



California Statewide Automated Welfare System (CalSAWS) Quality Assurance (QA) Services

RFP NO. 01-2025

VOL 1 – BUSINESS PROPOSAL, SECT 3: STAFFING APPROACH

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1 Section 3 – Staffing Approach [RFP §6.3.2, §6.3.3.5]

1.1 Staffing Approach Narrative [RFP §5.2.2.1, §6.3.3.5.1]

NTT DATA is committed to providing the CalSAWS Consortium with the Quality Assurance (QA) expertise needed for effective assessment of the existing CalSAWS and BenefitsCal Systems, as well as meeting state requirements and standards and conditions as defined in the Request for Proposals (RFP). Our team understands the comprehensive nature of the CalSAWS Project, and its dedication to efficiently distributing health and human services benefits to participants by providing excellent case management for eligibility workers. We present a comprehensive and established approach to staffing, staff management, and organizational leadership that ensures continuity, quality, and responsiveness in support of the Consortium's QA initiatives. Our strategy leverages an experienced team reinforced by a robust recruitment and onboarding process, supported by dedicated in-house recruiters, and subcontractor partners. Our staffing approach is based on our successful experience providing QA services on similar projects. For example, we have been providing QA services to New Hampshire for over 20 years, and in Oregon, we currently have 13 active Independent Quality Management Services (IQMS) contracts that span across multiple agencies, including Health and Human Services (HHS) contracts.

Our project staffing philosophy and guiding principles are to always provide staff with the right skills at the right time for every project. Our staffing approach includes the following components:

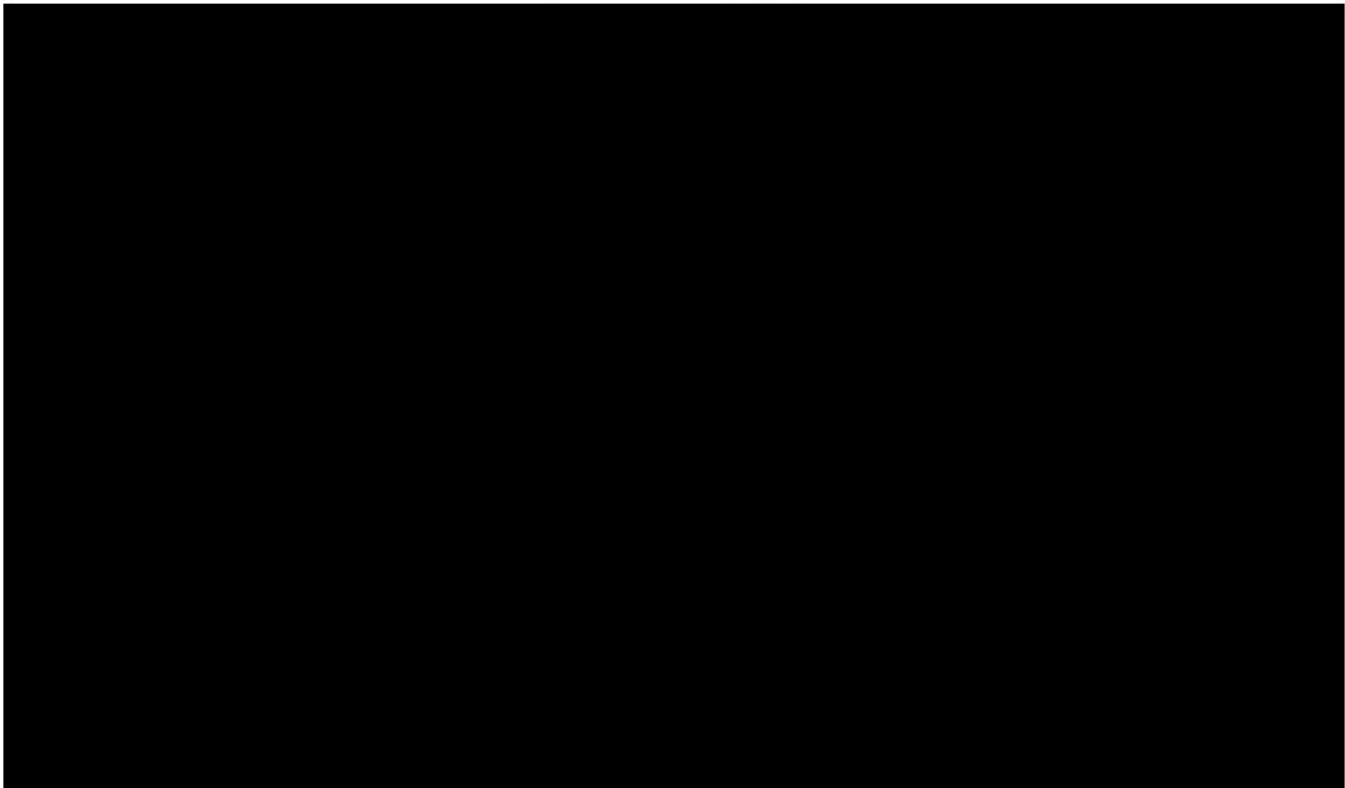
- **Comprehensive Resource Management.** We maintain a Resource Loading Chart that provides an overview of staffing levels, resource gaps, and resource allocation, and it serves as a tool to see that all staffing requirements are met in alignment with project timelines and objectives.
- **Organizational Structure and Roles.** Our organizational chart includes roles, responsibilities, and qualifications for all staff members, including key, non-key, subcontractors, advisors, and subject matter experts. This ensures that every team member understands their role and contribution to the project.
- **Onboarding and Training.** Our comprehensive onboarding processes ensure that all team members are properly integrated into the project. This includes training on project software tools, processes, procedures, policies, and the selected SDLC methodology.
- **Contingency Planning.** We develop a contingency plan for staff replacement, ensuring minimal disruption in case of unforeseen circumstances. This involves a proactive approach to sourcing and onboarding qualified replacement staff as needed.
- **Performance Evaluation and Retention.** NTT DATA emphasizes client satisfaction as a key evaluation factor, providing personal and monetary incentives to staff for successful project delivery. This focus on performance evaluation supports staff retention and motivation.
- **Collaboration and Communication.** Our staffing approach promotes transparency and collaboration through regular meetings and status updates, ensuring alignment with project objectives and effective communication across all levels of the project.

