BerryDunn

Enterprise Objective Monitoring and Control Services

Schedule Management Plan Aid

GOVERNMENT OF PUERTO RICO

Department of Health
Medicaid Program

V0.x

Submitted by:

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Table of Contents

Revision History

The Puerto Rico Medicaid Program's (PRMP's) Program Management Office (PgMO) will store the approved Schedule Management Plan Aid and any approved revisions on the PRMP PgMO SharePoint site or in an alternative location specified by PRMP. PRMP and the PRMP PgMO will make the plan available to project stakeholders as needed. Currently, BerryDunn provides PRMP PgMO services.

Table 1 presents the revision history for this document. When changes occur, the PRMP PgMO will provide incremental versioning of the number and the date. The PRMP PgMO will record the name of the person making the change and a description of the change in the revision history.

Table 1: Revision History

Date	Document Version	Description	Author(s)
6/22/2022	1.0	Initial delivery	BerryDunn PgMO team

1.0 Introduction

The PRMP is committed to the implementation of successful projects for the residents of Puerto Rico and has established a Puerto Rico Medicaid Enterprise Systems (PRMES) PgMO to provide guidance, support, and oversight for vendor projects within the Medicaid Enterprise.[1] The PRMP PgMO has created plan aids to assist with completing projects effectively and efficiently. Project management involves applying best practice processes, tools, and techniques. The PRMP PgMO plan aids provide guidance for delivering more predictable and consistent plans, processes, and practices, which will result in meeting the goals and objectives of PRMP and vendor partners, as well as meeting stakeholder expectations.

The Schedule Management Plan Aid is a living document intended to provide PRMP vendors with guidance on PRMP's expectations regarding management of the project schedule. PRMP may expect vendors to develop and submit a Schedule Management Plan for the project(s) for which they are providing services. Vendors should reference this document when creating their Schedule Management Plans to help ensure PRMP's expectations are met and that there is a common understanding between PRMP and the vendor regarding schedule management. The PRMP PgMO will update this Schedule Management Plan Aid when new applicable standards (or versions of a standard) are released or when there are changes to PRMP policies that affect schedule management.

In the event of PRMP guidance, statement of work (SOW), or contract conflicts, the vendor should always default to the latest guidance from PRMP and the vendor's SOW or contract.

The Introduction section of this document provides information on the Schedule Management Plan Aid's purpose and objectives, scope, approach, assumptions, constraints, dependencies, and standards and references. To help ensure an understanding of project schedule terms, Table 2 provides definitions for project schedule, project schedule management, schedule baseline, schedule data, schedule management plan, schedule model, scheduling tool, and Work Breakdown Structure (WBS).

Table 2: Scope Definitions

Term	Definition
Product Schedule	An output of a schedule model that presents linked activities with planned dates, durations, milestones, and resources.
Project Schedule Management	Project schedule management includes the processes required to manage the timely completion of a project.
Schedule Baseline	The approved version of a schedule model that can be changed using formal change control procedures and is used as the basis for comparison to actual results.

[1] In this aid, "vendor" refers to vendors that implement and maintain systems within the PRMES, as well as contractors and other entities that provide non-solution-related PRMES services to PRMP.

Term	Definition
Schedule Data	The collection of information for describing and controlling the schedule.
Schedule Management Plan	A component of the project or program management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule.
Schedule Model	A representation of the plan for executing the project's activities, including durations, dependencies, and other planning information, used to produce a project schedule along with other scheduling artifacts.
Scheduling Tool	A tool that provides schedule component names, definitions, structural relationships, and formats that support the application of a scheduling method.
Work Breakdown Structure (WBS)	The WBS makes the deliverables and objectives more precise and concrete for the project, which enables the project team to know exactly what has to be accomplished within each deliverable. The most common way this is done is by using a hierarchical tree structure. Each level of this structure breaks the project deliverables or objectives down to more specific and measurable components. According to best practice, the project schedule should be built based on an approved WBS.

