

Contact Information

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1. Section 3: Staffing Approach

1.1 Staffing Approach Narrative

As noted in the following subparagraphs, Team Infosys discusses our approach to ensuring a successful QA Team deployment in support of the CalSAWS Project and the Consortium.

1.1.1 General Contractor Staffing Responsibilities

1.1.1.1 Staff Fulfillment

The overall staffing approach from Infosys for the Quality Assurance (QA) Services team is meticulously structured to ensure we deliver high-quality services and seamless integration with the Consortium's Project staff and other Consortium Contractors.

As we explain in detail below, Team Infosys, as part of our cooperative and supportive role providing QA Services to the CalSAWS Project, is ready to deliver the full breadth of services as outlined in this Request for Proposal (RFP). This includes the Key staff – QA Project Manager, QA Functional Manager, QA Technical Manager, QA Test Manager as well as other team members needed to collectively implement the visions articulated by the Consortium.

Our approach ensures all staff assigned to the project possess the appropriate technical competencies, domain knowledge, and experience in QA methodologies, tools, and frameworks relevant to the scope of work. Team Infosys ensures that the team can execute the required responsibilities, and the proper communication is provided to the Consortium Stakeholders.

The staffing required for the QA Services team follows a detailed methodology for selecting and onboard the most appropriate personnel. Based on our experience in executing similar projects and the CalSAWS requirements, the critical criteria for onboarding staff for the CalSAWS engagement is based on the overview depicted in Figure 1 below. This approach is used for onboarding both the Key Staff as well as the other staff members that are part of the QA Services staff.

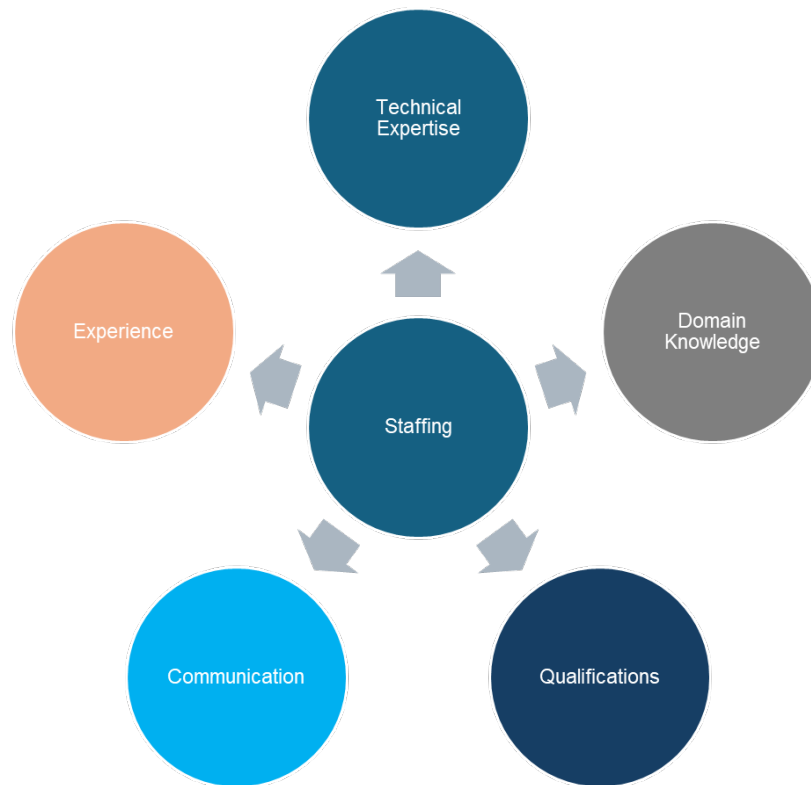


Figure 1. Staffing Approach

The following sections detail the approach we follow to fill the Key Staff positions:

QA Project Manager:

The QA Project Manager for the QA Services team plays a pivotal role in ensuring the successful planning, execution, and delivery of quality assurance activities across all phases of the project. Accordingly, the QA Project Manager should possess a blend of technical expertise, leadership skills, and stakeholder management capabilities to effectively coordinate with Consortium staff, County staff, other contractor teams, and State staff/Project Sponsors.

The characteristics that we look for in the QA Project Manager are as follows:

- **Education and Certifications** – This position requires not just a candidate with project management experience, but also with a very strong technical background. Our approach in staffing this position includes technical education consisting of a minimum of bachelor's degree in computer science or related field. Also, we make sure that the candidate has the requisite project management certification of a Project Management Professional (PMP) while recognizing a Certified Scrum Master (CSM) is an additional benefit.
- **Experience** – As noted in the RFP, the QA Project Manager should have project Management experience and the candidate we are proposing meets or exceeds the requirements with more than 8 years of experience in executing QA projects across different projects in Health and Human Services domain more than 5 years overseeing project management, budgeting, including 5 years in stakeholder management which includes multi-vendor environment, executive leadership while also having experience in test planning, execution, automation, performance testing, and defect management.
- **Technical and QA Expertise** – The QA Project Manager needs a strong understanding of QA methodologies, tools (e.g., Selenium, JMeter, Azure DevOps), and lifecycle integration with development and operations. Familiarity with compliance standards such as HIPAA,

ADA, and federal/state regulations. Ability to interpret technical documentation, system architecture, and data models to guide QA strategy is also essential.

- **Leadership and Team Management** - Demonstrated ability to lead cross-functional QA teams, including test analysts, automation engineers, and performance testers. Skilled in resource planning, conflict resolution, and performance management. Promotes a culture of continuous improvement, accountability, and collaboration.
- **Stakeholder Engagement and Communication** - Excellent communication skills to interact with Consortium leadership, County representatives, State sponsors, and vendor teams. Capable of preparing and presenting QA dashboards, status reports, risk assessments, and mitigation plans. Adept at facilitating joint planning sessions, issue resolution meetings, and stakeholder reviews.
- **Tools and Project Management Systems** - Proficient in project management tools such as MS Project, Jira, Confluence, and SharePoint. Experience managing projects using Agile, Waterfall, and hybrid methodologies, tailored to the Consortium's needs.

QA Functional Manager:

The QA Functional Manager is someone with strong experience in the Health and Human Services (HHS) domain and is experienced in the technical aspects of the project.

The desirable characteristics for the QA Functional Manager are as follows:

- **Domain and QA Expertise** – The QA functional manager will have strong understanding of HHS domain, should quickly understand CalSAWS scope of work, QA methodologies, tools used in CalSAWS, and lifecycle integration with development and operations. Familiarity with compliance standards such as HIPAA, ADA, and federal/state regulations. Ability to interpret technical documentation, system architecture, and data models to assist in SCRs implementation.
- **Experience** – Per the RFP, the QA Functional Manager should have strong domain and experience and the candidate that we are proposing meets or exceeds the requirements with more than 5 years of experience in supporting across different projects in Health and Human Services domain along with more than 4 years of experience in designing and testing change requests for enhancing the applications, how it impacts the existing client's application and services ecosystem as well as support the independent testing team in review of test plans, test cases, support in execution, automation, performance testing, and defect management.
- **Stakeholder Engagement and Communication** - Excellent communication skills to interact with Consortium leadership, County representatives, State sponsors, and vendor teams to provide feedback on the deliverables while also providing recommendations to the Consortium.
- **Tools and Project Management Systems** - Proficient in project management tools such as MS Project, Jira, Confluence, and SharePoint. Experience in using Agile, Waterfall, and hybrid methodologies, tailored to the Consortium's needs.

QA Technical Manager:

The QA Technical Manager is someone with strong experience in technical aspects and also well experienced in the HHS domain along with management skills to support the technical team.

