Medicaid Management Information System Replacement (MMISR) Project

MMISR Project Requirements Management Plan (PMO15)

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1.0 Introduction

This document is the Enterprise Project Management Office's (EPMO) Requirements Management Plan (RMP) (PMO15) for the New Mexico (NM) Human Services Department (HSD) Medicaid Management Information System Replacement (MMISR) project, a part of Health and Human Services (HHS) 2020. This document will serve as a tool to ensure the proper requirements processes and methods are clearly defined and adhered to for the MMISR project. This RMP is based on and supersedes the previously approved PMO15.

This version of the RMP and any version following focuses on the Streamlined Modular Certification (SMC) and Outcomes Based Certification (OBC) methodology which will be used for all the remaining modules of the MMISR project. The Consolidated Customer Service Center (CCSC), as the first module to Go Live, followed the Medicaid Enterprise Certification Toolkit (MECT) and leveraged the System Review Criteria (SRC) for upstream certification traceability. Source requirements, both common and module specific, must include complete traceability as defined in the Requirements Traceability Matrix (RTM) (PMO16). A link to the RTM can be found in Appendix C.

2.0 Requirements Management Plan Purpose

This RMP describes the approach to managing and maintaining the MMISR Project requirements lifecycle. Requirements Management is critical to the successful design, development, and testing of the MMISR solution. The RMP identifies the processes that are used to plan, design, monitor, and control requirements for the MMISR Project from Medicaid Information Technology Architecture (MITA) requirements through certification.

Requirements Management begins with a Request for Proposal (RFP) / Request for Quote (RFQ) / Request for Information (RFI) that has an approved Advanced Planning Document (APD), Centers for Medicare and Medicaid Services (CMS) Certification Requirements and Security Requirements plus details from the Proposal Response, Statement of Work (SOW), and additional clarification from the Joint Application Requirements (JAR) sessions. The future state Business Transformation Council (BTC) journeys identified business process flows that were used to identify additional requirements for inclusion into the MMISR project scope and to facilitate discussion of the business need. Contract amendments also inform the project's requirements. Requirements traceability extends throughout System Design, Development (including Configuration), both Module Contractor Quality Assurance Testing (QAT) and User Acceptance Testing (UAT), Implementation, Security, and Certification. To support efficient traceability through testing, the MMISR project leverages Jama as the primary Requirements Management Tool along with Atlassian's Jira suite and the TaskTop integration software. Traceability is defined in detail within the Requirements Traceability Matrix (RTM) (PMO16).The use of tools is defined within the tool documentation found on SharePoint, with the links listed in Appendix C.

The intended audience for the RMP is the MMISR Project team, Project Managers (PMs), Business Owners (BOs), Business Analysts (BAs), Technical Owners (TOs), Technical Analysts (TAs), the HSD Requirements manager and team, Module Contractor teams, and other Stakeholders whose leadership and support are necessary to successfully implement this plan. To have clear, unambiguous, concise, and accurate requirements for the project within these various roles the requirements process identifies Primary and Secondary Reviewers to act as functional experts for a given track or logical component of requirements. Participants in a JAR session are responsible for supporting the elicitation of final requirements. The Primary or Secondary Reviewer, if acting as the

Primary's back-up, are accountable for ensuring the final requirements in Jama accurately reflect what was agreed to during the requirements sessions.

All HHS 2020 Module Contractors must use the RMP (PMO15) in order to comply with the enterprise requirements vision and processes that support integration into the MMISR project. The EPMO Contractor, in collaboration with the HSD Requirements Manager (RM), will provide oversight and guidance and monitoring to Enterprise Stakeholders to ensure compliance with this plan.

3.0 Requirements Management Goals

The goals for the RMP (PMO15) are to support the MMISR project with the effective identification, definition, and maintenance of requirements to:
- Support CMS certification of the New Mexico MMISR modules
- Measure test coverage from source to solution requirements as per CMS Streamlined Modular Certification
- Include the required business processes via the BTC future state journeys
- Capture clear business rules to ensure business needs are met
- Define requirements and acceptance criteria that are clear and unambiguous
- Define requirements for technical integration, module integration, interfaces to external systems, configuration, and orchestrations
- Establish traceability, as outlined in the RTM (PMO16), for all requirements including applicable source requirements and for Business Requirements (BR) to their relevant Functional Requirements (FR) and Non-Functional Requirements (NFR)
- Support effective scope management
- Improve quality
- Reduce rework
- Facilitate risk management
- Ensure the MMISR Commercial Off the Shelf (COTS) components support achieving the defined requirements, configurations and integration needs within the MMISR Enterprise that include traceability through testing. Detailed information for the project's approach to the capturing and defining of COTS product can be found in Appendix E.