1.1 Purpose and Objectives

The purpose of the PgMO Schedule Management Plan Aid is to define how the vendor will:

- Establish the processes for developing and maintaining a project schedule
- Establish the processes for creating a schedule baseline
- Define the circumstances and processes for releasing and recreating the schedule baseline

The objectives of the PgMO's Schedule Management Plan Aid are to:

- Provide guidance to the project-specific vendors in the development of their Schedule Management Plans and project schedules
- Demonstrate how the vendors should implement the processes for creating project schedules, assigning the baseline, and managing the project schedules

1.2 Scope

The scope statement defines both the work included and the work not included in the scope of a project. For purposes of this PgMO Schedule Management Plan Aid, this section addresses what is in scope and what is not in scope for an anticipated plan. The plan provides guidance for PRMES vendors that addresses work included and not included in their scope.

1.2.1 In Scope

The Schedule Management Plan scope includes:

- Implementing processes required to manage timely completion of the work needed to deliver the product, service, or result defined in the project scope
- Applying the approved WBS when developing the project schedule
- Identifying methods to aid in project schedule creation, management, and control
- Providing suggestions for project schedule considerations when developing the project schedule
- Providing scheduling maintenance guidelines for vendors
- Providing recommendations for the project schedule tool for PMRP PRMES projects
- Providing suggestions on approved scheduling models for developing a project schedule for PRMES projects.

The Schedule Management Plan must include processes for managing all aspects of the project schedule from initiation through project closure.

1.2.2 Out of Scope

For purposes of providing guidance to the vendors, this Schedule Management Plan does not include the following processes:

- Processes to manage requirements definition, validation, and traceability. The Requirements Management Plan defines these processes.
- Processes to determine and manage project scope. The Scope Management Plan addresses these processes.
- Processes to plan, structure, and control cost and project budget. Any requested Cost Management Plan by PRMP should address this need.

PRMES vendors should list the items considered out of scope for their specific project related to project schedule management. Any scope exclusions must be in alignment with the Request for Proposals (RFP) and the final signed contract as necessary.

1.3 Approach

This section describes assumptions, constraints, dependencies, standards, and references. The Schedule Management Plan Aid takes into consideration the assumptions, dependencies, and constraints for project schedules as described in this section.

1.3.1 Assumptions

Per *A Guide to the Project Management Body of Knowledge* (*PMBOK® Guide*), an assumption is a factor expected to be in place or to be in evidence. The Schedule Management Plan is based on the following assumptions:

- The **project** life cycle and the related entrance and exit criteria, discussed in Section 7 – Manage Project Life Cycle of the Scope Management Plan Aid, are part of a phase-based predictive (often called a waterfall) life cycle that the vendor shall adopt regardless of the **development** life cycle used.
- The vendor's team that is performing the work will develop the WBS with PRMP participation. It is important that those defining the work should be the ones performing the work.
- Vendors will collaborate with other vendors, subcontractors, and outside PRMP departments as they create their project schedules. When solutions and implementations are reliant on each other, have similar implementation dates, and require resources from outside vendors or other Puerto Rico staff beyond PRMP, input is necessary.

PRMES vendors should list assumptions for their specific project related to project schedule management in the vendor Schedule Management Plan.

1.3.2 Constraints

Per the *PMBOK® Guide*, a constraint is a limiting factor that affects the execution of a project or process. The Schedule Management Plan and the schedule management processes have the following constraints:

- The WBS submitted as part of the Scope Management Plan must be approved by PRMP before the project schedule is submitted for approval.
- PRMES projects must be completed within the time period agreed upon in the contract with PRMP.

PRMES vendors should list constraints for their specific project related to project schedule management.

1.3.3 Dependencies

Per the *PMBOK® Guide*, a dependency is a logical relationship between two activities, or between an activity and a milestone. For example, an activity that cannot begin until another activity has been finished has a dependency. The Schedule Management Plan and the schedule management processes are dependent on the following processes and related components of the Project Management Plan (PMP):

- The Scope Management Plan and the Requirements Management Plan.
- The approved WBS provides the basis for the project schedule. As such, there is a dependency between the WBS and the Schedule Management Plan.
- The schedule for the PRMES projects is dependent on how the vendor approaches implementation. Some projects are organized into several modules, releases, or implementations. The vendor could approach each as a separate schedule.