The details that we look in the QA Technical Manager are as follows and are used in identifying our candidate:

- **Education and Certifications** – This position requires a strong technical and domain experience background. Our approach in staffing this position is to have a strong candidate with technical education with a minimum of bachelor's degree in computer science or related field. Also, we make sure that the candidate has technical certifications that are relevant to the applications in CalSAWS.
- **Experience** – As per the RFP, we understand that the QA Technical Manager should have strong technical experience and the candidate that we are proposing meets or exceeds the requirements with overall experience of more than 5 years in technical leadership role through supporting different projects in the review of application architecture, change requests for enhancing the applications, review and assess the changes and how it impacts the existing client's applications with respect to architecture and services ecosystem which includes cloud (AWS) hosted applications as well as API and other interfaces. The candidate has more than 2 years' experience in HHS domain working for other clients.
- **Technical Expertise** – The QA Technical manager will have strong technical expertise and should quickly understand CalSAWS architecture. Ability to interpret technical documentation, system architecture, and data models to assist in SCRs implementation.
- **Stakeholder Engagement and Communication** - Excellent communication skills to interact with Consortium leadership, County representatives, State sponsors, and vendor teams to provide feedback on the deliverables while also providing recommendations to the consortium.
- **Tools and Project Management Systems** - Proficient in project management tools such as MS Project, Jira, Confluence, and SharePoint. Experience in using Agile, Waterfall, and hybrid methodologies, tailored to the Consortium's needs.

QA Test Manager:

The Team Infosys QA Test Manager is someone with strong experience in independent testing, while also having experience in the HHS domain along with management skills to support the independent testing team along with engaging with other stakeholders within the CalSAWS Consortium.

The details that we look in the QA Test Manager are as follows and that are used in proposing our candidate:

- **Education and Certifications** – As noted, this position requires strong testing and domain experience in their background. Our approach to this position is to have a strong candidate with technical background and HHS domain background.
- **Testing Experience** – We understand from the RFP that the QA Test Manager should have strong QA experience and the candidate that we are proposing meets or exceeds the requirements with strong experience of more than 2 years leading QA projects from end to end perspective and also more than 5 years' experience in creating the QA Test Plan, which includes scheduling the work, test data setup, defect management, reporting the test results. The candidate has more than 2 years' experience in HHS domain which is more than the mandatory qualification as per the RFP.
- **Stakeholder Engagement and Communication** - Excellent communication skills to interact with Consortium leadership, County representatives, State sponsors, and vendor teams to provide details about the independent testing along with feedback on the deliverables while also providing recommendations to the Consortium with regards to the independent testing process.
- **Tools and Project Management Systems** - Proficient in project management tools such as MS Project, Jira, Confluence, and SharePoint. Experience in using Agile, Waterfall, and hybrid methodologies, tailored to the Consortium's needs.

Beyond our four Key Staff members noted above, Team Infosys recognizes our duty to maintain adequate staffing levels throughout the duration of the engagement, ensuring continuity of service and the ability to respond promptly to any changes in project requirements or unforeseen challenges. As part of this RFP response, Infosys acknowledges and commits to fulfilling all staffing requirements independently thereby enabling successful execution of the project and the delivery of the contractual outcomes.

Also, if circumstances require a need for additional staff due to changes in the requirements, enhancements etc., our team uses the Consortium's formal Change Order process. Infosys acknowledges that no increase in cost is permitted outside of this process. The high-level process for implementing a change order is provided in Figure 2 below.

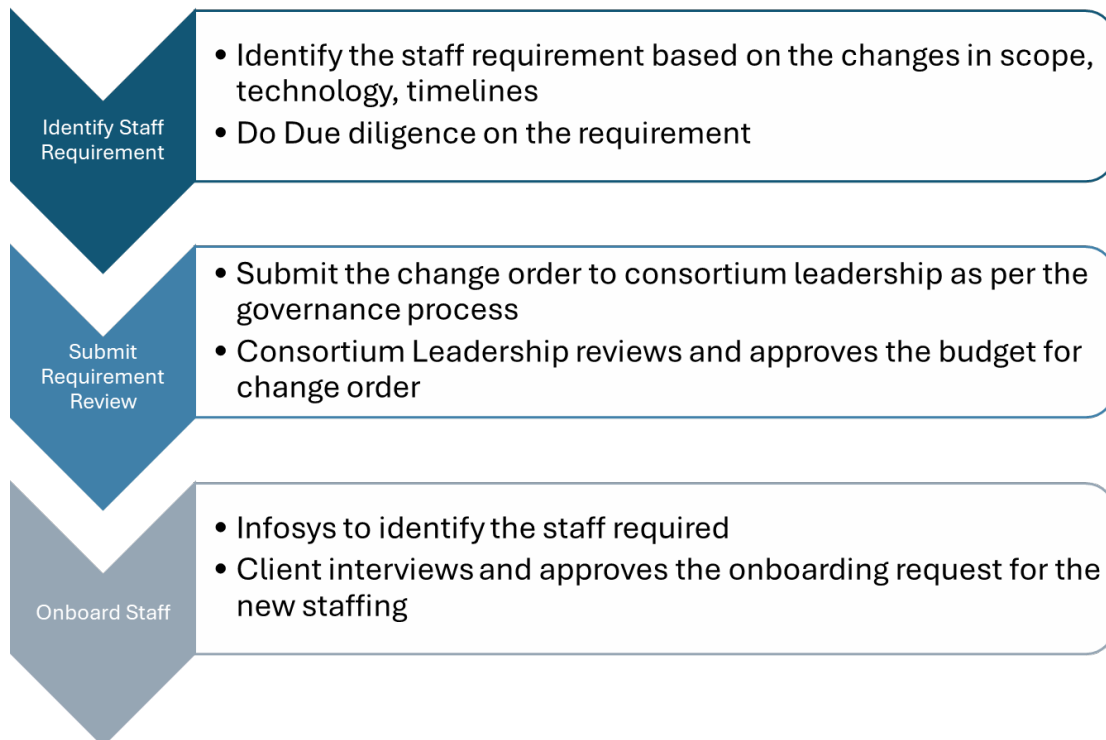


Figure 2. Change Order Process

By agreeing to these terms, Infosys confirms its understanding that all pricing changes must be formally documented and authorized through the established Change Order mechanism to ensure transparency, accountability, and budgetary control.

1.1.1.2 Approach for Staff Management

Infosys understands the importance of a productive working relationship with the Consortium, County staff, other Consortium contractor staff and state Staff/Project sponsors.

Team Infosys implements a structured and intentional approach to staff management that promotes effective collaboration and a positive working relationship with all relevant stakeholders. This includes the Consortium staff, County staff, other Consortium contractor teams, and State staff or designated project sponsors.

To ensure seamless coordination and alignment across all parties, the Infosys staff management approach includes the following elements:

- **Clear Communication Protocols:** Establishing consistent channels and practices for sharing updates, raising issues, and coordinating tasks with Consortium and stakeholder teams.

- **Role Clarity and Accountability:** Ensuring all Infosys personnel understand their responsibilities, reporting lines, and how their work integrates with broader project objectives.
- **Collaborative Work Culture:** Promoting a team-oriented mindset where Infosys staff actively engage with Consortium and stakeholder personnel, participate in joint planning sessions, and contribute to shared problem-solving.
- **Responsiveness and Flexibility:** Maintaining a proactive posture in addressing requests, adapting to evolving project needs, and resolving conflicts or bottlenecks in a timely and professional manner.
- **Knowledge Sharing and Transparency:** Encouraging open exchange of information, documentation, and insights to support informed decision-making and continuous improvement.

