- ATTACHMENT -
PROJECT MANAGER
DUTIES & RESPONSIBILITIES
<u>**MARYLAND STATE POLICE W00B0400022**</u>

About this document – this is a detailed description of typical Project Manager (PM) duties, responsibilities, and deliverables. The purpose is to provide an example Scope of Work (SOW) for attachment to a CATS II Request for Resume (RFR). 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 CAD/RMS occurs. Additionally, target due dates for deliverables defined in Section 7 should be adjusted to fit project needs. This information is advisory only 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.state.md.us.

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 – Agency staff person responsible for managing the RFR process up to the point of TO award;

B) TO Manager – Agency staff person who oversees the PM's work performance and administers the TO once it is awarded;

C) PM – The person provided by the CATS II Master Contractor as a result of this RFR. The PM is responsible for performing the duties and responsibilities described in this SOW, and for completing all requirements and deliverables under the TO. The PM reports to the Task Order (TO) Manager and oversees project work by the Development Contractor (see below). The PM strictly represents the Agency for project purposes;

D) Development Contractor – The contractor responsible for system development or COTS integration, including their PM and other personnel assigned to the project. The Development Contractor reports to the PM for project purposes with oversight by the TO Manager; and

E) PM TO Contractor – The CATS II Master Contractor awarded the TO for a PM.

F) MSP – Maryland Department of State Police

2. DUTIES AND RESPONSIBILITIES

The PM is responsible for project management and coordination of the CAD/RMS 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 quality shall be rated each month (see Attachment 1 – Deliverable Product Acceptance Form for performance rating criteria).

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. The PM is expected to create any and all of the written deliverables that do not exist for the project, and review and update those that do exist. The PM will 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).

