AHCA Florida Health Care Connections (FX)

P-2: FX Project Management Standards

Version: 600

Date: December 14, 2023

Author: The SEAS Vendor

Submitted To: AHCA FX Program Administration Team

Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
3/7/2019	101	P-2: FX Project Management Standards Refresh Draft Version	Sean Gibbs, Mark Huston, Mike Avello, Tara Kyvik
4/19/2019	102	P-2: FX Project Management Standards Refresh Revised Version	Sean Gibbs, Mike Avello, Carol Williams
5/2/2019	200	Merge of Agency comments in v102 from AHCA review folder and supplemental version 103 in draft version with removal of Quality and Deliverable Management Standards for approval of final refreshed version	Sean Gibbs
8/30/2019	201	P-2: FX Project Management Standards Q1 refresh	FX EPMO
3/5/2020	202	Resubmitting with responses to Agency/IV&V Comments	Eric Steinkuehler
3/11/2020	225	P-2: FX Project Management Standards Q2 Refresh – Approved Final	Eric Steinkuehler
3/13/2020	226	P-2: FX Project Management Standards Q3 Refresh – draft ▪ Updated Sections 3, 4, and 5 with PPA language as reflected in associated PPA process definition ▪ Updated Section 6 FX Project Planning Stage with (1) changing max unit percentage to 110% for full-time allocation resources in an effort to resolve overallocations; and (2) promoting schedule baseline standards ▪ Updated Section 8 Monitoring and Controlling to include the Project Impact Analysis ▪ Updated Section 8.3.5 Monitoring and Controlling Decisions with language about the effect of a decision with late due date ▪ Removed hyperlinks and updated references to Standards (SEAS deliverables) throughout	FX EPMO
5/22/2020	227	Q4 DET Updates- Removed DST Reference	Jeff Jones
7/16/2020	228	Updated based on Agency DET feedback	Jeff Jones
9/15/2020	300	P-2: FX Project Management Standards Q3/Q4 Refresh – Approved Final	Carol Williams

DATE	VERSION	DESCRIPTION	AUTHOR
11/19/2020	301	P-2: FX Project Management Standards Q1/Q2 Refresh – draft ▪ Made minor grammatical updates and corrected references to SEAS deliverables throughout ▪ Updated Section 8.2 with DET 377 – Schedule Review Meeting Frequency ▪ Updated Sections 6.3.1 and 8.2 with DET 388 – Schedule Baselines and Metrics	FX EPMO Team
12/15/2020	350	P-2: FX Project Management Standards Q1/Q2 Refresh – Approved Final	Carol Williams
4/26/2022	351	P-2: FX Project Management Standards – updated in accordance with the following Deliverable Evolution Topics (DETs): ▪ DET #269 - Decision Tree Updates (Attachment B): updated to reflect the three project types: Planning & Analysis, Procurement, and Implementation projects ▪ DET #271 - Promote Schedule Baseline Guidelines to Standards ▪ DET #424 - Remove Exhibit 8-2 process graphic from Change Control Section ▪ DET #444 – Change Section 4 title to FX Project Life Cycle (FXPLC) not Projects ▪ DET #459 - Project schedule due date triggering off the project start date as opposed to Project Charter approval; use language “Project Start Date or Approval of Project Charter, whichever comes last” ▪ DET #494 - Update Section 8.3.3 Monitoring and Controlling Action Items (and updated per O-2 DET #331) ▪ DET #496 - Update Attachment A with CRAIDL Log fields ▪ DET #502 - update breadcrumb paths to reflect the FX Hub for all standards	FX EPMO Team
6/21/2022	352	P-2: FX Project Management Standards – remediation from Agency review	FX EPMO Team
7/19/2022	353	P-2: FX Project Management Standards – remediation from Agency final review	FX EPMO Team
7/26/2022	400	P-2: FX Project Management Standards – approved final	Carol Williams

DATE	VERSION	DESCRIPTION	AUTHOR
12/13/2022	401	P-2: FX Project Management Standards refresh updates to bring current and as follows: ▪ DET #535: Add PWA language and Schedule process definitions ▪ DET #484 Updates based on 7th edition of Guide to the PMBOK and Project Management Standard ▪ Updated Sections 8.3.1, 8.3.2, and 8.3.4 per DET#572 – risks and issues should not remain in *New* status for more than five (5) business days; Change Log items should not stay *New* for more than 10 business days ▪ Updated Sections 6.3 and 8.2.1 per DET #581 - Clarify process for resolving resource over-allocations. ▪ Added Attachment C per DET #545 - Add section describing the hybrid agile approach	FX EPMO Team
2/16/2023	402	P-2: FX Project Management Standards remediated from Agency review **Note:** Attachment A was also updated per new DET #587 to add the *Projects Impacted* column for the CRAIDL Risk Log	FX EPMO Team
3/16/2023	403	P-2: FX Project Management Standards remediated from Agency review	FX EPMO Team
3/28/2023	500	P-2: FX Project Management Standards approved final	Carol Williams
11/29/2023	501	P-2: FX Project Management Standards refresh updates as follows: ▪ Updated per DET #575 to reference variability of Risk updates in Section 8.3.2 *Monitoring and Controlling Risk* ▪ Updated Section 6.3 per DET #584 to reference use of the new MS Word Project Schedule Approach template ▪ Updated Section 6.1 per DET #606 to change *Acceptance* to reflect *Approval* ▪ Updated per DET #608 to correct Rule reference in Section 5.2 and correct FX-HUB reference of the R&C Assessment template name ▪ Updated Section 8.3.4 per DET #616 to change references to the FX Roadmap to reflect the FX Strategic Roadmap throughout (according to approved S-1 v600 deliverable) ▪ Updated EPM and EPMO to reflect EPgM and EPgMO respectively throughout per DET #599 ▪ Updated Section 8.2 with current process and Schedule Manager roles	FX EPgMO Team

DATE	VERSION	DESCRIPTION	AUTHOR
12/13/2023	502	P-2: FX Project Management Standards remediated after Agency review	Carol Williams
12/14/2023	600	P-2: FX Project Management Standards approved final	Carol Williams

Modifications to the approved baseline version (100) of this artifact must be made in accordance with the FX Artifact Management Standards.

Quality Review History

DATE	REVIEWER	COMMENTS
3/22/2019	Mary Lindsay Ryan	QC review
11/1/2019	Carol Williams	QC review
1/3/2020	Sean Gibbs	QC review
2/10/2020	Eric Steinkuehler	QC review
3/25/2020	Eric Steinkuehler	QC review
6/1/2020	Palmer White	QC review
8/14/2020	Florence Ferre	QC Review
8/14/2020	Florence Ferre	QC review
11/16/2020	Jane Matthews	Peer review
11/19/2010	Carol Williams	QC review
4/26/2022	Carol Williams	Conducted quality review
6/13/2022	Carol Williams	Conducted quality review
7/18/2022	Carol Williams	Conducted quality review
12/9/2022	Carol Williams	Conducted quality review
2/10/2023	Carol Williams	Conducted quality review
3/16/2023	Carol Williams	Conducted quality review
11/29/2023	Carol Williams	Conducted quality review

Table of Contents

Table of Exhibits

SECTION 1 INTRODUCTION

1.1 BACKGROUND

The Florida Agency for Health Care Administration (AHCA or Agency) is adapting to the changing landscape of healthcare administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touchpoints with systems necessary for administration of the Florida Medicaid program that reside outside the Agency. The future of the Florida Medicaid Enterprise integration is to allow the Agency to secure services that can interoperate and communicate without relying on a common platform or technology.

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise; functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transformation to modernize the current Medicaid technology using a modular approach, while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.

1.2 PURPOSE

The purpose of the *P-2: FX Project Management Standards* (hereafter the Standards) is to establish standardization in project management processes executed by FX Project Teams and to facilitate the integrated processes essential to the FX EPgMO.

The Standards provide the approach, standards, and processes for integrated plans (such as Risk Management) required to manage all current and future FX projects, meet customer expectations, and keep appropriate stakeholders involved and informed of project progress.

The Standards and key integrated processes support the following:

- Effective communication of project and program information across the various FX stakeholders, including the FX Program Governance Group (PGG), SEAS Vendor, FX Project vendors, the Agency, Independent Verification and Validation (IV&V) Vendor, and other state and federal oversight organizations
- Effective management of the complex risks and issues, which will arise because of the various requirements and priorities of the various stakeholders

- Effective engagement of the individual stakeholders and FX Project Teams to gain the necessary decisions on expected outcomes, project plans, and key deliverables
- Coordination of the numerous FX projects through the FX Project Life Cycle (FXPLC) – and work with the various stakeholders and team members to gain support, resolve conflicts, and direct the various teams
- Assess whether the outputs or outcomes of the program components contribute to the overall FX Program benefits
- Promote continuous alignment of the various FX Project Teams and the Agency team members with the *S-3: FX Strategic Plan*

1.3 Scope Statement

The Standards apply to the FX Program and all FX projects.

The Standards explain the following:

- Roles and Responsibilities of FX Project Teams and FX Project stakeholders
- Background and basis for how the Standards are developed and documented
- FX Project processes required across project stages
- Intake and Assignment Process for advising project teams which FX Project artifacts are required based on project type, risk, and complexity
- FX Compliance to the Standards

1.4 Order of Precedence with Related FX Standards Documents

These Standards are referenced and supplemented by other FX policy, process, and procedure documents. These include the *P-3: FX Project Management Toolkit* and the various process definition documents referenced herein. With respect to the purpose or intent of any requirement and the underlying policy (or policies) that it represents (i.e., the *what* of any given requirement), these Standards shall take precedence over the *P-3: FX Project Management Toolkit* and the various process definition documents referenced herein in matters of interpretation, clarification, and resolution of apparent conflicts with these Standards. With respect to any structural and procedural directives and methods related to the required content, formatting, maintenance, and application of FX requirements (i.e., the *how* of any given requirement), the *P-3: FX Project Management Toolkit* and the various process definition documents referenced herein shall take precedence in matters of interpretation, clarification, and resolution of apparent conflicts with these Standards.

1.5 Glossary of Terms

In some specific cases, terms are defined within this document. For a complete list of terms and acronyms used throughout this document, refer to the *FX Projects Glossary*, located in the FX Projects Repository (FXPR) at FX-HUB > Project Glossary, and maintained by the FX Program Administration (FXPA) Team.

1.6 REFERENCED DOCUMENTS

The following documents are inputs to the Standards:

- Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK®) 7th Edition and The Standard for Project Management
- Project Management Institute, The Standard for Program Management, Fourth Edition
- Project Management Institute, The Standard for Portfolio Management, Fourth Edition
- Project Management Institute, Practice Standard for Scheduling, Second Edition
- Project Management Institute, Practice Standard for Work Breakdown Structures, Second Edition
- Project Management Institute, Benefits Realization Management Framework (2016)
- The Florida Department of Management Services (DMS), Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, Florida Administrative Code (F.A.C.)
- The DMS Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C., as listed in the Technology Standards Reference Guide
- The DMS Information Technology Architecture Standards for Identity Management described in Florida Administrative Rule 60GG-5.001 and 60GG-5.003, F.A.C., as listed in the Technology Standards Reference Guide
- CMS MITA Framework
- SEAS Contract MED191 including all amendments to the Contract, and subsequent SEAS Task Orders
- The Invitation to Negotiate (ITN) 001-16/157, Strategic Enterprise Advisory Services (SEAS)
- T-6: Technology Standards[1]
- T-7: Design and Implementation Management Standards
- P-3: FX Project Management Toolkit
- P-4: Medicaid Enterprise Certification Management Plan
- S-1: FX Governance Plan
- S-3: FX Strategic Plan
- S-4: Strategic Project Portfolio Management Plan
- The FX Enterprise Project Management Office (EPgMO) Charter and Program Management Plan (O-2)

[1] All initial Agency approved documents are stored and archived within the FX Hub located in the FX Projects Repository as final artifacts with a version number in accordance with the AMS.

- FX EPgMO Task Estimation Guidance
- The FX Organizational Change Management (OCM) Plan
- FX Artifact Management Standards (AMS)

SECTION 2 ROLES AND RESPONSIBILITIES

Exhibit 2-1: FX Project Management Organization Roles and Responsibilities shows the roles and responsibilities for all the stakeholders involved with FX Project Management according to these Standards.

ROLE	RESPONSIBILITY
FX Program Governance Group (PGG)	▪ Provides leadership and guidance on the overall strategic direction of the program ▪ Authorizes FX Portfolio components to become active project engagements ▪ Additional responsibilities defined in the *S-1: FX Governance Plan*
FX Executive Sponsor	▪ Provides leadership and guidance on the overall strategic direction of FX ▪ Accountable for the successful development and implementation of FX
FX Director[2]	▪ Accountable for confirming processes are in place for the execution of the Standards ▪ Accountable for confirming expectations (contracts) are in place for FX Project Teams to develop their Project Management Plan (PMP), adhering to the FX Standards and FX EPgMO requirements ▪ Accountable for confirming updated DMS Risk & Complexity Assessment processes are provided to the FX EPgMO as applicable ▪ Accountable for confirming training is provided to FX Project Teams on the FX Standards ▪ Accountable for confirming processes are in place for the coordination of shared Agency resources ▪ Accountable for confirming tools and processes are in place for the centralized management of changes, risks, action items, issues, decisions, and lessons learned
FX EPgMO	▪ Responsible for developing and maintaining the *P-2: FX Project Management Standards*, associated process definitions, and templates ▪ Responsible for confirming tools and processes are in place for the adhering to the *P-2: FX Project Management Standards* ▪ Responsible for developing and maintaining the Program Management Plan ▪ Responsible for coordinating integrated processes (e.g., CRAIDL Management, Program Communication) ▪ Responsible for developing training for FX Project Teams on the Standards to facilitate successful project delivery ▪ Responsible for coordination of tools and processes for managing changes, risks, action items, issues, decisions, and lessons learned ▪ Responsible for producing timely and accurate program-level status reporting ▪ Responsible for facilitating program-level meetings (e.g., program-focused CRAIDL meetings)

[2] This could also be the Project Manager depending on the category and type of project, but either requires a Project Management Professional (PMP) Certification sanctioned by the Project Management Institute (PMI).

