Request for Resume (RFR) for Project Manager
CATS II Master Contract

Section 1 – General Information	
RFR Number: (Reference BPO Number)	M00B3400568
Functional Area (Enter One Only)	10 – IT Management Consulting Services

Labor Category/s	
A single support staff or support groups of up to five members may be engaged for up to six months without renewal options. Awards for Major IT Development Project (MITDP)/Program Manager/Deputy PMs may have tenure of one base year with up to two optional years, or through the end of the project within the Master Contract term. An RFR is limited to only labor categories defined in the CATS II RFP.	
Enter the labor category/s to be provided:	
Labor Category # 2, Project Manager (PM)	
Anticipated Start Date	<mark>May 15, 2013</mark>
Duration of Assignment	One year
Designated Small Business Reserve?(SBR): (Enter "Yes" or "No")	Yes

MBE Goal, if applicable		0 %

Issue Date: mm/dd/yyyy	<mark>April 4, 2013</mark>	**Due Date:** mm/dd/yyyy	<mark>April 26, 2013</mark>
		Time (EST):	NLT 2:00 PM (local time)
Place of Performance:	MD Department of Health and Mental Hygiene, Office of Health Services (OHS) 201 West Preston Street, Baltimore, MD 21201		
Special Instructions: (e.g. interview information, attachments, etc.)	In-person interviews may be required.		
Security Requirements (if applicable):	Selected personnel must pass background checks and obtain State ID badges.		

Invoicing Instructions
1. After the end of each month, the Master Contractor shall complete the top portion of the Performance Evaluation Form (PEF) (Attachment 4) and send it to the Agency Task Order (TO) Manager. Supporting timesheets and activity reports may also be required in conjunction with the PEF. 2. The Agency TO Manager shall enter performance ratings and return the PEF to the Master Contractor. 3. Upon receipt of a PEF containing an "Average / Overall Rating" of 3 or higher (out of 5), the Master Contractor

shall send a copy of the PEF with an invoice to the Agency TO Manager.

4. If the PEF contains an Average / Overall Rating below 3, invoicing by the Master Contractor is <u>not authorized</u> and shall not resume until performance issues are mitigated to the Agency TO Manager's satisfaction.

5. The Master Contractor shall invoice as follows:
   - Annual Labor Rate: Task Orders awarded at the Annual Labor Rate shall be invoiced monthly for 1/12 the Annual Labor Rate.
   - Hourly Labor Rate: Task Orders awarded at the Hourly Labor Rate shall be invoiced monthly for actual hours x Labor Rate.

Special Invoicing Instructions:	None.

Section 2 – Agency Procurement Officer (PO) Information

Agency / Division Name:	Maryland Department of Health and Mental Hygiene, Office of Procurement and Support Services 4th Floor 201 W. Preston Street Baltimore, MD 21201		
Agency PO Name:	*Queen Davis*	**Agency PO Phone Number:**	*(410) 767-5335*
Agency PO Email Address:	*Queen.Davis@Maryland.gov*	**Agency PO Fax:**	*(410) 333.5958*
Agency PO Mailing Address:	*Same as above*		

Section 3 – Scope of Work

Agency / Project Background

Maryland is transforming its system of Long-Term Services and Supports (LTSS) Tracking System. To meet the need for technology, DHMH integrated multiple IT systems and created one LTSS. Maryland contracted with a vendor to complete the work of integrating existing systems and develop new functionality required to implement opportunities offered through the Affordable Care Act

The LTSS currently houses plan of care data for participants in a couple Medicaid programs and in the next two years will house data for the majority our community programs.

In addition to containing plan of care data, the system shall oversee and monitor the provision of services for all in-home services received through home and community based waivers. In-home services include: personal/ attendant care, home health aides, private duty nursing, case management, nurse monitoring services are provided by a large network of providers who are enrolled with Maryland Medicaid.

The Department developed a completely automated monitoring and authorization system where documented evidence provided through a call in system is used to validate the provision of services to recipients for the appropriate length of time and to generate an electronic claim.

The call in system shall deliver, monitor and verify in-home services to ensure that:
1. In-home personal care services are provided only when included in a recipient's plan of care;
2. Evidence exists, by use of a call in system with interactive voice response authentication system, of the provision of care to a recipient by an approved provider;
3. Evidence exists, by use of landline telephone verification or authentication through the use of a one-time password (OTP) key, of the provision of care to a recipient at the approved site;
4. Services are provided for the weekly duration specified in the recipient's plan of care;
5. Providers, clients, and the Department can view real-time reports of service delivery; and
6. Electronic claims are subsequently sent to the Medicaid Management Information System (MMIS) for payment on a weekly basis.

The project manager shall provide ongoing operations and maintenance support relating to the LTSS Maryland systems and functions. The resource to be secured under this RFR will serve as part of the State's project team and will support OHS throughout the project life cycle.

Job Description/s	
Labor Category/s (From Section 1 Above)	**Duties / Responsibilities**
Labor Category # 2, Project Manager (PM)	This position shall oversee and direct the Long-Term Services and Supports (LTSS) project team, which is comprised of contractors, technical experts, and State personnel. Responsibilities include overall project planning, governance and management. Duties shall focus on project planning, monitoring and control, and serving as primary liaison with Agency and Agency stakeholders. The position shall ensure the appropriate application of the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) and the State's Systems Development Lifecycle (SDLC) in managing the project. The Senior Project Manager will work collaboratively with the Department and stakeholder groups to define requirements and system specifications, define procurement strategies, write procurements as necessary, and monitor project progress. Duties include but are not limited to: a. Project definition, preparing scope and requirements documents, b. Working collaboratively with State staff, c. Prepare system requirements and associated procurements to secure appropriate vendors for COTS and/or custom development solutions, d. Creating various project plans, staff task work plans, and maintaining issue lists, e. Manage, review, and monitor the activities of the project teams(s) and/or vendors as necessary, f. Maintain standard project management SDLC document as defined by the Maryland Department of Information Technology, as appropriate, g. Communicate effectively with stakeholders,

	h. Manage the entire project success and assure the successful attainment of each and every goal set out at the onset of the project.
	i. Complete other duties as assigned.
	See Attachment 3 for a detailed description of duties, responsibilities and deliverables.