	Project Management Duties
2.1	Become thoroughly knowledgeable on all current MSP CAD/RMS activities to function as the MSP project PM.
2.2	Provide *Project Management Support (Deliverable 7.1)* consistent with PMI and PMBOK principles of project management and the SDLC. Manage project resources including oversight of the Development Contractor and their PM. Define PM best practices for the project and perform project activities consistent with the nine knowledge areas including: • Procurement Management - consisting of procurement planning, contracts planning, 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*	Create/Update and maintain an ongoing *Project Management Plan (Deliverable 7.2)* which describes PM processes and activities including how the project will be executed, monitored and controlled. The Plan defines the managerial, technical, and supporting processes and activities and should address 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*	Develop a *Work Breakdown Structure (WBS) (Deliverable 7.3)* consistent with PMBOK standards for all project work.
2.5*	Create/Update and maintain an ongoing *Integrated Master Schedule (Deliverable 7.4)* 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. Revise and maintain ongoing updates to the Project Management Plan (see 2.3 above) and related project components as outlined in the SDLC.
2.6*	Work with the Development Contractor to integrate their plan and methodology into the Integrated Master Schedule (see 2.5 above) to track all project progress. Revise and maintain ongoing updates to the Project Management Plan (see 2.3 above) and related project components as outlined in the SDLC.
2.7*	Create/Update and maintain an ongoing *Communications Plan (Deliverable 7.5)* for all project stakeholders including 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	Create/Update and maintain an ongoing *Risk Management Plan (RMP) and Risk Registry (Deliverable 7.6)*. The RMP shall identify and prioritize potential risks to successful completion of the CAD/RMS SDLC Phases. The RMP shall incorporate pertinent risk information found in the Master Project Status Report (see 2.14 below). The RMP will include a Risk Registry of all project risks that will be updated throughout the project.
2.9*	Develop, document and implement and issue escalation and resolution process for the project and communicate the process to all stakeholders.
2.10*	Create/Update a *Deliverable Comments Matrix (DCM) (Deliverable 7.7)* for each deliverable or SDLC product provided by the Development Contractor. Personally review deliverables, and coordinate the review of deliverables among appropriate stakeholders for completeness and conformance to project requirements. Document resulting issues and questions in the DCM to be resolved by the Development Contractor prior to deliverable acceptance. Review subsequent updated versions of deliverables to ensure all issues and questions have been resolved satisfactorily. The DCM process is part of the Quality Assurance Plan (see 2.13 below).
2.11	Create/Update a *Change Management Plan (Deliverable 7.8)* that describes the process for making changes to project scope, requirements, or cost as necessary. At a minimum, the Change Management Plan should describe the change management and approval processes, and the tools used (i.e. change request form, change order). Processes should include: • Coordination with the TO Manager for review and approval of proposed changes to the project; • Coordination with Development Contractor for review and agreement on proposed changes; and • For approved changes, project integration management consistent with the PMBOK. Additionally, the PM shall review the existing change management logs and determine which items will be taken forward for further analysis.
2.12*	Create/Update and maintain a *Requirements Traceability Matrix (RTM) (Deliverable 7.9)* that describes and provides a numbering system for all project requirements for traceability through testing. The RTM should include test scenarios and acceptance criteria for all technical and functional requirements. The PM will participate in requirements development as needed (see 2.29 below) and trace requirements through testing and implementation via updates to the RTM. RTM updates will be in conjunction with weekly requirements / design reviews (see 2.14 below). The RTM process is part of the Quality Assurance Plan (see 2.13 below).
2.13	Create/Update and maintain a *Quality Assurance (QA) Plan (Deliverable 7.10)* that includes the following components at a minimum: • Description of the process for QA on project deliverables via the DCM process (see 2.10 above). • Description of the process for QA on requirements using the RTM (see 2.12 above).
2.14	Create / Update and maintain a *Master Status Report (Deliverable 7.11)*. Schedule and lead weekly project team meetings in which design / requirements reviews and discussions on project status, risk and issues occur. Record project status, risk and issue dispositions for the past week, and planned activities for the week upcoming, in the Status Report. The Status Report should have sections describing 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). The Master Status Report shall contain a section for lessons learned from the project and any other pertinent status information.
2.15	Coordinate with the Development Contractor to control the project to the Project Management Plan (see 2.3 above). Work with the Development Contractor to address schedule variances. Document schedule variances in the Integrated Master Schedule (see 2.5 above) and Master Status Report (see 2.14 above).

2.16	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, and entering updates into Agency internal weekly status reports and project tracking systems.
2.17	Function as a liaison between Agency personnel, project stakeholders and the Development Contractor.
2.18	Perform other minor duties related to project management support as assigned by the TO Manager. 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, and participating in Independent Verification & Validation (IV&V) assessments.
2.19*	Create/Update and maintain other management plans as deemed necessary by the TO Manager. For example, a *Human Resource Management Plan*, *Cost Management Plan, and Procurement Management Plan (Deliverable 7.12).*
2.20	Manage change orders in accordance with the Change Management Plan (see 2.11 above). Work with the TO Procurement Officer to define change order scope, cost, and project impact. Perform cost-benefit analyses, and provide valid justifications for change orders. Document and coordinate the implementation of change orders with the TO Manager and Development Contractor.
2.21	Schedule and facilitate weekly status and risk discussions with the Development Contractor based on project status reports provided by the Development Contractor. Transfer pertinent status and risk dispositions to the Master Status Report (see 2.14 above).
2.22	Prepare and submit to the Agency quarterly project financial and status reports.
2.23	Have SDLC products available at project team meetings and prepare minutes for all meetings.
2.24	Ensure project governance processes are documented and practiced.
2.25	Review and as necessary develop a written procedure for configuration control for application code promotion.
2.26	Coordinate and manage appropriate training for end users.
2.27	Identify project tasks and assignments and work with agency and Development Contractor to resolve workload conflicts.
2.28	Participate in IV&Vs and provide IV&V contractors with all project artifacts to accurately assess project health as required.
2.29	Work closely with the Agency and Development Contractor 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
2.30	Control the scope of the project leveraging tools such as the RTM (see 2.12 above) and change management activities.
2.31	Other project-related duties as assigned by TO Manager.
	Other Duties
2.40	Coordinate MSP related CAD/RMS Contract procurement activities under the direction of the TO Manager and Master CAD/RMS Project Manager
2.41	Disseminate process, progress, and requirements to MSP stake holders

3. REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

For the CAD/RMS project, the PM TO Contractor and assigned PM shall keep itself informed of and comply with all applicable laws, regulations, policies, standards and guidelines affecting information technology projects applicable to its activities and obligations under the TO Agreement, as those laws, policies, standards and guidelines may be amended from time to time. The PM TO Contractor and assigned 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's of Maryland Enterprise Architecture at www.DoIT.maryland.gov - keyword: MTAF (Maryland Technical Architecture Framework).

4. MONTHLY PM PERFORMANCE RATINGS

Each month the PM TO Contractor shall submit a Deliverable Project Acceptance Form (DPAF) to the TO Manager for the deliverable Project Management Support (Deliverable 7.1). The TO Manager will rate the PM's performance based on the criteria described in the DPAF. 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 PM TO Contractor clearly describing problems and delineating remediation requirement(s).

B) The PM 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 PM whose performance is at issue, and determine whether a substitution is required.

6. WORK HOURS

The PM TO Contractor's 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. Services may also involve some evening and/or weekend hours billed on actual time worked at the proposed hourly rate.

7. DELIVERABLES AND TIME OF PERFORMANCE

The table below describes the deliverables required under the TO and corresponding Time of Performance based on Notice To Proceed (NTP).

ID #	Deliverable Description	Time of Performance
7.1	*Project Management Support* – Encompasses the duties and responsibilities in Section 2 above and culminates in the overall effective execution and control of the CAD/RMS project. This is a single continuous deliverable encompassing all other deliverables described in this section. Note - The quality of this deliverable is based on PM performance in the nine PMBOK knowledge areas as applied to the CAD/RMS project, and the quality of the written deliverables in this section. The Project Management Support deliverable shall be assessed by the TO Manager via the process described in Section 4 above.	NTP onward through the duration of the TO
Note – for each of the written deliverables below, ongoing quality will be a factor in the Monthly PM Performance Rating described in Section 4 above.		
7.2	*Project Management Plan* – An MS Word 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.	NTP + 15 working days, updated quarterly and as needed
7.3	*Work Breakdown Structure (WBS)* – A MS Project or MS Visio document with tiers showing project milestones or phases in the top level with a breakdown of major project tasks into smaller "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.	NTP + 15 working days.
7.4	*Integrated Master Schedule* – An MS Project document based on the WBS (see 7.3 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.	NTP + 20 working days, updated as needed.
7.5	*Communications Plan* – An MS Word document that captures a 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.	NTP + 20 working days , Updates as needed
7.6	*Risk Management Plan (RMP) and Risk Registry* – An MS Word document that described 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 using MS Excel or other appropriate table format.	NTP + 20 working days, Updates as needed.

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7.7	***Deliverable Comments Matrix (DCM)*** – An MS Word document used to capture comments and recommended changes to each deliverable from Development Contractor, or SDLC product, prior to acceptance. A separate DCM is required for each deliverable or SDLC product.	Project deliverable due date + 5 working days
7.8	***Change Management Plan*** – An MS Word 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.	NTP + 30 working days , updated as needed
7.9	***Requirements Traceability Matrix (RTM)*** – an MS Excel or other appropriate tool that describes technical and functional requirements. At a minimum, requirements should be 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.	NTP + 30 working days , updated as needed
7.10	***Quality Assurance Plan*** – An MS Word 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 7.7 above). The Plan should describe the requirements tracking process via the requirements traceability process (see 7.9 above). The QA plan should define signoff procedures for project milestones and deliverables.	NTP + 35 working days, updated as needed
7.11	***Master Status Report*** – An MS Word document that captures and tracks ongoing project activities and status. The report will capture activities completed in the past week, activities planned for the following week, and the completion status of project deliverables. The report will describe issues identified on the project and the status of efforts to resolve issues. The report will have sections describing necessary updates to the Integrated Master Schedule (Deliverable 7.4) and Master RMP (Deliverable 7.6). The report will document lessons learned from the project and any other pertinent status information.	NTP + 14 working days and bi-weekly thereafter
7.12	Other management plans, such as *Human Resource Management*, *Cost Management*, and *Procurement Management* as deemed necessary by the TO Manager.	To be determined by the TO Manager