ROLE	RESPONSIBILITY
FX Project Teams	▪ Deliver approved scope and requirements as defined in the approved Project Charter ▪ Responsible for completing and executing a PMP that adheres to the Standards ▪ Executing defined processes in alignment with the FX EPgMO integrated processes ▪ Adhere to compliance requirements detailed in the Standards ▪ Responsible for communicating and executing changes and tracking risks, action items, issues, decisions, and lessons learned according to the Standards and integrated processes ▪ Responsible for FX Project meeting (i.e., status, risk) facilitation
IV&V Vendor	▪ Provide independent, objective assessments of project processes and report observations to the FXPA Team to facilitate informed decision-making regarding system development and deployment ▪ Monitor certification status of applicable projects and report certification progress to the CMS ▪ Verify FX projects have the strategy, management backing, resources, skills, and abilities to successfully execute the project ▪ Evaluate project progress, resources, cost, schedules, workflow, and reporting; evaluate project reporting process and actual project reports to verify project status is accurate using project metrics ▪ Verify the project's organizational structure supports training, process definition, independent quality assurance, configuration management, product evaluation, and any other functions critical for the project's success
Florida Department of Management Services (DMS)	▪ Establishes IT standards and policy for the State of Florida ▪ Provides project oversight of FX IT Projects pursuant to Chapter 282.0051(1)(d), Florida Statutes ▪ Performs annual assessments of the state Agency's compliance with DMS published standards and guidelines, pursuant to Chapter 282.0051(1)(i), Florida Statutes ▪ Reviews legislative budget requests that have IT components
Centers for Medicare and Medicaid Services (CMS)	▪ Provides guidance, federal funding, and oversight of the project
Florida Legislature	▪ Appropriates funding for FX projects
Executive Office of the Governor	▪ Provides the Governor's recommended budget for consideration by the Legislature after the Agency submits their Legislative Budget Request(s) (LBRs)

Exhibit 2-1: FX Project Management Organization Roles and Responsibilities

SECTION 3 FX PROJECT MANAGEMENT STANDARD OVERVIEW

3.1 FX PROJECT LIFE CYCLE (FXPLC)

The FXPLC is a system development life cycle based on the CMS eXpedited Life Cycle (XLC), scaled according to the DMS Risk and Complexity (R&C) Assessment, and customized for use with FX projects. The SEAS Vendor, in collaboration with the Agency, tailored the FXPLC to serve the needs of Planning and Analysis Projects; Procurement Projects; Design, Development, and Implementation (DDI) Projects, and other generic projects. The FXPLC provides standards FX projects shall follow, activities to perform, and deliverables and documentation to produce during each life cycle phase as shown in **Exhibit 3-1: FXPLC** below.

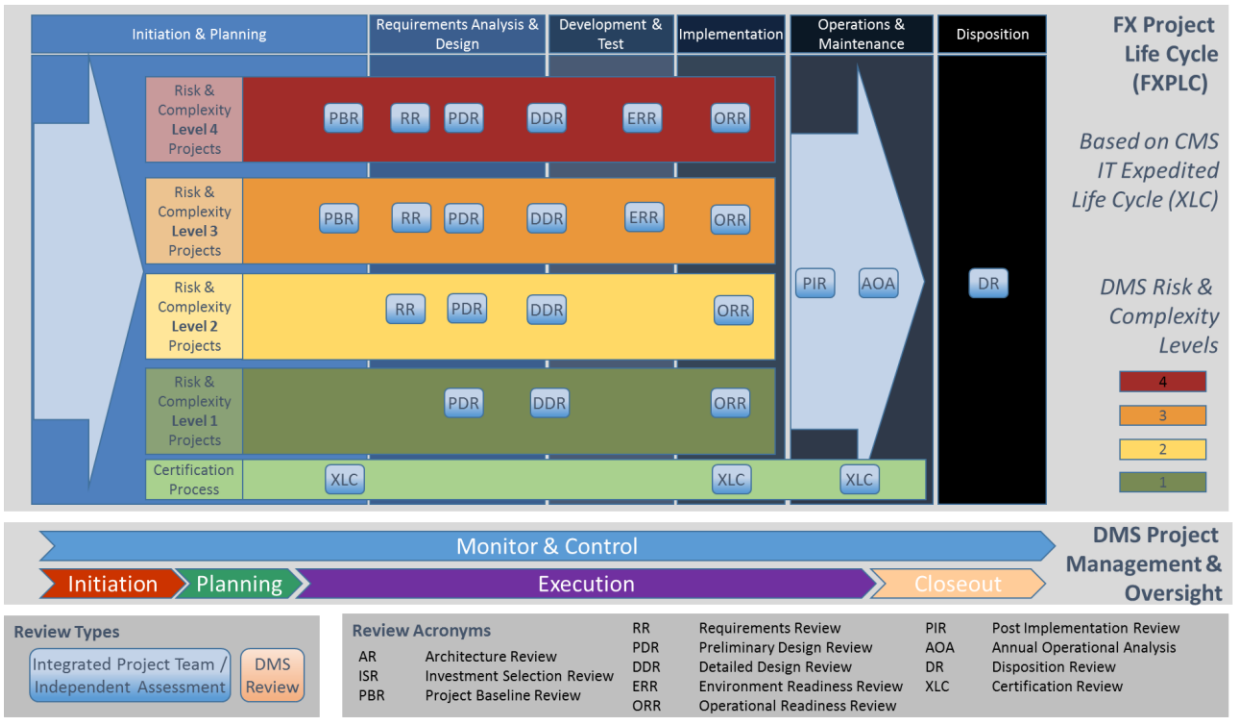

Exhibit 3-1: FXPLC

3.2 FX PROJECTS AND PROJECT MANAGEMENT

FX projects, as outlined in the *O-2: FX EPgMO Charter and Program Management Plan*, shall follow uniform project management practices established to facilitate successful outcomes and valued benefits. Each FX Project will vary in scope of services, resource requirements, or duration. Each FX Project follows a defined set of stages within the FXPLC as shown in the **Exhibit 3-2: Standard FX Project Stages** below.

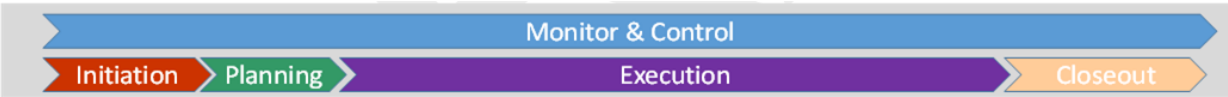

Exhibit 3-2: Standard FX Project Stages

Regardless of the project type, risk, and complexity, each FX Project shall (at a minimum):

- Obtain authorization for the project from the FX PGG as determined by the *S-1: FX Governance Plan*
- Analyze and communicate program impacts resulting from the project (Resources, program schedule impacts, etc.)
- Initiate project activity demonstrating project knowledge necessary to each specific objective
- Plan how to execute, monitor, communicate, and control work
- Break down scope into actionable, sequenced tasks
- Perform analysis and design the solution to meet the business needs and required project outcomes
- Execute to achieve defined outcomes
- Monitor team, tasks, and progress toward outcomes
- Report performance
- Document and archive project artifacts for future reference

3.3 Basis for FX Project Management Standards

3.3.1 Project Management Institute (PMI)

The FX EPgMO has developed project management standards, templates, tools, and processes based on PMI publications. Across the FXPLC, the Standards use a subset of PMI's principles, performance domains, models, methods, and artifacts contained in the Guide to the PMBOK 7th edition and The Standard for Project Management, to address the varied project types required to transform the Agency in a project environment that also includes portfolio and program management.

A key component of the latest versions of these PMI documents is *Tailoring*, which is the deliberate adaptation of approach, governance, and processes to make them more suitable for the given environment and the work at hand. The current FX Standards are the result of this Tailoring effort and are in line with current PMI best practices.

3.3.2 Centers for Medicare and Medicaid Services (CMS)

The Agency works directly with the CMS to deliver Medicaid services to the State of Florida. The CMS may fund up to 90% of an implementation project's budget and has administered and implemented many systems throughout the United States. The CMS has identified several practices and system standards all projects should follow. The FXPLC is an adaptation of the CMS' IT XLC—and associated templates—tailored to meet the needs of FX.

As specified in the MED191, the SEAS Vendor's Programmatic Team shall help FX projects comply with CMS requirements for module certification (see Section 3.3.6: *Alignment with Medicaid Enterprise System Certification Standards*). The FX EPgMO shall validate that projects are meeting all CMS project management standards and processes. The Technical Team shall ensure projects meet the CMS technical standards (see Section 3.3.6: *Alignment with Medicaid Enterprise System Certification Standards*). Portfolio Management shall validate that projects and programs meet CMS objectives, strategies, and goals.

3.3.3 The Florida Department of Management Services (DMS)

DMS oversees the state's essential technology projects. In this capacity, DMS routinely reviews IT projects at state agencies and offers agencies guidance for effective project management practices. As part of their role, they have issued a series of administrative rules IT projects must follow:

Chapter 60GG-1, F.A.C. Florida Information Technology Project Management and Oversight Standards is the prime focus of the FX EPgMO as it pertains to project management activities. Administrative rules 60GG-2 through 60GG-5 are the focus of the Technical Domain. The FX EPgMO shall assist the Agency in confirming compliance to DMS standards by reviewing projects against DMS standards.

Note: DMS IT Project Management and Oversight Standards only apply to IT projects.

3.3.4 Current Agency Standards

AHCA's Division of Information Technology uses its Information Systems Development Methodology (ISDM) for managing the System Development Life Cycle (SDLC) for IT projects.

For Medicaid-specific perspective, Medicaid Fiscal Agent Operations (MFAO), the current Medicaid fiscal agent contract management bureau, has a Project Management Office Operational Procedures Manual that outlines the process and templates required for the current fiscal agent.

3.3.5 Alignment with Technical Design and Implementation Management Standards

SEAS deliverable *T-7: Design and Implementation Management Standards*, Section 7 – *Implementation Status Reporting*, establishes the more detailed, technical standards for FX Project Teams to follow when implementing or modifying systems, applications, or data changes in the integrated environment. Section 6.1 – *Complete the Project Management Plan* below and the PMP template highlight the process by which FX projects report status. The *T-7: Design and Implementation Management Standards* provides structure and guidance to help FX Project Teams complete system development artifacts that follow the FXPLC phase specific standards, which align with the CMS XLC Project Phases as shown in **Exhibit 3-3: CMS XLC Project Phases** below. An example of a *Design and Implementation Management* template is the *FX Testing Management Plan* template.

Exhibit 3-3: CMS XLC Project Phases

The FX EPgMO provides templates, job aids, and mentoring to assist FX Project Teams in following the Standards. FX Project schedules will incorporate the key deliverables and activities related to the *T-7: Design and Implementation Management Standards*. Therefore, reporting of implementation status including progress on FXPLC standards will occur via FX Project status reports.

Detailed reporting on FX Project compliance with *T-7: Design and Implementation Management Standards* uses the standard process for communicating, providing support, assessing compliance, and performing compliance reporting as defined in SEAS deliverable *T-6: Technology Standards*, Attachment D – *Technology Standards Communication, Support, Compliance, and Compliance Reporting Procedures*. The *T-6*: *Technology Standards* deliverable describes the processes that:

- Communicate new and modified standards and compliance expectations to stakeholders
- Support stakeholder adherence to the Standards
- Assess stakeholder compliance with the Standards
- Communicate levels of Standards compliance to the Agency

These communications shall be done in accordance with the *Communicating Updated FX Standards and Plans to Vendors* process definition. This process definition is located in the FXPR at FXHUB > Process Definitions > Process Category: Deliverable Management.

The current SEAS deliverable *T-6: Technology Standards*, Attachment D – *Technology Standards Communication, Support, Compliance, and Compliance Reporting Procedures*, reflecting any updates since the submission of this deliverable, is located in the FXPR at FX-HUB > Standards & Plans > Category: Technology > Technology Standards (T-6) > Attachments.

3.3.6 Alignment with Medicaid Enterprise System Certification Standards

The Medicaid Management Information Systems (MMIS) Certification process is the prescribed validation process from CMS for states to request and obtain enhanced Federal Financial Participation (FFP) to operate and maintain their MMIS.

The Medicaid Enterprise Certification standards for FX are documented in the *P-4: Medicaid Enterprise Certification Management Plan*, which is available in the FXPR at FX-HUB > Standards & Plans > Category: MITA. Referred to as the MEC Management Plan, its purpose is to provide the plan to manage the certification FX modules. Each FX Project vendor is responsible for supporting the Certification process for the associated business component(s).

Refer to the *P-4: Medicaid Enterprise Certification Management Plan* for the specific requirements of FX vendors.

3.3.7 COMPLIANCE TO STANDARDS AND PROCESSES

As developed by the SEAS Vendor and approved by the Agency, the standards, processes, procedures, and templates are designed to follow industry standards (e.g., PMI, Prosci, NIST), and address the requirements of applicable standards (e.g., CMS and DMS). Thus, FX projects must comply with all FX Standards.

3.3.7.1 THE FX EPgMO

The FX EPgMO strives to serve the Agency and FX Project Teams as a Center of Project and Program Management Excellence, guiding and monitoring the project management operations of all FX projects assigned to it. The FX EPgMO developed standards, processes, procedures, templates, and tools to facilitate accountability and successful project delivery. The FX EPgMO may use the life cycle reviews scheduled periodically throughout the FXPLC to assess FX projects' compliance with the Standards[3] (other teams/entities shall similarly assess compliance with their standards). The FX EPgMO responsibilities and structure are further defined in the *FX EPgMO Charter and Program Management Plan (O-2)* located in the FXPR at FX-HUB > Standards & Plans > Category: EPMO.

