

**Request for Resume (RFR) for Business Analyst
CATS+ Master Contract
All Master Contract Provisions Apply**

Section 1 – General Information			
RFR Number: (Reference BPO Number)	F50B4400016		
Functional Area (Enter One Only)	Functional Area 11 - Business Process Consulting Services		
Labor Category			
<i>A single support staff or support groups of up to five members may be engaged for up to six months without renewal options. Awards for Major IT Development Project (MITDP)/Program Manager/Deputy PMs may have tenure of up to five years, or through the end of the project within the Master Contract term; whichever is shorter. An RFR is limited to only labor categories defined in the CATS+ RFP.</i>			
TO Contractor to propose CATS+ Labor Category for a Business Analyst (BA) **			
Anticipated Start Date	November, 2013		
Duration of Assignment	Up to six months		
Designated Small Business Reserve?(SBR): (Enter “Yes” or “No”)	No		
MBE Goal, if applicable	0 %		
Issue Date:	October 3, 2013	Due Date:	October 24, 2013
		Time (EST):	NLT 10:00 AM (local time)
Place of Performance:	45 Calvert Street, Annapolis, MD 21401		
Special Instructions: (e.g. interview information, attachments, etc.)	In-person interviews are required.		
Security Requirements (if applicable):	Selected personnel shall pass background checks and obtain State ID badges.		
Invoicing Instructions			
<ol style="list-style-type: none"> 1. After the end of each month, the Master Contractor shall complete the top portion of the Performance Evaluation Form (PEF) (Attachment 4) and send it to the Agency Task Order (TO) Manager. Supporting timesheets and activity reports may also be required in conjunction with the PEF. 2. The Agency TO Manager shall enter performance ratings and return the PEF to the Master Contractor. 3. Upon receipt of a PEF containing an “Average / Overall Rating” of 3 or higher (out of 5), the Master Contractor shall send a copy of the PEF with an invoice to the Agency TO Manager. 4. If the PEF contains an Average / Overall Rating below 3, invoicing by the Master Contractor is <u>not authorized</u> and shall not resume until performance issues are mitigated to the Agency TO Manager’s satisfaction. 5. The Master Contractor shall invoice as follows: <ul style="list-style-type: none"> • Annual Labor Rate: Task Orders awarded at the Annual Labor Rate shall be invoiced monthly for 1/12 the Annual Labor Rate. • Hourly Labor Rate: Task Orders awarded at the Hourly Labor Rate shall be invoiced monthly for actual hours x Labor Rate. 			
Special Invoicing Instructions:	None.		

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Section 2 – Task Order (TO) Procurement Officer (PO) Information			
Agency / Division Name:	Department of Information Technology		
Agency PO Name:	<i>Mike Balderson</i>	Agency PO Phone Number:	<i>(410) 260-7549</i>
Agency PO Email Address:	mike.balderson@maryland.gov	Agency PO Fax:	<i>(410) 974-5615</i>
Agency PO Mailing Address:	<i>Same as above</i>		
Section 3 – Scope of Work			
Background			
<p>In 2005, DoIT commissioned the Statewide Application Risks Assessment (SARA) of 12 legacy statewide systems, including those supporting human resources, timekeeping, benefits, budgeting, purchasing, accounting, central collections and payroll. Three of those systems were assessed as high risk: human resources, budgeting and timekeeping. The high risk factor was assessed because these systems are at the end of their useful lives and based on old technologies. A recommendation was made to immediately begin replacement of these systems. This new project is being undertaken to replace one of those high risk systems - the State's legacy budgeting system called the Hands on Budget Office (HOB0).</p> <p>The Electronic Budgeting System (EBS) is a new Major IT Development Project that will begin in Fiscal Year 2014 (FY14) by hiring the first two (2) project team members to begin the first four phases of the State's Systems Development Lifecycle (SDLC). The initial core team will consist of one (1) Project Manager and one (1) Business Analyst resource. The project team members will initially lead SDLC Phases 1 – 4 of the EBS effort which will involve development of a full project management plan and schedule, documenting the "As Is" functionality/processes of the current budgeting system, and defining/documenting the "To Be" functionality/processes of the replacement system. The initial team will deliver the completed functional and non-functional requirements for the EBS.</p>			
Job Description for Business Analyst (BA)			
Labor Category Proposed (From Section 1 Above)	Duties / Responsibilities		
	<p>This position shall work directly the EBS Project Manager and the EBS project team, to be comprised of contractors, technical experts, and State personnel. The BA responsibilities include reviewing, analyzing, and creating detailed documentation of the business systems and user needs for the replacement of the HOB0 system including workflow, program functions, and steps required to replace the current system. Duties shall focus on developing and documenting business processes and business requirements (internal and external) to meet the State's budgeting business needs.</p> <p>The individual shall apply the International Institute of Business Analysis (IIBA) Business Analysis Body of Knowledge (BABOK) and the State's SDLC while working on the project.</p> <p>The Business Analyst shall work with the EBS Project Manager to: collaboratively work with the project stakeholder groups to define business processes, requirements and system specifications; define procurement</p>		