PRMES vendors should list dependencies for their specific project related to schedule management.

1.3.4 Standards and References

PRMES vendors shall develop their Schedule Management Plans as part of their PMPs. In developing the Schedule Management Plan and the project schedule, the vendors shall use this PMP aid as well as the following industry standards:

- *PMBOK® Guide,* Seventh Edition, Project Management Institute® (PMI®), Chapter 6 – Project Schedule Management
- *Practice Standard for Work Breakdown Structures,* Second Edition, PMI®
- *Practice Standard for Scheduling,* Second Edition, PMI®
- *Practice Standard for Project Estimation,* PMI®

Additionally, vendors may wish to consult the following references and best practices depending on methodology:

- *Practice Standard for Earned Value Management,* Second Edition, PMI®
- *Program Analysis Pamphlet (PAM) 200.1*, Defense Contract Management Agency (DCMA), Section 4.0, 14-Point Schedule Metrics for Integrated Master Schedules (IMS) Analysis

The PRMP PgMO and vendors are expected to use the appropriate standards and references. The PRMP PgMO may incorporate additional standards and references if appropriate for the plan content. Vendors are expected to monitor applicable standards and industry best practices. Vendors should plan to work with PRMP to determine if updates are required to their Schedule Management Plans when a new applicable standard (or version of a standard) is released.

2.0 Roles and Responsibilities

This section describes the primary roles and responsibilities of the groups that consist of the project staff, sponsors, and stakeholders as they relate to project schedule management. Table 3 illustrates which stakeholders are Responsible (R), Accountable (A), Consulted (C), and Informed (I) (RACI), defined as:

- **Responsible:** This stakeholder does the work to complete the task area. This stakeholder may also serve as an Accountable stakeholder for some task areas.
- **Accountable:** This stakeholder delegates work and is the last one to review the task area before it is deemed complete. According to best practice, one stakeholder (or the lowest number possible) should be deemed accountable.
- **Consulted:** This stakeholder provides input based on how the task area will impact the future work of the project and the stakeholder's expertise.
- **Informed:** This stakeholder should be aware of the progress associated with the task area.

Table 3 aims to provide insight into how PRMP and the PgMO will interact with project schedule management processes and responsibilities. The vendor should propose its own stakeholder groups and RACI matrix according to its organizational structure and project team. PRMP and/or PgMO responsibilities can be edited from this baseline if deviations are discussed with PRMP and the PgMO to determine what is appropriate for the project.

Table 3: RACI Matrix for Schedule Management

Task Area	PRMP Leadership	PRMP Program Director	PRMP PgMO	PRMP Project Lead	Vendor
Determine Project Schedule Methods, Tools, and Models	I	A	C	R	C, I
Develop Project Schedule	C	C	C	A	R
Monitor Project Schedule	I	I	I	A	R
Control Project Schedule	I	I	I	A	R
Reporting Project Schedule Data and Metrics	I	C	C, I	A	R

2.1 PRMP Leadership

PRMP is the Medicaid agency responsible for administering the Medicaid Program in Puerto Rico, including the Children's Health Insurance Program (CHIP), and a waiver-based section 1915(a) program. PRMP is an agency within the Puerto Rico Department of Health (PRDoH). While leadership roles might vary between projects, in general, the PRMP Leadership stakeholder group refers to the PRDoH Secretary, PRMP Executive Director, and the PRMP Executive Steering Committee.

2.2 PRMP Program Director

The PRMP Program Director is a member of the PRMP PgMO.

The PRMP Program Director supervises project schedule milestones in terms of all benefits delivered by PRMES initiatives.

2.3 PRMP PgMO

PRMP has designated the PgMO to provide program management guidance and collaborative oversight for its information technology initiatives. As part of this responsibility, PRMP PgMO has developed this Schedule Management Plan Aid as a guide for project-specific Schedule Management Plans.

Each vendor shall create an individual Schedule Management Plan to develop and manage its project schedule(s) and shall collaborate with the PRMP PgMO to gain PRMP approval of its process.

