Project Management Guidelines

1. INTRODUCTION.

This Appendix (Project Management Guidelines) sets forth the detailed Project Management Guidelines.

2. PROJECT MANAGEMENT PLAN POLICY AND GUIDELINES OVERVIEW.

The Project Management Plan (PMP) is a critical document that aids the Project Manager in managing the project. It is a documentation of the understanding of the expectations of cost, scope and time and provides a roadmap to the project's success. Establishing a baseline will allow the Project Manager to permanently capture and store these constraints for future use such as impact analysis of a potential change in the project. The change must be documented by stating the effect on cost, schedule and scope after proceeding through the pre-defined Change Management Process. The Project Manager should negotiate the PMP with the State Project Manager so that expectations can be set; and cost, schedule, and scope targets can be maintained. Once completed, any approved change order is stored in an appendix to the PMP.

The Contractor must provide a Project Management Plan to demonstrate to the State that the Contractor has a clear understanding of the overall complexity of the project and all associated tasks to successfully implement the requirements in this RFP. The Project Management Plan must address the operational aspects of the project and must address all major sections of this RFP. The Project Management Plan must be approved by the State Contract Manager and must be continuously updated by the Contractor throughout the duration of the project.

The Project Management Plan is a "living document" that charts the path of the project and contains the project's baseline at various points in time. As the project changes, the Project Management Plan is referenced to help determine the impact of those changes on cost, schedule, and scope. If the change is agreed upon, the plan is edited and its contents re-baselined. The project then continues under new constraints.

The contents and size of the Project Management Plan will vary from project to project. The effort to create the plan must be weighed against the size and complexity of the project. A two week project may only need a 2-3 page Project Management Plan while a multi-phase, multi-year project, filled with risk and complexity may warrant a much bigger PMP. Depending upon the size of the project, the PMP should contain the following sections:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Project Work Plan

VI. Facility Management Plan

VII. Issues Management Plan

VIII. Transition Plan

IX. Communication Plan

X. Weekly Status Reporting

XI. Requirements Management Plan

XII. Change Management Plan

XIII. Issues Management Plan

XIV. Risk Management Plan

XV. Training Plan

XVI. Maintenance and Operations Plan

XVII. Administrative Completion Reporting

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award in the system development lifecycle, the State expects a Project Management Plan that describes the approach and methodology for seventeen (17) key aspects of the project management effort associated with a project as determined necessary by the Project Steering Committee, which are numbered I through XVII in the document structure listed above. A description of each key aspect, along with the associated requirements, can be found below.

The Contractor will be provided the opportunity to update the Project Management Plan in Requirements and Planning Phase; and in doing so, will begin to provide a history of document issuance and change(s).

Project Management Plan Requirements:

The Contractor Must

1. Prepare and deliver a Project Management Plan during the Pre-Award Phase.
2. Starting in Requirements Analysis and Design Phase and for the duration of the System Development Life Cycle, provide an update to the Project Management Plan following the implementation of any change or configuration that impacts the Project Management Plan.
3. Track each deliverable of the Project Management Plan in Microsoft Project format (or a similar software package or application with Contractor provided licenses). All updates must be presented for review at the weekly status meeting.

4. Cooperate with the IV&V (Independent Validation and Verification) Contractor and provide access to staff, documentation, and deliverables, as directed by the State.
5. Describe the management process for obtaining approval of the deliverables, as well as any "go/no-go" decision points in the project.
6. Update the Project Management Plan and identify the status of all activities and milestones associated with the Project Management Plan.
7. The Project Management Plan must include a cover page that contains a title, issuance date, and version number.
8. The Project Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.
9. The Project Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.
10. The Project Management Plan must include an executive summary, including the purpose of the plan, and the contents of the document.
11. The Project Management Plan must include a section "Project Work Plan (aka Schedule)," and follow the content and requirements defined below.
12. The Project Management Plan may include a section "Facility Management Plan," (if applicable) and follow the content and requirements defined below.
13. The Project Management Plan must include a section "Transition Plan," and follow the content and requirements defined below.
14. The Project Management Plan must include a section "Communication Management Plan," and follow the content and requirements defined below.
15. The Project Management Plan must include a section "Weekly Status Reporting," and follow the content and requirements defined below.
16. The Project Management Plan must include a section "Requirements Management Plan," and follow the content and requirements defined below.
17. The Project Management Plan must include a section "Change Management Plan," and follow the content and requirements defined below.
18. The Project Management Plan must include a section "Issues Management Plan," and follow the content and requirements defined below.
19. The Project Management Plan must include a section "Risk Management Plan," and follow the content and requirements defined below.
20. The Project Management Plan must include a section "Training Plan," and follow the content and requirements defined below.
21. The Project Management Plan must include a section "Maintenance and Operations Plan," and follow the content and requirements defined below.
22. The Project Management Plan may include a section "Certification Readiness," and follow the content and requirements defined below.
23. The Project Management Plan must include a section "Administrative Completion Reporting," and follow the content and requirements defined below.

