# AHCA Florida Health Care Connections (FX)

# <Enter Full Project Name> (Enter Project Acronym)

## Project Management Plan

**Version:** 001

**Date:** <Insert Deliverable Draft or Final Submittal Date as Month Day, Year>

**Author:** <Author>

**Submitted To**: AHCA FX Program Administration Team

## Document Instructions

*Instructions are provided throughout this document to guide the author in completing this Project Management Plan template. Remove all the instructions <blue text> before issuing the document as the instructions are not meant for the reader.*

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*Replace blue text inside of angled brackets (e.g., <Assumption 1>) with the indicated value, remove the angled brackets, and change the font color to black.*

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*If an author or project team is concerned with the boilerplate content, they may request a variance in writing from the FX EPgMO.*

***Note:** Do not replace the word **shall** with **will**. Follow the guidance for use of these words in accordance with the FX Program Style and Writing Guide (see Section 6 – Grammar) located in the FX Projects Repository at FX-HUB > Reference Materials > Category: Administration.*

## Template Revision History

| Date | Version | Description | Author |
|------|---------|-------------|--------|
| 4/19/2018 | 100 | Original version of template | SEAS Vendor |
| 5/3/2019 | 200 | Annual refresh of template | SEAS Vendor |
| 7/2/2019 | 300 | FY 2019-20 Quarter 1 updates to the template | SEAS Vendor |
| 11/5/2019 | 325 | FY 2019-20 Quarter 2 updates to the template | SEAS Vendor |
| 4/14/2020 | 326 | FY 2019-20 Quarter 3 updates to the template | SEAS Vendor |
| 6/1/2020 | 327 | FY 2019-20 Quarter 4 updates to the template | SEAS Vendor |
| 7/22/2020 | 328 | Updated based on Agency feedback (DETs and other comments) | SEAS Vendor |
| 9/15/2020 | 400 | FY 2019-20 Q3/Q4 approved final annual refresh | Carol Williams |

| DATE | VERSION | DESCRIPTION | AUTHOR |
|---|---|---|---|
| 11/17/2020 | 401 | Project Management Plan Template Q1/Q2 Refresh – draft <br>• Made minor grammatical updates and corrected references to SEAS deliverables throughout <br>• Updated schedule management sections in Section 5 to reference standards rather than provide guidance by default per DET 375 – Remove schedule management process from PMP template <br>• Updated Section 18 with DET 374 – Remove references to quarterly benefits realization tracking | FX EPMO Team |
| 12/1/2020 | 450 | Project Management Plan Template Q1/Q2 Refresh – approved refresh final version | Carol Williams |
| 4/19/2022 | 451 | Project Management Plan Template draft refresh – updates made as follows: <br>• Updated Section 5.4.1 *Required Activities* regarding the Baseline Schedule task, by adding the following language per DET #431: *or as otherwise directed in writing by the Agency* <br>• Removed references to the Meeting Log per DET #451 <br>• Updated the communications message to subsection 14.3 *Communication Methods* per DET #460 <br>• Updated Section 16 *Document Management Plan* per DET #465 to distinguish between deliverables and work products <br>• Shortened the *Overview* subtitles per DET #467 for standardization throughout <br>• Updated the *Communications Plan Roles and Responsibilities* table with the latest OCM Plan per DET #468 <br>• Updated Section 15 *Project Stakeholder Management* per DET #469 with updated OCM language <br>• Updated breadcrumb paths to reflect the FX Hub for all standards per DET #502 <br>• Updated Section 14 *Communications Management Plan* with updated OCM language from the EDW PMP per DET #508 <br>• Added new *Project Reuse* section (Section 19) per DET #531 | FX EPMO Team |
| 5/18/2022 | 452 | Project Management Plan Template remediation from Agency review | Jane Matthews |
| 6/27/2022 | 500 | Project Management Plan Template approved final | Carol Williams |

| DATE | VERSION | DESCRIPTION | AUTHOR |
|---|---|---|---|
| 10/23/2023 | 501 | Project Management Plan Template refresh updates as follows:<br>■ Updated the *Document Instructions*<br>■ Updated references to FX-HUB<br>■ Updated per DET #599 to change EPMO to EPgMO throughout<br>■ Updated Roles and Responsibilities tables to include the project acronym<br>■ Updated Section 3.1.1 with reference to the Architectural Review Board (ARB) and direction for when to engage the ARB in the escalation process<br>■ Updated Exhibit 9-1 with the FX Delivery Assurance Professional role<br>■ Updated Section 16.3.1 with the PAD for storage of project artifacts<br>■ Updated per DET #578:<br>  › Add *Product Owner* and *Scrum Master* roles to each Roles & Responsibilities section throughout<br>  › Updated Section 4.3.1 to mention Hybrid Agile and include that the WBS only has to go down to the Epic, Feature, and Sprint level<br>  › Updated Exhibit 14-3 with Jira Scrum Board and Burn Down Chart<br>■ Updated per DET #606 to change *acceptance* to reflect *approval* throughout<br>■ Updated per DET #625 to replace references to FXIT with *program decision-making body* throughout | FX EPgMO Team |
| 11/21/2023 | 502 | Project Management Plan Template remediation of reviewer comments | FX EPgMO Team |
| 1/2/2024 | 503 | Project Management Plan Template final remediation of reviewer comments | FX EPgMO Team |
| 1/8/2024 | 504 | Project Management Plan Template remediation from Agency's final review | Carol Williams |
| 1/22/2024 | 505 | Project Management Plan Template remediation from another Agency final review | Charles Coldwell |
| 1/26/2024 | 600 | Project Management Plan Template approved final | Carol Williams |
| | | | |

# Quality Review History

| DATE | REVIEWER | COMMENTS |
| --- | --- | --- |
| 4/18/2022 | Carol Williams | Conducted quality review |
| 5/18/2022 | Carol Williams | Conducted quality review |
| 10/23/2023 | Carol Williams | Conducted quality review |
| 11/21/2023 | Carol Williams | Conducted quality review |
| 1/2/2024 | Carol Williams | Conducted quality review |
| 1/22/2024 | Carol Williams | Conducted quality review |
|  |  |  |

*DELETE THE INSTRUCTION PAGES BEFORE SUBMITTING THE DOCUMENT FOR REVIEW OR APPROVAL.*

# Revision History

| DATE | VERSION | DESCRIPTION | AUTHOR |
|---|---|---|---|
| M/D/YYYY | 001 | Project Management Plan Development Draft Version (Entry) | Your name here |
| M/D/YYYY | 002 | Project Management Plan Final Draft Version (Entry) | Your name here |
| M/D/YYYY | 100 | Project Management Plan Approved Baseline Version (Entry) | Your name here |
|  |  |  |  |

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 |
|---|---|---|
| M/D/YYYY |  |  |
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# Table of Contents

# Table of Exhibits

# SECTION 1    INTRODUCTION

## 1.1    PURPOSE OF THE PROJECT MANAGEMENT PLAN

The *Project Management Plan (PMP)* is a *living* document that is prepared during the Planning Phase of the project. The PMP identifies key elements of the project management strategy and explains how the <Enter Full Project Name> (Enter Project Acronym) Project Team shall perform project activities in accordance with the FX Standards. The PMP provides the:

- Business Need for the Project
- Scope of the Project
- Project Outcomes and Benefits
- Critical Success Factors
- Project Assumptions and Constraints
- Project Organization and Roles and Responsibilities
- Project Governance
- Scope Management Plan
- Schedule Management Plan
- Cost Management Plan
- Quality Management Plan
- Change Management Plan
- Risk Management Plan
- Action Item Management Plan
- Issue Management Plan
- Decision Management Plan
- Lessons Learned Management Plan
- Communications Management Plan
- Project Stakeholder Management Plan
- Document Management Plan
- Resources Management Plan
- Outcome and Benefits Management Plan
- Project Reuse

While the above subsidiary plans detail how the project will be managed, monitored, and controlled, other artifacts necessary for managing the project, as listed in the Project Process Agreement (PPA), are external to this document. Examples of other external artifacts:

- Project Charter
- Enter Project Acronym Project Schedule
- Organizational Change Management Plan
- System Security Plan
- Release Plan
- Test Plan
- Issue Log
- Risk Log
- Training Plan

This document will be stored with all other project artifacts in the FX Projects Repository (FXPR) for key project stakeholders to reference as necessary and in accordance with the FX Artifact Management Standards (AMS). At a minimum, this document shall be reviewed and updated (if appropriate) annually or in accordance with the <insert contract number and name>, in response to an approved change, or at the direction of the Agency.

## 1.2  BUSINESS NEED FOR THE PROJECT

The purpose of this project is to <Summarize the business need the project is going to address. Inputs may include the business case and other materials from the Portfolio Management process, the Legislative Budget Request, the contract, and Project Charter.

Summarize the intended outcomes and benefits of the project.>

## 1.3  SCOPE OF THE PROJECT

### 1.3.1  SCOPE STATEMENT

The scope of the project is to <Detail the product or service to be delivered at the project completion. The Scope Statement provides a documented basis for making project decisions and for confirming a common understanding of the project.>

### 1.3.2  OUT-OF-SCOPE

What is out-of-scope is just as important as what is in-scope. Project exclusions help to maintain stakeholder expectations. The following are considered out-of-scope for the Enter Project Acronym Project:

- <Clearly state what is out-of-scope for this project>
- <Clearly state what is out-of-scope for this project>

### 1.3.3 PROJECT DELIVERABLES AND/OR MILESTONES

The Enter Project Acronym Project shall complete the following deliverables and/or milestones in accordance with <Contract or Task Order XXX-###>:

<List the project deliverables as defined in the contract and project milestones.>

**Note:** If required by contract, a Deliverable Expectations Document (DED) shall be completed by the Enter Project Acronym Vendor in accordance with the AMS, reviewed by the Agency and the SEAS Vendor, and approved by the Agency prior to the deliverable submission.

The project may produce work product(s) instead of a contractual deliverable. Refer to Section 16.0 *Document Management Plan* for additional information on work products.

### 1.4 PROJECT SUCCESS CRITERIA

<List the criteria that, if met, means the project was successful. The following examples may or may not be applicable to your project.>

- The Enter Project Acronym Project will be considered a success if the delivered solution delivers stated outcomes
- The Enter Project Acronym Project will be considered a success if the delivered solution meets the FX Procurement Strategy for Enter Project Acronym
- The Enter Project Acronym Project will be considered a success if the project finishes on budget or below budget
- The Enter Project Acronym Project will be considered a success if the project finishes on schedule or ahead of schedule
- The Enter Project Acronym Project will be considered a success if the delivered solution meets the requirements of <Contract or Task Order XXX-###>

<Document any additional areas that will be considered a project success.>

### 1.5 PROJECT OUTCOMES AND BENEFITS

The Enter Project Acronym Project was chartered to achieve the following outcomes and benefits:

<List the outcomes and benefits identified during the Portfolio Management process.>

### 1.6 CRITICAL SUCCESS FACTORS

The following conditions must exist for the project to be successful: <Examples may include, and are not limited to:

- *Strong alignment of project objectives with the Agency strategic plan*
- *Executive support*
- *Proper mix of expert resources*
- *Strong collaboration with key stakeholders*
- *Effective communications>*

## 1.7  PROJECT ASSUMPTIONS AND CONSTRAINTS

### 1.7.1  ASSUMPTIONS

Assumptions are factors in the planning process considered to be true. Plans will be inaccurate when assumptions are untrue. The following assumptions are factored into the planning of the Enter Project Acronym Project:

- <Assumption 1
- Assumption 2
- Assumption 3
- Assumption N>

### 1.7.2  CONSTRAINTS

Constraints are limiting factors that will affect the execution of the project. The following constraints are factored into the planning of the project:

- <Constraint 1
- Constraint 2
- Constraint 3
- Constraint N>

### 1.7.3  PROJECT APPROACH

<Each project team shall determine their strategy for producing the required deliverables/work products and describe here. It should be noted that the Agency generally prefers Waterfall. Project Schedule templates have been developed accordingly.>

<Define the project approach here.>

# SECTION 2    PROJECT ORGANIZATION AND ROLES AND RESPONSIBILITIES

The Enter Project Acronym Project Team is responsible for the execution of work in accordance with the PMP.

**Exhibit 2-1: Project Team Roles and** Responsibilities below depicts the roles and responsibilities required for the execution of the Enter Project Acronym PMP. The subsidiary plans identify their respective roles and responsibilities. If there are any new staffing requirements this PMP will be updated in accordance with the Quality Management approach described in this document.

