5. Vol 1 Sect 3 Staffing Approach – Gainwell

Table of Contents

[5. Vol 1 Sect 3 Staffing Approach – Gainwell 2](#_Toc173192130)

[3.1 Staffing Approach Narrative 2](#_Toc173192131)

[3.1.1 Gainwell Staffing Responsibilities 3](#_Toc173192132)

[3.1.2 Organization Chart 4](#_Toc173192133)

[3.1.3 Selection Criteria for Key Staff 9](#_Toc173192134)

[3.1.3.1 BenefitsCal Project Manager 9](#_Toc173192135)

[3.1.3.2 BenefitsCal Project Management Office Lead 9](#_Toc173192136)

[3.1.3.3 BenefitsCal Transition-In Lead 9](#_Toc173192137)

[3.1.3.4 BenefitsCal Application Manager 9](#_Toc173192138)

[3.1.3.5 BenefitsCal Product Manager 10](#_Toc173192139)

[3.1.3.6 BenefitsCal User Centered Design Lead 10](#_Toc173192140)

[3.1.3.7 BenefitsCal Test Manager 10](#_Toc173192141)

[3.1.3.8 BenefitsCal Security Manager 11](#_Toc173192142)

[3.1.3.9 BenefitsCal Public Communications Lead 11](#_Toc173192143)

[3.1.4 Staff Responsibilities 11](#_Toc173192144)

[3.1.5 Contractor Staff Changes 13](#_Toc173192145)

[3.1.6 Staff Performance 14](#_Toc173192146)

List of Figures

[Figure 1. Organization Chart 6](#_Toc173192147)

[Figure 2. Primary Relationship of the Gainwell Leadership Team to Consortium Leadership 7](#_Toc173192148)

[Figure 3. Relationships of the BenefitsCal M&O Services Team to Other Consortium Contractors 8](#_Toc173192149)

List of Tables

[Table 1. Key Consortium/Gainwell/Other Contractor Leadership Relationship Mapping 5](#_Toc173192150)

5. Vol 1 Sect 3 Staffing Approach – Gainwell

The Consortium, Counties, and other program stakeholders can depend on proven Gainwell staff to support timely BenefitsCal Maintenance and Operations (M&O) Services. Key members of our team have already supported CalSAWS and CalWIN projects for California Counties. The proposed leaders are in place and exceed the required qualifications.

3.1 Staffing Approach Narrative

|  |
| --- |
| ***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. The Bidder must include an organization chart displaying the relationships of the BenefitsCal Services team and include the relationships of the BenefitsCal Services team to the CalSAWS Project, Consortium and other Consortium Contractors.  S1 - The Bidder will provide a narrative describing the overall Staffing approach to the BenefitsCal Services addressing the Staffing subsections. |

Attracting and retaining top talent who embody our corporate culture and values is critical when working with the Consortium and County staff.

We invest heavily in our talent acquisition and staff capabilities to find, hire, and develop the most qualified candidates. We are committed to your success and the ability to consistently deliver excellence to the Consortium and clients who depend on our services. Our commitment to collaboration, support, and listening is essential to our corporate and team culture. We value shared devotion to teamwork, customer focus, value creation, and the perseverance to overcome obstacles and deliver on commitments.

A crowd of people walking in a building

Description automatically generated

For this engagement, we are using both our internal team and our staffing partner Voyatek to bring a project team comprising the best and brightest in their areas of expertise.

3.1.1 Gainwell Staffing Responsibilities

Gainwell is responsible for providing all Staff necessary to fulfill the Services and requirements defined in the RFP. We understand that increase to the Agreement price for additional staff will only be allowed pursuant to the Consortium Change Order process.

Gainwell 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. Gainwell staff will proactively coordinate and work cooperatively with the Consortium.

Project Manager Michael Johnson has a clear vision for staff management. He expects all team members to proactively coordinate and work cooperatively with the Consortium. We approach staff management and organizational design with the concepts described below.

**Focus on Communication and Cooperation.** We establish and maintain an open communication process at each level of the project, including the Consortium, Regions/Counties, and other contractors. Throughout the Gainwell team, we emphasize effective collaboration through frequent and effective communication. We define effective communication as clear, concise, understandable, and appropriately focused on the target audience. We also understand and emphasize with our staff the importance of being helpful. We ask our staff to approach situations by asking the questions, “How can I make this situation better? What can we do to assist?”