Minimum Qualifications
For minimum qualifications, see the labor category description in the CATS II RFP for the subject RFR labor category. In addition, qualified candidates <u>must</u> meet the minimum qualifications specified below. **Candidates that do not meet minimum qualifications will be deemed not reasonably susceptible for award and will not progress to full evaluation.**

Labor Category/s (From Section 1 Above)	Minimum Qualifications
Labor Category # 2, Project Manager (PM)	**Education:** • Bachelor's Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline **General Experience:** • At least five (5) years of experience in project management. • At least ten (10) years experience in managing complex project for a government agency • PMI certification as a PMP **Specialized Experience:** • At least five (5) years of experience in managing IT related projects, • Must demonstrate a leadership role in at least three successful projects that were delivered on time and on budget, • AND at least five (5) years of experience with planning, designing, and implementing new custom or COTS software applications, hardware solutions, data warehouses and reporting systems, • AND at least five (5) years of experience preparing software requirements and procurements, • AND at least five (5) years of experience as a team lead, • And at least three (3) years of experience in a State of Maryland agency, • AND at least three (3) years experience in managing a vendor performing custom development and COTS implementations, • AND at two (2) years experience performing project quality and performance assurance reviews.
Preferred Qualifications	

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	The additional Experience/Knowledge/Skills listed below are preferred by the State.
Labor Category # 2, Project Manager (PM)	**Education:** • Master's Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline **General Experience:** • Candidate demonstrates knowledge and understanding of common challenges to COTS integration, • Candidate demonstrates an understanding of how to manage added application development to meet requirements for reports, interfaces, data conversion and added functionality, • Knowledge of how to achieve desired customization without losing COTS upgradeability, • Successful past experience leading troubled projects back to health and ultimately successful completion, • Strong understanding of the complete systems development lifecycle from project inception through operations and maintenance, • Experience with projects that combing COTS implementations with custom software development, • Experience managing project scope and business requirements. • Project management and leadership skills in leading technical personnel through the delivery of complex projects, • Strong decision making and problem solving skills and experience with project delivery, • Excellent business and analysis skills, • Excellent English communications skills.

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Section 4 - Required Submissions

NOTE:

– Master Contractors may propose only one candidate for each position requested.

– Master Contractors electing not to propose in response to the RFR must submit a "Master Contractor Feedback Form" via the "Master Contractor Login" on the CATS II web site.

– Master Contractors proposing in response to the RFR must submit the documents below as separate files contained in two separate emails as follows:

Email 1 of 2 with "Technical": Master Contractor Name, RFR number, & candidate name in the subject line
- Resume for each labor category described in the RFR (Attachment 1)
- Three (3) current references that can be contacted for performance verification of the submitted consultant's work experience and skills. Telephone number and email address of reference is needed.
- Copy of current PMI certificate

Email 2 of 2 with "Financial": Master Contractor Name, RFR number, & candidate name in the subject line
- Price Proposal (Attachment 2)
- Conflict of Interest Affidavit (Attachment G in the CATS II RFP)
- Living Wage Affidavit (Attachment I in the CATS II RFP)

1. Resume showing evidence of all skills listed in Section 3 – Scope of Work – Completed in ATTACHMENT # 1

2. Copy of current PMI certificate

3. Statement within the Price Proposal that rate is all inclusive – Use attachment 2 for the Price Proposal

4. Three (3) references that can be called for performance verification of the submitted consultant(s) work experience and skills.

Section 5 – Evaluation Criteria –

Candidates meeting the Minimum Qualifications listed in Section 3 above will be evaluated for overall best value, as follows:

1. Specific work experience and relevant technical expertise as indicated in Attachment # 1 and in the interview (minimum qualifications must be listed in Attachment # 1).

2. Education and certifications

3. References

4. Price

Basis for Award Recommendation

RFRs will be awarded in accordance with the competitive Sealed Proposals process under COMAR 21.05.03. The Agency PO will recommend award to the Master Contractor whose proposal is determined to be the most advantageous to the State, considering price and the evaluation factors set forth in the RFR. The Agency PO will initiate and deliver a Task Order Agreement to the selected Master Contractor. **Master Contractors should be aware that if selected, State law regarding conflict of interest may prevent future participation in procurements related to the RFR Scope of Work, depending upon specific circumstances.**

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ATTACHMENT 1
RFR RESUME FORM
RFR # ADPICS REFERENCE BPO NUMBER

Instructions: Enter resume information in the fields below; do not submit other resume formats. Submit only one resume per Labor Category described in Section 1 of the RFR. If the RFR requests multiple Labor Categories, use a separate resume form for

Labor Category **Project Manager**
(from Section 1 of the RFR)

Candidate Name:

Master Contractor:

A. Education / Training

Institution Name / City / State	Degree / Certification	Year Completed	Field Of Study
<add lines as needed>			

B. Relevant Work Experience

Describe work experience relevant to the Duties / Responsibilities and Minimum Experience / Knowledge / Skill described in Section 3 of the RFR. Starts with the most recent experience first; do not include non-relevant experience.

[Organization]   *Description of Work…*

[Title / Role]

[Period of Employment / Work]

[Location]

[Organization]   *Description of Work…*

[Title / Role]

[Period of Employment / Work] [Location]

<add lines as needed>

C. Employment History
List employment history, starting with the most recent employment first

Start and End Dates	Job Title or Position	Organization Name	Reason for Leaving
<add lines as needed>			

D. References
List persons the State may contact as employment references

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Reference Name	Job Title or Position	Organization Name	Telephone / Email
<add lines as needed>			

LABOR CATEGORY PERSONNEL RESUME SUMMARY
(ATTACHMENT 1 CONTINUED)
*"Candidate Relevant Experience" section must be filled out. Do not enter "see resume" as a response.

Proposed Individual's Name/Company:	How does the proposed individual meet each requirement?