Project Work Plan Requirements

The Contractor must provide a Project Work Plan to help guide the project team through the execution, operations and closure phases of the project. The Project Work Plan is a set of plans to help manage

staff, and subcontractors if applicable, to ensure that the project is delivered on time and within budget. The Project Work Plan must be broken down into specific tasks and sub-tasks, including the identification of project deliverables, and assignment of allocated resources to each task.

The Project Work Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary Overview

V. Contractor's Approach

a. Policies

b. Procedures

c. Metrics

VI. Project's Critical Path

a. Performance monitoring

VII. Conditions and Standards for verification and compliance with any mandates (if applicable)

VIII. Work Breakdown Structure

a. Deliverables

b. Tasks and subtasks

c. Proposed Milestones

d. Schedules

e. Resources

IX. Project Scope

a. Procedures and resources

b. Applications and tools

X. Implementation of modules and components

XI. Weekly Status Reporting

a. Approach

b. Tools

c. Examples

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle the State expects an approach and methodology of the Project Work Plan which will help guide the project team for the duration for the System Development Life Cycle. The approach and methodology must cover all aspects of the Project Work Plan.

PLAN AND PROCESS

During the Planning phase and through Maintenance and Operations Phase, the Contractor must prepare and deliver a Project Work Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and process associated with the approach and methodology previously described in the Project Management Plan for the work plan. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section with the approved Project Work Plan.

The Contractor must:

2.1 Describe its approach and methodology for the work plan management in Pre Award Phase, which will help guide the project team for the duration of the System Development Life Cycle.

2.2 Prepare and deliver the PWP during Planning Phase and update as needed for the life of the project.

2.3 Create a Work Breakdown Structure (WBS) developed in Microsoft Project, or equivalent format acceptable to the State, which includes: all deliverables; tasks and subtasks; proposed milestones; associated dependencies; and resources assigned to each task and subtask to be performed during Pre-Award Phase and through Maintenance and Operations Phase

2.4 Update the Project Management Plan and identify the status of all activities and milestones associated with the PWP, as necessary.

2.5 The PWP must include a cover page that contains a title, issuance date, and version number.

2.6 The PWP must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

2.7 The PWP must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

2.8 The PWP must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

2.9 The PWP must include a project overview that includes a narrative description of its overall management approach, policies, procedures, and project metrics.

2.10 The PWP must document the project's critical path and include a performance monitoring plan.

2.11 The PWP must include a description and organization of the Work Breakdown Structure (WBS).

2.12 The PWP must describe the business processes and procedures for controlling the scope of the project.

2.13 The PWP must describe how changes in project scope will be presented to the State, including prioritization of changes, budget and schedule implications.

2.14 The PWP must describe the Contractor's approach for the phased implementation of modules and components.

2.15 The PWP must describe any applications and/or tools that will be used to control scope.

2.16 The PWP must include the approach to weekly status reporting and tools that will be used as part of the reporting methodology.

2.17 The PWP must include examples of the weekly status report(s) that will be used throughout all phases of the project. The report(s) must include a summarization of the progress and status of all activities, milestones and achievements, schedule risks, schedule status of all activities related to the enterprise scope of work, documented problems encountered and the resulting impact, as well as corrective measures taken.

Facility Management Plan Requirements (If needed)

The Contractor must provide a Facility Management Plan that will include all activities, resources and schedules supporting the establishment and maintenance of the project office and facilities for the development, implementation and operations of the Project. The Contractor will be required to provide a fully functional and operational facility for the Project. The Project Facility will house the entire Project Team including NJ State Project staff, Contractor staff, and any other Project Contractors.

The Contractor must establish a primary project facility in a location approved by the State Contract Manager. The Contractor must maintain an office in New Jersey. The Contractor 's proposals must include strategies to rapidly procure adequate space for key and core State and Contractor staff during the initial phases of project development. The State reserves the right to inspect all facilities at any time. Successful completion of this deliverable will ensure that the Project Team has an adequate facility in which to work.

The Facility Management Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Roles and Responsibilities

VI. Contractor's Approach

VII. Approach and Methodology

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the project, the State expects an approach and methodology to facility management for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of facility management.

PLAN AND PROCESS

During Planning Phase, the Contractor must prepare and deliver a Facility Management Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for facility management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for facility management with the approved Facility Management Plan.

REQUIREMENTS

3.1 The Facility Management Plan must include a cover page that contains a title, issuance date, and version number.

3.2 The Facility Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

3.3 The Facility Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

3.4 The Facility Management Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

3.5 The Facility Management Plan must include the Contractor's approach and methodology to the requirements above and the process of maintaining compliance with these requirements.

Transition Plan Requirements

The Contractor must provide a Transition Plan to describe an approach for knowledge transfer, and for evaluating the risks and issues involved in the Project transition, and the strategies to minimize disruption to the normal business operations of the State during Project integration, implementation, and cutover activities. The Contractor must develop and implement its approach to transition planning and provide the State with the ability to monitor business operations throughout the project phases and life of the Contract.