The RMP outlines the roles and responsibilities of project participants in the requirements lifecycle. The scope of the RMP covers the handling of the project's requirement types, as defined, reviewed, managed, and approved in Jama.

The project requirements management consists of two (2) components: this document RMP (PMO15) which provides the processes related to Requirements Management and the RTM (PMO16). The RTM (PMO16) provides increased granularity into the use and functionality of the toolset selected to support the project's requirements and traceability needs. The RMP provides the structure for MMISR Requirements throughout the project. More specific details on the use of the tools and processes are found in supporting documentation on the Requirements Management SharePoint site.

Note: All supporting documents contained within this plan are listed in Appendix C, with their associated links.

4.0 Approach

 Each Module Contractor develops an RMP that aligns with the overall strategy laid out in this enterprise RMP. It describes in detail how they will define and deliver their scope with complete traceability. The Module Contractor's RMP addendum offers the opportunity to further define, with

HSD approval, the most effective requirement processes for the delivery of the module. Additionally, links to the individual Module Contractor RMP Addendums, are provided in Appendix C.

Within the RMP, the approach focuses on deriving appropriately detailed requirements;, Business Requirements (BR), Functional Requirements (FR), and Non-Functional Requirements (NFRs). The use of these detailed BR and FR requirements within the wider HSD toolset is to support traceability through testing and is defined within the RTM (PMO16). Optionally, to aid in the development of quality BR, FR, and NFRs Module Contractors can leverage business process driven Use Cases.

The MMISR Project approach to requirements begins with the RFP/RFQ/RFI source requirement process whereby the RFP/RFQ/RFIs define what the system must do and not how the system must do it. This philosophy must remain true as the RFP/RFQ/RFI requirements are elaborated into specific detailed solution requirements. Each Module Contractor defines its solution requirements to define, design, develop, test and deliver their scope to the project. Throughout this document a consistent reference is made to the Module Contractors preparing for and conducting JAR sessions to gather details about what is needed and how the needs are met with existing, configured, or modified software. It is the intent of the project to focus on requirements and not be too prescriptive on the design (how). It is understood that some Module Contractors may in certain cases conduct Joint Application Design (JAD) sessions but for ease of reading the term JAR is used throughout. This approach creates the path of iterative capture and development of requirements which provides the traceability needed to support effective development of scope and clear reporting to both the State and CMS.

5.0 Roles and Responsibilities

The EPMO, in collaboration with the HSD RM, is responsible for oversight for the execution of the RMP. The MMISR Project Leadership team is responsible for successfully delivering the MMISR project with support from the HSD RM (and various project teams/members).

In order to ascertain the system requirements; active, consistent participation in the requirements process is a must.

5.1 State Responsibilities

State participants in JAR sessions are carefully selected. If a participants role changes, or they are unavailable to support a JAR, it is their obligation to notify the JAR organizer ahead of time and where possible nominate an alternate. All State participants, as well as Project State participant that works on behalf of the State, regardless of role are expected to do the following in a timely manner:

Prior to meetings (e.g., JAR session, kick-off):
- Prepare, review, and comment on preparatory materials shared in advance
- Provide requested documents/answers in advance

During meetings (e.g., JAR session, kick-off):
- Contribute to the effectiveness and efficiency of JAR sessions
- Contribute to the quality, consistency, and completeness of final requirements
- Contribute to the input, review, and approval of the requirement's
    - Wording
    - Traceability
    - Compliance with State and Federal requirements (e.g., OBC, Security, Source Requirements)
    - Acceptance criteria

- Collaborate to reach a decision
- Identify risks, issues, and action items
- Assure the right people are in the meetings and have focused participation

Support compliance with the RMP and RTM, including:
- The quality and consistency of final requirements
- Timeliness of the requirement process
- The completeness of requirements traceability