LABOR CATEGORY TITLE – PROJECT MANAGER

Requirement	Candidate Relevant Experience *
Education: • Bachelor's Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline.	**Education:**
General Experience: • At least five (5) years of experience in project management. • At least ten (10) years experience in managing complex project for a government agency • PMI certification as a PMP	**General Experience:**
Specialized Experience: • At least five (5) years of experience in managing IT related projects, • Must demonstrate a leadership role in at least three successful projects that were delivered on time and on budget, • AND at least five (5) years of experience with planning, designing, and implementing new custom or COTS software applications, hardware solutions, data warehouses and reporting systems, • AND at least five (5) years of experience preparing software requirements and procurements, • AND at least five (5) years of experience as a team lead, • And at least three (3) years of experience in a State of Maryland agency, • AND at least three (3) years experience in managing	**Specialized Experience:**

<table>
<tr><td>

a vendor performing custom development and COTS implementations,

- AND at two (2) years experience performing project quality and performance assurance reviews.

</td><td></td></tr>
<tr><td>

Describe additional professional experience, knowledge, and skills required for this position.

</td><td></td></tr>
</table>

The information provided on this form for this labor category is true and correct to the best of my knowledge:

Master Contractor Representative:

_____   _____   _____

Print Name   Signature   Date

Proposed Individual:

_____   _____

Signature   Date

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ATTACHMENT 2
PRICE PROPOSAL
RFR # ADPICS REFERENCE BPO NUMBER
(This form is to be filled out by Master Contractors - Submit with the Financial Response)

Period 1	(May 1, 2013 – November 30, 2013)			
	A	B	C	D
CATS II Labor Category	Fully Loaded Annual Labor Rate*	Fully Loaded Hourly Labor Rate	Evaluation Hours	PERIOD 1 Evaluation Price (B x C)
Project Manager (PM)	$	$	1000	$
			Total Period 1 Evaluation Price:	
Period 2	(December 1, 2014 – May 31 30, 2014) OPTION # 1 end of contract term			
	A	B	C	D
CATS II Labor Category	Fully Loaded Annual Labor Rate*	Fully Loaded Hourly Labor Rate	Evaluation Hours	PERIOD 2 Evaluation Price (B x C)
Project Manager (PM)	$	$	1000	$
			Total Period 2 Evaluation Price:	
Total RFR Price (Sum of Period 1& 2 Prices):				$

_____
Authorized Individual Name

_____
Title

_____
Company Name

_____
Company Tax ID #

*The Agency reserves the right to award each individual position at either the proposed Annual Labor Rate or proposed Hourly Labor Rate. The Annual Labor Rate requires a minimum of 1920 hours worked annually. The Hourly Labor Rate cannot exceed the Master Contract rate, but may be lower. Both rates must be fully loaded, all inclusive, and shall include all direct and indirect costs for the Master Contractor to perform under the TOA. Evaluation Hours are for evaluation purposes only and do not represent actual hours to be worked or invoiced.

ATTACHMENT 3

RFR #_____

PROJECT MANAGER (PM)

DUTIES & RESPONSIBILITIES

This is a detailed description of typical Project Manager (PM) duties, responsibilities, and deliverables. Agencies should review and edit this document according to the specific PM assignment and requirements for the project. References to a specific project can be inserted where the term [Project Name] occurs. Additionally, target due dates for deliverables defined in Section 7 should be adjusted to fit project needs. This information is advisory and some elements may not apply to specific Agencies or Projects. Questions about this SOW and the RFR process in general may be directed to the DoIT Procurement office at itpo.doit@maryland.gov.

1.	**ROLE DEFINITIONS** The purpose of this section is to distinguish among the roles interacting with the PM obtained through this RFR.
A.	Task Order (TO) Procurement Officer – State staff person responsible for managing the RFR process up to the point of TO award.
B.	TO Manager – State staff person who oversees the PM's work performance and administers the TO once it is awarded.
C.	TO Contractor – The CATSII Master Contractor awarded a TO as a result of this RFR. The TO Contractor shall provide the PM resource and be accountable for PM work performance under the TO.
D.	Project Manager (PM) – The person provided by the TO Contractor as a result of this RFR. The PM is responsible for overall project planning and execution. The PM is responsible for performing the duties and responsibilities described in Attachment 3, and for completing all assigned tasks and deliverables under the TO. The PM reports directly to the TO Manager and shall oversee and direct the Project Team made up of State and contractual personnel.
E.	Other Project Contractors – The Contractors responsible for project implementation, including their PM and other personnel assigned to the project. The Contractors report to the PM for project purposes with oversight by the TO Manager.
F.	Supports the management and planning of all efforts associated with the projects to include: development and management of work plans, define and deliver individual project deliverable as a part of the overall program deliverables, mange the expectations of all stakeholders, manage budgets, organizing and addressing emerging project requirements, manage project relationships, manage one or more project teams in delivering the projects and communicate and manage tasks and activities to a schedule with the teams.
G.	Participate in collaborative architecture groups associated with the project.
H.	Develop requirements and procurements as required.
I.	Ability to monitor and perform quality assurance project reviews.
J.	Provide guidance to Office of Health Services (OHS) management.
K.	Develop and manage a set scope of work within the project to be delivered through effective expectations setting, communications, change management control, budget control and management, manage a Requirement Traceability Document and overall business understanding of the project needs.