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DELIVERABLE PRODUCT ACCEPTANCE FORM (DPAF)
PM PERFORMANCE
DELIVERABLE ID # 7.1

(Submitted monthly by the PM TO Contractor)

PM TO Contractor:
Date Submitted:
Performance Period (Month / Year):
Agency Name:
TO Manager / Agency Contact:
Reference BPO #

The Information Below Shall Be Filled-In by the Agency _

DELIVERABLES AND PROJECT MANAGEMENT PERFORMANCE RATING DISPOSITION:
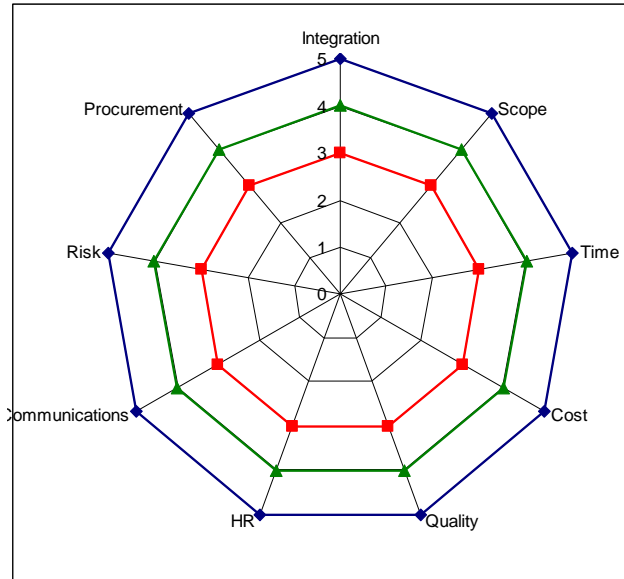
PM Processes	Rating**
Procurement Management	
Schedule Management	
Scope Management	
Cost Management	
Risk Management	
Human Resources Management	
Quality Management	
Communications Management	
Integration Management	
Total Average Score	

Rating is based on ***Monthly Project Management Process Evaluation Rating Criteria Sheet*. Project Manager should maintain score of 3 or higher for each process area and/or average score of 3. Scores below 3 are deemed poor or non-performance and the TO Manager should follow the Mitigation Procedures as defined in Section 5 above.

☐   Deliverable # 7.1 is acceptable.   ☐   Deliverable # 7.1 is rejected
(for reasons indicated below).

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

_____   _____
TO Manager Signature   Date Signed

Monthly Project Management Process Evaluation Rating Criteria

The TO Manager will evaluate and rate Project Manager's performance on a monthly basis for each of the nine Knowledge Areas below. Processes should be at score of 3 or higher for applicable processes.

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

Project Scope Management		
0	Not applicable for project.	**Indicators of Process**
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.	1. Project Scope Statement
2	Project Manager has put basic scope management process in place. Scope management is meeting techniques irregularly.	2. Change Request and Approval Process
3	Project Manager has implemented full project management process documented and is actively utilizing process on regular basis. Stakeholders are engaged and actively participating in scope decisions.	3. Requirements Traceability Matrix (RTM)
4	Project Manager is utilizing full project management processes for the project. Projects managed and evaluated in light of other competing requirements.	4. Change Control Board
5	Project Manager's effectiveness and efficiency metrics drive project scope decisions by appropriate levels of management.	