All Infosys staff will demonstrate professionalism, cooperation, and a commitment to the Consortium's success. This includes attending scheduled meetings, responding promptly to communications, and aligning their work with the Consortium's values and strategic direction.

Some of the communication channels that Infosys engages are provided below:

- **Strategic level** – Setting strategic direction and communicating the same is vital for ensuring successful delivery on the objectives. As part of this level Infosys Managers (Key Staff) will interact and communicate with Consortium leadership.
- **Operational level** – Project teams should be communicating regularly and should convene formally at least once a week to review status.

As part of the communication plan, Infosys in collaboration with the Consortium, will adhere to the existing communication channels/type and will proactively provide the information as required to the stakeholders.

Table 1 below provides a view of the normal communication channels/types that Infosys proposes for use based on our experience in similar projects. As part of our discussion with the Consortium, the schedule and communication types are reviewed and baselined.

Table 1. Communication Type and Schedule

Communication Type	Schedule	Means of Communication
Leadership Committee meetings to review progress/gather feedback	Quarterly (As decided by the Consortium)	• Face-to-face meetings • Teleconferences • Emails
Senior management reports	Monthly	• Face-to-face meetings • Teleconferences • Emails
Status reports	Once a week throughout the duration of project	Formal status reports through emails and teleconferences
Issues and escalations	As and when required	• Emails • Teleconferences • Video conferences
Team contacts list	Updated as required	• Emails • Shared folders

By accepting the terms of this RFP, Infosys affirms its commitment to fostering a collaborative environment that enhances productivity, strengthens stakeholder relationships, and contributes to the successful delivery of QA services.

1.1.1.3 QA Services Team Organization Chart

Within Figure 3 below, Team Infosys depicts our proposed organizational structure to support the QA efforts within the CalSAWS Project. As shown in Figure 3, each of our four key staff are named within our org chart for clarity.

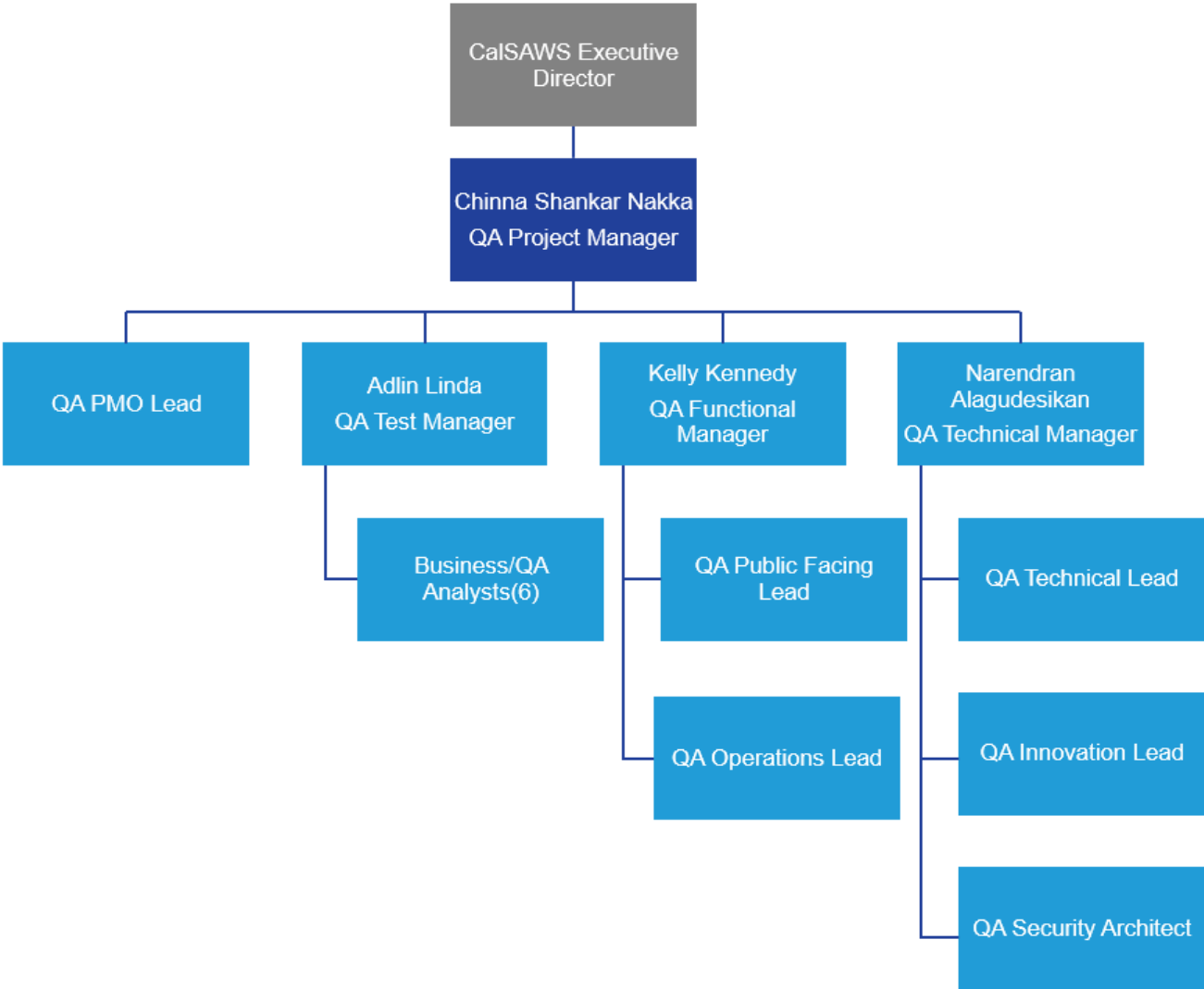


Figure 3. Team Infosys QA Services Team Organization Chart

Within Figure 4 we depict, at a high level, the hierarchy and relationships of our QA Services team relative to the CalSAWS Project, Consortium, and other Consortium Contractors. Table 2 is provided to identify in further detail the interaction envisioned as part of our QA services support.

