

**DEPARTMENT OF TECHNOLOGY AND INFORMATION  
REQUEST FOR PROPOSALS**



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RFP Number: **DTI210043-IT\_MSP IT**

**STAFFING AUGMENTATION MSP**

Submission Due Date/Time: **April 2, 2021 at 2:00 P.M. EDT**

Four (4) year Term with three (3) possible two-year extensions.

29 Del.C., §6982b

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**PROJECT INFORMATION**

This Request for Proposal (RFP) issued by the State of Delaware, Department of Technology and Information (DTI) is to solicit proposals from interested Contractors to provide a management system and services for augmentation of IT professional staff.

The State of Delaware reserves the right to deny any and all exceptions taken to the RFP requirements.

**PROJECT REQUIREMENTS**

Detailed requirements can be found in Schedule A (attached) – Statement of Work

- 1. Scope of Services** - The Department of Technology and Information (DTI) seeks to establish a contract with a single Managed Service Provider (MSP) to manage the entire IT professional staff augmentation process. The MSP must provide and maintain a Contractor-managed system for the hiring managers and subcontractors. This system will handle Customer Requests, Time Keeping, Performance Tracking and Usage Reporting.
- 2. MSP Cannot Perform as a Subcontractor** – The MSP’s role in this Contract is to manage Independent Subcontractors. To avoid unfair competition and/or conflicts of interest, the MSP may not also perform as the Subcontractor Agency.
- 3. System Requirement** – Contractor to confirm they have a Contractor management system which includes the following requirements:
  - a. Contractor-managed system to have an approval path.
  - b. Contractor-managed system to have register/access rights that can be monitored by the State.
  - c. Contractor-managed system to have the following available fields:
    - i. Accounting Information
    - ii. Hiring manager
    - iii. Department
    - iv. Number of Hours and hourly rate
    - v. Hire Date
    - vi. Resource Name
    - vii. Date of Termination
    - viii. Subcontractor Name
  - d. Contractor must provide details on, and all additional functionality their proposed Contractor-managed system has to offer.

**4. General Process** – Once a staffing need is identified, the business area creates a request in the Contractor’s system that defines the skill set of the resource(s) that is needed and the time period for the need. The MSP solicitates resources from their list of subcontractors, evaluates the proposed resources and provides candidates to the State. The MSP coordinates the interview process and the State selects the candidate. The MSP is responsible for all aspects of the hiring process.

**5. Staff augmentation types** – These may include, but not be limited to:

- a. General IT Staff Augmentation - The augmentation of an existing team with individuals committed to providing full time or part-time support or enhancement for on-going IT initiatives or systems with or without a defined end date.
- b. Project-Based IT Staff Augmentation with defined start and end date contained within a specific project timeline.
- c. Deliverable-Based IT Staff Augmentation for non-project staffing requirements such as disaster recovery or emergency support for critical response events.

**6. Service Levels and Reporting** - The service provider is expected to meet or exceed the service levels defined in Exhibit 1 of Schedule A, "Statement of Work."

**QUESTIONS**

Questions are to be submitted to [DTI\\_ContractorServices@delaware.gov](mailto:DTI_ContractorServices@delaware.gov). In order to ensure a timely response, questions must be submitted at least fifteen (15) business days before the Proposal due date. The Department’s response to questions, along with this RFP and related information, are posted on the State of Delaware Bid Solicitation Directory Website: <http://www.bids.delaware.gov/>. Contractor names will be removed from questions in the responses released. Questions must be submitted in the following format. Deviations from this format will not be accepted.

- Section number
- Paragraph number
- Page number
- Text of passage being questioned

**RFP TIMELINE**

Action Item	Date	Time
RFP Release Date	February 15, 2021	2:00 P.M. EDT
Deadline for bidders to submit questions about this RFP	March 1, 2021	2:00 P.M. EDT
Anticipated Final Response to Bidders’ questions posted by	March 15, 2021	2:00 P.M. EDT
Proposal Deadline	April 2, 2021	2:00 P.M. EDT

**A bidder’s proposal received at 2:00:01 pm Eastern is late and subject to disqualification.**

## **PROPOSAL DELIVERY AND FORMAT**

Interested Contractors must submit the material required herein or they may not be considered for the project:

- 1. Proposals must be received prior to the Submission due date and time** indicated in the RFP Timeline.

Proposals must be hardcopy delivered. Facsimile and E-mail responses to this RFP are not acceptable. It is the responsibility of the submitter to ensure the Proposal is received on time. The Department's time is considered the official time for determining the cut-off for accepting submissions. To be considered for this agreement, Contractors must submit the Proposal as set forth herein.

### **Proposals are to be delivered to the RFP Point of Contact:**

**Sandra M. Clark, IT Procurement Officer**  
**RFP: DTI210043-IT\_MSP**  
**Delaware Department of Technology**  
**801 Silver Lake Blvd.**  
**Dover, DE 19904**

- 2. Submit one (1) original hard copy** of the Proposal. Proposals cannot exceed sixty (60) pages excluding Appendices A through C.
- 3. Submit two (2) .pdf format electronic copies** (e.g. CD, flash drive) copied of the Proposal; one original and one a redacted copy. The original must be a .pdf file of the original signed proposal as submitted and should be clearly marked "Original" on the first page of the .pdf. The redacted copy must be a .pdf file of the original signed proposal with any proprietary or confidential information redacted, and this copy should be clearly marked as "Redacted" on the first page of the .pdf version of the proposal. Electronic copies are to be submitted with the printed Proposal. The electronic redacted copy is required even if the submission contains no proprietary or confidential information.

All information included or referenced must be identical to the offering in the hard copy or the proposal may be considered non-responsive. Information that the Contractor wants considered as part of the proposal found by following any hyperlinks should be printed and submitted with the proposal and all hyperlinks removed. All information listed at a hyperlink provided in any proposal shall not be considered and are not part of any contract that results from this RFP.

Contractors should review Delaware's Freedom of Information Regulations in Section 10002(I) "Public record" of the Delaware Code, <http://delcode.delaware.gov/title29/c100/index.shtml> to determine what information may be considered proprietary or confidential and may be redacted from their proposal.

- 4. Submit two (2) completed copies of proposal worksheets included in each Appendix posted with this RFP**, to include one (1) in .pdf format and one (1) in Excel Format. Copies should be submitted separate from proposal copies. Appendices included in this requirement are listed below:
  - a. Appendix B, Exhibit 1 – Service Level Agreements
  - b. Appendix C – Rates and Fees
  
- 5. A Letter of Interest** should accompany each proposal to briefly summarize the proposing Contractor’s interest in providing the required services and must indicate the following:
  - a. An understanding of the anticipated assignments, services required, and approach to providing the services required.
  - b. Identify the proposed key staff and from what office location they will be working.
  - c. The location, size, and description of the Contractor.
  - d. Confirmation that the Contractor shall not store or transfer non-public State of Delaware data outside of the United States.
  - e. Availability of personnel for immediate placement.
  
- 6. Staff Qualifications:**

Follow instructions below:

  - a. Proposed Team: Indicate Name, Position, and approximate percentage of contract cost each member will perform.
  - b. Resumes of Key Personnel Proposed for this Contract including list of Certifications.
  - c. Resume information is limited to eight (8) individuals regardless of affiliation. Each resume is limited to a single sided page.
  - d. Example Projects: Example Projects provided are limited to ten (10) projects. Single-sided page for each project only.
  
- 7. Provide at least three (3) business references** consisting of current or previous customers of similar scope and value using Attachment 3. Include business name, mailing address, contact name and phone number, number of years doing business with, and type of work performed. The Proposal Evaluation Team will not consider personal references.
  
- 8. Required Forms.** All Contractors responding to the RFP must complete and return the submission forms located in Appendix A – Required Forms of this document.
  
- 9. Agreements** for consideration by the State that would require signing as part of purchasing activity must have draft language submitted and approved for the life of contract. This includes but is not limited to License and Service Level Agreements. Any changes to offered agreement language after contract execution is subject to Department approval.

**No promotional materials or brochures are to be included as part of the submission.**

## **RATING CRITERIA**

All proposals shall be evaluated using the same criteria and scoring process. The following criteria shall be used by the Proposal Evaluation Team to evaluate proposals:

<b>#</b>	<b>Criteria Description:</b>	<b>Weight</b>
1	Statement of Work	50%
2	Service Level Agreements	15%
3	Total Cost of Proposal (including Rates and Fees)	20%
4	Contractor Organization Capabilities and Experience (including Key Personnel)	15%
TOTAL:		<b>100%</b>

## **STANDARD TERMS AND CONDITIONS**

Professional Services RFP Administrative Information

### **1. RFP Issuance**

#### **A. Public Notice**

Public notice has been provided in accordance with 29 *Del. C.* [§6981](#).

#### **B. Obtaining Copies of the RFP**

This RFP is available in electronic form through the State of Delaware Procurement website at [www.bids.delaware.gov](http://www.bids.delaware.gov). Paper copies of this RFP will not be available.

#### **C. Assistance to Contractors with a Disability**

Contractors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information contact the Designated Contact no later than ten days prior to the deadline for receipt of proposals.

#### **D. RFP Designated Contact**

All requests, questions, or other communications about this RFP shall be made in writing to the State of Delaware. Address all communications to the person listed below; communications made to other State of Delaware personnel or attempting to ask questions by phone or in person will not be allowed or recognized as valid and may disqualify the Contractor. Contractors should rely only on written statements issued by the RFP designated contact.

**Sandra M. Clark, IT Procurement Officer**

**RFP: DTI210043-IT\_MSP**

**Delaware Department of Technology**

**801 Silver Lake Blvd.**

**Dover, DE 19904**

**[DTI\\_Procurement@delaware.gov](mailto:DTI_Procurement@delaware.gov)**

To ensure that written requests are received and answered in a timely manner, electronic mail (e-mail) correspondence is acceptable, but other forms of delivery, such as postal and courier services can also be used.

#### **E. Consultants and Legal Counsel**

The State of Delaware may retain consultants or legal counsel to assist in the review and evaluation of this RFP and the Contractors' responses. Contractors shall not contact the State's consultant or legal counsel on any matter related to the RFP.

**F. Contact with State Employees**

Direct contact with State of Delaware employees other than the State of Delaware Designated Contact regarding this RFP is expressly prohibited without prior consent. Contractors directly contacting State of Delaware employees risk elimination of their proposal from further consideration. Exceptions exist only for organizations currently doing business in the State who require contact in the normal course of doing that business.

**G. Organizations Ineligible to Bid**

Any individual, business, organization, corporation, consortium, partnership, joint venture, or any other entity including subcontractors currently debarred or suspended is ineligible to bid. Any entity ineligible to conduct business in the State of Delaware for any reason is ineligible to respond to the RFP.

**H. Exclusions**

The Proposal Evaluation Team reserves the right to refuse to consider any proposal from a Contractor who:

- Has been convicted for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of the contract or subcontract;
- Has been convicted under State or Federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or other offense indicating a lack of business integrity or business honesty that currently and seriously affects responsibility as a State contracted Contractor;
- Has been convicted or has had a civil judgment entered for a violation under State or Federal antitrust statutes;
- Has violated contract provisions such as known failure, without good cause, to perform in accordance with the specifications or within the time limit provided in the contract; or
- Failure to perform or unsatisfactory performance in accordance with terms of one or more contracts;
- Has violated ethical standards set out in law or regulation; and
- Any other cause listed in regulations of the State of Delaware determined to be serious and compelling as to affect responsibility as a State contracted Contractor, including suspension or debarment by another governmental entity for a cause listed in the regulations.

**2. RFP Submissions**

**A. Acknowledgement of Understanding of Terms**

By submitting a bid, each Contractor shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and exhibits hereto, and has fully informed itself as to all existing conditions and limitations.

**B. Proposal Modifications**

Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment, or modification to a previously submitted proposal. Changes, amendments, or modifications to proposals shall not be accepted or considered after the hour and date specified as the deadline for submission of proposals.

**C. Proposal Costs and Expenses**

The State of Delaware will not pay any costs incurred by any Contractor associated with any aspect of responding to this solicitation, including proposal preparation, printing or

delivery, attendance at Contractor's conference, system demonstrations or negotiation process.

**D. Proposal Expiration Date**

Prices quoted in the proposal shall remain fixed and binding on the Contractor at least through contract award. The State of Delaware reserves the right to ask for an extension of time if needed.

**E. Late Proposals**

Proposals received after the specified date and time will not be accepted or considered. To guard against premature opening, sealed proposals shall be submitted, plainly marked with the proposal title, Contractor name, and time and date of the proposal opening. Evaluation of the proposals is expected to begin shortly after the proposal due date. To document compliance with the deadline, the proposal will be date and time stamped upon receipt. The State of Delaware reserves the right to consider late proposals that are received up to one week late (*i.e.* April 9, 2021); and only consider if no other proposals were received on time.

**F. Non-Conforming Proposals**

Non-conforming proposals will not be considered. Non-conforming proposals are defined as those that do not meet the requirements of this RFP. The determination of whether an RFP requirement is substantive, or a mere formality shall reside solely within the State of Delaware.

**G. Concise Proposals**

The State of Delaware discourages overly lengthy and costly proposals. It is the desire that proposals be prepared in a straightforward and concise manner. Unnecessarily elaborate brochures or other promotional materials beyond those sufficient to present a complete and effective proposal are not desired. The State of Delaware's interest is in the quality and responsiveness of the proposal.

**H. Realistic Proposals**

It is the expectation of the State of Delaware that Contractors can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

The State of Delaware shall bear no responsibility or increase obligation for a Contractor's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

**I. Price Not Confidential**

As noted in the RFP heading above for "Proposal and Delivery Format," the State of Delaware and its constituent agencies are required to comply with the State of Delaware Freedom of Information Act, [29 Del. C. § 10001, et seq.](#) ("FOIA"). FOIA requires that the State of Delaware's records are public records (unless otherwise declared by FOIA or other law to be exempt from disclosure) and are subject to inspection and copying by any person upon a written request. Public records subject to FOIA include but are not limited to the contract price. Contractors shall be advised that as a publicly bid contract, no Contractor shall retain the right to declare their pricing confidential.

**J. Multi-Contractor Solutions (Joint Ventures)**

Multi-Contractor solutions (joint ventures) will be allowed only if one of the venture partners is designated as the "**Prime Contractor**". The "**Prime Contractor**" must be the joint venture's contact point for the State of Delaware and be responsible for the joint venture's

performance under the contract, including all project management, legal and financial responsibility for the implementation of all Contractor systems. If a joint venture is proposed, a copy of the joint venture agreement clearly describing the responsibilities of the partners must be submitted with the proposal. Services specified in the proposal shall not be subcontracted without prior written approval by the State of Delaware, and approval of a request to subcontract shall not in any way relieve Contractor of responsibility for the professional and technical accuracy and adequacy of the work. Further, Contractor shall be and remain liable for all damages to the State of Delaware caused by negligent performance or non-performance of work by its subcontractor or its sub-subcontractor.

Multi-Contractor proposals must be a consolidated response with all cost included in the cost summary. Where necessary, RFP response pages are to be duplicated for each Contractor.

**i. Primary Contractor**

The State of Delaware expects to negotiate and contract with only the "prime Contractor". The prime Contractor will be responsible for the management of all subcontractors.

Any contract that may result from this RFP shall specify that the prime Contractor is solely responsible for fulfillment of any contract with the State as a result of this procurement. The State will make contract payments only to the awarded Contractor. Payments to any-subcontractors are the sole responsibility of the prime Contractor (awarded Contractor).

**ii. Sub-contracting**

The Contractor selected shall be solely responsible for contractual performance and management of all subcontract relationships. This contract allows subcontracting assignments; however, Contractors assume all responsibility for work quality, delivery, installation, maintenance, and any supporting services required by a subcontractor.

Use of subcontractors must be clearly explained in the proposal, and major subcontractors must be identified by name. The prime Contractor shall be wholly responsible for the entire contract performance whether or not subcontractors are used. Any sub-contractors must be approved by State of Delaware.

**iii. Multiple Proposals**

A primary Contractor may not participate in more than one proposal in any form. Sub-contracting Contractors may participate in multiple joint venture proposals.

**K. Discrepancies and Omissions**

Contractor is fully responsible for the completeness and accuracy of their proposal, and for examining this RFP and all addenda. Failure to do so will be at the sole risk of Contractor. Should Contractor find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any questions arise concerning this RFP, Contractor shall notify the State of Delaware's Designated Contact, in writing, of such findings at least ten (10) days before the proposal opening. This will allow issuance of any necessary addenda. It will also help prevent the opening of a defective proposal and exposure of Contractor's proposal upon which award could not be made. All unresolved issues should be addressed in the proposal.

Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Designated Contact, in writing, at least ten (10) calendar days prior to the time set for opening of the proposals.

**L. State's Right to Reject Proposals**



The State of Delaware reserves the right to accept or reject any or all proposals or any part of any proposal, to waive defects, technicalities or any specifications (whether they be in the State of Delaware's specifications or Contractor's response), to sit and act as sole judge of the merit and qualifications of each product offered, or to solicit new proposals on the same project or on a modified project which may include portions of the originally proposed project as the State of Delaware may deem necessary in the best interest of the State of Delaware.

**M. State's Right to Cancel Solicitation**

The State of Delaware reserves the right to cancel this solicitation at any time during the procurement process, for any reason or for no reason. The State of Delaware makes no commitments expressed or implied, that this process will result in a business transaction with any Contractor.

This RFP does not constitute an offer by the State of Delaware. Contractor's participation in this process may result in the State of Delaware selecting your organization to engage in further discussions and negotiations toward execution of a contract. The commencement of such negotiations does not, however, signify a commitment by the State of Delaware to execute a contract nor to continue negotiations. The State of Delaware may terminate negotiations at any time and for any reason, or for no reason.

**N. Notification of Withdrawal of Proposal**

Contractor may modify or withdraw its proposal by written request, provided that both proposal and request is received by the State of Delaware prior to the proposal due date. Proposals may be re-submitted in accordance with the proposal due date in order to be considered further.

Proposals become the property of the State of Delaware at the proposal submission deadline. All proposals received are considered Contractor offers at that time.

**O. Revisions to the RFP**

If it becomes necessary to revise any part of the RFP, an addendum will be posted on the State of Delaware's website at [www.bids.delaware.gov](http://www.bids.delaware.gov). The State of Delaware is not bound by any statement related to this RFP made by any State of Delaware employee, contracted Contractor or its agents.

**P. Award of Contract**

The final award of a contract is subject to approval by the State of Delaware. The State of Delaware has the sole right to select the successful Contractor(s) for award, to reject any proposal as unsatisfactory or non-responsive, to award a contract to other than the lowest priced proposal or not to award a contract, as a result of this RFP.

Notice in writing to a Contractor of the acceptance of its proposal by the State of Delaware and the subsequent full execution of a written contract will constitute a contract, and no Contractor will acquire any legal or equitable rights or privileges until the occurrence of both such events.

**Q. RFP Award Notifications**

After reviews of the evaluation committee report and its recommendation, and once the contract terms and conditions have been finalized, the Department will award the contract.

The contract shall be awarded to the Contractor whose proposal is most advantageous, taking into consideration the evaluation factors set forth in the RFP.

It should be explicitly noted that the Department is not obligated to award the contract to the Contractor who submits the lowest bid or the Contractor who receives the highest total

point score, rather the contract will be awarded to the Contractor whose proposal is the most advantageous to the Department. The award is subject to the appropriate State of Delaware approvals.

**R. Cooperatives**

Contractors, who have been awarded similar contracts through a competitive bidding process with a cooperative, are welcome to submit the cooperative pricing for this solicitation.

**3. RFP Evaluation Process**

An evaluation team composed of representatives of the State of Delaware will evaluate proposals on a variety of quantitative criteria. Neither the lowest price nor highest scoring proposal will necessarily be selected.

The State of Delaware reserves full discretion to determine the competence and responsibility, professionally and/or financially, of Contractors. Contractors are to provide in a timely manner any and all information that the State of Delaware may deem necessary to make a decision.

**A. Proposal Evaluation Team**

The Proposal Evaluation Team shall be comprised of representatives of the State of Delaware. The Team shall determine which Contractors meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in *29 Del. C. §§ 6981 and 6982*. Professional services for this solicitation are considered under *29 Del. C. §6982(b)*. The Team may negotiate with one or more Contractors during the same period and may, at its discretion, terminate negotiations with any or all Contractors. The Team shall make a recommendation regarding the award to the Department of Technology and Information, IT Procurement Officer, who shall have final authority, subject to the provisions of this RFP and *29 Del. C. § 6982(b)*, to award a contract to the successful Contractor in the best interests of the State of Delaware.

**B. Proposal Selection Criteria**

The Proposal Evaluation Team shall assign up to the maximum number of points for each Evaluation Item to each of the proposing Contractor's proposals. All assignments of points shall be at the sole discretion of the Proposal Evaluation Team.

The proposals shall contain the essential information on which the award decision shall be made. The information required to be submitted in response to this RFP has been determined by the State of Delaware to be essential for use by the Team in the bid evaluation and award process. Therefore, all instructions contained in this RFP shall be met in order to qualify as a responsive and responsible Contractor and participate in the Proposal Evaluation Team's consideration for award. Proposals which do not meet or comply with the instructions of this RFP may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Team.

The Team reserves the right to:

- Select for contract or for negotiations a proposal other than that with lowest costs.
- Reject any and all proposals or portions of proposals received in response to this RFP or to make no award or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all Contractors during the contract review and negotiation.
- Negotiate any aspect of the proposal with any Contractor and negotiate with more than one Contractor at the same time.
- Select more than one Contractor pursuant to *29 Del. C. §6986*.

**C. Proposal Clarification**

The Evaluation Team may contact any Contractor in order to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Proposals may not be modified as a result of any such clarification request.

**D. References**

The Evaluation Team may contact any customer of the Contractor, whether or not included in the Contractor's reference list and use such information in the evaluation process. Additionally, the State of Delaware may choose to visit existing installations of comparable systems, which may or may not include Contractor personnel. If the Contractor is involved in such site visits, the State of Delaware will pay travel costs only for State of Delaware personnel for these visits.

**E. Oral Presentations**

After initial scoring and a determination that Contractor(s) are qualified to perform the required services, selected Contractors may be invited to make oral presentations to the Evaluation Team. All Contractor(s) selected will be given an opportunity to present to the Evaluation Team.

The selected Contractors will have their presentations scored or ranked based on their ability to successfully meet the needs of the contract requirements, successfully demonstrate their product and/or service, and respond to questions about the solution capabilities.

The Contractor representative(s) attending the oral presentation shall be technically qualified to respond to questions related to the proposed system and its components. All Contractor costs associated with participation in oral discussions and system demonstrations conducted for the State of Delaware are the Contractor's responsibility.

**4. Contract Terms and Conditions**

**A. Mandatory Use Contract**

REF: 29 *Del. C.* § 9016E(a) Delaware Code. The resulting contract is a mandatory use contract for every State department and agency as defined by Section 9003C(1) of Chapter 29 of the Delaware Code.

**B. Cooperative Use of Award**

As a publicly competed contract awarded in compliance with 29 *Del., C.*, § 69, this contract is available for use by other states and/or governmental entities through a participating addendum. Interested parties should contact the State Contract Procurement Officer identified in the contract for instruction. Final approval for permitting participation in this contract resides with the Department of Technology and Information and in no way places any obligation upon the awarded Contractor(s).

**C. General Information**

- i. The selected Contractor will be required to enter into a written agreement with the State of Delaware. The State of Delaware reserves the right to incorporate standard State contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. Any proposed modifications to the terms and conditions of the standard contract are subject to review and approval by the State of Delaware. Contractors will be required to sign the contract for all services and may be required to sign additional agreements.
- ii. The selected Contractor or Contractors will be expected to enter negotiations with the State of Delaware, which will result in a formal contract between parties. Procurement

will be in accordance with subsequent contracted agreement. This RFP and the selected Contractor's response to this RFP will be incorporated as part of any formal contract.

- iii. The State of Delaware's standard contract will most likely be supplemented with the Contractor's software license, support/maintenance, source code escrow agreements, and any other applicable agreements. The terms and conditions of these agreements will be negotiated with the finalist during actual contract negotiations.
- iv. No Contractor is to begin any service prior to receipt of a State of Delaware purchase order signed by two authorized representatives of the agency requesting service, properly processed through the State of Delaware Accounting Office and the Department of Finance. The purchase order shall serve as the authorization to proceed in accordance with the bid specifications and the special instructions once it is received by the successful Contractor.
- v. If the Contractor to whom the award is made fails to enter into the agreement as herein provided, the award will be annulled, and an award may be made to another Contractor. Such Contractor shall fulfill every stipulation embraced herein as if they were the party to whom the first award was made.
- vi. The State reserves the right to extend this contract on a month-to-month basis for a period of up to three months after the term of the full contract has been completed.

**D. Collusion or Fraud**

Any evidence of agreement or collusion among Contractor(s) and prospective Contractor(s) acting to illegally restrain freedom from competition by agreement to offer a fixed price, or otherwise, will render the offers of such Contractor(s) void.

By responding, the Contractor shall be deemed to have represented and warranted that its proposal is not made in connection with any competing Contractor submitting a separate response to this RFP, and is in all respects fair and without collusion or fraud; that the Contractor did not participate in the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance; and that no employee or official of the State of Delaware participated directly or indirectly in the Contractor's proposal preparation.