The Transition Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Documents Change History

IV. Executive Summary

V. Contractor's Approach

VI. Major Activities and Milestones

VII. Roles and Responsibilities

VIII. Proposed Sequence and Schedule by Transition Phase-In

IX. Communication

X. Business Process Transition

XI. Technical Transition

XII. Staff Transition

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology for initiating and maintaining normal business operations during Project transition for the duration of the System

Development Life Cycle. The approach and methodology must cover all aspects of transition management, including transition items, transition reporting, and transition auditing.

PLAN AND PROCESS

During Planning Phase, the Contractor must prepare and deliver a Transition Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for transition management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for transition management with the approved Transition Plan.

REQUIREMENTS

The Contractor must:

4.1 Describe its approach and methodology for initiating and maintaining normal business operations during the Project transition.
4.2 Provide the Transition Plan during Planning Phase within 30 State work days after the effective date of the Contract, to allow appropriate knowledge transfer between the incumbent project Contractor and the new Contractor.
4.3 Participate in joint review meetings with the State and the incumbent Contractor to discuss methods to minimize disruption to the normal business operations of the State during the Project transition.
4.4 Provide major activities and milestones.
4.5 Describe the method of documenting strategies and decisions.
4.6 Identify and define the impact of each business process to be transitioned from incumbent Contractor to successor Contractor.
4.7 Identify and define the impact of each technical process to be transitioned from incumbent Contractor to successor Contractor.
4.8 Identify the proposed staff transition from incumbent Contractor to successor Contractor.
4.9 Describe the process for materials, artifacts, and equipment transfers.
4.10 Initiate, coordinate and host an initial Project Kickoff meeting with the State within ten (10) State business days after the contract effective date or as defined by the State.
4.11 Describe how appropriate knowledge transfer between the current Project Contractor and the successor Project Contractor will occur.
4.12 Not employ any individuals who are employees of the current Fiscal Agent without prior written consent and approval by the State.
4.13 Provide a transition strategy that ensures knowledge transfer, evaluating the risks and issues involved in the Project transition, and the strategies to minimize disruption to the normal business operations of the State during Project integration, implementation, and cutover activities
4.14 Update the Project Management Plan and identify the status of all activities and milestones associated with the Transition Plan, as necessary.

4.15 The Transition Plan must include a cover page that contains a title, issuance date, and version number.

4.16 The Transition Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

4.17 The Transition Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

4.18 The Transition Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

4.19 The Transition Plan must include a list of major activities and milestones to be achieved.

4.20 The Transition Plan must include a definition of roles and responsibilities of designated staff and/or teams that will manage and perform transition activities.

4.21 The Transition Plan must include an inventory of all transition items, categorize each item into phases for transition, include calendar schedule by phase-in, hardware, software and materials.

4.22 The Transition Plan must include all processes and procedures associated with communication of the transition, the workflow steps for each process, and examples of all associated forms.

4.23 The Transition Plan must include all processes and procedures associated with business process transition, the workflow steps for each process, and examples of all associated forms.

4.24 The Transition Plan must include all processes and procedures associated with technical transition, the workflow steps for each process, and examples of all associated forms.

4.25 The Transition Plan must include all processes and procedures associated with staff transition, the workflow steps for each process, and examples of all associated forms.

Communication Management Plan Requirements

The Contractor must provide a Communication Management Plan to document the methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the project team and stakeholders. The Contractor must develop and implement its approach to communications management. The Communication Management Plan must include strategies and tools that will be used throughout all project phases.

The Communication Management Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Roles and Responsibilities

VI. Contractor’s Approach

VII. Process and Procedures

VIII. Tools

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the project team and stakeholders for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of communication management including the strategies and tools that will be used throughout all project phases.

PLAN AND PROCESS

During Planning Phase, the Contractor must prepare and deliver a Communication Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for communication management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for communication management with the approved Communication Management Plan.

REQUIREMENTS

The Contractor must:

5.1 Describe its approach and methodology for communication management in Pre –Award Phase, including timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the project team and stakeholders for the duration of the System Development Life Cycle.
5.2 Prepare and deliver the Communication Management Plan during Planning Phase and at least 30 Days prior to start of Requirements Analysis and Design Phase.
5.3 Integrate fully all communication management processes into the Project Workflow Management System (if present and applicable).
5.4 Describe how communication with the different stakeholders will be accomplished, e.g., members, providers, state staff, vendors, throughout all phases of the lifecycle.
5.5 Describe the business processes and procedures for managing communication channels.
5.6 Update the Project Management Plan and identify the status of all activities and milestones associated with the Communication Management Plan, as necessary.
5.7 Provide tools for both internal and external communication throughout all project phases.
5.8 Update the Communication Plan annually or at the direction of the State.
5.9 Describe how the Communication Plan will be implemented and how it will be integrated into the overall Project Management Plan.

5.10 The Communication Management Plan must include a cover page that contains a title, issuance date, and version number.