<Note: Typical project team roles and responsibilities are provided below. Update the table below to meet the unique needs of the Enter Project Acronym Project.>

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Sponsor | <ul><li>Responsible for project alignment with the FX vision and strategy</li><li>Responsible for meeting the project's vision, goals, and objectives</li></ul> |
| Enter Project Acronym Project Manager (Agency or FX Vendor) | <ul><li>Responsible for completing and executing a PMP that adheres to the FX Standards</li><li>Executing defined processes in alignment with the FX Enterprise Program Management Office (EPgMO) integrated processes</li><li>Adhere to compliance requirements detailed in the FX Standards</li><li>Responsible for communicating and executing changes and tracking risks, action items, issues, decisions, and lessons learned according to the FX Standards and integrated processes</li><li>Responsible for all FX EPgMO project reporting (weekly, monthly, ad-hoc)</li><li>Responsible for project management related meetings facilitation (e.g., status, risk)</li><li>Act as the main point of contact for day-to-day project operations</li><li>Work in collaboration with the Agency and FX vendors to support the communications and activities necessary to meet the objectives of the project</li><li>Provides leadership to the Enter Project Acronym Project Team to maintain high quality by developing, establishing, and maintaining best practices</li><li>Responsible for ensuring adherence to FX Standards and processes</li><li>Review DEDs, deliverables, and work products</li><li>Assists with the development of work products</li><li>Serves as an escalation point within the Enter Project Acronym Project Team</li></ul> |

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Responsible for maximizing the value of the product<br>▪ Ultimately responsible and accountable for the end product that is built<br>▪ Bridges the gaps between the customer, business stakeholders, and Scrum team<br>▪ Prioritizes the Product Backlog of user stories, works daily with the Scrum team to clarify requirements, and accepts completed work<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Removes obstacles, facilitates productive events, and defends the team from disruptions<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| <Complete table with other applicable project roles and responsibilities> | ▪ <Add responsibilities as applicable> |

**Exhibit 2-1: Project Team Roles and Responsibilities**

# SECTION 3    PROJECT GOVERNANCE

## 3.1    OVERVIEW

This section articulates the project-governing framework and the roles and responsibilities of the distinct governing bodies. It describes the key stakeholder groups for the project and defines the decision-making levels and appropriate escalation paths.

### 3.1.1    ENTER PROJECT ACRONYM PROJECT GOVERNANCE STRUCTURE

The Enter Project Acronym Project governance structure has five decision-making tiers:

- **Level 1 – Enter Project Acronym Project Team:** The Enter Project Acronym Project Team has day-to-day decision-making authority within their respective subject matter area so long as the decision does not impact scope, schedule, cost, other teams, or overturn a decision.

    › **Escalation to Level 2:** If the Enter Project Acronym Project Team cannot resolve a matter affecting project resources, work, or outcomes within two (2) days, it should be escalated to the FX Project Manager.

- **Level 2 – Enter Project Acronym Project Manager:** The Enter Project Acronym Project Manager has day-to-day decision-making authority over the project so long as there is no impact to scope, schedule, cost, shared resources, or overturn a decision. The Project Manager should be consulted for matters that span intra- and inter-project teams. Decisions impacting shared resources shall be escalated to the FX EPgMO for coordination of inter-project dependencies.

    › **Escalation to Level 3:** If the matter has any potential impact to the schedule's critical path, scope, or budget, the Enter Project Acronym Project Manager shall initiate a Project Change Request (PCR), including Project Impact Analysis. The FX Decision Impact Matrix score will advise the proper routing of the decision, change, or issue (in accordance with the *S-1: FX Governance Plan*). The Project Impact Analysis shall be reviewed with the Enter Project Acronym Project Sponsor.

- **Level 3 – Enter Project Acronym Project Sponsor:** The Enter Project Acronym Project Sponsor has project ownership and provides leadership to the team regarding the strategic direction of the project. The Enter Project Acronym Project Sponsor has programmatic responsibility for the successful implementation of the project. The Enter Project Acronym Project Sponsor is assigned by, and reports project status to, the program decision-making body and the FX Director. The Enter Project Acronym Project Sponsor can make decisions if there is no impact to the project scope, cost, or outcome or benefits realization.

    › **Escalation to Level 4 or 5:** If a decision or issue exceeds the decision-making purview of the Enter Project Acronym Project Sponsor, or the project seeks to revise the baseline Finish Date, the Enter Project Acronym Project Manager shall notify the FX EPgMO. The FX EPgMO shall facilitate discussion towards resolution or approval as set forth in the *S-1: FX Governance Plan*.

› As issues with technology or standards arise, the Architectural Review Board (ARB) may be consulted to help resolve technical disputes or technical policy/practice concerns for the FX projects.

- **Level 4 – Program Decision-Making Body:** The program decision-making body considers, prioritizes, and authorizes projects through the FX Portfolio Management process; identifies staffing for projects with approved charters; has decision-making authority for high impact concerns regarding project schedules, scope, cost, quality, or outcomes.

- **Level 5 – FX Executive Steering Committee:** The FX Executive Steering Committee (ESC) is responsible for (1) identifying and recommending to the Executive Office of the Governor, the President of the Senate, and the Speaker of the House of Representatives any statutory changes needed to implement the modular replacement to standardize, to the fullest extent possible, the state's healthcare data and business processes; (2) reviewing and approving any changes to the project's scope, schedule, and budget which do not conflict with the requirements of Subsections (1) and (2) of the Implementing Bill; (3) ensuring that adequate resources are provided throughout all phases of the project; (4) approving all major project deliverables; and (5) approving all solicitation-related documents associated with the replacement of the current FMMIS and Medicaid fiscal agent.

# SECTION 4     SCOPE MANAGEMENT PLAN

## 4.1   OVERVIEW

The *Scope Management Plan* describes how the scope of the Enter Project Acronym Project will be baselined and managed. This section includes:

- Process of developing and approving scope baseline
- Project Scope Statement
- Project Work Breakdown Structure (WBS)
- Process for validating scope
- Process for controlling scope

## 4.2   ROLES AND RESPONSIBILITIES

**Exhibit 4-1: Scope Management Roles and** Responsibilities below depicts the roles and responsibilities required for the execution of the Enter Project Acronym *Scope Management Plan*.

| ROLE | RESPONSIBILITY |
|------|----------------|
| Enter Project Acronym Project Sponsor (AHCA) | <ul><li>Provides executive team approval and sponsorship for the project</li><li>Accountable for receipt of project deliverables and work products</li></ul> |
| <Enter Project Acronym AHCA Contract Manager> | <ul><li>Ensures adherence to scope outlined in contract</li><li>Processes contract amendments</li><li>Performs initial deliverable receipt criteria review, ensuring the Enter Project Acronym Project artifact adheres to the approved Deliverable Expectations Document (DED) and meets contract requirements</li></ul> |
| Enter Project Acronym Project Team | <ul><li>Provides recommendations on project change (Scope, Budget, Schedule)</li></ul> |
| Enter Project Acronym FX EPgMO (SEAS Vendor) | <ul><li>Provides oversight of the execution of Project Management related documentation (Project Charter, PMP, schedule, etc.) for adherence to the FX Standards, process definitions, and templates</li><li>Provides oversight of the project team's execution of defined change management processes in alignment with the FX EPgMO integrated processes</li><li>Responsible for conducting a review of Project Management related deliverables and work products for adherence to the FX Standards, process definitions, and templates</li></ul> |

| ROLE | RESPONSIBILITY |
|---|---|
| <Enter Project Acronym FX Project Manager (Agency or Vendor)> | ▪ The main point of contact for the day-to-day project operations<br>▪ Responsible for completing and executing all project management related documentation (i.e., Project Charter, PMP, and schedule) that adheres to the FX Standards, process definitions, and templates<br>▪ Responsible for managing activities of all Enter Project Acronym Project Team staff<br>▪ Executes defined processes in alignment with the FX EPgMO integrated processes<br>▪ Responsible for adherence to compliance requirements detailed in the FX Standards<br>▪ Responsible for communicating and executing changes and tracking risks, issues, decisions, and lessons learned according to the FX Standards and integrated processes<br>▪ Responsible for and facilitates the project meetings (i.e., status, risk)<br>▪ Works in collaboration with the Agency and other vendors to support the communications and activities necessary to meet the objectives of the Enter Project Acronym Project<br>▪ Responsible for the quality and timeliness of all deliverables and work products |
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built, thereby owns the Scope<br>▪ Bridges the gaps between the customer, business stakeholders, and Scrum team<br>▪ Prioritizes the Product Backlog of user stories, works daily with the Scrum team to clarify requirements, and accepts completed work<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Manages the Sprint backlog<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |

**Exhibit 4-1: Scope Management Roles and Responsibilities**

## 4.3 DEVELOPING AND APPROVING SCOPE BASELINE

The FX Project life cycle anticipates iterative refinement of the scope and schedule. The initial Enter Project Acronym Project Scope Statement is included in the Project Charter approved on <Month Day, Year>. The *Scope Statement* in Section 1.3.1 of this PMP is the elaboration of the initial Scope Statement based on new information acquired since the Project Charter was approved (e.g., through discovery and WBS sessions). When approved, this PMP will serve as the approved scope baseline and any modifications must be made in accordance with the approved Change Management process.

## 4.3.1 WORK BREAKDOWN STRUCTURE (WBS)

The Enter Project Acronym Project Team shall develop and use a WBS approach during the Planning Phase to identify and decompose the project scope to confirm that all work is captured—to the best of the team's knowledge at the time and subject to progressive elaboration. See sample WBS in **Exhibit 4-2: Example Work Breakdown** Structure.
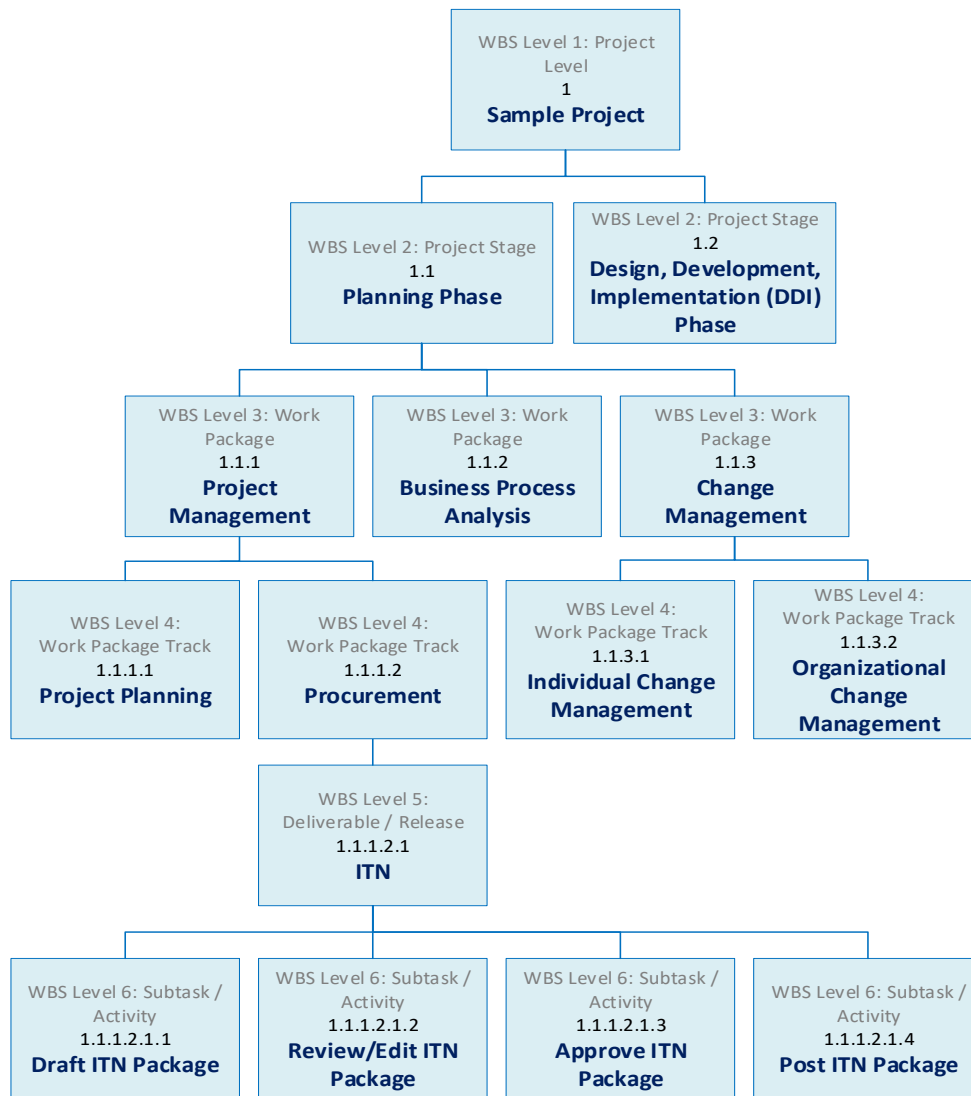


**Exhibit** 4-2**: Example Work Breakdown Structure**

The Enter Project Acronym Project schedule shall incorporate all tasks required to complete the entire scope of work for the project according to the following **Exhibit 4-3: Work Breakdown Structure** Framework in the *P-2: FX Project Management Standards*.

| WBS LEVEL | WBS LEVEL NAME | WBS LEVEL EXPLAINED |
|---|---|---|
| 1 | ▪ Project Level | ▪ The Project Summary Task, which identifies all known work of the project |
| 1.x | ▪ Project Stages | ▪ Separates project work into distinct project management process groups, as follows:<br>› Project Management<br>› Initiation<br>› Planning<br>› Execution<br>› Close Out |
| 1.x.x | ▪ Work Package or Work Stream | ▪ Separates each phase (process group) into individual work packages/streams with estimated 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<br>▪ Release | ▪ Deliverable: Identifies the discrete deliverables associated with each workstream track.<br>▪ 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 4-3: Work Breakdown Structure Framework**

**Exhibit 4-4: Epic, Feature, and Sprint Level of** WBS below shows that when using the Hybrid Agile Approach, the WBS only needs to go down to the epic, feature, and sprint level. Refer to Attachment C – *FX Hybrid Agile Framework* of the *P-2: FX Project Management Standards* for details (located at FX-HUB > Standards & Plans > Category: EPMO > Project Management Standards (P-2)).
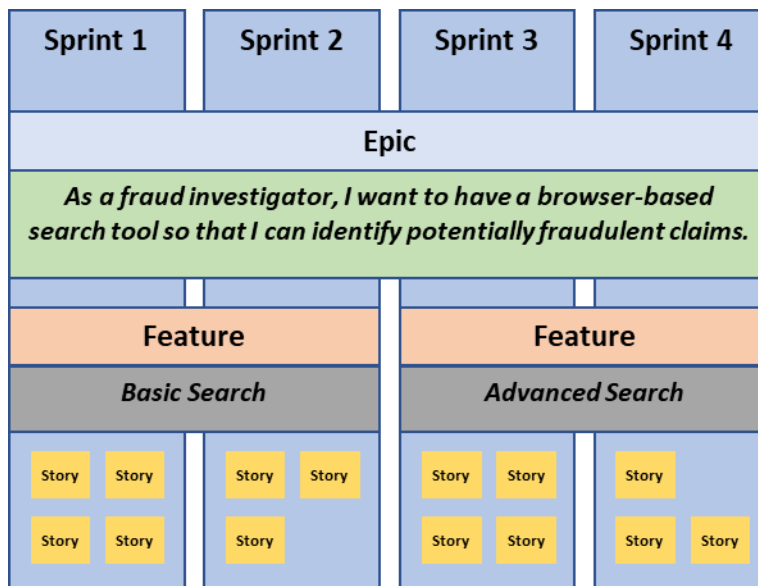
**Exhibit 4-4: Epic, Feature, and Sprint Level of WBS**

The Enter Project Acronym Project developed the WBS using the <top-down and/or bottom-up> approach.

