APPENDIX O

CONTRACTOR ROLES, RESPONSIBILITIES AND MINIMUM QUALIFICATIONS

Appendix O – Contractor Key Roles, Responsibilities and Minimum Qualifications

Key:
FT/PT denotes whether the Contractor Resource will be assigned to the MVDLS Project on a full-time or part-time basis.
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Contractor Required Key Project Leadership Roles, Responsibilities & Minimum Qualifications

Role	Responsibility	Minimum Qualifications	Shared Role
Executive Sponsor	▶ Serve as primary point of contact and Executive Liaison between Contractor and PennDOT ▶ Take accountability for Contractor delivery of MVDLS project ▶ Provide high-level oversight of all Contractor deliverables and services provided in the completion of deliverables ▶ Work with PennDOT Leadership to resolve issues that are escalated ▶ Act as the designated interface between the Contractor and PennDOT's designated equivalent role (CIO)	▶ Prior leadership involvement on a legacy modernization project of similar size and scope	N
Executive Project Manager	▶ Administration and fulfillment of the terms of the contract with PennDOT ▶ Maintain day to day involvement in the project ▶ Maintain accountability for delivery of all phases of the MVDLS project: ▪ Drive the Contractor's team of staff and sub-contractors on a day to day basis, to completion of all their Deliverables within agreed upon timeframes and to the agreed upon quality ▪ Provide strategic advice to the MVDLS Executives ▪ Strategically align plans, policies and schedules for the project to PennDOT's plans and schedules ▪ Facilitate approvals of the Contractor's Deliverables by PennDOT ▪ Resolve strategic and escalated issues arising under the contract ▪ Represent the Contractor at Project Governance Committee meetings	▶ At least 3 years of experience overseeing and monitoring the application of the Contractor's delivery tools and methodologies, best practices and knowledge bases ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects ▪ in the development of system modernization strategies, plans, and schedules; ▶ Superior communication (oral and written), presentation and interpersonal skills; ▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment; ▶ Prior experience with iterative projects preferred	N

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Role	Responsibility	Minimum Qualifications	Shared Role
	▪ Act as the primary escalation point for issues resolution ▪ Provide executive level engagement with any other 3rd party Contractor executives involved in the MVDLS Project ▶ Act as the designated interface between the Contractor and PennDOT's designated equivalent role (ITPDD Director)		

Program Management Lead	▶ Sole point of contact with PennDOT's designated equivalent (Program Manager) for the purpose of formal status reporting, issue resolution coordination, approval coordination
	▶ Overall accountability for the Contractor's scope of work
	▶ Maintain management and accountability of Contractor's MVDLS Solution project team(s)
	▶ Maintain project execution governance processes as outlined in the Appendix I (Standard IT Project Governance)
	▶ Maintain communication with Contractor's stakeholders
	▶ Liaise with senior executives when required
	▶ Maintain accountability for all project management Deliverables as stated in this RFQ
	▶ Maintain responsibility for developing and maintaining the detailed project schedule (including specific project scope, time, quality and resources inclusive of PennDOT resources)
	▶ Maintain responsibility for the ongoing maintenance of the detailed, schedule that was agreed to within the timeframe denoted in the Task section of this RFQ
		▶ At least 3 years of experience managing the implementation of systems:
		  ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		  ▪ in the development of system modernization strategies, plans, and schedules;
		▶ 3 years of prior experience with iterative projects
		▶ Superior communication (oral and written), presentation and interpersonal skills;
		▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment;
			N

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Role	Responsibility	Minimum Qualifications	Shared Role
	• Schedule updates will be performed on a weekly basis • updates will include the same acceptance criteria as for the initial plan • See Appendix I (Standard IT Project Governance) for details regarding project status reporting ▶ Develop, facilitate the review and approvals, and manage the Contractor's project schedule for the delivery of the MVDLS Solution by the Contractor ▶ Manage and coordinate reviews of Contractor schedules, plans, estimates and deliverables ▶ Proactively monitor and report on all project Deliverables against schedules, scope and resources ▶ Manage critical analyses of deviations from schedules and facilitate resolutions to return the project to baseline schedule ▶ Manage forums and other mechanisms for monitoring and reporting by all the Contractor's project managers on progress against schedule, current risks, and issues ▶ Report on all agreed upon performance metrics according to the agreed upon schedule ▶ Maintain accountability for ensuring the successful completion of all phases of the project from concept/definition (initiation) through planning to implementation (execution, monitoring and control) and close-out ▶ Proactively monitor and critically analyze all proposed changes to scope, timing and/or resources arising within the Contractor's organization prior to submitting any such change requests to PennDOT		