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	<p>strategies; write procurements as necessary; provide business analysis services for the EBS project; and document project requirements and business processes.</p> <p>Duties include, but are not limited to:</p> <ol style="list-style-type: none"> a. Eliciting requirements using interviews, document analysis, requirements workshops, site visits, business process descriptions, use cases, scenarios, business analysis, task and workflow analysis. b. Critically evaluating information gathered from multiple sources to reconcile requirements conflicts, decompose high-level requirements information into detail requirements, and distinguish user requests from the underlying existing needs. c. Proactively communicating and collaborating with external and internal project stakeholders to analyze information needs and functional requirements and deliver the State SDLC artifacts listed in the Deliverables Attachment 3. d. Implementing and utilizing best practices in requirements definition and management including applicable methodologies. e. Documenting requirements in acceptable industry standards. f. Analyzing and evaluating requirements by constructing workflow charts and diagrams. This may include studying current system capabilities, identifying improvement in current system processes and functionality in order to recommend modifications. g. Recommending controls by identifying existing problems to write to-be procedures. h. Being the liaison between the business units, technology teams and project teams. i. Complete other duties as assigned. <p><i>See Attachment 3 for a detailed description of duties, responsibilities and deliverables.</i></p>
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Minimum Qualifications	
<p>For minimum qualifications, see the labor category description in the CATS+ RFP for the subject RFR labor categories. In addition, qualified candidates <u>must</u> meet the minimum qualifications specified below. Candidates who do not meet minimum qualifications will be deemed not reasonably susceptible for award and will not progress to full evaluation.</p>	

Labor Category Proposed (From Section 1 Above)	Minimum Qualifications (for CATS+ Labor Category proposed by master contractor)
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	<p>Education:</p> <ul style="list-style-type: none"> • <p>General Experience:</p> <ul style="list-style-type: none"> • <p>Specialized Experience:</p> <ul style="list-style-type: none"> •
<p>Preferred Qualifications</p> <p>The additional Experience/Knowledge/Skills listed below are preferred by the State.</p>	
	<p>General Experience:</p> <ul style="list-style-type: none"> • Candidate demonstrates knowledge and understanding of common challenges to custom or COTS integration, • Candidate demonstrates an understanding of how to document application development or COTS implementation to meet requirements for reports, interfaces, data conversion and added functionality, • Experience with projects that combine COTS implementations with custom software development, • Strong understanding of the complete systems development lifecycle from project inception through operations and maintenance, • Strong decision making and problem solving skills and experience with project delivery, • Preference for experience with budgeting or financial systems for State or local government, • Excellent business and analysis skills including past training in BABOK or equivalent industry training, • Excellent English communication skills.

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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+ 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 of 2 with “Technical”: Master Contractor Name, RFR number, & candidate name in the subject line

- Resume for each labor category described in the RFR (Attachment 1)
- Three (3) current references that can be contacted for performance verification of the submitted consultant’s work experience and skills. Telephone number and email address of reference is needed.