Advance knowledge of information which gives any particular Contractor advantages over any other interested Contractor(s), in advance of the opening of proposals, whether in response to advertising or an employee or representative thereof, will potentially void that particular proposal.

**E. Lobbying and Gratuities**

Lobbying or providing gratuities shall be strictly prohibited. Contractors found to be lobbying, providing gratuities to, or in any way attempting to influence a State of Delaware employee or agent of the State of Delaware concerning this RFP or the award of a contract resulting from this RFP shall have their proposal immediately rejected and shall be barred from further participation in this RFP.

The selected Contractor will warrant that no person or selling agency has been employed or retained to solicit or secure a contract resulting from this RFP upon agreement or understanding for a commission, or a percentage, brokerage or contingent fee. For breach or violation of this warranty, the State of Delaware shall have the right to annul any contract resulting from this RFP without liability or at its discretion deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

All contact with State of Delaware employees, contracted Contractors or agents of the State of Delaware concerning this RFP shall be conducted in strict accordance with the manner, forum and conditions set forth in this RFP.

## **F. Solicitation of State Employees**

Until contract award, Contractors shall not, directly or indirectly, solicit any employee of the State of Delaware to leave the State of Delaware's employ in order to accept employment with the Contractor, its affiliates, actual or prospective Contractors, or any person acting in concert with Contractor, without prior written approval of the State of Delaware's contracting officer. Solicitation of State of Delaware employees by a Contractor may result in rejection of the Contractor's proposal. Former State of Delaware employees are prohibited from conducting business in violation of the code of conduct, REF: 29 *Del. C.*, § 58.

This paragraph does not prevent the employment by a Contractor of a State of Delaware employee who has initiated contact with the Contractor. However, State of Delaware employees may be legally prohibited from accepting employment with the Contractor or subcontractor under certain circumstances. Contractors may not knowingly employ a person who cannot legally accept employment under state or federal law. If a Contractor discovers that they have done so, they must terminate that employment immediately.

## **G. General Contract Terms**

### **i. Independent Contractors**

The parties to the contract shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture, or employment relationship between parties. Each party shall be responsible for compliance with all applicable workers' compensation, unemployment, disability insurance, social security withholding and all other similar matters. Neither party shall be liable for any debts, accounts, obligations or other liability whatsoever of the other party or any other obligation of the other party to pay on the behalf of its employees or to withhold from any compensation paid to such employees any social benefits, workers compensation insurance premiums or any income or other similar taxes.

It may be at the State of Delaware's discretion as to the location of work that the Subcontractors' services during the project period of the SOW of the particular Subcontract. The State of Delaware may provide working space and sufficient supplies and material to augment the Contractor's services.

### **ii. Licenses and Permits**

In performance of the contract, the Contractor will be required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits and other relevant costs required in the performance of the contract shall be borne by the successful Contractor. The Contractor shall be properly licensed and authorized to transact business in the State of Delaware as provided in 30 *Del. C.* § 2502.

Prior to receiving an award, the successful Contractor shall either furnish the State of Delaware with proof of State of Delaware Business Licensure or initiate the process of application where required. An application may be requested in writing to: Division of Revenue, Carvel State Building, P.O. Box 8750, 820 N. French Street, Wilmington, DE 19899 or by telephone to one of the following numbers: (302) 577-8200—Public Service, (302) 577-8205—Licensing Department.

Information regarding the award of the contract will be given to the Division of Revenue. Failure to comply with the State of Delaware licensing requirements may subject Contractor to applicable fines and/or interest penalties.

**iii. Notice**

Any notice to the State of Delaware required under the contract shall be sent by registered mail to:

**Sandra M. Clark, IT Procurement Officer  
Delaware Department of Technology  
801 Silver Lake Blvd.  
Dover, DE 19904**

**iv. Indemnification**

**1. General Indemnification**

By submitting a proposal, the proposing Contractor agrees that in the event it is awarded a contract, it will indemnify and otherwise hold harmless the State of Delaware, its agents and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the Contractor's, its agents and employees' performance work or services in connection with the contract.

**2. Proprietary Rights Indemnification**

Contractor shall warrant that all elements of its solution, including all equipment, software, documentation, services and deliverables, do not and will not infringe upon or violate any patent, copyright, trade secret or other proprietary rights of any third party. In the event of any claim, suit or action by any third party against the State of Delaware, the State of Delaware shall promptly notify the Contractor in writing and Contractor shall defend such claim, suit or action at Contractor's expense, and Contractor shall indemnify the State of Delaware against any loss, cost, damage, expense or liability arising out of such claim, suit or action (including, without limitation, litigation costs, lost employee time, and counsel fees) whether or not such claim, suit or action is successful.

If any equipment, software, services (including methods) products or other intellectual property used or furnished by the Contractor (collectively "Products") is or in Contractor's reasonable judgment is likely to be, held to constitute an infringing product, Contractor shall at its expense and option either:

- a.** Procure the right for the State of Delaware to continue using the Product(s);
- b.** Replace the product with a non-infringing equivalent that satisfies all the requirements of the contract; or
- c.** Modify the Product(s) to make it or them non-infringing, provided that the modification does not materially alter the functionality or efficacy of the product or cause the Product(s) or any part of the work to fail to conform to the requirements of the Contract, or only alters the Product(s) to a degree that the State of Delaware agrees to and accepts in writing.

**3. Insurance**

**a.** Contractor recognizes that it is operating as an independent contractor and that it is liable for any and all losses, penalties, damages, expenses, attorney's fees, judgments, and/or settlements incurred by reason of injury to or death of any and all persons, or injury to any and all property, of any nature, arising out of the Contractor's negligent performance under this contract, and particularly without limiting the foregoing, caused by, resulting from, or arising out of any act of omission on the part of the Contractor in their negligent performance under this contract.

- b. The Contractor shall maintain such insurance as will protect against claims under Worker's Compensation Act and from any other claims for damages for personal injury, including death, which may arise from operations under this contract. The Contractor is an independent contractor and is not an employee of the State of Delaware.
- c. During the term of this contract, the Contractor shall, at its own expense, also carry insurance minimum limits as follows:
  - i. Contractor shall in all instances maintain the following insurance during the term of this Agreement.
    - 1. Worker's Compensation and Employer's Liability Insurance in accordance with applicable law.
    - 2. Commercial General Liability  
\$1,000,000.00 per occurrence/\$3,000,000 per aggregate.
  - ii. The successful Contractor must carry at least one of the following depending on the scope of work being delivered.
    - 1. Medical/Professional Liability  
\$1,000,000.00 per occurrence/\$3,000,000 per aggregate
    - 2. Miscellaneous Errors and Omissions  
\$1,000,000.00 per occurrence/\$3,000,000 per aggregate
    - 3. Product Liability  
\$1,000,000 per occurrence/\$3,000,000 aggregate
  - iii. If the contractual service requires the transportation of departmental clients or staff, the Contractor shall, in addition to the above coverage's, secure at its own expense the following coverage.
    - 1. Automotive Liability Insurance (Bodily Injury) covering all automotive units transporting departmental clients or staff used in the work with limits of not less than \$100,000 each person and \$300,000 each accident.
    - 2. Automotive Property Damage (to others) - \$25,000
- d. The Contractor shall provide a Certificate of Insurance (COI) as proof that the Contractor has the required insurance. The COI shall be provided prior to agency contact prior to any work being completed by the awarded Contractor(s).
- e. The State of Delaware shall not be named as an additional insured.
- f. Should any of the above described policies be cancelled before expiration date thereof, notice will be delivered in accordance with the policy provisions.

**4. Performance Requirements**

The selected Contractor will warrant that it possesses, or has arranged through subcontractors, all capital and other equipment, labor, materials, and licenses necessary to carry out and complete the work hereunder in compliance with any and all Federal and State laws, and County and local ordinances, regulations and codes.

**5. Bid Bond**

There is no Bid Bond Requirement.

**6. Performance Bond**

Firms awarded contracts are required to furnish a 100% Performance Bond in accordance with Delaware Code Title 29, Section 6927, to the State of Delaware for the benefit of Government Support Services with surety in the amount of one-hundred thousand dollars (\$100,000.00). Said bonds shall be conditioned upon the faithful performance of the contract. This guarantee shall be submitted in the form of good and sufficient bond drawn upon an Insurance or Bonding Company authorized to do business in the State of Delaware. If the Government Support Services bond form is not utilized, **the substituted bond form must reflect the minimum conditions specified in Attachment 8.**

**7. Contractor Emergency Response Point of Contact**

The awarded Contractor(s) shall provide the name(s), telephone, or cell phone number(s) of those individuals who can be contacted twenty-four (24) hours a day, seven (7) days a week where there is a critical need for commodities or services when the Governor of the State of Delaware declares a state of emergency under the Delaware Emergency Operations Plan or in the event of a local emergency or disaster where a state governmental entity requires the services of the Contractor. Failure to provide this information could render the proposal as non-responsive.

In the event of a serious emergency, pandemic or disaster outside the control of the State, the State may negotiate, as may be authorized by law, emergency performance from the Contractor to address the immediate needs of the State, even if not contemplated under the original Contract or procurement. Payments are subject to appropriation and other payment terms.

**8. Warranty**

Contractor warrants that its services will be performed in a good and workmanlike manner. Contractor agrees to re-perform, at no cost, any work not in compliance with this warranty brought to its attention within a reasonable time after that work is performed.

**9. Payment**

For each P.O. issued as part of this contract, the State will pay contractor monthly, within thirty (30) days of receipt of the Contractor's billing, the amount which is legitimately earned by the Contractor, and supported by payroll data and an itemized accounting of reasonable reimbursable direct non-salary costs.

Final settlement for total payment to the Contractor will be made within thirty (30) days from the date of final written State acceptance of the work and services as agreed to in the P.O.

No premium time for overtime will be paid without prior written State authorization. Indirect overhead cost shall not be applied to the premium portion of the overtime.

**10. Dispute Resolution**

At the option of, and in the manner prescribed by the Department, the parties shall attempt in good faith to resolve any dispute arising out of or relating to this



Agreement promptly by negotiation between executives who have authority to settle the controversy and who are at a higher level of management than the persons with direct responsibility for administration of this Agreement. All offers, promises, conduct and statements, whether oral or written, made in the course of the negotiation by any of the parties, their agents, employees, experts and attorneys are confidential, privileged and inadmissible for any purpose, including impeachment, in arbitration or other proceeding involving the parties, provided evidence that is otherwise admissible or discoverable shall not be rendered inadmissible.

If the matter is not resolved by negotiation, as outlined above, or, alternatively, the Department elects to proceed directly to mediation, then the matter will proceed to mediation as set forth below. Any disputes, claims or controversies arising out of or relating to this Agreement shall be submitted to mediation by a mediator selected by the Department. The Department reserves the right to proceed directly to arbitration or litigation without negotiation or mediation. Any such proceedings held pursuant to this provision shall be governed by Delaware law and venue shall be in Delaware. The parties shall maintain the confidential nature of the arbitration proceeding and the Award, including the Hearing, except as may be necessary to prepare for or conduct the arbitration hearing on the merits. Each party shall bear its own costs of mediation, arbitration or litigation, including attorneys' fees.

## **11. Termination of Contract**

The contract resulting from this RFP may be terminated as follows by the Department of Technology and Information.

### **a. Termination for Cause**

If, for any reasons, or through any cause, the Contractor fails to fulfill in timely and proper manner its obligations under this Contract, or if the Contractor violates any of the covenants, agreements, or stipulations of this Contract, the State shall thereupon have the right to terminate this contract by giving written notice to the Contractor of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, and reports or other material prepared by the Contractor under this Contract shall, at the option of the State, become its property, and the Contractor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials which is usable to the State.

On receipt of the contract cancellation notice from the State, the Contractor shall have no less than five (5) days to provide a written response and may identify a method(s) to resolve the violation(s). A Contractor response shall not effect or prevent the contract cancellation unless the State provides a written acceptance of the Contractor response. If the State does accept the Contractor's method and/or action plan to correct the identified deficiencies, the State will define the time by which the Contractor must fulfill its corrective obligations. Final retraction of the State's termination for cause will only occur after the Contractor successfully rectifies the original violation(s). At its discretion the State may reject in writing the Contractor's proposed action plan and proceed with the original contract cancellation timeline.

**b. Termination for Convenience**

The State may terminate this Contract at any time by giving written notice of such termination and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, models, photographs, reports, supplies, and other materials shall, at the option of the State, become its property and the Contractor shall be entitled to receive compensation for any satisfactory work completed on such documents and other materials, and which is usable to the State.

**c. Termination for Non-Appropriations**

In the event the General Assembly fails to appropriate the specific funds necessary to enter into or continue the contractual agreement, in whole or part, the agreement shall be terminated as to any obligation of the State requiring the expenditure of money for which no specific appropriation is available at the end of the last fiscal year for which no appropriation is available or upon the exhaustion of funds. This is not a termination for convenience and will not be converted to such.

**12. Non-discrimination**

In performing the services subject to this RFP the Contractor, as set forth in 19 Del. C., § [711](#), will agree that it will not discriminate against any employee or applicant with respect to compensation, terms, conditions or privileges of employment because of such individual's race, marital status, genetic information, color, age, religion, sex, sexual orientation, gender identity, or national origin. The successful Contractor shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract.

**13. Covenant against Contingent Fees**

The successful Contractor will warrant that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees, bona-fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business. For breach or violation of this warranty the State of Delaware shall have the right to annul the contract without liability or at its discretion to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee.

**14. Contractor Activity**

No activity is to be executed in an off-shore facility, either by a subcontracted Contractor or a foreign office or division of the Contractor. The Contractor must attest to the fact that no activity will take place outside of the United States in its transmittal letter. Failure to adhere to this requirement is cause for elimination from future consideration.

**15. Supplier Diversity**

State of Delaware, Office of Supplier Diversity Certification Applications are available here for download:

<http://gss.omb.delaware.gov/osd/certify.shtml>

Submission of a completed Office of Supplier Diversity (OSD) application is optional and does not influence the outcome of any award decision.

The minimum criteria for certification require the entity must be at least 51% owned and actively managed by a person or persons who are eligible: minorities, women, veterans, and/or service-disabled veterans. Any one or all of these categories may apply to a 51% owner.

Complete application and mail, email or fax to:  
Office of Supplier Diversity (OSD)

100 Enterprise Place, Suite 4

Dover, DE 19904-8202

Telephone: (302) 857-4554 Fax: (302) 677-7086

Email: [osd@delaware.gov](mailto:osd@delaware.gov)

Web site: <http://gss.omb.delaware.gov/osd/index.shtml>

**16. Personnel, Equipment and Services**

- a. The Contractor represents that it has, or will secure at its own expense, all personnel required to perform the services required under this contract.
- b. All of the equipment and services required hereunder shall be provided by or performed by the Contractor or under its direct supervision, and all personnel, including subcontractors, engaged in the work shall be fully qualified and shall be authorized under State and local law to perform such services.
- c. None of the equipment and/or services covered by this contract shall be subcontracted without the prior written approval of the State. Only those subcontractors identified in Subcontractor Information Form attached to this RFP and submitted with the Contractor's proposal are considered approved upon award. Changes to those subcontractor(s) must be approved in writing by the DTI Procurement Office.

**17. Fair Background Check Practices**

Pursuant to 29 Del. C. [§6909B](#), the State does not consider the criminal record, criminal history, credit history or credit score of an applicant for state employment during the initial application process unless otherwise required by state and/or federal law. Contractors doing business with the State are encouraged to adopt fair background check practices. Contractors can refer to 19 Del. C. [§711\(q\)](#) for applicable established provisions.

**18. Contractor and Subcontractor(s) Background Check Requirements**

The Contractor and any Subcontractors under this Contract that access state property or come in contact with vulnerable populations, including children and youth, shall be required to complete background checks on employees serving the State's on premises contracts. Unless otherwise directed, at a minimum, this shall include a check of the following registry:

Delaware Sex Offender Central Registry at: <https://sexoffender.dsp.delaware.gov/>

Individuals that are listed in the registry shall be prevented from direct contact in the service of an awarded state contract but may provide support or off-site premises service for contract Contractor and any Subcontractors. Should an individual be identified and the Contractor and any Subcontractors believes their employee's service does not represent a conflict with this requirement, may apply for a waiver to the primary agency listed in the solicitation. The Agency's decision to allow or deny access to any individual identified on a registry database is final

and at the Agency's sole discretion.

By Agency request, the Contractor and any Subcontractors shall provide a list of all employees serving an awarded contract and certify adherence to the background check requirement. Individual(s) found in the central registry in violation of the terms stated, shall be immediately prevented from a return to state property in service of a contract award. A violation of this condition represents a violation of the contract terms and conditions and may subject the Contractor and any Subcontractors to penalty, including contract cancellation for cause. Individual contracts may require additional background checks and/or security clearance(s), depending on the nature of the services to be provided or locations accessed, but any other requirements shall be stated as part of this RFP or be a matter of common law. The Contractor shall be responsible for the background check requirements of any authorized Subcontractor providing service to the Agency's contract.

**19. Contract Documents**

The RFP, the purchase order, the executed contract and any supplemental documents between the State of Delaware and the successful Contractor shall constitute the contract between the State of Delaware and the Contractor. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: contract, State of Delaware's RFP, Contractor's response to the RFP and purchase order. No other documents shall be considered. These documents will constitute the entire agreement between the State of Delaware and the Contractor.

**20. Applicable Law**

The laws of the State of Delaware shall apply, except where Federal Law has precedence. The successful Contractor consents to jurisdiction and venue in the State of Delaware.

In submitting a proposal, Contractors certify that they comply with all federal, state and local laws applicable to its activities and obligations including:

- a. the laws of the State of Delaware;
- b. the applicable portion of the Federal Civil Rights Act of 1964;
- c. the Equal Employment Opportunity Act and the regulations issued there under by the federal government;
- d. a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- e. that programs, services, and activities provided to the general public under resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued there under by the federal government.

If any Contractor fails to comply with (1) through (5) of this paragraph, the State of Delaware reserves the right to disregard the proposal, terminate the contract, or consider the Contractor in default.

The selected Contractor shall keep itself fully informed of and shall observe and comply with all applicable existing Federal and State laws, and County and local ordinances, regulations and codes, and those laws, ordinances, regulations, and codes adopted during its performance of the work.

**21. Severability**

If any term or provision of this Agreement is found by a court of competent

jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.

**22. Assignment of Antitrust Claims**

As consideration for the award and execution of this contract by the State, the Contractor hereby grants, conveys, sells, assigns, and transfers to the State of Delaware all of its right, title and interest in and to all known or unknown causes of action it presently has or may now or hereafter acquire under the antitrust laws of the United States and the State of Delaware, regarding the specific goods or services purchased or acquired for the State pursuant to this contract. Upon either the State's or the Contractor notice of the filing of or reasonable likelihood of filing of an action under the antitrust laws of the United States or the State of Delaware, the State and Contractor shall meet and confer about coordination of representation in such action.

**23. Scope of Agreement**

If the scope of any provision of the contract is determined to be too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

**24. Affirmation**

The Contractor must affirm that within the past five (5) years the Contractor or any officer, controlling stockholder, partner, principal, or other person substantially involved in the contracting activities of the business is not currently suspended or debarred and is not a successor, subsidiary, or affiliate of a suspended or debarred business.

**25. Audit Access to Records**

The Contractor shall maintain books, records, documents, and other evidence pertaining to this Contract to the extent and in such detail as shall adequately reflect performance hereunder. The Contractor agrees to preserve and make available to the State, upon request, such records for a period of five (5) years from the date services were rendered by the Contractor. Records involving matters in litigation shall be retained for one (1) year following the termination of such litigation. The Contractor agrees to make such records available for inspection, audit, or reproduction to any official State representative in the performance of their duties under the Contract. Upon notice given to the Contractor, representatives of the State or other duly authorized State or Federal agency may inspect, monitor, and/or evaluate the cost and billing records or other material relative to this Contract. The cost of any Contract audit disallowances resulting from the examination of the Contractor's financial records will be borne by the Contractor. Reimbursement to the State for disallowances shall be drawn from the Contractor's own resources and not charged to Contract cost or cost pools indirectly charging Contract costs.

**26. Other General Conditions**

- a. **Status Reporting** – The selected Contractor will be required to lead and/or participate in status meetings and submit status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered, and corrective action taken, until final system acceptance.
- b. **Regulations** – All equipment, software and services must meet all applicable local, State and Federal regulations in effect on the date of the contract.
- c. **Assignment** – Any resulting contract shall not be assigned except by express prior written consent from the Agency.
- d. **Changes** – No alterations in any terms, conditions, delivery, price, quality, or specifications of items ordered will be effective without the written consent of the State of Delaware.
- e. **Billing** – The successful Contractor is required to "Bill as Shipped" to the respective ordering agency(s). Ordering agencies shall provide contract number, ship to and bill to address, contact name and phone number.
- f. **Payment** – The State reserves the right to pay by Automated Clearing House (ACH), Purchase Card (P-Card), or check. The agencies will authorize and process for payment of each invoice within thirty (30) days after the date of receipt of a correct invoice. Contractors are invited to offer in their proposal value added discounts (i.e. speed to pay discounts for specific payment terms). Cash or separate discounts should be computed and incorporated as invoiced.
- g. **Purchase Orders** – Agencies that are part of the First State Financial (FSF) system are required to identify the contract number **DTI210043- IT\_MSP** on all Purchase Orders (P.O.) and shall complete the same when entering P.O. information in the state's financial reporting system.
- h. **Purchase Card** – The State of Delaware intends to maximize the use of the P-Card for payment for goods and services provided under contract. Contractors shall not charge additional fees for acceptance of this payment method and shall incorporate any costs into their proposals. Additionally, there shall be no minimum or maximum limits on any P-Card transaction under the contract.
- i. **Additional Terms and Conditions** – The State of Delaware reserves the right to add terms and conditions during the contract negotiations.

**27. RFP Miscellaneous Information**

**a. No Press Releases or Public Disclosure**

The State of Delaware reserves the right to pre-approve any news or broadcast advertising releases concerning this solicitation, the resulting contract, the work performed, or any reference to the State of Delaware with regard to any project or contract performance. Any such news or advertising releases pertaining to this solicitation or resulting contract shall require the prior express written permission of the State of Delaware.

The State will not prohibit or otherwise prevent the awarded Contractor(s) from direct marketing to the State of Delaware agencies, departments, municipalities, and/or any other political subdivisions, however, the Contractor shall not use the State's seal or imply preference for the solution or goods provided.

**b. Definitions of Requirements**

To prevent any confusion about identifying requirements in this RFP, the following definition is offered: The words *shall*, *will* and/or *must* are used to designate a mandatory requirement. Contractors must respond to all mandatory requirements presented in the RFP. Failure to respond to a

mandatory requirement may cause the disqualification of your proposal.

**c. Production Environment Requirements**

The State of Delaware requires that all hardware, system software products, and application software products included in proposals be currently in use in a production environment by a least three other customers, have been in use for at least six months, and have been generally available from the manufacturers for a period of six months. Unreleased or beta test hardware, system software, or application software will not be acceptable.

**5. TECHNOLOGY AND INFORMATION TERMS**

**A. Personally Identifiable Information**

Information or data, alone or in combination, that identifies or authenticates a particular individual. Such information or data may include, without limitation, Name, Date of birth, Full address (e.g. house number, city, state, and/or zip code), Phone Number, Passwords, PINs, Federal or state tax information, Biometric data, Unique identification numbers (e.g. driver's license number, social security number, credit or debit account numbers, medical records numbers), Criminal history, Citizenship status, Medical information, Financial Information, Usernames, Answers to security questions or other personal identifiers.

Information or data that meets the definition ascribed to the term "Personal Information" under Del. C., Title 6 § 12B-101 and §1202C, and Title 29 §9017C or any other applicable State of Delaware or Federal law.

**B. IRS Data**

Any situations involving IRS Data Require adherence to the IRS Safeguarding Contract Language below. Any language conflict in this section with terms in this contract will cause the more stringent to apply in situations involving IRS Data. The IRS or another governing body may impose sanctions referenced in this section.

**1. IRS 1075 PUBLICATION: EXHIBIT 7, Contract Language for Technology Services**

**a. PERFORMANCE**

In performance of this contract, the Contractor agrees to comply with and assume responsibility for compliance by his or her employees with the following requirements:

- i.** All work will be done under the supervision of the Contractor or the Contractor's employees.
- ii.** The Contractor and the Contractor's employees with access to or who use FTI must meet the background check requirements defined in IRS Publication 1075.
- iii.** Any return or return information made available in any format shall be used only for the purpose of carrying out the provisions of this contract. Information contained in such material will be treated as confidential and will not be divulged or made known in any manner to any person except as may be necessary in the performance of this contract. Disclosure to anyone other than an officer or employee of the Contractor will be prohibited.