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Role	Responsibility	Minimum Qualifications	Shared Role
	▸ Conform to all PennDOT governance processes as described in Appendix I (Standard IT Project Governance)		

Chief Technology Lead	▸ Establish the technical direction within the Contractor's staff and subcontractors, following PennDOT Enterprise IT Standards and shall ensure that all technical designs align with industry standards
	▸ Act as the designated interface between the Contractor and PennDOT's designated equivalent role (Chief Architect)
	▸ Maintain accountability for the technology management of all phases within the MVDLS Project:
	  ▪ Provide leadership and direction to the Contractor's technical team of staff and subcontractors on a day to day basis, to completion of all their Deliverables within agreed upon timeframes and to the agreed upon quality
	  ▪ Maintain overall technology decision accountability on behalf of the Contractor
	  ▪ Act as the single interface between the Contractor and PennDOT's Enterprise Architect on all technical aspects of the architecture and design of the MVDLS solution
	  ▪ Provide strategic advice to the PennDOT technical team
	  ▪ Strategically align technology policies and schedules for the project to PennDOT's plans and schedules
	  ▪ Facilitate approvals of the Contractor's Deliverables by PennDOT
	  ▪ Resolve strategic and escalated technology issues
		▸ At least 7 years of experience fulfilling similar responsibilities
		▸ At least 3 years of experience overseeing and monitoring the application of the Contractor's systems architecture & integration tools and methodologies, best practices and knowledge bases
		  ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects
		  ▪ in the development of system modernization strategies, plans, and schedules;
		▸ Prior experience with iterative projects preferred
		▸ Superior communication (oral and written), presentation and interpersonal skills;
		▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment;
			N

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Role	Responsibility	Minimum Qualifications	Shared Role
	▪ Provide executive level engagement with any other 3rd party Contractor executives involved in the MVDLS Project		

Requirements Management Lead	▸ Maintain responsibility for strategic advice and for all requirement activities relating to the Contractor's and other 3rd party Deliverables
	
	▸ Act as the designated interface between the Contractor and PennDOT's designated equivalent role (Business Analysis Lead)
	
	▸ Direct and manage the strategic and tactical alignment of requirements activities, plans and policies for the MVDLS Solution
	
	▸ Hold overall accountability for the quality of requirements for the MVDLS Solution
	
	▸ In conjunction with PennDOT, evolve PennDOT requirements methodology and ensure that the methodology is applied consistently throughout the duration of the project
	
	▸ Advise senior management on strategic direction
	
	▸ Participate in meetings with PennDOT and Contractor representatives as necessary
	
	▸ Participate in Project Governance Committee (PGC) and/or Project Execution Management Team (PEMT) meetings at PennDOT's request
	
	▸ Maintain accountability for ensuring:
	  ▪ Successful completion of all requirements within the MVDLS Solution and accountable to ensure those requirements are traceable from analysis to testing and implementation
	  ▪ Adherence to quality standards by all MVDLS Solution project teams, and effectively manage and
		▸ At least 5 years of experience eliciting requirements for the implementation of large, complex, multi-stakeholder integrated business systems;
		
		▸ At least 3 years of experience in overseeing and monitoring the implementation of systems:
		  ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects
		  ▪ in the development of system modernization strategies, plans, and schedules;
		
		▸ 3 years prior experience with iterative projects
		
		▸ Superior communication (oral and written), presentation and interpersonal skills;
		
		▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment;
			N

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Role	Responsibility	Minimum Qualifications	Shared Role
	resolve project risks and issues as they relate to requirements ▪ Facilitate ongoing communication with stakeholders relating to requirements, and facilitate timely resolution of issues to keep the project on agreed upon schedule		
Account Manager	▸ Maintain responsibility for administering the financial aspects of the Contract on behalf of the Contractor ▸ Act as the designated interface between the Contractor and PennDOT's designated equivalent role (Contract Management Lead) ▸ Maintain responsibility for contract management ▸ Participate in meetings with PennDOT representatives ▸ Maintain responsibility for service level/performance management ▸ Possess authority to fully represent the Contractor throughout the continuance of the Contractor's work efforts	▸ At least 3 years of experience in a similar role for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▸ Demonstrated service level / performance management experience; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment;	Y