5.11 The Communication Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

5.12 The Communication Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

5.13 The Communication Management Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

5.14 The Communication Management Plan must include a definition of roles and responsibilities as related to communications.

5.15 The Communication Management Plan must include all processes and procedures associated with communication management, the workflow steps for each process, and examples of all associated forms.

5.16 The Communication Management Plan must describe any applications and/or tools that will be used to track and report written, electronic and telephone inquiries.

Weekly Status Reporting Plan Requirements

The Contractor must provide weekly status reporting to summarize the progress and status of all activities, milestones and achievements, risks, and status of all activities related to the project's scope of work. The Contractor must provide a Weekly Status Reporting Plan to describe the methods and activities needed to ensure documentation of problems encountered and the resulting impact as well as corrective actions taken.

The Weekly Status Reporting Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Contractor's Approach

VI. Roles and Responsibilities

VII. Process and Procedures

VIII. Applications and Tools

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an example of a status report. The approach and methodology of the weekly status reporting activities must be described in the Contractor's draft Project Work Plan (PWP) submitted as part of its bid response.

PLAN AND PROCESS

During Planning Phase, and throughout the life of the contract, the Contractor must prepare and deliver the PWP that includes the details of the weekly status reporting activities and complies with the requirements listed below. This Weekly Status Reporting Plan represents the detailed plan and processes associated with the approach and methodology previously described in the PWP. Upon approval of the PWP, the Contractor must begin generating required reports and provide an update to the Project Management Plan, as needed.

REQUIREMENTS

The Contractor must:

6.1 Provide an initial status report during Planning Phase within 30 State business days after the effective date of the Contract, and weekly thereafter or at a frequency designated by the State.
6.2 Provide an updated PWP during Planning Phase no later than twenty-four (24) hours prior to the status meeting.
6.3 Ensure attendance of appropriate staff as identified by State at all status reporting meetings.
6.4 Participate in weekly project status and other meetings as directed by the State.
6.5 Describe within the PWP the strategies to be used to summarize the progress and status of all activities, milestones and achievements, schedule risks, schedule status of activities related to the scope of work, and document problems encountered and the resulting impact as well as corrective actions taken.
6.6 Provide a meeting agenda, previous meeting minutes and supporting documentation no later than twenty-four (24) hours prior to the status meeting.
6.7 Submit status report in a format approved by the State Contract Manager.
6.8 Update Project Management Plan, as necessary.
6.9 The Weekly Status Reporting Plan must include a cover page that contains the following: a title; issuance date; and version number.
6.10 The Weekly Status Reporting Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.
6.11 The Weekly Status Reporting Plan must include a history of changes that contains the following: identifies each issuance date: version number: and the list of changes made compared to the previous issuance and version of the plan.
6.12 The Weekly Status Reporting Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.
6.13 The Weekly Status Reporting Plan must include a definition of roles and responsibilities as related to weekly status reporting.

6.14 The Weekly Status Reporting Plan must include all processes and procedures associated with weekly status reporting, the workflow steps for each process, and examples of all associated forms.

6.15 The Weekly Status Reporting Plan must describe any applications and/or tools that will be used for weekly status reporting.

Requirements Management Plan Requirements

The Contractor must provide a Requirements Management Plan to describe the approach and methodology that will be used to document and track the project requirements from initial proposal submission through design, testing, and certification to verify that all requirements have been fulfilled. The Requirements Management Plan must ensure that the technical requirements can be clearly traced to the business or functional requirements that they support and must include any unresolved traceability issues. The Contractor must submit an initial Requirements Traceability Matrix (RTM) as part of its proposal and must maintain the baseline requirements in order to directly associate the baseline to the configuration of the Project. Additions, modifications, and deletions to these requirements must be added and modified throughout the project so it is imperative that a current version of the RTM be maintained at all times.

The Requirements Management Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Contractor's Approach

VI. Roles and Responsibilities

VII. Repository

VIII. Tools

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology for documenting and tracking project requirements for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of traceability management, including tracing requirements and unresolved issues, change management, and version control.

PLAN AND PROCESS

During Planning Phase, the Contractor must prepare and deliver a Requirements Management Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for requirements traceability management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for requirements management with the approved Requirements Management Plan and begin the process of traceability management within the Requirements Traceability Matrix (RTM).

REQUIREMENTS

The Contractor must:

7.1 Describe its approach and methodology for requirements management in Pre-Award Phase. The methodology will become the foundation for the Requirements Management Plan.

7.2 Prepare and deliver the Requirements Management Plan during Planning Phase and at least 30 Days prior to the start of Requirements Analysis and Design Phase.

7.3 Establish the initial Project baseline requirements that will serve as the basis for all subsequent configuration, integration, and testing activities.

7.4 Work with the State and its stakeholders to analyze and verify system functional and technical requirements and specifications, including business rules.

7.5 Use the RTM to ensure that all requirements can be traced to the supporting business rule or State objective.

7.6 Ensure that links for each unique requirement to other supporting requirements, including the RFP or deliverables, are established and maintained.