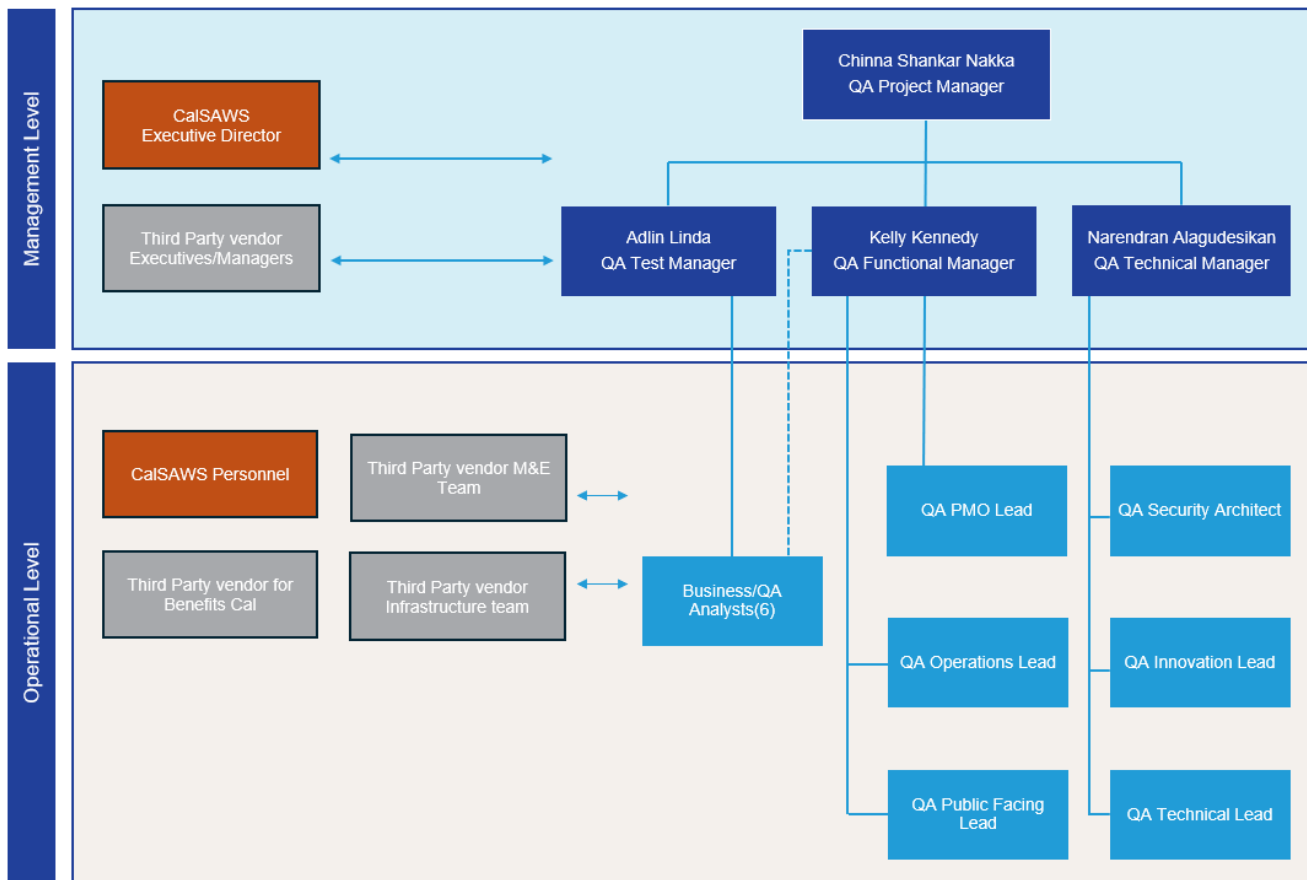


Figure 4. Team Infosys Interacts widely with the Consortium and CalSAWS Vendors

The table below provides an overview of each staff member and how they interact with the CalSAWS Consortium.

Table 2. QA Team Interaction with CalSAWS Counterparts

Infosys Staff	CalSAWS Consortium	Interactions with Consortium
QA Project Manager	- Executive Director - Leadership for Other Vendors	Interacts with CalSAWS leadership team and other vendors leadership as well as other State and federal stakeholders per direction from Executive Director
QA PMO Lead	- PMO – Chief Administrative Officer (CAO) - Admin Support team	Supports the QA Project Manager in PM activities and interacting with the Consortium staff with regards to PM activities
QA Functional Manager	- Policy Design and Governance Director - M&O Team - Common Services Director	Reviews the scope and validity of changes with the M&O vendors with regards to the SCRs, reviews the deliverables of M&O team with respect to functional scope including CCD process.
QA Technical Manager	- Chief Technical Officer - Application Development Director - M&O Team - Infrastructure Team	Reviews the technical deliverables of the M&O vendors with regards to the SCRs, ensure the changes are as per the application landscape architecture

Infosys Staff	CalSAWS Consortium	Interactions with Consortium
QA Technical Lead	- M&O Team - Infrastructure Team	Supports Technical Manager in reviewing the technical artifacts
QA Operations Lead	- Technical and Operations Director - M&O Team	Supports the CalSAWS Consortium in operational activities relating to releases, batch processing etc.
QA Public Facing Lead	- Communications Manager - Customer Engagement Director - M&O Team - County POCs	Supports the CalSAWS Consortium in marketing campaigns and ensures that the message about any changes and surveys are correctly taken to its customers and public.
QA Innovation Lead	- Technical and Operations Director - M&O Team - Infrastructure Team	Supports the CalSAWS Consortium to bring in innovation in its process and support the independent testing team in improving their services by bringing innovation into their testing processes
QA Security Architect	- Application Development Director - M&O Team - Infrastructure Team	Interacts with CalSAWS Consortium and M&O vendors with respect to security aspects of the application suite
QA Test Manager	- Application Development Director - Policy Design and Governance Director - M&O Team - Business SMEs - Other Vendors	Interacts with CalSAWS contractors including M&O teams, supports independent testing team. Reports status to the Consortium leadership
QA Business/QA Analyst	- M&O Team - Business SMEs - CalSAWS UAT team	Support QA Test manager in validating the functional changes, conduct independent testing

1.1.1.4 Completion of Tasks and Subtasks

Team Infosys reviewed the QA Requirements Matrix provided as Attachment 2 and subsequently assigned responsibility for the completion of each subtask to one of our key staff members. This consolidated description is provided in Tables 3 to 7 below.

Table 3. Assigned QA Team Responsibilities for QA Task Area 1

SOW TASK AREA: 1. TRANSITION-IN REQUIREMENTS			
Subtask: 1.1 Transition-In Planning and Execution			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-1.1-01	QA Project Manager	QA-1.1-04	QA Project Manager
QA-1.1-02	QA Project Manager	QA-1.1-05	QA Project Manager
QA-1.1-03	QA Functional Manager	QA-1.1-06	QA Project Manager

Table 4. Assigned QA Team Responsibilities for QA Task Area 2

SOW TASK AREA: 2. MANAGEMENT REQUIREMENTS			
SUB TASK: 2.1 QUALITY ASSURANCE MANAGEMENT			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT

QA-2.1-01	QA Project Manager	QA-2.1-08	QA Technical Manager
QA-2.1-02	QA Project Manager	QA-2.1-09	QA Project Manager
QA-2.1-03	QA Project Manager	QA-2.1-10	QA Project Manager
QA-2.1-04	QA Project Manager	QA-2.1-11	QA Project Manager
QA-2.1-05	QA Project Manager	QA-2.1-12	QA Project Manager
QA-2.1-06	QA Project Manager	QA-2.1-13	QA Technical Manager
QA-2.1-07	QA Project Manager	QA-2.1-14	QA Project Manager
SUB TASK: 2.2 PROJECT MANAGEMENT SUPPORT			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-2.2-01	QA Project Manager	QA-2.2-05	QA Technical Manager
QA-2.2-02	QA Project Manager	QA-2.2-06	QA Functional Manager
QA-2.2-03	QA Project Manager	QA-2.2-07	QA Project Manager
QA-2.2-04	QA Project Manager		

Table 5. Assigned QA Team Responsibilities for QA Task Area 3

SOW TASK AREA: 3. QUALITY ASSURANCE REQUIREMENTS			
Subtask: 3.1 Project Management			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.1-01	QA Project Manager	QA-3.1-07	QA Project Manager
QA-3.1-02	QA Project Manager	QA-3.1-08	QA Technical Manager
QA-3.1-03	QA Technical Manager	QA-3.1-09	QA Technical Manager
QA-3.1-04	QA Functional Manager	QA-3.1-10	QA Technical Manager
QA-3.1-05	QA Project Manager	QA-3.1-11	QA Technical Manager
QA-3.1-06	QA Technical Manager and QA Functional Manager		
Subtask: 3.2 SCR Process			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.2-01	QA Functional Manager	QA-3.2-06	QA Technical Manager and QA Functional Manager
QA-3.2-02	QA Functional Manager	QA-3.2-07	QA Technical Manager
QA-3.2-03	QA Functional Manager	QA-3.2-08	QA Functional Manager
QA-3.2-04	QA Technical Manager	QA-3.2-09	QA Technical Manager and QA Functional Manager
QA-3.2-05	QA Functional Manager		
SUBTASK: 3.3 SYSTEM REQUIREMENTS CAPTURE AND VALIDATION			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.3-01	QA Technical Manager	QA-3.3-04	QA Test Manager and QA Functional Manager
QA-3.3-02	QA Technical Manager and QA Functional Manager	QA-3.3-05	QA Functional Manager
QA-3.3-03	QA Test Manager and QA Functional Manager		
Subtask: 3.4 System Design and Validation			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.4-01	QA Technical Manager and QA Functional Manager	QA-3.4-03	QA Functional Manager