<If applicable, the Environmental Readiness Assessment (template located in the FXPR) will use the scope baseline to determine if all final project and/or product requirements have been met prior to Go-Live>. The Project Close Out Report will describe the extent to which the Enter Project Acronym Project Team delivered the required scope and will reference the PMP to confirm all requirements have been met.

## 4.4   VALIDATE SCOPE

<Depending on the project type, the scope will be validated through work product or deliverable review or Environmental Readiness Assessment, using the documented acceptance criteria, requirements traceability matrix, and other project artifacts.

Use this section to document the method that will be used to validate scope.>

## 4.5   MONITOR AND CONTROL SCOPE

The scope baseline shall be maintained and monitored as project work progresses. This PMP, specifically the *Scope of the Project* section, the WBS, <requirements, if applicable> and the CRAIDL (Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned) logs shall be considered regularly as part of monitoring scope.

Any proposed change to the scope baseline shall be assessed for full project impact, and change request logged by the Enter Project Acronym Project Manager and evaluated by the Project Sponsor and FX Governance in accordance with the *S-1: FX Governance Plan*.

The Change Control process shall be followed as described in the *Change Management Plan* section.

## 4.6   PROJECT APPROVAL AND CLOSE OUT

The purpose of the project approval and close out is to formally finalize all project activities. This involves confirming all project work has been completed or otherwise dispositioned, documents have been properly approved, versioned, and archived in accordance with the AMS, and resources have been appropriately released from the project. The Project Close Out report validates that the agreed upon scope was delivered.

The FX Project Manager works with the FX EPgMO to review project artifacts for completeness and that these are properly archived according to the *Document Management Plan* and the AMS; CRAIDL log items are properly disposed; benefits realization documents (as applicable) 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 using the *Post-Implementation Evaluation Plan* (located in the FXPR at FX-HUB > Templates > Category: Technology). The FX Project Manager shall conduct a Lessons Learned review session and complete a Lessons Learned summary. Finally, the FX Project Manager shall complete and submit the *Close Out Report* (located in the FXPR at FX-HUB > Templates > Category: EPMO) in accordance with the *Project Close Out* process definition.

# SECTION 5        SCHEDULE MANAGEMENT PLAN

## 5.1    OVERVIEW

The *Schedule Management Plan* explains how the Enter Project Acronym Project Team shall develop and manage the project schedule. It also identifies applicable schedule templates, the process for 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.

The *Schedule Management Plan* also describes how the project will address variance from baselined schedule parameters. It includes processes for triggering and implementing corrective actions to restore the schedule to its baseline performance targets and to increase the probability the project will meet its objectives.

## 5.2    SCHEDULE MANAGEMENT SCOPE STATEMENT

This *Schedule Management Plan* includes the policies, procedures, and documentation as described in the following components:

- Development and management of the WBS
- Project-level resource planning, estimating, allocation, and utilization monitoring
- Initial planning and development activities for the creation of the project schedule
- Establishing and obtaining approval for the project schedule baseline
- Ongoing planning and development activities for the continuous elaboration of the project schedule
- Monitoring, controlling, and maintenance of the project schedule
- Process for weekly schedule updates including, at a minimum:
  › Generating and analyzing schedule data for weekly and monthly project status reports (and other reports when required)
  › Generating, analyzing, and reporting earned value metrics for tracking schedule performance against baseline parameters
  › Schedule baseline control and analysis
  › Schedule performance report descriptions

## 5.3    SCHEDULE MANAGEMENT ROLES AND RESPONSIBILITIES

The roles and responsibilities associated with developing the Enter Project Acronym Project schedule are listed in **Exhibit 5-1: Schedule Management Roles and** Responsibilities below.

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Sponsor | ▪ Provides executive team approval and sponsorship for the project<br>▪ Accountable for receipt of project deliverables and work products |
| FX EPgMO Schedule Manager (SEAS) | ▪ Establish, maintain, and socialize schedule management standards, process definitions, and templates<br>▪ Recommend and document exceptions to the FX Standards on a case-by-case basis<br>▪ Develop and evaluate the continuous, recurring processes that represent the appropriate rigor for schedule management based on the phase or stage of the project<br>› Facilitate program-level schedule and resource management discussions to resolve any schedule conflicts, or schedule-related risks, and issues<br>▪ Perform quality control reviews of schedules prior to baselining, then during stage gate reviews or quarterly (whichever comes first) during the project<br>▪ Maintain schedule management process documentation as needed |
| FX Schedule Manager (Systems Integrator (SI)) | ▪ Develop and evaluate the continuous, recurring processes that represent the appropriate rigor for schedule management based on the phase or stage of the project<br>› Collect project schedules for analysis<br>› Collect schedule progress updates from Project Managers<br>› Facilitate analysis of schedule progress updates and changes<br>› Assess proposed schedule changes for adherence to schedule change management requirements defined in the *P-2: FX Project Management Standards*<br>› Provide schedule analyses to the Project Manager<br>▪ Perform quality control reviews of schedules prior to baselining, then during stage gate reviews or quarterly (whichever comes first) during the project |
| | ▪ |
| Enter Project Acronym Project Manager (Agency or Vendor) | ▪ Develop the initial WBS chart by working with the project team to graphically represent the complete scope of work<br>▪ Adhere to the *P-2: FX Project Management Standards* and process definitions for schedule management to develop and maintain the schedule. This includes weekly updates to the schedule and documentation of the changes in the Schedule Release Notes<br>▪ Respond to questions from the FX EPgMO Schedule Manager and FX Schedule Manager (SI) regarding schedule development, status, performance, and the frequency and accuracy of schedule updates<br>▪ Facilitate schedule and resource management discussions to avoid or resolve schedule conflicts, risks, and issues at the project-level<br>▪ Support and participate in program-level schedule and resource management discussions to avoid or resolve schedule conflicts, risks, and issues<br>▪ Collect schedule progress updates from team members to update the project schedule at least weekly<br>▪ Participate in schedule related meetings |

| ROLE | RESPONSIBILITY |
|------|----------------|
| | ▪ May propose changes to schedule management process documentation to the FX EPgMO Schedule Manager and FX Schedule Manager (SI) |
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built, including the Product Roadmap<br>▪ Bridges the gaps between the customer, business stakeholders, and Scrum team<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Works with the Product Owner and Project Team to determine length of sprints and improve velocity<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| Project Team members | ▪ Contribute to the development of the WBS and project schedule by identifying, sequencing, and estimating work to be performed<br>▪ Complete work according to baselined dates<br>▪ Notify Enter Project Acronym Project Manager in advance if a task may not be completed by the deadline |
| <Other applicable roles> | ▪ <Complete for additional entries as applicable> |

**Exhibit 5-1: Schedule Management Roles and Responsibilities**

## 5.4   STANDARD SCHEDULE ACTIVITIES

### 5.4.1   REQUIRED ACTIVITIES

The following **Exhibit 5-2: Enter Project Acronym Schedule Management** Activities lists the required Schedule Management activities. The FX EPgMO shall evaluate each of these processes on an ongoing basis for quality assurance and continuous improvement.

| TASK | CYCLE / FREQUENCY | RESPONSIBILITY |
|------|-------------------|----------------|
| Develop Project Schedule | Startup | ▪ The Project Manager shall work with the project team to have the draft schedule ready for review by the FX EPgMO within 20 business days from project start. FX projects are required to establish a schedule baseline no later than five (5) weeks from either the date FX Governance approved the project charter, or the project start date identified in the project charter |

| TASK | CYCLE / FREQUENCY | RESPONSIBILITY |
|---|---|---|
| Review Schedule with FX Schedule Manager (SI) for integrated schedule management and performs QC Review | Startup | • The Project Manager reviews the schedule (tasks) with FX Schedule Manager (SI): review tasks, timelines, deliverables, and resources<br>• Confirm the schedule does not create conflict with other schedules, and identify interdependencies with other schedules<br>• The FX Schedule Manager (SI) performs a schedule quality review. Findings must be addressed to receive approval to baseline<br>• The schedule review includes setting a test baseline to assess schedule metrics at baselining. If SPI or CPI are below .93, the FX Schedule Manager (SI) or FX EPgMO may advise the Project Manager to replan late tasks |
| Refine Schedule | Startup | • The Project Manager updates proposed schedule based on feedback from FX Schedule Manager (SI) or FX EPgMO |
| Review Schedule with Project Sponsor | Startup | • The Project Manager reviews the draft schedule with the Project Sponsor |
| Baseline Schedule | Startup | • FX projects are required to establish a schedule baseline no later than five (5) weeks from either the date FX Governance approved the project charter, or the project start date identified in the project charter, or as otherwise directed in writing by the Agency<br>• The Project Sponsor approves the final draft of the schedule.<br>• At this point, the project schedule may be baselined. The FX Schedule Manager (SI) baselines the schedule in accordance with the *P-2: FX Project Management Standards* |
| Meet with project stakeholders to capture project status updates | Weekly | • The Project Manager works with project team members and stakeholders to receive task updates in addition to any other information required to update the schedule and to generate required metrics |
| Project Schedule updates | Weekly | • The Project Manager shall update the schedule on a weekly basis in accordance with the *P-2: FX Project Management Standards* |
| Perform Project Status Reporting Process | Weekly | • The Project Manager includes schedule performance metrics in accordance with the *P-2: FX Project Management Standards* |
| Attend and support schedule review meetings | Weekly | • The Project Manager reviews overall schedule status, and task-level status updates and resource assignments with the project team at least weekly<br>• The Project Manager reviews the overall schedule status and task-level status updates with the Agency, IV&V, and other project managers at the FX Program Schedule meetings |
| Level Schedule Resources | Weekly | • The Project Manager reviews the resource allocation in the schedule and manually levels resources across tasks |
| Program-level schedule monitoring and analysis | Weekly | • The FX EPgMO Schedule Manager generates analysis of program-wide schedule performance using schedule metrics and data provided from all active FX Project schedules |
| <Add tasks as appropriate> | | • < Complete for additional entries as applicable, or If none, delete this row> |

**Exhibit 5-2: Enter Project Acronym Schedule Management Activities**

## 5.5 SCHEDULE MANAGEMENT APPROACH

The Enter Project Acronym Project Team shall adhere to the schedule development requirements and standards set forth in the *P-2: FX Project Management Standards*. The project team shall also use the FX Schedule QC Checklist for developing and maintaining the project schedule.

The following inputs are used to develop the Enter Project Acronym Project schedule:

- Project Process Agreement
- Project Charter
- Project Scope Statement
- Project WBS
- Resource Calendars
- Shared / Enterprise Resource Pool
- <other>

### 5.5.1 SETTING THE INITIAL SCHEDULE BASELINE

The Enter Project Acronym Project Team shall use the established scope to develop the project schedule and adhere to the schedule development and baseline requirements in the *P-2: FX Project Management Standards*. All project schedule baselines are set by the FX Schedule Manager (SI).

### 5.5.2 SCHEDULE UPDATES

The Enter Project Acronym Project Team shall adhere to the corresponding schedule update requirements in the *P-2: FX Project Management Standards* and in the *Maintaining FX Project Schedules Process Definition*, located in the FX-HUB. For updates to the current schedule baseline (as needed for progressive elaboration or rolling wave planning), the Enter Project Acronym Project Team shall adhere to the corresponding requirements set forth in the *P-2: FX Project Management Standards*.

Upon baselining the schedule, the Enter Project Acronym Project Team shall adhere to the *Schedule Change Control*, and *Monitoring and Controlling Change* sections in the *P-2: FX Project Management Standards* when making changes to the schedule beyond routine updates.

The Enter Project Acronym Project Manager is responsible for monitoring the critical path and escalation of risks and/or issues. The Enter Project Acronym Project Team will also determine and report if any PCR impacts the schedule's critical path or if such an impact presents an imminent risk.