As part of our staffing solution, we take great pride in deploying a team with unmatched expertise in support of your project. NTT DATA has engaged Ambire Consulting, Inc., a California firm, as a teaming partner. Ambire Consulting brings local, high-quality QA resources that are familiar with California's public sector agencies to augment and enhance our Quality Assurance team. NTT DATA has partnered with Ambire Consulting on various projects. This blend of expertise between NTT DATA and Ambire Consulting resources combines some of the nation's highly sought top-tier QA staff and expands our sourcing capacity, which gives us the ability to scale teams quickly for new initiatives or urgent needs.



Lisa Alger serves as our Executive for this project. In addition to carefully considering the staffing needs for this proposal, Lisa will ensure the project team supporting these efforts provide the relevant expertise to effectively run the project and provide innovative recommendations and guidance. Lisa serves at no cost to the Consortium.





The following subsections provide more detail on our staffing approach, including our organizational chart, the criteria we used to fill Key Staff positions, and how we approach interacting between our team and the Consortium's Project staff in similar roles. Additionally, we have completed Attachment 12, which indicates the roles and level of effort needed to provide QA services.

1.1.1 General Contractor Staffing Responsibilities [RFP §5.2.2.1.1]



Our resource department, which manages the NTT DATA bench across the United

States, works with the project team to closely monitor the anticipated project needs and expertise throughout the lifecycle of our projects so that we can adjust when necessary. Current projects are staffed with teams as small as 3 staff to teams of 130 staff. We pride ourselves on finding the right skills and fit for all our projects to provide a cost-effective staffing solution with team criterion that include:

- Risk management focused with experience in QA and a forward-thinking vision to protect the Consortium's interests and financial investments.
- Management skills with Capability Maturity Model Integration (CMMI)
- Project Management Body of Knowledge (PMBOK), and Information Technology Infrastructure Library (ITIL) framework expertise and certifications.
- Experience conducting QA assessments by reviewing artifacts, deliverables, and work products to assess project management and system development lifecycle (SDLC) execution based on industry standards, best practices, and federal and state legislative compliance.
- Relevant functional experience from both the business and technical perspectives.
- Performance management, business process improvement, and organizational change management experience.
- Communication and collaboration skills that facilitate guidance, knowledge transfer, and training aimed at improving project management and system development activities.
- Innovation advisory expertise with enterprise-scale insight on the effective adoption, oversight, and use of emerging technologies and approaches.

What Our Clients Say

Client Quotes from a recent Voice of the Client Survey about NTT DATA State Health Government Consulting Services include:

- "Recruiting staff with the experience and professionalism required to provide services at the highest level."
- "Recruit and retain highly competent people."
- "The supplemental staff provided by NTT DATA (the PMs and BAs) are excellent and go above and beyond."
- "The hiring choices have been excellent."

If for some reason staffing needs should change to the extent an increase to the agreement price would occur, we follow the Consortium Change Order process before adding additional staff.

To facilitate productive working relationships across the project, we encourage and follow a "leave your logo at the door" approach with all project participants, including other contractors. It is easy to fall into the trap of assuming a management role in a project, but we work to foster a collaborative client-centric approach to achieving a successful project outcome. Issues and concerns are addressed in an environment of partnership to avoid an "us versus them" mentality. Our Executive Lisa Alger and QA Project Manager, Kathryn Daun, foster this partnership from the time we launch an internal kickoff with our team. In that kickoff we talk about how we communicate and interact with the Consortium and escalation paths if a problem occurs.



For example, if a concern is raised and cannot be resolved in two emails, a face-to-face discussion or phone call is the next path in the escalation process.

Figure 2 below provides our organizational chart, which illustrates our team's relationship with the Consortium and its Contractors. This organizational chart also

illustrates how each Key Staff member of the QA team is linked to the Consortium's team to facilitate productive working relationships between Consortium staff and our team. Katharyn, our QA Project Manager, is the main contact for the QA services team and for the Consortium's Common Services, PMO, and Administrative Support Teams. In addition to Katharyn, the other members of our Key Team serve as leads for various Consortium contacts. Andrew, our Technical Manager, is the key contact for the Consortium's Technical and Operations, Technology Office, and Application Development Teams. Raymond, our QA Test Manager, is also a key contact for those same offices for any topics related to testing. Kelly Micka, our QA Functional Manager, is the key contact for the Consortium's Policy Design and Governance, Communications, and Customer Engagement teams. The organization charts are updated when reporting relationships change, additional staffing names are identified, and staff replacements occur.

From our team – Katharyn Daun

"In a multi-contractor ecosystem, good communication isn't just a best practice—it's the backbone of trust, alignment, and execution. Without it, collaboration fractures and accountability fades.

As someone who thrives on precision—whether in consulting strategy or in my personal strongman sport training—I've seen how clarity and consistency in communication can lift performance of individuals and teams. It's not about speaking more, it's about connecting better."