QA-3.4-02	QA Technical Manager and QA Functional Manager	QA-3.4-04	QA Test Manager
SUBTASK: 3.5 OTHER CALSAWS CONTRACTOR TESTING			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.5-01	QA Test Manager	QA-3.5-04	QA Test Manager
QA-3.5-02	QA Test Manager	QA-3.5-05	QA Test Manager
QA-3.5-03	QA Test Manager	QA-3.5-06	QA Test Manager
SUBTASK: 3.6 CONSORTIUM AND COUNTY VALIDATION TEST SUPPORT			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.6-01	QA Test Manager	QA-3.6-03	QA Test Manager
QA-3.6-02	QA Test Manager	QA-3.6-04	QA Test Manager
Subtask: 3.7 Change Management and Training Support			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.7-01	QA Functional Manager	QA-3.7-06	QA Functional Manager
QA-3.7-02	QA Functional Manager	QA-3.7-07	QA Functional Manager
QA-3.7-03	QA Functional Manager	QA-3.7-08	QA Functional Manager
QA-3.7-04	QA Functional Manager	QA-3.7-09	QA Functional Manager
QA-3.7-05	QA Functional Manager		
Subtask: 3.8 PRODUCTION READINESS, GREEN LIGHT AND DEPLOYMENT			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.8-01	QA Technical Manager	QA-3.8-05	QA Technical Manager
QA-3.8-02	QA Technical Manager	QA-3.8-06	QA Technical Manager
QA-3.8-03	QA Technical Manager	QA-3.8-07	QA Technical Manager
QA-3.8-04	QA Technical Manager	QA-3.8-08	QA Technical Manager
SUBTASK: 3.9 MARKETING AND PUBLIC COMMUNICATIONS SUPPORT			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.9-01	QA Functional Manager and Public Facing Lead	QA-3.9-04	QA Functional Manager
QA-3.9-02	QA Functional Manager	QA-3.9-05	QA Functional Manager
QA-3.9-03	QA Functional Manager	QA-3.9-06	QA Functional Manager
Subtask: 3.10 Enhancement and innovation			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.10-01	QA Technical Manager and Innovation Lead	QA-3.10-04	QA Technical Manager
QA-3.10-02	QA Technical Manager	QA-3.10-05	QA Technical Manager
QA-3.10-03	QA Technical Manager		
SUBTASK: 3.11 OPERATIONS			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.11-01	QA Technical Manager and QA Operations Lead	QA-3.11-09	QA Technical Manager
QA-3.11-02	QA Technical Manager	QA-3.11-10	QA Technical Manager
QA-3.11-03	QA Technical Manager	QA-3.11-11	QA Technical Manager
QA-3.11-04	QA Technical Manager	QA-3.11-12	QA Technical Manager
QA-3.11-05	QA Technical Manager	QA-3.11-13	QA Project Manager
QA-3.11-06	QA Technical Manager	QA-3.11-14	QA Technical Manager
QA-3.11-07	QA Technical Manager	QA-3.11-15	QA Technical Manager

QA-3.11-08	QA Technical Manager		
SUBTASK: 3.12 SECURITY			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-3.12-01	QA Technical Manager and QA Security Architect	QA-3.12-04	QA Technical Manager
QA-3.12-02	QA Technical Manager	QA-3.12-05	QA Technical Manager
QA-3.12-03	QA Technical Manager	QA-3.12-06	QA Technical Manager

Table 6. Assigned QA Team Responsibilities for QA Task Area 4

SOW TASK AREA: 4. INDEPENDENT TEST REQUIREMENTS			
SUBTASK: 4.1 INDEPENDENT TEST PLANNING, EXECUTING AND REPORTING			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-4.1-01	QA Test Manager and Business/QA Analysts	QA-4.1-07	QA Test Manager
QA-4.1-02	QA Test Manager	QA-4.1-08	QA Test Manager
QA-4.1-03	QA Test Manager	QA-4.1-09	QA Test Manager
QA-4.1-04	QA Test Manager	QA-4.1-10	QA Test Manager
QA-4.1-05	QA Test Manager	QA-4.1-11	QA Test Manager
QA-4.1-06	QA Test Manager		

Table 7. Assigned QA Team Responsibilities for QA Task Area 5

SOW TASK AREA: 5. TRANSITION-OUT REQUIREMENTS			
SUBTASK: 5.1 TRANSITION-OUT PLANNING AND EXECUTION			
Unique ID	KEY STAFF ASSIGNMENT	Unique ID	KEY STAFF ASSIGNMENT
QA-5.1-01	QA Project Manager	QA-5.1-05	QA Project Manager
QA-5.1-02	QA Project Manager	QA-5.1-06	QA Project Manager
QA-5.1-03	QA Functional Manager	QA-5.1-07	QA Project Manager
QA-5.1-04	QA Project Manager		

As shown in Tables 3 through 7 above one of our four key staff members are assigned responsibility for each of the 133 subtasks defined. During execution of our responsibilities in completing the subtasks our QA team plays an integral part in supporting and assisting in the completion of the assigned tasks.

1.1.2 Staff Responsibilities

1.1.2.1 Effective Oral and Communication Skills

Effective communication—both oral and written—is essential to the successful implementation of the Consortium objectives within the State of California. The ability to clearly convey ideas, instructions, and collect meaningful feedback drives schedules and acceptance across a highly diversified population throughout the 58 counties of California. Whether facilitating collaboration among supporting contractor teams, ensuring accurate public service delivery, or aligning distributed technology teams, crisp communication practices foster productivity, innovation, and trust.

Team Infosys demonstrates value to the Consortium by employing industry best practices that strengthen oral and written communications into the diverse groups delivering and receiving services via CalSAWS. To enhance the communications skills of our staff, Team Infosys uses the following industry practices to further our collective communications abilities:

Oral Communication Best Practices

Oral communication encompasses all forms of spoken information exchange—ranging from presentations and meetings to day-to-day conversations and virtual interactions. Effective oral communication is dynamic: it involves both speaking and listening, adapts to context and audience, and leverages feedback mechanisms to achieve clarity and mutual understanding.