After meetings (e.g., JAR session, kick-off):
- Review Post-JAR artifacts and provide actionable feedback
- Follow up on assigned action items within the prescribed timelines

Table 1 - Roles and Responsibilities

Role	Responsibility
Module Owner	- Accountable for business representation within the Requirements Process - Coordinate with Enterprise Partner Agency Liaison Project Manager to ensure enterprise-wide SMEs participation in applicable JARs - Final decision maker - Escalation point, when multiple stakeholders hold competing views about the intent or necessity of a given requirement
Enterprise Partner Agency Liaison Project Manager (PM)	- Identify and coordinate assignment of Enterprise Partner Agency SMEs for participation, if applicable, in JARs - Liaison for the HSD Requirements process
HSD Requirements Manager (RM)	- Represent HSD as the point person for the management of requirements including traceability from source requirements to solution requirements - Approver of the RMP (PMO15) - Approver of record within Jama after input from the stakeholders. - Provide guidance and vision on requirements policy, governance, and structure to the project - HSD escalation point for issues related to requirement management - Onboard the Module Contractor to the HSD requirements process - Enforce compliance with the RMP, including: - The effectiveness and efficiency of JAR sessions - The quality, consistency, and completeness of final requirements - Timeliness of drafting, input, review, and approval of the requirements - Reporting of metrics to support measurement of the process as outlined in the Requirements Metric Checklist found in Appendix C - Liaison with the Test Lead for processes which support testing in compliance with TMP (PMO14) - Liaison with the HSD Security Lead - Ensure the CCMP (PMO10) processes are followed for any changes in accordance with the RMP (PMO15) after requirements are approved - Prepare for and attend Change Control Board (CCB), Technical Change Review Board (TCRB), and Architecture Review Board (ARB) meetings when approved requirements are being considered for change - Identify potential risks related to requirements and execute appropriate risk strategies - Prepare for and attend Risk meetings when requirements risks are being managed

Role	Responsibility
	▪ Verify the sync process from Jama to Jira occurs and the BR and FR, issue types are successfully established in Jira ▪ Encourage timely communication with the HSD Teams and Module Contractor teams on requirements activity and status ▪ Ensure the HSD requirements tools are meeting the needs of the project (See Section 6.0)
Enterprise Project Management Office (EPMO) Requirements Representative	▪ Owner of the RMP (PMO15), responsible for annual updates and significant changes ▪ Represent the EPMO as the point person for collaboration with the HSD RM ▪ Supports HSD in enforcing compliance with the RMP (PMO15) and RTM (PMO16), including: ▪ The effectiveness and efficiency of JAR sessions ▪ The quality and consistency of final requirements ▪ Timeliness of the requirement process ▪ Requirements traceability ▪ Escalation point when HSD Leadership input is needed for requirements management issues
EPMO PM for Module Contractor Oversight	▪ Escalation points for issues within the requirement processes ▪ Monitor the timeliness of activities associated with the requirement processes ▪ Prepare for and attend ARB, CCB, and TCRB meetings when approved requirements are being considered for change
Independent Verification & Validation (IV&V) Team	▪ Evaluate the Requirements Process and provide actionable and timely feedback ▪ Review, comment, and provide actionable feedback on: ▪ Final requirements ▪ Proposed changes for approved requirements ▪ Format and content of all requirements traceability matrices (RTMs) that are developed by the HSD and Module Contractors
HSD Project Manager - IT	▪ Accountable for technical representation of the Technical Requirements Process ▪ Identify, coordinate assignment, and ensure technical SME participation ▪ Prepare for and attend CCB, TCRB, and ARB meetings when approved requirements are being considered for change
HSD Project Manager - Business	▪ Identify business SMEs, coordinate assignments, and ensure adequate business SME participation (e.g., JAR sessions – as needed) ▪ Complete BTC Future State Journey walk through session with each Module Contractor and provides continuous support for any questions or issues that arise through the requirements process as it relates to the Journeys ▪ Collaborate with the HSD RM to align the MMISR BTC Future State Journeys with the Module Contractor's solution requirements ▪ Provide input and support to HSD and Module Contractor team members in the utilization and analysis of the BTC Future State Journeys ▪ Accountable for business representation of the business requirements
Module Lead (performed by BA, TA, Staff Aug, or PM as assigned by Management)	▪ Support, as needed, the requirements process by ensuring business SME participation ▪ Ensure the timeliness of HSD business/technology (per expertise) activities associated with the requirement processes