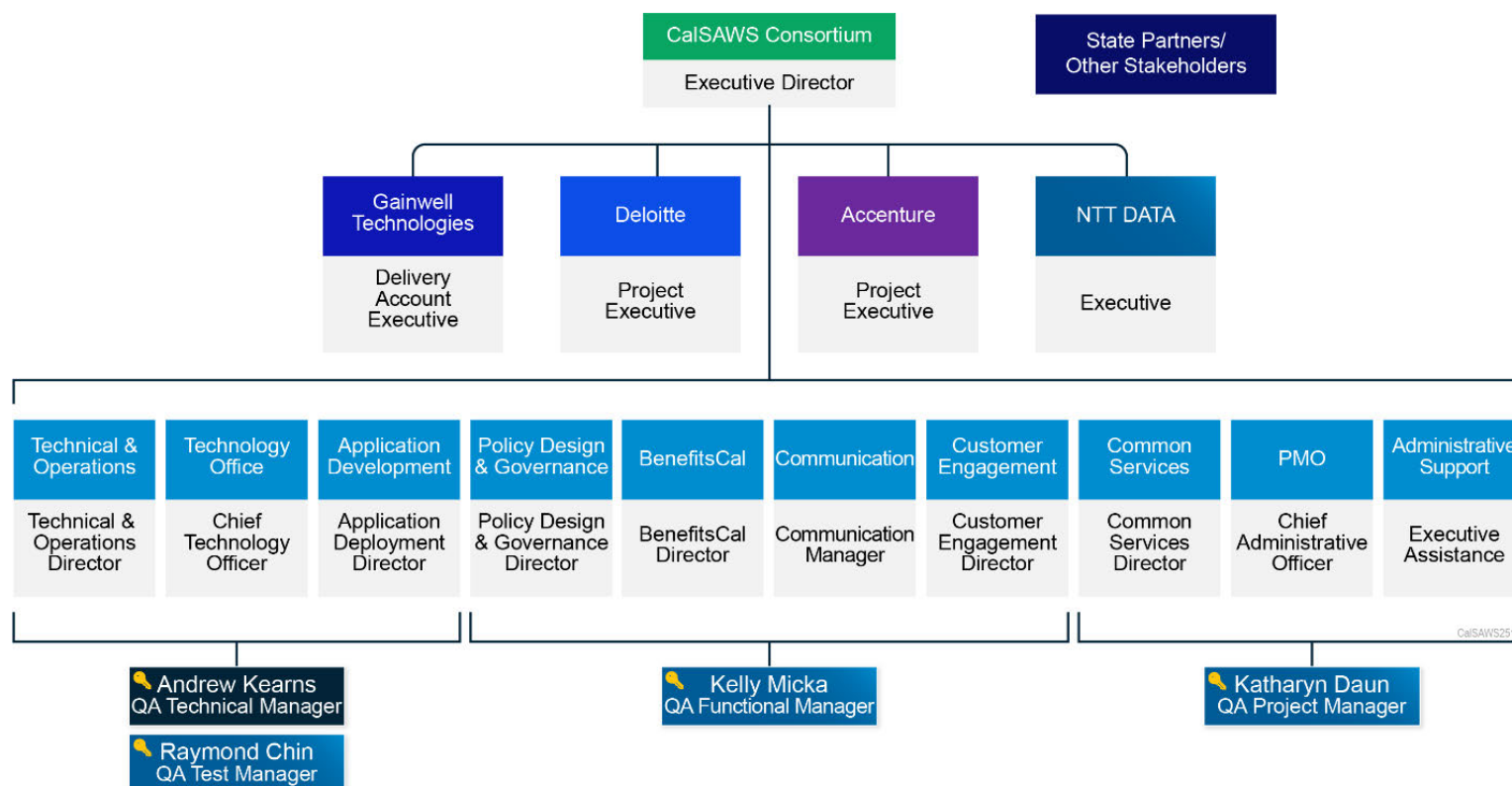


Figure 2. Consortium and QA Services Organizational Chart

Figure 3 identifies the responsibilities for each Key Staff along with the subtasks defined within Attachment 2 – QA Requirements Matrix that each Key Staff is responsible for leading. To further facilitate efficient communications, the Consortium staff and other contractor staff may reach out directly to Katharyn, the QA Project Manager, or they may reach out directly to the lead Key Staff based on subtask assignments in the figure. Additionally, Lisa Alger, our Executive, is always available for any communication that needs to be escalated.

Figure 3. Key Staff Member Roles and Responsibilities

Key Staff Member Roles and Responsibilities		
Name and Role	Responsibilities	Subtask Lead
Katharyn Daun – QA Project Manager  Certifications: • PMP	• Ensuring the QA team understands the scope of the QA Agreement and the QA role in the “big picture” of the CalSAWS Project, including how to work in concert with the Consortium, the Counties, State sponsors, federal partners and other CalSAWS Contractors. • Managing and leading the QA team. • Reviewing other CalSAWS Contractor Deliverables and Work products. • Adhering to Project Management processes and procedures documented in the CalSAWS Enterprise PCD and other CalSAWS Contractor Service Plans. • Managing the development and delivery of all QA deliverables, Work products, tasks and services and ensuring they are of the highest quality. • Recommending issue resolution and risk mitigation strategies. • Providing as-needed support to the Consortium management team in the form of development and delivery of presentation materials, general advice and recommendations and assistance in remediating concerns and solving problems. • Participating in ongoing communications and status updates to the CalSAWS JPA Board of Directors, Project Steering Committee (PSC), State and federal Stakeholders as directed by the Executive Director. • Participating as a key resource in the Consortium's Production release green light/go, no-go process, providing the Consortium with the QA Go/No-Go recommendation. • Proactively identifying process improvements.	✓ Subtask 1.1: Transition-In Planning and Execution ✓ Subtask 2.1: QA Management ✓ Subtask 2.2: Project Management Support ✓ Subtask 3.1: Project Management ✓ Subtask 5.1: Transition-Out Planning and Execution
Raymond Chin – QA Test Manager	• Reviewing other CalSAWS Contractor Deliverables and Work products.	• Subtask 3.5: Other CalSAWS Contractor Testing

Key Staff Member Roles and Responsibilities



Certifications:

- PMP

- Ensuring adherence to the applicable Test Management processes and procedures documented in the other CalSAWS Contractor Service Plans and OWDs.
- Leading the effort to develop and execute the Independent Test Plan.
- Ensuring the SCRs prioritized for the independent tests are approved by the Consortium.
- Managing QA test resources necessary for executing the independent test activities and determining specific test assignments for each release.
- Ensuring on-schedule performance of all independent test planning, execution, re-test and reporting activities.
- Coordinating code releases and batch processing with other CalSAWS Contractors.
- Managing Independent regression test activities.
- Ensuring the accuracy and effectiveness of the Independent Test scripts.
- Providing the Consortium with evidence of the successful completion of the independent test activities and participating as a key resource in the Consortium's Production release green light/go, no-go process.
- Reviewing and providing recommendations for improvements and innovation to other CalSAWS Contractor testing activities, including System, A/B, manual and automated Regression and User Experience Testing.
- Escalating code quality deficiencies or test procedure issues, as appropriate.
- Report on deviations in other CalSAWS Contractor test plans.
- Managing QA testers providing as needed test support services to the Consortium Test Team and the County Validation Test effort.