### 5.5.3 SCHEDULE BASELINE REVISIONS (RE-BASELINING)

The Enter Project Acronym Project Manager shall only re-baseline the schedule through an approved PCR and adhere to the re-baselining requirements in the *P-2: FX Project Management Standards*. All project schedule baselines are set by the FX Schedule Manager (SI).

### 5.5.4 ROLLING WAVE PLANNING

The Rolling Wave schedule management approach to updating schedules includes the decomposition of high-level tasks into detailed tasks. The Enter Project Acronym Project Team shall adhere to the Rolling Wave Planning requirements in the *P-2: FX Project Management Standards* if the schedule includes rolling wave activities.

### 5.5.5 MANAGING SCHEDULE RESOURCE ALLOCATIONS

The Enter Project Acronym Project Manager shall monitor and control resource utilization at the project-level as part of the normal process of monitoring and controlling the project schedule and performing schedule updates. The Enter Project Acronym Project Manager shall adhere to the requirements in the corresponding section of the *P-2: FX Project Management Standards*.

### 5.5.6 MITIGATING SCHEDULE DELAYS

Similarly, when mitigating schedule delays, the Enter Project Acronym Project Team shall follow the Mitigating Schedule Delays, as well as the *Monitoring and Controlling CRAIDL* sections in the *P-2: FX Project Management Standards*, and the *Risk Management Plan* and *Issue Management Plan* sections of this PMP.

### 5.5.7 ARCHIVING THE ENTER PROJECT ACRONYM PROJECT SCHEDULE

Upon approval from the Agency that all appropriate tasks in the Enter Project Acronym Project schedule are complete, the Enter Project Acronym Project Manager shall follow the corresponding requirements in the *P-2: FX Project Management Standards* for archiving older versions of the project schedule.

# SECTION 6    COST MANAGEMENT PLAN

## 6.1    OVERVIEW

The *Cost Management Plan* summarizes the Enter Project Acronym Project's processes to manage cost:

- Cost Planning
- Cost Estimating
- Cost Controlling
- Cost Close Out

## 6.2    ROLES AND RESPONSIBILITIES

**Exhibit 6-1: Cost Management Roles and** Responsibilities outlines the roles and responsibilities associated with the *Cost Management Plan*. This may not be applicable to all projects.

| ROLE | RESPONSIBILITY |
|------|----------------|
| Enter Project Acronym Project Manager (Agency or Vendor) | ▪ Notifies Agency of changes that will alter the original proposed budget |
| FX Schedule Manager (SI) | ▪ Reports to the Agency on the Cost Performance Index (CPI) of the project based on the information supplied by the Project Manager in the approved and baselined project schedule |
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Responsible for optimizing the project investment and realized return of the product<br>▪ Ultimately responsible and accountable for the end product that is built<br>▪ Bridges the gaps between the customer, business stakeholders, and Scrum team<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ Once the team is established and producing effectively, this role has little interaction with financial considerations<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |

**Exhibit 6-1: Cost Management Roles and Responsibilities**

## 6.3    COST PLANNING

After completing the PMP, project schedule baseline, and risk response planning, the Enter Project Acronym Project Team shall re-evaluate the project's estimated cost. The Enter Project Acronym Project Manager shall consider at a minimum the following when creating a detailed cost estimate:

- Enter Project Acronym Project Team Resources (using the rate card associated with the contract)

- Software/Hardware/Licensing

- Contractual fixed costs

- Risk Contingencies

### 6.3.1 COST ESTIMATE

<Provide a table of summary cost components with estimated cost in a table here. The following is provided as a model and may be adapted.>

The Enter Project Acronym Project Team shall adhere to the proposed costs outlined in the <contract>. **Exhibit 6-2: State Fiscal Year (SFY) Funding Allowing for Initial** Contract outlines the State Fiscal Year and funding allowance for the initial contract from the <contract>.

| STATE FISCAL YEAR | MAXIMUM STATE FISCAL YEAR AMOUNT |
|---|---|
|  |  |
|  |  |
|  |  |

**Exhibit 6-2: State Fiscal Year (SFY) Funding Allowing for Initial Contract**

The Enter Project Acronym Project Manager shall compare the estimated cost in the table above with preliminary budgeted cost approved by FX Governance; for any cost increase or decrease, the project shall submit a PCR according to the *Change Management Plan*. <If contract is fixed price, include following sentence: The Enter Project Acronym Project operates under a fixed price contract; a contract amendment is required to change the contracted amount for vendor services. If the contract is time and materials, include the following sentence: The Enter Project Acronym Project operates under a time and materials contract; a revised Task Order is required to change project costs. *No-cost* PCRs may be logged when necessary.>

### 6.3.2 COST BASELINE

Once all allocations and estimates have been approved by the Agency, the project budget is baselined. The project budget baseline may only be changed according to the *Change Management Plan*.

## 6.4  COST CONTROLLING

The cost baseline will be maintained and assessed as work is iteratively evaluated. The Enter Project Acronym Project Manager shall monitor CPI trends weekly and actual costs at least monthly. The Enter Project Acronym Project Manager shall adhere to the cost management requirements in the *P-2: FX Project Management Standards*.

# SECTION 7    QUALITY MANAGEMENT PLAN

## 7.1    OVERVIEW

The *Quality Management Plan* identifies the standards, processes, and tools the Enter Project Acronym Project Team will use to assure quality work is delivered and the Enter Project Acronym Project achieves the desired project outcomes. This plan also describes the responsibilities and authority for accomplishing quality activities and identifies the required coordination of quality management with other areas of the project and in accordance with the AMS.

## 7.2    ROLES AND RESPONSIBILITIES

**Exhibit 7-1: Quality Assurance Roles and** Responsibilities below describes the deliverable submission and review roles and responsibilities for implementing the *Quality Assurance Plan*.

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Manager (Agency or Vendor) | <ul><li>Manage to standard performance metrics</li><li>Review and socialize schedule management standards</li><li>Coordinate the continuous, recurring process that represents the appropriate rigor for schedule management according to the *P-2: FX Project Management Standards*</li><li>Planning, analysis, development, implementation, execution, and maintenance of cost activities as required</li><li>Responsible for confirming and validating that the project team follows the AMS for the planning, development, naming, management, submission, review, approval, and storage of project deliverables (or artifacts)</li><li>Manage to standard performance metrics</li><li>Review and socialize schedule management standards</li><li>Coordinate the continuous, recurring process that represents the appropriate rigor for schedule management according to the *P-2: FX Project Management Standards*</li><li>Planning, analysis, development, implementation, execution, and maintenance of schedule activities as required</li><li>Review project delivery processes, artifacts, requirements, and reports for appropriateness and accuracy</li><li>Collaborate and communicate quality standards, measures, processes, and awareness across the project team and stakeholders as appropriate</li><li>Participation in working meetings as required</li><li>Store deliverable and work products and other related documentation in the FXPR</li></ul> |
| Enter Project Acronym Work Leads | <ul><li>Planning, analysis, development, implementation, execution, and maintenance of process quality activities as required</li></ul> |
| Enter Project Acronym Project Quality Assurance (QA) Manager/Lead | <ul><li>Partners with the project's PM to ensure they meet contract requirements and adhere to quality standards</li></ul> |

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built<br>▪ Bridges the gaps between the customer, business stakeholders, and Scrum team<br>▪ Prioritizes the Product Backlog of user stories, works daily with the Scrum team to clarify requirements, and accepts completed work<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Ensures team follows quality best practices like peer review of code, automated test scripts, etc.<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| <Add other roles as appropriate> | ▪ <Add corresponding responsibilities as appropriate> |

**Exhibit 7-1: Quality Assurance Roles and Responsibilities**

## 7.3 QUALITY MANAGEMENT APPROACH

Examples of where the Enter Project Acronym Project Team shall conduct quality activities to monitor, measure, and report include: <add to or remove from the list below as appropriate>

- Review of project delivery processes for appropriateness and accuracy

- Review of artifacts (e.g., project schedules, requirements documentation, reporting from FX tools)

- Review of end-to-end requirements traceability ensuring appropriateness and accuracy compliance

- Review of performance metrics

- Review of complete testing traceability, appropriateness, and accuracy compliance to include both functional and non-functional testing

- Collection, review, and integration of project lessons learned

The Enter Project Acronym Project Team shall collaborate and communicate quality standards, measures, processes, and awareness to key project stakeholders as appropriate.

## 7.4 QUALITY PERFORMANCE METRICS

As part of the Enter Project Acronym Project Team's continuous assessment of project quality, risks, and overall project status, the Enter Project Acronym Project Manager shall use performance measures to monitor the project's progress and performance toward the completion of project milestones and for assessing trends in project health. The standard frequency for monitoring and reporting of project schedule metrics, along with performance management metrics, reporting mechanisms, and acceptable values, is detailed in **Exhibit 7-2: Performance** Metrics below.

| 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 %. | 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.

| METRIC / MODEL NAME | GOAL | QUESTION | FORMULA | ANALYSIS LEVEL, FREQUENCY | TARGET VALUES | ANALYSIS REPORTING |
|---|---|---|---|---|---|---|
| **% 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 %. | 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.

| METRIC / MODEL NAME | GOAL | QUESTION | FORMULA | ANALYSIS LEVEL, FREQUENCY | TARGET VALUES | ANALYSIS REPORTING |
|---|---|---|---|---|---|---|
| **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 | Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is better than below 1.00. | 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 | Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is better than below 1.00. | 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.

| METRIC / MODEL NAME | GOAL | QUESTION | FORMULA | ANALYSIS LEVEL, FREQUENCY | TARGET VALUES | ANALYSIS REPORTING |
|---|---|---|---|---|---|---|
| **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.

| METRIC / MODEL NAME | GOAL | QUESTION | FORMULA | ANALYSIS LEVEL, FREQUENCY | TARGET VALUES | ANALYSIS REPORTING |
|---|---|---|---|---|---|---|
| **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 | 0.00. Below 0.00 is better than above 0.00. | Project Status Report and/or Meeting |

The *Finish Variance* field contains the amount of time that represents the difference between the Baseline Finish Date of a task or project and its current *Finish* Date.

| METRIC / MODEL NAME | GOAL | QUESTION | FORMULA | ANALYSIS LEVEL, FREQUENCY | TARGET VALUES | ANALYSIS REPORTING |
|---|---|---|---|---|---|---|
| **Number of Open Risks** | Ongoing Monitoring and Control of Project Risks | Are risks being identified and mitigated? | Count of Open Project Risks | Project Level Weekly | 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 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 | 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 average Probability x Impact score for all open risks.

| METRIC / MODEL NAME | GOAL | QUESTION | FORMULA | ANALYSIS LEVEL, FREQUENCY | TARGET VALUES | ANALYSIS REPORTING |
|---|---|---|---|---|---|---|
| EAC (based on bottom up ETC) | Project to complete within budget | Is the project able to complete <10% over BAC for remaining work | (AC + Bottom-up ETC)/BAC | When CPI <0.9 | Value should be less than 1.1. | Impact Analysis or Issue Log |

Once CPI slips below acceptable threshold, an Estimate to Complete based on remaining scheduled work at the current pace will be performed to assess if there is a real issue.

**Exhibit 7-2: Performance Metrics**

## 7.5 ANALYSIS AND CORRECTIVE ACTIONS

Quality Control is the process of reviewing the results of quality assurance activities and audits and performing root cause analysis where appropriate. This includes applying corrective actions and process improvements to the project's products, services, and processes.

The Enter Project Acronym Project Manager shall use the following rule to control the project when performance metrics deviate outside of standard thresholds. The first rule applies to all metrics.

- Beyond Limits – The current metric result is outside expected range (from baselines, specifications, or thresholds), going by whichever set of limits is most strict.

The Enter Project Acronym Project Team, during the project Planning Phase risk identification activity, should consider potential threats based on performance metrics, log the threats,

assess and plan response to minimize probability, and if possible, impact. If any metric results trigger the risk event, the contingency should be to determine the root cause, and where appropriate, documented in the Project Status Report (weekly and/or monthly).

The Enter Project Acronym Project Team shall analyze and determine root causes for metrics with results beyond limits or those with results trending in one direction. The Enter Project Acronym Project Team shall prepare a *Corrective Action Plan* (FXPR > Templates > Category: EPMO) to address root causes and report that plan to the Project Sponsor and the FX EPgMO and during the Project Status Meeting. Any identified corrective actions will be logged in the Action Item Log and tracked to completion.

The Enter Project Acronym Project Manager shall complete a PCR for corrective actions affecting project scope, budget, or schedule.

# SECTION 8    CHANGE MANAGEMENT PLAN

## 8.1  OVERVIEW

The Enter Project Acronym Project Team and key stakeholders established the scope, schedule, and cost baseline during the Planning Phase of the Enter Project Acronym Project.

The *Change Management Plan* identifies the groups and individuals involved in Change Management, as well as their roles and responsibilities. When properly implemented, Change Management allows informed decisions to be made at the right levels and with consistent documentation.

The change management process detailed in this document is intended to provide the Enter Project Acronym Project with a guide for how the project will identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to the project's scope, schedule, cost, area of responsibility, or a vendor's scope of services.

When the Project Manager determines the project has exceeded acceptable ranges of variance for scope, schedule, or cost, the Project Manager shall communicate the need for change to appropriate project stakeholders and initiate the PCR process.