2.4 PRMP Project Lead

PRMP appoints a Project Lead to oversee each of the PRMES projects under PRMP programs utilizing the defined PRMP PgMO processes. The PRMP Project Lead collaborates with the vendor's Project Manager to help ensure the project execution and implementation are in accordance with the approved schedule and processes defined by the PRMP PgMO.

PRMP Project Leads and the vendors shall be the individuals initially responsible for implementing the schedule management processes defined in this plan.

The PRMP Project Lead will have joint responsibility with the vendor Project Manager for developing, monitoring, and controlling the project schedule.

2.5 Vendors

The vendors implementing one or more information technology projects or supporting other PRMP activities are responsible for developing a project-specific Schedule Management Plan, working with the PRMP PgMO to obtain PRMP approval of the plan, and managing scope in accordance with that plan. The vendor should further elaborate and divide its team into stakeholder groups in this section.

In accordance with the assumptions described in this document, vendors must collaborate with others outside their own team when creating their project schedule due to an overlap of implementation dates, solution dependencies, or resource needs.

PRMP anticipates that the vendors will maintain the project schedule according to their PRMP-approved Schedule Management Plans. The vendor Project Manager will have joint responsibility with the PRMP Project Lead for developing, monitoring, and controlling the project schedule.

3.0 Schedule Development Guidelines

The vendor shall prepare a Schedule Management Plan as part of the PMP. The purpose of this plan is to confirm the vendor's commitment and plan to prepare the required project schedule in accordance with industry standards and best practices. The following subsections provide guidance for creating the project schedule in terms of:

- Leveraging the WBS baseline
- Selecting the scheduling method
- Selecting the scheduling tool
- Developing the schedule model
- Creating the baseline

The sections below further describe each of these items.

3.1 Leveraging the WBS

The Scope Management Plan Aid provides guidance for developing a WBS and related WBS dictionary. The WBS provides a decomposition of the work required and only the work required to deliver the specified product, service, or result. This WBS will provide the basis for the project schedule.

The vendor shall submit the WBS and WBS dictionary to PRMP for review and approval. On approval, the PRMP project manager and the vendor shall create the WBS baseline. This baseline will form the basis for the project schedule.

3.2 Selecting the Scheduling Method

The vendor will select a scheduling method and document that selection as part of the Schedule Management Plan. The most common scheduling methods are:

- Critical Path Method (CPM)
- Precedence Diagramming Method (PDM)
- Critical Chain Method (CCM)
- Program Evaluation and Review Technique (PERT)

PRMP is neutral regarding the scheduling method, so the vendor may choose the method that best fits the project and meets contractual obligations. In selecting the scheduling method, the schedule must be consistent with the approved WBS and should be able to provide:

- The estimated duration for each WBS element
- The projected or forecasted beginning and ending date for each WBS element
- All dependencies within the schedule network

3.3 Selecting the Scheduling Tool

PRMP's standard scheduling tool is Microsoft Project. While the vendor may select the scheduling tool that best fits the project, any scheduling tool must be compatible with Microsoft Project.

Additionally, it is possible that not all PRMP staff who are consulted in developing, monitoring, and controlling the project schedule will have access to Microsoft Project. The vendor should provide a copy of the project schedule in Portable Document Format (PDF) for the baseline delivery as well as any re-baselined version(s) and a copy in Microsoft Excel/comma-separated values (CSV).

3.4 Developing the Schedule Model

Using the selected scheduling method and scheduling tool, the vendor will create a schedule by which the vendor will complete the work defined in the approved WBS. The vendor's project schedule should contain the following elements:

- Unique ID (Recommended)
- Milestones
- Tasks
- Percent Complete
- Baseline Start Date
- Baseline Finish Date
- Actual Start Date
- Actual Finish Date
- Predecessors
- Successors
- Resources

Dependencies – including lag and lead Dependencies for creating the schedule model consist, at a minimum, of:

- Defining the activities needed to complete the work as described in the WBS
- Sequencing the activities
- Defining task dependencies
- Determining the duration of activities
- Loading and leveling the resources (Recommended)

- Finalizing the schedule model

3.5 Creating the Baseline

As part of finalizing the schedule model, the vendor and the PRMP Project Lead shall conduct an Integrated Baseline Review (IBR) session. The attendees shall include, at a minimum:

- The PRMP Project Lead
- The PRMP PgMO
- The PRMP Project Sponsor

The purpose of the IBR is to obtain PRMP and vendor agreement that the project scope and the project schedule are adequately documented and aligned.