3.3.7.2 DMS COMPLIANCE

DMS sets policy for the management of the state's IT resources and to operate the state data center. Florida Statute empowered DMS to establish standards with which state agencies must comply when implementing IT projects. The statutes further empower the DMS to perform oversight on IT projects with implementation costs of $10 million and more, and assess agencies' compliance with all applicable, published standards—irrespective of project cost.

DMS provides the state with guidance and strategic direction on a variety of transformational technologies and has been overseeing FX projects on a monthly basis since September 2017. In addition, some FX projects are reported to DMS via the Agency's annual inventory of IT projects; thus, subject to assessments of compliance with standards.

While the Agency (AHCA) is ultimately accountable for complying with the DMS rules, responsibility for complying with the DMS rules has been delegated to all FX vendors via contract terms. DMS IT Project Management and Oversight Standards, as enumerated in Chapter 60GG-1, Florida Administrative Code (F.A.C.), are embraced in this *P-2: FX Project Management Standards* and accompanying templates; however, this does not relieve FX vendors from their respective contractual obligations to be familiar with and comply with the rules.

[3] Upon request by the Agency, the FX EPgMO will assess FX projects' compliance to the Standards.

SECTION 4 FX PROJECT LIFE CYCLE (FXPLC)

The FXPLC is built upon the concept of integration. The standards defined herein reflect how FX projects identify, define, combine, and coordinate various processes and activities across knowledge areas, functional areas, and organizations. FX projects have many inputs for information as well as many requirements from stakeholders, including compliance mandates from CMS and DMS.

The FXPLC is accomplished through executing a series of processes and activities using standard tools and templates that drive outputs from those inputs. Whether it is a planning and analysis project that yields a procurement, or a procurement development project that yields a system implementation project, there are consistent groups of processes that are required to generate standard outputs that allow stakeholders to make strategic decisions, define goals, and achieve objectives.

The FX EPgMO developed a standard set of processes based on the standard PMI process groups to facilitate the delivery of FX projects, independent of project type and including integration with other functional areas. These processes are also based on industry standard project management methodologies, DMS and CMS requirements, and Agency-defined processes for deliverable development and IT implementations.

The FXPLC is based on a waterfall approach. An Agile approach may be chosen for certain projects, based on the particular needs of the project. Details of the FX Hybrid Agile approach are found in Attachment C: *FX Hybrid Agile Framework*.

4.1 FX PROJECT PROCESS GROUPS TABLE

Exhibit 4-1: FX Project Process Groups Table below details the FX processes required by all FX projects adhering to the FX Standards.

FOCUS AREA	INITIATING PROCESS GROUP	PLANNING PROCESS GROUP	EXECUTING PROCESS GROUP	MONITOR AND CONTROLLING PROCESS GROUP	CLOSING PROCESS GROUP
Project Management	▪ Project Site ▪ Project Charter ▪ Project Process Agreement (PPA) ▪ DMS Risk & Complexity (R&C)	▪ Project Management Plan	▪ Manage Project		▪ Project Close Out Report
Scope Management		▪ Plan Scope Management ▪ WBS Breakdown		▪ Control Scope	

Focus Area	Initiating Process Group	Planning Process Group	Executing Process Group	Monitor and Controlling Process Group	Closing Process Group
Schedule Management		▪ Plan Schedule Management ▪ Develop Schedule		▪ Control Schedule	
CRAIDL (Change, Risk, Action Items, Issues, Decisions, Lessons Learned) Management		▪ Plan Change Management ▪ Plan Risk Management ▪ Plan Action Item Management ▪ Plan Issue Management ▪ Plan Decision Management ▪ Plan Lessons Learned Management ▪ Identify Risk ▪ Validate and Assess Risk		▪ Control Change ▪ Control Risk ▪ Control Action Items ▪ Control Issues ▪ Control Decisions ▪ Control Lessons Learned	▪ Disposition remaining Items ▪ Lessons Learned Summary
Communication Management		▪ Plan Communication Management	▪ Manage organizational engagement communications	▪ Weekly Status Reporting ▪ Monthly Status Reporting	
Stakeholder Management	▪ Preliminary Stakeholder Assessment (Charter)	▪ Plan Stakeholder Management	▪ Manage organizational changes impacting Stakeholders		
Performance Management		▪ Plan Performance Management		▪ Monitor Performance ▪ Report Performance	
Document Management		▪ Plan Document Management ▪ Identify Deliverables and Milestones	▪ Manage Artifacts ▪ Approve Artifacts		▪ Archive Project Artifacts
Quality Management		▪ Plan Quality Management	▪ Review Deliverables/ Artifacts ▪ Manage Requirements		
Benefits Realization Management		▪ Plan Benefits Realization Management		▪ Monitor Benefits Realization ▪ Report Benefits Realization	

Focus Area	Initiating Process Group	Planning Process Group	Executing Process Group	Monitor and Controlling Process Group	Closing Process Group
Cost Management		▪ Plan Cost Management ▪ Estimate Cost and Confirm Budget		▪ Monitor Actual vs. Budgeted Cost (monthly)	
Resource Management		▪ Plan Resource Management	▪ Manage Team		▪ Release Resources

Exhibit 4-1: FX Project Process Groups Table

The following sections describe the processes detailed in the **Exhibit 4-1: FX Project Process Groups Table** shown above, organized by the distinct stages of FX projects. The *T-7: Design and Implementation Management Standards* address the distinct processes and required artifacts for system implementation project types, and although not referenced in the following sections, the FX Project Teams must understand and comply with the Standards.

SECTION 5 FX PROJECT INITIATION STAGE

Initiation of an FX Project consists of those processes performed to define a new project or new phase of an existing project by obtaining FX PGG authorization to start working on tasks to achieve the Agency's strategic outcomes. By completing the Initiation Stage, the FX Project Team shall confirm stakeholders' expectations and objectives, demonstrate understanding of scope, size, and complexity of the endeavor required to complete the effort set forth in the FX Portfolio.

5.1 ESTABLISHMENT OF PROJECT INFRASTRUCTURE

When a project is authorized by the FX PGG in accordance with the *S-4: Strategic Project Portfolio Management Plan*, the Agency's SharePoint Governance Group and FX EPgMO shall set up the project's infrastructure using Agency standards developed for FX projects; specifically, create the project's SharePoint site and Project Artifact Directory (PAD), and add the project to the *List of Projects*[4], which allows a project to record and maintain changes, risks, action items, issues, decisions, and lessons learned (CRAIDL) in the integrated CRAIDL logs. **Note:** A decision memo, or other artifact is prepared for FX PGG submission/authorization and the name of the project and acronym are vetted with the FX SharePoint Governance Group.

The FX Project Team shall maintain project artifacts in the PAD unless another location is more appropriate for the artifact (e.g., system documentation, database, etc.). The PAD centralizes all project artifacts for access by project stakeholders. The IV&V Vendor and FX EPgMO shall use the PAD to access project artifacts to monitor project performance and to assess compliance with the Standards. **Note:** The Agency granted DMS access to the FXPR to facilitate DMS oversight duties. DMS may access PADs.

5.2 PROJECT RISK AND COMPLEXITY CATEGORIZATION

Upon project authorization, the assigned Project Manager shall complete the Pre-Charter Risk and Complexity tabs of the DMS Risk and Complexity (R&C) Assessment. This serves two purposes:

1. It contributes to the Agency's compliance with DMS' IT Project Management and Oversight Standards (Rule 60GG-1, F.A.C.).
2. The adoption of the DMS R&C Assessment is for sizing all projects following the FXPLC methodology and is used as an input for the PPA.

Template:

- The DMS R&C Assessment template is available in the *Templates* document library in the FXPR at FX-HUB > Templates > Category: EPMO > DMS-TMPL-Project-R&C-Assessment-Tool-DMS-F-0505A-100.

[4] The List of Projects is essentially a look-up table of projects used to populate various drop-down menus.

5.3 PROJECT PROCESS AGREEMENT (PPA)

Knowing both the project type[5] (determined during the FX Portfolio Management Process, refer to the *S-4: Strategic Project Portfolio Management Plan*) and the project category, the next step of the initiation process is to complete and review the FXPLC PPA. Using the project type and project category as inputs, the PPA identifies the artifacts the project must complete to be compliant with the Standards, and required by CMS for certification reviews, if applicable. It further identifies applicable reviews. The Intake and Assignment Process (Attachment B) shows how to determine categorization as a guide to the FX Project Team's applicable artifacts. Using the Project Type and Project Complexity level, each FX Project shall complete the PPA to socialize and garner agreement on the artifacts, testing functions, and project reviews of a specific project.

The PPA template is designed to give project teams a very clear starting point based on the Standards and CMS guidance and is tailored by the experiences of other FX projects. The project team reviews and updates the PPA based on their understanding of the specific scope of the project to aid in the project planning activities. The PPA is continued in the Planning phase of the project.

Template:

- The PPA template is available in the *Templates* document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-PPA.

5.4 IDENTIFY KEY FX PROJECT STAKEHOLDERS

The FX Program OCM Team regularly maintain a stakeholder matrix in the FXPR (AHCA site). All newly authorized projects should review the Stakeholder Matrix for key stakeholder groups and their role and responsibilities to the specific project. This subset of stakeholders will be the basis for future communication plans, project activity resource management, and organizational change management activities.

Appropriate stakeholder groups should be identified in the Project Charter and this list should be maintained in the project's PAD. During the preliminary Stakeholder Assessment process, the project team should identify stakeholders or stakeholder groups not in the Stakeholder Matrix, the FX Project Team shall work with the FX Program OCM Lead to address the gaps.

5.5 DEVELOP PROJECT CHARTER

If not already approved beforehand, with the list of required artifacts confirmed, the FX Project Manager guides the FX Project Team in drafting the Project Charter. Pre-project assets from the FX Portfolio as defined in the *S-4: Strategic Project Portfolio Management Plan* (e.g., business case, assessments) and other organizational assets assist the team in completing the Project Charter. The FX EPgMO, with input from the FX Portfolio Team, reviews and provides guidance towards Project Charter completion. The FX EPgMO then submits the Project

[5] The three primary project types are: Planning and Analysis; Procurement; Implementation (IT Project per the DMS standards).

Charter for final review and approval by the FX PGG in accordance with the *S-1: FX Governance Plan*.

Upon approval of the Project Charter, the Project Manager completes the Initiation Gate Risk and Complexity tabs of the DMS R&C Assessment. A change in categorization requires an update and review of the previously approved PPA to identify any new variances.

FX Project Teams shall begin drafting the Project Charter upon authorization from the FX PGG to initiate the project. It is anticipated the project team shall take the first week after authorization to draft the Project Charter, the second week to review and refine the Project Charter, then the Project Charter goes to the FX PGG the third week for approval.

FX projects are expected to establish a schedule baseline no later than five (5) weeks from either the date the FX PGG approved the Project Charter, or the project start date identified in the Project Charter.

See **Exhibit 4-1: FX Project Process Groups Table**below.

KEY PROJECT INITIATION AND PLANNING TIMEFRAMES

WEEK	R&C	PPA	PROJECT CHARTER	PMP	SCHEDULE
1	Vendor reviews and escalates any discrepancies Otherwise, this is complete	Vendor completes first draft, maps to ITN, and submits	Vendor reviews draft and makes any necessary updates		DED – Vendor creates and submits (including any variances needed) Init/Plan Schedule – Vendor works on Schedule – Vendor works on
2		Agency reviews	Vendor reviews with project team and submits	DED – Vendor creates and submits	Init/Plan Schedule – Vendor creates and submits Schedule – Vendor works on
3		Agency provides feedback and vendor remediates	Agency reviews	DED – Agency reviews	DED – Agency provides feedback and vendor remediates Init/Plan Schedule – Agency provides feedback, vendor remediates, Agency reviews remediation and approves

KEY PROJECT INITIATION AND PLANNING TIMEFRAMES					
WEEK	R&C	PPA	PROJECT CHARTER	PMP	SCHEDULE
					Schedule – Vendor works on
4		Agency reviews remediation and approves	Agency reviews	DED – Agency provides feedback and vendor remediates	DED – Agency reviews remediation and approves Schedule – Vendor submits
5			Agency provides feedback	DED – Agency reviews remediation and approves	Schedule – Schedule Manager performs QC
6			Vendor remediates and resubmits Vendor schedules FX PGG review		Schedule – Agency reviews
7			Agency reviews remediation and approves	Vendor submits PMP	Schedule – Agency reviews and returns to vendor for remediation
8			FX PGG approves Project Charter		Schedule - Vendor remediates and submits
9				Agency reviews PMP and returns to vendor	Schedule – Agency reviews
10				Vendor remediates and resubmits	Schedule – Agency reviews and returns to vendor
11				Agency reviews remediation and approves	Schedule – Vendor remediates and resubmits
12					Schedule – Agency reviews remediation and approves schedule baseline

Exhibit 5-1: Key Project Initiation and Planning Timeframes

Template:

The Project Charter template is available in the *Templates* document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Project-Charter.

SECTION 6 FX PROJECT PLANNING STAGE

6.1 COMPLETE THE PROJECT MANAGEMENT PLAN

Details of the project planning process are in the Project Management Plan (PMP). The PMP explains the planning, execution, monitoring, controlling, and close out of projects.

The PMP template details the subsidiary plans required for project execution, what processes to follow, and integration points with the FX EPgMO, the FX PGG, FX Portfolio, FX Program OCM, and other subject management experts.

Much of the content in the PMP template is boilerplate and FX Project Teams shall follow the processes as detailed in the PMP and the FX EPgMO process definitions located in the FX-HUB. Project Teams shall complete certain sections (e.g., Project Scope, Communications Matrix), with the content specific to their project. The PMP template clearly identifies in blue font required, project-specific content, and allows the Project Manager to review and request a variance from standard processes. Variances require written approval from the FX EPgMO and/or the FX PGG *before* deviating from the Standards, refer to FX EPgMO process definitions for details.