**Mutual Trust and Respect.** One of the keys to productive working relationships is mutual trust and respect. Building trust and respect requires long-term thinking. Each interaction and decision needs to be made in light of its effect on the relationship in the long term. A commitment to honest and professional interactions is necessary, including the willingness to admit to mistakes and recognize the impact and ways to prevent recurrence. We expect our employees to consistently interact with clients and other contractors professionally and with the attitude that each individual is attempting to accomplish the goal, though we may need to work through different opinions on the best method to get there.

**Training and Mentoring.** Gainwell provides online access to hundreds of courses on a variety of topics including technical skills, project management, and “soft skills” such as communication. Gainwell’s online training includes an acclimation program available to employees online. This enables individuals to learn about Gainwell philosophies and culture. Additionally, we assign mentors to new employees to provide workplace orientation and enhance on-the-job training.

Our Account General Manager Dawn Wilder places a high value on training and mentoring of her leadership team and other emerging talent on the project. She personally conducts mentoring workshops for new or potential leaders. Our Project Manager Michael Johnson participates in these mentoring workshops early in his project management career. These sessions are facilitated discussions of various aspects of leadership including communication, collaboration, and the importance of focusing on Consortium and County needs when delivering service. Additionally, Ms. Wilder holds weekly meetings with her leadership team focused on enhancing their skills, addressing leadership-related concerns, and strategic discussions to continuously reinvent and improve the way in which we deliver services and provide opportunities for our staff. These meetings are in addition to the routine meetings addressing day-to-day service delivery held by our Project Manager Michael Johnson.

We continually develop resources, and every employee has required annual training pertinent to their area of expertise and that addresses topics such as security, ethics, and diversity.

**Inclusion.** At Gainwell, we believe in inclusion and opportunity for all — an attribute reflected in our focus on making vital healthcare and services available to everyone. We appreciate and recognize the unique qualities and abilities each person brings to the company and our clients. Through openness to different ideas, ethnicities, and backgrounds, we create a stronger, bolder, and more unified company based on respect and collaboration that inspire growth.

We harness the unique contributions of our people to give us our edge. We value each idea and the person behind it — all of our people, of every ability and background — past, current, and future.

**Focused Support for Product Innovation.** Our Product Team focuses on performing application and architecture evolution and proving out innovation ideas. The Product Team is separate from the Application Maintenance Team. This dedicated focus on product innovation prevents the inevitable distractions of supporting day-to-day operations.