7.7 Document that all requirements have been verified and validated against the Requirements Traceability Matrix (RTM). If any external certification of requirements needs to occur (i.e. External Agency, Federal, State or local agencies, authorized third party, etc.) document that as well

7.8 Summarize its analysis and verification of the requirements, including any impacts to the Project design concept as proposed in its proposal to the State.

7.9 Secure additional documentation, such as clarifications, details and/or examples that help define a requirement and can be attached to the appropriate requirement(s) utilizing the RTM to identify the references to supporting documentation related to a requirement.

7.10 Document specifications for all requirements to support configuration activities through Planning Phase.

7.11 Provide an initial Requirements Traceability Matrix (RTM) as part of the Requirements Management Plan.

7.12 Use the Requirements Traceability Matrix (RTM) to document and track all phases of testing and evaluation.

7.13 Plan, schedule, and coordinate all necessary activities in this task, including the development of schedules, invitations, and locations for the appropriate analysis and review meetings.

7.14 Describe business processes and procedures that will be used for tracking requirements from design through coding, acceptance, unit and integration testing, as well as promotion into production.

7.15 Integrate fully all Requirement Managements processes in the Project Workflow Management System (if present and applicable).

7.16 Describe how the Requirements Management Plan will be implemented and how it will be integrated into the overall Project Management Plan approach.

7.17 Update the Project Management Plan and identify the status of all activities and milestones associated with the Requirements Management Plan.

7.18 The Requirements Management Plan must include a cover page that contains a title, issuance date, and version number, as necessary.

7.19 The Requirements Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

7.20 The Requirements Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

7.21 The Requirements Management Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

7.22 The Requirements Management Plan must include a definition of roles and responsibilities associated with management of the matrix.

7.23 The Requirements Management Plan must describe how requirements will be stored in a repository and how the State and stakeholders will access the information.

7.24 The Requirements Management Plan must include a description of the tools associated with the RTM process and activities.

7.25 The Requirements Management Plan must include all processes and procedures, the workflow steps for each process, and examples of all associated forms.

Change Management Plan Requirements

The Contractor must provide a Change Management Plan to address contractual scope changes for the project. The Change Management Plan must define the approach, administrative procedures, and roles and responsibilities for submitting, evaluating, coordinating, approving or disapproving business and technical changes to the agreed upon solution.

The Change Management Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Contractor's Approach

VI. Roles and Responsibilities

VII. Documenting Change

a. Management Activities

b. Workflow

VIII. Training

APPROACH AND METHODOLOGY

In response to the Request for Proposal, in the System Development Life Cycle for the project, the State expects an approach and methodology for contractual change management for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of contractual change management, including document processing, reporting, archiving, and auditing.

PLAN AND PROCESS

During the Requirements Analysis and Design phase of the project, the Contractor must prepare and deliver a Change Management Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for change management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for contractual change management with the approved Change Management Plan.

REQUIREMENTS

The Contractor must:

8.1 Describe and provide its approach and methodology for Change Management in their response to this RFP. The methodology will become the foundation for the Change Management Plan, and should include at a minimum: resources, time, solution, etc.

8.2 Prepare and deliver the Change Management Plan during the Requirements Analysis and Design phase of the project and at least 30 Days prior to start of the Development and Testing phase.

8.3 Provide an application tool for submitting, tracking and reporting on activities and outcomes associated with a change request that has the potential to create a change in contract scope, throughout the System Development Life Cycle.

8.4 Ensure that the application supports pricing estimates and key dates for a change request.

8.5 Ensure that all contractual change request activities are represented in the Project Work Plan.

8.6 Develop a controlled change process for changes set against the baseline scope of work and define and provide for a Contractor management-level Change Control Board, with associated roles and the State's and Contractor's responsibilities, including a process for managing the change and for the review of supporting documentation such as resources, estimated timeframe, estimated time and materials costs, etc.

8.7 Maintain an audit trail of all updates/changes to the project.

8.8 Document all procedures for users of the Change Management tracking application through an online version.

8.9 Provide training for users of the Change Management tool.

8.10 Describe how the Change Management Plan will be implemented and how it will be integrated into the overall Project Management Plan approach, including any and all COTS tools that will be used.

8.11 Integrate fully all change management processes in the Project Workflow Management System (if present and applicable).

8.12 Update the Project Management Plan and identify the status of all activities and milestones associated with the Change Management Plan, as necessary.

8.13 Describe the process of analyzing scope, time and cost to support change request activities.

8.14 Ensure that all change request activity status is documented and reported on a regular basis.

8.15 The Change Management Plan must include a cover page that contains a title, issuance date, and version number.

8.16 The Change Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

8.17 The Change Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

8.18 The Change Management Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

8.19 The Change Management Plan must include a definition of roles and responsibilities.

8.20 The Change Management Plan must include an inventory of all change management items.

8.21 The Change Management Plan must include all processes and procedures associated with documenting change management activities, the workflow steps for each process, and examples of all associated forms.

8.22 The Change Management Plan must include all processes and procedures associated with training staff and stakeholders, the workflow steps for each process, and examples of all associated forms.