Given the PMP template provides boilerplate content for much of the subsidiary plans, the Standards only summarize expected subsidiary plan content below:

- **Plan Scope Management** – The PMP describes how the project's scope will be defined, confirmed, and controlled. The Project Scope in the approved Project Charter is the baseline scope and controlled by the Monitoring and Controlling processes defined in the PMP. Other inputs to the Scope Management section of the PMP may include:
  - Knowledge gleaned from discovery sessions with key stakeholders
  - Knowledge gleaned from document analysis
  - The scope of work in the FX vendor's contract with the Agency
  - The FX Project vendor's solicitation including all addenda, and the FX vendor's response to the Agency's solicitation, including information provided through negotiations, if applicable
- **Plan Schedule Management** – The PMP defines the development and management of the project schedule for the duration of the project. It also identifies applicable schedule templates, the process of developing the schedule, submitting the schedule for review and baselining, progressively elaborating the schedule, processes for submitting and approving changes to the schedule and to the schedule baseline, and ongoing updating and controlling requirements.

  Schedule Management Plans must also describe how the project will address variance from baselined schedule parameters, including processes for triggering and implementing corrective actions to restore the schedule to its baseline performance targets and to increase the probability the project will successfully meet its objectives.

Inputs for each FX Project Team's Schedule Management Plan and project schedule will minimally include:

- Project Charter
- Project Scope Statement, elaborated in the Project Management Plan
- Project Work Breakdown Structure (WBS)
- Project Deliverable Lists
- Project Deliverable Expectations Documents
- Procurement Documents (as applicable)
- Resource Calendars
- Shared / Enterprise Resource Pool

Processes and activities for each FX Project Team's project schedule, defined in the Schedule Management Plan, will minimally include:

- Define Schedule Activities
- Sequence Schedule Activities
- Estimate Activity Durations
- Estimate Activity Resource Requirements
- Develop the Project Schedule
- Assign Resources to Schedule Subtasks
- Manage and Control Changes to the Project Schedule and Schedule Baseline
- Monitor and Control the Project Schedule (elaborated in Section 8.2 of the Standards)

- **Plan Resource Management** – The FX Portfolio Management Process and the approved Project Charter are inputs to the Resource Management Plan. The PMP outlines the processes an FX Project Manager shall employ to acquire, manage, and release project resources. The PMP also explains how the project manager shall work with the FX EPgMO to identify and coordinate Agency and vendor resources as needed.
- **Plan CRAIDL Management** – Created in the FXPR, are logs for the management of Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned referred to as the CRAIDL (see Attachment A for CRAIDL fields and definitions). The PMP defines the management of each of the logs, and the integration with the FX EPgMO and other FX projects. The plan further describes reporting requirements and the templates used, including ongoing meetings, and how to meet compliance expectations.
  - **Plan Risk Management** – The PMP outlines the steps FX Project Teams shall take to log and proactively manage risks using the FXPR.

- **Plan Action Item Management** – The PMP describes how FX Project Teams shall manage action items. Action items differ from scheduled tasks in that they represent unplanned work. The FX Project Team shall record action items in the FXPR.
- **Plan Issue Management** – An issue is a problem affecting the project's scope, schedule, cost, and/or quality. Issues often spawn from risks. Sometimes issues are unanticipated. FX Project Teams shall log issues and track them through resolution using the Issue Log in the FXPR. The PMP shall outline the steps an FX Project Team shall take to log, track, and resolve issues.
- **Plan Decision Management** – The PMP shall explain how FX Project Teams shall manage decisions impacting their projects. FX Project Teams shall use the Decision Log in the FXPR to record both decisions that have been made and decisions that are needed.
- **Plan Lessons Learned Management** – The identification of lessons learned is not just a stage gate or project close out activity. Lessons learned are recorded throughout the duration of an FX Project to promote the recurrence of positive outcomes and reduce the likelihood of undesirable outcomes. The PMP shall describe how the FX Project Team shall identify lessons learned and record them in the FXPR. The PMP shall also outline how the FX Project Team shall apply lessons learned from other projects.

- **Plan Quality Management** – The PMP shall describe the management and verification of quality throughout the project. It identifies quality requirements and documents how the FX Project Team will demonstrate compliance.
- **Plan Deliverable Management** – As an extension of quality management, the PMP details the Deliverable Management requirements and processes an FX Project shall perform to complete quality deliverables in a timely manner. The processes detailed in the PMP cover the Deliverable Expectations Process, the Deliverable Review Process, the Deliverable Approval Process, and the Deliverable Evolution Process (as applicable). It further defines the document storage, file naming conventions, versioning, and other records management requirements of the FX EPgMO.
- **Plan Communications Management** – The Communication Management section of the PMP outlines all recommended communication to support the FX projects. The teams shall then update the communications table in the PMP with communication types, frequency, and recipients.
- **Plan Stakeholder Engagement** – Using the stakeholder analysis done to complete the Project Charter and the Agency-wide Stakeholder Matrix, FX Project Teams shall update the PMP describing ongoing efforts to perform stakeholder engagement, stakeholder impact assessment, and key metrics for success with assistance from the FX Program OCM Team.
- **Plan Benefits Realization Management** – As part of the FX Portfolio Management process, assessments are made to a project's outcome and benefits (both tangible and intangible) as aligned to the *S-3: FX Strategic Plan*. It is expected that an authorized project will deliver the outcomes and benefits identified in the benefits assessment. FX Project Teams shall use the Benefits Realization Management section of the PMP to identify how the project will achieve planned benefits, and report progress toward benefits and outcome realization to identified stakeholders.

- **Plan Cost Management** – The PMP shall explain project cost management processes and succinctly describe the periodic requirements for each FX Project to support the Agency in their Cost Management requirements.
- **Project Close Out** – The PMP shall define the activities each FX Project Team shall perform to close the project, including approval of all deliverables and work products, disposition remaining CRAIDL entries, archiving project artifacts, and releasing project team members.

Guideline: FX Project Teams should work to have the Project Management Plan approved no later than three weeks after the Project Charter has been approved. The clock for the baselined schedule may also start when the project starts—in instances where the Project Charter is approved in advance of the official project start. Use the Project Start Date or Approval of Project Charter, whichever comes last. See **Exhibit 4-1: FX Project Process Groups Table**above.

Template:

- The PMP template is available in the *Templates* document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-PMP.

6.2 Develop Work Breakdown Structure

Concurrent with the completion of the PMP template, the FX Project Team shall utilize the WBS provided in the schedule templates that can be found in the Templates document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-PMP and elaborate detail as necessary.

The Project Charter, draft PMP, and WBS sessions with project stakeholders will provide the information needed to identify and decompose the scope of work into discrete tasks requiring no more than 80 hours of effort. The WBS serves as the key input to the project schedule.

The schedule templates are organized as outlined in **Exhibit 6-1: Work Breakdown Structure** below.

WBS Level	WBS Level Name	WBS Level Explained
1	Project Level	▪ The Project Summary Task, which represents 100% of the project's scope of work.
1.x	▪ Project Stages	▪ Separates project work into distinct project management process groups, as follows: › Project Management › Initiation › Planning › Execution › Close Out

WBS LEVEL	WBS LEVEL NAME	WBS LEVEL EXPLAINED
1.x.x	▪ Work Package	▪ Separates each phase (process group) into individual work packages work, e.g., Business Process Analysis, Development, etc.
1.x.x.x	▪ Work Package Track	▪ Further organizes work of individual work packages into separate tracks or workstreams.
1.x.x.x.x	▪ Deliverable ▪ Release	▪ Deliverable: Identifies the discrete deliverables associated with each workstream track. ▪ Release: Identifies releases within system development.
1.x.x.x.x.x	▪ Subtask / Activity	▪ Task / Activity: Identifies the tasks and activities required to plan and develop each deliverable.

Exhibit 6-1: Work Breakdown Structure

Development of a WBS can use the top-down or bottom-up approaches. It may require several working sessions to develop the WBS. Consider time spent developing a WBS an investment in achieving a shared understanding of the work to be done; thereby reducing uncertainty and time later.

FX Project Teams are encouraged to conduct additional WBS sessions to sequence the work packages, assign resources to the work packages, and then have resources estimate the work effort and duration to complete the work.

WBS Workbook Tool (Optional):

- The WBS Workbook Tool, while not required for use, is a visualization/facilitation tool and a resource available for use by project teams to build a WBS and organize resources using Visio/Excel functions and is located in the *Reference Materials* document library located in the FXPR at FX-HUB > Reference Materials > Category: EPMO > FX-TMPL-WBS-Workbook-Tool.

6.3 DEVELOP SCHEDULE

The FX Project Team uses the WBS to develop the project schedule. FX Project Teams shall use the Schedule template appropriate for their project based on the project type and risk and complexity category. The schedule templates are referenced in the *P-3: FX Project Management Toolkit* and are designed to cover DMS and CMS requirements, as applicable. As such, variances from the standard must be authorized in advance and in writing by the FX EPgMO. Each FX Project Team must ensure that the correct schedule template is used for their project, verify the following schedule template attributes, and maintain these attributes in the schedule configuration throughout the entire project life cycle. Reference the FX Schedule Management process definitions for requirements.

Note: During the life of the FX Program, or the course of normal module vendor operations, there may be initiatives that do not conform to the structure of a traditional project. In these situations, the individuals involved (operations team) may still want to create a schedule for tracking, planning, and communications purposes. To address this need, the team may create an operations schedule, see the *FX Operations Schedule* process definition. Any initiative using an operations schedule must have completed all FX Project identification and intake processes and been determined by the FX Portfolio and FX EPgMO to not rise to the level of a project. Before establishing an operations schedule, a formal decision must be logged and it must be approved by the FX Director.

The operations schedule is created based on the work to be completed. The operations schedule should conform to the FX Standards except where noted differently below:

- Task durations must be at least one (1) day and may be up to 30 business days (approximately 1.5 calendar months/six weeks).
- Tasks may use hard constraints where needed to model the work.
- Tasks must still be automatically scheduled, be logically sequenced, and where clear relationships exist, should have predecessors and successors; however, not all tasks must have predecessors and successors.
- Baselines can be used for tracking purposes; however, operations are not subject to project reporting requirements, hence, out-of-bound SPI, CPI, and FV values do not necessitate escalation in and of themselves.
    - **Note:** Any FX work expecting or experiencing problems that affect the team's ability to succeed, must be communicated. If an impact to the FX Program is anticipated, the Operations Team must notify the FX CRAIDL Manager for triaging and next steps.
- No Free or Total Slack restrictions apply.
- The project calendar must be set to AHCA (based on standard) to ensure that the scheduling engine takes all state holidays into account when determining task dates.
- The default Task Mode must be set to Auto-Scheduled. Avoid using manual task scheduling as the scheduling engine does not drive these variables.
- Rolling Wave / Progressive Elaboration activities must be represented as discrete workstreams / work packages (please see Section 8.2.5 for more information on Rolling Wave Planning).
- Do not manually enter Start and Finish dates, as doing so forces date constraints that prevent the scheduling engine from automatically calculating and dynamically updating the schedule according to its task relationships and task durations.
- Do not delete previously baselined schedule tasks or milestones from the schedule. Instead, inactivate tasks and milestones that are no longer valid. Note: this requires Microsoft Project Professional.
    - Exceptions would require documented and approved variance request.

When developing the project schedule, use the standard approach depicted in the graphic below and adhere to the schedule structure requirements summarized in **Exhibit 6-2: FX Project Schedule Development Approach** below.

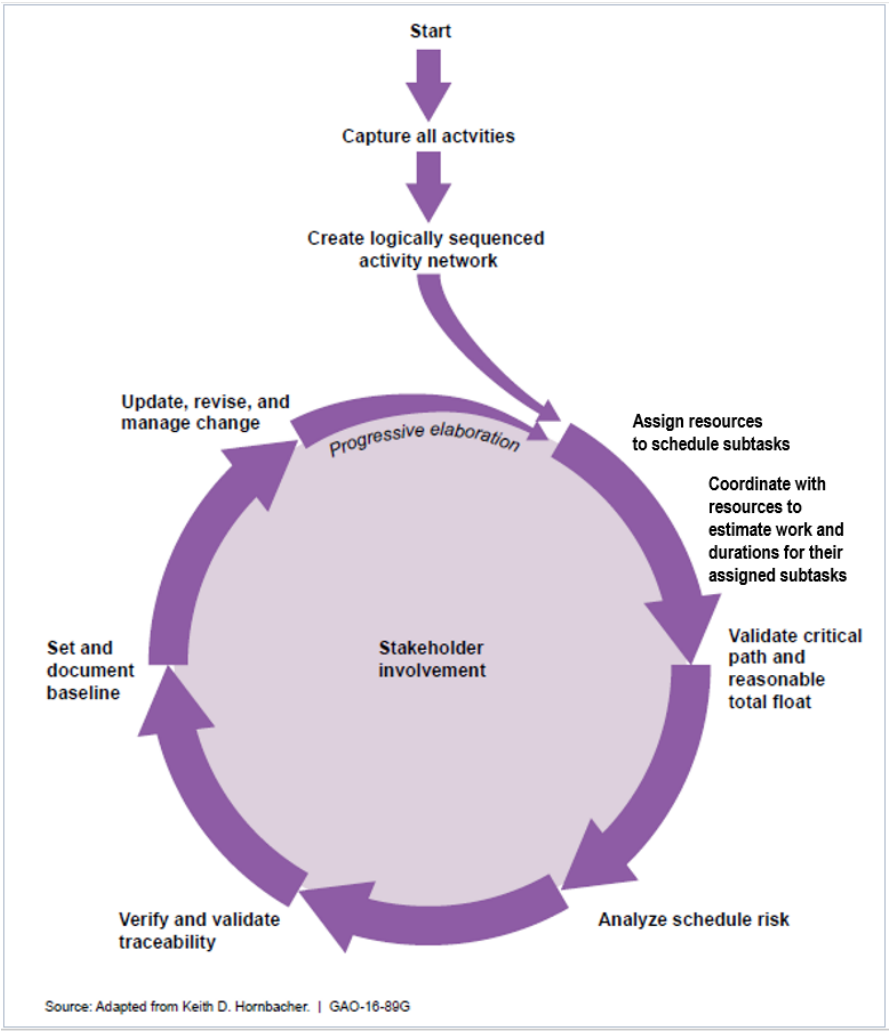

Exhibit 6-2: FX Project Schedule Development Approach

The **Exhibit 6-3: FX Project Schedule Development Approach** table below details the expectations the FX Schedule Development Approach up to setting and documenting the baseline. Refer to the FX Schedule Management process definitions for further guidance and expectations on establishing and maintaining an FX Project Schedule. Also, utilize the Project Schedule Approach template to document details about the project schedule to explain the schedule to project stakeholders (template is located in the FXPR at FX-HUB > Templates > Category > EPMO > FX-TMPL-Project-Schedule-Approach-[current version]).