- iv.** All returns and return information will be accounted for upon receipt and properly stored before, during, and after processing. In addition, all related output will be given the same level of protection as required for the source material.
- v.** The Contractor certifies that the data processed during the performance of this contract will be completely purged from all data storage components of his or her computer facility, and no output will be retained by the Contractor at the time the work is completed. If immediate purging of all data storage components is not possible, the Contractor certifies that any IRS data remaining in any storage component will be safeguarded to prevent unauthorized disclosures.
- vi.** Any spoilage or any intermediate hard copy printout that may result during the processing of IRS data will be given to the agency or his or her designee. When this is not possible, the Contractor will be responsible for the destruction of the spoilage or any intermediate hard copy printouts, and will provide the agency or his or her designee with a statement containing the date of destruction, description of material destroyed, and the method used.
- vii.** All computer systems receiving, processing, storing or transmitting FTI must meet the requirements defined in IRS Publication 1075. To meet functional and assurance requirements, the security features of the environment must provide for the managerial, operational, and technical controls. All security features must be available and activated to protect against unauthorized use of and access to Federal Tax Information.
- viii.** No work involving Federal Tax Information furnished under this contract will be subcontracted without prior written approval of the IRS.
- ix.** The Contractor will maintain a list of employees authorized access. Such list will be provided to the agency and, upon request, to the IRS reviewing office. (10) The agency will have the right to void the contract if the Contractor fails to provide the safeguards described above.

**b. CRIMINAL/CIVIL SANCTIONS**

- i.** Each officer or employee of any person to whom returns or return information is or may be disclosed will be notified in writing by such person that returns or return information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such returns or return information for a purpose or to an extent unauthorized herein constitutes a felony punishable upon conviction by a fine of as much as \$5,000 or imprisonment for as long as 5 years, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized further disclosure of returns or return information may also result in an award of civil damages against the officer or employee in an amount not less than \$1,000 with respect to each instance of unauthorized disclosure. These penalties are prescribed by IRCs 7213 and 7431 and set forth at 26 CFR



301.6103(n)-1.

- ii.** Each officer or employee of any person to whom returns or return information is or may be disclosed shall be notified in writing by such person that any return or return information made available in any format shall be used only for the purpose of carrying out the provisions of this contract. Information contained in such material shall be treated as confidential and shall not be divulged or made known in any manner to any person except as may be necessary in the performance of the contract. Inspection by or disclosure to anyone without an official need-to-know constitutes a criminal misdemeanor punishable upon conviction by a fine of as much as \$1,000 or imprisonment for as long as 1 year, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized inspection or disclosure of returns or return information may also result in an award of civil damages against the officer or employee [United States for Federal employees] in an amount equal to the sum of the greater of \$1,000 for each act of unauthorized inspection or disclosure with respect to which such defendant is found liable or the sum of the actual damages sustained by the plaintiff as a result of such unauthorized inspection or disclosure plus in the case of a willful inspection or disclosure which is the result of gross negligence, punitive damages, plus the costs of the action. These penalties are prescribed by IRC 7213A and 7431 and set forth at 26 CFR 301.6103(n)-1.
- iii.** Additionally, it is incumbent upon the Contractor to inform its officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a(i)(1), which is made applicable to Contractors by 5 U.S.C. 552a(m)(1), provides that any officer or employee of a Contractor, who by virtue of his/her employment or official position, has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.
- iv.** Granting a Contractor access to FTI must be preceded by certifying that each individual understands the agency's security policy and procedures for safeguarding IRS information. Contractors must maintain their authorization to access FTI through annual recertification. The initial certification and recertification must be documented and placed in the agency's files for review. As part of the certification and at least annually afterwards, Contractors must be advised of the provisions of IRCs 7431, 7213, and 7213A (see Exhibit 4, Sanctions for Unauthorized Disclosure, and Exhibit 5, Civil Damages for Unauthorized Disclosure). The training provided before the initial certification and annually thereafter must also cover the incident response policy and procedure for reporting unauthorized disclosures and data breaches. (See Section 10) For both the initial certification and the annual certification, the Contractor must sign, either with ink or electronic signature, a confidentiality statement certifying their understanding of the security requirements.

**c. INSPECTION**

The IRS and the Agency, with 24-hour notice, shall have the right to send its inspectors into the offices and plants of the Contractor to inspect facilities and operations performing any work with FTI under this contract for compliance with requirements defined in IRS Publication 1075. The IRS' right of inspection shall include the use of manual and/or automated scanning tools to perform compliance and vulnerability assessments of information technology (IT) assets that access, store, process or transmit FTI. On the basis of such inspection, corrective actions may be required in cases where the Contractor is found to be noncompliant with contract safeguards.

*Remainder of page intentionally left blank.*

## **Appendix A - REQUIRED FORMS**

The following completed forms are required to be returned with each proposal:

- **NON-COLLUSION STATEMENT**
- **CONFIDENTIAL INFORMATION FORM**
- **BUSINESS REFERENCES**
- **SUBCONTRACTOR INFORMATION FORM**
- **CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT**
- **DELAWARE CLOUD SERVICES TERMS AND CONDITIONS AGREEMENT**
- **DELAWARE DATA USAGE TERMS AND CONDITIONS AGREEMENT**
- **STATE OF DELAWARE PERFORMANCE BOND**

The Department encourages Contractors who have decided not to submit a proposal to give us feedback on your choice. Please submit the following form only in this instance:

- **NO PROPOSAL REPLY FORM**

**DTI210043-IT\_MSP  
Managed Service Provider for IT Staff Augmentation**

**NON-COLLUSION STATEMENT**

This is to certify that the undersigned Contractor has neither directly nor indirectly, entered into any agreement, participated in any collusion or otherwise taken any action in restraint of free competitive bidding in connection with this proposal, **and further certifies that it is not a sub-contractor to another Contractor who also submitted a proposal as a primary Contractor in response to this solicitation** submitted this date to the State of Delaware, Department of Technology and Information.

It is agreed by the undersigned Contractor that the signed delivery of this bid represents the Contractor's acceptance of the terms and conditions of this solicitation including all specifications and special provisions.

**NOTE:** Signature of the authorized representative **MUST** be of an individual who legally may enter his/her organization into a formal contract with the State of Delaware, Department of Technology and Information.

COMPANY NAME \_\_\_\_\_ (Check one) 

<input type="checkbox"/>	Corporation
<input type="checkbox"/>	Partnership
<input type="checkbox"/>	Individual

  
 NAME OF AUTHORIZED REPRESENTATIVE (Please type or print) \_\_\_\_\_

SIGNATURE \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY ADDRESS \_\_\_\_\_

PHONE NUMBER \_\_\_\_\_ FAX NUMBER \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_

FEDERAL EIN \_\_\_\_\_ STATE OF DELAWARE LICENSE NUMBER \_\_\_\_\_

COMPANY CLASSIFICATIONS:	Certification type(s)	Circle all that apply	
	Minority Business Enterprise (MBE)	Yes	No
Woman Business Enterprise (WBE)	Yes	No	
CERT. NO.:	Disadvantaged Business Enterprise (DBE)	Yes	No
	Veteran Owned Business Enterprise (VOBE)	Yes	No
	Service-Disabled Veteran Owned Business Enterprise (SDVOBE)	Yes	No

[The above table is for informational and statistical use only.]

**PURCHASE ORDERS SHOULD BE SENT TO:**  
 COMPANY NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CONTACT \_\_\_\_\_  
 PHONE NUMBER \_\_\_\_\_ FAX NUMBER \_\_\_\_\_  
 EMAIL ADDRESS \_\_\_\_\_

**AFFIRMATION:** Within the past five years, has your Contractor, any affiliate, any predecessor company or entity, owner, Director, officer, partner or proprietor been the subject of a Federal, State, Local government suspension or debarment?  
 YES \_\_\_\_\_ NO \_\_\_\_\_ if yes, please explain \_\_\_\_\_

**THIS PAGE SHALL HAVE ORIGINAL SIGNATURE, BE NOTARIZED AND BE RETURNED WITH YOUR PROPOSAL**

SWORN TO AND SUBSCRIBED BEFORE ME this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_  
 Notary Public \_\_\_\_\_ My commission expires \_\_\_\_\_  
 City of \_\_\_\_\_ County of \_\_\_\_\_ State of \_\_\_\_\_

**DTI210043-IT\_MSP  
Managed Service Provider for IT Staff Augmentation**

**CONFIDENTIAL INFORMATION FORM**

By checking this box, the Contractor acknowledges that they are not providing any information they declare to be confidential or proprietary for the purpose of production under 29 Del. C. ch. 100, Delaware Freedom of Information Act.

<b>Confidentiality and Proprietary Information</b>

Note: Contractor may use additional pages as necessary, but the format shall be the same as provided above.

**DTI210043-IT\_MSP  
Managed Service Provider for IT Staff Augmentation  
BUSINESS REFERENCES**

Provide at least three (3) business references consisting of current or previous customers of similar scope and value. Include business name, mailing address, contact name and phone number, number of years doing business with, and type of work performed. The Proposal Evaluation Team will not consider personal references. Please do not list any State Employee as a business reference. If you have held a State contract within the last 5 years, please provide a separate list of the contract(s).

**Contact Name & Title:**  
**Business Name:**  
**Address:**  
  
**Email:**  
**Phone # / Fax #:**  
**Number of Years Associated:**  
**Type of Work Performed:**


**Contact Name & Title:**  
**Business Name:**  
**Address:**  
  
**Email:**  
**Phone # / Fax #:**  
**Number of Years Associated:**  
**Type of Work Performed:**


**Contact Name & Title:**  
**Business Name:**  
**Address:**  
  
**Email:**  
**Phone # / Fax #:**  
**Number of Years Associated:**  
**Type of Work Performed:**


**DTI210043-IT\_MSP**  
**Managed Service Provider for IT Staff Augmentation**  
**SUBCONTRACTOR INFORMATION FORM**

<b>PART I – STATEMENT BY PROPOSING CONTRACTOR</b>		
1. CONTRACT NUMBER	2. PRIME CONTRACTOR NAME:	3. MAILING ADDRESS
4. SUBCONTRACTOR		
a. NAME	c. COMPANY OSD CLASSIFICATION: CERTIFICATION NUMBER: _____	
b. MAILING ADDRESS:	4d. Women Business Enterprise <input type="checkbox"/> Yes <input type="checkbox"/> No 4e. Minority Business Enterprise <input type="checkbox"/> Yes <input type="checkbox"/> No 4f. Disadvantaged Business Enterprise <input type="checkbox"/> Yes <input type="checkbox"/> No 4g. Veteran Owned Business Enterprise <input type="checkbox"/> Yes <input type="checkbox"/> No 4h. Service-Disabled Veteran Owned Business Enterprise <input type="checkbox"/> Yes <input type="checkbox"/> No	
5. DESCRIPTION OF WORK BY SUBCONTRACTOR		
6a. NAME OF PERSON SIGNING	7. BY ( <i>Signature</i> )	8. DATE SIGNED
6b. TITLE OF PERSON SIGNING		
<b>PART II – ACKNOWLEDGEMENT BY SUBCONTRACTOR</b>		
9a. NAME OF PERSON SIGNING	10. BY ( <i>Signature</i> )	11. DATE SIGNED
9b. TITLE OF PERSON SIGNING		

**\* Use a separate form for each subcontractor**



State of Delaware  
**DEPARTMENT OF TECHNOLOGY AND INFORMATION**  
 William Penn Building  
 801 Silver Lake Boulevard  
 Dover, Delaware 19904

**Confidentiality and Non-Disclosure Agreement ("Agreement")**

The Department of Technology and Information is responsible for safeguarding the confidentiality and integrity of data in State computer files regardless of the source of those data or medium on which they are stored; e.g., electronic data, computer output microfilm (COM), tape, or disk. Computer programs developed to process State Agency data will not be modified without the knowledge and written authorization of the Department of Technology and Information, in accordance with the requirements in a Statement of Work. All data generated from the original source data, shall be the property of the State of Delaware, unless otherwise specified in a Statement of Work. The control of the disclosure of those data shall be retained by the State of Delaware and the Department of Technology and Information.

Penalty for unauthorized use, unauthorized modification of data files, or intentional disclosure of any confidential information in violation of this Agreement may mean prosecution under applicable State or Federal law, termination of [name of the underlying agreement], and injunctive relief.

WHEREAS, the parties may be engaged in business discussions of a sensitive nature regarding the potential use of [describe product or service and business purpose] (the "Business Purpose"). The Business Purpose may require the disclosure by one party ("Discloser") to the other party ("Recipient") of confidential and proprietary information, including trade secrets, hereinafter referred to as "Confidential Information;" and,

WHEREAS, both parties wish to maintain the confidential and proprietary nature of the Confidential Information; and,

NOW THEREFORE, in consideration of the mutual covenants and promises contained in this Agreement, the parties hereto further agree as follows:

1. Recipient shall notify each employee involved in the business discussions or who may have any occasion to view, handle, or obtain any of the Confidential Information, of the terms of this Agreement and that such employee shall agree to abide by the terms of this Agreement. Recipient further agrees that such Confidential Information will be made available only to those of its respective employees or agents, who are concerned with this subject. Before disclosure to such parties, Recipient will have a written agreement with such party sufficient



to require that party to treat Confidential Information substantially the same as described in this Agreement.

2. Confidential Information shall be used solely for the Business Purpose. Recipient shall take reasonable precautions, at least as great as the precautions it takes to protect its own confidential information, to maintain Confidential Information in strict confidence.
3. Confidential Information will be marked with a restrictive legend or if not so marked or disclosed orally, will be identified as confidential at the time of disclosure. Documents will also be recognizable as confidential if they are recognizable as Information to a reasonably prudent person.
4. Confidential Information shall not include any information that the Recipient can establish: (i) is or subsequently becomes publicly available through no act or omission of the Recipient; (ii) was in the Recipient's lawful possession prior to disclosure of such information; (iii) is subsequently disclosed to Recipient by a third party who is not in breach of an obligation of confidentiality; or (iv) is independently developed by the Recipient without the use or benefit of the Confidential Information. Confidential Information may be disclosed under a court order, or a valid subpoena, to the extent counsel for the Recipient determines in its reasonable discretion that the disclosure of such Confidential Information is reasonably required and promptly notifies the Discloser in writing of such determination and provides the Discloser an opportunity to seek an appropriate protective order prior to disclosing such Confidential Information.
5. The Department of Technology and Information is subject to the Delaware Freedom of Information Act, 29 *Del. C.* Ch. 100. Under the law, the Department of Technology and Information's records, which includes records that it receives from third parties, are public records (unless otherwise declared by law to be confidential) and are subject to inspection and copying by any person.
6. In the event that the Recipient or its directors, officers, employees, or agents are requested or required by legal process to disclose any of the Confidential Information, the Recipient shall give prompt notice so that the Discloser may seek a protective order or other appropriate relief.
7. All Confidential Information provided or communicated by the Discloser shall be and remain the property of the Discloser and such Confidential Information shall be promptly returned to the Discloser upon written request from the Discloser and shall remain confidential in accordance with this Agreement. Discloser provides Confidential Information without warranties of any kind and is not liable for any damages arising out of Recipient's use of Confidential Information disclosed under this Agreement.
8. Nothing in this Agreement is intended to grant any rights to Recipient under any patent, copyright, trade secret or other intellectual property right nor shall this Agreement grant Recipient any rights in or to the other party's Confidential Information, except the limited right to review such Confidential Information solely for the purpose set forth in the Business Purpose of this Agreement.
9. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective subsidiaries, successors, assigns, legal representatives, and all corporations

controlling them or controlled by them.

- 10. The provisions of this Agreement are for the sole benefit of the Parties and their successors and permitted assigns, and they will not be construed as conferring any rights to any Third Party (including any third party beneficiary rights).
- 11. Recipient acknowledges and agrees that in the event of any breach of this Agreement, the Discloser may be irreparably harmed and may not be made whole by monetary damages. It is accordingly agreed that the Discloser, in addition to any other remedy to which it may be entitled in law or equity, shall be entitled to seek an injunction or injunctions to prevent breaches of this Agreement, and to compel specific performance of this Agreement, without the need for proof of actual damages.
- 12. Either party may terminate this Agreement without cause by providing at least one month's written notice to the other. Either party may terminate this Agreement immediately with cause. Any terms of this Agreement which by their nature extend beyond its termination remain in effect until fulfilled and apply to respective successors and assignees. Upon termination of this Agreement, Recipient shall promptly return, and cause its Representatives to return, all such Confidential Information of Discloser in its possession and purge all electronic copies of such Confidential Information from its computer system in accordance with Exhibit A, Data Usage Agreement.

13. Miscellaneous.

- a) This Agreement contains the entire understanding of the parties in regard to the subject matter hereof and supersedes all prior agreements, understandings, representations, correspondence or communications with respect to such subject matter. Any additions or modifications to this Agreement must be made in writing and must be signed by both parties.
- b) No waiver of or failure to act regarding any breach of this Agreement shall constitute a waiver of any prior, concurrent or subsequent breach of the same or other provisions of this Agreement.
- c) All notices hereunder shall be in writing and addressed to:

DTI:

**Sandra M. Clark, IT Procurement Officer**  
**Delaware Department of Technology**  
**801 Silver Lake Blvd.**  
**Dover, DE 19904**  
[DTI\\_Procurement@delaware.gov](mailto:DTI_Procurement@delaware.gov)

[Contractor]:  
[CONTACT]

- d) This Agreement shall not be amended, modified or assigned unless such amendment, modification or assignment is in writing and signed by both parties. This Agreement shall inure to the benefit of and shall be binding upon the parties hereto, and their successors and permitted assigns.

e) If any provision of this Agreement, or portion thereof, is held to be invalid, illegal, or unenforceable by a court of competent jurisdiction, such provision shall be reduced or modified by such court of competent jurisdiction to the extent necessary to make such provision legal and enforceable. If any provision herein is held to be illegal, invalid or unenforceable by a court of competent jurisdiction and no provision is substituted by such court of competent jurisdiction, the provision found illegal, invalid or unenforceable shall be severed herefrom and the remaining provisions of the Agreement shall remain in full force and effect.

f) All Confidential Information shall be provided "AS IS" without any warranties.

g) This Agreement is made under, and shall be construed according to the laws of the State of Delaware, U.S.A. and Delaware shall be the venue and jurisdiction for any dispute arising under this Agreement.

Contractor

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Department of Information and Technology

Signature \_\_\_\_\_

Date: \_\_\_\_\_



STATE OF DELAWARE  
 DEPARTMENT OF TECHNOLOGY AND INFORMATION  
 801 Silver Lake Blvd., Dover, Delaware 19904

**DELAWARE CLOUD SERVICES TERMS AND CONDITIONS AGREEMENT**

*PUBLIC AND NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE*

XaaS Contract # \_\_\_\_\_, Appendix \_\_\_\_\_  
 between State of Delaware and \_\_\_\_\_ dated \_\_\_\_\_

	Public Data	Non Public Data	Cloud Services (CS) Terms
			<p><b>PROVIDER must satisfy Clause CS1-A OR Clauses CS1-B and CS1-C, AND Clause CS4 for all engagements involving non-public data.</b></p> <p><b>Clause CS2 is mandatory for all engagements involving non-public data.</b></p> <p><b>Clause CS3 is only mandatory for SaaS or PaaS engagements involving non-public data.</b></p>
CS1-A		✓	<p><b>Security Standard Compliance Certifications:</b> The PROVIDER shall meet, and provide proof of, one or more of the following Security Certifications.</p> <ul style="list-style-type: none"> <li>• CSA STAR – Cloud Security Alliance – Security, Trust &amp; Assurance Registry (Level Two or higher)</li> <li>• FedRAMP - Federal Risk and Authorization Management Program</li> </ul>
CS1-B		✓	<p><b>Background Checks:</b> The PROVIDER must warrant that they will only assign employees and subcontractors who have passed a state-approved criminal background checks. The background checks must demonstrate that staff, including subcontractors, utilized to fulfill the obligations of the contract, have no convictions, pending criminal charges, or civil suits related to any crime of dishonesty. This includes but is not limited to criminal fraud, or any conviction for any felony or misdemeanor offense for which incarceration for a minimum of 1 year is an authorized penalty. The PROVIDER shall promote and maintain an awareness of the importance of securing the State's information among the Service Provider's employees and agents. Failure to obtain and maintain all required criminal history may be deemed a material breach of the contract and grounds for immediate termination and denial of further work with the State of Delaware.</p>
CS1-C		✓	<p><b>Sub-contractor Flowdown:</b> The PROVIDER shall be responsible for ensuring its subcontractors' compliance with the security requirements stated herein.</p>
CS2		✓	<p><b>Breach Notification and Recovery:</b> The PROVIDER must notify the State of Delaware immediately of any incident resulting in the destruction, loss, unauthorized disclosure, or alteration of State of Delaware data. If data is not encrypted (see CS3, below), Delaware Code (6 Del. C. §12B-100 et seq.) requires public breach notification of any incident resulting in the loss or unauthorized disclosure of Delawareans' Personally Identifiable Information (PII, as defined in Delaware's <i>Terms and Conditions Governing Cloud Services</i> policy) by PROVIDER or its subcontractors. The PROVIDER will provide notification to persons whose information was breached without unreasonable delay but not later than 60 days after determination of the breach, except 1) when a shorter time is required under federal law; 2) when law enforcement requests a delay; 3) reasonable diligence did not identify certain residents, in which case notice will be delivered as soon as practicable. All such communication shall be coordinated with the State of Delaware. Should the PROVIDER or its contractors be liable for the breach, the PROVIDER shall bear all costs associated with investigation, response, and recovery from the breach. This includes, but is not limited to, credit monitoring services with a term of at least three (3) years, mailing costs, website, and toll-free telephone call center services. The State of Delaware shall not agree to any limitation on liability that relieves the PROVIDER or its subcontractors from its own negligence, or to the extent that it creates an obligation on the part of the State to hold a PROVIDER harmless.</p>

Form Revision Date: 9/28/2018



**DELAWARE CLOUD SERVICES TERMS AND CONDITIONS AGREEMENT**

*PUBLIC AND NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE*

XaaS Contract # \_\_\_\_\_, Appendix \_\_\_\_\_  
between State of Delaware and \_\_\_\_\_ dated \_\_\_\_\_

	Public Data	Non Public Data	Cloud Services (CS) Terms
			<p><b>PROVIDER must satisfy Clause CS1-A OR Clauses CS1-B and CS1-C, AND Clause CS4 for all engagements involving non-public data.</b></p> <p><b>Clause CS2 is mandatory for all engagements involving non-public data.</b></p> <p><b>Clause CS3 is only mandatory for SaaS or PaaS engagements involving non-public data.</b></p>
CS3		✓	<p><b>Data Encryption:</b> The PROVIDER shall encrypt all non-public data in transit, regardless of transit mechanism. For engagements where the PROVIDER stores Personally Identifiable Information (PII) or other sensitive, confidential information, it shall encrypt this non-public data at rest. The PROVIDER's encryption shall meet validated cryptography standards as specified by the National Institute of Standards and Technology in FIPS140-2 and subsequent security requirements guidelines. The PROVIDER and State of Delaware will negotiate mutually acceptable key location and key management details. Should the PROVIDER not be able to provide encryption at rest, it must maintain cyber security liability insurance coverage for the duration of the contract. Coverage must meet the State of Delaware's standard in accordance with the <i>Terms and Conditions Governing Cloud Services</i> policy.</p>
CS4	✓	✓	<p><b>Notification of Legal Requests:</b> The PROVIDER shall contact the State of Delaware upon receipt of any electronic discovery, litigation holds, discovery searches, and expert testimonies related to, or which in any way might reasonably require access to the data of the State. With regard to State of Delaware data and processes, the PROVIDER shall not respond to subpoenas, service of process, and other legal requests without first notifying the State unless prohibited by law from providing such notice.</p>

The terms of this Agreement shall be incorporated into the aforementioned contract. Any conflict between this Agreement and the aforementioned contract shall be resolved by giving priority to this Agreement. By signing this Agreement, the PROVIDER agrees to abide by the following applicable Terms and Conditions :

- FOR OFFICIAL USE ONLY
- CS4 (Public Data)  
 CS1-A and CS4 (Non-Public Data) OR  CS1-B and CS1-C and CS4 (Non-Public Data)  
 CS2 (Non-public Data)  CS3 (SaaS, PaaS – Non-public Data)

PROVIDER Name/Address (print): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PROVIDER Authorizing Official Name (print): \_\_\_\_\_

PROVIDER Authorizing Official Signature: \_\_\_\_\_ Date: \_\_\_\_\_



STATE OF DELAWARE  
 DEPARTMENT OF TECHNOLOGY AND INFORMATION  
 801 Silver Lake Blvd., Dover, Delaware 19904

**DELAWARE DATA USAGE TERMS AND CONDITIONS AGREEMENT**

*PUBLIC AND NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE*

Contract/Agreement #/name \_\_\_\_\_, Appendix \_\_\_\_\_

between State of Delaware and \_\_\_\_\_ dated \_\_\_\_\_

	Public Data	Non Public Data		DATA USAGE (DU) TERMS
DU1	✓	✓	Data Ownership	The State of Delaware shall own all right, title and interest in its data that is related to the services provided by this contract. The PROVIDER shall not access State of Delaware user accounts, or State of Delaware data, except (i) in the course of data center operations, (ii) response to service or technical issues, (iii) as required by the express terms of this contract, or (iv) at State of Delaware's written request. All information obtained or generated by the PROVIDER under this contract shall become and remain property of the State of Delaware.
DU2	✓	✓	Data Usage	<p>PROVIDER shall comply with the following conditions. At no time will any information, belonging to or intended for the State of Delaware, be copied, disclosed, or retained by PROVIDER or any party related to PROVIDER for subsequent use in any transaction. The PROVIDER will take reasonable steps to limit the use of, or disclosure of, and requests for, confidential State data to the minimum necessary to accomplish the intended purpose under this agreement. PROVIDER may not use any information collected in connection with the service issued from this proposal for any purpose other than fulfilling the service. Protection of Personally Identifiable Information (PII, as defined in the State's <i>Terms &amp; Conditions Governing Cloud Services</i> policy), privacy, and sensitive data shall be an integral part of the business activities of the PROVIDER to ensure that there is no inappropriate or unauthorized use of State of Delaware information at any time. The PROVIDER shall safeguard the confidentiality, integrity, and availability of State information.</p> <p>Only duly authorized PROVIDER staff will have access to the State of Delaware data and may be required to obtain security clearance from the State. No party related to the PROVIDER may retain any data for subsequent use in any transaction that has not been expressly authorized by the State of Delaware.</p>