Email 2 of 2 with “Financial”: Master Contractor Name, RFR number, & candidate name in the subject line

- Price Proposal (Attachment 2)
- Conflict of Interest Affidavit (Attachment G in the CATS+ RFP)
- Living Wage Affidavit (Attachment I in the CATS+ RFP)

1. Resume showing evidence of all skills listed in Section 3 – Scope of Work – Completed in Attachment 1
2. Statement within the Price Proposal that rate is all inclusive – Use Attachment 2 for the Price Proposal. Submit in PDF format.
3. Three (3) references that can be contacted for performance verification of the submitted consultant’s work experience and skills. References must be accessible and knowledgeable regarding consultant’s work.

Section 5 – Evaluation Criteria –

Candidates meeting the Minimum Qualifications listed in Section 3 above will be evaluated for overall best value, as follows:

1. Specific work experience and relevant technical expertise as indicated in Attachment 1 and in the interview (minimum qualifications must be listed in Attachment 1).
2. Education
3. References
4. Price

Basis for Award Recommendation

The Agency PO 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 PO will initiate and deliver a Task Order 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.**

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**ATTACHMENT 1
RFR RESUME FORM
RFR # F50B4400016**

Instructions: Enter resume information in the fields below; do not submit other resume formats. Submit only one resume per Labor Category described in Section 1 of the RFR. If the RFR requests multiple Labor Categories, use a separate resume form for each proposed candidate.

Labor Category (from Section 1 of the RFR)	[Please insert proposed labor category for the Business Analyst role]
Candidate Name:	
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 Minimum Experience / Knowledge / Skill described in Section 3 of the RFR. Starts with the most recent experience first; do not include non-relevant experience.

[Organization] *Description of Work...*
 [Title / Role]
 [Period of Employment / Work]
 [Location]
 [Contact Person (Optional if current employer)]

[Organization] *Description of Work...*
 [Title / Role]
 [Period of Employment / Work]
 [Location]
 [Work]
 [Location]
 [Work] [Location]

<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

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<small><add lines as needed></small>			
LABOR CATEGORY PERSONNEL RESUME SUMMARY (ATTACHMENT 1 CONTINUED) <small>*"Candidate Relevant Experience" section must be filled out. Do not enter "see resume" as a response.</small>			
Proposed Individual's Name/Company:		How does the proposed individual meet each requirement?	
LABOR CATEGORY: _____			
Requirement (Based on labor category proposed by Master Contractor)	Candidate Relevant Experience *		
Education: •	Education:		
General Experience: •	General Experience:		
Specialized Experience: •	Specialized Experience:		
<p>The information provided on this form for this labor category is true and correct to the best of my knowledge:</p> <p>Master Contractor Representative:</p> <p>_____</p> <p style="display: flex; justify-content: space-between;"> Print Name Signature Date </p> <p>Proposed Individual:</p> <p>_____</p> <p style="display: flex; justify-content: space-between;"> Signature Date </p>			

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**ATTACHMENT 2
PRICE PROPOSAL
RFR # F50B4400016**

(This form is to be filled out by Master Contractors - Submit with the Financial Response)

Base Period 1 (November 1, 2013 – April 30, 2014)				
CATS+ Labor Category	A	B	C	D
	Fully Loaded Annual Labor Rate*	Fully Loaded Hourly Labor Rate	Evaluation Hours	PERIOD 1 Evaluation Price (B x C)
<Insert Proposed Labor Category>	\$	\$	1000	\$
Total Period 1 Evaluation Price:				
Total RFR Price (Sum of Period 1 Prices):				\$

Authorized Individual Name

Company Name

Title

Company Tax ID #

*The Agency reserves the right to award each individual position at either the proposed Annual Labor Rate or proposed Hourly Labor Rate. The Annual Labor Rate requires a minimum of 1920 hours worked annually. The Hourly Labor Rate cannot exceed the Master Contract rate, but may be lower. Both rates must be fully loaded, all inclusive, and shall include all direct and indirect costs for the Master Contractor to perform under the TOA. Evaluation Hours are for evaluation purposes only and do not represent actual hours to be worked or invoiced.

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ATTACHMENT 3

RFR #F50B4400016

BUSINESS ANALYST

DUTIES & RESPONSIBILITIES

This is a detailed description of typical Business Analyst (BA) duties, responsibilities, and deliverables. Agencies should review and edit this document according to the specific BA assignment and requirements for the project. References to a specific project can be inserted where the term [Project Name] occurs. Additionally, target due dates for deliverables defined in Section 7 should be adjusted to fit project needs. This information is advisory and some elements may not apply to specific Agencies or Projects. Questions about this SOW and the RFR process in general may be directed to the DoIT Procurement office at itpo.doit@maryland.gov.