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Contractor Required Key Project Core Team Roles, Responsibilities & Minimum Qualifications

Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role

Project Managers
 	
(may assign more than one at the discretion of the Contractor in order to accomplish the scope of work)
	▸ Maintain responsibility for a defined subset of Deliverables based on the Contractor's distribution of project management assignments among Contractor's Project Managers
	▸ Act as the designated interface between the Contractor and PennDOT's designated equivalent role
	▸ Provide day-to-day project co-ordination, planning, management and control responsibilities in both business and IT environments
	▸ Be available to meet with members of PennDOT's project team at one of the designated locations listed when required
	▸ Be responsible for adhering to project governance processes as articulated in the designed Appendix (Standard IT Project Governance)
	▸ Be responsible for conducting reviews of internal schedules and other inter-dependent schedules, estimates and Deliverables
	▸ Ensure schedules are achievable, fully integrated and meet the Solution scope objectives
	▸ Act as counterparts of PennDOT's designated Project Managers
		▸ At least 3 years of experience in a similar role:
		  ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		  ▪ In the development of system modernization strategies, plans, and schedules;
		▸ 3 years prior experience with iterative projects
		▸ Superior communication (oral and written), presentation and interpersonal skills;
		▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment
			FT	N

Test Lead	▸ Maintain responsibility for leading the execution of all quality assurance and testing;
	  ▪ Plan the quality assurance testing phases of the project
	  ▪ Maintain accountability for the creation and execution of test strategies and plans
	  ▪ Execute testing, assist in training according to the project schedule
		▸ At least 3 years of experience in a similar role:
		  ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		  ▪ In the development and execution of testing strategies, plans, and schedules;
			FT	N

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▪ Oversee the testing process for validation of the configuration ▪ Ensure full requirements / design / architecture traceability throughout the entire software development life cycle ▪ Maintain accountability for the overall defect management process ▪ Maintain accountability for regular test status reporting ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ Experience managing testing for iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		

System Development Manager	▸ Maintain responsibility for the development, configuration, and customization of the full MVDLS Solution;
	▸ Maintain responsibility for the development of the integration of the MVDLS Solution to PennDOT systems (including legacy systems) and external partners as described in Appendix J (MVDLS Interfaces)
	▸ Oversee all development, systems analysis, design, configuration, coding, testing (Unit, System Integration, and User Acceptance), deployment, and the post implementation support
	▸ Provide leadership and technical direction to the development team for the development of the MVDLS Solution
	▸ Support the PennDOT project manager to integrate the development plan (e.g. plans for systems development activities) to the overall project
	▸ Allocate work assignments and monitor work progress
		▸ At least 3 years of experience in a similar role implementing systems:
		  ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		  ▪ in the development and execution of development strategies, plans, and schedules;
		▸ 3 years of prior experience with iterative projects
		▸ Superior communication (oral and written), presentation and interpersonal skills;
		▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment;
			FT	N

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▸ Make corrective action to meet objectives and implementation timeline ▸ Prioritize the development tasks according to PennDOT's direction ▸ Provide regular status updates to the PennDOT project manager on the development progress ▸ Advise the PennDOT project manager and senior management on risks and issues ▸ Manage the deployment of systems and provide input to address all considerations such as technology infrastructure implementation ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role			
Data Load / Migration Lead	▸ Maintain responsibility for the load and migration of records (including documents) and data to the new MVDLS Solution ▸ Lead the assistance to PennDOT in the migration of all data from the legacy systems into the new MVDLS Solution ▸ Oversee all strategies of the migration process ▸ Lead the development of the data load and migration plan ▸ Lead the design and documentation of data model and data mapping from legacy to the new Solution required by conversion / integration ▸ Lead the design, implementation and documentation of data migration process, including the programs and the execution schedules ▸ Lead performance tuning of the data migration application when necessary	▸ At least 3 years of experience in a similar role implementing systems: ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ in the development and execution of data migration strategies, plans, and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	FT	N

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▶ Lead the effort to complete mapping, interfaces, test conversions, enhancements, actual conversion, and verify completeness and accuracy of converted data, resolve post-implementation data issues and assist in post-implementation data quality monitoring ▶ Analyze and coordinate data file conversions and work with importing files from heterogeneous platforms ▶ Coordinate knowledge transfer to PennDOT staff ▶ Configure the application for data load and migration, unit test the load and migration, create the data map and assist in overall load and migration of data ▶ Act as the designated interface between the Contractor and any PennDOT designated equivalent role			