## DELAWARE DATA USAGE TERMS AND CONDITIONS AGREEMENT

*PUBLIC AND NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE*

Contract/Agreement #/name \_\_\_\_\_, Appendix \_\_\_\_\_

between State of Delaware and \_\_\_\_\_ dated \_\_\_\_\_

	Public Data	Non Public Data		DATA USAGE (DU) TERMS
DU3	√	√	Termination and Suspension of Service	<p>In the event of termination of the contract, the PROVIDER shall implement an orderly return (in CSV or XML or another mutually agreeable format), or shall guarantee secure disposal of State of Delaware data.</p> <p><i>Suspension of services:</i> During any period of suspension or contract negotiation or disputes, the PROVIDER shall not take any action to intentionally alter, erase, or otherwise render inaccessible any State of Delaware data.</p> <p><i>Termination of any services or agreement in entirety:</i> In the event of termination of any services or agreement in entirety, the PROVIDER shall not take any action to intentionally alter, erase, or otherwise render inaccessible any State of Delaware data for a period of 90 days after the effective date of the termination. Within this 90-day timeframe, vendor will continue to secure and back up State of Delaware data covered under the contract. After such 90-day period, the PROVIDER shall have no obligation to maintain or provide any State of Delaware data. Thereafter, unless legally prohibited, the PROVIDER shall dispose securely of all State of Delaware data in its systems or otherwise in its possession or control, as specified herein.</p> <p><i>Post-Termination Assistance:</i> The State of Delaware shall be entitled to any post-termination assistance generally made available with respect to the Services unless a unique data retrieval arrangement has been established as part of the Service Level Agreement.</p>
DU4		√	Data Disposition	<p>At the end of this engagement, PROVIDER will account for and return all State data in all of its forms, disk, CD / DVD, tape, paper, for example. At no time shall any data or processes that either belong to or are intended for the use of State of Delaware or its officers, agents, or employees, be copied, disclosed, or retained by the PROVIDER.</p> <p>When required by the State of Delaware, the PROVIDER shall destroy all requested data in all of its forms (e.g., disk, CD/DVD, backup tape, paper). Data shall be permanently deleted, and shall not be recoverable, in accordance with National Institute of Standards and Technology (NIST) approved methods. The PROVIDER shall provide written <a href="#">certificates of destruction</a> to the State of Delaware.</p>



**DELAWARE DATA USAGE TERMS AND CONDITIONS AGREEMENT**

*PUBLIC AND NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE*

Contract/Agreement #/name \_\_\_\_\_, Appendix \_\_\_\_\_

between State of Delaware and \_\_\_\_\_ dated \_\_\_\_\_

	Public Data	Non Public Data		DATA USAGE (DU) TERMS
DU5		✓	Data Location	The PROVIDER shall not store, process, or transfer any non-public State of Delaware data outside of the United States, including for back-up and disaster recovery purposes. The PROVIDER may permit its personnel and subcontractors offshore access to the data, as long as the data remains onshore.
DU6		✓	Breach Notification and Recovery	The PROVIDER must notify the State of Delaware immediately of any incident resulting in the destruction, loss, unauthorized disclosure, or alteration of State of Delaware data. If data is not encrypted (see CS 3, below), Delaware Code (6 Del. C. §12B-100 et seq.) requires public breach notification of any incident resulting in the loss or unauthorized disclosure of Delawareans' Personally Identifiable Information (PII, as defined in Delaware's <i>Terms and Conditions Governing Cloud Services</i> policy) by PROVIDER or its subcontractors. The PROVIDER will provide notification to persons whose information was breached without unreasonable delay but not later than 60 days after determination of the breach, except 1) when a shorter time is required under federal law; 2) when law enforcement requests a delay; 3) reasonable diligence did not identify certain residents, in which case notice will be delivered as soon as practicable. All such communication shall be coordinated with the State of Delaware. Should the PROVIDER or its contractors be liable for the breach, the PROVIDER shall bear all costs associated with investigation, response, and recovery from the breach. This includes, but is not limited to, credit monitoring services with a term of at least three (3) years, mailing costs, website, and toll-free telephone call center services. The State of Delaware shall not agree to any limitation on liability that relieves the PROVIDER or its subcontractors from its own negligence, or to the extent that it creates an obligation on the part of the State to hold a PROVIDER harmless.





**DELAWARE DATA USAGE TERMS AND CONDITIONS AGREEMENT**

*PUBLIC AND NON-PUBLIC DATA OWNED BY THE STATE OF DELAWARE*

Contract/Agreement #/name \_\_\_\_\_, Appendix \_\_\_\_\_

between State of Delaware and \_\_\_\_\_ dated \_\_\_\_\_

	Public Data	Non Public Data		DATA USAGE (DU) TERMS
DU7		✓	Data Encryption	The PROVIDER shall encrypt all non-public data in transit, regardless of transit mechanism. For engagements where the PROVIDER stores Personally Identifiable Information (PII) or other sensitive, confidential information, it shall encrypt this non-public data at rest. The PROVIDER's encryption shall meet validated cryptography standards as specified by the National Institute of Standards and Technology in FIPS140-2 and subsequent security requirements guidelines. The PROVIDER and State of Delaware will negotiate mutually acceptable key location and key management details. Should the PROVIDER not be able to provide encryption at rest, it must maintain cyber security liability insurance coverage for the duration of the contract. Coverage must meet the State of Delaware's standard in accordance with the <i>Terms and Conditions Governing Cloud Services</i> policy.

The terms of this Agreement shall be incorporated into the aforementioned contract. Any conflict between this Agreement and the aforementioned contract shall be resolved by giving priority to this Agreement. By signing this Agreement, the PROVIDER agrees to abide by the following applicable Terms and Conditions [check one]:

FOR OFFICIAL USE ONLY  DU 1 - DU 3 (Public Data Only) OR  DU 1 - DU 7 (Non-public Data)

PROVIDER Name/Address (print): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

PROVIDER Authorizing Official Name (print): \_\_\_\_\_

PROVIDER Authorizing Official Signature: \_\_\_\_\_ Date: \_\_\_\_\_

STATE OF DELAWARE  
PERFORMANCE BOND

Bond Number: \_\_\_\_\_

KNOW ALL PERSONS BY THESE PRESENTS, that we, \_\_\_\_\_, as principal (“Principal”), and \_\_\_\_\_, a \_\_\_\_\_ corporation, legally authorized to do business in the State of Delaware, as surety (“Surety”), are held and firmly bound unto the \_\_\_\_\_ (“Owner”) (*insert State agency name*), in the amount of \_\_\_\_\_ (\$\_\_\_\_\_), to be paid to **Owner**, for which payment well and truly to be made, we do bind ourselves, our and each and every of our heirs, executors, administrations, successors and assigns, jointly and severally, for and in the whole, firmly by these presents.

Sealed with our seals and dated this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

NOW THE CONDITION OF THIS OBLIGATION IS SUCH, that if **Principal**, who has been awarded by **Owner** that certain contract known as Contract No. \_\_\_\_\_ dated the \_\_\_\_\_ day of \_\_\_\_\_, 20 (the “Contract”), which Contract is incorporated herein by reference, shall well and truly provide and furnish all materials, appliances and tools and perform all the work required under and pursuant to the terms and conditions of the Contract and the Contract Documents (as defined in the Contract) or any changes or modifications thereto made as therein provided, shall make good and reimburse **Owner** sufficient funds to pay the costs of completing the Contract that **Owner** may sustain by reason of any failure or default on the part of **Principal**, and shall also indemnify and save harmless **Owner** from all costs, damages and expenses arising out of or by reason of the performance of the Contract and for as long as provided by the Contract; then this obligation shall be void, otherwise to be and remain in full force and effect.

**Surety**, for value received, hereby stipulates and agrees, if requested to do so by **Owner**, to fully perform and complete the work to be performed under the Contract pursuant to the terms, conditions and covenants thereof, if for any cause **Principal** fails or neglects to so fully perform and complete such work.

**Surety**, for value received, for itself and its successors and assigns, hereby stipulates and agrees that the obligation of **Surety** and its bond shall be in no way impaired or affected by any extension of time, modification, omission, addition or change in or to the Contract or the work to be performed thereunder, or by any payment thereunder before the time required therein, or by any waiver of any provisions thereof, or by any assignment, subletting or other transfer thereof or of any work to be performed or any monies due or to become due thereunder; and **Surety** hereby waives notice of any and all such extensions, modifications, omissions, additions, changes, payments, waivers, assignments, subcontracts and transfers and hereby expressly stipulates and agrees that any and all things done and omitted to be done by and in relation to assignees, subcontractors, and other transferees shall have the same effect as to **Surety** as though done or omitted to be done by or in relation to **Principal**.

**Surety** hereby stipulates and agrees that no modifications, omissions or additions in or to the terms of the Contract shall in any way whatsoever affect the obligation of **Surety** and its bond.

Any proceeding, legal or equitable, under this Bond may be brought in any court of competent jurisdiction in the State of Delaware. Notices to **Surety** or Contractor may be mailed or delivered to them at their respective addresses shown below.

IN WITNESS WHEREOF, **Principal** and **Surety** have hereunto set their hand and seals, and such of them as are corporations have caused their corporate seal to be hereto affixed and these presents to be signed by their duly authorized officers, the day and year first above written.

PRINCIPAL

Name: \_\_\_\_\_

Witness or Attest: Address: \_\_\_\_\_

_____	By: _____ (SEAL)
Name:	Name:
(Corporate Seal)	Title:

SURETY

Name: \_\_\_\_\_

Witness or Attest: Address: \_\_\_\_\_

_____	By: _____ (SEAL)
Name:	Name:
(Corporate Seal)	Title:

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**Attachment 9**

**DTI210043-IT\_MSP  
Managed Service Provider for IT Staff Augmentation**

**NO PROPOSAL REPLY FORM**

To assist us in obtaining good competition on our Request for Proposals, we ask that each Contractor that has received a proposal, but does not wish to bid, state their reason(s) below and return in a clearly marked envelope displaying the contract number.

Unfortunately, we must offer a "No Proposal" at this time because:

- 1. We do not wish to participate in the proposal process.
- 2. We do not wish to bid under the terms and conditions of the Request for Proposal document. Our objections are:

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- 3. We do not feel we can be competitive.
- 4. We cannot submit a Proposal because of the marketing or franchising policies of the manufacturing company.
- 5. We do not wish to sell to the State. Our objections are:

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- 6. We do not sell the items/services on which Proposals are requested.
- 7. Other: \_\_\_\_\_

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CONTRACTOR NAME

---

SIGNATURE

**PLEASE FORWARD NO PROPOSAL REPLY FORM TO THE CONTRACT OFFICER IDENTIFIED.**



Request for Proposal No. **DTI210043-IT\_MSP**  
**Managed Service Provider for IT Staff Augmentation**

**APPENDIX B**

**STATEMENT OF WORK**

This Statement of Work identifies the anticipated requirements of any Contract resulting from this RFP. The term "Contractor" in this document refers to a bidder responding to this RFP.

In response to this RFP, the Contractor must address and explain how it will fulfill each requirement. Attach any supplemental information and appropriately reference within your response.

**Definitions**

The following terms have the meanings set forth below. All initial capitalized terms that are not defined below shall have the respective meanings given to them in Section 1 of the Contract Terms and Conditions.

<b>Term</b>	<b>Definition</b>
DTI	Department of Technology and Information
MSP	Managed Service Provider
State	State of Delaware
SOW	Statement of Work
VMS	Contractor-Managed System

**Background**

The State of Delaware currently uses three separate contracts with multiple Professional Staffing companies and wants to streamline and standardize IT Professional Staff Augmentation process by using a single contract with a Managed Service Provider. The MSP will manage the program with a limited or unlimited pool of Contractors, all developed with and evaluated by the State of Delaware.

Applicable information on current IT staff augmentation program at the State of Delaware:

- Active Resources: 164
- Subcontractors Registered in Program: 61
- Estimated Annual Spend: \$39.9 million

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**SCOPE**

The State of Delaware Department of Technology and Information (DTI) is seeking proposals from staffing Managed Service Providers to obtain information technology professional services and provide a Contractor-managed system for State hiring managers and subcontractors. The State of Delaware intends to establish one contract with a staffing Managed Service Provider.

The State of Delaware will utilize the staffing Managed Services Provider to secure IT staffing resources for the following:

1. General IT Staff Augmentation - The augmentation of an existing team with individuals committed to providing full time or part-time support or enhancement for on-going IT initiatives or systems with or without a defined end date
2. Project-Based IT Staff Augmentation with defined start and end date contained within a specific project timeline
3. Deliverable-Based IT Staff Augmentation for non-project staffing requirements such as disaster recovery or emergency support for critical response events.

**A. System Requirements**

Contractor to confirm they have a Contractor-managed system and the following requirements:

- a. Contractor-managed system to have an approval path.
- b. Contractor-managed system to have register/access rights that can be monitored by the State.
- c. Contractor-managed system to have the following available fields:
  - i. Accounting Information
  - ii. Hiring manager
  - iii. Department
  - iv. Number of Hours and hourly rate
  - v. Hire Date
  - vi. Resource Name
  - vii. Date of Termination
  - viii. Subcontractor Name
- d. Contractor must provide details all additional functionality their proposed Contractor-managed system has to offer.

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**B. Security**

The Contractor will be subject the following security procedures:

The links below provide information on the State of Delaware, Department of Technology and Information policies, standards and procedures which include security policy and procedures, and web development. Contractors are advised that the State has methods, policies, standards and procedures that have been developed over the years. Contractors are expected to provide proposals that conform to State IT policies and standards. All services and products provided as a result of this RFP must comply with all applicable [State IT policies and standards](#). Contractor is required to review all applicable links provided below and state compliance in their response.

To join an email list that sends you an email notification when a change has been made to the State's enterprise standards or policies, please send an email to: [join-tasc\\_policies@lists.state.de.us](mailto:join-tasc_policies@lists.state.de.us) and respond to the confirmation email.

IT Security Policy, Standards and Procedures:

All computer information systems and applications operate in a secure manner and comply with State IT Security PSP's of which the publicly available documents are in the [State IT policies and standards](#) under the Security heading.

Acceptable Use Policy:

To the extent that Contractor has access to the State's computer system, Contractor must comply with the State's Acceptable Use Policy: <https://webfiles.dti.delaware.gov/pdfs/pp/AcceptableUsePolicy.pdf>

All Contractor and Subcontractor(s) Personnel will be required, in writing, to agree to the State's Acceptable Use Policy before accessing the State's system. The State reserves the right to terminate Contractor's access to the State's system if a violation occurs

**C. General Process Requirements**

Once a need is identified, the business area creates a requisition in the vendor's system that defines the skill set of the resource(s) that is needed and the time period for the need. The MSP solicitates resources from their list of subcontractors, evaluates the proposed resources and provides candidates to the State. The MSP coordinates the interview process and the State selects the candidate. The Managed Service Provider is responsible for all aspects of the hiring process.

**D. Subsequent Work**

May include, but not be limited to: Application Development; Client Server Operating Systems; Cloud Service Configurations; Enterprise Architecture; Geographic Information Systems; IT Infrastructure, Networking; Project Management and Security.

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**E. Training**

Any training requirements will be defined on the individual requisition. If the resource needs training or certifications, the responsibility is on the Contractor to ensure that the subcontractors provide the necessary training. The State will not provide reimbursement to the Contractor, subcontractor or individual resource for the cost of training in the event the resource is later hired by the State. Neither the Contractor nor subcontractor will seek compensation from any individual resource for the cost of training should the resource later seek employment with the State.

**F. Transition**

Upon termination or expiration of the agreement, Contractor must, for a period of time specified by the State (not to exceed 90 calendar days), provide all reasonable transition assistance requested by the State, to allow for the expired or terminated portion of the agreement to continue without interruption or adverse effect, and to facilitate the orderly transfer of the services to the State or its designees. Such transition assistance may include but is not limited to: (a) continuing to perform the services at the established rates; (b) taking all reasonable and necessary measures to transition performance of the work, including all applicable services to the State or the State's designee; (c) taking all necessary and appropriate steps, or such other action as the State may direct, to preserve, maintain, protect, or return (in a format specified by the State) to the State all data stored in the solution; and (d) preparing an accurate accounting from which the State and Contractor may reconcile all outstanding accounts.

**Contractor must provide a detailed transition-in and transition-out plan, including any roles or responsibilities expected of the State. The plan must adequately demonstrate the steps to migrate between Contractor's Solution and third-party Solutions.**

**G. Out of Scope**

Non-IT or non-professional IT staffing covered by other State of Delaware contracts (i.e. GSS16112-TEMP\_EMPL, contract number GSS16112A-TEMP\_EMPL, etc.)

**H. Work Hours**

Normal State working hours are 8:00 a.m. to 4:30 p.m. EST, Monday through Friday, with work performed as necessary outside of those hours to meet project deadlines. No overtime will be authorized or paid.

Hours are subject to change at the State hiring manager's discretion. Hours will not always align with State staff hours.

**I. Key Personnel**

The Contractor must appoint individuals who will be directly responsible for the day-to-day operations of the Contract ("Key Personnel"). Key Personnel must be specifically assigned to the State account, be knowledgeable on the contractual requirements, and respond to State inquires within 24 hours.

The State has the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor will notify the State of the proposed assignment, introduce the individual to the State's Project Manager, and provide the State with a resume and any other information about the individual reasonably requested by the State. The State reserves the right to interview the individual before granting written approval. In the event the State finds a proposed individual unacceptable, the State will provide a written explanation including reasonable detail outlining the reasons for the rejection. The State may require a 30-calendar day training period for replacement personnel.



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Contractor will not remove any Key Personnel from their assigned roles on this Contract without the prior written consent of the State. The Contractor's removal of Key Personnel without the prior written consent of the State is an unauthorized removal ("Unauthorized Removal"). An Unauthorized Removal does not include replacing Key Personnel for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation, or for cause termination of the Key Personnel's employment. Any Unauthorized Removal may be considered by the State to be a material breach of this Contract, in respect of which the State may elect to terminate this Contract for cause under Termination for Cause in the Standard Terms. It is further acknowledged that an Unauthorized Removal will interfere with the timely and proper completion of this Contract, to the loss and damage of the State, and that it would be impracticable and extremely difficult to fix the actual damage sustained by the State as a result of any Unauthorized Removal. Therefore, Contractor and the State agree that in the case of any Unauthorized Removal in respect of which the State does not elect to exercise its rights under Termination for Cause, Contractor will issue to the State the corresponding credits set forth below (each, an "Unauthorized Removal Credit"):

(i) For the Unauthorized Removal of any Key Personnel designated in the applicable Statement of Work, the credit amount will be \$25,000.00 per individual if Contractor identifies a replacement approved by the State and assigns the replacement to shadow the Key Personnel who is leaving for a period of at least 30 calendar days before the Key Personnel's removal.

(ii) If Contractor fails to assign a replacement to shadow the removed Key Personnel for at least 30 calendar days, in addition to the \$25,000.00 credit specified above, Contractor will credit the State \$833.33 per calendar day for each day of the 30 calendar-day shadow period that the replacement Key Personnel does not shadow the removed Key Personnel, up to \$25,000.00 maximum per individual. The total Unauthorized Removal Credits that may be assessed per Unauthorized Removal and failure to provide 30 calendar days of shadowing will not exceed \$50,000.00 per individual.

Contractor acknowledges and agrees that each of the Unauthorized Removal Credits assessed above: (i) is a reasonable estimate of and compensation for the anticipated or actual harm to the State that may arise from the Unauthorized Removal, which would be impossible or very difficult to accurately estimate; and (ii) may, at the State's option, be credited or set off against any fees or other charges payable to Contractor under this Contract.

The Contractor must identify the Key Personnel, indicate where they will be physically located, describe the functions they will perform, and provide current chronological résumés.

**J. Key Personnel Positions**

**Account Managers (One primary, One back-up).**

Contractor resource who is responsible to serve as the primary contact for all IT staff augmentation. Resource is responsible for the following:

1. Knowledge of Industry trends,
2. Onboarding
3. Contractor's strategic network
4. Point of contact for VMS System on a 24/7 basis

Account Managers information to be provided in the following format:

<b>Contractor</b>
<b>Name</b>
<b>Address</b>
<b>Phone</b>

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<b>Email</b>
--------------

<b>Contractor</b>
<b>Name</b>
<b>Address</b>
<b>Phone</b>
<b>Email</b>

**K. Non-Key-Personnel Positions**

**Contract Administrator.** Contractor resource who is responsible to(a) administer the terms of this Contract, and (b) approve and execute any Change Notices under this Contract.

Contract Administrator’s information to be provided in the following format:

<b>Contractor</b>
<b>Name</b>
<b>Address</b>
<b>Phone</b>
<b>Email</b>

**Contractor Project Manager.** Contractor resource who is responsible to serve as the primary contact with regard to services who will have the authority to act on behalf of the Contractor in matters pertaining to the implementation services, matters pertaining to the receipt and processing of Support Requests and the Support Services.

Contract Project Manager’s information to be provided in the following format:

<b>Contractor</b>
<b>Name</b>
<b>Address</b>
<b>Phone</b>
<b>Email</b>

**NOTE:** Contractor is encouraged to submit additional non-key personnel resources.

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**L. Organizational Chart**

The Contractor must provide an overall organizational chart that details staff members, by name and title, and subcontractors.

Contractor to provide details on, and examples of, documentation to meet the requirements set forth in this section.

**M. Disclosure of Subcontractors**

The Contractor must disclose the following:

The legal business name; address; telephone number; a description of subcontractor's organization and the services it will provide.

The relationship of the subcontractor to the Contractor.

Whether the Contractor has a previous working experience with the subcontractor. If yes, provide the details of that previous relationship.

Contractor must provide details on, and examples of, documentation to meet the requirements set forth in this section.

**N. Project Plan**

The awarded Contractor will carry out this project under the direction and control of the Contract Program Manager. Within 30 calendar days of the Effective Date, the Contractor must submit a project plan to the Program Manager for final approval. The plan must include: (a) the Contractor's organizational chart with names and title of personnel assigned to the project, which must align with the staffing stated in accepted proposals; and (b) the project breakdown showing sub-projects, tasks, and resources required.

Identify the project plan and how it will be managed. Project plan should identify items such as the required contact personnel; the date the project plan must be submitted to the State; project management process; project breakdown identifying sub-projects, tasks, and resources required; expected frequency and mechanisms for updates/progress reviews; process for addressing issues/changes; and individuals responsible for receiving/reacting to the requested information. This project plan should include a timeline or process for converting current placements to the MSP.

**O. Meetings**

The State may request regular or ad-hoc meetings, as it deems appropriate.

If Contractor has an alternative planned approach for project meetings provide details, including purpose, roles and responsibilities, and proposed frequency.

**P. Reporting**

The Contractor must submit, to the requesting individuals the following written reports: The Contractor must explain its reporting capabilities and any reporting that is included in its proposal.

- Required Reports – Contract's usage report by resource on a monthly basis
  - o Includes current status by resource compared to the original contracted value
  - o Includes usage data sorted by Subcontractor, Department, Manager and Staffing type

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- Other Reports - Contractor must have capability for requested ad-hoc reports based on the State's need.

All reports must be in an editable format. The State may request other reports, as it deems appropriate.

Contractor must describe specific reports the Contractor will provide after contract execution and during the lifecycle of the contract, including all required scheduled reporting and details around the how and when metrics are captured/validated, and the requirements set forth in this section.

**Q. Additional Value-Added Services**

The Contractor may offer other services or processes that align with the scope of the SOW but not are specifically identified in the SOW at no cost to the State. The Contractor must describe and define benefits of these specific services or processes.

**R. Service Level Agreements**

The Contractor is responsible for its own performance as well as that of its Subcontractors. Specifics of required, including Performance Standard and Target percentage are outlined in Exhibit 1 of this document. Failure of the Contractor to meet these requirements will result in reasonable remediation actions as outlined at the end of **Exhibit 1**.

**S. Temporary Personnel are Not State Employees Unless and Until They are Hired**

Contractor agrees that any individual or group of temporary staff person(s) provided to the State of Delaware pursuant to this Solicitation shall remain the employee(s) of Contractor for all purposes including any required compliance with the Affordable Care Act by the Contractor. Contractor agrees that it shall not allege, argue, or take any position that individual temporary staff person(s) provided to the State pursuant to this Solicitation must be provided any benefits, including any healthcare benefits by the State of Delaware and Contractor agrees to assume the total and complete responsibility for the provision of any healthcare benefits required by the Affordable Care Act to aforesaid individual temporary staff person(s). In the event that the Internal Revenue Service, or any other third party governmental entity determines that the State of Delaware is a dual employer or the sole employer of any individual temporary staff person(s) provided to the State of Delaware pursuant to this Solicitation, Contractor agrees to hold harmless, indemnify, and defend the State to the maximum extent of any liability to the State arising out of such determinations.