## 8.2  ROLES AND RESPONSIBILITIES

**Exhibit 8-1: Change Management Roles and** Responsibilities below describes the change management roles and responsibilities for implementing the *Change Management Plan*.

| ROLE | RESPONSIBILITIES |
|---|---|
| Enter Project Acronym FX Project Manager (Agency or Vendor) | ▪ Follow FX Standards and Process definitions for Change Management<br>▪ Log the PCR with assistance from the Enter Project Acronym Project Team<br>▪ Assess the impact to project with the Enter Project Acronym Project Team<br>▪ Update the scope, schedule and/or budget baseline after approval of the PCR |
| Enter Project Acronym Project Team | ▪ Identify potential change<br>▪ Assist the Enter Project Acronym Project Manager in logging the PCR<br>▪ Support impact analysis |
| Enter Project Acronym Product Owner<br>(when using Hybrid Agile) | ▪ Determines priority of Product Backlog<br>▪ Communicates changes of the Product Roadmap to stakeholders outside the Scrum team<br>▪ Participates in determining the Sprint Backlog<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |

| ROLE | RESPONSIBILITIES |
|------|------------------|
| Enter Project Acronym Scrum Master<br>(when using Hybrid Agile) | ▪ Manages the Sprint Backlog<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| <Add other roles as appropriate> | ▪ <Add responsibilities as appropriate> |

**Exhibit 8-1: Change Management Roles and Responsibilities**

## 8.3 CHANGE CONTROL PROCESS

The Enter Project Acronym Project Manager shall follow the change management requirements in the *P-2: FX Project Management Standards* and *S-1: FX Governance Plan*.

# SECTION 9    RISK MANAGEMENT PLAN

## 9.1  OVERVIEW

This section describes the approach the Enter Project Acronym Project Team shall use to identify, analyze, and manage risks. Risk Management will be an ongoing process throughout the project life cycle.

## 9.2  ROLES AND RESPONSIBILITIES

The roles and responsibilities relating to Risk Management are listed in the **Exhibit 9-1: Risk Management Roles and** Responsibilities below.

| ROLE | RESPONSIBILITIES |
|---|---|
| Risk Originator (anyone) | ▪ Bring risk to the attention of the Project Manager <or Risk Manager, if applicable> |
| FX Project Manager (Agency or Vendor) <If project large enough for Risk Manager, that role may replace PM> | ▪ Identify project risk<br>▪ Work with Risk Originator to clearly log the risk<br>▪ Monitor the risk and risk response<br>▪ Confirm all project risks are reviewed at least monthly (confirm risk reviews are documented in the *Status* field)<br>▪ Collaborate with the FX EPgMO CRAIDL Coordinator on integrated risk management<br>▪ Report on project risks<br>▪ Close risk when it is determined the risk can be closed |
| Enter Project Acronym Project Team, including Project Sponsor | ▪ Contribute to risk analysis<br>▪ Confirm risk response plans<br>▪ Monitor risks<br>▪ Confirm a risk can be closed |
| Risk Owner (Identified by FX Project Risk Team) | ▪ Formulate and execute risk response plan(s) for assigned risk(s)<br>▪ Apprise the Enter Project Acronym Project Manager <or Risk Manager> of the effectiveness of the risk response plan |
| FX EPgMO CRAIDL Coordinator | ▪ Monitor entire Risk Log for quality of risk statements and response<br>▪ Advise the Enter Project Acronym Project Manager <or Risk Manager> as needed<br>▪ Address duplicate project risks<br>▪ Coordinate integrated risk management<br>▪ Report on project risks with risk exposures 15+ and/or risks affecting other projects |
| FX Delivery Assurance Professional | ▪ Monitor project performance<br>▪ Monitor project-level CRAIDL for proper statement of items and timely disposition of CRAIDL items<br>▪ Identify and facilitate the resolution of questions/concerns with schedules and resource allocations<br>▪ Serve as a POC, Mentor and monitor the application of the *P-2: FX Project Management Standards*, process definitions, and templates<br>▪ Facilitate the escalation of potential impacts to the program from the project-level verticals |

| ROLE | RESPONSIBILITIES |
|---|---|
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Responsible for maximizing the value of the product<br>▪ Ultimately responsible and accountable for the end product that is built<br>▪ Communicates project risks to stakeholders outside the Scrum team<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Removes obstacles, facilitates productive events, and defends the team from disruptions<br>▪ Reduces risk by adhering to the Agile framework<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| <Add additional roles as applicable> | ▪ <Add responsibilities as applicable> |

**Exhibit 9-1: Risk Management Roles and Responsibilities**

## 9.3 RISK MANAGEMENT PROCESS

The Risk Management process employed by the Enter Project Acronym Project Team involves identifying and categorizing project risks (Identify), validating and logging the risk (Validate/Log), assessing and prioritizing the risks so they are manageable (Analyze), developing a response strategy and assigning responsibility (Plan), monitoring open risks on a regular basis (Monitor/Track), and communicating the risks and strategies on an ongoing basis throughout the life of the project (Communicate). Risk management processes address individual project risks (those under the control or influence of the project team, such as quality of deliverables, cost, schedule, or technical risks) as well as overall risks (those outside the control of the project team such as governmental legislation or force majeure).

## 9.4 IDENTIFY RISKS

The Enter Project Acronym Project Team shall use the approved Project Charter, WBS, Risk Breakdown Structure guide, lessons learned from other projects, and discovery activities to identify and evaluate potential events that could positively or negatively impact the project; develop response plans; and manage accordingly.

## 9.5 PERFORM RISK ASSESSMENT

The Enter Project Acronym Project Team shall facilitate risk assessments with the intent of developing a risk response plan for risks with exposure scores of 15+. The Enter Project Acronym Project Team shall evaluate the risk's probability of occurring and the impact the risk would have, as well as what the triggering point could be.

### 9.5.1 EVALUATING PROBABILITY OF OCCURRENCE

The Enter Project Acronym Project Team shall use the **Exhibit 9-2: Probability of** Occurrence matrix below to complete the *Probability* field of the risk form.

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

**Exhibit 9-2: Probability of Occurrence**

The Enter Project Acronym Project Team shall consider whether the associated triggering event is imminent (less than approximately eight weeks) when evaluating probability of the risk to be triggered.

### 9.5.2 ASSESSING RISK IMPACT

The Enter Project Acronym Project Team shall use the **Exhibit 9-3: Impact on** Project matrix below to assess the impact to cost, schedule, scope, and quality of a potential risk event:

| Impact | Dimensions to Consider | | | | Numeric Value |
|---|---|---|---|---|---|
| | Cost | Schedule | Scope | Quality | |
| Low | Impact to cost is below appropriation | No or little impact to project schedule | Minor clarification to existing scope | Project quality is not in jeopardy | 1 |
| Medium | Impact to cost is above appropriation by less than 10% | Schedule impact is possible | Scope change is noticeable, but not deemed significant | Impact to quality possible | 3 |
| High | Impact to cost is above appropriation by greater than 10% | There is significant impact to schedule and deliverable due dates | There is a signification change in scope | Impact to quality is very likely | 5 |

**Exhibit 9-3: Impact on Project**

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

### 9.5.3 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

Risks with risk score values (15 or greater) 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 9-4: Calculated Risk Exposure**

## 9.6 PLAN RISK RESPONSES

The Enter Project Acronym Project Team shall prioritize any risk identified as *very likely (5)* or with *high impact (5)* with imminent timelines. The <Project Manager, Risk Manager, or Risk Owner> will then develop strategies to address the project risks. The Enter Project Acronym Project Team shall determine the required activities and resources to address the risks.

The Enter Project Acronym Project Manager shall assess responses for impact to schedule, resources, and scope. The risk response may require project documents (e.g., PMP, project schedule) be updated. If there is impact to schedule, scope, or cost, the Enter Project Acronym Project Manager shall follow the *Change Management Plan* documented in this PMP.

## 9.7 MONITORING AND CONTROLLING RISK

The Enter Project Acronym Project Team shall continually perform risk identification, risk response planning, and risk monitoring through the life of the project. The Enter Project Acronym Project Team will also track and report on risks identified as high probability/high impact or with imminent trigger dates (less than eight (8) weeks out).

# SECTION 10     ACTION ITEM MANAGEMENT PLAN

## 10.1 OVERVIEW

Action items are defined as independent tasks, which require follow up, and are not in the project schedule. Action items will be captured in the Action Item Log. Action Items will be managed in accordance with the *Action Item Management Process Definition*. <Administrative action items, which may come from team meetings (e.g., call a team member, send file to a team member), do not have to be logged.>

## 10.2 ROLES AND RESPONSIBILITIES

The roles and responsibilities relating to Action Item Management are listed in **Exhibit 10-1: Action Item Management Roles and** Responsibilities below.

| ROLE | RESPONSIBILITY |
|---|---|
| Action Originator | ▪ Identify action through discussion of Issue Resolution, Decision, or Change Request Analysis |
| Enter Project Acronym Project Manager | ▪ Monitor and report Action Item until complete |
| Action Owner | ▪ Complete Action item<br>▪ Update Action Item Log |
| Project Team | ▪ Review and update Action Item details<br>▪ Determine best resource to resolve Action Item |

**Exhibit 10-1: Action Item Management Roles and Responsibilities**

## 10.3 ACTION ITEM MANAGEMENT PROCESS

Once the action item has been logged, the Enter Project Acronym Project Manager shall validate the action item, assign an owner, and confirm a reasonable expected resolution due date.

The Enter Project Acronym Project Manager shall follow up on action items at a minimum during Weekly Status Meetings. The Enter Project Acronym Project Manager shall employ any other techniques necessary for reaching resolution.

Once the action item has been completed, the Named Owner or Project Manager shall update the resolution and update the status to *closed*.

Corrective actions will also be logged in the Action Item Log and marked as corrective actions. The Agency's Enter Project Acronym Project Liaison, the FX EPgMO, or the Enter Project Acronym Project Manager shall log corrective actions depending on the source of the corrective action (i.e., the Agency may record a corrective action to remediate an IV&V finding).

# SECTION 11    ISSUE MANAGEMENT PLAN

## 11.1 OVERVIEW

An issue is a problem affecting the project's scope, schedule, cost, and/or quality. Issues often spawn from risks. Sometimes issues are unanticipated. An issue needs to be addressed and resolved as soon as possible to avoid negative project impacts. Issues shall be managed in accordance with the *Issue Identification Process Definition* and the *Issue Analysis and Response Process Definition* (FX-HUB > Process Definitions > Process Category > Issue Management).

## 11.2 ROLES AND RESPONSIBILITIES

The roles and responsibilities relating to Issue Management are listed in **Exhibit 11-1: Issue Management Roles and** Responsibilities below.

| ROLE | RESPONSIBILITY |
|---|---|
| Issue Originator | ▪ Identify an issue requiring resolution and notify the Enter Project Acronym Project Manager |
| Enter Project Acronym Project Manager | ▪ Log identified issues in the Issue Log<br>▪ Facilitate the identification of issues and action items to resolve the issue<br>▪ Perform analysis on issues and impact to the scope, schedule, and budget<br>▪ Identify and assign an Issue Owner for each issue<br>▪ Confirm identified issues are analyzed and issue resolution plans are approved and implemented as required<br>▪ Review issues with the project team at the status meetings<br>▪ Report open issues on status reports<br>▪ Escalate to Project Sponsor and FX Governance as needed to facilitate timely resolution<br>▪ Ensure issues are linked to appropriate risks in the Risk Log where appropriate<br>▪ Assist the Issue Owner with issue resolution and closure |
| Issue Owner | ▪ Collaborate with the Enter Project Acronym Project Manager regarding the status of the issue or action item until it is closed<br>▪ Participate in discussions with the Issue Originator to fully understand the issue<br>▪ Research and draft the resolution<br>▪ Attend status meetings to discuss/report on an issue<br>▪ Drive the issue to resolution and closure |
| Enter Project Acronym Project Team | ▪ Identify and report project issues to the Project Manager<br>▪ Assist the Project Manager and Issue Owner in the resolution of issues |
| Enter Project Acronym Product Owner<br>(when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built<br>▪ Communicates issues to the organization as appropriate<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | <ul><li>The coach of the development team and process owner in the Scrum framework</li><li>Removes obstacles, facilitates productive events, and defends the team from disruptions</li><li>Addresses internal issues through Sprint Retrospective</li><li>Resolves or escalates external issues through the Product Owner or other channels</li><li>Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager</li></ul> |
| <Add other roles as appropriate> | <ul><li><Add responsibilities as appropriate></li></ul> |

**Exhibit 11-1: Issue Management Roles and Responsibilities**

## 11.3 IDENTIFY ISSUES

An issue may be identified in any number of ways. The Enter Project Acronym Project Team will look for any of the following reasons to log an issue:

- A trigger has been activated for a currently identified risk

- A problem is negatively impacting the project for which there is no apparent answer

- An inability of two project entities or functional groups to come to an agreement on an item or process

- An action item with a late due date, which if not completed, will negatively impact the project

- A decision with a late due date, which if not completed, will negatively impact the project

- The need for information external to the project inhibits or stops the development of the project objectives, deliverables, and/or solution until resolved

## 11.4 LOGGING ISSUES

The Issue Originator shall work with the Enter Project Acronym Project Manager to enter the pertinent information about the issue into the Issue Log according to the *Issue Identification Process Definition*. If there is an associated decision pending, the assigned Project Manager will link the decision and issue together by completing the appropriate fields.

## 11.5 RESOLVING ISSUES

Once the issue is documented and assigned, the Issue Owner shall analyze the issue and develop a plan for resolution describing the activities that need to be completed to close the issue.

