Request for Resume (RFR)
CATS II Master Contract

All Master Contract Provisions Apply

Section 1 –General Information			
RFR Number: **(Reference BPO Number)**	F50P1400151		
Functional Area **(Enter One Only)**	Functional Area 10- IT Management Consulting Services		
Position Title/s or Service Type/s			
1. Senior Program Manager			
Anticipated start date	September 8, 2010		
Duration of assignment	Two years, with two one-year renewal options		
Designated Small Business Reserve?(SBR):	No		
MBE goal, if applicable			0%
Issue Date: mm/dd/yyyy	August 5, 2010	**Due Date:** mm/dd/yyyy	August 26, 2010
		Time (EST): 00:00 am/pm	2:00PM
Place of Performance:	Office of Personnel and Benefits Services 301 E. Preston Street, Baltimore, Maryland		
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. Susceptible candidates must be available to interview on August 31 and September 1, 2010. Master contractors should pre-screen candidates.		
Security Requirements (if applicable):	Selected personnel must pass background checks and obtain State ID Badges.		
Invoicing Instructions:	Invoices will be submitted at the end of each month for the duration of the task order. Invoices shall comply with all requirements in Section 2.8 of the CATS II Master Contract RFP.		
Section 2 – Agency Point of Contact (POC) Information			
Agency / Division Name:	Department of Information Technology		
Agency POC Name:	**TO Manager:** Stacia L. Cropper, Deputy State CIO, DoIT Administration	**Agency POC Phone Number:**	(410) 260-6256

Request for Resume (RFR)
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	Procurement Officer: Robert Krauss		(410) 260-6135
Agency POC Email Address:	stacia.cropper@doit.state.md.us robert.krauss@doit.state.md.us	**Agency POC Fax:**	(410) 974-5615
Agency POC Mailing Address:	Send invoices to: ATTN: LaFrance Garlington 45 Calvert St. Annapolis, MD 21401		

Section 3 – Scope of Work

Background

The State of Maryland Department of Budget and Management (DBM) has the responsibility for managing and overseeing human resources (HR) functions throughout the Executive Branch of State government. Information technology is required to support nearly every aspect of this. Analysis of existing systems has shown an unacceptable risk level with the 30 year old personnel management systems due to underlying architecture, age and costly maintenance challenges. As a result of these outdated and inflexible personnel systems used to manage HR processes, DBM's Office of Personnel Services and Benefits (OPSB) is ill-equipped to meet business objectives.

Through a separate solicitation, the Oracle HR software suite was chosen and procured in early 2010. It is anticipated that the new HR system will be a major improvement for Maryland state government by providing an integrated HR information system that is scalable, maintainable, and upgradeable in order to serve the State for years to come.

The State Personnel System (SPS) major IT development project is currently performing final planning phase and requirements definition tasks, which will serve as direct input into a solicitation for integrator services to implement the new system. The Department of Information Technology, serving in the capacity of project technical lead, is seeking a seasoned Senior Program Manager to oversee and direct the Statewide implementation of a commercial off-the-shelf HR system project. 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 OPSB and DoIT throughout the project life cycle.

Job Description/s

Position Title/s or Service Type/s (From Section 1 Above)	Duties / Responsibilities (see Attachment 3 for additional info)
1. Senior Program Manager	The position shall oversee and direct the SPS PM and project team comprised of current State and contractual personnel. Responsibilities include overall project governance and direction, and implementing course corrections as needed. Duties shall focus on project monitoring, control, team integration, change integration, liaison with Executive sponsorship and corrective action as needed.
	The position shall ensure the application of PMI and State SDLC standards in managing the project.

All Master Contract Provisions Apply

Minimum Qualifications	
Position Title/s or Service Type/s (From Section 1 Above)	**Required Experience/Knowledge/Skill**

1. Senior Program Manager	PMI PMP certification is required.
	
	Ten years or more experience managing IT projects involving COTS software integration is required. Background in ERP applications / data base environments is preferred.
	
	Candidates must demonstrate knowledge and understanding of common challenges to COTS integration. Specific to customization, candidates must know how to manage added application development to meet requirements for:
	   - Reports
	   - Interfaces
	   - Data conversion
	   - Added functionality
	
	Candidates must understand and know how to achieve desired customization without losing COTS upgradeability.
	
	Candidate must be able to demonstrate successful past experience leading large multi-agency projects with diverse stakeholder groups.
	