Project Time/Schedule Management		
0	Not applicable for project.	**Indicators of Process**
1	Project Manager has not established planning or scheduling standards. Lack of documentation makes it difficult to achieve repeatable project success.	1. WBS
2	Project Manager has established basic processes, but is not performing planning and scheduling on a regular basis.	2. Schedule Management Plan
3	Project Manager has established document time management processes and utilizes on a regular basis. Project-wide integration includes project dependencies.	3. Activities duration based on historic data
4	Project Manager 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 Manager 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 Manager has not established practices or standards. Cost process documentation is ad hoc and individual project members follow informal practices.	1. Cost Estimates Activity
2	Project Manager has established processes exist for cost estimating, reporting, and performance measurement. Cost management processes are used for the project.	2. Project Cost Baseline 3. Cost Management Plan
3	Project Manager has standardized cost management practices for project team. Costs are fully integrated and reflect the true cost of the project.	4. Cost Control
4	Project Manager has integrated cost planning and tracking with Project Office, financial, and human resources systems. Standards tied to agency processes.	
5	Project Manager leverages lessons learned to improve documented processes. Project Manager 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 Manager has not established project quality practices or standards. Management is considering how they should define "quality".	1. Quality Assurance Plan
2	Project Manager has established basic organizational project quality policy has been adopted. Project Management and Team encourage quality processes and policy for project.	2. Deliverables Acceptance Criteria defined
3	Project Manager has established well documented quality management process and instituted standards for the project. Regular quality management activities are being executed including deliverables acceptance.	3. User Acceptance Criteria (UAC) per

4	Project Manager has best practices for standard quality management processes. Management is actively involved in coordinating quality standards and assurance. Some metrics are developed.	SDLC phases
5	Project Manager has implemented guidelines for implementing improvements back into the process. Metrics are key to product quality decisions throughout the SDLC.	4. Formal Deliverable Acceptance Process

Project Human Resource Management

0	Not applicable for project.	**Indicators of Process**
1	Project Manager has not performed planning and staffing activities for project. Project teams are ad hoc. Human resource time and cost is not measured.	1. Organization Chart
2	Project Manager has put processes in place that defines how to plan and manage human resources. Resource tracking is loosely performed for project.	2. Roles and responsibilities matrix
3	Project Manager has established a regularly resource management process. Professional development program activities for team and organization have been established for successful implementation of project.	3. Staffing Management Plan 4. Team Training Plan 5. Team performance assessment
4	Project Manager 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 Manager 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 Manager performing communications management on an ad hoc basis with informal status reports to management.	1. Communication Management Plan
2	Project Manager has established basic communications process including Communications Management Plan. Project progress reporting is occurring on a more regular basis.	2. Project Performance Reports
3	Project Manager has active involvement by executing a formal project communications plan. All stakeholders and project team members are aware of communications process.	3. Stakeholder Contact 4. Processes for communication of Risk, Issues and Decisions
4	Project Manager has implemented best practices for communications management plan for the project.	
5	Project Manager 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 Manager has not established any risk management practices or standards for project. Documentation is minimal and results are not shared. Risk response is reactive.	1. Risk Management Plan
2	Project Manager 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.	2. Risk Register 3. Process for Risk Register updates and communication of risk
3	Project Manager has established regular risk management processes and risk activities, including identification and mitigation planning, are actively utilized for project.	4. Contingency plans for risk
4	Project Manager 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 Manager has establish 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 Manager has not established procurement process for project. Processes are ad hoc at best with no clear plan defined.	1. Procurement Management Plan
2	Project Manager 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.	2. Contract Statement Of Work
3	Project Manager has established standards for procurement management on project and integrated with Agency processes.	3. Evaluation Criteria 4. Cost Benefit Analysis 5. Make/Buy Decisions
4	Project Manager 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.	
5	Project Manager has instituted on-going process improvements focus on procurement efficiency and effective metrics.	

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