L.	Actively support the project management team's efforts, to include: project plan, scope management, budget management, resource management, time management (activities & task planning), communications, risk, procurement, QA and testing, user training, program / project delivery, transition planning and on-going maintenance and support management.
M.	Assist development vendor assignments, contract issue and assigned tasks. Conduct quality assurance reviews of vendor output, and develop acceptance criteria for vendor supported tasks.
N.	Assist the Office of Health Services (OHS) with associated tasks.
O.	Assist in reporting project progress, issues, risks, etc.
P.	Create a project management plan using Microsoft Project 2007 or later, on a weekly basis to the TO Manager.
Q.	Create a weekly status report for OHS. The report must cover the milestones due that month, any overdue milestones, status of all tasks, new risks identified, scope changes and any other project issues
R.	A quarterly status report five (5) business days after the end of each calendar quarter. Report shall be in a format as required by DoIT.
S.	Report as needed on grant funds.
T.	Review all deliverables for completeness, adherence to standards and contract requirements.
U.	Work closely with functional managers to resolve team members' workload conflicts.
V.	Lend support to various business and technology teams as necessary during project implementation to ensure solid, scalable, robust solutions.
W.	Communicate effectively in both verbal i.e. day-to-day discussion, team meetings) and written (status reports, change requests) form, as well as have an overall ability to be clear and concise in all communications.
X.	Accurately assess the risks associated with each project and systematically manage and report the project risks.
Y.	Ensure that the solution chosen by OHS meets all the non-functional requirements such as security, performance, maintainability, scalability and extensibility.
Z.	Ensure that solutions conform to industry best practices and Maryland's State standards.
AA.	Ensure that sound development practices are taking place in requirements management, systems testing, and configuration management. Replace old processes with newer ones where feasible.
BB.	Effectively manage multiple priorities.
CC.	Perform additional job-related duties as requested.
2.	**PROJECT MANAGER DUTIES AND RESPONSIBILITIES**

The PM shall assist the project team comprised of current State and contractual personnel. Responsibilities include overall project governance and direction, and risk management as needed. Duties shall focus on project monitoring, control, team integration, change integration, and corrective action as needed. The position shall

ensure the application of PMI and State SDLC standards in managing the project.

The PM shall report to the TO Manager and perform the tasks described in the table below. The PM shall be capable of performing all assigned tasks with self-sufficiency and minimal guidance from the TO Manager. PM performance shall be rated by the State each month, based on performance in the nine PMBOK knowledge areas as applied to the Project, and the quality of the written deliverables described in Section 7 below (See Exhibit 1 – Deliverable Product Acceptance Form for performance rating criteria).

The PM shall be accountable for the creation of any and all written deliverables that do not exist for the project, and for the updating of those that do exist. The PM shall ensure that all deliverables are consistent with standards in the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and State of Maryland System Development Life Cycle (SDLC) (see Section 3 below).

PM Project Management Duties
An asterisk (*) by the section number below and bold italics identifies a deliverable associated with the duty / responsibility. Refer to Section 7 for full descriptions of all deliverables and time of performance.

2.1	Become thoroughly knowledgeable on all technical aspects of the LTSS Project.
2.2	Provide guidance and oversight consistent with PMI and PMBOK principles of project management and the State of Maryland SDLC. Manage and integrate project resources including oversight of the project team. Exercise PM best practices for the Project and oversee project activities consistent with the nine knowledge areas including: • Procurement Management - consisting of procurement planning, contracts planning, authoring solicitations, evaluation, requesting solicitation responses, selecting contractor(s), administering contract(s), and contract(s) closing activities. • Schedule Management - consisting of activity definition and sequencing, resource estimating, duration estimating, schedule development, and schedule control activities. • Integration Management - consisting of project plan development, project plan execution, and integrated change control activities. • Scope Management - consisting of project initiation, scope planning, scope definition and scope change control activities. • Cost Management - consisting of resource planning, cost estimating, budgeting and cost control activities. • Human Resources Management - consisting of organizational planning, project team acquisition and staff development activities. • Risk Management - consisting of risk management planning, risk identification, risk quantitative and qualitative analysis, response planning, monitoring, and control activities. • Quality Management - consisting of quality planning, quality assurance and quality control activities. • Communications Management - consisting of communications planning, information distribution, progress and performance reporting, and stakeholder communications management activities.
2.3 *	Review and provide input and updates to the ***Project Management Plan (Deliverable 7.1).*** • Ensure that plan components adequately document how the project will be executed, monitored and controlled. • Ensure that the plan adequately defines the managerial, technical, and supporting processes and

	activities necessary for sound project development.
	• Ensure that the plan adequately covers topics such as Scope Management, Schedule Management, Quality Management, Resource Management, Communications Management, Project Change Management, Risk Management, Procurement Management and others as deemed necessary to manage the project.
2.4 *	Review and provide input and updates to the **Work Breakdown Structure (WBS) (Deliverable 7.2)** consistent with PMBOK standards for all project work.
2.5 *	Review and provide input and updates to the **Integrated Master Schedule (Deliverable 7.3)** based on the WBS (see 2.4 above) and usable for tracking project activities. • This schedule should include all project management, agency and contractor activities in sufficient detail to manage the project. • The schedule should include milestones, deliverables, periods of performance, degrees of completion, and assigned resources for all project activities. • The activities duration in the master schedule should be at appropriate level of granularity to manage and track project progress. • Oversee appropriate updates to the Project Management Plan (see 2.3 above) and related project components as outlined in the SDLC.
2.6	Assist with integration of other Project Contractors' schedules and methodologies into the *Integrated Master Schedule* (see 2.5 above) to track all project progress. • Ensure appropriate updates to the Project Management Plan (see 2.3 above) and related project components as outlined in the SDLC.
2.7 *	Review and provide input and updates to the **Communications Management Plan (Deliverable 7.4)** for all project stakeholders. • Include stakeholder contact list, distribution structure, description of information to be disseminated, schedule listing when information will be produced and method for updating the communications plan. • Ensure all appropriate stakeholders have been identified and their requirements and expectations have been documented and managed within the scope of the project.
2.8 *	Review and provide input and updates to the **Risk Management Plan (RMP) and Risk Registry (Deliverable 7.5)**. At a minimum the RMP shall: • Identify and prioritize potential risks to successful completion of the SDLC Phases. • Incorporate pertinent risk information found in the Master Project Status Report (see 2.14 below). • Include a Risk Registry of all project risks that will be updated throughout the project.
2.9	Develop, document and implement escalation and resolution processes for the project and communicate the process to all stakeholders.
2.10 *	Ensure the Project Team has created and is updating a **Deliverable Comments Matrix (DCM) (Deliverable 7.6)** for each deliverable or SDLC product provided by each Project Contractor's primary point of contact. • Ensure that the Project Team reviews, and coordinates the review among appropriate stakeholders,

