

Request for Resume (RFR) CATS II Master Contract

Section 1 –General Information			
RFR Number: (Reference BPO Number)	DEXB3400023		
Functional Area (Enter One Only)	Functional Area 10- IT Management Consulting Services		
Labor Category/s			
<i>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.</i>			
<i>Enter the labor category/s to be provided:</i>			
1. Project Manager			
Anticipated Start Date	7/1/2013		
Duration of Assignment	Six months		
Designated Small Business Reserve?(SBR): (Enter “Yes” or “No”)	No		
MBE Goal, if applicable			0%
Issue Date: mm/dd/yyyy	5/7/2013	Due Date: mm/dd/yyyy	5/29/2013
		Time (EST): 00:00 am/pm	3:00 P.M.
Place of Performance:	Governor’s Office of Crime Control & Prevention 300 E. Joppa Road, Suite 1105 Towson, MD 21286		
Special Instructions: (e.g. interview information, attachments, etc.)	Interviews will be conducted by a panel using a standardized set of interview questions for all candidates. GOCCP plans to conduct an initial in-person interview of all susceptible candidates. GOCCP may also conduct in-person finalist interviews. Master contractors should pre-screen candidates.		
Security Requirements (if applicable):	Selected personnel must pass background and reference checks.		
Invoicing Instructions			
<ul style="list-style-type: none"> Hourly Labor Rate: Task Orders awarded at the Hourly Labor Rate shall be invoiced monthly for actual hours x Labor Rate. 			
Special Invoicing Instructions:	Invoices shall be accompanied by a detailed time sheet and submitted on a monthly basis. Invoices shall comply with all requirements in Section 2.8 of the CATS II Master Contract RFP.		
Section 2 – Agency Procurement Officer (PO) Information			
Agency / Division Name:	Governor’s Office of Crime Control & Prevention Information Technology Department		

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Agency PO Name:	Sarah Myers	Agency PO Phone Number:	410-821-2866
Agency PO Email Address:	smyers@goccp.state.m.us	Agency PO Fax:	410-339-3467
Agency PO Mailing Address:	Governor's Office of Crime Control & Prevention 300 E. Joppa Road, Suite 1105 Towson, MD 21286		

Section 3 – Scope of Work

Background

The Governor's Office of Crime Control & Prevention (GOCCP) is the state's administering agency for criminal justice and public safety related grants. GOCCP administers over 40 state and federal grant programs and awards grant funds to local government, state government, law enforcement, criminal justice agencies and non-profit groups across the state. Currently the Office manages a budget in excess of \$100 million and awards more than 950 grants per year.

GOCCP manages the entire grant lifecycle using an enterprise Grants Management System (GMS). Through a separate CATS II solicitation, the GMS was recently migrated from a legacy, client-server database and application environment into a modern, secure, and user-friendly browser-based solution based on .NET and SQL Server technologies. Future system development and enhancements will be provided under this existing solicitation through May 31, 2014.

GOCCP is seeking a seasoned Project Manager to oversee and direct these system enhancement efforts and to define requirements for future system development and support contracts. The resource to be secured under this RFR will serve in a lead project governance and direction capacity as part of the State's project team and support GOCCP throughout the project life cycle.

Job Description/s

Labor Category/s (From Section 1 Above)	Duties / Responsibilities
1. Project Manager	<p>This position reports directly to the GOCCP IT Director and is responsible for all functional aspects of the GMS project. Responsibilities include overall project planning, governance and management. Duties shall focus on project planning, monitoring and control, and serving as primary liaison with GOCCP and Agency stakeholders.</p> <p>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.</p> <p><i>See Attachment 3 for a detailed description of duties, responsibilities and deliverables.</i></p>

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 must 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
1. Project Manager	<p>Education:</p> <ul style="list-style-type: none"> • Bachelor's Degree from an accredited college or university in Engineering,

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	<p style="text-align: center;">Computer Science, Information Systems, Business or other related discipline.</p> <p>General Experience:</p> <ul style="list-style-type: none"> • At least five (5) years of experience in project management. • PMI certification as a PMP. <p>Specialized Experience:</p> <ul style="list-style-type: none"> • 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. • Five (5) or more years project experience developing functional (non-technical) requirements for implementing IT systems for private or public sector organizations.
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<p>Preferred Qualifications</p> <p>The additional Experience/Knowledge/Skills listed below are preferred by the State.</p>

Labor Category/s	Preferred Qualifications
1. Project Manager	<p>Education:</p> <ul style="list-style-type: none"> • Master’s Degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business or other related discipline. <p>General Experience:</p> <ul style="list-style-type: none"> • At least seven (7) years of experience in project management. <p>Specialized Experience:</p> <ul style="list-style-type: none"> • At least seven (7) 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. • Seven (7) or more years project experience developing functional (non-technical) requirements for implementing IT systems for private or public sector organizations. • Two (2) or more years of experience with grants management systems. • Three (3) or more years experience in managing complex projects for a government agency.