If the Enter Project Acronym Project Team, including the Project Sponsor, are unable to resolve the issue in a timely manner, the Enter Project Acronym Project Manager shall notify the FX EPgMO and begin following the escalation process identified in the *Project Governance* section of this document.

## 11.6 MONITORING AND CONTROLLING ISSUES

Issues shall be tracked in the Issue Log and updated during the Enter Project Acronym Project Status Meeting. Open issues are provided as input to the Monthly Status Reporting process detailed in the *Communications Management Plan* section of this document.

# SECTION 12    DECISION MANAGEMENT PLAN

## 12.1 OVERVIEW

The *Decision Management Plan* establishes and implements a defined structure that will facilitate an effective decision-making process using all available information to increase the precision, consistency, and agility of decisions. Decisions will be managed using the governance structure defined in the *Decision Management Process Definition*.

## 12.2 ROLES AND RESPONSIBILITIES

**Exhibit 12-1: Decision Management Plan Roles and** Responsibilities identifies the roles and responsibilities of major participants in the decision management process.

| ROLE | RESPONSIBILITY |
|------|----------------|
| Decision Originator | ▪ Identify decisions and notify the Enter Project Acronym Project Manager |
| Enter Project Acronym Project Manager | ▪ Log identified decisions in the Decision Log<br>▪ Facilitate the identification decisions<br>▪ Perform analysis on decisions for impact to scope, schedule, and budget<br>▪ Review decisions with the project team at the status meetings until closure<br>▪ Report new and closed decisions on status reports<br>▪ Close the decision<br>▪ Escalate to Project Sponsor, AHCA FX Director, and FX Governance as needed to facilitate timely decision-making<br>▪ Ensure decisions are linked to appropriate risks, issues, etc. in the appropriate CRAIDL Log |
| Enter Project Acronym Project Team | ▪ Collaborate with the Enter Project Acronym Project Manager regarding the status of the decision until it is closed<br>▪ Participate in discussions with the Decision Originator to fully understand the decision being made<br>▪ Draft the decision using the Decision Form template<br>▪ Attend status meetings to discuss newly logged, open, and closed decisions<br>▪ Communicate decisions with stakeholders |
| FX EPgMO | ▪ Identify and report program-level decisions and decisions from other projects to the Project Manager<br>▪ Assist the Project Manager and Decision Owner in the resolution of decisions<br>▪ Participate in weekly team-level meetings as needed to discuss team decisions |

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Product Owner (when using Hybrid Agile) | <ul><li>Responsible for maximizing the value of the product</li><li>Ultimately responsible and accountable for the end product that is built</li><li>Bridges the gaps between the customer, business stakeholders, and Scrum team</li><li>Prioritizes the Product Backlog of user stories, works daily with the Scrum team to clarify requirements, and accepts completed work</li><li>Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties</li></ul> |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | <ul><li>The coach of the development team and process owner in the Scrum framework</li><li>Removes obstacles, facilitates productive events, and defends the team from disruptions</li><li>Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager</li></ul> |

**Exhibit 12-1: Decision Management Plan Roles and Responsibilities**

## 12.3 DECISION MANAGEMENT PROCESS

The Enter Project Acronym Project Team shall use the Decision Log to record both decisions that have been made and decisions that are needed according to the *Decision Management Process Definition*.

If decision-making is not timely, there may be adverse impacts to the project. To avoid this, the Enter Project Acronym Project Manager shall escalate according to the *Project Governance* section of this document.

# SECTION 13    LESSONS LEARNED MANAGEMENT PLAN

## 13.1 OVERVIEW

The Enter Project Acronym Project Team shall document any lessons learned throughout the life of the project. The Enter Project Acronym Project Manager shall solicit lessons learned from the team and then document identified lessons using the Lessons Learned Log. Lessons learned shall be collected throughout the project life cycle and at the end of each significant stage gate. Lessons learned will be recorded using a *start*, *stop*, *continue* orientation.

Key lessons learned during the Enter Project Acronym Project will be included in the Project Close Out Report completed during the Project Close Out Phase.

## 13.2 ROLES AND RESPONSIBILITIES

**Exhibit 13-1: Lessons Learned Roles and** Responsibilities identifies the roles and responsibilities of major participants in the lessons learned management process.

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Manager | ▪ Log identified lessons learned in the Lessons Learned Log<br>▪ Facilitate the identification of lessons learned<br>▪ Review lessons learned with the project team at the status meetings<br>▪ Ensure lessons learned are linked to appropriate risks, issues, etc. in the appropriate CRAIDL Log |
| Lesson Learned Originator | ▪ Identify lesson learned and notify the Enter Project Acronym Project Manager |
| Enter Project Acronym Project Team Leads (AHCA, SEAS, and Vendor) | ▪ Participate in weekly status meeting to discuss proposed and newly logged lessons learned<br>▪ Communicate with team members so that they are aware of newly logged lessons learned<br>▪ Verify the project team is tracking and maintaining lessons learned in the Lessons Learned Log |
| Enter Project Acronym Project Team | ▪ Participate in discussions with the Lesson Learned Originator to fully understand the lesson being logged<br>▪ Draft the lesson learned using the Lessons Learned Form template<br>▪ Attend status meetings to discuss newly logged and proposed lessons<br>▪ Communicate lessons learned with stakeholders |
| FX EPgMO | ▪ Identify and report program-level lessons learned, and lessons learned from other projects to the Project Manager |

**Exhibit 13-1: Lessons Learned Roles and Responsibilities**

## 13.3 LESSONS LEARNED PROCESS

The Enter Project Acronym Project Team shall document any lessons learned throughout the life of the project. The Enter Project Acronym Project Manager, at a minimum, shall solicit

lessons learned from the team and document using the Lessons Learned Log at the end of each significant stage gate. Lessons learned will be recorded using a *start*, *stop*, *continue* orientation.

Key lessons learned during the Enter Project Acronym Project will be included in the Project Close Out Report completed during the Project Close Out Phase.

# SECTION 14    COMMUNICATIONS MANAGEMENT PLAN

## 14.1 OVERVIEW

The *Communications Management Plan* documents the formal communication process developed for the Enter Project Acronym Project. The *Communications Management Plan* serves three main purposes. First, it describes roles and responsibilities related to communications. Second, it defines the Enter Project Acronym Project specific communication methods. Third, it outlines the multiple vehicles and communication types that will be used for project reporting. Any communications described in the *Communications Management Plan* shall not include Personally Identifiable Information (PII), Protected Health Information (PHI), or confidential information.

This *Communications Management Plan* defines:

- What needs to be communicated
- Who is responsible for communicating with what audience
- When the communication needs to take place
- How information will be communicated

The Enter Project Acronym Project *Communications Management Plan* objectives are to:

- Create and set realistic expectations of the project, the project goals, and expected benefits
- Create an awareness and understanding of the project and build enthusiasm for the expected benefits and goals
- Provide consistent, clear, and accurate information about the project
- Introduce activities to engage and involve project resources and build commitment for the project
- Enable project resources and other stakeholders to provide feedback
- Allow for adjustments to communications based on stakeholder feedback
- Provide relevant and timely information to each stakeholder group to help prepare for the Enter Project Acronym Project changes
- Define and communicate a clear process, roles, and responsibilities that enable accurate and timely information with *one voice*

There are guiding principles that are fundamental assumptions that govern the management of communications. They serve as directional paths to help communicators stay on course and guide the objectives of the *Communications Management Plan*. Key guiding principles include:

- Target communications to specific recipients

- Keep messages concise and deliver them when needed

- Align communication activities with key events and deliverables, where applicable

- Repeat key messages to ensure appropriate level of understanding

- Ensure sensitivity to the current operating environment

- Leverage existing Agency communication channels to distribute messages to key stakeholders

- Use consistent templates and terminology in messages

- Promote two-way communication to create an open dialogue between the project team and key stakeholders

- Provide opportunities for constructive feedback; listen when stakeholders provide it

## 14.2 ROLES AND RESPONSIBILITIES

**Exhibit 14-1: Communications Plan Roles and** Responsibilities identifies the roles and responsibilities of major participants that will participate in the execution of the *Communications Management Plan*.

| ROLE | RESPONSIBILITIES |
|---|---|
| Enter Project Acronym Project Sponsor (AHCA) | <ul><li>Participate actively and visibly throughout FX</li><li>Communicate directly with employees and work with OCM team members (at program- and project-level) to identify opportunities and activities to participate in as part of outreach</li><li>Support the Enter Project Acronym Project Team Lead to understand change-related concerns identified and be part of supporting the mitigation strategies to address resistance and support FX adoption</li></ul> |
| Enter Project Acronym OCM Team (Agency or Vendor) | <ul><li>Responsible for OCM scope</li><li>Plan and execute project-level OCM activities in close coordination with the Agency Project Team members (e.g., drafting initial message content, sending meeting invitations as needed, sending emails as required for execution of project work, routing communications through appropriate channels, etc.)</li><li>Impart project-specific knowledge to the appropriate stakeholders (e.g., managing training, producing, and delivering presentations, drafting project-specific messaging)</li><li>Support change related to their project</li><li>Develops the Enter Project Acronym Project OCM Plan and complete all OCM tasks in the schedule</li></ul> |

| ROLE | RESPONSIBILITIES |
|---|---|
| Enter Project Acronym Project Manager (Agency or Vendor) | ▪ Responsible for coordinating the creation, review, approval, and distribution of general project-related communications<br>▪ Develop and communicate key messages for the project or communication collateral<br>▪ Inform the project team of key messages<br>▪ Assist team with general communications where appropriate<br>▪ Work with project team to ensure the identification, validation, and addressing of issues in their general communications<br>▪ Coordinate updates and maintenance of the Stakeholder Matrix<br>▪ Coordinate with the OCM Services Team on integrated communications |
| Enter Project Acronym Training Lead | ▪ Member of the Enter Project Acronym Project Team<br>▪ Contribute key project status information to the Enter Project Acronym OCM Services Team Lead during biweekly Enter Project Acronym OCM Activities meetings, or as otherwise needed<br>▪ Review all outreach communications produced by the OCM Services Communications Lead, as requested |
| Enter Project Acronym Team Member | ▪ Drafting initial message content<br>▪ Sending emails as required for execution of project work, including Project Manager in the distribution<br>▪ Routing communications through appropriate channels<br>▪ Sending meeting invitations as needed |
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built<br>▪ Bridges the communication gaps between the customer, business stakeholders, and Scrum team<br>▪ Shields the Scrum team from business distractions<br>▪ Works daily with the Scrum team to clarify requirements and accepts completed work<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Removes obstacles, facilitates productive events, and defends the team from disruptions<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| <Add roles as appropriate> | ▪ <Add responsibilities as appropriate> |

**Exhibit 14-1: Communications Plan Roles and Responsibilities**

## 14.3 COMMUNICATION METHODS

Realizing that various stakeholders have diverse needs for information, the Enter Project Acronym Project Team shall use a variety of channels to communicate. During the Enter Project Acronym Project, the Enter Project Acronym Project Team shall leverage effective and familiar communication channels. Where appropriate, the Enter Project Acronym Project Team shall introduce new methods. The channels used differ depending on the stakeholder group, timing, and the message being delivered.

The Enter Project Acronym Project Team uses the channels outlined in Error! Reference source not found. below for Enter Project Acronym Project communications.

| METHOD | FREQUENCY | TARGET AUDIENCE | OWNER |
|---|---|---|---|
| Enter Project Acronym Team Status Meetings | ▪ <Identify frequency: weekly or biweekly> | ▪ Enter Project Acronym Project Team <br> ▪ IV&V <br> ▪ Department of Management Services <br> ▪ <Identify audience> | ▪ Enter Project Acronym Project Manager |
| Enter Project Acronym Issue and Risk Management Meeting | ▪ <Identify frequency> | ▪ Enter Project Acronym Project Team <br> ▪ IV&V <br> ▪ <Identify audience> | ▪ Enter Project Acronym Project Manager |
| Project status update to FX Governance | ▪ Upon invitation | ▪ Enter Project Acronym Project Team <br> ▪ FX Governance (including FX ESC) <br> ▪ IV&V <br> ▪ <Identify audience> | ▪ Enter Project Acronym Project Sponsor supported by the Enter Project Acronym Project Manager |
| Program-level Schedule Review (Master Program Schedule) | ▪ Biweekly, as part of the FX Enterprise Program Management (FX EPgM) | ▪ Enter Project Acronym Project Team <br> ▪ IV&V <br> ▪ <Identify audience> | ▪ FX Program Administration (FXPA) |
| Program-level Resource Coordination Meeting | ▪ Ad hoc as needed | ▪ Enter Project Acronym Project Team <br> ▪ <Identify audience> | ▪ FX EPgMO Lead (or designee). This role is transitioning to the Agency. |
| Integrated CRAIDL Management Meeting | ▪ Biweekly | ▪ Enter Project Acronym Project Team <br> ▪ IV&V <br> ▪ <Identify audience> | ▪ FX EPgMO CRAIDL Manager |
| Organizational Change Management Activities | ▪ <Identify frequency> | ▪ Enter Project Acronym OCM Services Teams <br> ▪ IV&V <br> ▪ <Identify audience> | ▪ Enter Project Acronym OCM Services Team |
| FX Portal Updates | ▪ Monthly | ▪ Identified stakeholders | ▪ FX OCM Services Communications Lead |
| FX Email Communications | ▪ As needed | ▪ Identified stakeholders | ▪ FX OCM Services Team |
| <Workstream Kickoff Meeting> | ▪ Prior to the start of each Workstream | ▪ Identified stakeholders | ▪ Enter Project Acronym Project Manager |
| <Town Halls> | ▪ End of each Workstream and prior to Go-Live | ▪ Identified stakeholders | ▪ Enter Project Acronym Project Manager |
| Other Meetings to be determined in collaboration with the Agency | ▪ As needed | ▪ Identified stakeholders | ▪ Enter Project Acronym Project Manager |

**Exhibit 14-2: Communication Methods Table**

All communications related to the project are considered public information. Project information should be communicated via email to the extent possible; instant messages and texts are not considered approved forms of communication for the team.