	of Project deliverables for completeness and conformance to requirements.
	• Ensure the Project Team documents resulting issues and questions in the DCM to be resolved by the Development Contractor prior to deliverable acceptance.
	• Ensure the Project Team reviews subsequent updated versions of deliverables to confirm all issues and questions have been resolved satisfactorily.
	• The DCM process is part of the Quality Assurance Plan (see 2.13 below).
2.11 *	Review and provide input and updates to the **Change Management Plan (Deliverable 7.7)** that describes the process for making changes to project scope, requirements, or cost as necessary.
	At a minimum, the Change Management Plan shall:
	• Describe the change management and approval processes to include:
	– Coordination with the TO Procurement Officer to define change order scope, cost, and project impact of proposed changes to the project;
	– Coordination with the TO Manager for review and approval of proposed changes to the project;
	– Coordination with the Project Team and any Contractors for review and agreement on proposed changes;
	– Coordination with the TO Manager and any Contractors for documentation and implementation of change orders; and
	– Project integration management consistent with the PMBOK for approved changes.
	• Describe the tools used (i.e. change request form)
2.12 *	Review and provide input and updates to the **Requirements Traceability Matrix (RTM) (Deliverable 7.8)** that describes and provides a numbering system for all project requirements for traceability through testing. The RTM process is part of the Quality Assurance Plan (see 2.13 below).
	• The RTM shall include test scenarios and acceptance criteria for all technical and functional requirements.
	• Ensure that the Project Team participates in requirements development as needed and traces requirements through testing and implementation via updates to the RTM.
	• Ensure that RTM updates are in conjunction with weekly requirements / design reviews (see 2.14 below).
	• Work closely with the Project Team and any Contractors to develop or review and update detailed project requirements. Requirements activities may include:
	– Stakeholder interviews;
	– Documenting before and after business processes;
	– Review of existing requirements documentation;
	– Joint Application Development (JAD) sessions;
	– COTS software "gap fit analysis";
	– Demonstrations of existing similar systems (benchmarking); and
	– Requirements walkthroughs
2.13 *	Review and provide input and updates to the **Quality Management Plan (Deliverable 7.9).**
	At a minimum the QMP shall:
	• Describe the process for quality management of project deliverables via the DCM process (see 2.10

	above).
	• Describe the process for quality management of requirements using the RTM (see 2.12 above).
	• Describe the processes for quality management of testing, software development and configuration management, as applicable.
	• Develop a written procedure for configuration control for application code promotion.
2.14	Review and provide input and updates to the **PM Status Report and Timesheet (Deliverable 7.10)**.
	At a minimum, the PM Status Report and Timesheet shall:
	• Report on completed and planned project activities for the reporting period,
	• Highlight schedule deviation from baseline,
	• Provide schedule updates, progress of work being performed, milestones attained, resources expended,
	• Document risks, and issues encountered and corrective actions taken
	• Track project cost and expenditures
2.15 *	Review and provide input and updates to the **Master Status Report (Deliverable 7.11)**. Assist with weekly Project Team meetings, to include any Contractors when appropriate.
	At a minimum the Master Status Report shall contain sections for the following:
	• Lessons learned from the project and any other pertinent status information.
	• Design / requirements reviews and discussions on project status.
	• Project status, risk and issue dispositions for the past week, and planned activities for the week upcoming.
	• PM activities and needed updates to the Integrated Master Schedule (see 2.5 above), Master RMP (see 2.8 above), and RTM (see 2.12 above).
	• Performance as measured against the Project Schedule.
2.16	Ensure project governance and control according to the Project Management Plan (see 2.3 above).
	• Work with the Project Team and any Contractors to address schedule variances.
	• Ensure the documentation of schedule variances in the Integrated Master Schedule (see 2.5 above) and Master Status Report (see 2.15 above).
2.17	Ensure that the Project Team will collect, organize, store, and manage project documents in a central repository. This includes:
	• Maintaining current and archival files (electronic and paper)
	• Collecting and distributing information to and from stakeholders
	• Entering updates into project tracking systems
2.18	Function as a liaison between Agency personnel, project stakeholders and any Contractors.
2.19	Assign other minor duties related to project management support to the Project Team. Minor duties may include:
	• Responding to phone calls and email
	• Making photo copies
	• Scheduling and attending ad hoc meetings

	• Engaging in TO performance discussions
	• Coordinating Development Contractor invoicing
	• Participating in Independent Verification & Validation (IV&V) assessments.
2.20 *	Review and provide input and updates to the *Human Resource Management Plan (Deliverable 7.12).* At a minimum, the Human Resource Management Plan shall: • Identify project tasks and assignments and work with Agency and any Contractors to resolve workload conflicts. • Define roles and responsibilities needed for each resource on the project. • Provide projections for resource and resource utilization. • Define staff acquisition strategy including backfilling of State resources if applicable. • Document staff training plan if required. • Define organizational structure based on resources.
2.21 *	Review and provide input and updates to the *Schedule Management Plan (Deliverable 7.13).* At a minimum, the Schedule Management Plan shall: • Document tools the project will use to manage the schedule and frequency of updates. • Define process for how schedule shall be tracked and reported including metrics used to report overall schedule performance. • Define process for schedule change process, including the process for baselining schedule and approving schedule changes.
2.22 *	Review and provide input and updates to the *Cost Management Plan (Deliverable 7.14).* At a minimum, the Cost Management Plan shall: • Establish the activities and criteria for planning, structuring, and controlling project costs. • Establish the project cost baseline through cost estimation and budget determination. • Define cost estimating and cost controls for the project. • Define and document how costs and cost variances will be reported regularly.
2.23 *	Review and provide input and updates to the *Procurement Management Plan (Deliverable 7.15).* At a minimum, the Procurement Management Plan shall: • Define the procedures for how the project will purchase or acquire all products and services needed from outside the team to perform project tasks • Document procurement management activities for the project. • Document contract management activities for the project.
2.24	Provide technical expertise regarding care management systems and phone monitoring systems.
2.25	Other project-related duties as assigned by PM or Department.

3. REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

The PM shall keep informed of and comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology projects applicable to activities and obligations under the TO Agreement, as those laws, policies, standards and guidelines may be amended from time to time. The PM shall adhere to and

remain abreast of current, new, and revised laws, regulations, policies, standards and guidelines affecting project execution and it shall obtain and maintain, at its expense, all licenses, permits, insurance, and governmental approvals, if any, necessary to the performance of its obligations under the TO Agreement. These may include, but are not limited to:

A.	The nine project management knowledge areas in the PMI's PMBOK.
B.	The State's SDLC methodology at: www.doit.maryland.gov - keyword: SDLC.
C.	The State's IT Security Policy and Standards at: www.DoIT.maryland.gov - keyword: Security Policy.
D.	The State's IT Project Oversight at: www.DoIT.maryland.gov - keyword: IT Project Oversight.
E.	The State of Maryland Enterprise Architecture at www.DoIT.maryland.gov - keyword: MTAF (Maryland Technical Architecture Framework).

4. MONTHLY PM PROJECT OVERSIGHT PERFORMANCE RATINGS

Each month the TO Contractor shall submit a Performance Evaluation Form (PEF) to the TO Manager. The TO Manager will rate the PM's performance based on the criteria described in the PEF.

In the event of poor or non-performance by the PM resulting in a rating of "unacceptable," payment shall be withheld pending the outcome of the procedures described in Section 5.

5. MITIGATION PROCEDURES FOR POOR OR NON-PERFORMANCE

As warranted by poor or non-performance by the PM, the Agency shall pursue the following mitigation procedures prior to requesting a replacement PM:

A.	The TO Manager shall document performance issues and give written notice to the TO Contractor clearly describing problems and delineating remediation requirement(s).
B.	The TO Contractor shall respond with a written remediation plan within three business days and implement the plan immediately upon written acceptance by the TO Manager.
C.	Should performance issues persist, the TO Manager may give written notice or request the immediate removal of the PM and determine whether a substitution is required.

6. WORK HOURS

A.	The PM will work an eight-hour day between the hours of 7:00 AM and 6:00 PM, Monday through Friday except for State holidays and Service Reduction days or other office closures.
B.	Alternatively, at the sole discretion of the TO Manger, the PM may follow DoIT's compressed work week schedule.
C.	Duties also may require some evening and/or weekend hours billed on actual time worked at the proposed hourly rate.

7. PROJECT MANAGER DELIVERABLES AND TIME OF PERFORMANCE

Note – for each of the written deliverables below, ongoing quality will be a factor in the Monthly Performance Rating described in Section 4 above.

ID #	Deliverable Description	Acceptance Criteria	Time of Performance

7.1	*Project Management Plan*	MS Word document (or mutually agreed upon document) that defines how the project will be executed, monitored and controlled. The document will be developed with input from the project team and key stakeholders. The plan should address topics including Scope Management, Schedule Management, Financial Management, Quality Management, Resource Management, Communications Management, Project Change Management, Risk Management, and Procurement Management as defined in the PMBOK. The Project Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated quarterly or as directed by the TO Manager
7.2	*Work Breakdown Structure (WBS)*	MS Word or Excel document (or mutually agreed upon document) that contains tiers showing project milestones or phases in the top level with a breakdown of major project tasks into manageable "work packages" underneath. Work packages at the bottom level should have no smaller than two-week durations and have measurable, testable, or observable outputs suitable for tracking project progress. The WBS shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated quarterly or as directed by the TO Manager
7.3	*Integrated Master Schedule*	MS Project document (or mutually agreed upon document) that is based on the WBS (see 7.2 above) and suitable for tracking project activities. At a minimum, the Master Schedule shall show milestones, deliverables, times of performance, degrees of completion and resources for all project activities during the SDLC. The activities durations in the master schedule should have the appropriate degree of granularity to manage and track project progress. This is a single, base-lined and periodically updated deliverable encompassing all project activities. The Integrated Master Schedule shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Update bi-weekly or as directed by the TO Manager
7.4	*Communications Management Plan*	MS Word document (or mutually agreed upon document) that captures the stakeholder contact list, the types of information to be disseminated, the format for each type, a schedule of when information will be produced and disseminated, and the method for updating the communications plan. This is a single deliverable maintained throughout the life of project. The Communications Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated quarterly or as directed by the TO Manager
7.5	*Risk Management Plan (RMP) and Risk Registry*	MS Word or Excel document (or mutually agreed upon document) that describes the risk management procedures for the project. The RMP will include a table of potential risks and recommended risk responses, and will incorporate risk information found in deliverables provided by the Development Contractor. This is a single, periodically updated deliverable encompassing all project risks. A **Risk Registry** will be created for logging all project risk	Update bi-weekly or as directed by the TO Manager

