the agency including high profile global announcements from the CMS Administrator appointed by the White House as well as daily notices about things such as building closures. Together we built and launched systems that provide real-time notification of weather issues, network outages, changes to the way over 10,000 employees and 20,000 contractors accessed the system. Karen coordinated and led the effort to create a communications center for over 60,000 Agents and Brokers who were working to sell Health Insurance on the Federal Exchanges during the year 1 launch. In addition, Karen and I partnered on designing and rolling out communications plans, national schedules and detailed day to day project plans on multiple occasions for the launch and implementation of at least 4 major technology, communications and workflow changes that impacted over 30,000 users.

2. Describe the ability of the Contractor's Staff to perform the contractually, required work in a timely manner.

Karen excelled at this work. She was a staunch advocate for all stakeholders to communicate and collaborate in a way that kept the listener, user and people in mind who meant to absorb the information in a way that helped make their work lives better. She is a natural leader who can communicate in a way that is customized to her audience.

3. Describe the verbal and written communication skills of the Contractor's Staff.

Karen is a great speaker. She also is an exceptional writer. She speaks with authenticity and "real talk" that makes people feel as if she cares because she does. She is also fair, balanced, and leads with a high amount of integrity and a rock-solid work ethic. Karen

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engenders trust both with the team and with leadership because she delivers and advocates for what is right.

4. Describe the ability of the Contractor's Staff to engage in positive working relationships with other coworkers.

Karen has a unique ability to ensure there is a deep level of collaboration, transparency and communication with all levels and works to make sure that a badge less environment is created.

5. Describe the knowledge of the Contractor's Staff in the required areas of expertise.

Karen excelled at this work. She was a staunch advocate for all stakeholders to communicate and collaborate in a way that kept the listener, user and people in mind who meant to absorb the information in a way that helped make their work lives better. She is a natural leader who can communicate in a way that is customized to her audience.

6. How well did the Contractor handled engagement with end users and User input.

Karen demonstrates a high degree of empathy for end user experience and insists that all teams do the same. She advocates for the end users and for the people who support them. In her role as oversight for the enterprise support team, she was often the most vocal advocate for others to include the experiences of the front-line workers who heard directly from the users. In design sessions, Karen insists that we keep asking ourselves how this will work in practice and how do we know for sure.

7. Would you rehire this person?

YES

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8. Optional Comments:

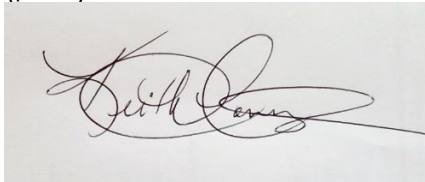
To put it bluntly, Karen is a "Rockstar!"

On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this individual's overall performance?

10

By signing this form, the Reference is certifying that all information provided on this form is correct.

Keith Conner
Name of Reference (print)
(print)



Lockheed Martin (now Leidos)
Name of Company Reference

07/24/2024

Signature of Reference

Date

Table 1 - Key Staff Reference Form

KEY STAFF REFERENCE FORM	
Key Staff Name: - KAREN M SHIELDS	
Part 1 – Reference's Information	
This information should match the information provided in Attachment 10 – Key Staff Resumes/Qualifications .	
Customer/Client Reference Name:	Kirk Grothe
Customer/Client Reference Title	Director of Marketplace Technology Group and Director of the State Engagement Division
Agency, Department, Organization or Company where Staff member performed:	Centers for Medicare and Medicaid Services
Project Title on which Staff member performed	Director of Operations, Federal Health Exchange (*Deputy Director for the Consumer Information and Insurance Office)
Reference Phone Number:	443-617-2711
Reference E-mail Address:	kirk@kirkgrothe.com

Instruction for References: The Contractor Staff above has listed you as a reference and is requesting for you to complete this Staff Reference Form. Please provide your comments and the appropriate rating based on your experience with the proposed Staff.

- Step 1:** Complete Columns 1-2 in Part 2 by marking "yes" or "no" and providing an explanation if needed.
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<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If "No" checked, explain here.)

Part 3 – The Reference Must Complete This Table.

The Reference shall complete performance and abilities statements for the proposed candidate and overall performance rating.

Performance and Ability Statements

1. Describe the performance of the Contractor's Staff during this engagement.

Karen led the overall integration, onboarding, provider relations, plan management, consumer engagement, policy integration. Responsible for all communications, project status, collaboration, teambuilding and in the delivery of the Healthcare.gov Federal health Exchange.

2. Describe the ability of the Contractor's Staff to perform the contractually required work in a timely manner.

Karen was a federal executive in charge of the program but also responsible for the contractual performance and production of over 1,000 contractors. Her role including leadership of this team was to deliver over 47 software releases of code on an exceptionally tight timeframe and to provide status updates at division, department, and agency levels multiple times per day and provide Cabinet level briefings (weekly White House and HHS Secretary updates).

3. Describe the verbal and written communication skills of the Contractor's Staff.

Intuitive talent in delivering timely, accurate messages in plain speak to both staff members, leadership, directors and stakeholders. Worked to lead team to successfully deliver both progress and progress updates – also adept at delivering bad news with risk information, alternatives and options that were tested for feasibility.

4. Describe the ability of the Contractor's Staff to engage in positive working relationships with other coworkers.

This is an area of strength for Karen. She works to engage in positive relationships with all stakeholders on behalf of the team and in support of the outcomes needed. Karen fostered positive relationships that were previously fractured with the IRS/VA and Social

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The Reference shall complete performance and abilities statements for the proposed candidate and overall performance rating.

Security Administration as well as with numerous federal audit groups such as OIG and GAO.

5. Describe the knowledge of the Contractor's Staff in the required areas of expertise.

Karen designed a relationship trip with the CEO's of all of the health plans who supported the healthcare exchanges to facilitate timely delivery of the Risk Adjustment program which required the health plans to submit claims data to CMS in order to received remuneration. The communications plans included town halls and on site meetings designed and or hosted by Karen. Karen made calls personally to CEOs who were at risk of not re receiving funding. Even when Karen left the agency, some CEO's continued to all Karen to ask for help because of the relationships she established.

6. How well did the Contractor handled engagement with end users and User input.

Led the Consumer support group – invented the idea for, funded and designed a complex case work center to handle high touch cases where users were "stuck" between enrollment on the exchange and coverage with a health plan. This was designed as a result of in person meetings and sessions that Karen hosted and advocated listening sessions that she personally hosted or attended with the Secretary of Health.

7. Would you rehire this person?

yes

8. Optional Comments:

Karen was thrust into this role and far exceeded any reasonable expectations. She immediately came up to speed on the matter and had no challenges adjusting in real time. Her leadership enabled me to focus on other immediate problems. Without

Part 3 – The Reference Must Complete This Table.

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Karen's ability to effectively engage with stakeholders, we would not have been successful.


On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this individual's overall performance?

10

By signing this form, the Reference is certifying that all information provided on this form is correct.

Kirk Grothe
Name of Reference (print)
(print)

Centers for Medicare and Medicaid Svcs
Name of Company Reference


Signature of Reference

07/26/2024

Date