Issues Management Plan Requirements

The Contractor must provide an Issues Management Plan that comprehensively documents technical and administrative issues that occur as the project progresses. The Contractor must develop and implement an Issues Management Plan that describes its approach to issue resolution and provides the State with the ability to monitor resolution of issues throughout the project phases and life of the Contract. The primary goal of the plan is to ensure that the issues are identified, evaluated, assigned for resolution, monitored, documented and communicated.

The Issues Management Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary Overview

V. Roles and Responsibilities

VI. Contractor's Approach

VII. Process and Procedures

VIII. Tools

IX. Workflow

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology to issue resolution with the ability to monitor resolution of issues for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of issues management to ensure that

issues are identified, evaluated, assigned for resolution, monitored, resolved, documented and communicated.

PLAN AND PROCESS

During Requirements Analysis and Design Phase and throughout the life of the contract, the Contractor must prepare and deliver an Issues Management Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and process associated with the approach and methodology previously described in the Project Management Plan for issues management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for issues management with the approved Issues Management Plan.

REQUIREMENTS

The Contractor must:

9.1 Describe its approach and methodology for issues management in Pre-Award Phase, ensuring that issues are identified, evaluated, assigned for resolution, monitored, resolved, documented and communicated.
9.2 Prepare and deliver the Issues Management Plan during Requirements Analysis and Design Phase and at least 30 Days prior to start of Development and Testing Phase.
9.3 Define the procedures for the escalation of an issue.
9.4 Describe how the business processes and procedures will be implemented and integrated into the overall Project Management Plan.
9.5 Identify the criteria for determining priority, severity, resolution, and category of issues.
9.6 Provide an issues management strategy, including analysis, impact assessment, mitigation, tracking/control, resolution methodology and escalation management.
9.7 Integrate fully, all issues management processes into the Project Workflow Management System (if present and applicable).
9.8 Update the Project Management Plan and identify the status of all activities and milestones associated with the Issues Management Plan, as necessary.
9.9 The Issues Management Plan must include a cover page that contains a title, issuance date, and version number.
9.10 The Issues Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.
9.11 The Issues Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.
9.12 The Issues Management Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.
9.13 The Issues Management Plan must include a definition of roles and responsibilities.

9.14 The Issues Management Plan must include all processes and procedures associated with issues management, the workflow steps for each process, and examples of all associated forms.

9.15 The Issues Management Plan must propose an application that will record and track issues and describe how it will be utilized by all stakeholders.

9.16 The Issues Management Plan must include the tools to be used for the identification, definition and evaluation of project issues related to the Project.

Risk Management Plan Requirements

The Contractor must provide a Risk Management Plan to comprehensively document the approach to risk analysis, risk mitigation, and risk tracking/control. The Contractor must develop and implement its approach to risk analysis (i.e., the evaluation of risks and risk interactions to assess the range of possible project outcomes), risk mitigation (i.e., the identification of ways to minimize or eliminate project risks), and risk tracking/control (i.e., a method to ensure that all steps of the risk management process are being followed and risks are being mitigated effectively) and provide the State with the ability to monitor resolution of risk throughout the project phases and life of the Contract. The Risk Management Plan must ensure a clearly established process for problem escalation and must be updated, as needed, throughout the term of the contract. The Risk Management Plan must include an annual Project risk assessment.

The Risk Management Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Contractor’s Approach

VI. Process and Procedures

VII. Roles and Responsibilities

VIII. Annual Risk Assessment

IX. Tools

X. Workflow

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology to risk management for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of risk management, including analysis, mitigation, and tracking and control.

PLAN AND PROCESS

During Requirements Analysis and Design Phase, the Contractor must prepare and deliver a Risk Management Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for risk management. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for risk management with the approved Risk Management Plan.

REQUIREMENTS

The Contractor must:

10.1 Describe its approach and methodology for risk management in Pre-Award Phase, for all aspects of risk management, including analysis, mitigation, and tracking and control.

10.2 Prepare and deliver the Risk Management Plan during Requirements Analysis and Design Phase and at least 30 Days prior to start of Development and Testing Phase.

10.3 Describe the business processes and procedures to be used for identifying and defining, tracking, monitoring, quantifying, prioritizing, and mitigating risks.

10.4 Provide a risk management strategy for risk analysis, risk mitigation and risk tracking/control, including methodology and escalation management.

10.5 Describe its approach to various risk factors including contractual risk, technology risk, size and complexity risks, risk assessment, personnel acquisition and retention risks, and risks to achieving customer acceptance.

10.6 Describe how the business processes and procedures will be implemented and integrated into the overall Project Management Plan.

10.7 Update the Project Management Plan and identify the status of all activities and milestones associated with the Risk Management Plan, as necessary.

10.8 The Risk Management Plan must describe the application and/or tools and techniques that will be used for risk identification, documentation, management, analysis, logging and risk mitigation.

