

## Request for Resume (RFR) CATS II Master Contract

Section 1 –General Information			
<b>RFR Number:</b> (Reference BPO Number)	F50B2400030		
<b>Functional Area</b> (Enter One Only)	10 – IT Management Consulting Services		
Position Title			
<b>Position Title:</b> Labor Category 3 : Senior Subject Matter Expert Senior Organizational Change Management Consultant (The award may be up to (2) resources)			
<b>Anticipated start date</b>	As soon as possible		
<b>Duration of assignment</b>	Up to 6 months		
<b>Designated Small Business Reserve?(SBR):</b> (Enter “Yes” or “No”)	No		
<b>MBE goal, if applicable</b>	%zero		
<b>Issue Date:</b> mm/dd/yyyy	January 31, 2012	<b>Due Date:</b> mm/dd/yyyy	February 15, 2012
		<b>Time (EST):</b> 00:00 am/pm	10:00 AM
<b>Place of Performance:</b>	301 West Preston Street, Baltimore, MD 21201		
<b>Special Instructions:</b> (e.g. interview information, attachments, etc.)	<ol style="list-style-type: none"> <li>1. An in-person interview will be required.</li> <li>2. Contractor may submit up to two (2) resumes. The award may be up to (2) resources.</li> <li>3. New temporary positions, no incumbents</li> <li>4. Candidates <b>must meet all minimum requirements</b> to be considered</li> </ol>		
<b>Security Requirements</b> (if applicable):			
<b>Invoicing Instructions:</b>	Time and Material Contract, invoice monthly (weekly time sheet to Program Manager)		
Section 2 – Agency Point of Contact (POC) Information			
<b>Agency / Division Name:</b>	Department of Information Technology for the Department of Budget and Management		
<b>Agency POC Name:</b>	Mike Balderson	<b>Agency POC Phone Number:</b>	(410) 260-7549
<b>Agency POC Email Address:</b>	<a href="mailto:mike.balderson@maryland.gov">mike.balderson@maryland.gov</a>	<b>Agency POC Fax:</b>	(443) 926-9742
<b>Agency POC Mailing Address:</b>	45 Calvert Street, Annapolis, MD 21401		
Section 3 – Scope of Work			

## Request for Resume (RFR) CATS II Master Contract

### Background

In 2006, the State completed a Systems and Application Risk Assessment to identify and quantify operational and service delivery risks associated with the current inventory of mission critical enterprise applications. The findings indicated an unacceptable risk level with the 30 year old legacy personnel management system due to its underlying architecture, age and costly maintenance challenges. Due to this outdated and inflexible personnel system used to manage HR processes, the OPSB is at a disadvantage in meeting business objectives. It is anticipated that the new HR system will be a major improvement for Maryland state government by providing an integrated human resource information system that is scalable, maintainable, and upgradeable in order to serve the state for years to come.

Pursuant to replacing the legacy HR systems with a new integrated enterprise resource system (ERP), the State selected Oracle/PeopleSoft Enterprise 9.1 Human Capital Management (HCM) software as the Commercial Off the Shelf (COTS) solution and JobAps Software as a Service (SaaS) as the Recruitment, Examination and Testing solution. The State plans to use its standard features by configuration as much as possible, and minimize customization of the COTS solution.

To date the State has performed substantial “as is” and “to be” state business process reengineering (BPR) requirements gathering in preparation for Gap/Fit Analysis and the new system design phase. Required Tasks, estimate resources, and time to complete tasks have been allocated in a Work Breakdown Structure (WBS) and Schedule. A draft cost Budget for Estimate at Completion (EAC) has been assembled based on the WBS and Schedule with current implementation strategy.

To assist the project from this point to completion, the Department of Budget and Management (DBM) in Baltimore is seeking an Organizational Change Management Specialist(s) to take on key role in a Statewide implementation of Oracle PeopleSoft HCM and JobAps SaaS implementation.

Given the sensitivity of data associated with this project, the TO Contractor personnel assigned to this project must comply with the requirements of CATS II RFP Section 2.4.3.2 and sign a non-disclosure affidavit as provided as Attachment 7 and Attachment 8.