- ✓ Subtask 3.6: Consortium and County Validation Test Support
- ✓ 4.1: Independent Test Planning, Executing, and Reporting

Key Staff Member Roles and Responsibilities		
Kelly Micka – QA Functional Manager  Certifications: • PMP • PMI-ACP Agile Certification • Prosci® Certified Change Manager	• Reviewing and analyzing the SCRs and associated application development Work products to determine the viability of the scope, level of effort, resources, schedule, budget, impacts to the enterprise of CalSAWS applications and functions, and impact to county business operations. • Participating in requirements gathering and design sessions to provide input and support for the Consortium. • Reviewing other CalSAWS Contractor Deliverables and Work products. • Ensuring adherence to SCR processes and procedures documented in the other CalSAWS Contractor Service Plans and OWDs. • Tracking changes and corresponding requirements across multiple programs and reviewing Requirements Traceability Matrices. • Updating QA and Consortium management on deviations from other CalSAWS Contractor requirements. • Reviewing the Independent Test scripts, with a focus on complex System changes. • Supporting or reviewing Independent Test results. • Providing recommendations regarding the readiness of releases for production. • Reviewing release notes and other release documentation or training materials. • Participating as a key resource in the Consortium's Production release green light/go, no-go process. • Analyzing and/or developing business process solutions, sometimes in the absence of an automated solution, to support Consortium and County business operations. • Participating in process improvement initiatives.	✓ Subtask 3.2: SCR Process ✓ Subtask 3.3: System Requirements Capture and Validation ✓ Subtask 3.7: Change Management and Training Support ✓ Subtask 3.9: Marketing and Public Communications Support

Key Staff Member Roles and Responsibilities		
Andrew Kearns – QA Technical Manager (Ambire Consulting, Inc.)  Certifications: • PMP	• Reviewing other CalSAWS Contractor Deliverables and Work products. • Ensuring adherence to the technical processes and procedures documented in the other CalSAWS Contractor Service Plans and OWDs. • Updating QA and Consortium management on deviations from other CalSAWS Contractor technical requirements. • Identifying, recording and escalating risks and issues as appropriate, and making recommendations for issue resolution/escalation tracking. • Reviewing the strategies and proposed innovation Proofs of Concepts to improve the CalSAWS technical infrastructure and applications and making recommendations for improvements. • Periodically reviewing CalSAWS architecture including infrastructure, cloud environment, configuration management, Data management, networks, and applications to ensure adherence to requirements. • Analyzing other Contractor code review results. • Reviewing system performance metrics and providing recommendations for improvement. • Reviewing Production releases involving technical, network or configuration changes. • Reviewing and recommending improvements to system security processes. • Recommending process changes or potential upgrades to ensure performance remains within defined Service Level Agreement parameters. • Overseeing the QA review of System performance monitoring, availability and capacity planning.	✓ Subtask 3.4: System Design and Validation ✓ Subtask 3.8: Production Readiness, Green Light, and Deployment ✓ Subtask 10: Enhancement and Innovation ✓ Subtask 11: Operations ✓ Subtask 12: Security

In addition to the Key Staff, our staffing approach includes the additional roles and responsibilities shown in the following Figure . Once a contract is awarded, Katharyn will work to fill the remaining roles during the Transition-In Phase and have the additional staff onboarded before the Transition-In Phase is completed.

Project Overview		Key Milestones	
Project Name	Project Alpha	Phase 1 Completion	Phase 2 Completion
Start Date	2023-01-01	2023-03-15	2023-06-01
End Date	2023-12-31	2023-09-30	2023-11-15
Project Manager	John Doe	Team Lead	Team Lead
Project Status	In Progress	On Track	On Track
Project Budget	\$1,000,000	\$500,000	\$500,000
Project Risk	Low	Low	Low
Project Scope	Develop and deploy a new web application.	Design and develop the front-end.	Design and develop the back-end.
Project Deliverables	Web application, User manual, Training materials.	Front-end code, Design documents.	Back-end code, Design documents.
Project Stakeholders	Client, Project Manager, Team Lead, Team Members.	Client, Project Manager, Team Lead, Team Members.	Client, Project Manager, Team Lead, Team Members.
Project Communication	Weekly status reports, Monthly progress reviews.	Weekly status reports, Monthly progress reviews.	Weekly status reports, Monthly progress reviews.
Project Documentation	Project charter, Project plan, Project schedule.	Project charter, Project plan, Project schedule.	Project charter, Project plan, Project schedule.
Project Reporting	Weekly status reports, Monthly progress reviews.	Weekly status reports, Monthly progress reviews.	Weekly status reports, Monthly progress reviews.
Project Evaluation	Post-project review, Client feedback.	Post-project review, Client feedback.	Post-project review, Client feedback.

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[Redacted]	[Redacted]
	[Redacted]
[Redacted]	[Redacted]
	[Redacted]
[Redacted]	

Figure 5 below provides the experience our Executive and Expert Advisors bring to the table to support the Consortium and the QA Services Team.

Figure 5. Executive and Expert Advisor Experience.