10.9 The Risk Management Plan must include a cover page that contains a title, issuance date, and version number.

10.10 The Risk Management Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

10.11 The Risk Management Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

10.12 The Risk Management Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document. The Risk Management Plan must describe the processes and procedures that will be used for risk assessment.

10.13 The Risk Management Plan must include a definition of roles and responsibilities.

10.14 The Risk Management Plan must describe processes that will be completed annually for the Project risk assessment.

10.15 The Risk Management Plan must include all processes, procedures, and tools associated with risk management, the workflow steps for each process, and examples of all associated forms.

Training Plan Requirements

The Contractor must provide a Training Plan to describe the strategy for training the project staff, State users, providers, and other stakeholders on using any and all aspects of the Project. The Training Plan must cover both the system training for all users and providers and operations training for all subcontractors, if applicable, as well as State operations personnel. The Training Plan must describe training approaches, including video conferencing, face-to-face presentations, and self-directed tutorials. The training plan must include both initial and ongoing training strategies. Since the training requirements will vary based on the project phase, the plan must be organized by project phase.

The Training plan must provide an integrated training approach covering the different modules in the Project and include training for unique module areas.

The Training Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Contractor's Approach

VI. Roles and Responsibilities

VII. Training Environment

VIII. Tools

IX. Documentation and Artifacts

X. Reporting and Evaluation

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology for training project staff, State users, providers, and other stakeholders for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of training, including training topics, schedules, evaluation, reporting, and materials.

PLAN AND PROCESS

During Requirements Analysis and Design Development and Testing phases the Contractor must prepare and deliver a Training Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the Project Management Plan for training. Upon approval of the plan, the Contractor must replace in the Project Management Plan the approach and methodology section for training with the approved Training Plan.

REQUIREMENTS

The Contractor must:

11.1 Describe its approach and methodology for training during Pre-Award Phase, including its approach to systems and operations training for all users, project staff, providers and stakeholders.

11.2 Prepare and deliver the Training Plan during Requirements Analysis and Design phase and at least 30 Days prior to the start of Development and Testing Phase.

11.3 Develop and conduct training of the Project staff, State users, providers, and other stakeholders.

11.4 Describe and provide initial and ongoing training sessions including class size, number of sessions, location of sessions and training schedule, for all phases, including maintenance and operations, to ensure that stakeholders are properly trained for their specific job functions and with the frequency, and content, to be approved by the State Contract Manager. The training sessions must be approved by the State Contract Manager for content and class size and must identity targeted audiences, existing knowledge and skills, identify and impart learning objectives, ensure the use of qualified facilitators and instructors, use a variety of training content materials, such as storyboards, written content, presentations, graphics, e-learning, distributed training via computer-based training tests, etc., and provide opportunity for stakeholders to comment on the training program, supporting materials, and facilitators/instructors.

11.5 Describe and provide a process to measure the change in stakeholder knowledge adoption due to a training session. This Contractor-proposed measurement process, along with the stakeholders' responses to the post-session comment forms, will be used by the State to assess and improve Contractor Training Plan performance.

11.6 Provide an approach for conducting training sessions around the State to educate the provider and business entity community.

11.7 Provide, maintain, and update Project online training materials by the first day of system and/or feature implementation.

11.8 Verify status of training and conduct additional training for the State and providers if necessary.

11.9 Update the Project Management Plan and identify the status of all activities and milestones associated with the Training Plan, as necessary.

11.10 The Training Plan must include a cover page that contains a title, issuance date, and version number.

11.11 The Training Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

11.12 The Training Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

11.13 The Training Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

11.14 The Training Plan must include a definition of roles and responsibilities.

11.15 The Training Plan must include training locations, equipment, connectivity, format, availability, and a description of the proposed Project training processing environment.

11.16 The Training Plan must include all tools and equipment associated with hosting, conducting, and communicating training sessions.

11.17 The Training Plan must include all processes and procedures associated with documentation, artifacts and other materials, the workflow steps for each process, and examples of all associated forms.

11.18 The Training Plan must include all processes and procedures associated with training reporting and evaluation, the workflow steps for each process, and examples of all associated forms.

Maintenance and Operations Plan

The Contractor must provide a Maintenance and Operations Plan that addresses ongoing operations services, including all processes, resources, and required applications/tools. The tasks associated with maintenance and operations include all tasks necessary to operate a complete and certifiable system and to ensure at a minimum, that transactions are processed, providers are paid, and reports are produced in an accurate and timely manner, in accordance with federal and State policy. The Project will be required to undergo an operational analysis annually as well as periodically be re-certified for continued operation in the production environment and the Contractor's Maintenance and Operations Plan must support these activities.

The Maintenance and Operations Plan must adhere to the following outlined structure:

I. Cover Page

II. Table of Contents

III. Document Change History

IV. Executive Summary

V. Contractor's Approach

VI. Roles and Responsibilities

VII. Operations Procedure Item

VIII. Workflow

APPROACH AND METHODOLOGY

In response to the Request for Proposal, which the State defines as Pre-Award Phase in the System Development Life Cycle for the Project, the State expects an approach and methodology to ongoing maintenance and operations services for the duration of the System Development Life Cycle. The approach and methodology must cover all aspects of maintenance and operations management, including all processes, resources, change management, maintenance operations reporting, and auditing.