	Candidate must be able to demonstrate successful past experience leading troubled projects back to health and ultimately successful completion.

Section 4 - Required Submissions

NOTE:
  - Master Contractors electing <u>not</u> to propose in response to the RFR must submit a "CATS II Master Contractor Feedback Form" located under "Master Contractor Login" on the CATS II web site.
  - Master Contractors proposing in response to the RFR <u>must</u> submit the following documents:
     o Resume for each position / service type described in the RFR (Attachment 1)
     o Price Proposal (Attachment 2 <u>or</u> 2A)
     o MBE Forms D1 and D2 if applicable (Attachment D in the CATS II RFP)
     o Conflict of Interest Affidavit (Attachment G in the CATS II RFP)
     o Living Wage Affidavit (Attachment I in the CATS II RFP)
     o **Documents listed below as required by the hiring agency**

1. Copy of PMI PMP certificate or equivalent evidence of required training or education.

All Master Contract Provisions Apply

Section 5 – Evaluation Criteria – (Provide a list of evaluation criteria in descending order of importance)
1. Specific work experience and relevant technical expertise as defined by the resume and the interview (minimum qualifications listed in the RFR).
2. Personnel's qualifications and experience performing the duties as specified in Section 2
Basis for Award Recommendation RFRs will be awarded in accordance with the competitive Sealed Proposals process under COMAR 21.05.03. The agency POC 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 POC will initiate and deliver a RFR 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.**

All Master Contract Provisions Apply

ATTACHMENT 1 – RFR RESUME FORM
RFR # F50P1400151

Instructions: Insert resume information in the fields below; do not submit other resume formats. Submit only one resume per Position or Service described in Section 1 of the RFR. If the RFR requests multiple Positions or Services, use a separate resume form for each proposed candidate.

Candidate Name:	Position Title or Service Type (from Section 1 of the RFR): **Senior Program Manager**
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 Required Experience / Knowledge / Skill described in Section 3 of the RFR. Start with the most recent experience first; do not include non-relevant experience.

[Organization] **[Title / Role]** **[Period of Employment / Work]** **[Location]** **[Contact Person (Optional if current employer)]**	*Description of Work...*
[Organization] **[Title / Role]** **[Period of Employment / Work]** **[Location]** **[Contact Person]**	*Description of Work...*

<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
<add lines as needed>			

ATTACHMENT 2 - RFR PRICE PROPOSAL

RFR # F50P1400151

(This form is to be filled out by Master Contractors)

Proposed CATS II Labor Category (Master Contractors MUST use the CATS II Project Manager Labor Category)	Hourly Labor Rate	Total Hours	Labor Category Price (Labor Rate x Hours)
Year 1			
1. Project Manager	$	**2080***	$
Year 2			
1. Project Manager	$	**2080***	$
Option Year 1			
1. Project Manager	$	**2080***	$
Option Year 2			
1. Project Manager	$	**1440***	$
Total Evaluated Price:			$

*for evaluation purpose only

Authorized Individual Name   Company Name

Title   Company Tax ID #

Proposed labor categories must be from those described in the CATS II Master Contract and must correspond to the resume/s provided. Support staff are limited to engagements of up to six months. The "Hourly Labor Rate" is the actual fully-loaded rate that the State will pay for services recorded in dollars and cents. Hourly rates must be equal to or less than the rates proposed by the Master Contractor for the CATS II Master Contract.

ATTACHMENT 3

SPS PROJECT
SENIOR PROGRAM MANAGER (SPM)
DUTIES & RESPONSIBILITIES

1. ROLE DEFINITIONS

The purpose of this section is to distinguish among the roles interacting with the SPM 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 SPM's work performance and administers the TO once it is awarded;

C) TO Contractor – The CATS II Master Contractor awarded a TO as a result of this RFR. The TO Contractor shall provide the SPM resource and be accountable for SPM work performance under the TO.

D) SPM – The person provided by the TO Contractor as a result of this RFR. The SPM is responsible for overall project planning and execution. The SPM is responsible for performing the duties and responsibilities described in this SOW, and for completing all requirements and deliverables under the TO. The SPM reports to the TO Manager and shall oversee and direct the Project Team made up of State and contractual personnel;

E) Development Contractor – The contractor responsible for 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.