PROCESS STEP	REQUIREMENTS
Capture all activities	• Using the WBS, the FX Project Manager begins developing the project schedule in Microsoft Project Web Access (PWA). The project schedule must conform to the FX Standards. Refer to the FX Schedule Management process definitions. ▪ Include all tasks necessary to accomplish 100% of the project's scope of work
Create logically sequenced activity network	▪ List tasks in the order of performance ▪ Establish the logic relationships, i.e., link task with predecessors and successors ▪ Logic relationships should minimize date constraints and lags ▪ Logic relationships should not be overly complex, i.e., do not use Start-to-Finish relationships, and minimize one-to-many relationships, which can create bottlenecks in the schedule
Assign resources to project subtasks Coordinate with resources to estimate work, durations, and resource requirements	▪ Identify resources—even if just at a role level (e.g., business analyst, system architect). The resource—either the individual who will be assigned the work or someone who performs the role—estimates the work effort and duration. Resource names, for any tasks starting within the six-month rolling wave window, must be identified prior to baselining the schedule, unless exception granted by the FX EPgMO (e.g., AHCA Procurement Office). ▪ Assign resources to subtasks only. Do not assign resources to summary tasks or milestones ▪ If resources are allocated more than 110% of their project allocation, the Project Manager must work with the resource and the Project Managers of the other projects for which the resource is assigned to resolve the over-allocation. If the over-allocation cannot be resolved between the resource and the Project Managers, then the Project Manager should open an issue to be resolved by the FX EPgMO Lead. ▪ Cost load vendor resources at their hourly rate per the contract's rate card or the Agency established Standard Vendor Rate in the Enterprise Resource Pool (ERP) ▪ Cost load public sector resources at Agency established Standard Rate in the ERP ▪ Assign budgets for direct labor, travel, equipment, material, software, hosted infrastructure, to both detail activities and planning packages identifying the total costs to complete the project ▪ Display Duration units in days. The minimum subtask duration is one day; the maximum subtask duration is 10 days (does not apply to administrative Level-of-Effort subtasks, Agency or CMS review cycles, or tasks denoted for future elaboration) ▪ All milestones must have a 0-day duration and have the milestone checkbox checked ▪ Level of Effort (LOE) tasks are to *only* be used for the Project Manager, AHCA Contract Manager, and Agency Project Lead resources and must be approved by the FX Schedule Manager
Identify and Establish Inter-dependencies between FX Projects	▪ Identify all inter-dependencies between FX Projects and work with the FX Schedule Manager and dependent FX Project Manager to establish the inter-dependency links within the project schedules using PWA.

PROCESS STEP	REQUIREMENTS
Validate critical path and reasonable total float	▪ Identify the critical and longest paths and validate with project managers, FX EPgMO, and subject matter experts. Examine Finish Slack[6] values for reasonableness, Validate Finish Slack values, and confirm the overall structure and sequencing of activity relationships to ensure the schedule is executable ▪ Remove date constraints causing negative Finish Slack
Analyze schedule risk	▪ Examine project schedule performance data from the schedule to establish a level of confidence in meeting the project completion date; determine any necessary contingencies ▪ Identify high impact schedule risks and their associated mitigation plans ▪ Perform a risk analysis on the schedule before baselining and subsequently on a periodic basis through the CRAIDL Management process to reflect actual progress on activity durations and sequences
Verify and validate traceability	▪ Verify the traceability of all schedule activities to associated project deliverables, products, and outcomes. Task and resource values (e.g., Duration, Work) are consistent between the different levels of the schedule
Set and document the schedule baseline	▪ Complete the Schedule Quality Control (QC) checklist to confirm schedule quality requirements are met ▪ Set a trial baseline to ensure performance indices are within threshold at the initial baseline. **Note:** The Schedule Performance Index (SPI) and Cost Performance Index (CPI) do not have to equal 1 at the time of baselining if project work is progressing while the schedule is being developed; however, they should be above .93 when setting a baseline. Adjust the schedule as appropriate ▪ Complete the corresponding Schedule Assumptions and Constraints document to outline the assumptions and constraints that were factored into schedule development ▪ Submit the draft schedule and Schedule Assumptions and Constraints document to the FX EPgMO for review. The FX EPgMO shall complete the Schedule QC Checklist and review results with the FX Project Manager ▪ Update the draft schedule based on feedback from the FX EPgMO ▪ Conduct a walk-through of the schedule (and its assumptions and constraints) with the Project Sponsor and key project stakeholders ▪ Update the draft schedule based on feedback from the Project Sponsor ▪ For final Schedule Baseline approval process refer to Section 6.3.1. Obtain written client approval via email before requesting the FX Schedule Manager baseline the schedule. Log as a decision ▪ Email the Decision Number and Name to the Project Sponsor and key project stakeholders to notify them the schedule has been baselined and resides in the active Schedule folder in the FXPR

[6] Finish Slack is the duration (in days) between a task's Early Finish Date (the earliest date that the task could possibly finish) and its Late Finish Date (the latest date the task can finish without delaying the completion of the project).

PROCESS STEP	REQUIREMENTS
Update, revise, and managing change ▪ Update the schedule using actual progress data	▪ Guidance for updating, revising, and managing change is in Section 8

Exhibit 6-3: FX Project Schedule Development Approach

The **Exhibit 6-4: Schedule Structure Requirements** table below details the schedule structure requirements for all FX Project Schedules. Refer to the FX Schedule Management process definitions for further guidance and expectations on establishing and maintaining an FX Project Schedule.

SCHEDULE STRUCTURE COMPONENT	REQUIREMENT
Summary Tasks	▪ Summary tasks must not have resource or cost assignments. Assign resources and costs to subtasks only ▪ Summary tasks must not have predecessor or successor relationships. Assign predecessors and successors to subtasks and milestones only ▪ Tasks must logically represent the subtasks listed underneath them, such that summary task values for Start and Finish dates and Duration are aligned with the same values for the subtasks listed in the summary task group
Subtasks	▪ Use subtask names that start with an action verb (e.g., review, configure, etc.) ▪ Do not mark subtasks as *Milestones* in the Task Information dialog box (Advanced tab) ▪ All subtasks must be *Auto Scheduled*. Do not use *Manual Tasks*, as these are not driven by the scheduling engine and can cause schedule calculation errors ▪ The default setting for all subtasks must be *Fixed Duration* ▪ All subtasks must have predecessor and successor relationships ▪ Limit the use of one-way date constraints (in lieu of predecessors and successors) only for situations where doing so would model the reality of the project more accurately. The use of such constraints should be documented in the Schedule Assumptions and Constraints document
Milestones	▪ All milestones must have zero duration and be clearly identifiable as a milestone task type ▪ Do not assign resources or costs to milestones ▪ All milestones must have predecessor and successor relationships with the exception of the project start milestone (will not have a predecessor) and project complete milestone (will not have a successor) ▪ Limit the use of one-way date constraints (in lieu of predecessors and successors) only for situations in which doing so would model the reality of the project more accurately. The use of such constraints should be documented in the Schedule Assumptions and Constraints document

Schedule Structure Component	Requirement
Recurring Tasks	▪ Limit the use of Recurring Tasks in the project schedule. Recurring project status meetings should not be in the project schedule ▪ All project management activities shall be captured in a single *Manage Project* level-of-effort task listed within the Project Management summary task of the schedule. (See Section 6.2 above and **Exhibit 6-1: Work Breakdown Structure**.) The Project Manager should be the only resource assigned to this task
Subtask Durations	▪ Set subtask Duration units to **days** ▪ Follow the *1/10 Rule* for subtask durations, where detailed planning subtasks do not have durations less than 1 day or greater than 10 days ▪ Limit the use of subtask durations outside of the 1- to 10-day range to level of effort tasks and to rolling wave planning (progressive elaboration) sections of the schedule (see Section 8.2.5), or for situations where doing so would model the reality of the project more accurately (e.g., certain Agency and CMS reviews) ▪ Use estimated durations (e.g., 10 days?) only for pre-baselined activities and for activities identified in rolling wave planning workstreams (work packages) (see Section 8.2.5)
Project Work	▪ Set Work units to **hours** ▪ Work overallocations must be resolved such that no resource is overallocated by over 10% during any given time period ▪ All work units must have a corresponding cost allocation (Standard Rate)
Schedule Resources	▪ Generic and named resources must refer to only one individual person (not a group of persons) ▪ Maximum Units must not exceed 110% for each full-time equivalent (FTE) resource. Resource availability must not be overstated by setting Maximum Units greater than 110% for each Resource ▪ Verify that all schedule resources have the correct Standard Rate
Task Relationships and Constraints	▪ Task relationships (network logic) must be continuous and unbroken from the beginning to the end of the schedule ▪ Link all activities associated with the planning, development, creation, and implementation of the project's product or solution together to preserve the continuity of the schedule's overall network logic ▪ Do not use hard (two-way) date constraints, such as **Must Finish On**, **Must Start On** ▪ For subtasks and milestones, limit use of one-way date constraints, such as **Start No Earlier Than** or **Finish No Later Than** (in lieu of predecessors and successors) to situations where doing so would model the reality of the project more accurately

Exhibit 6-4: Schedule Structure Requirements

6.3.1 Setting the Initial Schedule Baseline

All FX Project Teams shall adhere to the following requirements prior to setting the initial baseline for their project schedule.

- The FX Project Team must meet with all project stakeholders, including the Project Sponsor (Agency) and subject matter experts, to verify estimates for duration, work, and associated resource requirements and to conduct a schedule risk analysis.
- The Project Sponsor and the FX EPgMO will make the initial authorization to set the initial schedule baseline. With the authorization obtained, the FX Project Manager will perform a walk-through of the schedule and its corresponding Assumptions and Constraints document with the Agency.
- Once approved, the baseline for the project schedule shall be saved in the Baseline and Baseline 1 slots within the Microsoft Project Schedule. The FX EPgMO will perform the task to baseline the project schedule.
- Upon setting the initial baseline of the project schedule, it is important to note that the schedule is, at that point, a reflection of the approved work expanded upon from the project charter. Any material modifications (i.e., removing or significantly modifying activities) are reflective of changes to the approved scope of the project and should be accompanied by a Project Change Request (PCR).

FX Project Teams shall work to have the Project Schedule baselined no later than twelve weeks after the Project Charter has been approved. See Error! Reference source not found.above.

Templates:

- Project Schedule template selection is determined from the FX Portfolio Management Process and from completion of the FXPLC PPA. Please see Section 5.3: Project Process Agreement for more details. Project Schedule templates are available in the Templates document library in the FXPR at FX-HUB > Templates > Category: EPMO.
- Schedule Assumptions and Constraints Template is available in the Templates document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Sched-Assumptions-Constraints.
- Task Estimating Guidance is available in the Reference Materials document library in the FXPR at FX-HUB > Reference Materials > Category: EPMO > FX-SEAS-Task-Estimation-Guidance.
- A Schedule QC Checklist template is available in the Templates document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Schedule-QC-Checklist.

6.4 Complete Project Process Agreement and Project Variances

After completing project planning activities, the project team finalizes the PPA, and submits to the FX EPgMO for review and recommendation to the FX Director (or their delegate) for approval of any variances before archiving in accordance with the AMS.

6.5 Identify Risk

Identification of risk must occur at every level of the organization. All project team members should be able to recognize risks during their daily work and should bring potential risks to the

attention of their team leaders or managers. FX Project Teams shall identify and capture individual risks and sources of overall risk to facilitate the successful management of risks. Risk identification is an ongoing process throughout the life of the project. For further details, see the *Risk Identification* process definition.

Utilizing the Project Charter, draft schedule, other project documents, and the Risk Breakdown Structure guide as inputs, FX Project Teams shall conduct an initial risk identification session(s). FX Project Teams shall use these sessions to identify and evaluate potential events that could positively or negatively impact the project; then develop response plans and manage accordingly. The Project Manager (or designee) shall add identified risks to the Risk Log located in the FXPR.

The FX EPgMO is alerted when the Risk Log is modified and shall verify and validate new risks. In the case of risks that specify impact or dependency on other FX projects, the FX EPgMO shall work with both FX Project Teams to draft an appropriate risk response.

6.6 Perform Risk Assessment

FX Project Teams shall facilitate risk assessments with the intent of developing a risk response plan based on the risk's exposure to the project. FX Project Teams shall evaluate the risk's probability of occurring and the impact the risk would have, as well as what the triggering point could be. For further details, see the *Risk Assessment* process definition.

6.6.1 Evaluating Probability of Occurrence

FX Project Teams shall use the matrix in **Exhibit 6-5: Probability of Occurrence** to assess the *Probability* field of the Risk Form.

Probability	Likelihood of Occurring	Numeric Value
Low	Unlikely	1
Medium	Likely	3
High	Very Likely	5

Exhibit 6-5: Probability of Occurrence

FX Project Teams in the ongoing assessment of risks in relation to other project risks, events or activities should consider whether the associated triggering event is imminent (less than approximately eight weeks from the current date) when evaluating probability of the risk to be triggered.