Notwithstanding the content of the preceding paragraph, should the State of Delaware subsequently directly hire any individual temporary staff employee(s) provided pursuant to this Solicitation, the aforementioned obligations to hold harmless, indemnify, and defend the State of Delaware shall cease and terminate for the period following the date of hire. Nothing herein shall be deemed to terminate the Contractor's obligation to hold harmless, indemnify, and defend the State of Delaware for any liability that arises out of compliance with the ACA prior to the date of hire by the State of Delaware. Contractor will waive any separation fee provided an employee works for both the Contractor and hiring agency, continuously, for a three (3) month period and is provided thirty (30) days written notice of intent to hire from the agency. Notice can be issued at second month if it is the State's intention to hire.

**T. Subcontractor Payment Terms**

The Contractor must provide payment terms' information for each subcontractor included in the Contractor pool. If a single standard payment term applies to all subcontractors, the Contractor must also include this information and any exceptions to the standard.

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**U. Exclusivity**

The purpose of the Contract is for the MSP to provide a valuable professional service to the State. Therefore, the State intends to utilize the Contract the maximum extent that is beneficial to the State. In the exceptional circumstance in which it is more beneficial for the State to establish a direct relationship with a subcontractor of the MSP, the State may do so at the State's sole discretion. Hence, the MSP cannot require subcontractors to execute non-compete or other exclusivity agreements that prohibit subcontractors from entering into a direct contract with the State. The State cannot circumvent the Contract absent a showing that the MSP was unable or unwilling to fulfill a request for resources. The Contractor and their subcontractors must provide a copy of any non-compete agreements that they are requiring their employees to sign. If the applicable non-compete agreement is contained within a broader employment contract, then the entire employment contract must be provided.

*Remainder of page intentionally left blank.*

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**Appendix B - Exhibit 1**  
**Service Level Agreements**

Service Level Agreements (SLA) are outlined in the tables below. Table B-1 applies to Contractor’s performance. However, Contractor is fully responsible for the performance of itself and its Subcontractors as specified under this SLA. In the Performance Target column, the Contractor must enter the percentages they will commit to meeting. Remedies for failure to meet the SLAs is outlined at the end of this Exhibit.

**Contractor SLA**

- These SLA’s apply to job requirements released under the contract.
- They do not apply to engagements that transition from other contracts.
- These SLA’s will be applied to the Contractor based on the performance of their subcontractors.

<b>Performance Standard</b>	<b>Description</b>	<b>Performance Target</b>	<b>Calculation</b>	<b>Frequency</b>
<b>Resume Submittal Response Time</b>	<b>Measures response time from receipt of request to delivery of candidate resumes</b>	<b>92%</b>	<b>Average number of requisitions which received first batch review within four business days</b>	<b>Quarterly</b>
<b>Round One Fill Rate</b>	<b>Measures ability to satisfactorily fulfill request with first round of resumes submitted to requestor (top 3-5 candidates)</b>	<b>92%</b>	<b>Total number of filled positions resulting from the first round of resumes/total number of requisitions filled</b>	<b>Quarterly</b>

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<b>Performance Standard</b>	<b>Description</b>	<b>Performance Target</b>	<b>Calculation</b>	<b>Frequency</b>
<b>Retention Rate</b>	Measures the percentage of resources that leave before the end of their engagement, not at the direction of the State	3% or lower	Number of turnovers leaving before the end of their engagement.	Quarterly
<b>Resource Dismissal</b>	Measures number of resources dismissed due to inadequate resource performance	1% or lower	Number of turnovers (due to inadequate performance)/ total number of resources engaged through end of the quarter including SLA exempt resources	Quarterly
<b>Accurate Billing</b>	Monthly invoice is complete and correct, submitted on time	99%	Number of invoices accepted by agency / total number of invoices	Quarterly
<b>Resource Evaluation</b>	For staff augmentation online survey provided after first quarter engagement of resources and annually thereafter and at conclusion of work assignment.  For SOW engagements, on-line survey provided at end of the SOW.	100%	Online survey provided after first quarter of engagement, annually, and at conclusion of work assignment	First Quarter after initial placement & Annually
<b>Customer Service Response Time</b>	Confirmation and estimated resolution time for inquiry by email, phone or system incident report to be provided within 1 hour during business hours.	100%	Number of inquiries meeting response time requirement / total number of inquiries.	Quarterly
<b>System Availability</b>	VMS is available to hiring managers and subcontractors.	99%	Measured 24/7 with exception of announced down times	Monthly

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<b>Performance Standard</b>	<b>Description</b>	<b>Performance Target</b>	<b>Calculation</b>	<b>Frequency</b>
<b>Resource's meeting Technical Criteria</b>	<p>Measures quality of resources submitted to manager.</p> <p>Resumes need to meet technical requirements.</p>	<b>99% or higher</b>	<b>Number of resumes meeting technical requirements by score submitted to manager / Total numbers of resumes submitted to manager.</b>	<b>Quarterly</b>
<b>Contractor Satisfaction Survey</b>	<b>State will conduct satisfaction survey to measure agency satisfaction with VMS performance.</b>	<b>80%</b>	<b>Number of satisfactory responses / total number of responses</b>	<b>At State's discretion</b>
<b>Attrition Rate</b>	<b>Measures resource turnover due to unplanned situations that are not caused by the State of Delaware, excluding inadequate performance, death, serious illness, etc.</b>	<b>5% or lower</b>	<b>Number of unplanned turnovers within the quarter / total number of resources engaged through end of the quarter including SLA exempt resources</b>	<b>Quarterly</b>
<b>Candidates Interviewed</b>	<b>Measures the number of candidates who fulfill interview requests</b>	<b>80%</b>	<b>Number of candidates interviewed / total number of candidates requested for interview</b>	<b>Quarterly</b>
<b>Candidates fulfilling offers of engagement/failure to start</b>	<p><b>Measures the number of candidates who start engagements after offer acceptance</b></p> <p><b>Measures false starts</b></p>	<b>95%</b>	<b>Number of candidates starting engagements / total number of candidates accepting offers of engagement</b>	<b>Quarterly</b>



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**Remedies for Failure to Meet SLA**

Contractor, by itself or through its Subcontractors, will meet or exceed the service levels detailed in the tables above. In the event Contractor or its Subcontractors fail to meet the service levels, Contractor agrees to the following remedies:

Contractor agrees to identify and calculate all credits due for outages, performance failures or failure to meet any service level. All service levels will be computed on the basis detailed in the tables above. The SLAs will be reviewed quarterly by the State and the Contractor to identify any issues that may need immediate attention.

Service Level Credits will be quantified at the end of every 3 monthly invoice periods and the Credit amount will be disclosed to the State within 15 days. Service Level Credits will be issued no later than 30 days after the conclusion of an impacted 3-month period and will be reflected on the then current monthly invoice. Contractor will ensure that all credits due the State are provided automatically without requiring the State to submit a claim or request, and are clearly identified on the credit note to which they are posted (including specifically identifying on the credit note the failure to which the service credit applies.). The escalation of Service Level Credits (as shown in the table below,) associated with not meeting Performance Targets will reset for each invoice period (monthly).

**Service Level Escalation Table:**

	<b>Service Level Performance Target not met. First occurrence in a 3-month period (3 monthly invoices).</b>	<b>Service Level Performance Target not met. Second occurrence in a 3-month period (3 monthly invoices).</b>	<b>Service Level Performance Target not met. Third occurrence in a 3-month period (3 monthly invoices).</b>	<b>Service Level Performance Target not met. Fourth and any additional occurrence in a 3-month period (3 monthly invoices).</b>
Amount credited back to the State.	Warning only. No credit required.	1% of monthly invoice	2%	3%

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**APPENDIX C**  
**RATES AND FEES**

This schedule identifies the pricing for this RFP and resulting Contract. The State is requesting job category pricing which will not include the Contractor's administrative fee. Pricing will be a "not to exceed" (NTE) rate indicating rate may be less than shown on this schedule under certain circumstances. The Contractor must also identify any associated administrative fee, supplier funded fee or any other miscellaneous fees for the managed services provided. This bill rate identified below is prior to the application of the Contractor's administrative fee. As part of their proposal, the Contractor must include a process for requesting rate changes. These requests must include a published index or other public standard to support amount of the change. The State must provide written approval of any rate card change before such rate request is effective.

	Limited Contractor Pool	Unlimited Contractor Pool
Administrative Fee Percentage		
Miscellaneous Fees, Supplier Funded Fees, Other Fees	<i>Contractor to describe and note percentage or rate for each fee</i>	<i>Contractor to describe and note percentage or rate for each fee</i>
ACA Surcharge		
Number of Subcontractors	<i>Contractor to indicate recommendation on maximum number of subcontractors under this program:</i>	<i>Contractor to indicate number of current subcontractors:</i>

Job Category	Job Title	Skill level	NTE Bill Rate
Applications	Computer Operator	CO1	\$0.00
		CO2	\$0.00
	Product Specialist	PS1	\$0.00
		PS2	\$0.00
		PS3	\$0.00
	Programmer	PR1	\$0.00
		PR2	\$0.00
		PR3	\$0.00
	Senior Product Specialist	SPRS1	\$0.00

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		SPRS2	\$0.00	
		SPRS3	\$0.00	
Cloud	Cloud Administrator	CLAD	\$0.00	
	Cloud Architect	CLAR	\$0.00	
	Cloud Engineer	CLEN	\$0.00	
Customer Service/Tech Support	Desktop Support Specialist	DSS1	\$0.00	
		DSS2	\$0.00	
		DSS3	\$0.00	
	System Administrator	SA1	\$0.00	
		SA2	\$0.00	
		SA3	\$0.00	
	System Specialist	SS1	\$0.00	
		SS2	\$0.00	
		SS3	\$0.00	
IT Operations and Management Services	Quality Assurance Specialist	QAS1	\$0.00	
		QAS2	\$0.00	
		QAS3	\$0.00	
	Senior Architect	SAR1	\$0.00	
	Senior Technical Architecture Specialist	STAS1	\$0.00	
		STAS2	\$0.00	
		STAS3	\$0.00	
	Business Analyst	BA1	\$0.00	
		BA2	\$0.00	
		BA3	\$0.00	
	Business Subject Matter Expert	BSME1	\$0.00	
		BSME2	\$0.00	
		BSME3	\$0.00	
	IT Security	Information Security Policy and Standards Advisor	Level 1	\$0.00
			Level 2	\$0.00
Senior Security Consultant		Level 3	\$0.00	
Project Management	Project Management Specialist	PMS1	\$0.00	
		PMS2	\$0.00	

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		PMS3	\$0.00
	Senior Project Management Specialist	SPMS1	\$0.00
		SPMS2	\$0.00
		SPMS3	\$0.00
Telecom/Network	Network Administrator	NA1	\$0.00
		NA2	\$0.00
		NA3	\$0.00
	Network Architect	NAR1	\$0.00
		NAR2	\$0.00
		NAR3	\$0.00
	Network Engineer	NE1	\$0.00
		NE2	\$0.00
		NE3	\$0.00

NOTE: The State may add or remove Job Titles and or Levels at any time during the RFP and any subsequent agreement by means of an Addendum.

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**IT Staffing Job Titles and Descriptions**

**Business Analyst**

Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Experienced with business process reengineering and identifying new applications of technology to business problems to make business more effective. Familiar with industry standard (including Legacy, Core, and Emerging technologies), business process mapping, and reengineering.

Prepares solution options, risk identification, and financial analyses such as cost/benefit, ROI, buy/build, etc. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs.

Prepare and document Functional and Technical Specifications for reporting and data warehouse work. Assist with business warehouse/intelligence support and enhancements. Develops RFPs. Assist in deployment and management of end-user reporting tools and platforms. Work with IT and business project teams to understand reporting and data warehousing requirements and propose solutions. Document and provide knowledge transfer to the rest of the Enterprise Reporting Team for all solutions. Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Familiar with relational database concepts, and client-server concepts. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project manager. A certain degree of creativity and latitude is required.

**BA1**

Years of Relevant Experience:	1 to 3 years of experience in the field or in a related area.
Role Description:	<ul style="list-style-type: none"> <li>Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and preestablished guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment.</li> </ul>

**BA2**

Years of Relevant Experience:	4-7 years of experience in the field or in a related area.
Role Description:	<ul style="list-style-type: none"> <li>Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. A certain degree of creativity and latitude is required. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.</li> </ul>

**BA3**

Years of Relevant Experience:	8 or more years of experience in the field or in a related area.
Role Description:	<ul style="list-style-type: none"> <li>Relies on experience and judgment to plan and accomplish goals, independently performs a variety of complicated tasks, a wide degree of creativity and latitude is expected.</li> </ul>

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**CADD/GIS Administrator**

The CADD/GIS Administrator (CGA) is responsible for providing direct support of various CADD/GIS software and hardware systems. The CGA will perform hardware and software installations, relocations, testing and routine maintenance.

**CGA1**

Years of Relevant Experience:	Up to 5 years
Role Description:	<ul style="list-style-type: none"> <li>• Assist in troubleshooting CADD/GIS system hardware problems and work with the appropriate service and warranty vendors to make the necessary repairs and fixes.</li> <li>• Track version upgrades and notify proper parties of available updates to CADD/GIS Systems software.</li> <li>• Assist with phone and online problem reporting and maintaining problem report records.</li> <li>• Assist with ordering consumable supplies for the CADD/GIS Systems.</li> <li>• Maintain current inventory of all hardware, software, upgrades and fixes for each site.</li> <li>• Maintain configuration charts of current inventory.</li> <li>• Maintain data backups and data archives and provide data retrieval from backup.</li> <li>• Monitor system status and data integrity.</li> </ul>

**CGA2**

Years of Relevant Experience:	5 to 8 years
Role Description:	<p>All roles specified in CGA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Able to work independently.</li> <li>• Demonstrate proven experience in troubleshooting with little supervision.</li> <li>• Able to communicate status to managers and project sponsors.</li> <li>• Assist in developing standards and direction for systems.</li> </ul>

**CGA3**

Years of Relevant Experience:	8 plus years
Role Description:	<p>All roles specified in CGA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Lead efforts to troubleshoot CADD/GIS system hardware and software problems.</li> <li>• Lead team of CGAs developing software and hardware plans and solutions.</li> <li>• Expertise in teaching/conveying technical and/or functional courses/concepts.</li> </ul>

**Cloud Administrator**

**CLAD**

Years of Relevant Experience:	1 to 2 years
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Role Description:	<ul style="list-style-type: none"> <li>• Configures cloud environment components.</li> <li>• Ensure all devices are maintained properly. Ensure maintenance activity is scheduled on a regular basis. Performs system upgrades.</li> <li>• Installs cloud-related software programs and applications.</li> <li>• Monitors the performance of cloud services and ensures system efficiencies.</li> <li>• Conducts tests to check the efficiency and accuracy of cloud devices.</li> <li>• Troubleshoots cloud devices when issues are reported.</li> </ul>
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**Cloud Architect**  
***CLAR***

Years of Relevant Experience:	1 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Participates in designing, developing and refining the State of Delaware cloud to ensure that it is secure, reliable, and robust. Implements changes to the cloud to increase performance and efficiencies.</li> <li>• Develops and implements detection and disaster recovery activities to test cloud services; participates in detecting, investigating, documenting, and reporting actual or potential cloud environment security violations, intrusions, failures, performance or other issues.</li> <li>• Designs cloud backbone infrastructure, to provide reliable, optimized, high performance cloud services.</li> <li>• Evaluates security products and tests security systems performance; assists in planning, implementing, and testing disaster recovery procedures; participates in making formal risk assessments related to the State of Delaware cloud environment.</li> </ul>

**Cloud Engineer**  
***CLEN***

Years of Relevant Experience:	1 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Designs and implements cloud-based solutions. Assesses existing configurations and makes recommendations based on product specifications. Configures equipment and software to meet business needs, trains others on the solution, and documents the solution for ongoing support. Functions as part of a team on larger projects, or individually provides the services on support visits or smaller projects. Provides technical support and assists with the design of cloud solutions.</li> <li>• Upgrades equipment and software, applies patches, and ensures physical security of data.</li> <li>• Facilitates and leads the engineering process for the State of Michigan cloud environment.</li> <li>• Designs disaster recovery plans for cloud services.</li> <li>• Creates effective cloud strategies, including specific performance reports and metrics.</li> <li>• Requires experience in the technical services and support field as well as experience in cloud administration (DHCP, DNS, routers, firewall, etc.)</li> <li>• Assists with troubleshooting cloud devices when issues are reported.</li> </ul>

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**Continuity of Operations Specialist**

The Continuity of Operations Specialist (COS) is responsible for assisting State efforts to develop, implement and coordinate Continuity of Operations plans and tests for all state agencies. The Continuity of Operations Specialist is responsible for working with State agencies to develop, test, evaluate and implement continuity of operations plans and ensure business recovery efforts are accomplished within defined timeframes.

***COS1***

Years of Relevant Experience:	1 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Coordinate and assist in the evaluation of Continuity of Operations drills.</li> <li>• Ensure that all Continuity of Operations Plans are kept current and maintained centrally.</li> <li>• Assist with the coordination of a real-time Continuity of Operations activation during an event.</li> <li>• Assist with the administration and maintenance of the state's Living Disaster Recovery Planning System.</li> </ul>

***COS2***

Years of Relevant Experience:	2 to 5 years
Role Description:	<p>All roles specified in COS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Assist client agencies with the design, testing, and implementation of Continuity of Operations Plans.</li> <li>• Ensure that the essential functions of all are documented and maintained in the Living Disaster Recovery Planning System.</li> </ul>

***COS3***

Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in COS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Provide training on Continuity of Operations Plans and the state's implemented Living Disaster Recovery Planning System.</li> <li>• Negotiate and contract with key state partners and hot/cold site industry providers.</li> </ul>



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**Data Entry Operator**

For data entry projects that require manual key entry and/or data capture through scanning.

**DE1**

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Comprehensive PC skills.</li> <li>• Able to follow written and spoken instructions.</li> <li>• Minimum of 25 wpm.</li> <li>• Ability to accurately enter information into a computer, accessing information from a computer, and verifying information on a screen.</li> <li>• Duties involve utilizing automated equipment, including electronic keyboard, display screen, and sorted memory to perform.</li> <li>• Ability to operate and understand basic scanning and imaging equipment, including pan, skew, and image correction techniques.</li> <li>• Ability to conduct basic data mining and data capture efforts.</li> <li>• Services may be required to be provided at supplier's site using supplier's equipment. Typically need an end product of electronic data, typically transmitted through FTP.</li> <li>• Key punch and verify records in specified format (ex. ASCII).</li> <li>• The total number of keystrokes is limited to actual characters, numbers and special characters that are keyed. Spaces, function keys, nulls, and zeros are not counted as keystrokes.</li> <li>• The contractor must complete all data forms within an agreed-upon amount of time from receipt or average a minimum of a set number of strokes each week data forms are in possession.</li> <li>• Error rate cannot exceed 1/2%. Error rate is calculated on a character (not field or record) basis.</li> <li>• Pickup and delivery by contractor to be made on a weekly basis.</li> <li>• For key entry, required that a second individual completed 100% key verification to control errors.</li> <li>• Knowledge of imaging and visual display operating practices, procedures, and techniques.</li> <li>• Knowledge of arithmetic and numbering systems.</li> <li>• Ability to operate equipment with speed and accuracy to ensure information is captured.</li> </ul>

**DE2**

Years of Relevant Experience:	2 to 4 years
Role Description:	<ul style="list-style-type: none"> <li>• All roles specified in DE1 plus the following</li> <li>• Minimum of 35 wpm.</li> </ul>

**Database Administrator**

The Database Administrator (DBA) is responsible for data analysis and database management. Database Administrators typically are involved in maintenance, enhancement, designing of data dictionaries, physical and logical database models, and performance tuning. Database Administrators have a range of skills and knowledge of the utilities and production tools used for data storage management to support the Application Team.

**DBA1**

Years of Relevant	2 to 3 years
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Experience:	
Role Description:	<ul style="list-style-type: none"> <li>• Skilled data dictionary analysis and design and data model analysis design.</li> <li>• Maintain central data repository.</li> <li>• Experience and knowledge in supporting application system development life cycle.</li> <li>• Responsible for data dictionary backup and recovery.</li> <li>• Responsible for definition of standards of data dictionaries.</li> <li>• May program dictionary analysis and maintenance software.</li> <li>• Perform performance tuning.</li> <li>• Monitor database performance and space requirements.</li> <li>• Schedule and monitor end of day data warehousing jobs.</li> <li>• Assist in coordinating software releases.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>

**DBA2**

Years of Relevant Experience:	3 to 5 years
Role Description:	<p>All roles specified in DBA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Business systems analysis and design experience.</li> <li>• Logical data modeling techniques.</li> <li>• Production environment Tools/Utilities.</li> <li>• Knowledgeable in data analysis and database management techniques.</li> <li>• Execution of all responsibilities with little direct supervision of Team Lead.</li> <li>• Administration and scripting experience in relative platform.</li> <li>• Supervise performance tuning.</li> <li>• Author shell scripts to perform back up, restore, and monitoring tasks.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

**DBA3**

Years of Relevant Experience:	5 plus years
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Role Description:	<p>All roles specified in DBA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Highly skilled at database design, installations, conversions.</li> <li>• Responsible for database backup and recovery procedures, access security and database integrity, physical data storage design and data storage management.</li> <li>• Participates in Database Management System selection and maintains database performance.</li> <li>• Expertise in specific Database Management Systems.</li> <li>• Knowledge of various Database Management System products.</li> <li>• Provide status of work to Project Team Lead.</li> <li>• Engage in ongoing process improvement.</li> </ul>
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**Desktop Support Specialist**

The Desktop Support Specialist (DSS) supports in-house teams and responds in person to helpdesk tickets.

***DSS1***

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Respond to help desk tickets.</li> <li>• Work with vendor support contacts to resolve technical problems with desktop computing equipment and software.</li> <li>• Ensure desktop computers interconnect seamlessly with diverse systems including associated validation systems, file servers, email servers, computer conferencing systems, application servers and administrative systems.</li> <li>• Build and configure new user workstation equipment set (PC, desktop image, phone, peripherals, software, user accounts)</li> <li>• Troubleshoot basic network, software, and printing problems.</li> </ul>

***DSS2***

Years of Relevant Experience:	2 to 4 years
Role Description:	<p>All roles specified in DSS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Assess functional needs to determine specifications for purchases</li> <li>• Order computer supplies.</li> <li>• Work with vendors on supply issues.</li> </ul>

***DSS3***

Years of Relevant Experience:	4 plus years
Role Description:	<p>All roles specified in DSS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Assume team leadership responsibilities.</li> <li>• Mentor junior team members.</li> <li>• Possess extensive networking knowledge.</li> <li>• Experience working with complex systems or custom hardware.</li> </ul>

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**Disaster Recovery Specialist**

The Disaster Recovery Specialist (DRS) is responsible for assisting State efforts to develop, implement and coordinate disaster recovery plans and tests for all mission-critical IT environments. The Disaster Recovery Specialist is responsible for working with State agencies to develop, test, evaluate and implement disaster recovery plans and ensure system recovery efforts are accomplished within defined timeframes.

***DRS***

Years of Relevant Experience:	1 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Coordinate and monitor disaster recovery tests.</li> <li>• Ensure that all disaster recovery plans are kept current and copies are maintained centrally and off-site.</li> <li>• Prioritize the recovery of data, systems, and facilities across all State departments, agencies and school districts.</li> <li>• Assist with coordination of real-time recovery activities during a disaster event.</li> </ul>

***DRS2***

Years of Relevant Experience:	2 to 5 years
Role Description:	<p>All roles specified in DRS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Document the readiness of the State’s IT infrastructure for recovery from a disaster.</li> <li>• Assist client agencies with the design, testing, and implementation of disaster recovery plans for their IT data centers, applications and systems.</li> <li>• Develop and conduct periodic simulated disaster scenarios and assist in the validation of the recovery plans and procedures.</li> </ul>

***DRS3***

Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in DRS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Provide agency training on the planning, testing and evaluation of disaster recovery scenarios as they relate to the Agency’s/School District’s IT systems and applications.</li> <li>• Negotiate/contract with key disaster recovery, data storage, and hot/cold site industry providers.</li> <li>• Ensure that all critical State systems and information is included in a disaster recovery plan.</li> </ul>

**Facilitator**

The Facilitator (FAC) is responsible for facilitating and managing technical requirements sessions involving Subject Matter Experts who are represented by program staff, technology staff, contractors, and other stakeholders. These sessions are typically information gathering meetings to make decisions and document requirements for workflow diagrams, business processes, system functional specifications, detailed system design specifications, testing plans and scripts, implementations plans, etc. The output from these sessions is documented and compiled in the above documents. These sessions are also utilized to gather requirements for RFI’s, RFP’s, contracts and federally required documents such as APDs, Feasibility Studies and Cost/Benefit Analyses. The Facilitator is personable, a good listener, well organized, a proficient writer, and can actively manage meetings. This is usually a discipline for larger projects where a Planning or Project Manager requires a meeting specialist.