Upon PRMP approval of the schedule, the vendor shall create the schedule baseline. This typically occurs within the scheduling tool. The vendor shall submit a point-in-time instance of the schedule baseline to the PRMP project manager and PRMP PgMO. The filename convention for this submittal will be:

{schedule_filename}_{baseline date}

The baseline date shall be in the format: yyyy-mm-dd.

4.0 Schedule Considerations

The following subsections discuss some scheduling techniques that the vendor may want to consider in developing the schedule model:

- Project life cycle
- Progressive elaboration
- Adaptive approaches

4.1 Project Life Cycle

Vendors shall develop an overall project life cycle with distinct phasing and phase entrance and exit criteria.

When PRMES projects have projects that qualify for Federal Financial Participation (FFP), the Centers for Medicare & Medicaid Services (CMS) in Rule 80 FR 75817 requires that projects funded with enhanced FFP have defined system development life cycles (SDLCs) that have distinct, well-defined phases. Entry criteria are the conditions that are required to begin the processing of the current stage and exit criteria are the conditions which sets the stage as completed so that the next stage comes into action. In general, the exit criteria of the current stage acts as entry criteria to the next stage. To implement this requirement, PRMP has defined a project life cycle with distinct phases and with phase entrance and exit criteria. Please refer to the Scope Management Plan, which describes the project life cycle in detail.

4.2 Progressive Elaboration

Also called “rolling wave” planning, progressive elaboration allows the vendor to plan near-term WBS elements in detail, while planning for future work at a high level. While the schedule should be planned end-to-end, near-term activities are planned in detail while later activities are included based on the WBS work package estimates and known breakdown. When more schedule-relevant information is available, the project schedule is updated to provide more detailed and accurate information, which allows estimates to be reviewed and adjusted as more is known.

It is understood that the baseline project schedule and dates should not be impacted. Any changes to the project schedule dates would require discussion and review from the PRMP project manager and go through the subsequent PRMP approved change management process as outlined in the vendor-approved Change Management Plan. PRMP will permit progressive elaboration scheduling, provided the schedule model covers the entire project at least at a high level. The vendor shall have the following considerations in mind when using progressive elaboration in the schedule model:

- Progressive elaboration shall not be used to change the scope of the project. The approved WBS shall continue to be the basis of the schedule and will form the overall framework.

- Under progressive elaboration, the vendor shall plan the activities in detail for a subsequent phase as an entrance criterion to that phase.

As described in Section 5.1 – Schedule Status Maintenance of this plan aid, the vendors must provide periodic schedule status updates. During these schedule status sessions, the vendors will describe any additional elaboration to the schedule. The PRMP Project Lead will confirm if the schedule changes are limited to progressive elaboration or if the changes represent a change to the schedule.

4.3 Adaptive Approaches

As mentioned previously, both CMS and PRMP require that the project life cycle be based on a predictive model and have distinct phases. Within that project life cycle, however, the development life cycle can be based on an adaptive model, such as iterative, incremental, or agile. If the vendor proposes an adaptive or hybrid approach, including agile development, the PRMP PgMO will review the vendor's schedule to confirm that it binds the vendor to an overall schedule but adheres to the vendor's development approach.

5.0 Schedule Maintenance Guidelines

Once the project schedule is approved, the vendor, the PRMP Project Lead, and the PRMP PgMO will track progress continually. The vendor shall document procedures for schedule maintenance, updating, and status reporting in the Schedule Management Plan.

Schedule maintenance begins with the approved baseline. This version of the schedule contains the dates for comparison of progress. Any additional changes from the initial baseline schedule will be documented in a revision log and shared along with the project schedule.