Information and Data Architect Lead	▶ Maintain responsibility for the architecture, design, development and management of all information, structured and unstructured data, database and content management components of the new MVDLS Solution
	
	▶ Oversee all strategies of the information, data and content management processes
	
	▶ Ensure that all information, data, database and content management solution components promote the integrity, security and confidentiality of all Personally Identifying Information (PII) and other sensitive citizen and Commonwealth data
	
	▶ Lead the design and development of data security, masking, encryption and other similar solution elements and components to ensure the security and confidentiality of citizen and Commonwealth data
		▶ At least 3 years of experience in a similar role implementing systems:
		
		  ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		
		  ▪ in the development and execution of information and data architecture strategies, plans, and schedules;
		
		▶ Prior experience with iterative projects preferred
		
		▶ Superior communication (oral and written), presentation and interpersonal skills;
		
		▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment
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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▶ Lead the design and development of information lifecycle management strategies, processes and solution components ▶ Lead the logical and physical data modeling and data model documentation ▶ Lead the design, development, implementation, performance tuning and optimization of relational database solution components, including instances, databases, schemas, tables, views, procedures, data files, backup/recovery, etc. ▶ Lead the design, development, implementation, performance tuning and optimization of all content management solution components ▶ Ensure that all information, data, database and content management solution components meet the needs of the transactional, operational and analytical needs of the solution ▶ Coordinate knowledge transfer to PennDOT staff ▶ Act as the designated interface between the Contractor and any PennDOT designated equivalent role			

Business Analyst Lead	▶ Coordinate the detailed business analysis
	▶ Identify and translate high level, conceptual user requirements and specifications
	▶ Facilitate completion of project Deliverables
	▶ Define business strategies for the application of the new technology
	▶ Participate in business process reengineering activities
	▶ Contribute to the development of project evaluation criteria
		▶ At least 3 years of experience in a similar role implementing systems:
		  ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		  ▪ In the development and execution of business analysis strategies, plans, and schedules;
		▶ Prior experience with iterative projects preferred
			FT	Y

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▶ Act as the designated interface between the Contractor and PennDOT's designated equivalent role	▶ Superior communication (oral and written), presentation and interpersonal skills; ▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		
Solution Architect	▶ Direct and coordinate the Contractor's Solution architecture efforts ▶ Maintain overall responsibility on the Contractor's side for all aspects of the architectural domains (including business, information, application, technology, and security) for the MVDLS Solution ▶ Maintain responsibility for the detailed design of all applications in scope of this project including but not limited to Blueprint Subsystems ▶ Maintain responsibility for all architecture and design Deliverables for the overall solution ▶ Maintain responsibility for solution mapping to business requirements and maintaining traceability between design and requirements ▶ support PennDOT in architecture checkpoint process ▶ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▶ At least 3 years of experience in a similar role implementing systems: ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ in the development and execution of solution architecture strategies, plans, and schedules; ▶ Prior experience with iterative projects preferred ▶ Superior communication (oral and written), presentation and interpersonal skills; ▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	FT	Y
Technical Architect (Infrastructure)	▶ Maintain responsibility for aligning the software with PennDOT's Enterprise IT infrastructure standards and PennDOT-specific business requirements ▶ Assess, develop, recommend and implement the technology infrastructure stack in various environments to be used to implement, host and deploy the MVDLS Solution	▶ At least 3 years of experience in a similar role implementing systems: ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;	PT	Y

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▸ Maintain responsibility for interfacing with the infrastructure team to realize the infrastructure needs for the project ▸ Develop / revise logical application deployment model and application implementation model ▸ Support PennDOT in the architecture checkpoint process ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▪ in the development and execution of technical architecture strategies, plans, and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		
Network Architect	▸ Architect networking technologies that enable the MVDLS Solution to interact with the PennDOT network in real-time for end-to-end, app-integrated control, security and delivery ▸ Assess, develop, recommend and implement network architecture necessary to deploy the MVDLS Solution ▸ Maintain responsibility for aligning network architecture with PennDOT's Enterprise IT infrastructure standards ▸ Maintain responsibility for interfacing with the network team to realize network needs for the project ▸ Support PennDOT in the architecture and deployment checkpoint process ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ At least 3 years of experience in a similar role implementing systems: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ In the development and execution of network strategies, plans, and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	PT	
Business Architect	▸ Analyze government information pertinent to business architecture ▸ Consult with business contacts on specific business architecture elements	▸ At least 3 years of experience in a similar role implementing systems: ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;	FT	Y