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**FAC1**

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Create and maintain Project Plan in MS Project and/or other Project Planning tool</li> <li>• Create Meeting Agenda.</li> <li>• Identify SMEs needed for each session.</li> <li>• Lead meetings and manage to the agenda.</li> <li>• Drive team to make decisions.</li> <li>• Document all topics discussed, decisions made and outstanding issues.</li> <li>• Compile documents for review and approval.</li> <li>• Organize documents to feed project deliverables.</li> </ul>

**FAC2**

Years of Relevant Experience:	2 to 5 years
Role Description:	All roles specified in FAC1 plus the following: <ul style="list-style-type: none"> <li>• Experience creating requirements for RFIs, RFPs, and contracts.</li> <li>• Experience in facilitating multi-year projects.</li> </ul>

**FAC3**

Years of Relevant Experience:	5 plus years
Role Description:	All roles specified in FAC2 plus the following: <ul style="list-style-type: none"> <li>• Experience in creating requirements for APDs, Feasibility Studies and Cost/Benefit Analyses.</li> <li>• Experience in facilitating multi-million dollar projects.</li> </ul>

**Functional Architect**

The Functional Architect (FA) is the functional expert for an application, a defined set of applications or a portfolio of related applications. The Functional Architect is also responsible for bringing an understanding of the enterprise, business system and industry to the team(s) supporting or interfacing with the application. The primary responsibility of a Functional Architect is to provide expertise in the business process supported by the application, to prepare and review designs, to recommend improvements, and to provide guidance during the testing process. The Functional Architect helps the Programmers establish a clear understanding of the business functional requirements and either creates the functional designs to meet the requirements or reviews and approves the designs written by the Programmers. The Functional Architect must understand all aspects of their specific application(s), and the underlying business process. The more experienced Functional Architect plans, analyzes, and defines high-level software strategies and solutions. Contained in the experienced role is the task of coordinating with other Functional Architects to define technical requirements and long range plans for meeting customer requirements.

**FA1**

Years of Relevant Experience:	2 to 4 years in particular application area
Role Description:	<ul style="list-style-type: none"> <li>• Analyze, determine, and document functional requirements.</li> <li>• Provide definition on how the applications will support business requirements.</li> <li>• Conduct impact analyses of business requirements on the system.</li> <li>• Work with Technical Architecture Specialist in defining software/hardware requirements.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Gather and interpret user requirements into design specifications.</li> <li>• Participate in design of application.</li> <li>• Participate in design code and test reviews as appropriate.</li> <li>• Provide inputs to test planning.</li> <li>• Complete assigned tasks.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment.</li> <li>• Strong communication skills; both written and spoken</li> <li>• Act as the application(s) functional expert; providing expertise in the business process supported by the application.</li> <li>• Provide detailed definition on how the applications will support business requirements.</li> <li>• Work with Technical Architecture Specialist in planning and delivering technical architecture.</li> <li>• Provide expertise for defining functional architecture and infrastructure for applications.</li> <li>• Plan and develop user interface strategy.</li> <li>• Direct and participate in design of application.</li> <li>• Interpret and understand user requirements/design specifications.</li> <li>• Provide detailed definition on how the applications will support business requirements.</li> <li>• Work with Technical Architecture Specialist in defining software/hardware requirements and in planning and delivering architecture.</li> <li>• Provide expertise for defining architecture and infrastructure for applications.</li> <li>• Review and understand team work plan</li> <li>• Identify and track issues, risks and action items affecting own work and work of team.</li> <li>• Anticipate and resolve issues specific to the team.</li> </ul> <p>Determine time estimates and schedule for own work and resolve issues in a timely manner.</p>
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**FA2**

Years of Relevant Experience:	4 to 5 years in particular application area
Role Description:	<p>All roles specified in FA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Provide functional expertise to planning organization as required.</li> <li>• Review tasks prior to migration into production as appropriate. Provide assistance in scheduling design work for Lead Functional Architect.</li> <li>• Coordinate the design and development of work estimates and act as the primary point of contact. Assist in managing and directing application team processes.</li> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems.</li> <li>• Work with client and Lead Functional Architect to identify direction of software.</li> <li>• Ensure business requirements are supported by the software.</li> <li>• Identify and initiate continuous improvement opportunities.</li> <li>• Define user interface strategies.</li> <li>• Understand specific business needs and overall business strategy of the business customer.</li> </ul>

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**FA3**

Years of Relevant Experience:	5 plus years in particular application area
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Role Description:	<p>All roles specified in FA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Guide processes for Functional Architects and direct work planning and design activities.</li> <li>• Provide standard, well-structured work planning which defines scope, resources, commitments, quality, risk, tasks, and acceptance criteria.</li> <li>• Ensure that overall application designs remain within project scope.</li> <li>• Work with customer business units to understand their business processes.</li> <li>• Work with customer business units and client to identify direction of software.</li> <li>• Ensure business requirements are supported by the software.</li> <li>• Ensure goals for Functional Architects are being met and manage team commitments.</li> <li>• Analyze, define, and document how the applications will support functional and business requirements. Coordinate these efforts with Functional Architects.</li> <li>• Understand supporting/interfacing system applications.</li> <li>• Approve the determined need for new software/hardware.</li> <li>• Understand prioritization work based on business needs request/releases for work affecting an application.</li> <li>• Manage the accomplishment of delivery metrics, Service Level Agreements and other contractual obligations within areas of responsibility.</li> <li>• Sponsor coordination of the required skills, training, methodologies, and processes to ensure the success of team/project/program goals.</li> <li>• Coordinate and conduct project review meetings with Group Lead Functional Architects and Team Leads.</li> <li>• Communicate and resolve application interface issues with other Lead Functional Architects as needed.</li> <li>• Monitor and measure maintenance and development process effectiveness.</li> <li>• Communicate clearly the program/application goals, operational and organizational philosophies, and policies and procedures to the Functional Architects.</li> <li>• Communicate to team members the relationships between their work and assignments and the organizational and/ or program objectives.</li> </ul>
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**Help Desk Analyst**

The Help Desk Analyst (HAD) provides Helpdesk Level 2 Support by performing the skills listed below.

**HDA1**

Years of Relevant Experience:	1 to 3 years field experience
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Role Description:	<ul style="list-style-type: none"> <li>• Provide technical assistance, support, and advice to end users for hardware, software, and systems.</li> <li>• Provide hands-on technical assistance to business and technical users.</li> <li>• Investigate and resolve computer software and hardware problems of users.</li> <li>• Serve as a contact for level 1 support.</li> <li>• Serve as a contact for users having problems using computer software, hardware, and operating systems, and escalates as necessary.</li> <li>• Determine whether problem is caused by hardware, software, or system.</li> <li>• Answer questions, applying knowledge of computer software, hardware, systems, and procedures.</li> <li>• Talk with technical and non-technical co-workers to research problem and find solution.</li> <li>• Asks user with problem to use telephone and participate in diagnostic procedures, using diagnostic software or by listening to and following instructions.</li> <li>• Experienced with a variety of call-tracking software and systems.</li> <li>• Reads trade magazines and engages in independent study to maintain current industry knowledge.</li> <li>• Follow quality standards, and displays strong customer service skills.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>
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**HDA2**

Years of Relevant Experience:	3 to 5 years field experience
Role Description:	<p>All roles specified in HDA 1 plus the following:</p> <ul style="list-style-type: none"> <li>• Call software and hardware vendors to request service regarding defective products.</li> <li>• Act as a subject matter expert for one or more custom or COTS applications.</li> <li>• Talk to programmers to explain software errors or to recommend changes to programs.</li> <li>• May work as in-house consultant and research alternate approaches to existing software and hardware when standardized approaches cannot be applied.</li> <li>• Test software and hardware to evaluate ease of use and whether product will aid user in performing work.</li> <li>• Write software and hardware evaluation and recommendations for management review.</li> <li>• Write or revise user-training manuals and procedures.</li> <li>• Develop training materials, such as exercises and visual displays.</li> <li>• Train users on software and hardware on-site or in classroom, or recommend outside contractors to provide training.</li> </ul>

**HDA3**

Years of Relevant Experience:	5 plus years field experience
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Role Description:	<p>All roles specified in HDA 1 and 2 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage expectations at all levels: customers/end users, executive sponsors.</li> <li>• Ensure quality standards are followed.</li> <li>• Monitor the team’s open backlog of support issues and re-assign issues as necessary to ensure they are closed per agreed upon service levels.</li> <li>• Act as the escalation point for high priority support issues.</li> <li>• Ability to make recommendations on policies on system use and services.</li> </ul>
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**IT Security Administrator**

The IT Security Administrator (ISA) is responsible for administration of access controls on mainframe for all statewide users, DTI staff, employees, contractors and vendors. The ISA is also accountable for physical security through proprietary administration and surveillance monitoring. The ISA researches upgrades and improvements for better flexibility and control and supports agency Information Security Officers with reports and troubleshooting. The ISA could also provide 2nd level support to DTI Service Desk as well as support customer agencies with security expertise and problem resolution.

***ISA1***

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Implement and maintain security policies, procedures, standards, and guidelines for DTI facilities/computing systems and for state agencies, school districts and other entities.</li> <li>• Assist other security personnel in developing and drafting security procedures and forms for administration.</li> <li>• Provide physical security for DTI work locations including building access, door and video surveillance, inspections, investigations and maintenance.</li> <li>• Prepare security violations logs and deliver regular reports; incident reporting, issue remediation.</li> <li>• Administer personnel/HR packets and clearances for DTI staff, contractors and vendors.</li> </ul>

***ISA2***

Years of Relevant Experience:	2 to 5 years
Role Description:	<p>All roles specified in ISA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Conduct investigations, administer information access controls, and perform other security measures for DTI computing sites statewide.</li> <li>• Develop and implement training materials for Information Security Officers.</li> <li>• Develop and conduct security training to DTI and customers related to information security and risk management.</li> <li>• Support the Information Security Officers Team and DTI management as required.</li> <li>• Self-motivated and able to work independently with general direction from the Lead DTI Security Administrator.</li> </ul>

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**ISA3**

Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in ISA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Coordinate and administer security activities across interdepartmental teams within DTI and other outside client agencies.</li> <li>• Support and participate in agency projects to implement, insure, train and administer information security.</li> <li>• Investigate and report incidents/violations of individuals, systems and accesses with recommendations/alternatives for prevention and risk mitigation.</li> <li>• Write proposals, summaries, documentation, forms and whitepapers concerning information and physical security.</li> </ul>

**Network Administrator**

The Network Administrator (NA) installs, configures, and supports an organization's local area network (LAN), wide area network (WAN), and Internet system or a segment of a network system. The Network Administrator maintains network hardware and software, monitors the network to ensure network availability to all system users and performs necessary maintenance to support network availability. The Network Administrator may supervise other network support and client server specialists and plan, coordinate, and implement network security measures.

**NA1**

Years of Relevant Experience:	1 to 3 years
Role Description:	<ul style="list-style-type: none"> <li>• Monitor, diagnose and troubleshoot network (LAN/WAN) performance, hardware and software platforms, resolve server connectivity issues in a multi-tiered and secure networking environment, and replace defective components.</li> <li>• Install, configure, manage and maintain server hosted network attached storage (NAS) and storage area network (SAN) disk storage technologies.</li> <li>• Perform server backups, restorations, fail-over recovery and disaster recovery operations.</li> <li>• Maintain and administer computer networks and related computing environments including computer hardware, systems software, applications software, and all configurations.</li> <li>• Plan, coordinate, and implement network security measures to protect data, software, and hardware.</li> <li>• Perform routine server operating system and application software with patches and updates.</li> <li>• Test computer hardware, networking software and operating system software.</li> <li>• Confer with network users about how to solve existing system problems.</li> <li>• Work with vendors to resolve problems.</li> <li>• Experience in network cabling systems and fiber optic cabling.</li> </ul>

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**NA2**

Years of Relevant Experience:	3 to 5 years
Role Description:	<p>All roles specified in NSA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Design, install, configure, monitor and troubleshoot network equipment such as, but not limited to, Hubs, Network Interface Cards (NIC), Local Area Network (LAN) cards, hard drives, Ethernet switches, routers, wireless bridges, monitoring devices, access points, firewalls, intrusion detection systems, and content devices.</li> <li>• Recommend changes to improve systems and network configurations, and determine hardware or software requirements related to such changes.</li> <li>• Supervise other team members and provide training in advanced networking skills.</li> <li>• Write and produce technical documentation.</li> </ul>

**NA3**

Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in NSA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Recommend changes to improve systems and network configurations, and determine hardware or software requirements related to such changes.</li> <li>• Supervise other team members and provide training in advanced networking skills.</li> <li>• Act as a subject matter expert during technical reviews/audits and provide input during RFP process.</li> </ul>

**Organizational Change Management Specialist**

The Organizational Change Management Specialist (OCM) will provide support to the State of Delaware’s business organizations (state agencies and school districts) through the transformational processes related to major project implementations. The difference in the role levels 1, 2 and 3 are based on size and scale of project and needed years’ experience.

**OCM1**

Years of Relevant Experience:	2 to 4 years
Role Description:	<ul style="list-style-type: none"> <li>• Develop, document, and communicate policies, processes, procedures, and other information for the preparation of major project implementation within state organizations.</li> <li>• Work with project team members to ensure that business organizations understand and implement changes that are a result of reengineering and system development.</li> <li>• Must be able to exhibit effective communication skills, be highly organized, detail oriented, and work independently.</li> <li>• Assist the user community in identifying and understanding the changes resulting from business reengineering efforts, new system development, and other modifications to business processes accompanying technological advances and provide guidance and support in responding to those changes.</li> <li>• Provide a communications link between technical and functional personnel to ensure a clear understanding of requirements,</li> </ul>

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	functionality, change issues etc. <ul style="list-style-type: none"> <li>• Plan, organize, develop, and implement effective communications for the smooth sharing of information between technology teams and business organizations.</li> <li>• Work with the project team to identify and define project operating standards and translate those standards into system documentation.</li> <li>• Work with project team and end user community to identify and define end user procedures and translate those procedures into easily understood, user friendly, readily available end user documentation.</li> <li>• Assist user organizations and technical teams in the process of conducting acceptance testing for maximum clarity and confidence in understanding on the part of both.</li> </ul>
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**OCM2**

Years of Relevant Experience:	4 to 6 years
Role Description:	<ul style="list-style-type: none"> <li>• All roles specified in OCM1</li> </ul>

**OCM3**

Years of Relevant Experience:	6 plus years.
Role Description:	All roles specified in OCM2 plus: <ul style="list-style-type: none"> <li>• acceptance testing for maximum clarity and confidence in understanding on the part of both.</li> </ul>

**Planning Manager**

The Planning Manager (PLAN) is responsible for the planning phase of an IT project. This involves the necessary planning and requirements gathering to ensure that the proper implementation RFP (or equivalent requirements document) and/or contract is in place. Planning manager will serve on a one person capacity on smaller projects and will manage a planning team on large projects. Planning manager will facilitate requirements sessions to gather necessary detail to author planning project documents such as workflow diagrams, business re-engineering documents including as is, to-be a gap analysis, system functional specifications, detailed system design specifications, testing plans and scripts, implementations plans, etc.

**PLAN1**

Years of Relevant Experience:	0 to 2 years
Preferred Education:	Bachelor's Degree or equivalent work experience.
Role Description:	<ul style="list-style-type: none"> <li>• Create and maintain Project Plan in MS Project and/or other Project Planning tool</li> <li>• Lead various meetings including stakeholder, requirements gathering/JAD with appropriate SMEs and manage to the agenda.</li> <li>• Drive team to make decisions.</li> <li>• Document all topics discussed, decisions made and outstanding issues.</li> <li>• Compile documents for review and approval.</li> <li>• Organize documents to author project deliverables.</li> </ul>

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**PLAN2**

Years of Relevant Experience:	2 to 4 years
Role Description:	All roles specified in PLAN1 plus the following: <ul style="list-style-type: none"> <li>• Manage team of one to two planning staff members.</li> <li>• Project is multi-year.</li> </ul>

**PLAN3**

Years of Relevant Experience:	4 plus years
Role Description:	All roles specified in PLAN2 plus the following: <ul style="list-style-type: none"> <li>• Manage larger planning team.</li> <li>• Project is mission critical and/or has statewide implications.</li> </ul>

**Product Specialist**

The Product Specialist (PS) is the expert for a technical development or execution environment product or set of products. The primary responsibility of a Product Specialist is to ensure the availability and facilitate the productive use of a product for Application Teams or end users. The Product Specialist may own part of a product, all of one, or several products depending on the nature of the product(s) and their use. The Product Specialist requires significant to expert experience and skills in the product supported. The Product Specialist will usually also have significant experience in the operating environment(s) (e.g., HP/UX, NT, MVS, etc.) on which the product is implemented. If the product is one that was internally developed, the supporting PS should also have most of the skills of a Programmer. The Product Specialist is responsible for collaborating with Technical Architecture Specialist, System Specialists, Programmers and vendors to ensure and enhance the use of the product and effect migration to new versions of a product.

**PS1**

Years of Relevant Experience:	1 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Make sound recommendations on functional and technical improvements to the product.</li> <li>• Analyze the functional and technical impact of product planning decisions.</li> <li>• Develop appropriate functional and usability standards for products.</li> <li>• Track and document expected volume and type of use of the product.</li> <li>• Participate in product design reviews to verify that design meets quality standards and functional/technical requirements.</li> <li>• Participate in product design reviews to verify that design meets quality standards and functional/technical requirements.</li> <li>• Perform impact analyses on production fixes and enhancements to establish priorities.</li> <li>• Provide basic product support and provide accurate and complete answers to detailed product questions in a timely manner.</li> <li>• Provide effective on-site product support as needed.</li> <li>• Accurately sets severity of identified defects.</li> <li>• Provide input to training and / or documentation materials regarding latest technical and functional design changes.</li> <li>• Document all work for future reference.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Review the system test approach and conditions used as the basis for detailed test scenarios.</li> <li>• Follow quality standards.</li> <li>• Analytical and customer service skills.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>
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**PS2**

Years of Relevant Experience:	2 to 5 years
Role Description:	<p>All roles specified in PS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Actively contribute as an expert or actual designer.</li> <li>• Coordinate product design reviews to verify that design meets quality standards and functional/technical requirements.</li> <li>• Provide accurate estimates for design and programming efforts for system changes and enhancements.</li> <li>• Coordinate enhancements to business and logical data models with data base administration to make the appropriate changes to the physical data model.</li> <li>• Confirm that technical architecture will support all changes required by product enhancements.</li> <li>• Effectively lead product tests and trials.</li> <li>• Identify appropriate business examples to illustrate key concepts / features.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.</li> <li>• Apply specific expertise to ensure that products meet defined customer objectives.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

**PS3**

Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in PS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Demonstrate expertise in teaching/conveying technical and/or functional courses/concepts.</li> <li>• Develop appropriate work programs/budgets and use to effectively schedule tasks/assignments.</li> <li>• Identify improvements to project standards to achieve high quality services/products.</li> </ul>

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**Project Manager**

The Project Manager directs, controls, administers, and regulates an enhancement or development program. The Project Manager is the individual ultimately responsible to the agency. The Program Manager’s primary responsibility is to drive the entire effort from start to finish. The Project Manager must ensure that the program is completed on schedule and that the final product meets the business, technical, and established quality requirements. The difference between a PM1, PM2, and PM3 will depend on the size of the project, and the breadth and scope of the project.

**PM1**

Years of Relevant Experience:	I) 2 to 5 years
Role Description:	<ul style="list-style-type: none"> <li>• Responsible for the development of estimates for the enhancement or development effort in planning, analysis, design, construction, testing, and implementation.</li> <li>• Accountable for delivery of all work tasks identified in the program plan.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Ensure all changes to scope follow processes and are documented.</li> <li>• Ensure new estimates are approved by the client and agreed upon.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Monitor project milestones and phases to ensure the project is on schedule. Take corrective actions if a project begins to slip its schedule.</li> <li>• Prepares status reports on a periodic basis for program team, team leads, group leads, and program manager and appropriate stakeholders.</li> <li>• Plan, organize, prioritize, and manage multiple work efforts across application teams.</li> <li>• Develop the detailed program plan for the enhancement or development effort.</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Accountable to schedule or monitor status reviews, peer reviews, program management inspections, and software quality assurance work product and process reviews with the appropriate designated resources.</li> <li>• Notify team leads of project timelines, milestones, phases, work requests target dates, and approved executable work package.</li> <li>• Communicate and work with users and client as necessary.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Analyze and distribute reports on program metrics associated with work items related to improvement measures.</li> <li>• Ensure processes and activities are followed.</li> </ul>

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**PM2**

Years of Relevant Experience:	5 to 7 years
Role Description:	<p>All roles specified in PM1 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for the approval and sign-off of the program plan with customer representatives, such as portfolio managers, and all affected program stakeholders.</li> <li>• Accountable for management of scope for the program and gaining agreement and approval of scope changes with customer representatives and affected stakeholders.</li> <li>• Build and maintain relationships with key stakeholders and customer representatives.</li> <li>• Direct work planning and scheduling design work.</li> <li>• Manage and track the program progress against the program plan.</li> <li>• Serve as the primary point of contact for all program-related issues and resolution of issues.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Identify and manage program risk and develops risk mitigation strategies, track to closure.</li> <li>• Ensure team leads adjust and revise estimates when necessary.</li> <li>• Anticipate issues and proactively address them. Resolve conflicts with sensitivity and tact.</li> <li>• Coordinate the establishment of program standards and program specific procedures with team leads.</li> <li>• Responsible for project compliance with standards and procedures.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Develop and facilitate achievement of program service commitments and performance metrics.</li> <li>• Ensure that tasks provide value and support the strategic direction of the program and meet service commitments; conduct reviews with agencies.</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Communicate effectively with customers and software / hardware suppliers supporting the State as appropriate.</li> <li>• Identify and track issues.</li> <li>• Balance workload with program members' capacity.</li> <li>• Communicate to team members how their work assignments relate to and help achieve program objectives.</li> <li>• Plan program specific training and orientation needs.</li> </ul>

**PM3**

Years of Relevant Experience:	5 to 7 years
Role Description:	<p>All roles specified in PM1 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for activities with excess delivery cycles of 8 to 12 months.</li> </ul>

**Programmer**

The Programmer (PR) is responsible for analysis, design, coding, component and assembly testing of all application code owned by the Application Team. Programmers typically are involved in maintenance (including production support), enhancement and development work. Programmers have a range of skills and knowledge of the technologies used and applications



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supported by the Application Team. The Programmer works with the Functional Architect and Technical Architecture Specialist on an as needed basis to ensure that design and code meets customer requirements.

**PR1**

Years of Relevant Experience:	Less than 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Code enhancement and development programs and/or required fixes to production problems using the functional and technical programming standards.</li> <li>• Test enhancement and development programs.</li> <li>• Participate in structured code reviews/walkthroughs.</li> <li>• Execute all required process steps.</li> <li>• Create and provide content for operational documentation to Technical Writers.</li> <li>• Utilize configuration management tools, design tools, debugging tools, and any other environment specific tools necessary to create, test, and implement an application.</li> <li>• Research problems before approaching the Team Lead or Functional Architect for assistance.</li> <li>• Limited functional knowledge.</li> <li>• Follow quality standards.</li> <li>• Support installation of application releases into production as directed.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>

**PR2**

Years of Relevant Experience:	2 to 5 years
Role Description:	<p>All roles specified in PR1 plus the following:</p> <ul style="list-style-type: none"> <li>• Analyze and design enhancements, development programs, and/or required fixes to production problems.</li> <li>• Design applications to functional and technical programming standards.</li> <li>• Work with Functional Architects to gather and interpret user requirements into design specifications.</li> <li>• Develop system specifications and interfaces.</li> <li>• Determine time estimates and schedule for work.</li> <li>• Moderate functional and process knowledge.</li> <li>• Assist in managing and directing Application Team processes.</li> <li>• Coordinate work with other software developers on Application Teams.</li> <li>• Assist Team Lead or Test Team Lead in monitoring estimated-time-to-complete (ETC) and actuals for assigned tasks.</li> <li>• Develop application designs in support of the systems specifications and interfaces, perhaps in conjunction with application or technical architects.</li> <li>• Operating System expertise sufficient to perform performance and tuning diagnostics.</li> <li>• Work with users to ensure that solutions meet business requirements.</li> <li>• Execution of all responsibilities with little direct supervision of Team Lead.</li> <li>• Generally aware of new developments in industry and process and has ability to apply them to work as appropriate.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>
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**PR3**

Years of Relevant Experience:	5 to 8 years
Role Description:	<p>All roles specified in PR2 plus the following:</p> <ul style="list-style-type: none"> <li>• Plan all required process steps.</li> <li>• Review and understand the Application Team’s work plan.</li> <li>• Provide status of work to Team Lead.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.</li> <li>• Engage in ongoing process improvement.</li> <li>• Detailed functional and process knowledge.</li> <li>• Utilize deep modeling, design and coding skills.</li> <li>• Provide expertise in one or more database environments.</li> </ul>

**PR4**

Years of Relevant Experience:	8 plus years
Role Description:	<p>All roles specified in PR3 plus the following:</p> <ul style="list-style-type: none"> <li>• Converts scientific, engineering, and other technical problem formulations to formats that can be processed by computer.</li> <li>• Resolves symbolic formulations, prepares flowcharts and block diagrams, and encodes resultant equations for processing by applying extensive knowledge of branch of science, engineering, or advanced mathematics, such as differential equations or numerical analysis, and understanding of capabilities and limitations of computer.</li> <li>• This is a professional level non-supervisory position which may require coordination of programming activities being conducted by the team</li> <li>• Confers with other business and technical personnel to resolve problems of intent, inaccuracy, or feasibility of computer processing.</li> <li>• Works with necessary personnel to determine if modifications are necessary with interested personnel to determine necessity for modifications or enhancements.</li> <li>• Leverages excellent written and verbal communication skills to develop new business process and programming solutions as directed by business and technical stakeholders.</li> <li>• May coordinate activities of computer programmers.</li> </ul>

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**Project Management Specialist**

The Project Management Specialist (PMS) directs, controls, administers, and manages an enhancement or development of **small to medium size** project(s). The Project Management Specialist is the individual ultimately responsible for projects. The Project Management Specialist's primary responsibility is to drive the entire project/program from start to finish. The Project Management Specialist must ensure that the project/program is completed on schedule and that the final product meets the business, technical standards and policies.