5.1 Schedule Status Maintenance

The vendor shall update and submit the approved project schedule on a predetermined time schedule agreed upon and approved in the vendor's Schedule Management Plan. The update cycle shall be agreed upon by the PRMP Project Lead and the vendor Project Manager but shall be no less frequently than twice a month. The update cycle shall have a status date.

5.1.1 Collecting Actual Data

The vendor shall update the project schedule with the actual data as of the status date. The information shall include:

- Actual start date for all activities started during the reporting period
- Actual finish date for all activities completed during the reporting period
- Actual resource utilization for all activities in progress or completed during the reporting period

The vendor shall update the schedule with this actual data as of the status date and submit the updated schedule to PRMP. The filename convention for this submittal will be:

{schedule_filename}_{status date}

The status date shall be in the format: yyyy-mm-dd.

5.1.2 Percent Complete and Estimate to Complete

The vendor shall report percent complete for all activities in progress that were started during the reporting period or were already in progress but not completed.

The vendor will provide proposed methods for determining percent complete as part of the vendor's Schedule Management Plan. The method for determining percent complete for Executable Work Packages (EWPs) related to preparation of a deliverable may be different from the method for determining percent complete for EWPs related to development activities.

The PRMP PgMO recommends that the vendor update the forecasted start and finish dates for all activities not completed by the status date. The vendor shall report all variances, both positive and negative, to PRMP, along with a risk assessment based on the variances to

consider as an addition to the project risk register. The vendor should refer to the project-approved Risk and Issue Management Plan for further guidance.

5.2 Schedule Metrics

PRMP and the vendor shall agree upon a set of metrics that provide information on project progress. The vendor's project status reports shall include the schedule metrics as of the latest status date. The metrics should provide both the PRMP Project Manager, the PRMP PRMES PgMO, and the vendor Project Manager with insight to the schedule status and progress. Metrics may include:

- **Missed Milestones** – Milestone activities that should have been completed during the reporting period but were not.
- **Activities Overdue** – Activities that should have started during the reporting period but did not, as well as activities that should have been completed during the reporting period but were not.
- **Missed Activities** – Number of incomplete activities with actual finish dates after the baseline finish date as a percentage of all activities with baseline finish dates on or before the status date.
- **Percent Complete** – Percent complete for both individual activities and the overall schedule. The vendors shall define the methods for determining percent complete in their Schedule Management Plans.

This is not an exhaustive list of schedule metrics, and the vendors may suggest other metrics for evaluating schedule performance and project progress.

5.3 Change Control

The project schedule baseline remains static throughout the life of the project unless there is a need to release and re-create a baseline. The release and re-creation of a baseline shall not occur without approval of PRMP's Change Control Board as described in the vendor's approved Change Management Plan.

The baseline can only be released and re-created under the following circumstances:

- A change in requirements that has been approved by PRMP's Change Control Board. This could include the addition of functions or features to one of the products, services, or results to be implemented under the project. It could also include new products, services, or results added to the project.
- A change in project scope that has been approved by PRMP's Change Control Board that impacts the schedule. This should be considered highly unusual unless there is an accompanying change in requirements.
- A condition in which it is clear that the project end date cannot be met, and PRMP approves a change in baseline as part of the vendor's corrective action plan (CAP).

- A condition in which there are significant changes in activities or phases of the project. The PRMP Project Lead shall determine if the changes are significant enough to warrant release of the baseline and creation of a new baseline.

Expansion of a project schedule under a progressive elaboration technique should never result in the need for release and re-creation of a baseline. In a situation where the vendor has determined that the start date and/or end dates of a higher-level planning package are no longer valid after expansion, the PRMP Project Lead and the vendor project manager need to determine the impact, if any, on the project implementation date. PRMP may require a CAP from the vendor to get the project back on track.

Appendix A: Acronyms List

Table 4 presents acronyms and abbreviations used in this document.