2. DUTIES AND RESPONSIBILITIES

The SPM shall oversee and direct the project team comprised of current State and contractual personnel. Responsibilities include overall project governance and direction, and implementing course corrections 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 SPM shall report to the TO Manager and perform the tasks described in the table below. The SPM shall be capable of performing all assigned tasks with self-sufficiency and minimal guidance from the TO Manager. SPM performance shall be rated each month based on performance in the nine PMBOK knowledge areas as applied to the SPS project, and the quality of the written deliverables described in Section 7 below. (see Exhibit 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 SPM is expected to ensure and oversee the creation of any and all written deliverables that do not exist for the project, and review and oversee updating of those that do exist. The SPM 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 aspects of the SPS project.
2.2*	Provide *SPS Program Management (Deliverable 7.1)* 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 oversee updating of the *Master Project Plan (Deliverable 7.2).* 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 oversee updating of the *Work Breakdown Structure (WBS) (Deliverable 7.3)* consistent with PMBOK standards for all project work.
2.5*	Review and oversee updating of the *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. Oversee appropriate updates to the Project Management Plan (see 2.3 above) and

	related project components as outlined in the SDLC.
2.6	Oversee integration of the Development Contractor's plan and methodology 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 oversee updating of the ***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*	Review and oversee updating of the ***Risk Management Plan (RMP) and Risk Registry (Deliverable 7.6)***. The RMP shall identify and prioritize potential risks to successful completion of the SPS 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, implement and issue 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 7.7)*** for each deliverable or SDLC product provided by the Development Contractor. Ensure that the Project Team reviews, and coordinates the review among appropriate stakeholders, of SPS 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 oversee updating of the ***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. The SPM should ensure that the Project Team reviews the existing change management logs and determine which items will be taken forward for further analysis.
2.12*	Review and oversee updating of the ***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. Ensure that the Project Team participates in requirements development as needed (see 2.29 below) and traces 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*	Review and oversee updating of the *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*	Ensure creation and ongoing updating of the *Master Status Report (Deliverable 7.11)*. Oversee weekly Project Team meetings, to include the Development Contractor when appropriate, in which design / requirements reviews and discussions on project status, risk and issues occur. Require the Project Team to 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 Project Team and Development Contractor to control the project to the Project Management Plan (see 2.3 above). Work with the Project Team and Development Contractor to address schedule variances. Ensure the documentation of schedule variances in the Integrated Master Schedule (see 2.5 above) and Master Status Report (see 2.14 above).
2.16	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, 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	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, and participating in Independent Verification & Validation (IV&V) assessments.
2.19*	Ensure the creation/updating of 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	Ensure change orders are managed 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	Ensure project governance processes are documented and practiced.
2.22	Ensure development of a written procedure for configuration control for application code promotion.
2.23	Identify project tasks and assignments and work with agency and Development Contractor to resolve workload conflicts.
2.24	Coordinate the Project Team's interaction with IV&V contractors and ensure the availability of all project artifacts for IV&V assessments.
2.25	Work closely with the Project Team 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
2.26	Control the scope of the project leveraging tools such as the RTM (see 2.12 above) and change management activities.
2.27	Other project-related duties as assigned by TO Manager.

3. REQUIRED PROJECT POLICIES, GUIDELINES AND METHODOLOGIES

The SPM 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 SPM 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 SPM PROJECT OVERSIGHT PERFORMANCE RATINGS

Each month the TO Contractor shall submit a Deliverable Project Acceptance Form (DPAF) to the TO Manager for the deliverable SPS Program Management (Deliverable 7.1). The TO Manager will rate the SPM's performance based on the criteria described in the DPAF. In the event of poor or non-performance by the SPM 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 SPM, the Agency shall pursue the following mitigation procedures prior to requesting a replacement SPM:

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 SPM and determine whether a substitution is required.

6. WORK HOURS

The SPM will work an eight-hour day between the hours of 7:00 AM and 6:00 PM, Monday through Friday except for State holidays. Alternatively, at the sole discretion of the TO Manger, the SPM may follow DoIT's compressed work week schedule. Duties also may require 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	*SPS Program Management* – Encompasses the duties and responsibilities in Section 2 above and culminates in the overall effective oversight and control of the SPS project. This is a single continuous deliverable encompassing all other deliverables described in this section. Note - The quality of this deliverable is based on performance in the nine PMBOK knowledge areas as applied to the SPS project, and the quality of the written deliverables in this section. The SPS Project Oversight deliverable shall be assessed by the TO Manager via the process described in Section 4 above.	Throughout the duration of the TO
Note – for each of the written deliverables below, ongoing quality will be a factor in the Monthly Performance Rating described in Section 4 above.		
7.2	*Master Project Plan* – 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.	Updated quarterly or as directed by the TO manager
7.3	*Work Breakdown Structure (WBS)* – 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.	Updated quarterly or as directed by the TO manager
7.4	*Integrated Master Schedule* – 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.	Update bi-weekly or as directed by the TO manager