PLAN AND PROCESS

During Requirements Analysis and Design Phase the Contractor must prepare and deliver a preliminary Maintenance and Operations Plan that complies with the general and plan requirements listed below. This deliverable represents the detailed plan and processes associated with the approach and methodology previously described in the pre-Award Proposal for maintenance and operations management. The Contractor must prepare and deliver a second draft update for approval in Development and Testing Phase, and must prepare and deliver a final, formal version 30 Days prior to commencement of the Maintenance and Operations milestone. Upon each approval of the plan, the Contractor must replace in the Project Management Plan the previous approach and methodology section for maintenance and operations with the approved Maintenance and Operations Plan.

REQUIREMENTS

The Contractor must:

12.1 Describe its approach and methodology for Maintenance and Operations (M&O) services in Phase 1 (Pre Award), including all processes, resources, and required applications/tools.

12.2 Prepare and deliver a Maintenance and Operations Plan update during Requirements Analysis and Design phase and obtain State Contract Manager approval for the update within 30 Days of the commencement of Development and Testing phase.

12.3 Prepare and deliver a Maintenance and Operations Plan update during Development and Testing phase and obtain State Contract Manager approval for the update within 30 Days of the commencement of Development and Testing Phase.

12.4 Prepare and deliver formal, final version of the Maintenance and Operations Plan and obtain State Contract Manager approval at least 30 Days prior to start of the Maintenance and Operations Phase.

12.5 Describe and provide type and number of staff associated with all Maintenance and Operations activities, including roles and provide a description of responsibilities for key staff, core staff, and all supporting staff assigned during the Maintenance and Operations period.

12.6 Describe the approach to reporting on all Maintenance and Operations activities.

12.7 Provide an Operational Procedures Manual for all associated tasks, including resolution steps, protocols, and scripts.

12.8 Conduct an operational analysis annually or, more frequently, as directed by the State as well as periodically be re-certified for continued operation in the production environment.

12.9 Update the Project Management Plan, when updating the Maintenance and Operations Plan and identify the status of all activities and milestones associated with the Maintenance and Operations Plan, as necessary.

12.10 The Maintenance and Operations Plan must include a cover page that contains a title, issuance date, and version number.

12.11 The Maintenance and Operations Plan must include a table of contents and associated links to permit a reader to move directly to the data content from the table of contents.

12.12 The Maintenance and Operations Plan must include a history of changes that identifies each issuance date, version number, and the list of changes made compared to the previous issuance and version of the plan.

12.13 The Maintenance and Operations Plan must include an executive summary, including the purpose of the plan, the approach and methodology, and the contents of the document.

12.14 The Maintenance and Operations Plan must include the approach and methodology to development and dissemination of operations procedures manual(s).

12.15 The Maintenance and Operations Plan must include a definition of roles and responsibilities associated with maintenance and operations activities.

12.16 The Maintenance and Operations Plan must include an inventory of all operating procedure manual items.

12.17 The Maintenance and Operations Plan must include all processes and procedures associated with maintenance and operations, the workflow steps for each process, and examples of all associated forms.

ADMINISTRATIVE COMPLETION REPORTING

The Contractor must submit Administrative Completion Reports, including supporting documentation confirming the approval and closure of the completion of all deliverables, per phase.

The Administrative Completion Reports must adhere to the following outlined structure:

I. Signatory page

II. Supporting documentation

APPROACH AND METHODOLOGY

The Contractor is required to submit Administrative Completion Reports during the noted phases of

System Development Life Cycle.

PLAN AND PROCESS

During Planning Phase through Maintenance and Operations Phase the Contractor will prepare and deliver the required Administrative Completion

Reports that comply with the general and plan requirements listed below.

REQUIREMENTS

The Contractor must:

13.1 Develop and receive State Contract Manager approval for operational readiness for all Project operations start-up tasks and activities via an Operational Readiness Report.

13.2 Conduct all review and verification activities and report results to appropriate project team members.

13.3 Demonstrate that all checklists and activities have been satisfactorily completed and signed-off by the State Contract Manager.

13.4 Develop and implement a corrective action plan (CAP) for all outstanding operational activities for review and approval by the State Contract Manager.

13.5 Provide an Operational Readiness Report confirming the status of the Contractor's system.

13.6 Submit for approval by the State Contract Manager, a close-out summary of each phase from 2-6, including major activities and milestones completed, citing relevant issues and resolutions.

13.7 Provide an Implementation Readiness Final Report that documents that the Project is ready for implementation and Phase 6, Maintenance and Operations.

13.8 Receive State Contract Manager approval of Training Completion Report.

13.9 Receive State Contract Manager approval of Compliance with Final System Acceptance Requirements.

13.10 Receive State Contract Manager approval of Professional Services Operations Procedure Manual.