



Enterprise Objective Monitoring Control Services

Puerto Rico Medicaid Staffing Management
Plan Aid

V1.0



GOVERNMENT OF PUERTO RICO

Department of Health
Medicaid Program

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Revision History

The Puerto Rico Medicaid Program’s (PRMP’s) Program Management Office (PgMO) will store the approved Staffing 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.

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

Table 1: Revision History

Date	Document Version	Description	Author(s)
06/22/2022	1.0	Initial delivery to PRMP Program Director	BerryDunn PgMO Team

1 Introduction

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

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

If a vendor finds a contractual conflict with guidance provided in this plan aid, vendors should defer to their contract and/or any updated PRMP guidance.

The Introduction section of this document provides information on the Staffing Management Plan Aid’s purpose and objectives, scope, standards, assumptions, dependencies, and constraints. To help ensure an understanding of Staffing Management, Table 2 provides definitions for each item based on the *Project Management Body of Knowledge (PMBOK) Guide*[®].²

Table 2: Definitions

Term	Definition
Staffing Management (Project Resource Management)	Includes the processes to identify, acquire, and manage the resources needed for the successful completion of a project. These processes help ensure that the right resources will be available to the project manager and project team at the right time and place.

¹ In this aid, “vendor” refers to solution vendors that implement and maintain systems within the Medicaid Enterprise Solution (PRMES), as well as contractors and other entities that provide non-solution-related PRMES services to PRMP.

² Unless otherwise noted, all references to the PMBOK Guide[®] are for the seventh edition.
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1.1 Purpose and Objectives

The purpose of Staffing Management Plan Aid is to provide guidance to PRMP PRMES vendors and contractors (henceforth referred to as vendors) and establish consistency across all PRMES projects and initiatives related to Staffing Management.

The objectives of the Staffing Management Plan Aid are to:

- Provide guidance to PRMES vendors in the development of their Staffing Management Plans. These plans shall demonstrate a vendor's processes for managing project human resources, including coordinating with PRMP project leads to identify, report on, and manage human resources needs. PRMES vendor Staffing Management Plans shall include provisions to help ensure all identified human resources needs are transparent to PRMP.

1.2 Scope

Vendor Staffing Management Plans shall address how vendors will manage and monitor the Implementation of staffing for adequacy and competency according to their staffing plans.

1.2.1 In Scope

Vendors should provide a Staffing Management Plan that includes at a minimum:

- A description of the vendor's proposed project team that exhibits the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the project work as defined in its contract.
- Organization charts for the project showing both the vendor staff and their relationship to PRMP staff that will be required to support the project. The organization chart should denote all key staff and non-key positions for this project, and a summary of each key staff member's responsibilities.
- Organization charts depicting the vendor relationship to other vendors, CMS, Local Entities and others within the enterprise
- Identification of subcontractor staff, if applicable.
- Identification of PRMP business and technical resources PRMP to support the development, review, and approval of all deliverables as well as the staff necessary to help ensure successful completion of a project. Specifically, the vendor should address the following:
 - Identification of key PRMP roles necessary to support review and approval of project deliverables and scope of work.
 - Identification of the nature and extent of PRMP support required in terms of staff roles and percentage of time available.

1.2.2 Out of Scope

Vendors should list the items related to Staffing Management considered out of scope. Any scope exclusions must be in alignment with the project Request for Proposals (RFP) or Request for Offers (RFO) related to the project, vendor's proposal, and the final signed contract.

1.3 Approach

The Staffing Management Plan Aid takes into consideration the assumptions, constraints dependencies, and constraints for projects as described in this section.

1.3.1 Assumptions

An assumption is a factor expected to be in place or to be in evidence. The PRMP PgMO made these assumptions related to the Staffing Management Plan:

- The vendor's staffing management processes should align with guidelines provided in this document.
- The vendor should coordinate their staffing processes with PRMP PgMO and provide transparency to PRMP.
- The vendor will have staff management processes, tools, and reporting methods to support planning and execution of project needs.
- The vendor will have the resources and capacity to fulfill requirements in the RFO and meet the project needs.