		using MS Excel or other appropriate table format. The Risk Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	
7.6	*Deliverable Comments Matrix (DCM)*	MS Word or Excel document (or mutually agreed upon document) that is used to capture comments and recommended changes to each Project deliverable prior to acceptance. A separate DCM is required for each deliverable or SDLC product. The DCM shall comply with Attachment 2, Section 2 requirements for the deliverable.	Project deliverable due date + 5 working days
7.7	*Change Management Plan*	MS Word document (or mutually agreed upon document) that describes the procedure for proposing, evaluating, approving, and documenting changes to project scope, schedule, and cost. This Plan should include any tools or templates used for change management, for example, change request form. The Change Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated quarterly or as directed by the TO Manager
7.8	*Requirements Traceability Matrix (RTM)*	MS Word or Excel document (or mutually agreed upon document) that describes technical and functional requirements. At a minimum, requirements should be numbered for traceability, testable and the descriptions unambiguous. The RTM should contain acceptance criteria for each requirement and a test method for verifying completion based on the criteria. The RTM shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated bi-weekly or as directed by the TO Manager
7.9	*Quality Assurance (QA) Plan*	MS Word document (or mutually agreed upon document) that describes how quality, meaning conformance to project requirements, will be monitored throughout the project life cycle. The QA Plan should describe the steps for deliverable review and updating via the DCM process (see 7.6 above). The QA Plan should describe the requirements tracking process via the requirements traceability process (see 7.8 above). The QA plan should define signoff procedures for project milestones and deliverables. The Quality Assurance Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	Updated quarterly or as directed by the TO Manager
7.10	*Project Manager Status Report and Timesheet*	MS Word document (or mutually agreed upon document) that captures and tracks ongoing PM activities and status. The report will capture activities completed in the past reporting period, activities planned for the following reporting period, and the completion status of project deliverables. The report will describe issues identified on the project and the status of efforts to resolve issues.	At least bi-weekly or as directed by the TO Manager
7.11	*Master Status Report*	MS Word document (or mutually agreed upon document) that captures and tracks ongoing project activities and status. The report will capture activities completed in the past reporting	At least bi-weekly or as directed by

		period, activities planned for the following reporting period, the completion status of project deliverables and status of Project costs (planned vs. actual). The report will describe issues identified on the project and the status of efforts to resolve issues and mitigate risks.	the TO Manager
		The report will have sections describing necessary updates to the Integrated Master Schedule (Deliverable 7.3) and Risk Registry (Deliverable 7.5). The report will document lessons learned from the project and any other pertinent status information.	
7.12	*Human Resource Management Plan*	MS Word or Excel document (or mutually agreed upon document) that describing how and when human resource requirements will be met on the project. The plan shall consider resource needs for the full life of the system including operations and maintenance and address staff acquisition, timing and training needs. The Human Resource Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	To be determined by the Project Manager
7.13	*Schedule Management Plan*	MS Word document (or mutually agreed upon document) that establishes the specific procedures for how the project schedule will be managed and controlled and is as detailed as necessary to control the schedule through the life cycle based on the size, risk profile, and complexity of the project. The Schedule Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	To be determined by the Project Manager
7.14	*Cost Management Plan*	MS Word document (or mutually agreed upon document) that establishes the activities and criteria for planning, structuring, and controlling project costs. The Cost Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	To be determined by the Project Manager
7.15	*Procurement Management Plan*	MS Word document (or mutually agreed upon document) that define the procedures to purchase or acquire all products and services needed from outside the team to perform project tasks. The document shall define processes for plan purchases and acquisitions including acquisition strategy, contract administration, and contract closure. The Procurement Management Plan shall comply with Maryland's SDLC and Attachment 2, Section 2 requirements for the deliverable.	To be determined by the Project Manager

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Request for Resume (RFR)
CATS II Master Contract

ATTACHMENT 4

PERFORMANCE EVALUATION FORM (PEF)

FOR PROJECT MANAGER (PM)

(Submitted monthly by the TO Contractor to initiate invoicing)

TO Contractor:

Name of PM Being Evaluated:

Date Submitted:
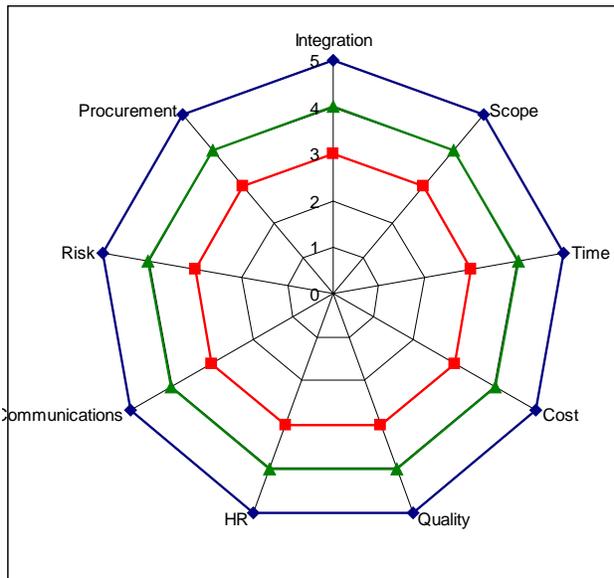
Performance Period (Month / Year):

Agency Name:

TO Manager / Agency Contact:

RFR / Reference BPO #

The Information Below Shall Be Filled-In by the Agency

PROJECT MANAGEMENT PERFORMANCE RATING DISPOSITION:

PM Processes	Rating**
Procurement Management	
Schedule Management	
Scope Management	
Cost Management	
Risk Management	
Human Resources Management	
Quality Management	
Communications Management	
Integration Management	
Total Average Score	

Rating is based on ***Project Management Performance Rating Criteria Sheet*. The Project Team should maintain score of 3 or higher for each process area and/or average score of 3. Scores below 3 may trigger the Mitigation Procedures defined in Section 5 above.

☐   Performance is acceptable

☐   Performance is unacceptable (for reasons indicated below).

REASON(S) FOR UNACCEPTABLE PERFORMANCE RATING (List Deliverables or PM Process Areas):

_____   _____

  TO Manager Signature   Date Signed

Project Management Performance Rating Criteria

The TO Manager will evaluate and rate the FPM's management performance based on the overall Project Team's performance in each of the nine Knowledge Areas below. Applicable processes should score at 3 or higher.

Project Integration Management

		Indicators of Process
0	Not applicable for project.	• Project Charter
1	Project Team has not established practices, standards, or processes for project. Work performed in ad hoc fashion and does not include integration management.	• Project Management Plan (PMP)
2	Project Team has established basic, documented processes for project planning and reporting exist. Management only involved on high-visibility projects.	• Integrated Project Plan • Updated Project Schedule
3	Project Team has institutionalized the Project integration efforts with documented procedures and standards. PM is beginning to integrate all project data.	
4	Project Team utilizes processes/standards for project on a regular basis and integrated with other processes/systems. Decisions on project based on performance metrics.	
5	Project Team has established best practices including project integration improvement procedures utilized. Lessons learned are regularly examined and used to improve documented processes.	