1. ROLE DEFINITIONS

The purpose of this section is to distinguish among the roles interacting with the BA obtained through this RFR.

A.	TO Procurement Officer – State staff person responsible for managing the RFR process up to the point of TO award.
B.	TO Manager – State staff person who oversees the BA’s work performance and administers the TO once it is awarded.
C.	TO Contractor – The CATS+ Master Contractor awarded a TO as a result of this RFR. The TO Contractor shall provide the BA resource and be accountable for BA work performance under the TO.
D.	Project Manager (PM) –The PM (provided by a separate RFR) is responsible for overall project planning and execution. The PM reports directly to the TO Manager and shall oversee and direct the Project Team made up of State and contractual personnel.
E.	Business Analyst (BA) – The person provided by the TO Contractor as a result of this RFR. The BA is responsible for overall project requirements and business processes. The BA is responsible for performing the duties and responsibilities described in Attachment 3, and for completing all assigned tasks and deliverables under the TO. The BA reports directly to the Project Manager and interact directly with Project Team made up of State and contractual personnel.
F.	Other Project Contractors – Other contractors responsible for project implementation, including their PM, BA and other personnel assigned to the project. The contractors report to the PM for project purposes with oversight by the TO Manager.

2. BUSINESS ANALYST DUTIES AND RESPONSIBILITIES

The BA shall assist the project team comprised of current State and contractual personnel. Responsibilities include reviewing, analyzing, and creating detailed documentation of the business systems and user needs for the replacement of the HOBOS system including workflow, program functions, and steps required to replace the current system. The position shall ensure the application of International Institute of Business Analysis (IIBA) Business Analysis Body of Knowledge (BABOK) and State SDLC standards in gathering and documenting requirements for the project.

The BA shall report to the EBS Project Manager and perform the tasks described in the table below. The BA shall be capable of performing all assigned tasks with self-sufficiency and minimal guidance from the Project Manager or TO Manager. BA performance shall be rated by the State each month based on performance and application of the BABOK to the EBS project, and the quality of the written deliverables described in Section 7 below (See Exhibit 1 – Deliverable Product Acceptance Form for performance rating criteria).

The BA shall be accountable for the creation of any and all written deliverables that do not exist for the project

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and for updating those that do exist. The BA shall ensure that all deliverables are consistent with standards in the IIBA BABOK and the State of Maryland SDLC (see Section 3 below).

Business Analyst Duties

An asterisk (*) by the section number below and bold italics identifies a deliverable associated with the duty / responsibility. Refer to Section 7 for full descriptions of the minimum required deliverables and time of performance.

2.1	Become thoroughly knowledgeable on all aspects of the EBS Project.
2.2	Map and analyze HOB0's current "As-Is" business and budgeting processes. This includes looking at the interface with the legacy systems.
2.3	Analyze the organization's strategic business needs, processes, policies, data models and business systems to identify and recommend options for improving business processes and budget systems, including infrastructure (hardware & software).
2.4	Provide input and updates to the <i>WBS and project schedule</i> consistent with PMBOK standards for all project work.
2.5 *	Develop and document functional and non-functional requirements for project in a Requirements Document (<i>Deliverable 7.1</i>) . This includes conducting technical requirement gathering meetings with business and technical stakeholders.
2.6 *	Maintain and update the Requirements Traceability Matrix (RTM) (<i>Deliverable 7.2</i>) that describes and provides a numbering system for all project requirements for traceability through testing. <ul style="list-style-type: none"> • Documents requirements in the RTM including acceptance criteria for all technical and functional requirements. • Engages Project Team personnel in requirements development as needed • Traces requirements through testing and implementation via updates to the RTM. • Updates RTM in conjunction with weekly requirements / design reviews.
2.7	Work closely with the Project Team and any stakeholders (state or contracting) to develop or review and update detailed project requirements. Requirements activities may include: <ul style="list-style-type: none"> • Stakeholder interviews; • Documenting before and after business processes; • Review of existing requirements documentation; • Joint Application Development (JAD) sessions; • COTS software "gap fit analysis"; • Demonstrations of existing similar systems (benchmarking); and • Requirements walkthroughs
2.8 *	Create a Status Report and Timesheet (<i>Deliverable 7.3</i>) . At a minimum, the Status Report and Timesheet shall: <ul style="list-style-type: none"> • Report on completed and planned tasks for the reporting period, • Highlight schedule deviation from task assignments, • Provide task updates, progress of work being performed, milestones attained,