Effective Oral Communication Techniques

1. **Active Listening and Feedback.** High-performing professionals prioritize active listening by fully engaging with speakers, reflecting key points for confirmation, and asking open-ended questions to facilitate dialogue. These techniques are proven to enhance understanding, demonstrate respect, and build rapport.
2. **Clarity, Conciseness, and Adaptability.** Communicating ideas with simple, jargon-free language is critical, particularly when addressing cross-functional or cross-cultural teams. Adaptability entails adjusting tone, vocabulary, and delivery to audience expertise, culture, and communication preferences. Our team understands the importance of properly conveying program information to non-technical audiences to include stakeholders.
3. **Nonverbal Communication.** Research underscores the substantial impact of body language and facial expressions in reinforcing or undermining spoken messages. Effective communicators are intentional about posture, gestures, and eye contact, while also remaining alert to the nonverbal signals of others.
4. **Structured Presentation and Organizational Skills.** Organizing information logically—beginning with clear objectives and following with supporting points—establishes a cognitive map for the audience while leading to improved retention and decreased misunderstanding.
5. **Emotional Intelligence and Empathy.** Leading studies in corporate and healthcare settings show that empathetic communication, underpinned by high emotional intelligence, fosters trust, increases engagement, and facilitates the resolution of difficult interactions.
6. **Constructive Feedback and Assertiveness.** Providing actionable, respectful feedback and being able to assert views in a nonconfrontational manner are essential for effective collaboration and leadership.
7. **Use of Role-Specific Skills.** Different settings demand an adjustment of contextual techniques. For instance, leaders benefit from storytelling, vision-casting, and motivational speaking while customer-facing roles require problem-solving dialogues and de-escalation skills.

Written Communication Best Practices

Written communication in a professional environment extends from formal reports and emails to instant messages, memos, and technical documentation. Its enduring record makes effectiveness in writing crucial for legal clarity, operational alignment, and knowledge transfer. Accordingly, our guiding principles and techniques for effective written communication include:

1. **Clarity, Brevity, and Purposeful Structure.** Strong writing in the workplace is marked by precise language, brevity, and logical organization—presenting ideas in a hierarchy that foregrounds key information. Using headings, bullet points, and summaries helps readers scan, understand, and act.
2. **Appropriate Tone and Style.** Written communication should mirror the required level of formality and adapt to audience expectations. For sensitive or high-stakes messages, professionalism, diplomatic tone, and positive phrasing prevent misinterpretation.

3. **Consistency and Brand Alignment.** Professional organizations maintain consistency in voice, formatting, and branding across all written materials to reinforce credibility and organizational identity. During our supporting efforts, our team leverages existing documentation to ensure we are adhering to the organizational branding established by the Consortium.
4. **Error-Free and Accessible Content.** Careful proofreading, grammar checks, and use of plain language are essential for eliminating ambiguity and projecting attention to detail. Content should also be accessible to non-native speakers and those with varying literacy or technical skills. Poor grammar and errors can have profound implications to the desired message, and our team works diligently to preclude such avoidable errors.
5. **Constructive Feedback in Written Form.** Written comments, evaluations, or performance reviews should be specific, actionable, and balanced, while supporting the recipient's understanding and growth.
6. **Adaptation for Digital Contexts.** For digital communication, such as email, use concise subject lines, clear calls to action, and appropriate use of hyperlinks or multimedia. Formatting clarity is especially vital when messages may be read on various devices.

Formal versus Informal Written Communication

Organizations differentiate between formal communications (reports, contracts, policies) and informal exchanges (chats, quick emails). Each has specific conventions; understanding when and how to switch is a foundational competency that is understood by our staff. To this end, our team leverages prior work products as a starting point to provide consistency as part of the collective service delivery team. Adjustments to current communications are done through dialogue and consensus.

Written Communication in Remote and Cross-Cultural Work

Based on our prior customer engagements, remote work heightens the importance of clear, asynchronous communication. Written instructions must anticipate ambiguities, especially across cultural or linguistic divides, reinforcing the need for plain language and universal terminology.

Further Team Infosys recognizes the mature CalSAWS IT landscape, and that maturity brings in the complexity through presence of multiple parties. Our approach leverages industry best practices tailored to ensure effective interaction, collaboration, and conflict resolution.

Communication Protocols are established by following the noted processes below:

- Coordination meetings are governed through a well-structured cadence
- Identification of a Designated Point of Contact for each supplier relationship
- Utilizing existing communication tools like Microsoft team/Cisco Webex for real-time collaboration
- Provide clear documentation to ensure that meeting minutes, action items, and project updates are delivered timely and available to all interested parties.

Conflict Resolution Mechanisms

- Proactive Issue Identification. Continuous monitoring and regular communication to identify potential issues early for timely intervention.
- Collaborative Problem-Solving. We engage with all relevant suppliers in a constructive dialogue to understand different perspectives and work towards mutually agreeable solutions.
- Escalation Pathways. A clear escalation pathway ensures that unresolved issues at the operational level are promptly addressed by higher management.

- Neutral Mediation. In complex cases, a neutral third-party mediator may be engaged to facilitate discussions and reach a resolution.

Coordination Strategies

Team Infosys leverages existing strategies, when present, and implements the strategies, as needed:

- Integrated Project Plans. Detailed plans outlining roles, responsibilities, timelines, and dependencies ensure that all suppliers understand their tasks within the larger project framework.
- Joint Service Reviews. Regular reviews assess performance, review key metrics, and identify areas for improvement, providing a platform for open dialogue and collective decision-making.
- Shared Objectives and KPIs. Collaborating with other vendors to establish shared objectives and key performance indicators (KPIs) ensures alignment towards common goals and consistent standards.
- Resource Sharing and Collaboration Tools. We encourage resource sharing and the use of collaborative technologies among the collective team, including shared project management software and data repositories.
- Leverage Existing Documentation. Use existing Consortium documentation as a common baseline for coordination purposes and continually refine, as needed to ensure the collective team is aligned. For example, the Governance Plan.
- Best Practice Sharing. Regular workshops and knowledge-sharing sessions promote the dissemination of successful strategies and approaches.

1.1.2.2 Participation in Project Meetings

Infosys understands it is very important to participate in project meetings to ensure the alignment with Consortium's goals and project success.

To ensure Team Infosys actively participates in the designated project meetings, key practices we follow include:

- Review meeting agendas and relevant materials in advance.
- Attend meetings punctually and consistently.
- Participate constructively in discussions and decision-making.
- Conduct internal pre-meeting huddles to align messaging and priorities.
- Document meeting minutes and assigned actions for follow-up.
- Share the Biweekly report to the Consortium leadership on the activities that our QA team is involved in acting on with the status.

To ensure that the best interests of the Consortium are represented, the team ensures:

- Adopt a collaborative mindset focused on quality and transparency.
- Ensuring QA decisions support end-user experience, compliance, and timely delivery.
- Aligning QA recommendations with strategic goals and stakeholder expectations.
- Promoting shared ownership of quality across all teams.

A structured approach to issue escalation is essential for proactive risk management. The process includes:

- Identifying issues during test planning, execution, or environment setup.
- Logging issues in tracking tools with severity, impact, and ownership.
- Escalating issues to QA Lead or Project Manager based on predefined thresholds.

- Highlighting risks and trends through weekly QA dashboards and reports.
- Tracking escalated issues to closure and providing updates in subsequent meetings.

1.1.2.3 Minimization of Staff Turnover

To maximize the efforts of all staff on the project itself, it is important to minimize staff turmoil and turnover. Infosys recognizes the value in minimizing staff turnover and is through our deployed approach as illustrated within Figure 5 below, we continually strive to retain all our staff members.