Executive and Expert Advisor Experience	
Name/Role	Experience
Lisa Alger, Executive  Certifications: • PMP • Certified Scrum Master (CSM)	• 20+ years of experience HHS Programs. • 20+ years in IT project and portfolio management and leadership roles for state and local government systems modernization projects. • 15+ years serving in Executive Leadership, Contract Management, Project Management, and account executive roles for modernization initiatives, including multiple PMO, QA, OCM, and IV&V engagements across most state HHS programs. • Has worked in over 15 states, 9 of them providing expertise in Integrated Eligibility. • Bureau Chief for the State of Idaho Welfare programs over SNAP and Medicaid error rates, compliance, statewide communications, fair hearings, oversight of large Integrated Eligibility System replacement and Child Support enhancements, Statistical Analysis unit and Statewide Contracts Management. • Currently on the MITA Governance Board as requested by CMS and is the outgoing Chair for the Private Sector Technology Group that works with CMS,

Executive and Expert Advisor Experience	
	States and the vendor community to provide guidance and recommendations to the industry.
Mark Veness, Technical Advisor 	• 20+ years of experience as a healthcare enterprise architect supporting solutioning, procurement, implementation, and operations of MES across 22 states. • 23 years Medicaid IT experience across 21 state programs. • 16 years of large Medicaid Management Information System (MMIS) vendor experience. This includes serving as a solutions architect for multiple Medicaid Enterprise System (MES) replacement proposals and an enterprise architect for a large MMIS implementation. • Founded the NTT DATA State Health Consulting System Integration practice in 2016 and is now the director of the Technology Advantage portfolio of services. • Developed innovative MES modernization strategies and led large teams to successfully deliver high quality solutions, resulting in successful procurements and implementations for state clients.
Jim Griffith, Technical Advisor  Certifications: • GEAC Cloud Security • TOGAF 9 Certified (Levels 1 and 2) • NTT DATA Gen-AI Level 2 Certification • Certificate of Specialization in Entrepreneurship and Innovation (Harvard Business School Online) • National Security Seminar (The U.S. Army War College) • IDEO, AI X Design Thinking	• 30 years of experience in state and federal programs and the technical integration of the enterprise systems that support them, with a primary career focus on HHS programs. • 20+ years of experience in Medicaid, Eligibility and Enrollment (E&E), payment reform, quality measures, and interoperability. • 14+ years in Enterprise Architecture, application development, testing, data migration, implementation, operations, and compliance. • 23 years of experience in instructional design and delivery, with 2 years of experience developing and delivering AI training and upskilling offerings. • 3 years of experience employing User Centered Design (UCD) and Design Thinking (DT) methodologies for graduate school program offerings at Penn State Dickinson School of Law and for corporate NTT DATA Human Resources initiatives that impact 21,000+ employees. • Research Group Member with the Center for AI and Digital Policy (CAIDP).

Executive and Expert Advisor Experience

Patti Garofalo, Programmatic Advisor



Certifications:

- PMP
- Lean Six Sigma Master Blackbelt
- NTT DATA Silver Level Diversity, Equity, and Inclusion Advocate

- Leads NTT DATA services for Social Services programs to include Child Support, Child Welfare, Integrated Eligibility, Medicaid, and other related public sector programs.
- 30+ years of demonstrated experience in public and private sector organizations planning, developing and leading business and IT transformation initiatives.
- 20+ years of experience holding leadership roles for state and local government systems modernization projects, including 4 years serving the State of Idaho.
- 18+ years serving as project director and account executive roles for modernization initiatives, including multiple Strategic Planning, PMO, QA, and IV&V engagements.

Margaret Foltz, Security / Compliance Advisor



Certifications:

- ITIL (AXELOS)
- Certified Information Systems Security Professional (CISSP)
- Information Systems Security Management Professional (ISSMP)
- HealthCare Information Security and Privacy Practitioner (HCISPP)
- Certified Information Systems Auditor (CISA)
- Certified in Risk and Information Systems Control (CRISC)
- Certified Information Security Manager (CISM)

- 30 years of progressive IT management and leadership experience within the public and private sectors.
- 20 years of experience in Cybersecurity Operations, Privacy, Audit, Governance, Risk, Regulatory Compliance, COOP/Disaster Recovery (including ESF8 & ESF2).
- Proven track record of successfully directing staff and offshore resources.
- Demonstrated ability to effectively build, motivate, and lead global\matrixed teams.
- IT Security and IT Management experience spanning across the Government, Healthcare, Transportation, Law Enforcement, Financial, IT Services, Distribution, and Academic sectors.

Our staffing approach is designed to be flexible and to ensure we have the right staff on board at the right time. For the Transition-In period, we start the project on Day 1 with our four (4) Key Staff, which includes our QA Project Manager, QA Test Manager, QA Functional Manager, and QA Technical Manager, along with one non-Key role – our Project Coordinator. This team will be in place for the first two (2) months of the project to ensure a smooth transition from the incumbent contractor. During this period of transition, our Project Manager, Katharyn Daun, identifies the remaining members of our team and begins the onboarding process.



1.1.2 Staff Responsibilities [RFP §5.2.2.1.2]

Our proposed Key Staff bring more than 90 years of consulting experience to which they have excelled at providing oral and written communication. Katharyn, our Project Manager, has more than 13 years of experience leading QA services related projects in which she has demonstrated excellent communication skills on several multi-contractor projects with diverse groups of users. Katharyn effectively communicates information technology terms and concepts to non-technical audiences due to her vast project management and QA experience providing services on various projects across the country related to Medicaid, Integrated Eligibility, Electronic Benefits Transfer (EBT) implementations, and Women, Infants, and Children (WIC) projects. Katharyn's experience over the years includes serving as project manager, test manager, master scheduler, analyst, and practice lead makes her uniquely qualified to serve as QA Project Manager for this project. She is also local to California.

Like Katharyn, our other Key Staff team members bring many years of QA and project management experience that spans multiple states across the country and health and human services programs. Raymond Chin, our QA Test Manager, has more than 25 years of experience in state and local healthcare systems, which includes serving as a Test Manager on a variety of projects. Raymond has served as the lead for NTT DATA's Testing Practice and Center of Excellence. Kelly Micka, our QA Functional Manager, has more than 30 years of experience providing project management, system implementation, change management, policy, and program development support in Medicaid, Health IT, Integrated Eligibility, and Child Support programs. Andrew Kearns, our QA Technical Manager, has more than 25 years of experience providing consulting services, including experience providing services to the California Department of Health Care Services (DHCS) and CalPERS. Andrew's experience includes establishing a QA discipline for a startup and implementing the California Newborn Hearing Screening Data Management Service. Collectively, these Key Staff members are the leads for

communicating with the Consortium, stakeholders, and other contractors on QA service-related topics.