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	<ul style="list-style-type: none"> Document issues encountered and corrective actions taken
2.9	Function as a liaison between Agency personnel, project stakeholders and any state-assigned personnel (state or contracting).
2.10 *	<p>Create related Procurement Documents (Deliverable 7.4) to secure additional services for the EBS project including the RFP to procure implementation services.</p> <p>At a minimum, the Procurement Documents shall:</p> <ul style="list-style-type: none"> Incorporate functional and non-functional requirements at a sufficient level of detail for contractors to proposed to the services being requested, Incorporate any As-Is and To-Be business processes related to project, Conform to required procurement practices including applicable standards and regulations such as COMAR. <p>NOTE: Offeror awarded this Contract may NOT submit proposal(s) in response to any subsequent EBS solicitation(s) associated with the acquisition or implementation of the planned modifications or replacement system associated with the EBS project.</p>
2.11 *	Analyze, document, recommend, and keep updated process flow model(s) and any supporting business rules and context to resolve business workflow incompatibilities. As a result of the activities, the BA shall document the “As Is” and “To Be” Business Process Document (Deliverable 7.5 and 7.6) .
2.12	Support the transition of this project from concept development through to requirements analysis to validate the feasibility and provide documented recommendations on how this project can be completed in a phased approach.
2.13	Analyze and document the support needed to transition users to the updated system.
2.14	Submit completed documents within the timeframe set for the deliverable, formatted using correct punctuation, spelling and grammar.
2.15	Other project-related duties as assigned by PM, TO Manager or Department.
3. REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES	
<p>The BA shall keep informed of and comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology projects applicable to activities and obligations under the TO Agreement, as those laws, policies, standards and guidelines may be amended from time to time. The BA shall adhere to and remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting project execution and it shall obtain and maintain, at its expense, all licenses, permits, insurance, and governmental approvals, if any, necessary to the performance of its obligations under the TO Agreement. These may include, but are not limited to:</p>	
A.	International Institute of Business Analysis (IIBA) Business Analysis Body of Knowledge (BABOK)
B.	The State’s SDLC methodology at: www.doit.maryland.gov - keyword: SDLC.
C.	The State’s IT Security Policy and Standards at: www.DoIT.maryland.gov - keyword: Security Policy.
D.	The State’s IT Project Oversight at: www.DoIT.maryland.gov - keyword: IT Project Oversight.
E.	The State of Maryland Enterprise Architecture at www.DoIT.maryland.gov - keyword: MTAF (Maryland Technical Architecture Framework).