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▶ Support PennDOT to maintain/revise business architecture models ▶ Generate business architecture artefacts and support PennDOT to obtain checkpoint approvals ▶ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▪ in the development and execution of business architecture strategies, plans, and schedules; ▶ Prior experience with iterative projects preferred ▶ Superior communication (oral and written), presentation and interpersonal skills; ▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		
Information Architect	▶ Design, develop and implement logical and physical data architecture/models for MVDLS Solution development and integration interfaces ▶ Assess performance considerations for different database designs in different environments ▶ Develop/revise information architecture artefacts ▶ Support PennDOT in the architecture checkpoint process ▶ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▶ At least 3 years of experience in a similar role implementing systems: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ In the development and execution of information architecture strategies, plans, and schedules; ▶ Prior experience with iterative projects preferred ▶ Superior communication (oral and written), presentation and interpersonal skills; ▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	FT	Y
Application Architects *(may assign more than one at the discretion of the*	▶ Maintain responsibility for defining individual logical application design documents for the MVDLS Solution components and integration tier required to deliver the business requirements (some of these	▶ At least 3 years of experience in a similar role implementing systems: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and	FT	Y

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
Contractor in order to accomplish the scope of work)	applications have been outlined in Appendix G – Enterprise IT Standards) ▸ Develop / revise logical application design document ▸ Maintain responsibility for assessing the business requirements documented by the project and identify gap requirements that will require customization ▸ Support PennDOT in the architecture checkpoint process ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	IT projects including large-scale legacy modernization projects; ▪ In the development and execution of application architecture strategies, plans, and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		
Security Architect	▸ Define, evaluate, and assess security architecture considerations and design in the project architecture Deliverables for the Solution ▸ Ensure incorporation of IT security and contingency measures in the development of the MVDLS Solution ▸ Advise on the identification, analysis, and resolution of specific security factors, risks, vulnerabilities ▸ Advise on protection of personal privacy issues ▸ Advise on appropriate industry and international security standards ▸ Support the PCI compliance assessment of the MVDLS Solution ▸ Support the threat risk assessment of the MVDLS Solution ▸ Support PennDOT in the architecture checkpoint process ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ At least 3 years of experience in a similar role implementing systems: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ In the development and execution of security architecture strategies, plans, and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment; ▸ CISSP - Certified Information Systems Security Professional or similar preferred	PT	Y

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Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
Usability Specialist	▸ Provide the oversight and be responsible for developing quantifiable, measurable Usability Objectives and KPIS ▸ Ensure that the objectives are: ▪ Elaborated and completed based on the high-level Usability goals and objectives ▪ Representative of processes supporting the business ▪ Representative of processes supporting enterprise services ▪ Measurable and quantifiable through key performance indicators ▸ Maintain responsibility for all Usability Deliverables ▸ Maintain responsibility for implementing User Centered Design Methodology during the execution of the program ▸ Maintain responsibility for conducting Usability tests and communicating the status of test results ▸ Contribute to iterative changes of the wireframes based on reviews conducted by PennDOT ▸ Maintain responsibility for reporting on the progress of the Usability Deliverables to PennDOT ▸ Maintain accountability for ensuring the successful completion of all Contractor Usability activities from concept to implementation to meeting the goals on all the Usability KPIs mandated by PennDOT ▸ Proactively monitor the progress of Usability activities and stay aligned to overall schedule ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ At least 3 years of experience in a similar role implementing systems: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ In the development and execution of system usability strategies, plans, and schedules; ▸ Prior experience overseeing and monitoring the application of the Contractor's usability tools and methodologies, best practices and knowledge bases: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ In the development and execution of system usability strategies, plans and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	PT	Y

Appendix O – Contractor Key Roles, Responsibilities and Minimum Qualifications

Key:
FT/PT denotes whether the Contractor Resource will be assigned to the MVDLS Project on a full-time or part-time basis.
Shared Role denotes whether a Contractor Resource may be responsible for that Role in addition to another identified Role.

Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
Function Lead (SME)	▶ Provide MVDLS domain expertise ▶ Provide strategic driver and vehicle advice to the PennDOT team, executives and Contractor subcontractors ▶ Provide leadership and direction to the Contractor's technical team of staff and Subcontractors on a day to day basis, on any industry/domain clarifications that might be needed for requirement clarification ▶ Ensure that all PennDOT business decisions align with the best industry practices and lessons learned from successful implementations of driver and vehicle Solutions across North America ▶ Develop and enforce methodologies and driver and vehicle best practices for the development, extraction and documentation of requirements from business subject matter experts, PennDOT Policy & Directives, other available documentation and other sources ▶ Facilitate and manage workshops with business subject matter experts (business & IT) to extract and develop system and detailed business requirements ▶ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▶ At least 3 years of experience in a similar role: 　▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▶ Demonstrated Motor Vehicle and Driver License domain experience; ▶ Prior experience with iterative projects preferred ▶ Superior communication (oral and written), presentation and interpersonal skills; ▶ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	FT	Y
Release Manager	▶ Develop the overall deployment strategy as part of the implementation plan and determine the timing and approach required to roll out the MVDLS Solution to the entire organization ▶ Create and assist in the first administrative data setup and establishes help desk and user support procedures as part of the support model ▶ Maintain responsibility for:	▶ At least 3 years of experience in a similar role: 　▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; 　▪ In the development and execution of release strategies, plans, and schedules; ▶ Prior experience with iterative projects preferred	FT	Y

Appendix O – Contractor Key Roles, Responsibilities and Minimum Qualifications

Key:
FT/PT denotes whether the Contractor Resource will be assigned to the MVDLS Project on a full-time or part-time basis.
Shared Role denotes whether a Contractor Resource may be responsible for that Role in addition to another identified Role.

Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▪ Managing all code releases from one environment to another ▪ Coordinating business change management team for purposes of release planning ▪ Coordinating with all PennDOT / non-PennDOT IT stakeholders for successful releases ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		
Service Management Lead	▸ Define, evaluate and assess Service Management requirements for the MVDLS Solution ▸ Develop particular collateral required for Service Design Package and engage other Contractor teams for input ▸ Provide input for particular collateral required for Service Design Package ▸ Lead completion and execution of SLAs on behalf of the Contractor ▸ Act as the point of contact for PennDOT for Service Management issues ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ At least 3 years of experience in a similar role: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▪ In the development and execution of service management strategies, plans, and schedules; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills; ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment	FT	Y
Technical Writing Lead	▸ Maintain responsibility for developing, with assistance from PennDOT Subject Matter Experts (SMEs), all business policy and procedure manuals / documents, associated communication and other information publications related to business delivery; ▸ Provide all required documents for review and approval by PennDOT staff;	▸ At least 3 years of experience in a similar role: ▪ For large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects; ▸ Prior experience with iterative projects preferred ▸ Superior communication (oral and written), presentation and interpersonal skills;	FT	Y

Appendix O – Contractor Key Roles, Responsibilities and Minimum Qualifications

Key:
FT/PT denotes whether the Contractor Resource will be assigned to the MVDLS Project on a full-time or part-time basis.
Shared Role denotes whether a Contractor Resource may be responsible for that Role in addition to another identified Role.

Role	Responsibility	Minimum Qualifications	FT/PT	Shared Role
	▸ Act as the point of contact for all matters related to Knowledge Management documents; ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role	▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment		

Organizational Change Management Lead	▸ Act as the point of contact for organizational change management (OCM) and knowledge management (KM) and training efforts;
	 ▸ Coordinate and set up meetings and provide updates / discussion / feedback weekly or more frequently if required
	 ▸ Support PennDOT's OCM Strategy by providing strategic advice regarding best practices and lessons learned from jurisdictions where a similar solution has been implemented (includes communication strategy, activities and materials)
	 ▸ Maintain accountability for the training and knowledge management including strategy, plan and implementation
	 ▸ Act as the designated interface between the Contractor and any PennDOT designated equivalent role
		▸ At least 3 years of experience in a similar role:
		   ▪ for large, complex, multi-year, multi-tier, multi-stakeholder integrated business and IT projects including large-scale legacy modernization projects;
		   ▪ in the development and execution of organizational change management strategies, plans, and schedules;
		 ▸ Prior experience with iterative projects preferred
		 ▸ Superior communication (oral and written), presentation and interpersonal skills;
		 ▸ Superior leadership and consulting skills, with demonstrated ability to work independently; and in a team/multi-stakeholder enterprise environment
			FT	Y