3.1.2 Organization Chart

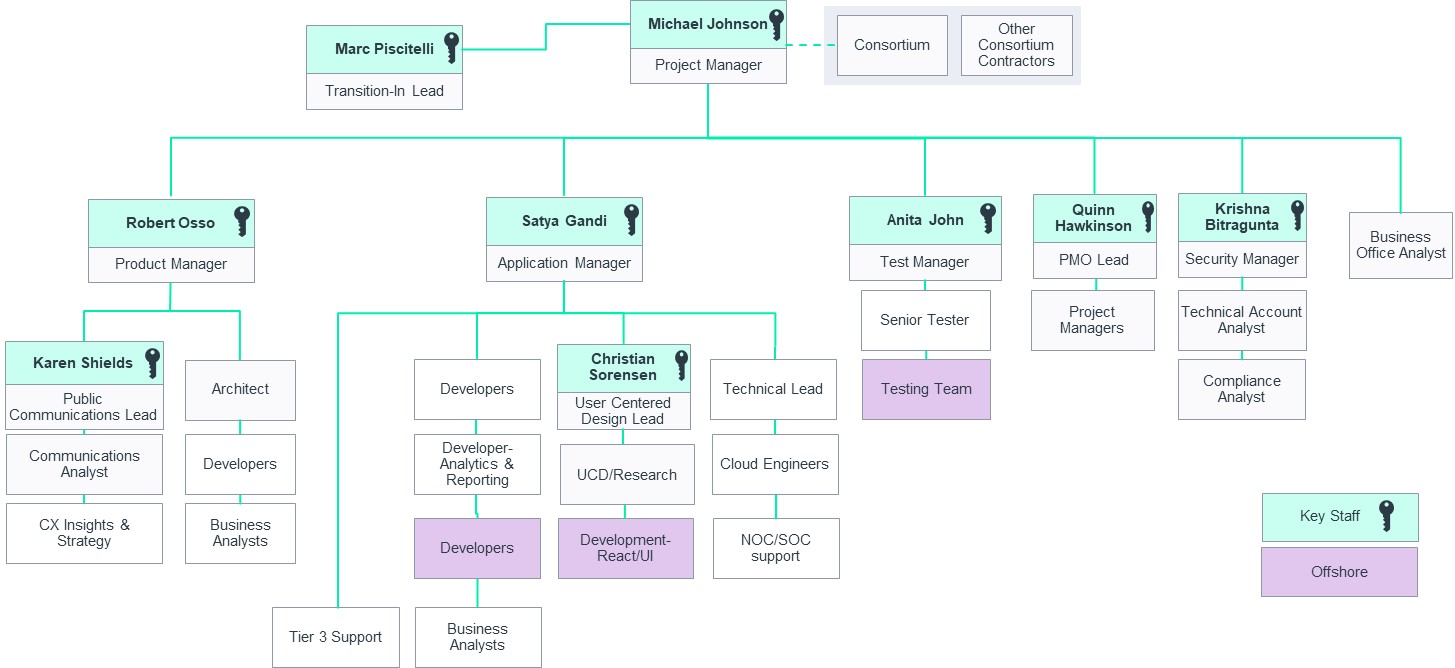
Our leadership team collaborates with multiple staff members from the Consortium, other contractors, Counties, and stakeholders. Though we anticipate our leadership team having interactions with a wide variety of Consortium and other contractor staff members. The table below highlights the primary Consortium and other contractor personnel with whom each of our leaders communicate.

1. Key Consortium/Gainwell/Other Contractor Leadership Relationship Mapping

| Gainwell Role | Consortium Relationships | Other Contractor Relationships |
| --- | --- | --- |
| Project Manager | Executive Director  Section Directors  Delivery Integration Manager | Project Manager |
| PMO Lead | PMO Director | PMO Manager |
| Transition-In Manager | Executive Director  Section Directors | Project Manager |
| Application Manager | App Dev and Test Director  Policy/Design/Governance Director | Application Manager |
| Security Manager | Technical and Operations Director  Chief Security Officer  Chief Privacy Officer | Security Manager |
| Test Manager | App Dev and Test Director | Application Manager  Test Manager |
| Product Manager | Customer Engagement Director  Regional Managers  App Dev and Test Director  Policy/Design/Governance Director | Application Manager  Operations Manager |
| User Centered Design Lead | Customer Engagement Director  Regional Managers  App Dev and Test Director  Policy/Design/Governance Director | Application Manager |
| Public Communications Lead | Customer Engagement Director  Regional Managers  Section Directors | PMO Manager |

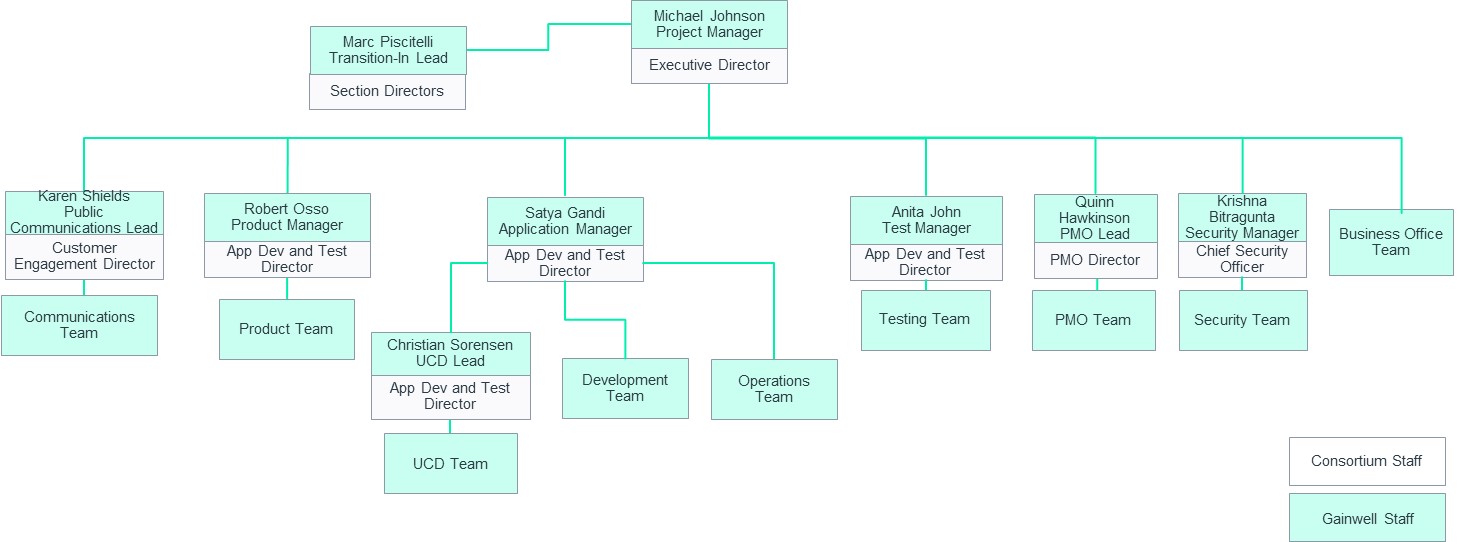
Our organization chart on the following page displays the relationships of the BenefitsCal M&O Services team.