6.7 Assessing Risk Impact

FX Project Teams shall use the matrix in **Exhibit 6-6: Impact on Project** to assess the impact to cost, schedule, scope, and quality of a potential risk event:

Impact	Dimensions to Consider				
	Cost	Schedule	Scope	Quality	Numeric Value
Low	Impact to cost is below appropriation	No impact to project schedule	Minor clarification to existing scope	All quality criteria and standards will be met.	1
Medium	Impact to cost is above appropriation by less than 10%	Schedule impact exists but is not significant	Scope impact exists but is not significant	Minor quality criteria and standards will not be met.	3
High	Impact to cost is above appropriation by greater than 10%	There is significant impact to Schedule	There is a significant impact to Scope	Significant quality criteria and standards will not be met.	5

Exhibit 6-6: Impact on Project

The impact of a risk related to multiple factors will likely be the average of all relevant factors.

6.7.1 Calculating the Risk Exposure Score

The final step in the qualitative risk analysis process is to update the risk form with the probability and impact values captured in the previous two steps. Computation of the risk exposure value is automatic within the Risk Log based upon the probability and impact values entered. The formula used for the calculation is as follows:

Risk Exposure Score = Impact value x Probability value

The risk exposure score supports in making further decisions in the response planning processes. Risks with risk score values (15 or greater) found in the areas shaded blue in **Exhibit 6-7: Calculated Risk Exposure** are considered having high exposure.

Risk Score		Probability		
		1 - Low	3 - Medium	5 – High
Impact	1 - Low	1	3	5
	3 - Medium	3	9	15
	5 - High	5	15	25

Exhibit 6-7: Calculated Risk Exposure

If a risk has a risk exposure score of 15 or higher, FX EPgMO shall monitor the risk along with any risk that has potential for impact on another FX Project. The FX Project Team, FX EPgMO, and the Agency will collaboratively monitor risks that fall into this category.

Template:

- Risk Form template is available in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Risk-Form.

6.8 PLAN RISK RESPONSES

The FX Project Team shall prioritize any risk identified as *very likely* or with *most significant impact* with imminent timelines. Responses shall be provided for all risks and the project team shall then develop strategies (response plans and contingency plans) for those project prioritized risks. FX Project Teams shall determine the required activities and resources to address the risks. For further details, see the *Risk Response Planning* process definition.

Risk Responses:

- **Risk Acceptance** – Assumes the potential risk as unavoidable with acceptable impact given project contingencies in terms of budget or schedule that allow FX Project Teams to continue the project without further consideration
- **Risk Avoidance** – Avoid the risk by eliminating the cause of the risk, the consequence of the risk, or both (e.g., forego certain aspects of the project which are particularly risky)
- **Risk Mitigation** – Manage risk by developing a risk response plan which prioritizes, implements, and maintains controls by either significantly reducing the likelihood or impact of the triggering event
- **Risk Transference** – Transfer or share risk through options which compensate for the adverse impact, such as performance bonding and insurance

The risk response may require project documents (i.e., PMP, project schedule) be updated. If there is impact to schedule, scope, or cost the FX Project Team should assess the need for a PCR.

Templates:

- Risk Form template available in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Risk-Form
- Change Request Form template available in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Change-Form

6.9 ESTIMATE COSTS AND CONFIRM BUDGET

The initial FX Project Charter may provide high-level project cost estimates. While the project team establishes the schedule baseline, they will communicate the estimated cost based on the draft schedule to the Agency, FX Portfolio, and FX EPgMO. The cost and budget must be confirmed before the schedule can be baselined.

Templates:

- The DMS R&C Assessment template is available in the FXPR at FX-HUB > Templates > Category: EPMO > DMS-TMPL-RCAssessment-DMS-F-0505A
- Change Request Form template available in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Change-Form

SECTION 7 EXECUTION STAGE

The Execution Stage consists of the activities performed to complete the work defined in the project schedule and PMP. The focus of the FXPLC processes within this stage is to coordinate resources and stakeholder engagement necessary to satisfy project requirements.

7.1 MANAGE PROJECT

Manage Project is the process of leading and performing the FX Project work defined in the PMP. The key benefit of this stage is that it provides overall management of work and deliverables to achieve successful outcomes for the Agency.

Regardless of project type, size, or scope, all FX Project Managers must direct and manage resources through the execution of planned project activities to complete the defined set of deliverables and achieve specific outcomes. FX Project Teams shall recognize the significance of the changes produced through these outcomes on the Agency and other stakeholder groups, requiring additional work be considered to properly communicate and support those changes. To that end, the FX EPgMO has defined and documented the following four execution processes to consider:

- Quality Management
- Stakeholder Management
- Communications Management
- Team Management

7.1.1 QUALITY MANAGEMENT

Quality Management standards have been established across the defined focus areas and triple constraints (cost, schedule, and scope). The quality and process performance objectives are to facilitate outcome and benefits realization by completing FX projects on time, on budget, within scope, and with a high-quality solution as shown in **Exhibit 7-1: Project Quality and Performance Objectives** below:

OBJECTIVE	DESCRIPTION
On Time	Project outcomes are delivered to the Agency on the dates agreed in the schedule and contracts
On Budget	Overall project costs shall not exceed the agreed budget in the contracts
Within Scope	Agreed-upon requirements are delivered
High Quality	Solutions delivered shall meet the agreed-upon requirements and shall have the necessary quality to provide value to the Agency

Exhibit 7-1: Project Quality and Performance Objectives

FX projects shall adhere to the Quality Management Plan defined in their project's PMP for standards that outline quality activities promoting adherence to the standards, processes, and tools defined for the Agency, so FX projects meet their objectives and expectations. The Quality Management Plan also describes the responsibilities and authority for accomplishing quality activities and identifies the required coordination of quality management with other areas.

Scope, schedule, and cost baselines, once established, shall be monitored and controlled with performance metrics and established thresholds. Project teams shall perform risk identification and response planning for controlling the project activities such that the project stays within identified thresholds. If a project exceeds established thresholds, analysis by the project team of the impact to the project must be conducted to determine if or what corrective actions are needed.

The FX EPgMO shall review project artifacts, CRAIDL logs, and reports to evaluate if the project remains in good health and shall make recommendations for improvement where applicable. The collection of lessons learned by FX Project Teams shall occur over the life of the project and be reviewed at project close for needed updates to approved FX Standards, templates, and tools. Additionally, at the request of the Agency, the FX EPgMO shall assess compliance with the Standards.

As part of artifact review, FX Project Teams shall follow the AMS to validate that project deliverables comply with Agency standards.

7.1.2 STAKEHOLDER MANAGEMENT

The intent of Project Stakeholder Management is to identify individuals or groups who could impact the project or be impacted by the project, and to develop appropriate strategies for effectively interacting with them. Stakeholder management in the Execution Stage of the project focuses on communication with stakeholders to manage their expectations, addressing issues as they occur, and fostering appropriate stakeholder awareness of project decisions and outcomes.

The FX Project Team shall work with the FX Program OCM Team to identify, develop, and document needed OCM tools depending on the size, project type, and approved scope of the project.

7.1.3 COMMUNICATIONS MANAGEMENT

Communications management entails all the recommended communications to support an FX Project. This includes several types of project communications:

- **Daily Project-Related Communications** – This communication type is necessary to support project progress and deliverable development (e.g., emails in accordance with the *FX Meeting and Email Standards*). For the most part, as this communication supports current plans for the project schedule, deliverables, and scope, it can occur

with little governance. This type always falls into the category of general communications (as opposed to special or key messaging).

- **Meeting-Related Communications** – This communication type refers to all communications specifically related to project meetings, especially reoccurring or regular meetings in accordance with the *FX Meeting and Email Standards*.
- **Other Recurring Communications (not Meeting Related)** – Projects of this magnitude generally require other regular communication updates distributed to a range of stakeholder audiences. These communications could take the form of newsletters, summary reports on a regular cadence, in-person update briefings, or memos, etc. The Communication Methods Table of the project's PMP will index these communications. This type often falls into the category of special or key messaging.
  - All FX projects are required to perform weekly and monthly reporting to the FX EPgMO, which in turn, provides reporting to other stakeholder audiences. For more information about reporting, including the templates, process, and timeframes, reference the process definition for the Program Dashboard and the process definition for the Monthly Status Report.
- **Decisions Relating to Project Schedule, Deliverable, or Scope** – Due to the number of project contributors and stakeholders on this effort and the complexity of the subject matter, it is important to impose logical governance protocols (channel limitations) on all communications relating to changes or decision-making related to project schedule, deliverables, or scope.

The FX Program OCM Lead directly supports communications management activities. These activities focus on distributing information to stakeholders including artifact templates and detailed guidelines for approach. The FX EPgMO shall work with the FX Project Teams, FX Program OCM Lead, and the FXPA to verify that appropriate communication channels are identified and coordinated to support the FX Program.

7.1.4 TEAM MANAGEMENT

FX Project Managers must be diligent to achieve the outcome(s) established for the project. Team management is the process of assessing team performance and individual efforts, providing feedback, removing obstacles, minimizing change, and maintaining a cohesive team throughout the project.

It is important to be aware of resource workload, calendars, and competing demands outside of the project. FX Project Managers shall identify risk and issues as they relate to their team, if those resources may impact the project schedule, scope, or cost.

7.2 DEFINE AND IMPLEMENT REQUIREMENTS

Refer to the *T-7: Design and Implementation Management Standards* (located in the FXPR at FX-HUB > Standards & Plans > Category: Technology) for applicable standards and templates.

SECTION 8 MONITORING AND CONTROLLING

The Monitoring and Controlling Process Group consists of actions by the FX Project Team to track, review, and control progress and the health of the project.

The Standards identify controls important to FX projects achieving predefined outcomes.

8.1 MONITORING AND CONTROLLING SCOPE

Controlling scope by FX Project Teams, is the process of monitoring the status of the project and managing changes to the scope baseline. Like managing the project, controlling scope is performed continuously throughout the project.

Supporting processes (i.e., Quality Management and Monitoring and Controlling Changes) verify that FX Project Teams deliver approved scope and realize desired outcomes.

The FX EPgMO shall, on a periodic basis, assess project artifacts for status and performance of FX Project Teams.

8.2 MONITORING AND CONTROLLING SCHEDULE

FX Project Teams shall continuously monitor their project schedules and monitor performance as measured against the baseline schedule. Schedule monitoring and reporting activities must also accurately identify and report when forecasted completion dates differ from baseline dates and whether schedule variances will affect downstream work. In all cases where schedule variances impact downstream work, including the project completion date, FX Project Teams provide the FX EPgMO with Corrective Action Plans (located in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Corrective-Action-Plan) and schedule recovery options.

All FX Project Teams shall adhere to DMS "*Tips for Effective Schedule Development and Maintenance*" when maintaining their project schedules. There are tools used to control schedule within defined ranges:

- Schedule baseline (i.e., SPI and CPI metrics)
- Schedule performance reporting, per Section 8.4 *Monitoring and Controlling Performance*

FX Project Teams shall store active project schedules in the Microsoft PWA. FX EPgMO shall evaluate schedules—on an ongoing basis and as necessary to understand aggregated impacts to the program. Also, the FX EPgMO shall perform periodic quality control reviews of all active project schedules to identify potential schedule risks, validate vertical and horizontal traceability, and look for trends that might require re-planning or change control.

FX Project Managers must keep original schedule template views, settings, and overall configuration intact when performing schedule updates and associated monitoring and

controlling activities. The FX EPgMO must authorize any variances from the schedule template in advance and in writing.

For all active FX Project schedules, FX Project Managers shall discuss and report the status of their schedule's development, progress, and performance during schedule review meetings facilitated by the FX EPgMO and attended by key stakeholders, including Agency Project Sponsors, members of the IV&V Team, and FX EPgMO support personnel. At each schedule review meeting, FX Project Managers shall review current and upcoming activities in their project schedule.

For details on the maintenance of project schedules, refer to the *Maintaining FX Project Schedules* process definition located in the FXPR at FX-HUB > Process Category: Schedule Management. In accordance with the *Maintaining FX Project Schedules* process definition, FX Project Teams will update and publish schedules weekly. Processes for updating project schedules include:

- Collecting weekly progress updates from project team members
- Generating and analyzing weekly schedule metrics
- Performing ongoing progressive elaboration of rolling wave activities into a level of detail sufficient for schedule executability, monitoring, and controlling (please see Section 8.2.5 for more information on rolling wave planning)
- Performing ongoing schedule baseline variance analysis, control, and reporting, which includes any changes from current schedule assumptions and constraints
- Providing schedule performance report descriptions and metrics for weekly and monthly status reports

The **Exhibit 8-1: Key Activity List** table below lists the key activities required as part of the Schedule Management Plan. To achieve the results expected from this plan, all FX Project Teams must implement each of these activities into their regular processes. The FX EPgMO shall evaluate each of these processes on an ongoing, regular basis for quality assurance and continuous improvement.

RECURRING SCHEDULE ACTIVITIES	FREQUENCY	ROLE RESPONSIBLE
Schedule meetings for project status updates	Weekly	▪ FX Project Managers
Project-level task status reporting to the Agency	Weekly	▪ FX Project Managers
FX Project schedule updates	Weekly	▪ FX Project Managers
Discuss and report project-level schedule status at FX EPgM meetings	Biweekly	▪ FX Project Managers
Facilitate schedule review meetings	As determined by FX EPgMO	▪ FX EPgMO Schedule Manager ▪ FX Schedule Manager (Systems Integrator)

Recurring Schedule Activities	Frequency	Role Responsible
Project-level rolling wave schedule planning (see Section 8.2.5)	Monthly	▪ FX Project Managers
Program-level schedule monitoring, analysis, and reporting	Ongoing	▪ FX EPgMO Schedule Manager
Evaluate the effectiveness of the project-level Schedule Management Plan	Ongoing	▪ FX Project Managers ▪ FX EPgMO Schedule Manager ▪ FX Schedule Manager (Systems Integrator)

Exhibit 8-1: Key Activity List

8.2.1 Schedule Update Requirements

FX Project Managers shall adhere to the *Maintaining FX Project Schedules* and *Publishing Project Schedules* process definitions (located in the FXPR at FX-HUB > Process Definitions > Process Category: Schedule Management) for updating and publishing their respective project schedules. For all FX Project schedules:

- Do not update tasks by manually entering Start and Finish dates, as doing so forces date constraints that prevent the scheduling engine from automatically calculating and dynamically updating the schedule according to its task relationships and task durations.
- Do not delete schedule tasks or milestones from the schedule. Instead, inactivate tasks and milestones that are no longer valid. **Note:** this requires Microsoft Project Professional and perhaps a PCR.
- Updates to Percent Complete values on individual subtasks (i.e., for tasks that are NOT milestones) shall adhere to the following standards:
  - 0% – Not Started
  - 25% – Task has started and is less than 50% complete based on effort (per team lead's judgment)
  - 50% – Task is equal to or greater than 50% complete but less than 75% complete (per team lead's judgment)
  - 75% –Task is equal to or greater than 75% complete but less than 100% complete (per team lead's judgment)
  - 100% – Task Complete
- Update progress on administrative Level-of-Effort subtasks only (e.g., *Manage Project*) as *Mark on Track*; all other subtasks shall update according to the Percent Complete value increments listed above.
- Report Milestone Progress (zero-day duration tasks) as follows:
  - 0% – Milestone not achieved
  - 100% – Milestone achieved

- If vendor resources are allocated more than 110% of their project allocation, or Agency resources are allocated more than their max units, the Project Manager must work with the resource and the Project Managers of the other projects for which the resource is assigned to resolve the over-allocation. If the over-allocation cannot be resolved between the resource and the Project Managers, then the Project Manager should open an issue to be resolved by the FX Program Director.