## 14.4 PROJECT REPORTING

**Exhibit 14-3: Project Reporting Requirements and** Frequency identifies and describes the project reporting types and frequency for the Enter Project Acronym Project.

| REPORT | DESCRIPTION | FREQUENCY |
|---|---|---|
| Enter Project Acronym Weekly Status Report (WSR) / Dashboard | This is the regularly produced detail Project Status Report delivered | Weekly |
| Enter Project Acronym Monthly Status Report (MSR) to Department of Management Services (DMS), Executive Office of the Governor's Office of Policy and Budget, and the Appropriations Chairs of the House and Senate | This report is a summary of the month's project activities and progress | Monthly<br><br>Refer to the *P-2: FX Project Management Standards* and the *Monthly Status Report* process definition for details |
| <Enter Project Acronym Performance Reporting> | <The Agency will monitor the Enter Project Acronym Vendor's performance using a Performance Reporting System to oversee the quality of the Vendor's performance, document performance levels in critical areas of the system, facilitate the management of the Enter Project Acronym contract, and enhance the investment made by the Agency and federal government in the administration of the FX Program> | <Monthly> |
| Ad hoc reports | Ad hoc analyses and ad hoc reports at the written direction of the Agency | As requested by the Agency |
| Jira Scrum Board (when using Hybrid Agile) | An information radiator that is utilized to manage the product and Sprint backlogs and show the flow of work and its bottlenecks | Refreshed continuously Recreated for each Sprint |
| Burn Down Chart (when using Hybrid Agile) | A graphical representation of the work remaining versus the time left in the Sprint | Refreshed continuously Recreated for each Sprint |
| <Identify other project reporting> | <Identify description> | <Identify frequency> |

**Exhibit 14-3: Project Reporting Requirements and Frequency**

Agenda and summaries (e.g., meeting minutes) for all meetings will be stored in the Enter Project Acronym Project Artifact Directory (PAD) in the FXPR.

For project email communications, the Enter Project Acronym Project Team will communicate directly with the corresponding Agency and FX Vendor counterparts with appropriate *Cc* inclusion as identified in **Exhibit 14-4: Email Communication** Guidelines. Over time, inclusion of the Enter Project Acronym AHCA Contract Managers and Implementation Team Leads may ease off if agreed to by the Contract Managers and Implementation Team Leads. In addition, the Enter Project Acronym Project team members will follow the email guidelines outlined in FX Meeting and Email Standards.

| | DIRECT RECIPIENT OF EMAIL | CC RECIPIENT OF EMAIL |
|---|---|---|
| Contractual Communications | • Enter Project Acronym AHCA Contract Manager and Enter Project Acronym Contract Manager | • Enter Project Acronym AHCA Team Lead and Enter Project Acronym Account Manager |
| Formal Communications | • Team Leads<br>• Project Managers | • Agency<br>• Agency Team Leads |
| Informal Communications | • Person to Person | • As needed |

**Exhibit 14-4: Email Communication Guidelines**

Project resources change throughout the project life cycle. Having a current and easy-to access contact list provides project team members with essential role and contact information to stay connected with project team members. As part of the on and off-boarding process of project team members, the Enter Project Acronym Project Team updates the contact list to include the following information:

- Name
- Email Address
- Role
- Phone Number
- Organization

The Project Contact List is stored in the FXPR.

# SECTION 15    PROJECT STAKEHOLDER MANAGEMENT PLAN

## 15.1 OVERVIEW

The intent of project stakeholder management is to identify individuals or groups the Enter Project Acronym Project will impact and develop appropriate strategies for effectively interacting with them. Stakeholder management focuses on communication with stakeholders to understand their communication needs and expectations, addressing issues as they occur, and fostering appropriate stakeholder awareness of project decisions and activities.

The Enter Project Acronym Project includes both direct and indirect stakeholders. Direct stakeholders are those organizations, groups, or individuals who have a working role on the project or who are impacted by the output of the project. Indirect stakeholders are those individuals whose interests are enhanced or threatened by the project. Refer to **Exhibit 15-1: Enter Project Acronym Project** Stakeholders below.

<Update the following list of stakeholders as appropriate for your project.>

| DIRECT STAKEHOLDERS | | INDIRECT STAKEHOLDERS | |
|---|---|---|---|
| <ul><li>AHCA</li><li>CMS</li><li>SEAS Vendor</li><li>Department of Management Services</li></ul> | <ul><li>IV&V Vendor</li><li>Enter Project Acronym Vendor</li><li>All Vendors with Business Rules</li></ul> | <ul><li>Future Module Vendors</li><li>Other State Health and Human Services Agencies</li><li>Attorney General's Medicaid Fraud Control Unit</li><li>Department of Financial Services (Florida PALM System)</li><li>Providers of Medicaid Services</li><li>Academic Organizations (supporting HQA)</li></ul> | <ul><li>State of Florida Legislature</li><li>Florida Governor's Office</li><li>Third Party Liability Vendors</li><li>Recipients of Medicaid Services</li><li>Advocacy Organizations</li></ul> |

**Exhibit 15-1: Enter Project Acronym Project Stakeholders**

Update of the stakeholder management activities outlined in this section will occur as needed and in accordance with the Enter Project Acronym Project <i.e., vendor contract> and/or Task Order.

## 15.1.1 ROLES AND RESPONSIBILITIES

**Exhibit 15-2: Stakeholder Management Roles and** Responsibilities below describes the Stakeholder Management Roles and Responsibilities.

| ROLE | RESPONSIBILITIES |
|---|---|
| Enter Project Acronym Project Sponsor | ▪ Identify project stakeholders<br>▪ Identify project resources to assist with producing other-than-routine communication collateral<br>▪ Deliver communications as needed<br>▪ Act as a champion for non-routine communications<br>▪ Approve communication content and distribution<br>▪ Facilitate access to stakeholder groups as needed<br>▪ Consult and advise with the FX OCM Team on stakeholder management strategies<br>▪ Communicate stakeholder issues with the FX OCM Team |
| Enter Project Acronym Project Manager (Agency or Vendor) | ▪ Identify project stakeholders<br>▪ Bring stakeholder communication needs to the Enter Project Acronym Project Team for consideration<br>▪ Participate in production, review, and approval of communication collateral at the request of the Enter Project Acronym Project Sponsor<br>▪ Engage stakeholders as requested by the Enter Project Acronym Project Sponsor<br>▪ Notify and communicate stakeholder issues with FX OCM Team |
| Enter Project Acronym FX Program OCM Lead | ▪ Stakeholder Management process owner<br>▪ Collaborate with the FX Program OCM Lead<br>▪ Conduct baseline stakeholder analysis for the Enter Project Acronym Project<br>▪ Facilitate periodic updates to the *Stakeholder Management Plan*, *Communications Plan*, and Stakeholder Analysis<br>▪ Facilitate the development, approval, and distribution of communications collateral to assure appropriate and effective stakeholder communication<br>▪ Make recommendations to the Project Sponsor and project team on strategies to engage stakeholders, and manage stakeholder concerns<br>▪ Identify risks associated with project stakeholder management and participate in the development of response plans<br>▪ Collaborate with FX Program OCM Lead for FX Project messaging and communications with stakeholders |
| Enter Project Acronym Training Lead | ▪ Identify and notify FX Program OCM Lead as previously unidentified Stakeholders are revealed |
| Enter Project Acronym AHCA Team Lead | ▪ Identify and notify FX Program OCM Lead as previously unidentified Stakeholders are revealed |
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built<br>▪ Works with external stakeholders to set and meet product expectations and facilitate utilization<br>▪ Bridges the gaps between the customer, business stakeholders, and Scrum team<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Removes obstacles, facilitates productive events, and defends the team from disruptions<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |

| ROLE | RESPONSIBILITIES |
|------|------------------|
| <Add other roles as appropriate> | ▪ <Add responsibilities as appropriate> |

**Exhibit 15-2: Stakeholder Management Roles and Responsibilities**

### 15.1.2 STAKEHOLDER MANAGEMENT APPROACH

The Project's Stakeholder Management approach consists of the following components shown in **Exhibit 15-3: Stakeholder Management** Approach:



**Exhibit 15-3: Stakeholder Management Approach**

#### 15.1.2.1 STAKEHOLDER MANAGEMENT APPROACH

Direct and indirect stakeholders have been identified and are noted in the Project Charter and in Section 15.1 above. Extended individual stakeholders for each group are identified by the Enter Project Acronym Project Team. Throughout the Enter Project Acronym Project, the FX Program OCM Team revalidates the FX Program Stakeholder Analysis as part of a monthly task. The FX OCM Project Liaison then communicates any key changes to the FX Program OCM Team or Vendor OCM Resource to confirm that an accurate project stakeholder list is maintained. The project stakeholder list is used as a primary input into the Enter Project Acronym Project Communications Plan and Training Plan.

#### 15.1.2.2 STRATEGIES TO MANAGE PROJECT STAKEHOLDERS

The *Project Stakeholder Management Plan* for managing key stakeholders during the phases of the project relies upon the integrated use and monitoring of several project deliverables and work products. The use of the Stakeholder Analysis maintained by FX Program OCM Lead, the *Communications Plan*, and the accompanying *Stakeholder Engagement Plan*, Meeting Table, and Communications Matrix are used to manage all stakeholder communication and feedback.

#### 15.1.2.3 STAKEHOLDER ENGAGEMENT

The Enter Project Acronym Project Team OCM resource (Agency or Vendor) will participate in Stakeholder Engagement in coordination with the Enter Project Acronym Project Team.

### 15.1.2.4 STAKEHOLDER MONITORING

FX Vendor OCM Resources monitors stakeholders across the project by monitoring feedback from various communications.

<After assessing required stakeholder artifacts in the PPA, the Enter Project Acronym Project Manager (and FX Program OCM Lead) should review the OCM Plan Deliverable and detail here what activities the Enter Project Acronym Project Team shall perform.>

# SECTION 16    DOCUMENT MANAGEMENT PLAN

## 16.1 OVERVIEW

This section highlights how the Enter Project Acronym Project Team shall create and maintain documents and to post them in the FXPR in accordance with the *P-2: Project Management Standards*. It also identifies the processes required to store and control FX Project documentation ensuring accessibility to authorized project stakeholders and to provide required document retention and security in accordance with the AMS.

Project artifacts can be defined as deliverables or work products. This section describes the process followed for developing deliverables and details the process followed for managing project work products. Either or both may be produced over the life cycle of a project:

- Deliverables are artifacts produced for or provided to the Agency that are explicitly identified and categorized as deliverables in the Contract, Statement of Work (SOW), or in the *Deliverables* section of a subsequent task order. All contractually identified deliverables require a DED prior to deliverable development.

- Work products are tangible project artifacts required for a project team to complete its objective. Here are some examples of work products: Business Case, Close Out Report, presentation decks, status reports, and project schedules. Work products do not require an approved DED prior to development.

**Note:** Both deliverables and work products are considered project artifacts.

## 16.2 DELIVERABLE AND WORK PRODUCT DEVELOPMENT ROLES AND RESPONSIBILITIES

**Exhibit 16-1: Document Management Roles and** Responsibilities below describes the document management roles and associated responsibilities.