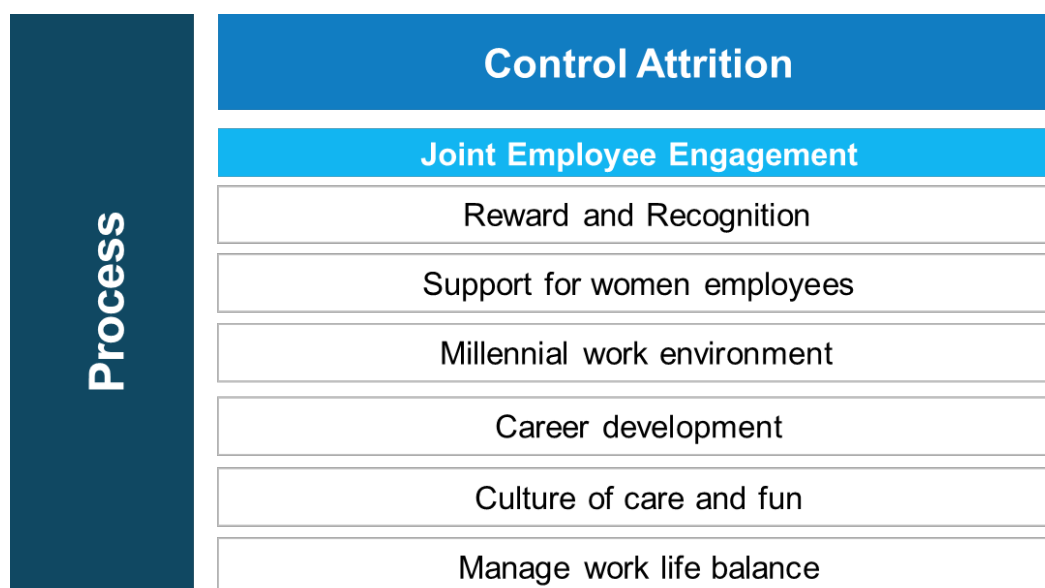


Figure 5. Process to Control Staff Turnover

To ensure retention of our employees, we focus on our employees' all-around engagement and well-being in addition to their career development through our **Employee Value Proposition** package. This package is a multi-pronged approach to employee retention, focusing on learning value-add, financial value-add, and emotional value-add.

- **Talent recognition & Career development:** Higher Education Policy, High Performer Incentives, Comprehensive training system, Transparent Promotion policy, etc.
- **Communication & Employee engagement:** Annual Employee Satisfaction Surveys, increased management touch time with employees, promotion of diversity, Innovation hubs, Ideathon, Hackathons, gig work within organization where employees are interested in honing their skills etc.
- **Compensation and Benefits:** Pay in line with market, utilization of labor market benchmarking survey, motivating salary structure including variable pay, bonuses, etc.
- **Rewards and Recognition:** Rewards and recognition within project level, unit level and organization level like Star Award, Insta award, Excellence awards
- **Retention bonus, Special Incentives, ESOPs** for high performers

We recognize that for the Consortium and Infosys to have a successful partnership, it is important to minimize the staff turnover even more so with respect to the key staff members. Some of the best practices that we employ from Infosys side of this engagement with CalSAWS are detailed below:

- **Understand what drives them to work for Infosys:** By conducting regular checkups, Infosys seeks to understand the key staff career goals, challenges and motivations. Ensure that the staff is made aware that they are valued and appreciated.

- **Offer Career Growth Opportunities:** Provide access to training, certifications, and mentorship which aids in professional development. Define progression routes and help them set achievable goals. Engage them in high-impact projects to build skills and visibility.
- **Competitive Compensation and Benefits:** Salary to be competitive to industry standards, reward exceptional contributions, provides flexible benefits like remote work when required, wellness programs, paid time off as per organization policies.
- **Foster a Positive Work Environment:** Avoid burnout by managing workloads and encouraging time off. Encourage collaboration through a culture of trust and teamwork. Address conflicts quickly to Resolve interpersonal issues before they escalate.
- **Empower and Involve Them:** Provide autonomy by trusting them with decision-making responsibilities. Involve in strategic discussions to make them feel part of the bigger picture. Solicit feedback to let them influence how projects and teams are run.
- **Recognize and Celebrate Achievements:** Recognize the employees publicly on their wins in team meetings or newsletters. Personal appreciation through internal forums or emails of their contribution to building work relationships. Implement programs that reward excellence.

Infosys also uses multiple factors to control attrition. We developed an advanced model to predict future attrition. The model is extremely accurate, and it helps us in future workforce planning and developing proactive retention strategies. We also employ robust attrition analytics and an insight-sharing mechanism with leadership. These activities help identify employee segments at flight risk and aids leadership in making better retention decisions. As part of our attrition analytics, we benchmark our data against the attrition data of our competitors. We do this benchmarking quarterly, using the latest competitors' published attrition data. Aided by data and analytics, the HR team arrives at key strategies to engage, retain, and grow talent.

1.1.3 Contractor Staff Changes

As an industry-leading service provider, we recognize that staffing throughout the life of the contract is a key factor in ensuring a well-managed project with the appropriate level of resources. Infosys understands CalSAWS' concern around resource churn and takes complete cognizance of the fact that any partner resource attrition has an impact on delivery of services. To preclude this occurrence, Team Infosys implements proactive measures for talent retention as well as pre-define corrective measures in form of attrition management for the inevitable.

While we do our best to ensure the CalSAWS Consortium and their interests are protected, we employ an attrition management framework to mitigate the impact of a team member leaving us. Figure 6 below shows the high-level framework of the process to manage the attrition on the CalSAWS Project.

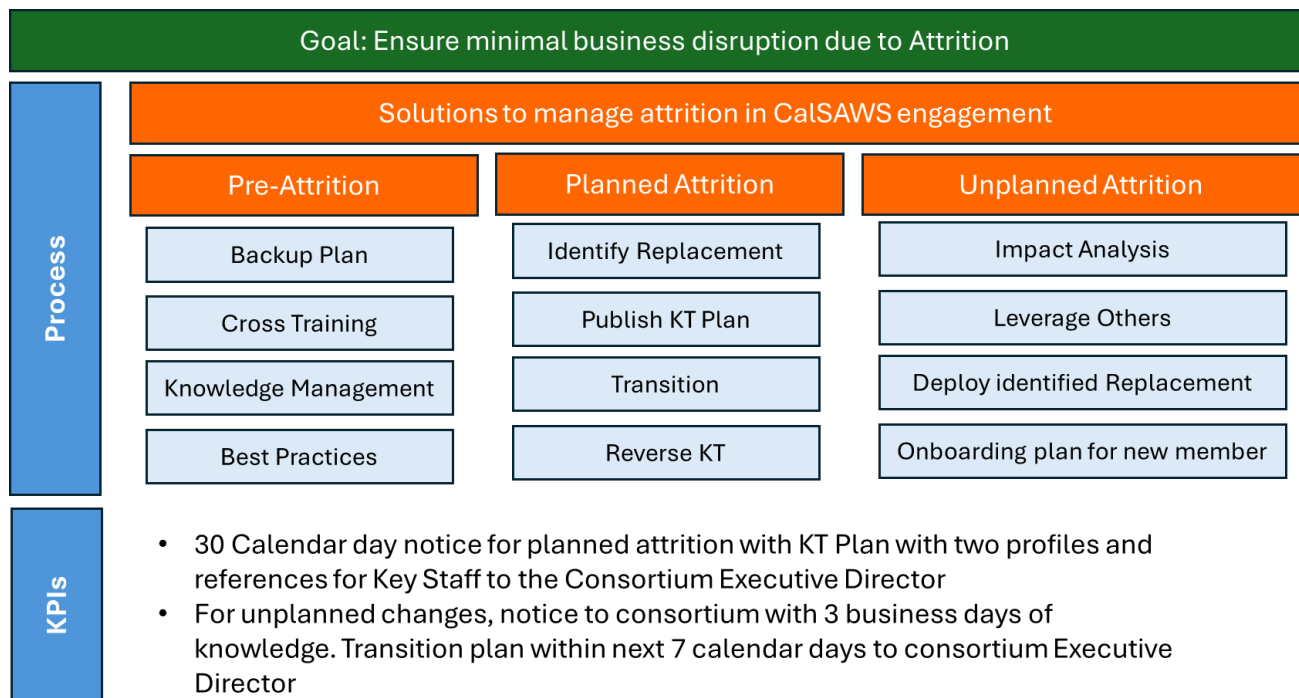


Figure 6. Process Reduce Attrition

In addition to this we also minimize person dependency from the services we deliver in multiple ways:

- Keeping the documentation (functional, technical, and process related), ticket resolution notes and associated knowledge base are live and continually updated.
- GenAI-enabled knowledge management for smart search of recorded knowledge session and knowledge artifacts.
- Rotation of team members or their responsibilities in a phased manner every two years.