8.2.2 SCHEDULE CHANGE CONTROL

In the event of a PCR, FX Project Teams shall perform an initial assessment to determine impacts to the project using the project schedule and other approved artifacts, and the assessment should include and is not limited to the following considerations:

- The need, justification, and authorization for the new or revised work
- The resources required for the work
- Schedule activity development requirements (e.g., additional meetings with stakeholders and resources for input and estimates of activity durations and work)
- Revisions to predecessor and successor relationships between new and existing tasks
- Additions of (or revisions to) external dependencies with other projects
- New risks associated with scope, costs, resources, and milestone or deliverable completion that would be introduced into the project by the proposed change

8.2.3 SCHEDULE REVISION

All schedule revisions and any associated baseline revisions must follow the *Change Request* process definition and be approved by the Agency. See the *Maintaining FX Project Schedules* process definition for details on re-baselining schedules.

Following an approved PCR for an active FX Project, the project shall store the new baseline in the lowest numbered available baseline slot in Microsoft Project. **Note**: in the unlikely event that a project runs out of available baseline slots (i.e., has ten approved, substantive PCRs) the FX EPgMO will determine the appropriate course of action for capturing the baseline information.

8.2.3.1 SCHEDULE BASELINE REVISIONS (RE-BASELINING)

A revised schedule baseline, or re-baseline, may be established to capture a significant change, which is defined as a major change affecting the project scope or a major shift in the schedule (e.g., changing, adding, or eliminating a block of work, moving work to another phase of the project). The original schedule baseline may only be revised when, as a result of a significant change, the original schedule baseline no longer provides a realistic means with which to measure and compare future schedule performance.

All FX Project Teams shall adhere to the following requirements for re-baselining their respective project schedules.

- Schedule re-baselining may occur during project phases, which are identified in the project schedule and authorized through an approved PCR.
- Schedule re-baselining performed outside of the scheduled re-baseline opportunity will only be authorized through an approved PCR.
- Prior to re-baselining the schedule, the FX Project Manager (and appropriate team members) shall meet with appropriate project stakeholders, including the Project Sponsor and subject matter experts, to verify estimates for duration, work, and associated resource requirements, and to conduct a schedule risk analysis (see Exhibit 6-3: FX Project Schedule Development Approach in Section 6.3).
- Prior to re-baselining the schedule, the FX Project Manager will complete a walk-through of the revised schedule and Assumptions and Constraints document with the Project Sponsor, project team, and the FXPA. The FX Project Manager must also submit a PCR, if one does not already exist, per the requirements set forth in Section 8.3.1 of this document and in accordance with the severity of the impact as determined by the FX Project Manager's assessment.
- The FX Project Schedule Manager will work with the FX EPgMO and Systems Integrator Schedule Managers to re-baseline the schedule. The current schedule baseline should always be Baseline in Microsoft Project.

8.2.3.2 SCHEDULE UPDATES TO THE CURRENT SCHEDULE BASELINE

This section is specifically regarding baseline updates associated with rolling wave planning and progressive elaboration. The FX Project Manager shall conduct an initial impact assessment of the proposed changes that result from the progressive elaboration. The FX Project Manager shall use existing project artifacts such as the project schedule to conduct this initial assessment. The FX Project Manager will follow the *Change Request* process definition. The FX Project Manager can then proceed with coordinating with the FX Schedule Managers (FX EPgMO and Systems Integrator) to update the current schedule baseline only after receiving approval from the FX EPgMO and Project Sponsor.

In addition, FX Project Teams shall adhere to the following requirements (see the *Maintaining FX Project Schedules* process definition for details):

- Add any newly detailed tasks to the current baseline by baselining only those new tasks. Do not update baseline data on any existing activities.
- Do not delete existing activities; instead, deactivate tasks that are no longer valid.
- The schedule detail must show the baseline established for all activities that fall within six months (minimum) of the current status date.
- The current schedule baseline should always be Baseline.

8.2.4 ROLLING WAVE PLANNING

This section defines the rolling wave approach for elaborating future planned tasks. Rolling wave planning is not a substitute for thorough planning and effective schedule management. The outcome of this process is an updated schedule baseline that is applied only to the

activities that are updated and/or added as a result of higher-level rolling wave plans being elaborated into further detail. The entire schedule must not be re-baselined during this process.

The rolling wave process is based on the premise that work plans, and schedules become unrealistic due to increasing uncertainty as planning timeframes extend further into the future, which in turn reduces the feasibility of developing accurate projections and estimates that encompass the entire duration of long projects. In rolling wave planning, a top-down approach is used to assign WBS responsibility, cost, and duration to key stakeholders initially, and the detail is not created until the work is within a six- to twelve-month time frame.

For schedules that leverage rolling wave planning, the schedule must contain discrete rolling wave planning tasks and as mentioned above, high-level tasks that have initial duration and work estimates with resource assignments as best as can be known at the time. Changes made through rolling wave planning cannot exceed the initial estimates without a PCR, see the *Change Request* process definition for details.

Rolling wave planning sessions shall occur at least monthly. For each iteration, perform detailed bottom-up planning to elaborate logical blocks of work to a six-month planning horizon (beyond the project's current status date). Certain work blocks beyond this six-month horizon may be planned at a higher level, although such high-level planning is not necessarily required if intermediate detailed plans can be established for work beyond the six-month rolling wave detailed level planning window.

Coordinate rolling wave planning by scheduling the planning sessions and working with project team leaders, subject matter experts, and Agency Project Sponsors individually (or in groups, as necessary) to elaborate tasks, activities, and resources. Use these rolling wave planning sessions to coordinate, document, and communicate inter-project resource and activity dependencies.

Ensure that rolling wave planning is continuously based on a detailed planning horizon of the next six months from the project's current status date, on a monthly basis.

Outputs from each monthly rolling wave planning session for all near-term schedule activities (within six months from the project's current status date) must include:

- Detailed schedule activities with durations and dependencies defined for subtask and milestones according to the Schedule Development Requirements set forth in this document
- Resources (named individuals replacing any generic roles identified in high-level plans) assigned to each subtask
- Milestones used to report progress over the near term
- Updated task priorities
- Documentation of inter-task dependencies
- Documentation of any external dependencies

- New and/or updated detail-level activities added to the baseline (working with the FX Schedule Manager (Systems Integrator))

Outputs from each monthly rolling wave planning session for all long-term schedule activities (beyond six months from the project's current status date) must include, at minimum:

- Summary level activities for each defined work block, consistent with each work block's WBS levels and activities to preserve traceability throughout the entire schedule
- Estimated durations and predecessor/successor dependencies to detail level activities and to other summary level rolling wave planning activities
- Anticipated resources (or generic roles) and approximate Maximum Units (%) for each anticipate resource or role
- Anticipated external dependencies between projects
- Updated schedule baseline to include new and/or updated high-level activities

8.2.5 SCHEDULE ANALYSIS (CRITICAL PATH ANALYSIS)

All FX Project schedules must use the Critical Path Method (CPM) to predict project duration by analyzing which sequence of activities has the least amount of scheduling flexibility. The critical path, as calculated by the schedule management software, is the longest continuous path of activities with zero or negative float through a project. The duration of the activities on the critical path controls the duration of the entire project. A delay to any of these activities will delay the finish date of the entire project.

Each FX Project Manager must employ CPM analysis methods to review proposed changes to the schedule to see if or how the critical path is changed at each point of schedule update (weekly) and to see if a change to one activity has impacted (either positively or negatively) a dependent activity or resource. The resulting analysis is meant to provide input either for a PCR discussion or simply just for informational purposes.

8.2.6 SCHEDULE VARIANCE

This section includes a description of the project management process for monitoring and managing variance in schedules' baseline start and finish dates and actual start and finish dates. It includes comparing the baselined and actual dates in the schedule with the updated planned and actual start/finish dates.

FX Project managers must use schedule baselines both for analyzing project progress at a summarized level and for analyzing schedule variance for individual activities. FX Project Managers shall monitor and address with their project team any variances between baselined and actual start and finish dates during project team meetings. As part of this variance monitoring, each FX Project Manager must also review and discuss schedule major tasks, deliverables, and milestones weekly with their project team during project team meetings.

FX Project Managers shall also monitor the schedule's overall Finish Variance, which represents the difference between the project's overall baseline finish date and its overall

planned current finish date. If the finish variance exceeds 5% of the duration of the execution phase of the project, the FX Project Manager will work with the FX CRAIDL Manager to determine the next steps such as logging an issue.

8.2.7 Mitigating Schedule Delays

This section describes approaches used for addressing and mitigating schedule delays, which include recognized methods such for schedule compression. Both fast-tracking and crashing techniques attempt to reduce the remaining duration of the project schedule without changing or reducing the project scope in order to meet schedule deadlines and objectives.

Since each method has its advantages and disadvantages, the FX Project Manager shall communicate and collaborate with key project stakeholders to discuss schedule remediation and corrective action plans before employing schedule compression methods.

Schedule compression methods are briefly described as follows.

- When crashing the schedule, cost, and schedule tradeoffs are analyzed to determine how, if at all, to obtain the greatest amount of schedule duration reduction for the least incremental cost. This is usually done by adding more resources, which often results in increased costs.
- When fast tracking, activities that would normally be completed in sequence are done in parallel (e.g., starting to write code on a software project before the design is complete). Fast tracking may result in rework, which may increase costs, and usually increases risk.

If the schedule delay mitigation methods described in this section result in any proposed changes that impact the project's scope, overall schedule, budget, or product quality, the FX Project Manager will take action as outlined in the *Change Request* process definition.

8.3 Monitoring and Controlling CRAIDL

As described in the *Complete Project Management Plan* section, there are logs in the FXPR where FX Project Teams track Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned.

8.3.1 Monitoring and Controlling Change

As part of the planning conducted by the FX Project Team, project documents should have been updated with the respective scope baseline, schedule baseline, and budgeted cost of the FX Project. It is expected that project managers make all efforts to control the project to achieve the approved baselines. Change requests should not remain in *New* status for more than 10 business days.

When it is determined that a project will not achieve expected results as defined in the project baselines, the FX Project Manager must assess the impact the change will have on the project

and request a different path or outcome through the PCR process located in the FXPR at FX-HUB > Process Definitions > Change Request Management.

Follow the high-level process below when a executing a PCR (see the *Change Request* process definition for details).

- A PCR will be the vehicle for requesting and communicating change. The PCR is available in the Change Log in the FXPR. The FX Project Team identifies the needed change and adds a new item to the Change Log (field descriptions are available in Attachment A).
- When evaluating changes, reference the *Change Request* process definition located in the FXPR at FX-HUB > Process Definitions > Process Category: Change Management.
- Having completed a thorough analysis of the requested change, the FX Project Manager must then describe the change, the impact of the change, and the effect the change will have on the project (schedule, cost, staffing). The FX Project Manager shall also address the impact of not making the change.
- The FX Project Manager will also work with the FX Portfolio Team to assess the impact the project change will have on the FX Portfolio. The FX Portfolio Team's assessment of the impact shall be considered when determining whether a change should be approved.
- The FX Project Team shall continue to act in accordance with the latest agreed version of the Statement of Work (SOW) until a decision on the proposed change request is reached. Once a decision is reached, the Change Request Log is updated according to the *Change Request* process definition located in the FXPR at FX-HUB > Process Definitions > Process Category: Change Management. Other documents impacted by the decision will also need to be amended accordingly. (i.e., Project Schedule, PMP, Scope Baseline, etc.)

8.3.2 MONITORING AND CONTROLLING RISK

FX Project Teams shall continually perform risk identification, risk response planning, and risk monitoring through the life of the project. FX Project Teams shall track and report on those risks that have been identified as high exposure (15+) or with imminent trigger dates (less than 8 weeks out). Risk owners are responsible to provide updates to the FX Project Manager in a timely manner for addressing responses and reporting to key stakeholders. The FX Risk Owner should monitor assigned risks and provide updates to risks as needed. In accordance with administrative rule, the FX EPgMO shall compile and report high exposure risks to DMS in the required Monthly Status Report.

FX Project Teams shall review new risks and risks with exposures of 15+ during project status meetings, risks should not remain in *New* status for more than five (5) business days. FX Project Managers shall review all project risks monthly, and report risk information weekly and monthly as detailed in the communication plan. FX Project Teams may also discuss risks which require status updates, imminent risk triggering event dates, and those with upcoming response activity in regularly scheduled project risk meetings.

FX Project Teams shall update the Status Update field whenever a risk is reviewed. The update shall include any progress made or not made, even if no other fields are changed.

The FX EPgMO shall monitor all project risks to assess overall risk exposure of the program and collaboratively control risks that affect multiple projects. The FX EPgMO Lead (or designee) facilitates program-level meetings to discuss new and high exposure program-level risks, and high probability/high impact project-level risks.