<p>Section 4 - Required Submissions</p> <p>NOTE:</p> <ul style="list-style-type: none"> – 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: <p>Email 1 of 2 with “Technical”: Master Contractor Name, RFR number, & candidate name in the subject line</p> <ul style="list-style-type: none"> • 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. <p>Email 2 of 2 with “Financial”: Master Contractor Name, RFR number, & candidate name in the subject line</p> <ul style="list-style-type: none"> • 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. Copy of current PMI certificate.

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Section 5 – Evaluation Criteria –

Candidates meeting the Minimum Qualifications listed in Section 3 above will be evaluated for overall best value, as follows:
(Provide a list of evaluation criteria in descending order of importance)

1. Relevance of IT project management experience

2. Relevance of training and education

3. 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 # DEXB3400023

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 each proposed candidate.

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]
[Contact Person (Optional if current employer)]

[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

Reference Name	Job Title or Position	Organization Name	Telephone / Email

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<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 –	
Requirement	Candidate Relevant Experience*
Education: <ul style="list-style-type: none"> • 	Education:
General Experience: <ul style="list-style-type: none"> • • 	General Experience:
Specialized Experience: <ul style="list-style-type: none"> • • 	Specialized Experience:
<i>Describe additional professional experience, knowledge, and skills required for this position.</i>	

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 # DEXB3400023

(This form is to be filled out by Master Contractors - Submit with the Financial Response)

Period 1 (June 10, 2013 – December 10, 2013)				
CATS II Labor Category		A	B	C
		Fully Loaded Hourly Labor Rate	Evaluation Hours	PERIOD 1 Evaluation Price (A x B)
Project Manager		\$	650	\$
Total RFR Price				\$

Authorized Individual Name

Company Name

Title

Company Tax ID #

The Hourly Labor Rate cannot exceed the Master Contract rate, but may be lower. The rate 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.

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**PROJECT MANAGER
DUTIES & RESPONSIBILITIES**

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.

2. DUTIES AND RESPONSIBILITIES

PM shall report to the TO Manager and perform the tasks described 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 4 – Deliverable Product Acceptance Form for performance rating criteria).

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).

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DUTIES AND RESPONSIBILITIES

1. Become thoroughly knowledgeable on all aspects of the Project including technical knowledge of software applications being utilized by the project;
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.
3. Support the management and planning of all efforts associated with the projects to include: development and management of work plans, define and deliver individual project deliverables as a part of the overall program deliverables, manage the expectations of all stakeholders, 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 team;
4. Review and update existing project documentation, and develop documentation in each of the required State's SDLC phases that meet the requirements for this project. Ensure that all deliverables are consistent with standards in the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK);
5. 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 Requirements Traceability Document and overall business understanding of the project needs;

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6. Develop and execute a plan for requirements elicitation:
 - Ensure that all necessary business needs and requirements are elicited, validated, analyzed, prioritized, and documented. Translate business needs into clear, concise, and unambiguous requirements.
 - Lead the requirements elicitation, using best practices and techniques such as: brainstorming, document analysis, interface analysis, interviews, questionnaires, observations, reverse engineering, JAD sessions, use cases, etc.
 - Use the captured requirements to document business models for enterprise analysis and model the “As-Is” and “To-Be” business processes.
 - Use techniques such as: SIPOC (Suppliers, Inputs, Process, Outputs, Customers) analysis, use case diagrams, process flowcharts, swim lane diagrams, activity diagrams, data flow diagrams (DFD), entity-relationship diagram (ERD), etc.
 - Facilitate quality review walkthroughs and obtain stakeholder buy-in and sign-off on requirements, requirements traceability matrix, and other relevant project artifacts.
 - Have primary responsibility for traceability, ensuring all requirements are linked to project artifacts downstream: test cases, use cases, defects, and other items within the project to understand what is impacted when change occurs.
7. Analyze the organization’s strategic business needs, processes, policies, data models and business systems to identify and recommend options for improving business processes and systems, including infrastructure;
8. Actively support the grant 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 ongoing maintenance and support management;
9. Manage development vendor assignments, contract issues and assigned tasks, conduct quality assurance reviews of vendor output, and develop acceptance criteria for vendor supported tasks;
10. Communicate effectively in both verbal (i.e. day-to-day discussions, team meetings) and written (status reports, change requests) form, as well as have an overall ability to be clear and concise in all communications;
11. Ensure that the solutions chosen by GOCCP, or other Inter-agency partners, meet all the non functional requirements such as security, performance, maintainability, scalability, and extensibility;
12. Ensure that solutions conform to industry best practices and Maryland state standards;
13. Develop test plans, assist business users with functional test case development and manage acceptance test execution;
14. Ensures appropriate product-related training and documentation are developed and made available to end-users;
15. Assist in defining requirements and drafting future development and support Task Order Request for Proposals (TORFP) in accordance with the Maryland Department of Information Technology’s (DoIT) Consulting and Technical Services Master Contract;
16. Perform additional job-related duties as requested.