7.5	*Communications Plan* – 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.	Updated quarterly or as directed by the TO manager
7.6	*Risk Management Plan (RMP) and Risk Registry* – 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 using MS Excel or other appropriate table format.	Update bi-weekly or as directed by the TO manager
7.7	*Deliverable Comments Matrix (DCM)* – Used to capture comments and recommended changes to each SPS Project deliverable 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* – 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.	Updated quarterly or as directed by the TO manager
7.9	*Requirements Traceability Matrix (RTM)* – 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.	Updated bi-weekly or as directed by the TO manager
7.10	*Quality Assurance (QA) Plan* – 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 QA 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.	Updated quarterly or as directed by the TO manager
7.11	*Master Status Report* – 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.	At least bi-weekly or as directed by the TO manager
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)
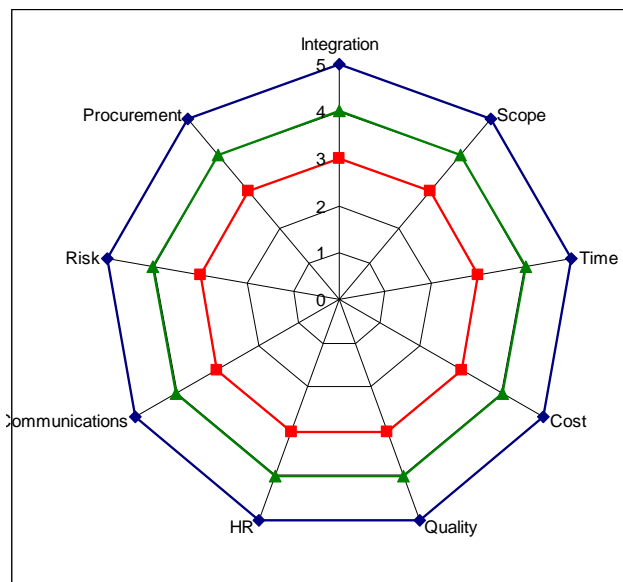
SPS Project Oversight (Deliverable # 7.1)

(Submitted monthly by the TO Contractor)

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 _____

SPS PROJECT OVERSIGHT 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 *SPS Project Oversight 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.

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

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

_____   _____
         TO Manager Signature   Date Signed

SPS Project Oversight Performance Rating Criteria

The TO Manager will evaluate and rate the SPM's oversight 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.

Rating

Project Integration Management		
0	Not applicable for project.	**Indicators of Process**
1	Project Team 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 Team 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 Team 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 Team 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 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		
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 Team has put basic scope management process in place. Scope management is meeting techniques irregularly.	2. Change Request and Approval Process
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.	3. Requirements Traceability Matrix (RTM)
4	Project Team 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 Team'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 Team has not established planning or scheduling standards. Lack of documentation makes it difficult to achieve repeatable project success.	1. WBS
2	Project Team has established basic processes, but is not performing planning and scheduling on a regular basis.	2. Schedule Management Plan
3	Project Team 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 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.	1. Cost Estimates Activity
2	Project Team 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 Team 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 Team has integrated cost planning and tracking with Project Office, financial, and human resources systems. Standards tied to agency processes.	4. Cost Control
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".	1. Quality Assurance Plan
2	Project Team 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 Team 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 Team 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 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.	1. Organization Chart
2	Project Team 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 Team 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 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.	4. Team Training Plan
5	Project Team 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 Team performing communications management on an ad hoc basis with informal status reports to management.	1. 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.	2. 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.	3. Stakeholder Contact
4	Project Team has implemented best practices for communications management plan for the project.	4. Processes for communication of Risk, Issues and Decisions
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.	1. 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.	2. Risk Register
3	Project Team 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 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.	4. Contingency plans for risk

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

		Indicators of Process
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.	1. 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.	2. Contract Statement Of Work 3. Evaluation Criteria
3	Project Team has established standards for procurement management on project and integrated with Agency processes.	4. Cost Benefit Analysis 5. Make/Buy Decisions
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.	
5	Project Team has instituted on-going process improvements focus on procurement efficiency and effective metrics.	