1. Organization Chart



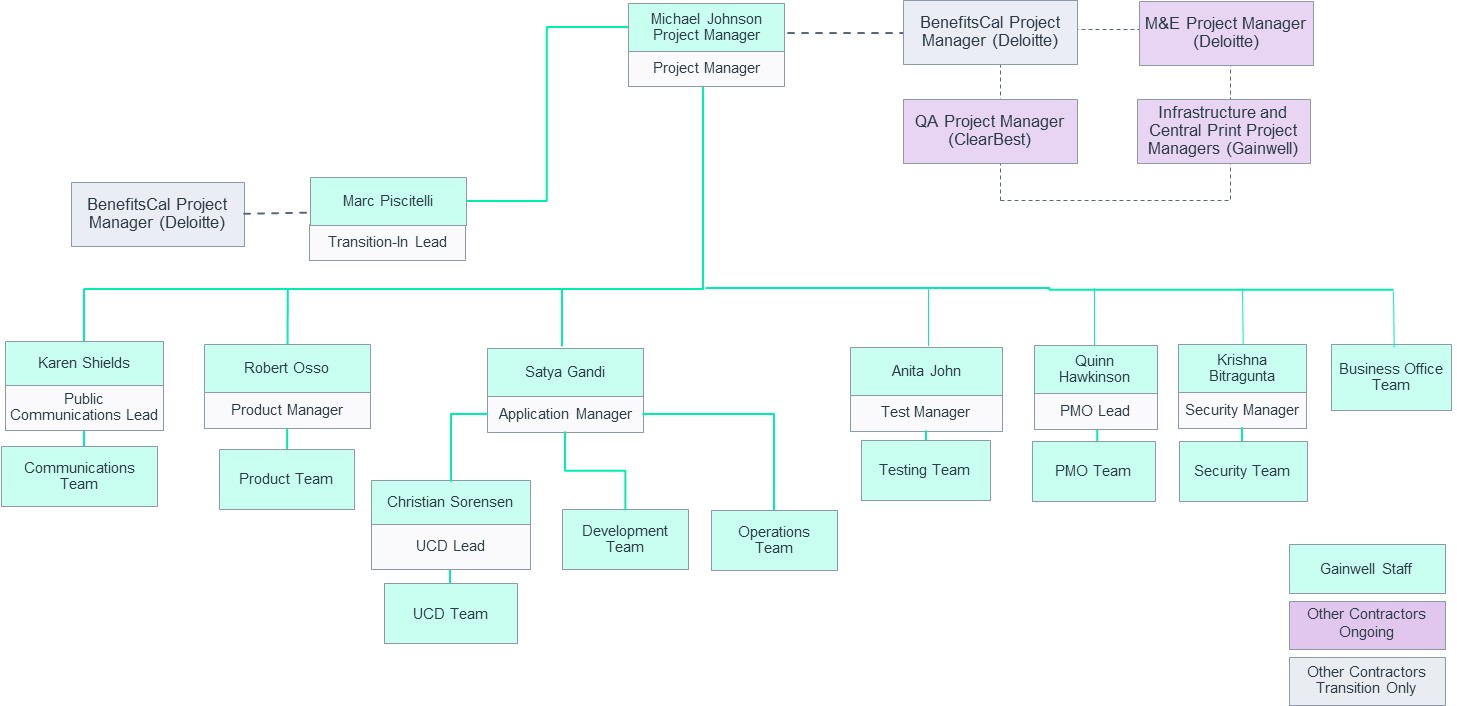
The organization chart in Figure 2 displays the relationships of the BenefitsCal M&O Services leaders to top-level Consortium personnel. We anticipate that each member of our leadership team will interact with many members of the Consortium leadership team. For additional examples, see Table 1. Key Consortium/Gainwell/Other Contractor Leadership Relationship Mapping.