Following common risk management practice, a risk should be closed when the risk exposure is eliminated. Just because an issue is opened, it does not mean that the risk exposure has been eliminated. An issue may be opened when a risk trigger has passed (a trigger being an indicator that the risk may be occurring). Risks can have multiple triggers and can have multiple root causes. Our practice has been to keep the risk open until the Agency decides that the exposure is eliminated, which may or may not coincide with the closure of the associated issue.

For more information, reference the *Risk Management* process definitions located in the FX-HUB.

8.3.3 Monitoring and Controlling Action Items

An action item is unplanned work, often arising out of program or project meetings or conversations. For example, the Agency might request a vendor to research a topic for discussion in a working session, to provide answers to technical questions to support a design decision, or other follow-up to support project work or deliverables. As such, FX Project Teams shall focus on logging action items as they arise and working them to their timely completion. Action item due dates should be acceptable to all stakeholders and any changes to the dates subsequently should be documented including any downstream impacts. Action Items should not remain in *New* status for more than five (5) business days.

Action items contribute to the completion of project deliverables and/or the resolution of project threats, opportunities, issues, and corrective action plans. Project-level action items are typically the result of and tied to risk response plans, issue resolution plans, and project decisions and shall be tracked in the Action Item Log in the FXPR.

Corrective Action Plans are also tracked using the Action Item Log. Corrective Action Plans are logged as an action item and the plan is attached to the entry. The action item is closed once the plan has been executed.

For more information, reference the *Action Item Management* process definition located in the FXHUB.

8.3.4 Monitoring and Controlling Issues

Issue management establishes the process to identify and resolve issues that arise due to unplanned events or a materialized risk. An *issue* is the realization of a risk or problem creating a negative impact on project scope, schedule, or cost and therefore requires a resolution plan

to minimize the negative effects. They often arise from risks that have reached their trigger event without successful mitigation or avoidance and are causing disruption to the project; however, issues may arise without association with a previously identified risk.

Upon identification of the issue, the FX Project Manager shall conduct a root cause analysis to determine cause, and work with the FX Project Team and Project Sponsor to identify and employ a reasonable resolution strategy. Any impact to scope, schedule, or cost should be assessed, and change managed accordingly. Issues should not remain in *New* status for more than five (5) business days.

The FX Project Manager is responsible for monitoring issues identified during the project and driving their resolution. Issue resolution activities are conveyed during project status meetings and program-level risk and issue meetings. If the Project Manager does not have the full details of the plan, note indicating *Pending Development of Issue Resolution Plan* or similar statement should be entered.

If the FX Project Team cannot resolve an issue by the specified due date (up to 30 days from identification), the FX Project Manager should consult with the Agency Project Sponsor and subsequently the FX EPgMO. The FX EPgMO shall coordinate the issue escalation process with the FX PGG. The FX EPgMO shall collaboratively address issues that impact multiple projects or components on the FX Strategic Roadmap.

For more information, reference the *Issue Management* process definitions located in the FX-HUB.

8.3.5 Monitoring and Controlling Decisions

A decision is the resolution reached after consideration by appropriate stakeholders (e.g., project leadership team, FX EPgMO, FX PGG) to address a risk, issue, or another project concern. Controlling decisions entails capturing, resolving, and communicating the decisions made and ensuring decisions are made at the appropriate level by the approximate due date to avoid negative impacts to the project. Decision due dates should be acceptable to all stakeholders and any changes to the dates subsequently should be documented including any downstream impacts. Decisions should not remain in *New* status for more than 10 days.

FX Project Teams shall use the Decision Log in the FXPR to record decisions needed or decisions made. Teams should also use the Decision Log as a central location of project knowledge for referencing previous project decisions.

FX Project Managers shall monitor open decisions and communicate progress or decisions made via status meetings. The FX EPgMO shall monitor, verify, and validate decisions in the log, for completeness and adherence to the Standards.

For more information, reference the *Decision Management* process definition located in the FX-HUB.

8.3.6 MONITORING AND CONTROLLING LESSONS LEARNED

Lessons learned capture knowledge gained during the project. They often focus on failures, inefficiencies, and project issues to be considered when planning new projects. The FX Project Team should also document what went well to repeat the successful lessons in the future.

The FX EPgMO strongly encourages all FX projects to record lessons learned on an ongoing basis using a stop-start-continue approach:

- Stop actions that yield negative results
- Start actions expected to yield positive results
- Continue actions that yield position results

Lessons are best captured when they are learned. Doing so enables the FX Project Manager and team to recall useful details. Lessons learned may also be reviewed and captured at the end of a project stage. Capturing lessons learned throughout the project enables that project to apply those lessons in subsequent stages.

Lessons learned shall be logged in the Lessons Learned Log in the FXPR and are periodically reviewed as specified in the Lessons Learned Assessment process description.

For more information, reference the *Lessons Learned Management* process definitions in the FX-HUB.

8.4 MONITORING AND CONTROLLING PERFORMANCE

The FX EPgMO uses performance measures to monitor the progress FX Project Teams are making toward the completion of project milestones and assessing trends in project health. There is a continual assessment of project quality, risks, and the overall project status. The standard frequency for monitoring and reporting of project metrics along with performance management metrics, reporting mechanisms, and acceptable values is detailed below in **Exhibit 8-2: Project Management Performance Metrics**.

Metric / Model Name	Goal	Question	Formula	Analysis Level, Frequency	Target Values	Analysis Reporting
% Complete (Percent Duration Complete)	Determine project status based on percentage of its completed duration.	How much time is needed to complete the project?	(Actual Duration / Total Planned Duration) x 100	Summary Task and Project Levels Weekly/-Monthly	Actual Duration Complete % is aligned with Planned Duration Complete % (see also: Duration Variance metric below)	Project Status Report and/or Meeting
Percent Duration Complete expresses the current status of schedule activities as a percentage of the total scheduled duration that has been completed.						
Percent Work Complete **(% Work Complete)**	Determine project status based on percentage of its completed work.	How much work is needed to complete the project?	(Actual Work / Total Planned Work) x 100	Summary Task and Project Levels Weekly/-Monthly	Actual Work Complete % is aligned with Planned Work Complete % (see also: Work Variance metric below).	Project Status Report and/or Meeting
Percent Work Complete expresses the current status of schedule activities as a percentage of the total scheduled and assigned work (in resource hours) that has been completed.						
Schedule Performance Index (SPI)	On Target According to Scheduled Timeframe	Are we meeting our schedule?	Earned Value / Planned Value	Summary Task and Project Levels Weekly/-Monthly	SPI value of 1.0 is ideal. Project threshold less than 0.92 requires action.	Project Status Report and/or Meeting
Schedule Performance Index (SPI) is an Earned Value metric that measures whether the project is earning value at the scheduled rate. This metric can be used to assist Project Managers in determining if a project will be completed on time, assuming current trends continue.						

Metric / Model Name	Goal	Question	Formula	Analysis Level, Frequency	Target Values	Analysis Reporting
Cost Performance Index (CPI)	On Target According to Resource-Allocation	Are we utilizing our scheduled resources efficiently?	Earned Value / Actual Cost	Project Level Weekly Monthly	CPI value of 1.0 is ideal. Project threshold less than 0.90 requires action.	Project Status Report and/or Meeting
Cost Performance Index (CPI) is an Earned Value metric that measures the cost-efficiency of work completed by scheduled resources. This metric can be used to assist Project Managers in determining if a project will be completed with its current level of resource allocation, assuming current trends continue.						
Start Variance	On Target According to Scheduled Start Dates	Are scheduled tasks starting as planned?	Current Scheduled Start Date – Baseline Start Date	Project Level Weekly/-Monthly	0.00. Below 0.00 is better than above 0.00.	Project Status Report and/or Meeting
Start Variance determines the extent to which current scheduled Start Dates are aligned with Baseline Start Dates by measuring the time difference (in days) between an activity's Baseline Start Date and current scheduled Start Date.						
Finish Variance	On Target According to Scheduled Finish Dates	Are scheduled tasks being completed as planned?	Current Scheduled Finish Date – Baseline Finish Date	Project Level Weekly/-Monthly	< 10% of overall project duration	Project Status Report and/or Meeting
The Finish Variance represents the difference between the project's overall baseline finish date and its overall planned current finish date. If overall project Finish Variance is greater than 10 business days, the FX Project Manager may log an issue, then meet with the FX CRAIDL Manager to perform an impact analysis and develop an Issue Resolution Plan. The FX Project Manager and the FX CRAIDL Manager shall also consider contextual factors such as the schedule's critical path, the affected tasks' relationships to project deadlines, resource constraints, and interdependencies with and potential impacts to other FX projects as the basis for developing the Issue Resolution Plan. The Issue Resolution Plan will serve as the basis for a PCR, if appropriate, and any potential task order amendments. PCRs are addressed in a separate section of this document. PCRs and task order amendments both require Agency review and approval.						
Number of Open Risks	Ongoing Monitoring and Control of Project Risks	Are risks being identified and mitigated?	Count of Open Risk per Project	Project Level Weekly/-Monthly	Trend of total number on regular periodic basis	Project Status Report and/or Meeting
Open risks are continuously monitored and addressed such that risks with high or increasing exposure values are stabilized, and the overall quantity of such risks is decreasing.						

Metric / Model Name	Goal	Question	Formula	Analysis Level, Frequency	Target Values	Analysis Reporting
Overall Risk Exposure	Mitigate and reduce overall project risk	Are risks being addressed and mitigated?	Sum of all Exposures (Probability x Impact) score for all open risks	Project Level Weekly/-Monthly	Trend of total exposure score on regular periodic basis	Project Status Report and/or Meeting
Overall risk exposure looks at the project's risk posture according to its aggregate Probability x Impact score for all open risks.						

Exhibit 8-2: Project Management Performance Metrics

8.5 Monitoring and Controlling Outcomes and Benefits

FX Project Teams shall monitor and control outcomes and benefits by considering the impact a proposed change has on a project's ability to deliver planned outcomes and benefits. Changes that have a negative impact shall be escalated through the FX EPgMO to the FX Portfolio Management Team.

The following questions will be answered during the project authorization through planning stages.

- Identify the approved benefit(s) and associated assumptions
- Describe how the project will achieve each benefit
- Provide metrics (including KPIs) and procedures to measure progress toward achieving benefits; a good time for capturing baseline metrics is during current-state (or as-is) analysis
- Identify the roles and responsibilities of those managing benefits
- How will the planned benefits and capabilities transition into an operational state, and to whom, to achieve benefits
- Prior to formal close out what is the process to assure the project has achieved benefits

FX Project Managers shall then monitor progress toward those planned outcomes and benefits during the execution of the project. FX Project Teams cannot wait until projects Go-Live to manage benefits; doing so increases the risk benefits will not be realized. Specific metrics will vary by project; however, Project Managers may generally monitor and control progress toward benefits realization in terms of:

- Maintaining scope alignment to strategic objectives (functionality or services needed to achieve the planned outcome and benefit)
- Complying with federal regulations (which may impact certification and funding)

- Managing to schedule and cost baselines (both of which impact return on investment)
- When applicable assessing consumer satisfaction/public relations (reduction in complaint volume)

8.6 MONITORING AND CONTROLLING COST

There are tools used to control cost within defined ranges to achieve project desired outcomes within budget:

- Schedule baseline (i.e., SPI and CPI metrics)
- Monthly Spending Plan (budget vs. actuals)

The Agency maintains the Monthly Spending Plan. The spending plan tracks the planned and actual cost for FX vendors and other project- or contract-related costs, i.e., Outside Legal Counsel. The Agency makes the Spending Plan available to the FX EPgMO by the 10th of each month. The Monthly Spending Plan includes:

- The planned invoices from FX vendors for work during the State Fiscal Year (SFY)
- The actual amount invoiced for the month (usually received a month in arrears)
- Total Planned Costs, Total Actual Costs, and Variance

FX Project Teams are responsible for detailing reasons for any variance between actual and budgeted amounts in the Weekly Status Report and the DMS Monthly Status Report.

SECTION 9 CLOSE OUT STAGE

The purpose of the project close out stage is to formally finalize all project activity. This stage involves confirming all project work has been completed or otherwise dispositioned, documents have been properly approved, versioned, and archived, and resources are appropriately released from the project.

At this stage of the FX Project, the FX Project Manager works with the FX EPgMO to review project documents for completeness and that these are properly archived according; CRAIDL log items are properly updated and closed; benefits realization documents are updated for post implementation tracking and assessment; and the transition from implementation to maintenance and operations is successfully achieved.

The FX Project Team, with the help from key stakeholders, shall conduct a post implementation review (if required by the project's approved PPA), including a Lessons Learned review session. Finally, the project manager shall document and submit the Project Close Out Report to the FX EPgMO.

Templates:

- The Post Implementation Evaluation Plan template, which is associated with SEAS deliverable *T-7: Design and Implementation Management Standards*, is available in the *Templates* document library in the FXPR at FX-HUB > Templates > Category: Technology > FX-TMPL-T-7-Attachment-J-Post-Implementation-Evaluation-Plan
- The Project Close Out Report template is available in the *Templates* document library in the FXPR at FX-HUB > Templates > Category: EPMO > FX-TMPL-Close-Out-Report

ATTACHMENTS

ATTACHMENT A – CRAIDL FIELDS

Attachment A is a description of the CRAIDL fields and is located in the FXPR at FX-HUB > Standards & Plans > Category: EPMO > Project Management Standards (P-2) > Attachments.

ATTACHMENT B – INTAKE AND ASSIGNMENT PROCESS

Attachment B is the Intake and Assignment Process and is located in the FXPR at FX-HUB > Standards & Plans > Category: EPMO > Project Management Standards (P-2) > Attachments.

ATTACHMENT C – HYBRID AGILE FRAMEWORK

Attachment C is the Hybrid Agile Framework and is located in the FXPR at FX-HUB > Standards & Plans > Category: EPMO > Project Management Standards (P-2) > Attachments.