Lisa Alger, your Executive, has over 20 years of experience in Health and Human Services, focusing on Integrated Eligibility, currently overseeing multiple projects across the United States that include Vermont, Idaho, Mississippi, and Illinois. Lisa also worked for the State of Idaho as a Bureau Chief and Project Manager, overseeing compliance, communication, fair hearings, the Statistics/Reporting Unit, and statewide contract management. She also oversaw high dollar projects that included enhancements to the Child Support System and the replacement of the Integrated Eligibility System. Having worked with counties and other stakeholders, Lisa helped the leadership team develop communication and organizational management strategies to foster the adoption of the new system and processes. She brings this experience to the Consortium and assists Katharyn in putting the right team together, at the right time, for each phase of the project.

Our staff thoroughly prepare for and support staff meetings, including those described in our Quality Assurance Services Plan and Operational Working Documents (see Section 4), by developing all required reports and actively participating in designated project meetings. Representing the best interests of the Consortium is central to our QA service approach. Katharyn works closely with the Consortium to understand the escalation process for handling any issues that are identified, and this process is communicated to the rest of the team to ensure consistency in addressing issues.

Staff Retention. Staff retention is always our goal to minimize disruption in services. NTT DATA supports staff through its many corporate applications. A primary staff resource is an intranet application called MyHub, shown in Figure 6. This is an interactive one-stop application for all communication, employee engagement, and administrative functions staff need to perform their jobs and meet their work and career needs. It links staff to other specific applications to complete training, time reporting, employee recognition, social networking within NTT DATA, SharePoint access, travel and expense reporting, policies, and processes (procurement, leave policies, Code of Conduct) as well as a link to the human resource application Navigator. MyHub also supports 24/7 access to IT and HR help desks.

From our team – Raymond Chin

"After spending over 15 years working on the vendor delivery side of State and Local, NTT DATA's State Health Consulting allowed me to take my experience in Delivery Organizations, and, work alongside an incredibly talented team of smart, dedicated, talented consultants and SMEs to provide the best project insight and advice possible to help States support their constituents.

Additionally, NTT DATA has provided me the ability to develop as a thought leader in the space of Quality Management and Testing as a multiple time speaker in national forum's such as MESC and HIT Connect as well as called upon to address specific challenges and initiatives across multiple States on a wide variety of Quality and Testing Topics.

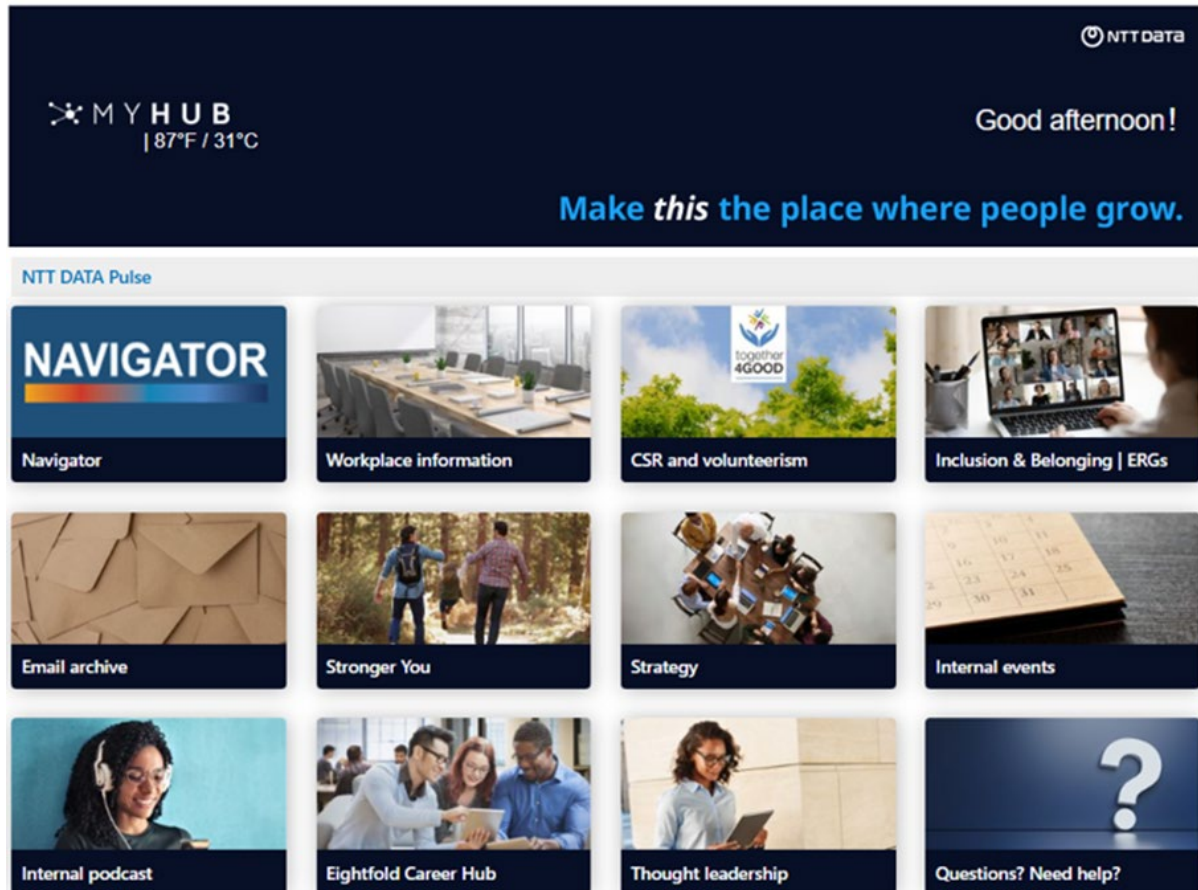


Figure 6. NTT DATA's MyHub Intranet Application

Talent Management. As described previously, NTT DATA leverages talent management as a strategic human resource planning tool to add business value by enabling staff to develop skills to reach career goals. We promote engaging activities for recruitment, retention, and development with the goal of creating a motivated workforce that wants to stay with our company long term.