1. Primary Relationship of the Gainwell Leadership Team to Consortium Leadership



The organization chart in Figure 3 displays the top-level relationships of the BenefitsCal M&O Services team members to other Consortium contractors. This organization chart is not intended to display all interactions between our staff and other Consortium contractors but rather depicts the key formal relationships. For additional examples, see Table 1. Key Consortium/Gainwell/Other Contractor Leadership Relationship Mapping.

1. Relationships of the BenefitsCal M&O Services Team to Other Consortium Contractors



3.1.3 Selection Criteria for Key Staff

We selected key staff based on their deep leadership experience, extensive involvement in projects of similar scope and size, direct experience supporting large and complex IT systems, and established relationships with the Consortium’s project staff. We are committed to the promotion of diversity and cultural representation in our company; it’s part of our recipe for success.

3.1.3.1 BenefitsCal Project Manager

We have selected **Michael Johnson, PMP** for his established relationships with the Consortium and other CalSAWS contractors, along with proven capabilities: understanding project needs to drive change and achieve Consortium project objectives, including security objectives. During more than eight years supporting CalWIN and CalSAWS projects, he has proven a proactive and collaborative leader.

3.1.3.2 BenefitsCal Project Management Office Lead

Our selected PMO Lead **Quinn Hawkinson, PMP, CSM** brings extensive relevant experience in PMO leadership, having worked in health and human services for more than 21 years. He has served as the PMO Manager for two different State Fiscal Agent contracts and has been a leader on seven State Fiscal Agent accounts. He brings seven years of experience building and leading PMO organizations. He has a strong background in M&O services, having supported multiple clients, including Fiscal Agent Operations in California, Arkansas, Mississippi, Alabama, and Nevada. Quinn has been a Project Management Professional since 2004 and a Certified Scrum Master since 2020.

3.1.3.3 BenefitsCal Transition-In Lead

We chose **Marc Piscitelli, PMP,** **SSBBP** for his varied portfolio of skills and experience along with PMP and Six Sigma certifications. He has particular strengths in transitions, operational and organizational change management, client relationships, process improvement and operational excellence, and program management. His experience has equipped him with considerable budget management and contract negotiation skills as well as IT systems implementation, automation, training and safety compliance, quality assurance, team leadership, and operational efficiency expertise.

3.1.3.4 BenefitsCal Application Manager

**Satyanarayana (Satya) Gandi, PMP, PSM I, CSAA, ITIL/F** is a highly organized, detail-oriented, well-certified professional with more than 18 years of experience in application development including AWS cloud application implementations. We selected him for his human service experience including serving as the Application Manager for the CalWIN project. A decisive leader igniting high-performance teams, Satya contributes a tenacious, business-minded approach to drive and execute company objectives. He excels at creating solutions and leading efforts to increase efficiency, significantly simplify processes, and contribute to enhancing product/service performance and features. Satya thrives in a challenging, deadline-driven environment using strong analytical skills to solve problems and provide solutions. He has proven success at delivering projects on time and within budget.