Table 4: Common Acronyms and Abbreviations

Acronym/ Abbreviation	Definition
CAP	Corrective Action Plan
CCM	Critical Chain Method
CHIP	Children's Health Insurance Program
CMS	Centers for Medicare & Medicaid Services
CPM	Critical Path Method
CSV	Comma-Separated Values
DCMA	Defense Contract Management Agency
EOMC	Enterprise Objective Monitoring and Control
EWP	Executable Work Package
FFP	Federal Financial Participation
IBR	Integrated Baseline Review
IMS	Integrated Master Schedules
KL	BerryDunn KnowledgeLink
OIAT	Oficina de Informática y Avances Tecnológicos
PAM	Program Analysis Pamphlet
PDM	Precedence Diagramming Method
PERT	Program Evaluation and Review Technique
PgMO	Program Management Office
PDF	Portable Document Format
PMBOK® Guide	*A Guide to the Project Management Body of Knowledge*
PMI®	Project Management Institute®
PMP	Project Management Plan
PRDoH	Puerto Rico Department of Health
PRMES	Puerto Rico Medicaid Enterprise Systems
PRMP	Puerto Rico Medicaid Program
RACI	Responsible, Accountable, Consulted, Informed
RFP	Request for Proposals

Acronym/ Abbreviation	Definition
SDLC	System Development Life Cycle
SOW	Statement of Work
WBS	Work Breakdown Structure

Appendix B: Project Schedule

Figure 1 presents an example of high-level project schedule with the elements required for an MES PRMP project.

Figure 1: Example Project Schedule

Unique ID	Milestone	Task Name	% Complete	Baseline Start	Baseline Finish	Actual Start	Actual Finish	Predecessors	Successors
0	**No**	**PMBOK Compliant Project Management**	**90%**	**Tue 6/1/21**	**Wed 8/25/21**	**Tue 6/1/21**	**NA**		
166	No	*Project Start*	100%	Tue 6/1/21	Tue 6/1/21	Tue 6/1/21	Tue 6/1/21		4,9
167	**No**	**Initiating**	**100%**	**Tue 6/1/21**	**Wed 6/9/21**	**Tue 6/1/21**	**Wed 6/9/21**		
168	**No**	**Identified Stakeholders**	**100%**	**Wed 6/2/21**	**Mon 6/7/21**	**Wed 6/2/21**	**Mon 6/7/21**		
173	**No**	**Project Charter**	**100%**	**Tue 6/1/21**	**Wed 6/9/21**	**Tue 6/1/21**	**Wed 6/9/21**		
179	No	Initiating Complete	100%	Wed 6/9/21	Wed 6/9/21	Wed 6/9/21	Wed 6/9/21	7,13	24,17,54,51,37,61,45
180	**No**	**Planning**	**100%**	**Thu 6/10/21**	**Fri 7/16/21**	**Thu 6/10/21**	**Fri 7/16/21**		
181	**No**	**Requirements Document**	**100%**	**Thu 6/10/21**	**Tue 6/15/21**	**Thu 6/10/21**	**Tue 6/15/21**		
188	**No**	**Project Scope Statement**	**100%**	**Wed 6/16/21**	**Fri 6/25/21**	**Wed 6/16/21**	**Fri 6/25/21**		
197	**No**	**Work Breakdown Structure and WBS Dictionary**	**100%**	**Tue 6/29/21**	**Tue 7/6/21**	**Tue 6/29/21**	**Tue 7/6/21**		
201	**No**	**Project Schedule**	**100%**	**Mon 6/28/21**	**Wed 7/7/21**	**Mon 6/28/21**	**Wed 7/7/21**		
214	**No**	**Quality Management Plan**	**100%**	**Thu 6/10/21**	**Thu 6/10/21**	**Thu 6/10/21**	**Thu 6/10/21**		
217	**No**	**Staffing Management Plan**	**100%**	**Fri 7/2/21**	**Fri 7/2/21**	**Fri 7/2/21**	**Fri 7/2/21**		
220	**No**	**Communications Management Plan**	**100%**	**Thu 6/10/21**	**Thu 6/10/21**	**Thu 6/10/21**	**Thu 6/10/21**		
223	**No**	**Risk Management Plan**	**100%**	**Fri 6/11/21**	**Tue 7/13/21**	**Fri 6/11/21**	**Tue 7/13/21**		
233	**No**	**Stakeholder Management Plan**	**100%**	**Fri 7/9/21**	**Fri 7/9/21**	**Fri 7/9/21**	**Fri 7/9/21**		
236	**No**	**Project Management Plan**	**100%**	**Wed 7/14/21**	**Wed 7/14/21**	**Wed 7/14/21**	**Wed 7/14/21**		
239	**No**	**Project Support Plans**	**100%**	**Thu 7/15/21**	**Fri 7/16/21**	**Thu 7/15/21**	**Fri 7/16/21**		
247	No	Planning Complete	100%	Fri 7/16/21	Fri 7/16/21	Fri 7/16/21	Fri 7/16/21	62,65,67,68	103,104,73,74,75,82,9
248	**No**	**Executing**	**100%**	**Mon 7/19/21**	**Mon 8/16/21**	**Mon 7/19/21**	**Mon 8/16/21**		
282	**No**	**Monitoring and Controlling**	**90%**	**Mon 7/19/21**	**Wed 8/11/21**	**Mon 7/19/21**	**NA**		

