



Attachment 4 – Implementation and Staffing Questionnaire

A Word format version of this document can be provided separately for completion.

Instructions:

1. Provide your detailed proposed project approach, ensuring your plan covers all areas and questions listed below. Please provide your response using the sections provided in the tables below.
2. For Option A (PAS Implementation):
 - a. Project Schedule
 - i. Respondents must provide a detailed project schedule in Microsoft Project or MS Excel format (native format and PDF)
 - ii. Label the project schedule as Attachment 4A – Project Schedule and include both files
 - iii. The schedule should include:
 - Tasks and timing for all project phases including setup, requirements, development, configuration, testing, training, change management, data conversion, etc.
 - Data conversion milestones and synchronization points
 - All Respondent, ICERS, and other vendor tasks
 - b. Candidate Information
 - i. Respondents must provide resumes for project team candidates
 - ii. Label the candidate information as Attachment 4B – Candidate Information
3. For Option B (Third-Party Administration Services):
 - a. Project Schedule
 - i. Respondents must provide a detailed transition plan in Microsoft Project or MS Excel format (native format and PDF)
 - ii. Label the transition plan as Attachment 4A - Project Schedule and include both files
 - iii. The plan should include:
 1. Tasks and timing for all transition phases including planning, knowledge transfer, data migration, process implementation, staff training, and service cutover
 2. Service transition milestones and checkpoints
 3. All Respondent, ICERS, and other stakeholder tasks
 - b. Candidate Information
 - i. Respondents must provide resumes for project team candidates
 - ii. Label the candidate information as Attachment 4B – Candidate Information



4.1 Project Management

Project Management	
4.1.01	Does your project schedule and/or implementation approach account for contingency? Please explain.
4.1.02	<p>Based on the requirements of the RFP:</p> <ul style="list-style-type: none"> • What is the scope of the implementation? • What is considered out of scope for you, but still necessary for the project? • What are the project assumptions?
4.1.03	<p>Project duration, effort, and phasing:</p> <p>For Option A (PAS Implementation):</p> <ul style="list-style-type: none"> • How long will the overall project take? • What are the main project phases? • How long will each phase take? • What are the major activities/tasks? • What are the hour estimates for each phase? • What are the start and finish dates for each phase? • Will there be software releases during implementation, and will we be required to include them? Provide details on how these are planned for and included. <p>For Option B (Third-Party Administration):</p> <ul style="list-style-type: none"> • How long will the service transition take? • What are the main transition phases? • How long will each phase take? • What are the major transition activities/tasks? • What are the hour estimates for each phase? • What are the start and finish dates for each phase? • How will you ensure continuity of service during transition?



Project Management	
4.1.04	<p>Deliverables and milestones:</p> <p>For Option A (PAS Implementation):</p> <ul style="list-style-type: none"> • What are the major milestones in the project? • What are the project deliverables for each milestone? Please include a detailed enough description to give ICERS a good expectation of content and include completion criteria. • Show all gates and decision points in your plan. <p>For Option B (Third-Party Administration):</p> <ul style="list-style-type: none"> • What are the major transition milestones? • What are the service establishment deliverables for each milestone? Include detailed descriptions and acceptance criteria. • Show all service validation points and go/no-go decision points in your plan.
4.1.05	<p>Approach and Methodology:</p> <p>For Option A (PAS Implementation):</p> <ul style="list-style-type: none"> • Describe the project approach and implementation methodology (i.e. Agile, hybrid, waterfall) and why you believe this is the best approach for ICERS. • Describe any tools, environments you use (e.g. Kanban boards, sandboxes) • ICERS is looking for an iterative implementation approach that allows for ICERS SME's to access and/or test elements of the Solution functionality throughout the project. Given the inter-dependency of overall pension operations, however, we want to ensure that final sign-off is only provided when full Solution functionality is delivered. Please explain how your approach will support and balance ICERS' desire to oversee Solution setup progression and ensure that overall functional requirements are met. In addition, please ensure to reflect this approach in your Solution Cost and ICERS resourcing responses. • Please explain your approach to client resource planning. How do you handle peak operational periods? How do you approach shared project resources? • Please explain your approach to task delays within the project. • What formal methods and disciplines will be employed to effect high-quality releases of functionality?



Project Management	
	<p>For Option B (Third-Party Administration):</p> <ul style="list-style-type: none"> • Describe your service transition methodology and why it's best for ICERS • Describe any tools and tracking systems you use • ICERS seeks a phased transition approach allowing validation of service quality throughout the transition. Explain how your approach achieves this. • Explain your approach to resource planning, peak periods, and knowledge transfer • Explain your approach to transition delays • What methods ensure high-quality service delivery?
4.1.06	<p>Change Requests:</p> <ul style="list-style-type: none"> • Describe the change request process during the implementation period. • Do you commonly see change orders or requests during an implementation process? • If so, what kind of change orders or requests are common during an implementation?
4.1.07	<p>Risk and Issue Management:</p> <ul style="list-style-type: none"> • Identify the risks you see for this implementation and discuss risk mitigation strategies for each. In addition, describe what ICERS and the selected Respondent need to do to help mitigate these risks. • Give one example of a successful implementation. What made the project work well? • Give one example of an implementation that did not go as planned. What happened? What were the lessons learned? • For Option A: What is your process if there is a product upgrade mid-implementation? • For Option B: What is your process if there are regulatory or process changes during transition?
4.1.08	<p>Dependencies:</p> <ul style="list-style-type: none"> • Identify the factors both inside and outside of the project that are required to be in place to successfully complete this project.