1.3.2 Constraints

A constraint is a limiting factor that affects the execution of a project or process. Vendors shall identify constraints in their Staffing Management Plans relating, but not limited to:

- Resource capacity
- Resource capabilities
- Resource cost
- Start of work dependent on CMS approval of contract and contract start time. This may constrain ability to obtain adequate resources,

1.3.3 Dependencies

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 Staffing Management Plan has dependencies, at minimum, on the following plans:

- **Schedule Management Plan:** The Schedule Management Plan defines the processes required to aid in timely completion of the work needed to complete a project.
- **Scope Management Plan:** The Scope Management Plan includes two components:
 - Product scope is a collection of functions and features that characterize a product, service, or result.
 - Project scope is the work performed to deliver the product, service, or result related to performance management.

In addition to the above dependencies, the Staffing Management Plan is heavily dependent on each Vendors contract, the related solicitation, and the vendor’s proposal response to the solicitation. Within those documents there may be RFP requirements, specifications, Service-Level Agreements (SLAs), and/or contract clauses that require some degree of staffing management. Vendors must use those documents to inform their Staffing Management Plan.

1.3.4 Standards and References

This section provides an initial list of standards and references applicable to the Staffing Management Plan. Per the *PMBOK Guide*[®], a standard is a document established by an authority, custom, or general consent as a model or an example. A reference is a source of information and context.

PRMP vendors are required to use the appropriate standards and references. The PRMP PgMO might incorporate additional standards and references if appropriate for plan content.

Vendors should develop their Staffing Management Plans using the following industry standards:

- *PMBOK*[®] Guide, Seventh Edition, Project Management Institute (PMI[®]), Chapter 9 – Project Resource Management

The Staffing Management Plan should be developed and maintained in accordance with applicable standards and industry best practices. PRMP vendors shall work with PRMP to determine if updates are required to the Staffing Management Plan when a new applicable standard (or version of a standard) is released.

2 Roles and Responsibilities

This section describes the primary roles and responsibilities of stakeholder groups as they relate to staffing management including project staff, sponsors, and stakeholders. 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 might 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 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 human resources management processes and responsibilities. The vendor should propose its own stakeholder groups and RACI matrix according to its team’s organizational structure. Table 3 provides vendors with the RACI matrix for PRMP and/or PgMO responsibilities. This matrix 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 Staffing Management

Task Area	PRMP Leadership	PRMP Program Director	PRMP PgMO	PRMP Project Lead	Vendor
Planning Project Staffing Needs	C	C	C	A, C	R
Onboarding Vendor Staff to Project	I	I	I	A, C	R
Managing Project Resources Staffing Needs, Constraints, Issues	I	I	I	A, C	R
Transitioning Staff	I	I	I	A, C	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 Staffing Management Plan | v1.0

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.

An important aspect of the PRMP Program Director's role is to assess human resource capacity and capability between PRMES projects and across PRMP, and to provide guidance on organizational change management and readiness needs.

2.3 PRMP Project Leads

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

2.4 PRMP PgMO

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

Each vendor shall create a Staffing Management Plan to manage staff and shall collaborate with the PRMP PgMO to gain approval of their process. The PRMP PgMO is responsible for helping to identify and document program-level staffing needs and communicating with the project team; however, the PRMP Project Lead and vendor(s) have primary responsibility for identifying and documenting project-level staffing needs.

2.5 Vendor Roles

The vendors supporting PRMP in one or more information technology projects or supporting other PRMP activities are responsible for developing a project-specific Staffing Management Plan, obtaining PRMP and PRMP PgMO approval of the plan, and managing costs in accordance with that plan. The vendor Project Manager is responsible for reporting staffing issues to the PRMP program lead and the PRMP PgMO.

PRMP anticipates that vendors will maintain adequate staffing capacity, including providing resource capacity reports. The vendor project manager will consult with the PRMP program leads when identifying and determining staffing needs, as well as raising staffing issues with the PRMP PgMO.