NTT DATA begins talent management activities through upfront recruiting and screening. We provide excellent onboarding for the company and project assignments. Onboarding includes initial training and mentoring. We assign a buddy to each new employee to assist with the employee's assimilation to the company, our culture, and job assignments. Other Talent Management activities include:

- An integrated multi-function human resource application called Navigator which supports all human resource functions from employee profiles, demographic and employment information, payroll, recruiting, performance management, career development and job postings, time reporting, employee engagement, training and development, company communications and internal social networking.
- As described in Section 1.1.4 of this proposal, we establish performance expectations and use continuous performance management to provide feedback and support two-way communication between the employee and their manager.

- NTT DATA performs annual performance and salary reviews and considers incentive payments. We place a high value on rewarding performance through annual compensation planning.
- NTT DATA requires annual compliance and career development training requirements and with access to professionally created and engaging training courses and programs. Our robust Career Architecture defines the expected experience and skill levels for each job title and supports career progression by job family. Individual career goals are discussed as part of regular one-on-one meetings between manager and employee and formalized as part of our Continuous Performance Management process.
- NTT DATA provides White and Yellow Belt Certification around AI and the use of appropriate use of AI.
- NTT DATA conducts a periodic One Voice Employee Satisfaction Survey to obtain feedback from employees and gauge their engagement and satisfaction with their roles and experience with the company. We implement action plans to address employee engagement and satisfaction based on survey feedback. NTT DATA also supports employee engagement through regular town hall sessions, internal social media, and ongoing email communications.
- NTT DATA supports Early Careers programs—to attract, hire, train, and retain employees who are entering the job market or are early in their careers. This allows us to build experience and skills for employees and provide a clear career path for the future.
- NTT DATA reimburses job related certifications to support career growth such as PMI-PMP, Business Analyst Certifications (PMI-PBA), (IIBA CBAP), Certified Scrum Master and Technical Certifications such as AWS Certified Cloud Practitioner, CISSP, and ITIL 4 Foundation.

From our team – Kelly Micka

"While the eligibility system is essential for delivering benefits to citizens, its true strength lies in the expertise and commitment of the eligibility workers who depend on it to carry out this vital mission. Ensuring the system is both compliant and responsive to user needs is central to the program's success. Optimizing system performance requires open communication, attentive listening, and continuous feedback from the primary users."

We also promote a diverse and inclusive workforce through our recruiting process and annual training in Inclusion and Belonging. Leaders are required, and staff encouraged, to obtain corporate certification. NTT DATA also supports Inclusion and Belonging through its Employee Resource Groups (ERGs). ERGs are voluntary, employee-led groups that promote diversity and inclusion, aligned with our mission, values, goals, and business practices. ERGs connect employees who share common backgrounds and interests—such as ethnicity, gender, and nationality etc. They also provide employees with development and engagement opportunities that support professional and personal growth while making a positive impact on business.

NTT DATA's commitment to Talent Management and employee engagement and satisfaction has led to our recognition as a Global Top Employer 2025 in 33 Countries/Regions. Our reputation as a great place to work provides the employees of the Project's QA services with a sense of pride and helps us attract highly qualified staff who are dedicated to supporting our clients, and the Consortium, long term.



Resource Management. We maintain a Resource Loading Chart that provides an overview of staffing levels, resource gaps, and resource allocation, and it serves as a tool to see that all staffing requirements are met in alignment with project timelines and objectives. Additionally, if turnover of staff does occur, we follow our contingency plans for staff replacement to ensure minimal disruption of services, and we follow the processes outlined in Section 1.1.3 below to communicate changes to the Consortium and backfill positions.

1.1.3 Contractor Staff Changes [RFP §5.2.2.1.3]

Our team was carefully selected for this project, and we firmly believe everyone will fulfill expected QA services commitments for the full duration of the contract. However, we acknowledge that unforeseen circumstances may cause a staff member to become unavailable. Our staffing approach includes the following staff replacement process:

- If resignation or other events cause a Key Staff member to no longer be available to us, we notify the Consortium Executive Director 30-calendar days in advance of an expected change. Our transition plan is included in the notification provided to the Consortium.
- For unexpected Key Staff changes, we provide written notice within three (3) business days of knowledge of Key Staff changes or actions. We provide the Consortium Executive Director with transition plans for unexpected Key Staff changes within seven (7) calendar days of providing the written notice of the change.

- We seek Consortium approval for any Key Staff changes prior to onboarding new Key Staff.
- We provide at least two resumes with proof of experience that meets or exceeds the mandatory qualifications as defined in the RFP, along with two references for any recommended replacement of the Key Staff. Our position as a leading provider of QA services in the health and human services arena allows us to quickly present alternate resources from our internal resource pool. In the unlikely event NTT DATA would not possess an internal resource that meets the mandatory requirements or Consortium approval, our recruitment practices would quickly provide qualified options for replacement staff.
- Key Staff replacements will be available for face-to-face or video interviews, if required by the Consortium.

As previously mentioned, we develop contingency plans for staff replacement to ensure minimal disruption in case of unforeseen circumstances by proactively sourcing and training qualified replacement staff as needed. Lisa Alger works closely with Katharyn Daun, your Project Manager, to review staffing, determine what is needed and then will work with the Consortium to make any adjustments. Lisa is a very transparent Executive and wants what is best for each of her projects. She staffs them as if it was her project to manage.