Project Management	
4.1.09	<p>Constraints</p> <ul style="list-style-type: none"> Identify the factors that put restrictions on the Respondent’s ability to execute the project.
4.1.10	<p>Project / Deliverable Quality Management:</p> <ul style="list-style-type: none"> Describe the process that will be used to ensure that the project delivers the desired outcome at the agreed to level of quality.
4.1.11	<p>Success Criteria:</p> <ul style="list-style-type: none"> Describe, as precisely as possible, the criteria that will be used to determine project success. Success criteria, if met, determine that the project has achieved what it was formed to achieve.
4.1.12	<p>Completion Criteria:</p> <ul style="list-style-type: none"> Describe, as precisely as possible, the criteria that will be used to determine that the project work has been finished, independent of whether or not the project is successful. Criteria should be Specific, Measurable, Achievable, Relevant and Time-bound.

4.2 Project Governance and Staffing

Project Governance and Staffing	
4.2.01	<p>Project Governance:</p> <p>ICERS expects the Respondent to assign a team with significant relevant experience. For Option A (PAS Implementation), the team must have extensive experience with the proposed solution. For Option B (Third-Party</p>



Project Governance and Staffing	
	<p>Administration), the team must have demonstrated experience in pension administration services. The assigned team will be required to participate in presentations and staff interviews. The Respondent should only present staff who will be available for an extended period. ICERS reserves the right to designate certain team members as 'key personnel' who cannot be removed without prior ICERS approval.</p> <p>Provide a governance model and staffing plan that includes:</p> <ul style="list-style-type: none"> • Project governance model, including people, meetings, reporting, decision frameworks, and escalation procedures • Note that ICERS leadership will be actively involved in the project/transition. We expect similar engagement from the Respondent's executive team, continuing through the transition to operational mode • Organization diagram showing the proposed structure, including both Respondent and ICERS teams, clearly indicating project leadership
4.2.02	<p>Respondent Resources:</p> <p>Provide a project team matrix including:</p> <ul style="list-style-type: none"> • Name • Length of employment with company • Location • Project / service role • Role description • Key activities • Time allocation • Years of experience in assigned role • Years of experience in other relevant roles (role and years) • Years of experience in pension administration industry For Option A: Number of PAS implementations completed For Option B: Number of pension systems supported <p>Additional requirements:</p> <ul style="list-style-type: none"> • Identify key roles and provide detailed information about assigned personnel's experience in similar projects/services • Identify backup resources for key roles • List any subcontractors and their roles



Project Governance and Staffing	
	<ul style="list-style-type: none"> Describe the process for replacing assigned resources <p>Assignment priority:</p> <p>Include statements that:</p> <ul style="list-style-type: none"> Key personnel identified and accepted by ICERS will be dedicated to ICERS as their primary assignment Any changes to key personnel require ICERS' prior written approval The project/program manager will be fully dedicated to ICERS Key personnel will attend all required presentations and interviews during the selection process The key personnel identified in your Proposal will attend the product demonstrations and interviews, should you be one of the shortlisted Respondents. <p>Include resumes for all project team candidates as Attachment 4B.</p>
4.2.03	<p>ICERS Resources:</p> <p>Provide a resource matrix for required ICERS staff including:</p> <ul style="list-style-type: none"> Role Role description Key activities Pre-requisite skills Time allocation Number of staff needed <p>Other Resource Requirements:</p> <ul style="list-style-type: none"> Identify any additional resources needed beyond Respondent and ICERS staff For Option A: Specify any technical infrastructure support requirements For Option B: Specify any operational support requirements



4.3 Business Process Improvement Analysis

Business Process Improvement Analysis	
4.3.01	<p>For Option A (PAS Implementation):</p> <p>ICERS requests a review of its processes before starting functional requirements, to ensure processes are designed for optimal use of your solution, user experience, efficiency, and automation. Please explain how you will accommodate this request within your implementation process and ensure your Solution Cost includes this process. Include the following information:</p> <ul style="list-style-type: none"> • What is your approach to this process? • What roles will be involved in this process from your team? • How long will this analysis take? • What deliverables will be produced? <p>For Option B (Third-Party Administration):</p> <p>ICERS requests a review of its current processes to ensure efficient service delivery. Please explain how you will evaluate current processes and recommend improvements. Include the following information:</p> <ul style="list-style-type: none"> • What is your approach to process assessment? • What roles from your team will be involved? • How long will this evaluation take? • What recommendations will be delivered?