3 Staffing Management Plan Guidance

The vendor should submit the Staffing Management Plan as part of the PMP. The Staffing Management Plan documents the vendor's approach to monitoring and managing qualified human resources across the project and describes how the roles, responsibilities, and reporting relationships will be structured and addressed in support of the project and operations.

The Staffing Management Plan should include, but not be limited to, the following as they pertain to staff acquisition, management, and termination:

- Organization chart for the project, identifying all staff across vendors to be used for each phase of the project and identifying on-site staff, off-site staff, and subcontractors.
 - The vendor should help ensure that the project table of organization is updated within five business days of any staffing changes and stored in a location accessible to PRMP.

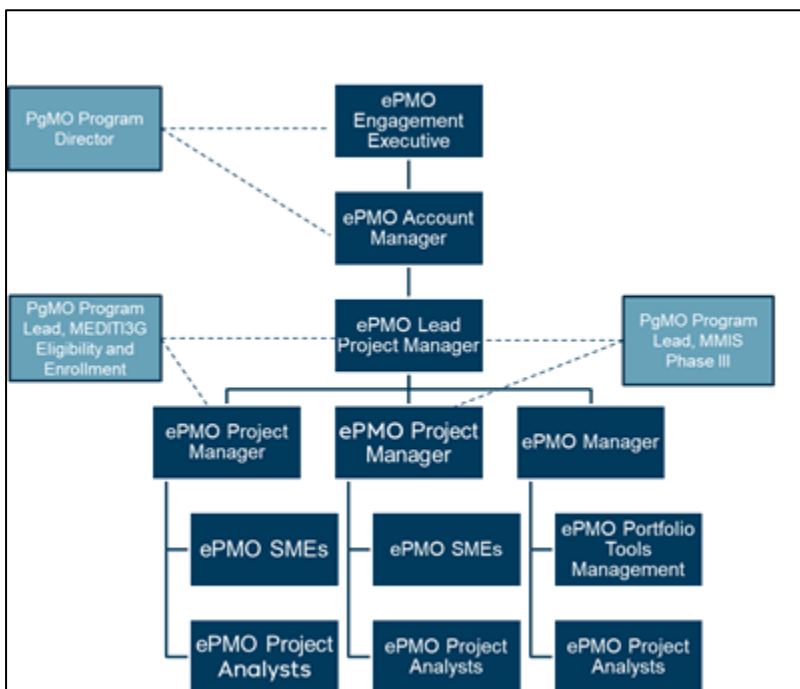
3.1 Organization Chart and Key Staff Descriptions

Vendors' Staffing Management Plans should include an organization chart and descriptions of key staff on the vendor's core project team. These resources are responsible for providing leadership and creating the standards and processes required for the various projects the vendor will help support.

3.1.1 Organization Chart

Vendors' Staffing Management Plans should include an organization chart in the Staffing Management Plan to outline the key roles, their reporting structure, and relationship with PRMP staff resources. The plans should also describe how the organization chart reflects the vendor's approach to projects that impact operations. For example, if the vendor has a core project management team in addition to specific project teams, the organization chart should reflect the relationship between the teams. Figure 1 depicts a sample organization chart.

Figure 1: Sample Organization Chart



3.1.2 Location of Staff

Vendors should include a description of the location of staff and location of operations for their team members in their Staffing Management Plans. Vendors should explain how the team and operations locations support the project requirements to have the right resources at the right time in the right positions.

3.2 Use of PRMP Staff

Vendors should include in the Staffing Management Plan a description of PRMP business and technical resources the vendor anticipates needing to support the development, review, and approval of all deliverables as well as the staff necessary to help ensure successful completion of a project. Specifically, vendors should address the following:

- The key PRMP roles necessary to support project deliverables and scope of work.
- The nature and extent of PRMP support required in terms of staff roles and percentage of time available.
- Assistance from PRMP staff and the experience and qualification levels of required staff

Table 5 provides an example of how a vendor might indicate the level of PRMP staff support.