1.1.4 Staff Performance [RFP §5.2.2.1.4]

NTT DATA emphasizes client satisfaction as a key performance evaluation factor, providing personal and monetary incentives to staff for successful project delivery. This focus on performance evaluation supports staff retention and motivation. Katharyn, our Project Manager, is responsible for leading the team which includes managing team member performance throughout the project to ensure that project objectives and deliverables are being met successfully. Katharyn works with the project team, and if necessary, our Executive - Lisa, to address performance issues that may arise with any team member, including subcontractor staff. If any performance issues are escalated by the CalSAWS Executive Director to Katharyn and/or Lisa, they have the full authority to make necessary changes and will seek approval on those changes from the CalSAWS Executive Director. If removal of any QA service staff person is requested by the CalSAWS Executive Director, we will immediately remove such staff from the project.

1.2 Staffing Experience Details [RFP §5.2.2.2, §6.3.3.5.2]

Qualifications for the Key Staff proposed for the QA services team are provided in the prescribed Attachment 10 – Staff Qualifications. Our Key Staff include a QA Project Manager, QA Test Manager, QA Functional Manager, and a QA Technical Manager. Each of our Key Staff meet or exceed the minimum qualifications contained in Attachment 1 – Statement of Work.

Figure 7 below provides a summary of our Key Staff meeting the mandatory qualifications with a green checkmark. We have provided detailed qualifications for each Key Staff in the following attachments to our RFP response:

- 11. Vol 1 Sect 5 Att 10.1.1 Key Staff Quals – NTT DATA – QA Project Manager – Katharyn Daun
- 11. Vol 1 Sect 5 Att 10.1.2 Key Staff Quals – NTT DATA – QA Test Manager – Raymond Chin
- 11. Vol 1 Sect 5 Att 10.1.3 Key Staff Quals – NTT DATA – QA Functional Manager – Kelly Micka
- 11. Vol 1 Sect 5 Att 10.1.4 Key Staff Quals – NTT DATA – QA Technical Manager – Andrew Kearns

Figure 7. Key Staff Qualifications

Key Staff Name/Role	Mandatory Qualifications Met
Katharyn Daun – QA Project Manager  Certifications: • PMP	✓ S3: A minimum of eight (8) years of experience leading QA services in the information system projects (health and human services systems preferred). ✓ S4: A minimum of five (5) years of Project Management experience in project planning, scheduling, budgeting, and resource management, and risk and issue management. ✓ S5: A minimum of five (5) years of experience building and maintaining strong working relationships with clients, and key internal and external stakeholders and other contractors; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships. ✓ S6: Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.
Raymond Chin – QA Test Manager  Certifications: • PMP	✓ S7: A minimum of two (2) years of experience in a test leadership role on information system projects and knowledge of test methodologies and industry standards. ✓ S8: A minimum of five (5) years of experience developing and executing test plans and work schedules, in compliance with a recognized standard, such as IEEE or ISO. ✓ S9: A minimum of two (2) years of experience with Health and Human Services systems projects.
Kelly Micka – QA Functional Manager  Certifications: • PMP • PMI-ACP Agile Certification	✓ S10: A minimum of five (5) years of experience working with Health and Human Services program policy and requirements as related to eligibility determination, outcomes, noticing and reporting. ✓ S11: A minimum of four (4) years of experience in design and testing of eligibility systems in a systems integrator or QA role. ✓ S12: A minimum of four (4) years of experience developing and/or reviewing and tracking requirements through Production release.

Key Staff Name/Role	Mandatory Qualifications Met
Prosci® Certified Change Manager	
Andrew Kearns – QA Technical Manager  Certifications: PMP	✓S13: A minimum of five (5) years of experience in a technical leadership role. ✓S14: A minimum of two (2) years of experience with Health and Human Services systems. ✓S15: A minimum of five (5) years of experience with similar technical architecture infrastructure areas including AWS cloud, system interoperability, APIs and interfaces. ✓S16: A minimum of one (1) year of experience on a large and complex IT System using Information Technology Infrastructure Library (ITIL) standards and framework.

Two (2) individual Reference Checks for all Key Staff have been completed in the format prescribed in Attachment 11 – Staff Reference Forms. We have provided the references for each Key Staff in the following attachments to our RFP response:

- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Project Manager – Katharyn Daun
- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Test Manager – Raymond Chin
- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Functional Manager – Kelly Micka
- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Technical Manager – Andrew Kearns

1.2.1 Key Staff [RFP §5.2.2.2]

Our Key Staff include a QA Project Manager, QA Test Manager, QA Functional Manager, and a QA Technical Manager. Each of our Key Staff meet or exceed the minimum qualifications contained in Attachment 1 – Statement of Work.

Acknowledging that the Consortium relies heavily on the presence and advice of the QA services team, we mitigate any potential risks associated with outages of QA Key Staff by designating back-up staff from within the QA team to be available and act on their behalf when QA Key Staff are unavailable for more than a single business day. The figure below identifies the team members or roles that will serve as backup for each Key Staff member.

Figure 8. Backups for Key Staff

Key Staff Name	Key Staff Role	Primary Backup Team Member Name and Role	Secondary Backup Team Member Name or Role
Katharyn Daun	QA Project Manager	Kelly Micka	Lisa Alger
Raymond Chin	QA Test Manager	Kathryn Daun	Tester
Kelly Micka	QA Functional Manager	Kathryn Daun	Business/QA Analyst
Andrew Kearns	QA Technical Manager	Kathryn Daun	Technical Architect

1.2.2 Key Staff Client References [RFP §5.2.2.2.1]

To provide the Consortium with the ability to assess Key Staff experience to the requirements provided in the RFP, we have provided two (2) individual Reference Checks for all Key Staff, which have been completed in accordance to Section 6 – Proposal Structure and Submission and in the format prescribed in Attachment 11 – Staff Reference Forms. We have provided the references for each Key Staff in the following attachments to our RFP response:

- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Project Manager – Katharyn Daun
- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Test Manager – Raymond Chin
- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Functional Manager – Kelly Micka
- 12. Vol 1 Sect 5 Att 11 Key Staff Reference Forms – NTT DATA – QA Technical Manager – Andrew Kearns

We acknowledge that the Consortium may contact the references listed to verify the information we provided and that any conflicting information may result in our proposal being deemed nonresponsive.