Cross-skilling other team members who can support in-case of contingencies.

As Team Infosys works with the Consortium with any staffing changes, our processes adhere to the stipulated timelines noted in the CalSAWS RFP regarding the communication of changes.

1.1.4 Staff Performance

Team Infosys puts great emphasis on the performance of our employees. Infosys maintains a robust and comprehensive framework for the supervision and management of its staff, ensuring a high level of employee engagement, safety, and professional development. The company places a significant emphasis on creating a supportive and secure work environment, fostering a culture of continuous learning, and maintaining transparent communication channels between employees and management. Infosys understands the unique working environment many of our staff are in when at a customer's location. We know that our personnel are our responsibility, not the customers. Further, we recognize the importance of coaching and encouragement of our staff. Our people managers follow the guidance "Praise in public, counsel in private." Through demonstrated appreciation we show staff we value their contributions.

Another aspect of coaching relates to a strong emphasis on continuous development and engagement of employees. The company provides various platforms and opportunities for learning and growth, such as the internal comprehensive learning platform, Lex, which offers anytime-anywhere learning. Performance management tools like CARA for e-coaching, Zoiee

for digital learning assistance, and iCount for continuous feedback are integral parts of the employee development process. As noted earlier, we are strong proponents for continuing education and training as well as the development of personnel in the pursuit of their careers.

Infosys believes in maintaining open communication with its employees. The senior management shares organizational strategies, plans, and beliefs with employees and solicits their feedback through various communication initiatives. Infosys also ensures that employees are aware of the company's policies and procedures through regular information security tips, newsletters, and interactive platforms like InfyGamia, which provides information security awareness through real-life scenarios. The company's governance framework includes a Program Management Office (PMO), security metrics and reporting, and councils and coordination to ensure that all employees are aligned with the company's goals and objectives.

Based on experience, we understand that there may be cases where Infosys may need to replace a staff member due to performance issues proactively. In these cases, this comes under the planned attrition. While the intention from Infosys is always to maintain continuity for CalSAWS through performance improvement initiatives, we deploy the following steps:

- Conduct performance review – Meet with the employee to discuss concerns
- Performance Improvement Plan – Initiate improvement plan with clear goals, timelines and support mechanisms.
- Monitor: Provide a fair chance for the employee to improve.

If, even after the above steps, there is no significant improvement, we follow the planned process of replacing the staff in discussions with the Consortium.

In a similar manner we recognize there may be a chance that a staff member's performance may not be satisfactory, and the Consortium may ask to terminate the support of the staff member from CalSAWS. In this case, The Infosys QA Project Manager works with the Consortium Executive Director on staff replacement and required transition as per the onboarding guidelines (including candidate interviews with Consortium and references for the candidate). The below steps are followed in case the Consortium wants to terminate the services from Infosys personnel due to performance issues:

- Communicate with Consortium on a plan for replacement
- Share profiles with Consortium for interviews with relevant references as per the requirements
- Once the replacement is shortlisted, share the transition plan and ensure the transition is completed satisfactorily.
- Release the staff from the CalSAWS project for reassignment.

In conclusion, Infosys' supervision of staff is characterized by a comprehensive approach that includes encouragement, continuous development opportunities, transparent communication, and effective retention strategies. This holistic approach ensures employees are well-supported, engaged, and aligned with the company's customer support objectives, thereby fostering a productive and positive work environment that keeps the focus on the requirements of the CalSAWS Project.

1.1.5 Attachment 12 – Staff Loading Worksheets

This section is completed and the Staff loading worksheets is added as Attachment 12 – Staff Loading worksheets – IPS.xlsx as requested.

1.2 Staffing Experience Details

As requested, Team Infosys has included the experience details for our proposed four key staff members. As noted further below, these details are contained within the designated four distinct spreadsheets.

1.2.1 Attachment 10 – Staff Qualifications

Team Infosys has carefully reviewed the requirements for the four Key Staff members and proposes a strong team that meets the designated requirements as exhibited within their supporting Excel files that illustrate their education and experience.

1.2.1.1 QA Project Manager

As part of Team Infosys' proposal, we submit Chinna Shankar Nakka as our QA Project Manager. This submittal includes the completed Key Staff Qualification spreadsheet which demonstrates full compliance with all mandatory qualifications. The Excel file that was also conveyed to the required two references is as follows:

Vol 1 Sect 5 Att 10.1.1 Key Staff Quals - IPS Chinna Shankar Nakka.xlsx

1.2.1.2 QA Test Manager

As part of Team Infosys' proposal, we submit Adlin Linda Gnanaiah Jegajeevan as our QA Test Manager. This submittal includes the completed Key Staff Qualification spreadsheet which demonstrates full compliance with all mandatory qualifications. The Excel file that was also conveyed to the required two references is as follows:

Vol 1 Sect 5 Att 10.1.2 Key Staff Quals - IPS Adlin Linda Gnanaiah Jegajeevan.xlsx

1.2.1.3 QA Functional Manager

As part of Team Infosys' proposal, we submit Kelly Kennedy as our QA Functional Manager. This submittal includes the completed Key Staff Qualification spreadsheet which demonstrates full compliance with all mandatory qualifications. The Excel file that was also conveyed to the required two references is as follows:

Vol 1 Sect 5 Att 10.1.3 Key Staff Quals - IPS Kelly Kennedy.xlsx

1.2.1.4 QA Technical Manager

As part of Team Infosys' proposal, we submit Narendran Alagudesikanas as our QA Technical Manager. This submittal includes the completed Key Staff Qualification spreadsheet which demonstrates full compliance with all mandatory qualifications. The Excel file that was also conveyed to the required two references is as follows:

Vol 1 Sect 5 Att 10.1.4 Key Staff Quals - IPS Narendran Alagudesikan.xlsx

1.2.2 Attachment 11 – Staff Reference Form

As requested, Team Infosys provides two references for each of our four key staff members as noted below.

1.2.2.1 QA Project Manager

As part of Team Infosys' proposal, we submit Chinna Shankar Nakka as our QA Project Manager. This submittal includes the two completed staff reference forms within the MS Word file:

Vol 1 Sect 5 Att 11 Key Staff Reference Forms – IPS Chinna Shankar Nakka.docx

1.2.2.2 QA Test Manager

As part of Team Infosys' proposal, we submit Adlin Linda Gnanaiah Jegajeevan as our QA Test Manager. This submittal includes the two completed staff reference forms within the MS Word file:

Vol 1 Sect 5 Att 11 Key Staff Reference Forms – IPS Adlin Linda Gnanaiah Jegajeevan.docx

1.2.2.3 QA Functional Manager

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Vol 1 Sect 5 Att 11 Key Staff Reference Forms – IPS Chinna Shankar Nakka.docx

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Vol 1 Sect 5 Att 11 Key Staff Reference Forms – IPS Narendran Alagudesikan.docx