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F.	The nine project management knowledge areas in the PMI's PMBOK.		
4. MONTHLY BA PERFORMANCE RATINGS			
Each month the TO Contractor shall submit a Performance Evaluation Form (PEF) to the TO Manager. The TO Manager will rate the BA's performance based on the criteria described in the PEF. In the event of poor or non-performance by the BA resulting in a rating of "unacceptable," payment shall be withheld pending the outcome of the procedures described in Section 5.			
5. MITIGATION PROCEDURES FOR POOR OR NON-PERFORMANCE			
As warranted by poor or non-performance by the BA, the Agency shall pursue the following mitigation procedures prior to requesting a replacement BA:			
A.	The TO Manager shall document performance issues and give written notice to the TO Contractor clearly describing problems and delineating remediation requirement(s).		
B.	The TO Contractor shall respond with a written remediation plan within three business days and implement the plan immediately upon written acceptance by the TO Manager.		
C.	Should performance issues persist, the TO Manager may give written notice or request the immediate removal of the BA and determine whether a substitution is required.		
6. WORK HOURS			
A.	The BA will work an eight-hour day between the hours of 7:00 AM and 6:00 PM, Monday through Friday except for State holidays and Service Reduction days or other office closures.		
B.	Alternatively, at the sole discretion of the TO Manger, the BA may follow DoIT's compressed work week schedule.		
C.	Duties also may require some evening and/or weekend hours billed on actual time worked at the proposed hourly rate.		
7. BUSINESS ANALYST DELIVERABLES AND TIME OF PERFORMANCE			
<i>Note – for each of the written deliverables below, ongoing quality will be a factor in the Monthly Performance Rating described in Section 4 above.</i>			
ID #	Deliverable Description	Acceptance Criteria	Time of Performance
7.1	Functional and Non-Functional Requirements document	A final outcome of the requirements for the future Financial System. May use Requisite Pro or similar software. At a minimum, deliverable will comply with Maryland SDLC.	To be determined by the Project Manager
7.2	Requirements Traceability Matrix (RTM)	MS Word or Excel document (or mutually agreed upon document) that describes technical and functional requirements. At a minimum, requirements should be numbered for traceability, testable and the descriptions unambiguous. The RTM shall contain acceptance criteria for each requirement and a test method for verifying completion based on the criteria. The RTM shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated weekly or as directed by the TO Manager

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7.3	Status Report and Timesheet	MS Word document (or mutually agreed upon document) that captures and tracks ongoing BA activities and status. The report will capture activities completed in the past reporting period, activities planned for the following reporting period, and the completion status of project deliverables. The report will describe issues identified on the project and the status of efforts to resolve issues.	At least bi-weekly or as directed by the TO Manager
7.4	Procurement Documents (if needed)	A Microsoft Office document that is approved by the Department of Information Technology for release to vendors in support of the EBS project.	To be determined by the Project Manager
7.5	As-Is Business Process Document	TO Contractor shall deliver a MS Word document that describes existing As-Is process flow model(s) and any supporting business rules and context to resolve business workflow incompatibilities to support the EBS project.	To be determined by the Project Manager
7.6	To-Be Business Process Document	TO Contractor shall deliver a MS Word document that describes proposed To-Be process flow model(s) and any supporting business rules and context to resolve business workflow incompatibilities to support the EBS project.	To be determined by the Project Manager

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**ATTACHMENT 4
PERFORMANCE EVALUATION FORM (PEF)
FOR BUSINESS ANALYST (BA)
(Submitted monthly by the TO Contractor to initiate invoicing)**

TO Contractor:
Name of BA Being Evaluated:
Date Submitted:
Performance Period (Month / Year):
Agency Name:
TO Manager / Agency Contact:
RFR / Reference BPO # **F50B4400016**

The Information Below Shall Be Filled-In by the Agency

BUSINESS ANALYST PERFORMANCE RATING DISPOSITION:
 Overall Performance Rating: Place an (X) in selected rating :
 Outstanding Exceeds Expectations Meets Expectations Unsatisfactory

REASON(S) FOR UNACCEPTABLE PERFORMANCE RATING (List Deliverables or Areas):

Instructions

Select the letter (O, E, M, U) which best indicates your overall assessment of the BA's performance in each criteria. Place an (X) in the block indicating the overall performance in each category. Give examples of past performance to support your evaluation.

Category: WORK QUALITY

Outstanding Exceeds Expectations Meets Expectations Unsatisfactory
 (O) (E) (M) (U)

Criteria:

	Accuracy (correctness of completed tasks and assignments).
	Knowledge (understanding of policies, procedures, practices, equipment usage etc.)
	Organizational skills (prioritizes assignments, work product is cohesive and coherent)
	Follow-up (amount of supervision required).
	Multi-task (works under pressure to complete multiple assignments).

Give examples of past performance to support your evaluation

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Category: WORK QUANTITY

Outstanding (O)
 Exceeds Expectations (E)
 Meets Expectations (M)
 Unsatisfactory (U)

Criteria

	Performs duties and functions of the position in a timely manner.
	Work product is consistent with job specifications.
	New and additional duties, assignments are accepted and performed.
	Work load is consistent with performance expectations.
	Contractor's talents and efforts are directed towards the needs of the unit and accomplishment of goals.