Project Scope Management

		Indicators of Process
0	Not applicable for project.	• Project Scope Statement
1	Project has general statement of functional requirements. Little or no scope management or documentation for project. Management and stakeholders are aware of key milestones only.	• Change Request and Approval Process
2	Project Team has put basic scope management process in place. Scope management is meeting techniques irregularly.	• Requirements Traceability Matrix (RTM)
3	Project Team has implemented full project management process documented and is actively utilizing process on regular basis. Stakeholders are engaged and actively participating in scope decisions.	• Change Control Board
4	Project Team is utilizing full project management processes for the project. Projects managed and evaluated in light of other competing requirements.	
5	Project Team's effectiveness and efficiency metrics drive project scope decisions by appropriate levels of management.	

Project Time/Schedule Management

		Indicators of Process
0	Not applicable for project.	• WBS
1	Project Team has not established planning or scheduling standards. Lack of documentation makes it difficult to achieve repeatable project success.	• Schedule Management Plan
2	Project Team has established basic processes, but is not performing planning and scheduling on a regular basis.	• Activities duration based on historic data
3	Project Team has established document time management processes and utilizes on a regular basis. Project-wide integration includes project dependencies.	
4	Project Team has established good practices in time management including utilization of historical data to forecast future performance. Project management decisions based on efficiency and effectiveness metrics.	
5	Project Team has additionally incorporated improvement procedures utilized for time management processes. Lessons learned are examined and used to	

	improve documented processes.	

Project Cost Management		
0	Not applicable for project.	**Indicators of Process**
1	Project Team has not established practices or standards. Cost process documentation is ad hoc and individual project members follow informal practices.	• Cost Estimates Activity • Project Cost Baseline • Cost Management Plan • Cost Control
2	Project Team has established processes exist for cost estimating, reporting, and performance measurement. Cost management processes are used for the project.	
3	Project Team has standardized cost management practices for project team. Costs are fully integrated and reflect the true cost of the project.	
4	Project Team has integrated cost planning and tracking with Project Office, financial, and human resources systems. Standards tied to agency processes.	
5	Project Team leverages lessons learned to improve documented processes. Project Team and management are actively using efficiency and effectiveness metrics for decision making.	

Project Quality Management		
0	Not applicable for project.	**Indicators of Process**
1	Project Team has not established project quality practices or standards. Management is considering how they should define "quality".	• Quality Assurance Plan • Deliverables Acceptance Criteria defined • User Acceptance Criteria (UAC) per SDLC phases • Formal Deliverable Acceptance Process
2	Project Team has established basic organizational project quality policy has been adopted. Project Management and Team encourage quality processes and policy for project.	
3	Project Team has established well documented quality management process and instituted standards for the project. Regular quality management activities are being executed including deliverables acceptance.	
4	Project Team has best practices for standard quality management processes. Management is actively involved in coordinating quality standards and assurance. Some metrics are developed.	
5	Project Team has implemented guidelines for implementing improvements back into the process. Metrics are key to product quality decisions throughout the SDLC.	

Project Human Resource Management		
0	Not applicable for project.	**Indicators of Process**
1	Project Team has not performed planning and staffing activities for project. Project teams are ad hoc. Human resource time and cost is not measured.	• Organization Chart • Roles and responsibilities matrix • Staffing Management Plan • Team Training Plan • Team performance assessment
2	Project Team has put processes in place that defines how to plan and manage human resources. Resource tracking is loosely performed for project.	
3	Project Team has established a regularly resource management process. Professional development program activities for team and organization have been established for successful implementation of project.	
4	Project Team has implemented resource management best practices including resource forecasts used for project planning and prioritization. Project team performance measured and integrated with team development.	
5	Project Team includes HR processes which engage teams to document project lessons learned. Improvements are incorporated into human resources management process.	

Project Communication Management		

0	Not applicable for project.	**Indicators of Process**
1	Project Team performing communications management on an ad hoc basis with informal status reports to management.	• Communication Management Plan
2	Project Team has established basic communications process including Communications Management Plan. Project progress reporting is occurring on a more regular basis.	• Project Performance Reports
3	Project Team has active involvement by executing a formal project communications plan. All stakeholders and project team members are aware of communications process.	• Stakeholder Contact • Processes for communication of Risk, Issues and Decisions
4	Project Team has implemented best practices for communications management plan for the project.	
5	Project Team has put additional improvement process in place to continuously improve project communications management. Lessons learned are captured and incorporated.	

Project Risk Management

0	Not applicable for project.	**Indicators of Process**
1	Project Team has not established any risk management practices or standards for project. Documentation is minimal and results are not shared. Risk response is reactive.	• Risk Management Plan
2	Project Team has established basic risk management processes and have documented for the project. Team members are involved with risks process and risks are shared for project.	• Risk Register • Process for Risk Register updates and communication of risk
3	Project Team has established regular risk management processes and risk activities, including identification and mitigation planning, are actively utilized for project.	• Contingency plans for risk
4	Project Team has integrated risk processes with all aspect of project reporting including time, cost, and resource systems. Metrics are used to support risk decisions for the project.	
5	Project Team has established best practices in risk management including continuous improvement processes to ensure project is continually measured and managed against performance metrics.	

Project Procurement Management

0	Not applicable for project.	**Indicators of Process**
1	Project Team has not established procurement process for project. Processes are ad hoc at best with no clear plan defined.	• Procurement Management Plan
2	Project Team has established basic process for procurement of goods and services for project. Procurement Management Plan has been developed for procurement of all project goods and services.	• Contract Statement Of Work
3	Project Team has established standards for procurement management on project and integrated with Agency processes.	• Evaluation Criteria • Cost Benefit Analysis
4	Project Team has leverage procurement management best practices such as make/buy decisions for the agency and project. Project procurement practices are integrated with project management mechanisms.	• Make/Buy Decisions
5	Project Team has instituted on-going process improvements focus on procurement efficiency and effective metrics.	