***PMS1***

Years of Relevant Experience:	2 to 5 years
Role Description:	<ul style="list-style-type: none"> <li>• Responsible for the development of estimates for the enhancement or development effort in planning, analysis, design, construction, testing, and implementation.</li> <li>• Accountable for delivery of all work tasks identified in the program plan.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Ensure all changes to scope follow processes and are documented.</li> <li>• Ensure new estimates are approved by the client and agreed upon.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Monitor project milestones and phases to ensure the project is on schedule. Take corrective actions if a project begins to slip its schedule.</li> <li>• Prepares status reports on a periodic basis for program team, team leads, group leads, and program manager and appropriate stakeholders.</li> <li>• Plan, organize, prioritize, and manage multiple work efforts across application teams.</li> <li>• Develop the detailed program plan for the enhancement or development effort</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Accountable to schedule or monitor status reviews, peer reviews, program management inspections, and software quality assurance work product and process reviews with the appropriate designated resources.</li> <li>• Notify team leads of project timelines, milestones, phases, work requests target dates, and approved executable work package.</li> <li>• Communicate and work with users and client as necessary.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Analyze and distribute reports on program metrics associated with work items related to improvement measures.</li> <li>• Ensure processes and activities are followed.</li> </ul>

***PMS2***

Years of Relevant Experience:	5 to 7 years
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Role Description:	<p>All roles specified in PMS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for the approval and sign-off of the program plan with customer representatives, such as portfolio managers, and all affected program stakeholders.</li> <li>• Accountable for management of scope for the program and gaining agreement and approval of scope changes with customer representatives and affected stakeholders.</li> <li>• Build and maintain relationships with key stakeholders and customer representatives.</li> <li>• Direct work planning and scheduling design work.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Serve as the primary point of contact for all program-related issues and resolution of issues.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Identify and manage program risk and develops risk mitigation strategies, track to closure.</li> <li>• Ensure team leads adjust and revise estimates when necessary.</li> <li>• Anticipate issues and proactively address them. Resolve conflicts with sensitivity and tact.</li> <li>• Coordinate the establishment of program standards and program specific procedures with team leads.</li> <li>• Responsible for project compliance with standards and procedures.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Develop and facilitate achievement of program service commitments and performance metrics.</li> <li>• Ensure that tasks provide value and support the strategic direction of the program and meet service commitments; conduct reviews with agencies.</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Communicate effectively with customers and software/hardware suppliers supporting the State as appropriate.</li> <li>• Identify and track issues.</li> <li>• Balance workload with program members' capacity.</li> <li>• Communicate to team members how their work assignments relate to and help achieve program objectives.</li> <li>• Plan program specific training and orientation needs.</li> </ul>
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**PMS3**

Years of Relevant Experience:	7 plus years
Role Description:	<p>All roles specified in PMS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for activities with excess delivery cycles of 8 to 12 months.</li> </ul>

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**Quality Acceptance Analyst**

The Quality Acceptance Analyst (QAA) is responsible for representing the State in providing review of various project activities and deliverables to ensure that the Project is proceeding on time, within budget and that the outputs of the project are satisfactory. The QAA will serve independent of the Project Manager and will provide feedback to the PM and State staff on project issues and risks so they may be properly mitigated before they affect the scope. A QAA usually serves on large projects.

**QAA1**

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Familiar with industry practices such as CMMI and Six Sigma.</li> <li>• Provide metrics to measure quality outputs.</li> <li>• Provide metrics to track defects and minimize them.</li> <li>• Provide metrics to measure and track risks.</li> <li>• Utilize industry best practices to manage and minimize defects through creation of front end quality measures to minimize/eliminate common sources.</li> <li>• Create repeatable methods to measure performance.</li> <li>• Review outputs including all project deliverables either through a complete review or development of a sampling methodology for large result sets.</li> <li>• Assist in developing traceability metrics.</li> <li>• Help develop test plans that prove traceability.</li> <li>• Assure that testing plans are traceable and repeatable through scripting or similar testing methods.</li> <li>• Develop easy to understand scoring process (e.g. green, yellow red) for tracking issues and project schedule.</li> <li>• Regularly communicate findings to State and vendor partners.</li> <li>• Escalate findings, as appropriate.</li> <li>• Advocate on behalf of the State with PM.</li> </ul>

**QAA2**

Years of Relevant Experience:	2 to 4 years
Role Description:	<p>All roles specified in QAA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage team of one to QA staff.</li> <li>• Project is multi-year.</li> </ul>

**QAA3**

Years of Relevant Experience:	4 plus years
Role Description:	<p>All roles specified in QAA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage larger QA team.</li> <li>• Project is mission critical and/or has statewide implications.</li> </ul>

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**Quality Assurance Specialist**

The Quality Assurance Specialist (QAS) is responsible for the design, pilot, and implementation of the software quality assurance review processes. The QAS Specialist will work with Application Teams during pre and post assessment periods. The QAS Specialist reports to the Quality Assurance Team Lead. For each phase end review the Quality Assurance Specialist is responsible to plan, schedule, execute, and document findings of the review. Quality Assurance Specialists must have a detailed understanding of processes which support the software development lifecycle. The Quality Assurance Lead is responsible for communicating with the State regarding the progress of the quality approach and a summary of the metrics, as well as managing the Quality Assurance Specialists.

**QAS1**

Years of Relevant Experience:	3 years software development and testing
Role Description:	<ul style="list-style-type: none"> <li>• Assist in software activities in defined span of control for the organization.</li> <li>• Track and monitor process and work product improvement opportunities.</li> <li>• Collect, review, and evaluate the project’s required work products against standard work product templates.</li> <li>• Verify that established measurement procedures are used and all required metrics are collected.</li> <li>• Respond to requests for information.</li> <li>• Coordinate work with others on team and across teams</li> <li>• Draft report of observations, minor and major non-compliance.</li> <li>• Develop quality standards.</li> <li>• Monitor progress of action item resolution activity and ensure appropriate internal stakeholders are aware of pending deadlines.</li> <li>• Conduct training courses with project teams on software quality review process.</li> <li>• Research problems before approaching Quality Assurance Lead for assistance.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Able to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>

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**QAS2**

Years of Relevant Experience:	5 years software development, testing, and project management
Role Description:	<p>All roles specified in QAS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Conduct software quality phase end review activities (work product and process) for each software project and produce the required quality assurance reports, as specified in the project's quality assurance plan.</li> <li>• Ensure the software development process followed by the project teams is compliant with approved tailored processes.</li> <li>• Review and check project's software development activities and the associated internal tasks required by the agencies as employed by the project and specified in the project plan.</li> <li>• Prepare preliminary software quality audit package for review before conduct of audit.</li> <li>• Define quality standards.</li> <li>• Monitor progress of action item resolution activity and ensure appropriate stakeholders are aware of pending deadlines.</li> <li>• Assist in managing and improving quality assurance team processes.</li> <li>• Review and understand project team work plan.</li> <li>• Determine time estimates and schedule for software quality review work. Conduct reviews according to schedule.</li> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems, rather than reactive.</li> <li>• Identify and track issues, risks and action items affecting own work and work of team.</li> <li>• Report on progress of action item resolution and possible risk areas.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> </ul>

**QAS3**

Years of Relevant Experience:	7 plus years software development, testing and project management
Role Description:	<p>All roles specified in QAS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Review project's required work products to ensure compliance with approved tailored procedures and standards.</li> <li>• Review and check project's software development activities and the associated internal tasks required as employed by the project and specified in the project plan.</li> <li>• Compare actual project procedures to the specified standards, procedures, and, if required, specific 3rd party contractual requirements.</li> <li>• Perform detailed reviews of interim and final tasks as appropriate.</li> <li>• Ensure process improvement opportunities are reviewed by appropriate contact to identify training needs of the organization.</li> <li>• Perform or manage the required software quality phase end reviews of work product and process for each software project and produce the required software quality reports, as specified in the project's software quality plan.</li> <li>• Develop, and manage short and long-term plans and schedules for organization wide software quality needs.</li> <li>• Balance workload with team's capacity by managing the team's activities according to schedule and budgets.</li> <li>• Coordinate and procure the required skills and techniques required.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Obtain feedback from project teams regarding the overall effectiveness of processes and procedures – Forward to appropriate stakeholders and process owners.</li> <li>• Provide feedback to project teams regarding process/procedure improvement opportunities and other potential areas for improvement discovered during software quality activities.</li> <li>• Report all software quality-revealed non-compliance.</li> <li>• Provide regular reports on the results of compliance reviews to the project team, project team leaders and management. Report on progress on action item resolution and possible risk areas.</li> <li>• Anticipate and resolve issues dealing with software quality.</li> <li>• Develop options and recommendations to assist teams in resolving issues.</li> <li>• Ensure action items are addressed and closed based on agreed dates and activities.</li> <li>• Ensure that defined processes are followed.</li> <li>• Communicate related improvement measures to the project team.</li> <li>• Obtain feedback from project teams regarding the overall effectiveness of software quality processes followed. Review with team and develop continuous improvement action plans. Report status to executive team.</li> <li>• Communicate and work with customers and other personnel as necessary.</li> <li>• Communicate clearly the team goals, organizational philosophies, and policies and procedures to the team.</li> <li>• Communicate to team members the relationship between their work assignments and the team and project objectives.</li> <li>• Lead efforts in developing and facilitating implementation of team goals and metrics.</li> </ul>
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**Senior Architect**

The Senior Architect (SAR) is responsible for designing, developing, and implementing application infrastructure to provide highly-complex, reliable, and scalable applications and systems to meet the organization’s objectives and requirements. Senior Architects are familiar with a variety of the application technologies, environments, concepts, methodologies, practices, and procedures and rely on experience and judgment to plan and accomplish goals. Senior Architects are able to perform a variety of complicated tasks with minimal or no direct supervision. They have proven experience defining systems and application architecture and provide vision, problem anticipation, and problem solving ability to organization. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

***SAR1***

Years of Relevant Experience:	5 years software development, testing, and project management
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Role Description:	<ul style="list-style-type: none"> <li>• Consult with personnel in other information systems groups to coordinate activities.</li> <li>• Consult with management to clarify systems and programs intent, identify problems, suggest changes, and determine extent of application systems changes required.</li> <li>• Participate in developing a project plan and schedule with key milestones, contingency plans, workflow charts or diagrams, considering factors, such as resource requirements, computer storage capacity and speed, extent of peripheral equipment, and intended use of output data.</li> <li>• Manage conversion of workflow charts to language that can be processed by computer and entering of program codes and test data into computer.</li> <li>• Analyze test runs on computer and supervises correction of coded program and input data.</li> <li>• Manage the revision of existing programs to increase operating efficiency or adapt to new requirements.</li> <li>• Compile documentation of program development and subsequent revisions.</li> <li>• Train subordinates in systems analysis, feasibility studies, programming, and program coding.</li> <li>• Prescribe standards for terms and symbols used to simplify interpretation of programs.</li> <li>• Collaborate with computer manufacturers and other users to develop new programming methods.</li> <li>• Prepare records and reports.</li> </ul>
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**Senior Business Subject Matter Expert**

The Senior Business Subject Matter Expert (SBSME) brings proven experience from related businesses or organizations as well as system integration and technology experience. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise and make recommendations on business and technical solutions based on hands-on experience solving similar business problems. They are able to utilize knowledge of theory, principles, or technology of specific discipline or field of specialization.

***SBSME1***

Years of Relevant Experience:	More than 10 years
Role Description	<ul style="list-style-type: none"> <li>• Consult with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.</li> <li>• Require knowledge in computer programming and other related technical fields as well as extensive experience in a particular business or industry subject matter.</li> <li>• Conduct study or survey on need or problem to obtain data required for solution.</li> <li>• Analyze data to determine solution, such as installation of alternate methods and procedures, changes in processing methods and practices, modification of machines or equipment, or redesign of products or services.</li> <li>• Advise client or department heads on alternate methods of solving need or problem, or recommends specific solution.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Require experience providing consulting services to governmental entities.</li> <li>• May be designated according to field of business and technical specialization.</li> </ul>
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**Senior Database Architect**

The Senior Database Architect is responsible for designing, developing, and implementing infrastructure to provide highly-complex, reliable, and scalable databases to meet the organization's objectives and requirements. Database Architects are familiar with a variety of the database technologies, concepts, methodologies, practices, and procedures and rely on experience and judgment to plan and accomplish goals. Database Architects are able to perform a variety of complicated tasks with minimal or no direct supervision. They assist in defining system and application architecture and provide vision, problem anticipation, and problem solving ability to organization. They consult with the client to define needs or issues, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

***SDA1***

Years of Relevant Experience:	8 plus years of database experience
Role Description	<ul style="list-style-type: none"> <li>• Possess extensive knowledge of one or more database systems, and is capable of hands-on work in all phases of database design and management.</li> <li>• Design, develop, and implement infrastructure to provide highly-complex, reliable, and scalable database to meet the organization's objectives and requirements.</li> <li>• Analyze organization's business requirements for database design, and implements changes to database as required.</li> <li>• Perform systems analysis on database, and resolves performance, capacity, and replication issues as necessary.</li> <li>• Provide detailed design and specification documentation, including flowcharts, for all aspects of the database.</li> <li>• Work with database analysts to develop methodologies, report views, queries, and table replications</li> <li>• Ensure that all the data is in the proper format.</li> <li>• Participate in the identification, prioritization, and development of technical initiatives and strategies.</li> <li>• Develop and maintains database standards and naming conventions.</li> <li>• Keep up-to-date on emerging database architectures, technologies, and methodologies, and attends training classes as necessary.</li> </ul>

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**Senior Project Management Specialist**

The Senior Project Management Specialist (SPMS) directs, controls, administers, and manages an enhancement or development of **medium to large and/or enterprise-wide** project(s). The Senior Project Management Specialist is the individual ultimately responsible for projects. The Project Management Specialist's primary responsibility is to drive the entire project/program from start to finish. The Project Management Specialist must ensure that the project/program is completed on schedule and that the final product meets the business, technical standards and policies.

***SPMS1***

Years of Relevant	2 to 5 years
Role Description:	<ul style="list-style-type: none"> <li>• Responsible for the development of estimates for the enhancement or development effort in planning, analysis, design, construction, testing, and implementation.</li> <li>• Accountable for delivery of all work tasks identified in the program plan.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Ensure all changes to scope follow processes and are documented.</li> <li>• Ensure new estimates are approved by the client and agreed upon.</li> <li>• Adjust and revise estimates when necessary.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Monitor project milestones and phases to ensure the project is on schedule. Take corrective actions if a project begins to slip its schedule.</li> <li>• Prepares status reports on a periodic basis for program team, team leads, group leads, and program manager and appropriate stakeholders.</li> <li>• Plan, organize, prioritize, and manage multiple work efforts across application teams.</li> <li>• Develop the detailed program plan for the enhancement or development effort</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Accountable to schedule or monitor status reviews, peer reviews, program management inspections, and software quality assurance work product and process reviews with the appropriate designated resources.</li> <li>• Notify team leads of project timelines, milestones, phases, work requests target dates, and approved executable work package.</li> <li>• Communicate and work with users and client as necessary.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Analyze and distribute reports on program metrics associated with work items related to improvement measures.</li> <li>• Ensure processes and activities are followed.</li> </ul>

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**SPMS2**

Years of Relevant Experience:	5 to 7 years
Role Description:	<p>All roles specified in SPMS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for the approval and sign-off of the program plan with customer representatives, such as portfolio managers, and all affected program stakeholders.</li> <li>• Accountable for management of scope for the program and gaining agreement and approval of scope changes with customer representatives and affected stakeholders.</li> <li>• Build and maintain relationships with key stakeholders and customer representatives.</li> <li>• Direct work planning and scheduling design work.</li> <li>• Manage, and track the program progress against the program plan.</li> <li>• Serve as the primary point of contact for all program-related issues and resolution of issues.</li> <li>• Coordinate and present proposals to agencies as necessary.</li> <li>• Identify and manage program risk and develops risk mitigation strategies, track to closure.</li> <li>• Ensure team leads adjust and revise estimates when necessary.</li> <li>• Anticipate issues and proactively address them. Resolve conflicts with sensitivity and tact.</li> <li>• Coordinate the establishment of program standards and program specific procedures with team leads.</li> <li>• Responsible for project compliance with standards and procedures.</li> <li>• Responsible for the capture and reporting of required program management metrics.</li> <li>• Responsible to tailor and baseline all program templates.</li> <li>• Develop and facilitate achievement of program service commitments and performance metrics.</li> <li>• Ensure that tasks provide value and support the strategic direction of the program and meet service commitments; conduct reviews with agencies.</li> <li>• Accountable for the final program management evaluation review with stakeholders for approval upon program completion.</li> <li>• Communicate effectively with customers and software/hardware suppliers supporting the State as appropriate.</li> <li>• Identify and track issues.</li> <li>• Balance workload with program members' capacity.</li> <li>• Communicate to team members how their work assignments relate to and help achieve program objectives.</li> <li>• Plan program specific training and orientation needs.</li> </ul>

**SPMS3**

Years of Relevant Experience:	7 plus years
Role Description:	<p>All roles specified in SPMS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Accountable for activities with excess delivery cycles of 8 to 12 months.</li> </ul>

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**Senior Project Manager**

The Senior Project Manager (SPM) is responsible for managing, coordinating, and establishing priorities for the complete life-cycle of projects including the planning, design, programming, testing, and implementation of business solutions designed to meet requirements of various departments in the company, such as distribution, finance, and manufacturing. Senior Project Managers are familiar with a variety of the project management methodologies and rely on experience and judgment to plan and accomplish goals. They have proven experience leading technology projects to successful implementation. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

***SPM1***

Years of Relevant Experience:	More than 10 years
Role Description:	<p>All roles specified in PM3 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage, coordinate, and establish priorities for complete life-cycle of projects including the planning, design, programming, testing, and implementation of business solutions designed to meet requirements of various departments in the company, such as distribution, finance, and manufacturing.</li> <li>• Design project plans, which identify needs and define major tasks and milestones, based on scope, resources, budget, and personnel.</li> <li>• Require proven success communicating verbally and in writing to multiple project stakeholders internal and external to the organization.</li> <li>• Determine project needs and acquires resources required for the success of the project.</li> <li>• Coordinate the development of new systems and/or applications projects, the modification of existing systems or applications, or changes in current methods or techniques.</li> <li>• Coordinate project performance with the other work of the affected department or departments.</li> <li>• Excludes those who do not have full time responsibilities for project management.</li> </ul>

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**Service Desk**

The Service Desk (SD) analyzes and troubleshoots computer support problems and applies his or her understanding of computer software and hardware products and services to resolve user problems.

**SD2**

Years of Relevant Experience:	0 to 3 years A+ certification preferred
Role Description:	<ul style="list-style-type: none"> <li>• Receive telephone calls and e-mails from users having problems using computer software and hardware or inquiring how to use specific software, programming languages, electronic mail, or operating systems.</li> <li>• Ascertain the nature of problem, determine whether problem is caused by hardware such as modem, printer, cables, or telephone, and log in tracking system.</li> <li>• Escalate problems in accordance with defined procedures.</li> <li>• Assist users through problem solving steps</li> <li>• Use technical databases to research problems, and talk with co-workers to research problem and find solution.</li> <li>• Test software and hardware for troubleshooting and problem resolution.</li> <li>• Provide service and preventive maintenance activities on element exchange/baseline products (products with element exchange service and traditional maintenance philosophies; i.e., terminals, printers, personal computers, etc.).</li> <li>• Able to diagnose and detect correct equipment errors and repair products by replacing worn or broken parts, and making technical adjustments.</li> <li>• Makes appropriate use of reference publications and diagnostic aids in resolving technical problems.</li> <li>• Assist in coordination of changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.</li> <li>• Provide accurate and complete answers to general use and administrative environment questions in a timely manner.</li> <li>• Support shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>

**SD3**

Years of Relevant Experience:	More than 3 years A+ certification preferred; additional certification may be required based on specific technologies.
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Role Description:	<p>All roles specified in SD2 plus the following:</p> <ul style="list-style-type: none"> <li>• Test software and hardware to evaluate ease of use and whether product will aid user in performing work.</li> <li>• Write or revise training manuals and procedures.</li> <li>• Develop training materials, such as exercises and visual displays.</li> <li>• Train users on software and hardware on-site or in classroom, or recommend outside contractors to provide training.</li> <li>• Write software and hardware evaluation and recommendation for management review.</li> <li>• Implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.</li> </ul>
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**Software Process Engineer**

The Software Process Engineer (SPS) is responsible for implementing and supporting a set of standard software engineering processes used by agencies. The Software Process Engineer participates in the entire life-cycle of software process improvement initiatives. This includes the planning, analysis, design, construction, testing, and implementation of new processes. The Software Process Engineer is responsible for identifying opportunities for improving existing processes and implementing appropriate solutions.

The Software Process Engineer is also responsible for supporting projects and individual Teams in the use and understanding of processes on an ongoing basis. The Software Process Engineer is responsible for collaborating with the Team Lead(s) and Program Managers to provide guidance to team members and facilitate continual software process improvement. The Software Process engineer must understand all aspects of the specific processes used by the Teams. The Software Process Engineer must also be familiar with industry process models and standards.

***SPS1***

Years of Relevant Experience:	3 years in Computer Software development
Role Description:	<ul style="list-style-type: none"> <li>• Facilitate the implementation of standard software engineering processes.</li> <li>• Identify software development process improvement opportunities either independently or through working with projects and teams.</li> <li>• Assist in planning software process improvement initiatives.</li> <li>• Direct and participate in teams working on the analysis, design, construction, testing, and implementation of new processes.</li> <li>• Work with projects and teams to define the need for tailored processes and tools and assist in implementation, as appropriate.</li> <li>• Provide ongoing support to projects and teams in the use and understanding of the software processes.</li> <li>• Provide on-site support for teams on process related issues.</li> <li>• Provide assistance to the Software Process Engineer Lead in planning and scheduling activities.</li> <li>• Provide support in tracking and monitoring the success of process improvement initiatives.</li> <li>• Monitor and solicit feedback on the usability and functionality of implemented processes.</li> <li>• Communicate accurate and useful status updates.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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**SPS2**

Years of Relevant Experience:	5 years in software development and testing
Role Description:	<p>All roles specified in SPS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Facilitate the implementation of standard software engineering processes across agencies.</li> <li>• Determine time estimates and schedule for own work and resolve issues on a timely basis.</li> <li>• Identify and track issues, risks and action items.</li> <li>• Determine process to support various initiatives.</li> <li>• Lead the development of content for process training and deliver process training as appropriate.</li> <li>• Coordinate with various teams about process improvement opportunities.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

**SPS3**

Years of Relevant Experience:	7 plus years total experience; 5 plus years in software development and testing.
Role Description:	<p>All roles specified in SPS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Organize and prepare work effectively to facilitate proactive resolution of problems.</li> <li>• Anticipate and resolve issues on a timely basis.</li> <li>• Communicate accurate and useful status as appropriate.</li> <li>• Demonstrate and promote a focus on client service.</li> <li>• Communicate effectively with suppliers as appropriate.</li> <li>• Work with internal customers and others to identify direction of software process.</li> <li>• Identify knowledge in a form that is reusable.</li> </ul>

**System Administrator**

The System Administrator (SA) is responsible for server back up and security, along with performance tuning and capacity planning. System Administrators should possess an understanding of network and distributed computing concepts. This is accomplished by working with the Systems Management Team Lead to understand the scope of services to be provided and assessing the impact they will have on the technical infrastructure.