**Please note that the Master Contractor awarded this TO Agreement may NOT submit proposal(s) in response to any subsequent Statewide Personnel System solicitation(s) associated with the acquisition or implementation of the planned HR system.**

### Job Description/s

Position Title/s or Service Type/s (From Section 1 Above)	Duties / Responsibilities
<p><b>Position(s) Title: Senior Change Management Consultant</b></p> <p><b>Labor Category: Senior Subject Matter Expert</b></p>	<p><b>Responsibilities: Communications</b></p> <ul style="list-style-type: none"> <li>• Execute the SPS communications plan to ensure program information is accurate, relevant, timely, and consistent</li> <li>• Provide leadership for the SPS Communications work stream</li> <li>• Maintain the SPS stakeholder register</li> <li>• Provide oversight for the writing, production, and dissemination of SPS communications</li> <li>• Develop and maintain strong working relations with agency communication coordinators</li> <li>• Provide coordination services for PMO sponsored events</li> <li>• Promote timely responses to stakeholder questions posted on the Web site’s FAQ facility</li> <li>• Monitor adherence to text-based and electronic publishing</li> </ul>

# Request for Resume (RFR) CATS II Master Contract

standards

## **Responsibilities: Business Process Re-engineering and Workforce Transition**

- Develop and facilitate delivery of tools to assist AIT membership in analyzing and mapping business processes
- Develop and implement communication methods to articulate future business processes
- Develop support materials as needed to assist agencies in managing transition activities
- Coordinate the design, development, and delivery of transition workshops for all SPS modules
- Create and maintain workforce transition strategy and supporting methodology
- Guide agency transition activities

## **Responsibilities: Agency Readiness:**

- Serves as on-going point of contact between the PMO and Agency Implementation Teams (AITs)
- Facilitate timely responses to questions posed by AIT members
- Establish and maintain mechanisms (e.g., scorecards and dashboards) to provide the PMO with timely and accurate status of agency readiness activities and AIT performance with regard to readiness
- Coordinate monthly liaison business meetings and AIT all-hands sessions
- Coordinate the design, administration, and analysis of surveys and other data collection activities as required
- Provide day-to-day management of Agency Readiness work stream
- Establish and maintain working relationships with assigned agencies to foster acceptance and commitment to SPS mission and vision
- Facilitate collection of agency-requested information
- Identify and resolve agency readiness issues
- Assist assigned agencies in implementing readiness improvement activities as defined through change readiness findings and recommendations
- Develop and administer stakeholder satisfaction surveys
- Assist in development and delivery of Liaison business meetings and AIT all-hands sessions

## **Responsibilities: Training Development**

- Develop instructional content using PeopleSoft's User Productivity Kit (UPK) or similar course development accelerators
- Develop job aids, procedures-at-a-glance, on-line help, and other performance support as assigned
- Develop storyboards and other graphics as assigned
- Develop paper-based on on-line practice and exercise sessions for the end user

**Request for Resume (RFR)  
CATS II Master Contract**

	<ul style="list-style-type: none"> <li>Adhere to the project’s instructional design and documentation standards in creation of all educational and training</li> </ul> <p><b>Abilities:</b></p> <ul style="list-style-type: none"> <li>Ability to establish and maintain effective working relations with assigned agencies and their AITs</li> <li>Strong interpersonal skills</li> <li>Ability to apply structured instructional design methodology</li> <li>Ability to establish communication partnerships with agency resources</li> <li>Demonstrate effective written, oral, and interpersonal communications</li> <li>Ability to articulate SPS goals, objectives, and benefits in terms acceptable to all stakeholder levels</li> <li>Ability to articulate relationships between current and future state business processes</li> <li>Ability to summarize and communicate impacts of changing business processes</li> <li>Ability to communicate technical information in terms acceptable to all stakeholder levels</li> <li>Demonstrated application of instructional systems design practices and procedures</li> <li>Able to adhere to the project’s instructional design and documentation standards</li> </ul>
--	--

**Minimum Qualifications**

Position Title/s or Service Type/s (From Section 1 Above)	Required Experience/Knowledge/Skill
<b>Position Title: Senior Change Management Consultant</b>  <b>CATSII Labor Category: Senior Subject Matter Expert</b>	<p><b>For minimum requirements, see CATS II Labor Category number 3, Senior Subject Matter Expert</b></p> <p><b>PREFERRED CANDIDATES WILL MEET THE FOLLOWING MANDATORY CRITERIA</b></p> <ol style="list-style-type: none"> <li>Education: Bachelor’s Degree from an accredited college or university in the specific discipline required by the State. A Master’s Degree or Ph.D. Degree is preferred.</li> <li>At least ten (10) years’ organizational change management experience on large-scale, technology-enabled projects</li> <li>At least five (5) years’ experience developing project communications (Web articles, newsletters, email correspondence to stakeholders, etc.)</li> <li>At least five (5) years’ experience developing process-oriented, role-based training materials for system users through application of structured instructional design methodology</li> <li>At least two (2) years’ experience using course accelerator tools (e.g., Captivate, Articulate, UPK)</li> </ol>