3.1.3.5 BenefitsCal Product Manager

**Robert Ossa** is a seasoned Senior Consultant with 16 years of diverse experience, specializing in the management of complex, cross-functional projects and programs. With a proven track record of delivering cost savings, process excellence, and automation, he excels in vendor management and negotiations, emphasizing the cultivation of productive partnerships. With more than 10 years in the healthcare industry, he brings extensive expertise in product management in agile environments, using the Scrum framework for the past nine years. Additionally, he boasts more than five years of experience working with California state agencies in a government setting. Proficient in querying, analyzing, and presenting complex data to drive corrective actions based on metrics, he is adept at fostering collaborative relationships across organizational departments. Recognized for his team-oriented approach, he is a dedicated Agile enthusiast actively involved in coaching both team members and leadership, demonstrating a talent for swift issue identification and resolution.

3.1.3.6 BenefitsCal User Centered Design Lead

We have selected **Christian Sorensen, PCM III** for his extensive and robust set of product strategy and user experience skills. As a Gainwell senior manager, he applies these skills to our portfolio of products and services, driving development of a cohesive user experience across the Gainwell product suite. He has particular strengths in user-centered design (UCD), team management and leadership, strategic planning and execution, collaboration and stakeholder engagement, business analysis and project management, continuous improvement and innovation, communication and advocacy, and technical understanding.

3.1.3.7 BenefitsCal Test Manager

We selected **Anita John** for her 20 years’ experience with quality assurance (QA) testing and her support of the CalWIN account with testing services in both Test Lead and Test Manager roles for the past 13 years. The CalWIN application was a multitiered web app that interfaced with external systems (CalHEERS, SMART, IEVS, MEDS, SCI, Pitney Bowes, and EBT, to name a few). She has led many large projects involving CalWORKs, CalFresh, Medi-Cal, Foster Care, General Assistance/General Relief (GA/GR), and other programs for the State and for the CalSAWS Consortium. Anita leads a 30-member testing team that follows the onshore-offshore model to accomplish the application testing required for large and complex systems. The testing team is responsible for manual and automated system and regression testing and performance testing.

3.1.3.8 BenefitsCal Security Manager

**Krishna Bitragunta** was selected for his security management and consulting expertise and experience. Highly rated by clients, he performs regulatory compliance, architecture, risk governance, cybersecurity, audits, and disaster recovery. He Implements vulnerability/SAST/DAST scanning, data loss prevention (DLP), network and application security, security information and event management (SIEM) correlations, incident response, and security awareness campaigns. He also conducts risk assessments, audits, remediation, and develops policy and standards to meet payment card industry (PCI), Health Insurance Portability and Accountability Act (HIPAA), National Institute of Standards and Technology (NIST), Cybersecurity Framework and Risk Management Framework (CSF/RMF), and Federal Risk and Authorization Management Program (FedRAMP) requirements. He develops reference architecture diagrams and performs architectural reviews of controls in cloud deployments (infrastructure, platform, and software as a service, or IaaS, PaaS, SaaS) for Azure and AWS.

3.1.3.9 BenefitsCal Public Communications Lead

We have selected **Karen Shields** for her extensive public communications experience and expertise as an executive working across the Medicaid ecosystem in 30 states and all U.S. territories with responsibility for building thought leadership and maturing client relationships between Gainwell and the national leaders in healthcare. She drives customer experience (CX) strategy based on client insights and desired outcomes and engages in one-on-one conversations with healthcare program leaders across 30 states to elicit candid feedback and drive continuous improvement. She has aligned client needs with Gainwell’s innovation strategy, identifying opportunities for collective growth, and served as the communication channel between client and Gainwell leadership. She brings extensive experience collaborating with advocacy groups during her role as Deputy Director at CMS. In concert with our Gainwell Marketing and Communications team, Karen will employ her extensive knowledge of communications and promoting website engagement from her experience with healthcare.gov.

3.1.4 Staff Responsibilities

**Good Oral and Written Communication Skills.** Our staff understand they will interact with a diverse range of users. Our organization emphasizes the importance of understanding business issues that underlie each change to the application and technical environment. With this perspective, we are well equipped to communicate with Consortium and other contractor staff about business and technical concerns at varied levels of detail including communicating information technology terms and concepts to non-technical audiences.

Additionally, our staff members focus on health and human services regardless of their position. Our organization cultivates an awareness and appreciation for the real contribution they make to improve the lives of millions of Californians. The recognition of daily concerns and challenges that County workers face enables more responsive communication.