Give examples of past performance to support your evaluation

Category: WORKING RELATIONSHIPS

Outstanding (O)
 Exceeds Expectations (E)
 Meets Expectations (M)
 Unsatisfactory (U)

Criteria

	Establishes and maintains effective working relationships with co-workers, supervisors and the public.
	Accepts direction and suggestions for work improvements from supervisor(s) and is willing to learn from others.
	Works as a team member toward accomplishing the division and agency's goals and supports team decisions; is willing to assist with tasks and assignments outside of normal job duties.
	Uses tact and respect when communicating with others.
	Deals appropriately and professionally with conflicts and unanticipated problems.

Give examples of past performance to support your evaluation

Category: WORK HABITS

Outstanding (O)
 Exceeds Expectations (E)
 Meets Expectations (M)
 Unsatisfactory (U)

Criteria

	Complies with leave policies and procedures
	Punctuality (start time, breaks)
	Use and application of time
	Use and care of State property
	Complies with safety rules and regulations

Give examples of past performance to support your evaluation

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TO Manager Signature

Date Signed

Performance Evaluation Instructions to Rater

Rating Options

- O Outstanding** - Exemplary performance far exceeding performance criteria required for the job.
- E Exceeds Expectations** - Performance which exceeds the level supervisor normally requires for the job.
- M Meets Expectations** - Generally meets supervisor's expectation on performance criteria for the job.
- U Unsatisfactory** - Unacceptable performance which must receive immediate attention.

Category Rating

- In order to achieve an Outstanding in any category, a TO Contractor would need to receive an **O** in **all** criteria.
- In order to achieve an Exceeds Expectations in any category, a TO Contractor would need to receive an **E or higher** in all criteria.
- In order to achieve a Meets Expectations, a TO Contractor would need to receive an **M or higher** in at least 3 criteria.

Overall Rating

- In order to achieve an Overall Outstanding, a TO Contractor would need to receive an **O in all categories.**
- In order to achieve an Overall Exceeds Expectations, a TO Contractor would need to receive an **E or higher in all categories**
- In order to achieve an Overall Meets Expectations, a TO Contractor would need to receive an **M or higher in at least three categories.**

Performance issues identified by the Agency are subject to the mitigation process described in Attachment 3 Section 5.

TO Manager shall provide each TO Contractor with written Performance Standards for all categories at the beginning of the rating period. Performance Standards are the **minimum** criteria required in order to receive a **Meets Expectations** rating.

Business Analyst Performance Standards

Category: **WORK QUALITY**

Criteria: Accuracy (correctness of completed tasks and assignments).

- Produces accurate, legible written documents.
- Produces accurate, legible written project status reports (when required).
- Deliver informative, well-organized presentations.
- Submits accurate timesheets.

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- Ensures clear and complete written project & technical documentation and deliverables are provided.
- Written communication and assignments are free of spelling & grammar errors.
- Conduct a quality review walkthrough of a business requirements documentation
- Creates documents that meet the Agency's document & project standards.
 - Develop and utilize process modeling tools and techniques to communicate with the stakeholders
 - Develop, maintain and present a functional, non-functional requirements document

Criteria: Knowledge (understanding of policies, procedures, practices, equipment usage etc.)

- Complies with laws, policies, procedures, and established processes.
- Uses Business Analyst and Project Management best practices when establishing processes, guidelines, and templates.
- Understand and communicate information on the requirements development and management process to the project team
- Understand the role of the system in the big picture and provide ideas and recommendations regarding the evolution of the system and any project interdependencies to consider.
- Comprehend basic to complex business issues; contribute to Information Technology projects by translating business needs into understandable requirements.
- Examine a business activity to help decide whether new IT solutions will improve productivity. Discuss existing business models and the flows of data in the business with those involved. Write, review and edit specifications, RFP's, business processes and provide recommendations related to proposed solution.

Criteria: Organizational skills (prioritizes assignments, work product is cohesive and coherent)

- Prioritizes own work assignments.
- Organizes documentation.
- Transition a project from idea or concept through preliminary planning phase to become a chartered project.

Criteria: Follow-up (amount of supervision required).