# Request for Resume (RFR) CATS II Master Contract

## Section 4 - Required Submissions

### NOTE:

- Master Contractors may propose only one candidate for each position requested.
- - Master Contractors electing not to propose in response to the RFR must submit a “Master Contractor Feedback Form” via the “Master Contractor Login” on the CATS II web site.
- - Master Contractors proposing in response to the RFR must submit the documents below as separate files contained in two separate emails as follows:
- **Email 1 with “Technical”:** Master Contractor Name, RFR number, & candidate name, and in the subject line
  - o o Resume for each labor category described in the RFR (Attachment 1)
- **Email 2 with “Financial”:** Master Contractor Name, RFR number, & candidate name, and in the subject line
  - o o Price Proposal (Attachment 2)
  - o o Conflict of Interest Affidavit (Attachment G in the CATS II RFP)
  - o o Living Wage Affidavit (Attachment I in the CATS II RFP)
  - o Any documents listed below as required by the hiring agency

### Section 5 – Evaluation Criteria – (Provide a list of evaluation criteria in descending order of importance)

- personnel’s qualifications and experience performing the duties as specified in Section 2
- understanding of the work to be accomplished

### Basis for Award Recommendation

RFRs will be awarded in accordance with the competitive Sealed Proposals process under COMAR 21.05.03. The agency POC will recommend award to the Master Contractor whose proposal is determined to be the most advantageous to the State, considering price and the evaluation factors set forth in the RFR. The agency POC will initiate and deliver a RFR Agreement to the selected Master Contractor. **Master Contractors should be aware that if selected, State law regarding conflict of interest may prevent future participation in procurements related to the RFR Scope of Work, depending upon specific circumstances.**

**Request for Resume (RFR)**  
**CATS II Master Contract**  
**ATTACHMENT 1 – RFR RESUME FORM**  
RFR # F50B2400030

Instructions: Insert resumes information in the fields below; do not submit other resume formats. Submit only one resume per Position or Service described in Section 1 of the RFR. If the RFR requests multiple Positions or Services, use a separate resume form for each proposed candidate.

Candidate Name:	Position Title or Service Type (from Section 1 of the RFR):
Master Contractor:	

**A. Education / Training**

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

**B. Relevant Work Experience**

Describe work experience relevant to the Duties / Responsibilities and Required Experience / Knowledge / Skill described in Section 3 of the RFR. Start with the most recent experience first; do not include non-relevant experience.

<b>(Organization)</b> <b>(Title / Role)</b> <b>(Period of Employment / Work)</b> <b>(Location)</b> <b>(Contact Person (Optional if current employer))</b>	<i>Description of Work...</i>
<b>(Organization)</b> <b>(Title / Role)</b> <b>(Period of Employment / Work)</b> <b>(Location)</b> <b>(Contact Person)</b>	<i>Description of Work...</i>

<add lines as needed>

**C. Employment History**

List employment history, starting with the most recent employment first

Start and End Dates	Job Title or Position	Organization Name	Reason for Leaving
<add lines as needed>			

**D. References**

List persons the State may contact as employment references

Reference Name	Job Title or Position	Organization Name	Telephone / Email
<add lines as needed>			

# Request for Resume (RFR) CATS II Master Contract

## ATTACHMENT 2

RFR PRICE PROPOSAL - **Position Title: Organizational Change Management (OCM) Consultant**  
**CATSII Labor Category: Senior Subject Matter Expert**

RFR # F50B2400030

(This form is to be filled out by Master Contractors)

Hourly Labor Rate	Hours	(Labor Rate x Hours)
#1 \$	1,000 estimated for evaluation purpose only	\$
#2 \$	1,000 estimated for evaluation purpose only	\$
Total RFR Price		\$

\_\_\_\_\_  
Authorized Individual Name

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company Tax ID #

This price proposal must accompany the senior subject matter expert resume provided. The "Hourly Labor Rate" is the actual fully-loaded rate that the State will pay for services recorded in dollars and cents. Hourly rates must be equal to or less than the rates proposed by the Master Contractor for the CATS II Master Contract.