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3. REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

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 shall be available between the hours of 8:00 AM and 5:00 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.

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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	<p>Project Management Support – Encompasses the duties and responsibilities in Section 2 above and culminates in the overall effective execution and control of the project. This is a single continuous deliverable encompassing all other deliverables described in this section.</p> <p>Note - The quality of this deliverable is based on PM performance in the nine PMBOK knowledge areas as applied to the project, and the quality of the written deliverables in this section.</p> <p>The Project Management Support deliverable shall be assessed by the TO Manager via the process described in Section 4 above.</p>	NTP onward through the duration of the TO
<p><i>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.</i></p>		
7.2	<p>Project Management Plan – An MS Word document (or mutually agreed upon document) that defines how the project will be executed, monitored and controlled. The document will be updated and maintained 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.</p>	Updated monthly and as needed
7.3	<p>Monthly Status Report - Report must cover the milestones due that month and any overdue milestones, status of all tasks, new risks identified, scope changes and any other project issues. Issues must include identification, escalation and resolution steps.</p>	5 business days after the end of each month
7.4	<p>Meeting Minutes - All meetings between GOCCP staff and the TO Contractor require a Meeting Minutes to be completed and filed in the project workspace.</p>	Within 2 business days of the meeting completion date
7.5	<p>Updates to any existing project documentation (SDLC) as deemed necessary by the TO Manager.</p>	To be determined by the TO Manager

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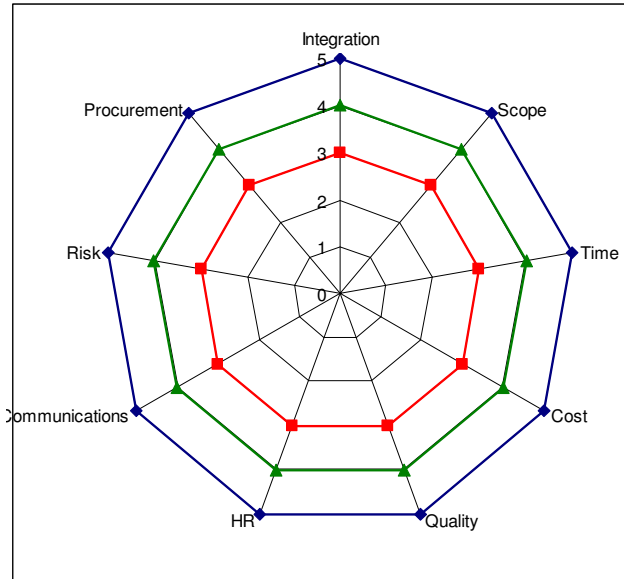
**DELIVERABLE PRODUCT ACCEPTANCE FORM (DPAF)
PM PERFORMANCE
DELIVERABLE ID # 7.1**

(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

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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.

Rating

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	Project Manager has institutionalized the Project integration efforts with documented procedures and standards. PM is beginning to integrate all project data.	3. Integrated Project Plan
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.	4. Updated Project Schedule
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	Project Manager has standardized cost management practices for project team. Costs are fully integrated and reflect the true cost of the project.	3. Cost Management Plan
4	Project Manager has integrated cost planning and tracking with Project Office, financial, and human resources systems. Standards tied to agency processes.	4. Cost Control
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	2. Deliverables

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	Management and Team encourage quality processes and policy for project.	
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 SDLC phases
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.	4. Formal Deliverable Acceptance Process
5	Project Manager 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 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	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.	4. Team Training Plan
5	Project Manager includes HR processes which engage teams to document project lessons learned. Improvements are incorporated into human resources management process.	5. Team performance assessment
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	Project Manager has implemented best practices for communications management plan for the project.	4. Processes for communication of Risk, Issues and Decisions
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	Project Manager has established regular risk management processes and risk activities, including identification and mitigation planning, are actively utilized for project.	3. Process for Risk Register updates and communication of 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.	4. Contingency plans for risk
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	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.	4. Cost Benefit Analysis
5	Project Manager has instituted on-going process improvements focus on procurement efficiency and effective metrics.	5. Make/Buy Decisions