Table 5: Sample Percentage of Time for Role and Experience/Qualifications Table

PRMP Roles	Percentage of Time for Role	Experience/Qualifications and Assistance
SME	1 full-time equivalent (FTE) @ 20% per week during requirements analysis and design	Experience in particular subject matter
Testers	5 FTE @ 50% per week during UAT	PRMP Operations staff familiar with business processes in project
Lead	1 FTE @ 50% per week during preparation and execution	Experience in particular subject matter, primary approver for PRMP

3.3 RACI

The RACI matrix details the responsible contacts for services and deliverables identified in the project. The vendor will include a RACI matrix in the initial Staffing Management Plan and provide updates to the RACI for each of the new vendors and PRMP project personnel as they are identified for both the initial release and the stabilization and enhancement period. The RACI matrix documents the responsible, accountable, consulted, and informed roles and individuals. The RACI matrix is due 30 days after contract start.

Vendors should use the framework and include key roles from vendor and PRMP as demonstrated in Table 6.

- **Responsible:** This stakeholder does the work to complete the task area. This stakeholder might 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 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 6: Sample RACI Matrix Template

Task Area	PRMP Leadership	PRMP Program Director	PRMP PgMO	PRMP Project Leads	Vendor Role 1	Vendor Role 2
Task 1	I	I	C	A, C	R	I
Task 2	C	C	C	A, C	R	C

Appendix A: Transition, Turnover, and Staffing Closeout Plan

The vendor should develop and submit to PRMP a Transition, Turnover, and Staffing Closeout Plan X amount of days before contract turnover. The plan should include the following:

- Transition Approach
- Staffing
- Tasks
- Schedule
- Operational documentation and work artifacts
- Key personnel and their responsibilities during transition activities
- Knowledge transfer activities to PRMP or a designated agent
- Detailed description of the transition process to facilitate the smooth transition of operations within timelines
- Turnover/closeout work breakdown structure (WBS), including dependencies on PRMP and other vendors
- Transfer of assets (i.e., software, licenses, subscriptions, branding, hardware, furniture, lockboxes, etc.) and security responsibilities
- Dependencies on resources (e.g., vendor staff, other vendors, technology, licenses, contracts, etc.) necessary to complete the transition activities
- Project communication associated with risk management and project status reporting during the transition
- Transition or closure of active correspondence, as applicable
- Job shadowing and training activities necessary for the transition
- Certificates of destruction of project assets and data, as necessary
- Delivery of project documentation in final as well as editable formats, including the PMP(s), Master Project Schedule, Risk and Issues Register, business/process design, business standard operational procedures, etc.
- Transfer of assets, as applicable
- Transition or closure of active correspondence
- Delivery of the Project Closeout Report

Turnover Results Report

- The vendor should submit the Turnover Results Report as part of execution of the Turnover and Closeout Management Plan.
- The Turnover Results Report documents completion and results of each step of the Turnover and Closeout Management Plan.

The Turnover Results Report should be delivered to PRMP after the completion of each step on the Transition, Turnover, and Staffing Closeout Plan.

Appendix B: Acronyms List

Table 10: Acronyms List

Acronym	Definition
CHIP	Children's Health Insurance Program
EOMC	Enterprise Objective Monitoring and Control
ePMO	Enterprise Project Management Office
FTE	Full-Time Equivalent
ID	Identifier
IT	Information Technology
IV&V	Independent Verification and Validation
KPI	Key Performance Indicator
MMIS	Medicaid Management Information Systems
PgMO	Program Management Office
PHI	Protected Health Information
PII	Personally Identifiable Information
PMBOK® Guide	<i>A Guide to the Project Management Body of Knowledge</i>
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, and Informed
RFO	Request for Offers
RFP	Request for Proposals
RTM	Requirements Traceability Matrix
SDLC	System Development Life Cycle
SLA	Service-Level Agreement
SME	Subject Matter Expert
SSA	Social Security Administration
WBS	Work Breakdown Structure