**SA1**

Years of Relevant Experience:	Less than 2 years
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Role Description:	<ul style="list-style-type: none"> <li>• Familiar with most basic system administrator tools and process; for example, can boot/shutdown a machine, add and remove user accounts, use back up programs, and maintain system database files.</li> <li>• Maintain the project servers.</li> <li>• Maintain the file and print capacity</li> <li>• Ensure that backups are performed as appropriate.</li> <li>• Act as a front-line interface to users.</li> <li>• Accepts trouble reports and dispatch them to appropriate system administrators.</li> <li>• Ability to write scripts in a particular administrative language.</li> <li>• Programming experience with any applicable language.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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**SA2**

Years of Relevant Experience:	2 to 4 years
Role Description:	<p>All roles specified in SA1 plus the following:</p> <ul style="list-style-type: none"> <li>• Responsible for operating and other system software.</li> <li>• Responsible for upgrading the operating and system software and keeping patches current.</li> <li>• Familiar with fundamental networking/distributed computing environment concepts.</li> <li>• Able to do minimal debugging and modification of programs.</li> <li>• Execute the disaster recovery/back up procedures and archiving procedures.</li> <li>• Manage security for servers.</li> <li>• Responsible for performance tuning, capacity planning, database administration, and fault management.</li> <li>• Provide tier two support of the technical infrastructure.</li> <li>• Coordinate efforts with vendors if tier three support is required.</li> <li>• Responsible for ensuring high priority issues are resolved in a timely manner.</li> <li>• Responsible for keeping the environment up and running.</li> <li>• In many cases is responsible for identifying and reporting hardware problems.</li> <li>• Capable of writing purchase justifications.</li> <li>• Understand basic routing concepts.</li> <li>• Identify and track issues, risks, and action items.</li> <li>• Resolve and/or assist in resolving issues.</li> <li>• Review, prioritize, and research service requests.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> </ul>

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**SA3**

Years of Relevant Experience:	4 plus years
Role Description:	<p>All roles specified in SA2 plus the following:</p> <ul style="list-style-type: none"> <li>• Solid understanding of networking/distributed computing environment concepts.</li> <li>• Understand principles of routing client/server programming.</li> <li>• Manage expectations at all levels: customers/end users, executive sponsors.</li> <li>• Ensure quality standards are followed.</li> <li>• Understand the business application of technical support and design in an application development environment.</li> <li>• Work with the various Infrastructure teams and operations provider to identify the strategic direction of systems management activities.</li> <li>• Understand the design of consistent network-wide file system layouts</li> <li>• Maintain strong relationships with employees and various tier two and three support groups.</li> <li>• Develop plans for disaster recovery/ back up and archiving.</li> <li>• Manage the daily operations of the systems management team to ensure service levels are being met.</li> <li>• Manage the systems management team's support issue and backlog.</li> <li>• Monitor the team's open backlog of support issues and re-assign issues as necessary to ensure they are closed per agreed upon service levels.</li> <li>• Act as the first level of escalation for high priority support issues.</li> <li>• Function as the liaison to the various support groups with whom the systems management team interfaces.</li> <li>• Develop the technical infrastructure maintenance strategy.</li> <li>• Manage the system management resources.</li> <li>• Act as a system's management expert.</li> <li>• Analyze, determine, and document requirements in terms of system management needs and implement them.</li> <li>• Identify, approve, and prioritize team projects.</li> <li>• Manage a large site or network.</li> <li>• Recommend policies on system use and services.</li> </ul>

**System Specialist**

The System Specialist (SS) is knowledgeable on the usage and support of a collection of development platforms or technical architectures, and products that run on those platforms. The primary responsibility of a System Specialist is to ensure the availability and facilitate the productive use of a development platform or a test environment for Application Teams or end users. The System Specialist may support one or several instances of a platform/environment, applying their skills directly to a platform/environment and/or leveraging their skills across multiple platforms/environment. The System Specialist may, especially for usage and support of a platform, be part of an Application Team using the architecture. The System Specialist requires experience and skills in the environment supported and in the operations and in common usage of products for the environment. The System Specialist are responsible for collaborating with Technical Architecture Specialist, Functional Architects, Programmers and vendors to coordinate and enhance the use of the platform and facilitate migration to new versions of the platform.

**SS1**

Years of Relevant Experience:	1 to 3 years in desired environment
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Role Description:	<ul style="list-style-type: none"> <li>• Assist in coordination of testing changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.</li> <li>• Make recommendations on functional and technical improvements to the environment.</li> <li>• Participate in performance and volume analysis and design.</li> <li>• Participate in performance improvement activities. Identify and apply potential improvements related to the environment for an application.</li> <li>• Provide accurate and complete answers to general use and environment questions in a timely manner.</li> <li>• Provide effective on-site environment support as needed.</li> <li>• Accurately set severity of identified defects.</li> <li>• Provide input to training and/or documentation materials regarding latest technical and functional design changes.</li> <li>• Ensure that all work is documented for future reference.</li> <li>• Follow quality standards.</li> <li>• Ensure effective and reliable backups are being performed and distributed properly.</li> <li>• Proactively address customer needs.</li> <li>• Track and anticipate volume and type of use of the environment.</li> <li>• Plan and implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.</li> <li>• Basic scripting and programming skills, including languages that run on specified platform.</li> <li>• Analytical and customer service skills.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>
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**SS2**

Years of Relevant Experience:	3 to 5 years in desired environment
Role Description:	<p>All roles specified in SS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Plan and manage network operating system upgrades.</li> <li>• Actively participate in analyzing and evaluating emerging software and hardware technologies/standards.</li> <li>• Serve as a liaison between teams for network planning and connectivity.</li> <li>• Develop appropriate functional and usability standards for the environments.</li> <li>• Plan or assist in planning network environment, including supporting existing structure and enhancements.</li> <li>• Plan and coordinate testing changes, upgrades and new and standard products, ensuring systems will operate correctly in current and future environment.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application or Environment team. Develop contingency plans as necessary.</li> <li>• Analyze the functional and/or technical impact of new product releases.</li> <li>• Advanced scripting and programming skills, including languages that run on specified platform.</li> <li>• Anticipate and resolve issues specific to the team.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>
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**SS3**

Years of Relevant Experience:	5 plus years in desired environment
Role Description:	<p>All roles specified in SS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Identify opportunities for new and improved technologies/standards to be used in the organization.</li> <li>• Identify, plan, and implement phase-out strategies for products and technologies.</li> <li>• Plan and coordinate testing changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.</li> <li>• Demonstrate expertise in teaching/conveying technical courses/concepts.</li> <li>• Assist in setting architecture direction and knowledge sharing.</li> <li>• Plan, organize, prioritize, and manage multiple work efforts the Application or Environment Teams.</li> <li>• Develop appropriate work programs and use to effectively schedule tasks/assignments.</li> </ul>

**Team Lead**

The Team Lead (TL) manages an Application Team to deliver services according to defined service level commitments owned by the Application Team. The Team Lead coordinates resources and work to deliver solutions to customers on time and within budget. The Team Lead is assigned responsibility and accountability for overseeing the successful completion of all work assigned to the Application Team. The Team Lead is a process expert within the Application Team, understanding the software development/maintenance processes and verifying process conformance. The Team Lead will monitor stability of production applications owned by the Application Team. The Team Lead assists Application Team members in development activities and reviews tasks as required. The Team Lead manages and updates progress towards Application Team objectives, assists Application Team members in resolving problems, and engages in personnel management and guidance to Application Team members. The Team Lead fosters a positive work environment by mentoring, supporting, and committing to the professional development of Application Team members. The Team Lead reports to the Group Lead or Program Manager, as appropriate. The difference between a TL1 and a TL2 will depend on the size of the project, and the breadth and scope of the project.

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**TL1**

Years of Relevant Experience:	4 to 5 years, and 1 to 2 years project management experience.
Role Description:	<ul style="list-style-type: none"> <li>• Ensure work remains within the agreed scope.</li> <li>• Track work plan baseline against results.</li> <li>• Coordinate / communicate with Group Leads and / or Program Manager to ensure initiatives are in accordance with agreed customer commitments as planned.</li> <li>• Proactively identify and manage issues/risks affecting the project.</li> <li>• Communicate accurate and useful status to Group Lead and other management on a timely basis.</li> <li>• Identify and initiate continuous improvements.</li> <li>• Instill commitment to quality, customer service, ownership, and teamwork.</li> <li>• Conduct post project wrap-ups.</li> <li>• Monitor and measure maintenance and development process effectiveness.</li> <li>• Ensure that defined processes are followed.</li> <li>• Manage expectations of the Application Teams internal and external customers.</li> <li>• Facilitate communication and knowledge sharing within the Application Teams.</li> <li>• Maintain awareness of new developments in industry and processes and apply as appropriate.</li> <li>• Develop and deepen understanding of system business requirements supported by the Application Team.</li> <li>• Communicate clearly the Application Team goals, organizational philosophies, and policies and procedures to the Application Teams.</li> <li>• Conduct structured walk-throughs or inspections; manage issues to closure.</li> <li>• Communicate clearly the Application Team goals, organizational philosophies, and policies and procedures to the Application Teams.</li> </ul>

**TL2**

Years of Relevant Experience:	5 plus years, and 2 to 3 years project management experience
Role Description:	<p>All roles specified in TL1 plus the following:</p> <ul style="list-style-type: none"> <li>• Manage the resolution of high severity production problems.</li> <li>• Manage and direct Application Team activities employing appropriate program management and planning principles.</li> <li>• Coordinate work with other Team Leads as appropriate.</li> <li>• Coordinate and procure the required skills and techniques required by the Application Team.</li> </ul>

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**Technical Architecture Specialist**

The Technical Architecture Specialist (TAS) is the technical expert centered on a technology, technologies or a portfolio of applications. The Technical Architecture Specialist is the technologist who coordinates with other parties in setting the technical approach and direction and implementation for work. The Technical Architecture Specialist provides technical design expertise, defines what technical requirements are needed to support defined business requirements, participates in detailed design and code reviews, reviews system performance issues, reviews test plans, and provides technical guidance to the Application Team and Test Team members. The Technical Architecture Specialist is responsible for collaborating with the Team Lead(s) to coordinate project schedules, budgets, request management, and work authorization. The expert level Technical Architecture Specialist will interface with Executive Sponsors, Group Leads, and Lead Functional Architects to convey infrastructure requirements, plan, and schedule deployment of tasks, and resolve any issues that impact the deployment of the Application Delivery systems.

**TAS1**

Years of Relevant Experience:	2 to 5 years
Role Description:	<ul style="list-style-type: none"> <li>• Define test plans and criteria for acceptance for the technical components of an application.</li> <li>• Ensure business requirements are supported by the technical architecture.</li> <li>• Assist in leading technical direction of software; coordinating and presenting proposals to Group Leads, Leads, and the client.</li> <li>• Define and evaluate logical and physical data models.</li> <li>• Assist in development of overall system technical architecture - including software and hardware.</li> <li>• Define test plans and criteria for acceptance for the technical components of an application.</li> <li>• Analyze, determine, and document technical requirements and change request impact analysis.</li> <li>• Participate in detailed design and product test execution as required.</li> <li>• Develop technical programming standards.</li> <li>• Ensure business requirements are supported by the technical architecture.</li> <li>• Conduct structured walk-throughs or inspections for technical areas; resolve issues.</li> <li>• Assist in defining technical programming standards.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> <li>• Perform integration of various architectures across multiple enterprises</li> <li>• Develop overall system technical architecture - including software and hardware.</li> <li>• Perform review of technical designs, code, and component test plans.</li> <li>• Resolve and / or assist in resolving cross application technical issues.</li> <li>• Conduct structured walk-throughs or inspections for technical areas; resolve issues.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

**TAS2**

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Years of Relevant Experience:	5 plus years
Role Description:	<ul style="list-style-type: none"> <li>• Explain defect priorities and enhancement classifications to client and customer when needed.</li> <li>• Maintain awareness of new technological developments in industry and processes - implement concepts appropriately.</li> <li>• Lead or participate in setting the service levels for the application.</li> <li>• Define overall system logical architecture.</li> <li>• Provide standard, well-structured work planning which defines scope, resources, milestones, quality, risk, tasks, and acceptance criteria.</li> <li>• Prepare contingencies, scenarios, scenario plans and action items to resolve issues.</li> <li>• Lead efforts in providing technical expertise, guidance, and training to the Application and Test Teams.</li> </ul>

**TAS3**

Years of Relevant Experience:	5 plus years, and 1 to 2 years project management experience
Role Description:	<p>All roles specified in TAS2 plus the following:</p> <ul style="list-style-type: none"> <li>• Communicate effectively with IT staff, client organization and software / hardware suppliers.</li> <li>• Lead efforts in designing technical strategy, direction and approach, technical architecture, data architecture, development architecture, performance tuning, performance and capacity analysis, technical standards, technical reliability and flexibility.</li> <li>• Design and define overall system technical architecture - including software and hardware within the framework and constraints of technical architecture.</li> <li>• Evaluate alternative designs.</li> <li>• Maintain control of specific tools and assets.</li> <li>• Own the technical architecture for a portfolio of applications, including the interpretation and application of the technical architecture.</li> <li>• Plan, design development and/or execution of architectures. Participate in the plan and design of technical architecture.</li> <li>• Assist with the preparation of estimates for new technology applications and maintenance of existing applications as part of Service Management.</li> <li>• Provide experience in utilizing the project architecture. Acknowledged as highly competent in one or more technologies.</li> <li>• Communicate accurate and useful status reports and other management on a timely basis.</li> <li>• Coordinate and conduct project architecture, infrastructure review meetings, and portfolio review meetings with Group Lead, Lead Functional Architects, and Team Leads. Integrate issues and identify impacts.</li> <li>• Communicate and resolve application interface issues.</li> <li>• Communicate to team members the relations between their work assignments and the organizational and/ or program strategy, objectives, business and technology needs of the application / system.</li> <li>• Share knowledge across teams with both similar and non-similar applications, specifically focusing on Technical Architecture</li> <li>• Interpret and communicate technical architecture to the Technology</li> </ul>

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	Application Architecture Team(s).
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**Technical Writer**

The Technical Writer (TW) develops and maintains user and technical documentation and project process documentation for Application Teams. Technical Writer understands the user’s view of applications and/or technology and is able to put procedures in a logical sequence. The experienced Technical Writer provides expertise on technical concepts of applications and/or user groups and structuring procedures in a logical sequence, due to a broad understanding of the applications within their Tower.

***TW1***

Years of Relevant Experience:	1 to 3 years
Role Description:	<ul style="list-style-type: none"> <li>• Develop, enhance, and maintain user documentation for multiple applications including documentation required for the operations provider.</li> <li>• Develop on-line source documentation as appropriate.</li> <li>• Maintain documentation libraries and subscription lists.</li> <li>• Identify, create, revise, and maintain documentation and templates needed by the Application Teams.</li> <li>• Ensure appropriate control access/use of documentation materials.</li> <li>• Maintain application and user documentation.</li> <li>• Ensure messages and terminology is consistent across all written materials.</li> <li>• Research and complete documentation service requests.</li> <li>• Communicate and work with customers and other Client Telecommunications personnel as necessary.</li> <li>• Work with Application Team members to enhance their understanding of end-user and technical documentation.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Manage and report time spent on all work activities.</li> <li>• Follow quality standards.</li> <li>• Able to work in a team environment</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken</li> </ul>

***TW2***

Years of Relevant Experience:	3 to 5 years
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Role Description:	<p>All roles specified in TW1 plus the following:</p> <ul style="list-style-type: none"><li>• Review and prioritize documentation service requests.</li><li>• Determine procedures for use of on-line documentation tools and version control documentation as appropriate.</li><li>• Assist or guide other Technical Writer as needed to develop and maintain user and technical documentation for their assigned applications.</li><li>• Educate both business and technical groups on the essential need for developing and using standard documentation for all processes.</li><li>• Organize and prepare work effectively to facilitate proactive resolution of problems, rather than reactive.</li><li>• Research problems before approaching Lead Technical Writer or Team Lead for assistance.</li><li>• Assist the Application Team Lead in monitoring budget by providing estimated-time- to-complete and actuals for assigned tasks.</li><li>• Identify and make recommendations around documentation and templates needed by the Application Teams.</li><li>• Work with users and other State personnel to ensure that the solutions meet State business requirements.</li><li>• Identify and initiate continuous improvement opportunities.</li><li>• Direct the development of accurate estimates for documentation requests/activities as required.</li></ul>
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	<ul style="list-style-type: none"> <li>• Develop options and recommendations to assist documentation team members in resolving issues.</li> <li>• Lead efforts in developing and facilitating implementation of the Documentation team goals and metrics.</li> <li>• Develop workable, practical, measurable work plans defining activities, schedules and tasks with Team Leads and the Lead Technical Writer</li> <li>• Review and understand the Application Teams work plan.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>
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**TW3**



Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in TW2 plus the following:</p> <ul style="list-style-type: none"> <li>• Review and approve procedures for use of on-line documentation tools as appropriate.</li> <li>• Identify business and technical documentation needs not currently addressed.</li> <li>• Manage Technical Writer.</li> <li>• Own documentation libraries and subscription lists.</li> <li>• Promote the need for developing and using standard documentation for all processes within the organization.</li> <li>• Perform detailed reviews of interim and final tasks as appropriate.</li> <li>• Oversee processing of service requests.</li> <li>• Manage, deploy, and schedule Technical Writer activities.</li> <li>• Develop and manage short and long-term documentation plans and schedules.</li> <li>• Understand work requests/needs within Application Teams</li> <li>• Manage the accomplishment of delivery metrics in support of contractual obligations in the areas of service delivery, on time performance.</li> <li>• Work with Team Leads and Group Leads to set documentation goals.</li> <li>• Ensure work remains within the agreed project scope.</li> <li>• Coordinate work with other Lead Technical Writers as appropriate.</li> <li>• Coordinate and procure the required skills and techniques required by the Application Teams for documentation needs.</li> <li>• Communicate accurate and useful status reports to Group Lead and other management on a timely basis.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.</li> <li>• Manage expectations of the Technical Writers' internal and external customers.</li> <li>• Define documentation quality standards as needed.</li> <li>• Conduct post project reviews and quality assessments.</li> <li>• Ensure that defined processes are followed.</li> <li>• Communicate related improvement measures to the team.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Communicate clearly to Technical Writers their goals, organizational philosophies, and policies and procedures.</li></ul> |
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**Telecom Engineer**

The Telecom Engineer (TE) configures and installs hardware, wiring, and specialized equipment according to local building and electrical codes. The Telecom Engineer may also be responsible for the end-to-end installation of cable, wiring, and related equipment. The Telecom Engineer typically works closely with facilities/construction managers and site-based project managers. The Telecom Engineer should be able to accurately estimate the time and materials needed for tasks assigned. It is not uncommon for the Telecom Engineer to supervise a team of people and coordinate activities with other construction teams.

**TE1**

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Ensure proper connectivity from site-to-site and internal to facility.</li> <li>• Experience with CAT5, Romex, and similar cables/wiring.</li> <li>• Pull cable and ensure adherence to all building codes.</li> <li>• Escalate construction and installation problems to the construction/integration manager, as needed.</li> <li>• Prepare all job-related paperwork.</li> <li>• Close out work authorization when equipment is in service.</li> </ul>

**TE2**

Years of Relevant Experience:	2 to 5 years
Role Description:	<p>All roles specified in TE1 plus the following:</p> <ul style="list-style-type: none"> <li>• Inspect customer premises to ascertain available space for equipment installation</li> <li>• Determine the type and quantity of equipment that can be installed to provide requested communication facilities.</li> <li>• Create floor plan of equipment arrangement for customer or architect approval.</li> <li>• Prepare cost estimate for equipment and installation and submit data to management for authorization to proceed.</li> <li>• Order equipment and prepare installation specifications.</li> <li>• Monitor progress of installation to ensure facilities are ready on specified date.</li> </ul>

**TE3**

Years of Relevant Experience:	5 plus years
Role Description:	<p>All roles specified in TE2 plus the following:</p> <ul style="list-style-type: none"> <li>• Lead full integration teams and interact with large infrastructure teams.</li> <li>• Act as telecommunications interface to outside vendors and construction manager.</li> <li>• Direct activities related to the selection and installation of telephone facilities and special equipment on premises to meet customer's communication requirements.</li> </ul>

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**Tester**

The Tester (Test) is a member of a team which plans, constructs, and executes product tests, system tests, unit tests, load tests, volume tests, network tests as well as works with others for release control processes. The more experienced Tester manages, plans, constructs, and executes tests and integrates with release control process.

**Test1**

Years of Relevant Experience:	Less than 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Create test models for product test and release control (plans, data, and scripts).</li> <li>• Conduct structured walk-throughs</li> <li>• Execute assembly or product tests.</li> <li>• Meet time estimates for assigned tasks.</li> <li>• Communicate accurate and useful status updates.</li> <li>• Follow quality standards.</li> <li>• Ability to work in a team environment.</li> <li>• Complete assigned tasks.</li> <li>• Strong communication skills; both written and spoken.</li> </ul>

**Test2**

Years of Relevant Experience:	2 to 4 years
Role Description:	<p>All roles specified in Test1 plus the following:</p> <ul style="list-style-type: none"> <li>• Define product test plans and criteria for acceptance.</li> <li>• Develop, update, and maintain testing standards and procedures.</li> <li>• Resolve testing process questions / issues.</li> <li>• Assist in the planning, creation, and control of the test environments.</li> <li>• Conduct inspections; resolve issues.</li> <li>• Coordinate and execute assembly or product tests with the Test Team, Application Team and the Program Manager.</li> <li>• Assist Team Lead or Test Team Lead in monitoring estimated-time-to-complete (ETC) and actuals for assigned tasks.</li> <li>• Work with Test Team members to enhance their testing skills and build technical and business knowledge.</li> <li>• Update and test release installation procedures.</li> <li>• Generally aware of new developments in industry and processes and ability to apply to work as appropriate.</li> <li>• Determine time estimates and schedule for work efforts.</li> <li>• Define and utilize entry / exit criteria for testing.</li> <li>• Schedule the design of structured walk-throughs or inspections; resolve issues.</li> <li>• Work with users to ensure that solutions meet business requirements.</li> <li>• Anticipate and resolve issues specific to the team.</li> <li>• Determine time estimates and schedule for own work and resolve issues in a timely manner.</li> <li>• Identify and track issues, risks and action items.</li> </ul>

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**Test3**

Years of Relevant Experience:	4 plus years
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Role Description:	<ul style="list-style-type: none"> <li>• All roles specified in Test2 plus the following:</li> <li>• Review and understand the Test Team work plan.</li> <li>• Assist in managing and directing Test Team processes.</li> <li>• Anticipate, identify, track and resolve issues and risks affecting own work and work of the Test and/or Application Teams. Develop contingency plans as necessary.</li> <li>• Research problems before approaching the Team Lead or Test Team Lead for assistance.</li> <li>• Assist or guide Testers as needed.</li> <li>• Develop understanding of system business requirements supported by the Test team</li> <li>• Assist Application Teams to plan and execute component and assembly tests.</li> <li>• Participate in assembly or product test execution as required.</li> </ul>
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**Video Conference Specialist**

The Video Conference Specialist (VCS) provides video and photograph production support by operating a variety of film, sound-reproducing equipment, slide, and video equipment.

**VCS1**

Years of Relevant Experience:	Up to 6 years
Role Description:	<ul style="list-style-type: none"> <li>• Maintain equipment in working condition.</li> <li>• Make minor adjustments and repairs to equipment</li> <li>• Notify maintenance personnel when correction of major malfunction is required.</li> <li>• Position, install, connect, and repair equipment.</li> <li>• Familiar with fundamental networking/distributed computing environment concepts.</li> <li>• Troubleshoot network issues, systems, and applications to identify and correct malfunctions and other operational difficulties.</li> <li>• Investigate user problems, identify their source, determine possible solutions, test and implement solutions</li> <li>• Ensure high priority issues are resolved in a timely manner.</li> <li>• Excellent communication skills.</li> </ul>

**VCS2**

Years of Relevant Experience:	6 plus years
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Role Description:	<p>All roles specified in VCS1 plus the following:</p> <ul style="list-style-type: none"> <li>• Coordinate equipment operation with material presented, according to notations in script or instructions of speaker.</li> <li>• Advise speakers and presenters on alternative media.</li> <li>• Meet with department heads, managers, supervisors, vendors, and others, to solicit cooperation and resolve problems.</li> <li>• Actively participate in analyzing and evaluating emerging technologies/standards.</li> <li>• Evaluate and/or recommend purchases of network hardware, software, and peripheral equipment.</li> <li>• Act as the first level of escalation for high priority support issues.</li> <li>• Function as the liaison to the various support groups with whom the systems management team interfaces.</li> <li>• Develop the technical maintenance strategy.</li> <li>• Analyze, determine, and document requirements in terms of system management needs and implement them.</li> <li>• Identify, approve, and prioritize team projects.</li> <li>• Mentor and supervise other team members.</li> </ul>
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**Voice/Data Engineer**

The Voice/Data Engineer (VDE) directs and participates in all activities related to the selection and installation of telephone facilities and special on-premises equipment that will meet the customer's communication requirements. The Voice/Data Engineer is responsible for all technology and connectivity involving telecommunications and data networks. The Voice/Data Engineer will typically specialize in telephony and data interfaces and systems that have proprietary functions within the communications area of a corporation/business. General wiring excluded, the Voice/Data Engineer ensures that any specialized conduit or wiring is properly deployed and installed according to code. The Voice/Data Engineer is also an expert in audio/visual, teleconferencing, and voice mail equipment. Often times, the Voice/Data Engineer is specialized or is certified in a particular piece of equipment.

**VDE1**

Years of Relevant Experience:	0 to 2 years
Role Description:	<ul style="list-style-type: none"> <li>• Ensure proper connectivity of voice and data services and technologies.</li> <li>• Interact and work with Telecom Engineer, Integration Engineer, or Project Manager.</li> <li>• Prepare all job-related paperwork.</li> <li>• Close out work authorization when equipment is in service.</li> </ul>

**VDE2**

Years of Relevant Experience:	2 to 5 years
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Role Description:	All roles specified in VDE1 plus the following: <ul style="list-style-type: none"><li>• Prepare equipment floor plan for customer or architect approval.</li><li>• Determine telephone, data services/components, and audio visual equipment placement within facility.</li><li>• Act as installer of equipment for data/voice or Audio visual use.</li><li>• Install, test, configure, and train users on products and equipment.</li><li>• Support systems and products associated with telecommunications/telephone and data within a facility or department.</li></ul>
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**VDE3**

Years of Relevant Experience:	5 plus years
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