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Team Deliverable or Work Product Developer (Agency or Vendor) | <ul><li>Create the Deliverable Expectations Document (DED) if required</li><li>Create the deliverable or work product</li><li>Submit draft and final versions of the DED, deliverable or work product to the Enter Project Acronym Project Manager for submission to the Agency</li><li>Participate in the document review meeting</li><li>Update the document based on the review meeting</li><li>Submit plan for logical breakup of large deliverables in the DED (if needed)</li><li>If the deliverable is large, submit deliverable sections for approval per the agreed upon plan</li><li>Facilitate walk-through to orient reviewers to the DED, deliverable or work product</li><li>Work with the Enter Project Acronym Project Team to resolve issues</li></ul> |

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Manager (Agency or Vendor) | ▪ Responsible for following the AMS, FX Standards, and FX process definitions for the planning, development, naming, management, submission, review, approval, and storage of project deliverables and work products<br>▪ Coordinate and/or perform preliminary review of deliverables to confirm they meet contract requirements and basic quality standards prior to submission to the Agency<br>▪ Work with the Enter Project Acronym Project Team to resolve issues and follow the escalation process as needed for resolution of issues<br>▪ Provide written deliverable review comments from reviewers as received to the Enter Project Acronym Deliverable Developer<br>▪ Store review comments (if applicable) and other related documentation in the FXPR<br>▪ Confirm comments are addressed prior to resubmission<br>▪ Collaborate and communicate quality standards, measures, processes, and awareness across the Enter Project Acronym Project Team and stakeholders as appropriate<br>▪ Submit draft DED deliverables and work products to the Agency in accordance with FX Standards and process definitions |
| Enter Project Acronym Project Review Lead (Agency) | ▪ Select the Deliverable Review Team and identify stakeholders with the Enter Project Acronym Project Sponsor<br>▪ Review DED, deliverable, or work product<br>▪ Participate in review meetings<br>▪ Review and approve the documents<br>▪ Advise on how the Enter Project Acronym Project Team should break up large deliverables into manageable sections<br>▪ Distribute deliverable to the Enter Project Acronym Deliverable Review Team and/or the identified point of contact<br>▪ Manage the Deliverable Review and Approval process with the Enter Project Acronym Deliverable Review Team in accordance with FX Standards and process definitions<br>▪ Synthesize deliverable review comments to ensure consistency, completeness, quality, and accuracy of comments<br>▪ Act as Point of Contact (POC) for the Enter Project Acronym Project Manager<br>▪ Facilitate communication among the review team and stakeholders<br>▪ Participate in comment resolution process<br>▪ Make a formal recommendation to the Project Sponsor on approval or rejection of the deliverable |
| Enter Project Acronym Deliverable Review Team | ▪ Participate in document review meetings<br>▪ Participate in deliverable and work product development as a source of information for the Enter Project Acronym Developer (Deliverable Review Team members do not do any formal development)<br>▪ Review deliverable and work products according to assigned role<br>▪ Identify and record revision comments in required format and within the established review period<br>▪ Participate in comment resolution<br>▪ Review updates after the Deliverable Developer has made changes to the draft deliverable confirming the final deliverable meets established expectations |

| ROLE | RESPONSIBILITY |
|---|---|
| Enter Project Acronym Project Sponsor | ▪ Review comments and recommendations from the review team and Project Lead (Agency)<br>▪ Participate in the review process<br>▪ Coordinate with FX Program Administration (FXPA) and the Project Lead (Agency) on formal approval of DED, deliverable or work product<br>▪ Use appropriate escalation processes as needed for content issues<br>▪ Accept or reject the deliverable or work product and communicate the disposition to the Enter Project Acronym Project Manager, Agency, and Vendor Contract Managers, and the FX EPgMO |
| Project Team Contract Manager (Agency) | ▪ Notify appropriate parties of approval or rejection of deliverable or work product<br>▪ Other duties as noted in the AMS<br>▪ Perform preliminary review of artifacts (including DEDs, deliverables, reports, etc.) to ensure they meet contract requirements and basic quality standards (e.g., format, spelling, and grammar) |
| Enter Project Acronym Product Owner (when using Hybrid Agile) | ▪ Ultimately responsible and accountable for the end product that is built<br>▪ Works closely with the Scrum team and prioritizes a working product over comprehensive documentation<br>▪ Depending on the time requirements demanded, this role may be filled by the Project Sponsor in addition to their other duties |
| Enter Project Acronym Scrum Master (when using Hybrid Agile) | ▪ The coach of the development team and process owner in the Scrum framework<br>▪ Adheres to the Agile process, prioritizing a working product over comprehensive documentation<br>▪ Depending on the time requirements demanded, this role may be combined with the duties of the Project Manager above or be in addition to the Project Manager |
| <Add roles as appropriate; consider roles in the AMS> | ▪ <Add responsibilities as appropriate> |

**Exhibit 16-1: Document Management Roles and Responsibilities**

## 16.2.1 DOCUMENT REVIEW AND APPROVAL PROCESS

The Enter Project Acronym Project Team shall follow three major sub-processes that make up the Deliverable Review and Approval process:

1. The **Deliverable Expectations Process** defines the tasks, responsible actors, and outputs for establishing the contractual approval criteria, and format and content expectations for project deliverables.

2. The **Deliverable Review Process** defines the tasks, responsible actors, and outputs for the submission, receipt, review, and feedback of draft deliverables and the resolution of review feedback for approval of a final deliverable draft.

3. The **Deliverable Approval Process** defines the tasks, responsible actors, and outputs for the approval and invoice payment of a final deliverable.

## 16.2.2 DEFINING THE DELIVERABLE EXPECTATIONS AND APPROVAL CRITERIA

The Enter Project Acronym Project Manager shall:

- Facilitate Deliverable Expectations Meeting(s) with key review stakeholders, prior to the start of the deliverable development. The intent of Deliverable Expectations Meeting(s) is to formally establish expectations for the development of the deliverable. Expectations should focus on identifying and agreeing upon the *who*, *what*, *why*, *when*, and *how* for the development of the deliverable and should include the approval criteria for the deliverable under development.

- Facilitate the Deliverable Expectations Meeting(s) in a timely manner sufficient to define, draft, and approve the DED to achieve the scheduled deliverable milestones set in the project's planning stage.

- Update the PMP *Scope Management Approval Criteria* section as needed.

### 16.2.3 THE DELIVERABLE EXPECTATIONS DOCUMENT

The Enter Project Acronym Project Manager shall use the Deliverable Expectations Document (DED) to establish and manage deliverable expectations (i.e., content, format, review team, review timeframe, approval criteria for each of the deliverable expectations, and approver(s)). Also recorded in the DED is the developer's approach to meeting the deliverable requirements.

Since work products do not have a DED, the Enter Project Acronym Project Team Deliverable Developer shall communicate to the project team the complexity of the work product and indicate the suggested review duration.

If the approved DED changes project scope, schedule, or cost, the Project Manager shall initiate the Change Control process.

### 16.2.4 DELIVERABLE DEVELOPMENT

During deliverable development, decisions made by the Enter Project Acronym Project Team (including Project Sponsor) may conflict with the approved DED. When this occurs, the Deliverable Developer updates the approved DED and submits the revised document to the Enter Project Acronym Project Manager for submission to the Project Sponsor. The Enter Project Acronym Project Manager is responsible for facilitating the review and approval process for the updated DED.

### 16.2.5 DELIVERABLE AND WORK PRODUCT QUALITY CONTROL

<Using the *Quality Control* section of the AMS and the Quality Control Checklist as a guide, define the Enter Project Acronym Project Team's internal quality control process here.>

### 16.2.6 DELIVERABLE AND WORK PRODUCT REVIEW

The Deliverable and Work Product(document) Review process is initiated when the Enter Project Acronym Project Manager submits a deliverable for Agency review and approval. The document will be 100% complete and in draft format prior to submission. In the case of a phased deliverable, each of the sections will be managed as an individual deliverable. Once

the review of each of the sections is complete, a final review will be conducted over the document to ensure there are no gaps between the sections.

The Enter Project Acronym Project Manager shall notify the Project Sponsor that the document is posted for review in the FXPR. The review team shall review the document and provide feedback within the timeframe previously specified. The Enter Project Acronym Project Manager shall log an issue if notification of document approval or rejection has not been provided to the Enter Project Acronym Project Team within that time, naming the Project Sponsor as the issue owner.

<Define the method that will be used for capturing comments. The standard is inline comments.> Example below.

If the document is in Microsoft Word, the reviewers' comments are captured inline using tracked changes. If the document is in another format, the reviewers' comments are captured in a comment tracker (Excel). The Enter Project Acronym Project Manager reviews the inline comments to ensure consistency, completeness, quality, and accuracy of comments and shall resolve any conflicting comments. The Enter Project Acronym Project Manager is responsible for maintaining the correct version of the document. The following expectations are presented in regard to reviewing the document and providing comments or approving corrections of deficiencies:

- All deficiencies must be actionable and must provide specific method for remediation based on the comment.
- The deliverable will be assessed against applicable standards or process definitions defined within the realm of the document's content, based on a version of the standard or process definition available at the time of the creation of the document.

### 16.2.7 DELIVERABLE AND WORK PRODUCT REVIEW PERIOD

The deliverable review period will be established in the respective DEDs. These timeframes will be reflected in the baselined schedule.

Work product review times will be determined prior to submission to the Agency.

### 16.2.8 DELIVERABLE AND WORK PRODUCT REVISION

<Define how the team will review and respond to review comments and update deliverable.> See example.

When the document is returned to the developer with comments, the developer will remediate actionable comments using tracked changes. Once remediated, the document will be resubmitted to the Agency for review and approval.

### 16.2.9 DELIVERABLE AND WORK PRODUCT SUBMISSIONS

The Enter Project Acronym Project Manager shall, according to contractual obligations, formally submit documents to the Agency, by providing a link to the artifact requiring review, in an email to the AHCA Contract Manager.

Subsequent submissions for approval will include comments from previous submissions.

### 16.2.10 APPROVED DELIVERABLES AND WORK PRODUCTS

Upon approval, a final version will be stored with all comments removed and tracked changes accepted.

## 16.3 DOCUMENT MANAGEMENT

### 16.3.1 PROJECT ARTIFACT DIRECTORY

Enter Project Acronym Project artifacts will be stored in the project's Project Artifact Directory (PAD) <insert file path> in the FXPR, except for the project schedule and status reports.

- The Project Schedule is stored in Project Web Access (PWA) and located in the SEAS SharePoint site and the PAD.
- The Weekly Status Report (Dashboard) is stored in Power BI and located in the SEAS SharePoint site and the PAD.
- The Monthly Status Report is stored in the SEAS SharePoint site
- <Define here with links to the project folder, a guide for what and where artifacts will be.>

### 16.3.2 ROLES AND RESPONSIBILITIES

The Enter Project Acronym Project Manager is responsible for managing and controlling the project's PAD in accordance with the *P-2: FX Project Management Standards*. All Enter Project Acronym Project Team members are responsible for ensuring the documents are stored in the directory in a timely manner.

### 16.3.3 DOCUMENT NAMING STANDARDS

The Enter Project Acronym Project shall follow the naming convention standard defined in the AMS.

### 16.3.4 DOCUMENT VERSION CONTROL

The Enter Project Acronym Project shall follow the corresponding requirements in the AMS.

# SECTION 17 RESOURCES MANAGEMENT PLAN

## 17.1 OVERVIEW

The Enter Project Acronym Project *Resource Management Plan (RMP)* describes how project resources will be planned for and managed.

## 17.2 PLAN RESOURCES

While working through project initiation and planning activities, the Enter Project Acronym Project Manager determines the resource types, quantity of resources, and other parameters needed to properly resource activities in the Enter Project Acronym Project schedule.

## 17.3 HUMAN RESOURCE ACQUISITION

The Enter Project Acronym Project Manager is responsible for working with project leadership (Project Sponsor, other vendors, and the FX EPgMO) to identify and acquire the appropriate staff to deliver the scope of the project. The Enter Project Acronym Project Manager shall work with the Project Sponsor to identify those resources from the Agency needed to fill identified roles and their level of effort will be captured in terms of Percent (%) Utilization.

Human Resource acquisition will continue throughout the project life cycle. The Enter Project Acronym team having started during initiation; the project shall continue to onboard resources at various times prior to specific tasks beginning or as replacements to current resources. If there is a delay in acquiring a resource for scheduled work, the Project Sponsor will be made aware, and an issue will be logged and escalated as needed.

## 17.4 MANAGE RESOURCE

The Enter Project Acronym Project Manager shall work with the project team to minimize impact of non-working time. The project team shall notify the Project Manager as soon as a need for time off is identified and will record time off (of 1 day+) on the Team Member Out of Office Calendar in the FXPR. The Enter Project Acronym Project Manager shall update the project schedule accordingly. Transitioning of staff responsibilities will be the responsibility of the project team to minimize adverse impacts to project due dates and to smoothly transition knowledge and activities.

# SECTION 18    OUTCOME AND BENEFITS MANAGEMENT PLAN

FX Governance authorized the Enter Project Acronym Project to achieve the following outcome(s) identified during the Portfolio Management process:

1. <List outcome(s) and associated benefits>

These outcome(s) and associated benefits (tangible and intangible) are tracked in the Benefits Realization Tracking Workbook. Attainment of outcomes is a criterion of project success and a consideration for whether a project continues. Thus, the Enter Project Acronym Project Manager and the Enter Project Acronym Project Sponsor, and/or FX Governance, will consider the impact a variance or change has on achieving stated outcomes and benefits. If the Enter Project Acronym Project encounters a situation that impacts outcomes and/or benefits, the Project Manager shall notify the FX EPgMO, which in turn, shall notify the FX Portfolio and FX Governance teams. The Enter Project Acronym Project Manager shall provide documentation and support upon request.

The Enter Project Acronym Project shall report progress toward outcome and benefits realization as required by the *P-2: FX Project Management Standards* and upon request.

# SECTION 19 PROJECT REUSE

## 19.1 OVERVIEW

The Enter Project Acronym Project's *Reuse Plan (ReMP)* describes the approaches to maximize reuse.

## 19.2 REUSE APPROACH

The Reuse Plan defines two categories of reusable assets as mentioned below:

Reuse of other FX Module Vendor assets – These assets include use of IS/IP Vendor's Application Lifecycle Management (ALM) Tools, Single Sign-on capability, Monitoring and Scheduling tools, Help Desk, and use of business services like address standardization.

Reuse of Project components – <insert list of components.>

The Enter Project Acronym Project will continue to promote reuse by making assets available to avoid redundant custom development and enable collaboration. The Enter Project Acronym Project continue to update the Reuse Plan as new assets are procured.

The Enter Project Acronym Project's Reuse Plan can be incorporated into the CMS Reuse Plan. The Reuse Plan is updated as new reusable assets are identified.

# SECTION 20    PROJECT GLOSSARY

For a definition of terms and acronyms used throughout this document, refer to the *FX Projects Glossary* located in the FXPR at FX-HUB > Project Glossary.