Unique ID	Milestone	Task Name	% Complete	Baseline Start	Baseline Finish	Actual Start	Actual Finish	Predecessors	Successors	Resource Names
283	**No**	**Project Information Management System**	**100%**	**Tue 7/27/21**	**Mon 8/2/21**	**Tue 7/27/21**	**Mon 8/2/21**			
289	**No**	**Project Change Requests**	**100%**	**Tue 8/3/21**	**Wed 8/4/21**	**Tue 8/3/21**	**Wed 8/4/21**			
290	No	Control Project Scope	100%	Tue 8/3/21	Tue 8/3/21	Tue 8/3/21	Tue 8/3/21	70	131	Project Manager
291	No	Control Scope Changes	100%	Wed 8/4/21	Wed 8/4/21	Wed 8/4/21	Wed 8/4/21	70	131	Project Manager
292	**No**	**Project Acceptance Documents**	**100%**	**Mon 7/19/21**	**Mon 7/19/21**	**Mon 7/19/21**	**Mon 7/19/21**			
293	No	Manage Project Acceptance	100%	Mon 7/19/21	Mon 7/19/21	Mon 7/19/21	Mon 7/19/21	70	131	Project Manager,Acceptor
294	**No**	**Project Schedule Updates**	**100%**	**Tue 7/20/21**	**Mon 8/9/21**	**Tue 7/20/21**	**Mon 8/9/21**			
302	**No**	**Quality Control Reports**	**100%**	**Mon 7/26/21**	**Tue 7/27/21**	**Mon 7/26/21**	**Tue 7/27/21**			
306	**No**	**Project Status Reports**	**100%**	**Tue 7/20/21**	**Wed 7/21/21**	**Tue 7/20/21**	**Wed 7/21/21**			
309	**No**	**Project Risk Log**	**100%**	**Tue 8/10/21**	**Tue 8/10/21**	**Tue 8/10/21**	**Tue 8/10/21**			
310	No	Control Project Risks	100%	Tue 8/10/21	Tue 8/10/21	Tue 8/10/21	Tue 8/10/21	70	131	Project Manager
311	**No**	**Subcontractor Status Reports**	**100%**	**Thu 7/22/21**	**Thu 7/22/21**	**Thu 7/22/21**	**Thu 7/22/21**			
313	**No**	**Stakeholder Engagement**	**0%**	**Tue 7/27/21**	**Wed 8/11/21**	**NA**	**NA**			
314	No	Control Project Decisions	0%	Wed 8/11/21	Wed 8/11/21	NA	NA	70	131	Project Manager
315	No	Monitor Stakeholder Satisfaction	0%	Tue 7/27/21	Tue 7/27/21	NA	NA	70	131	Project Director
316	*Yes*	*Monitoring and Controlling Complete*	*0%*	*Wed 8/11/21*	*Wed 8/11/21*	*NA*	*NA*	*103,104,105,1*	*136,137,138,*	
317	**No**	**Closing**	**0%**	**Tue 8/17/21**	**Wed 8/25/21**	**NA**	**NA**			
328	***Yes***	***Milestone: Project Completion***	***0%***	***Wed 8/25/21***	***Wed 8/25/21***	***NA***	***NA***	***140,142***		