**Participation in Project Meetings.** Our Gainwell BenefitsCal M&O Services key staff:

* Prepare for and actively participate in designated meetings and represent the best interests of the Consortium
* Identify and escalate issues as appropriate
* Contribute to required monthly status reports in preparation for status meetings

**Minimizing Staff Turnover.** We work to minimize staffing turnover, particularly for key staff. Based on our current contracts with the Consortium, we are well versed in the Consortium’s personnel requirements.

Several of our Key Staff members bring a long track record of commitment to the mission of supporting the needs of the Counties we currently serve.

We value the commitment of our leaders and staff to make Gainwell a great place to work by providing caring and supportive leadership, recognition programs for work well done, and competitive benefits and pay. When turnover does occur, its impact is minimized as a result of succession planning processes and thorough knowledge transfer.

To retain intellectual capital, mitigate risk to the Consortium, and maintain employee productivity, we may initiate some or all of the following options:

* **Development.** Comprehensive onboarding activities, coaching and mentoring, knowledge transfer, personal touch and early communication, career aspirations, and working to identify potential projects to support growth
* **Reskilling.** Skills mapping, coaching, and mentoring for possible movement and internal placement, career mobility and internal openings, acquisition of additional marketable skills that encourage employees to develop, grow, and thrive
* **Communications.** Structured communications, communicating often for support and guidance, comprehensive communication and acclimation plan, ongoing company updates
* **Compensation**. Competitive compensation and reward structures, potential retention incentives for critical resources, incentives, and recognition tools
* **Employee benefits.** Competitive total rewards packages, health and welfare programs

3.1.5 Contractor Staff Changes

For any expected BenefitsCal M&O Services Key Staff changes, we will provide a 30-calendar-day notice to the Consortium Executive Director regarding the change and plans for transition. We will supply the Consortium with 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. We understand the Consortium reserves the right to require face-to-face or video interviews of proposed replacement Key Staff and the right to accept or reject any proposed Key Staff.

For any unexpected Key Staff changes, we will provide the Consortium Executive Director a written notification within three business days of knowledge and Key Staff action. Within seven calendar days of providing such written notice, we will provide the Consortium Executive Director with plans for transition. We understand that all provisions related to expected Key Staff changes also apply to unexpected Key Staff changes, except for the 30-Day notice.

A main tenet of our staffing approach is providing succession planning, staff replacement, and backups for staff on the project. The staffing plan recognizes that positions will become available and will need to be filled. From more than four decades of staffing health and human services projects, we have developed a standardized approach to filling staff vacancies.

Succession planning recognizes Key Staff may wish to leave the project because of retirement, promotion, or for advanced career opportunities. Our best practices of succession planning and cross-training our staff provide the following:

* **Flexibility.** Staff members can be shifted when needed to support periodic peaks because of their extensive training on multiple job functions.
* **Full coverage.** Job functions are always performed because trained staff is always available.
* **Job satisfaction.** Mastering multiple job functions and skills provides our employees with variety, challenge, and possibilities for career progression.

While we take pride in our high employee retention rates, natural attrition is part of everyday business. We apply our proven, effective recruitment and hiring practices to address attrition during the project.

3.1.6 Staff Performance

We select our staff because they possess the skills and experience necessary to fulfil the responsibilities and requirements of the RFP. We describe our selection criteria for Key Staff in Section 3.1.3 Selection Criteria for Key Staff above.

We identify and correct performance issues for our entire staff assigned to this project. We recognize that should the Consortium discover performance problems with any of our BenefitsCal M&O Services team members, the Executive Director will notify our Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any Gainwell BenefitsCal M&O Services staff member, Gainwell will immediately remove such staff from the project.

Our personnel policies require regular performance reviews, evaluations, and peer reviews for personnel under our control. We strive to remediate personnel issues before they affect the provision of services to our customers. We welcome and appreciate both positive and negative feedback on our staff.

In summary, our proposed Key Staff have experience that significantly exceeds the RFP requirements. Many of our staff have established relationships with the Consortium and with other Consortium contractors.

Our staff are also well versed in Consortium governance processes, and using their effective communication skills, they have built relationships with County staff as well. Gainwell has established relationships with recruiters and contracting agency relationships to acquire additional talent when needed to expand or replace staff. We have comprehensive human resources practices, including training and staff performance monitoring.

***We are invested with you in serving Californians.***