4.4 Business Process Improvement Analysis

Requirements Gathering and Analysis	
4.4.01	<p>Requirements Gathering:</p> <ul style="list-style-type: none"> • Requirements analysis is an iterative and time-intensive process that requires substantial involvement by ICERS staff. • For Option A (PAS Implementation): <ul style="list-style-type: none"> ○ Explain in detail your process for gathering, analyzing, and documenting system requirements ○ Describe how you ensure all requirements are captured correctly ○ Explain your method for prioritizing requirements Note: ICERS requires all requirement documentation to be in writing for review and sign-off • For Option B (Third-Party Administration): <ul style="list-style-type: none"> ○ Explain in detail your process for gathering, analyzing, and documenting service requirements ○ Describe how you will document operational procedures and service levels ○ Explain your method for identifying service priorities Note: ICERS requires all requirement documentation to be in writing for review and sign-off
4.4.02	<p>Requirements Validation and Sign-Off</p> <ul style="list-style-type: none"> • Please explain your process for requirements review, validation, and sign-off • Please explain the process followed if a change is required in requirements after sign-off • Describe how requirements changes are documented and tracked

4.5 Quality Assurance and Testing

Quality Assurance and Testing	
4.5.01	<p>Quality Assurance Approach</p> <p>For Option A (PAS Implementation):</p>



Quality Assurance and Testing	
	<ul style="list-style-type: none"> • Please explain your approach and methodology to testing and quality assurance, including: • Provide an overview of your testing process, all required testing types, and resources involved • Describe the testing tools to be used, including automated test tools, testing matrices, and documentation • Explain your practice for demonstrating testing readiness • Detail what certifications you provide for each release • Describe how test results are documented and delivered to ICERS • Outline the formal methods for testing each build: <ul style="list-style-type: none"> ○ Unit testing ○ Regression testing ○ System testing ○ Performance testing ○ Stress testing • Explain your approach to data conversion testing: <ul style="list-style-type: none"> ○ How and when converted data is tested ○ How testing of functionality and converted data is synchronized ○ Timeline for testing large population batch processes (payroll, COLA, interest, statements) • What do you consider a reasonable defect rate for delivered builds? • Describe your version control and build release management process • Outline ICERS' role in the testing process <p>For Option B (Third-Party Administration):</p> <p>Please explain your approach to quality assurance, including:</p> <ul style="list-style-type: none"> • Describe your quality control processes for service delivery • Outline your testing procedures for: <ul style="list-style-type: none"> ○ Payment processing ○ Benefit calculations ○ Member communications ○ Employer reporting • Detail your quality metrics and reporting • Explain how service accuracy is validated • Describe ICERS' role in quality assurance
4.5.02	Internal Quality Control



Quality Assurance and Testing	
	<p>For Option A:</p> <ul style="list-style-type: none"> • Describe your internal testing process for PAS code changes before client testing • Detail the level of testing effort required • Explain your quality gates and approval process <p>For Option B:</p> <ul style="list-style-type: none"> • Describe your internal quality control processes • Explain your approach to service validation • Detail your quality assurance staffing and oversight
4.5.03	<p>User Experience Testing</p> <p>For Option A:</p> <ul style="list-style-type: none"> • Do you utilize Personas in your testing? If so, describe their use and provide examples • How do you ensure the system meets different user needs? <p>For Option B:</p> <ul style="list-style-type: none"> • How do you test service procedures for different member types? • How do you validate service quality for various stakeholder groups?

4.6 Go-Live and Transition to On-Going Operations

Go-Live and Transition to On-Going Operations	
4.6.01	<p>Go-Live and Warranty Period:</p> <p>For Option A (PAS Implementation):</p>



Go-Live and Transition to On-Going Operations	
	<ul style="list-style-type: none"> Describe your pre go-live planning activities, go-live support activities, and post go-live activities What are your typical "go-live" criteria? Describe the warranty you provide after "go-live". What is provided during this period? <p>For Option B (Third-Party Administration):</p> <ul style="list-style-type: none"> Describe your service transition planning, cutover activities, and post-transition support What are your typical service transition readiness criteria? Describe your service level guarantees for the initial transition period What special support is provided during the initial service period?
4.6.02	<p>Transition and Warranty Period:</p> <p>For Option A:</p> <ul style="list-style-type: none"> How do you ensure transition to the new PAS is successful? Will the implementation team remain available for post go-live support? If so, for how long? What is the division of support responsibilities between you and ICERS in the production environment? Under an on-prem hosting model, how will you ensure that ICERS' IT resources understand how to maintain the system in production? How have you managed similar transitions successfully in the past? What can ICERS do to ensure a successful transition? <p>For Option B:</p> <ul style="list-style-type: none"> How do you ensure service transition is successful? Will the transition team remain available for ongoing support? If so, for how long? What is the division of responsibilities between your team and ICERS staff? How do you ensure knowledge transfer and operational readiness? Describe successful service transitions you've managed in the past What can ICERS do to ensure a successful service transition?