- Independently manages task assignments and resolves issues to ensure successful completion.
- Seeks and documents customer needs and ensures and measures customer satisfaction.
- Facilitate and obtain signoff on requirements documentation
- Identify initial performance measures that will be used to determine whether the project was successful.
- Implement and enforce a change management procedure for requirements documentation

Criteria: Multi-task (works under pressure to complete multiple assignments).

- Manages workload and seeks assistance when needed.
- Reprioritizes workload & tasks and communicates any impact on established target dates.
- Develops documents, communicates, and follows plans.

Category: WORK QUANTITY

Criteria: Performs duties and functions of the position in a timely manner.

- Demonstrates good time management skills.
- Meets target dates established on assigned tasks, projects, and goals.

Criteria: Work product is consistent with job specifications.

- Plans, manages, and controls work.

Criteria: New and additional duties, assignments are accepted and performed.

- Prioritizes own assignments to set and meet goals.

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- Manages resources that are within your control to ensure tasks are completed according to established target dates and established service level objectives.

Criteria: Work load is consistent with performance expectations.

- Communicates progress and issues to customers & appropriate managers.

Criteria: Employees' talents and efforts are directed towards the needs of the unit and accomplishment of goals.

- Works with project managers to provide and manage resource commitments.
- Participate in the Project Preliminary Planning phase, which covers the receipt/review of initial project requests, refinement of the project request, and development of the business case and concept proposal.
- Produce project feasibility and cost benefit analysis reports to assist Agency in determining whether a project should proceed.
- Ability to correctly identify project stakeholders and respective Subject Matter Experts (SME's).

Category: WORKING RELATIONSHIPS

Criteria: Establishes and maintains effective working relationships with co-workers, supervisors and the public.

- Provide client support and consultation for IT issues and make recommendations on applicable technology.
- Assist co-workers and does not disrupt work unit.
- Establishes and maintains good customer relationships.
- Identifies affected end users & staff members and ensures communication transpires with them.
- Keeps supervisor informed of project/ task status, any issues, and what is being done to resolve them.

Criteria: Accepts direction and suggestions for work improvements from supervisor(s) and is willing to learn from others.

- Accepts constructive criticism from supervisors to improve performance
- Works with others to maintain the values of the Agency.
- Assist co-workers and does not disrupt work unit.

Criteria: Works as a team member toward accomplishing the division and agency's goals and supports team decisions; is willing to assist with tasks and assignments outside of normal job duties.

- Operate as a spokesperson for the business departments as they interact with the Agency to determine appropriate computer-related solutions to business problems.
- Provides timely guidance and feedback to help team accomplish a task or solve a problem.
- Ensures that coworkers have adequate information (including up to date technical documentation when appropriate or requested).
- Considers others schedules when requesting time off or scheduling appointments.

Criteria: Uses tact and respect when communicating with others.

- Facilitate an elicitation session with a large group of stakeholders
- Tactful and respectful when dealing with others
- Demonstrates respect, integrity, and keeps commitments.
- Professional behavior when dealing with all staff members.

Criteria: Deals appropriately and professionally with conflicts and unanticipated problems.

- Remains open to others' ideas and opinions even when they conflict with your own.
- Identifies and resolves conflicts.

Category: WORK HABITS

Criteria: Complies with leave policies and procedures

- Ensures compliance with all applicable laws, policies, procedures, and standards.

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- Plans leave ahead of time and provides adequate notice to supervisor.
- Attend internal staff meetings as requested.
- Complies with all leave policies and procedures.
- Submits accurate time sheet.

Criteria: Punctuality (start time, breaks)

- Prompt when reporting to work, late no more than 4 times per year
- Prompt when reporting to work, meetings, training, etc.

Criteria: Use and application of time

- Effective meeting management (starting on time, preparation, facilitation, agendas in advance, minutes).
- Appropriate meeting participation (arrive on time with appropriate materials, adheres to established agenda).
- Keeps Outlook calendar up to date so that other staff members are aware of availability.

Criteria: Use and care of State property

- Have no occurrence of damage to state property due to carelessness.
- Reports equipment damage or malfunction to supervisor.
- Maintains a neat and orderly work area when working on-site.

Criteria: Complies with safety rules and regulations

- Reports unsafe working conditions.