Role	Responsibility
	- Verify "agreement" of final requirements from SMEs - Oversight of approval process and provide timely reminders to the reviewers - Support Enterprise Partner participation - Review, comment, and ensure final business/technology (per expertise) approval is provided in a timely manner - Collaborate with HSD RM to validate Requirements in Jama are as agreed and ready for Approval Status to be changed to "approved" and that complete traceability is included - Ensure that SMEs are informed, prepared, available, and participate in supporting the requirements process - Escalate to Business Owner for a final decision when multiple stakeholders hold competing views about the intent or necessity of a given requirement or decision - Prepare for and attend CCB, TCRB, and ARB meetings when approved requirements are being considered for change - Review Module Contractor gap analysis between Module Contractor Source requirements and BTC requirements (if applicable)
HSD Staff Augmentation	- Provide expertise in the subject area for which requirements are being developed - Upon Module Owner request serve as a proxy for Medicaid SME - Support Enterprise Partners and HSD participation in the Requirements Process - Collaborate with the HSD RM to validate Requirements in Jama are as agreed and ready for change in Status to "approved" - Review Module Contractor gap analysis between Module Contractor requirements and BTC requirements
SME (HSD/Enterprise Partner)	- Provide expertise in the subject area for which requirements are being developed - Participate in the Requirements process - Review and provide actionable comments and business/technical agreement in a timely manner
Certification Manager/Analyst/Specialist	- Verify Draft Requirements accurately satisfy all OBC as appropriate for the Module Contractor for which they are responsible - Ensure final requirements captured meet applicable OBC traceability and evidence needs - Ensure requirements management aligns with Certification Management Plan *Certification Manager (Only)* - Assign HSD Certification Specialists to requirements track
Security (Lead/PM/SME)	- Request and ensure appropriate Security representation in the requirements process - Verify Draft Requirements accurately satisfy all Security requirements as appropriate for the Module Contractor for which they are responsible - Ensure final requirements captured meet applicable Security traceability and evidence needs
HSD Jama/Jira Administrator	- Administrator for the Jama and Jira toolsets in compliance with products best practices - Identify, define, establish, and grant access to users by project roles - Act as triage for issues within the toolsets

Role	Responsibility
	▪ Escalation points for issues/concerns with the toolset to the tool vendor ▪ Support the mechanics within the tool set to meet the policy, governance, and structure to the project ▪ Support the reporting needs of the project from the toolsets ▪ Participate in the development and maintenance of tool-related processes
HSD MITA Specialist	▪ Provide guidance and input on how the solution supports HSD's MITA self-assessment goals
Test Lead (Manager/UAT Manager/Analyst/Tester)	▪ Verify Draft Requirements are testable for the Module Contractor for which they are responsible ▪ Ensure final test results captured meet applicable traceability and evidence needs ▪ Collaborate with the HSD RM to support requirement traceability as required by RTM (PMO16) and the testing protocols outlined in the TMP (PMO14) *Test Manager (Only)* ▪ Assign HSD Test staff to requirements track

In order to ascertain the system requirements; active, consistent participation in the requirements process is a must.

5.2 Module Contractor Responsibilities

Upon onboarding, all Module Contractors must provide a single point of contact to work directly with the RM to improve and assure compliance with the requirements processes and tools.

All Module Contractors are expected to support, at minimum and in a timely manner, the functions listed below in compliance with the RMP (PMO15):

- Identify Module Contractor staff responsible for the requirements track(s) or components
- Identify one primary Requirements Lead to work with the HSD Requirements manager on process and Jama Reviews.
- Escalate issues within the requirement processes
- Prepare for and attend ARB, CCB, and TCRB meetings when approved requirements are being considered for change
- Include requirements-related tasks in the Module Schedule
- Track approval process and provide reminders to the reviewers
- Schedule JAR sessions & effectively facilitate meetings
- Develop Module Contractor RMP (if applicable) which aligns with EPMO RMP
- Collaborate with HSD for revisions and approval of the RMP (if applicable)
- Lead the requirements elicitation process
- For Module Source Requirements establish all applicable traceability between the RFP/RFQ/RFI, Response, Added Value Requirements (AVR), and BTC requirements
- Comply with JAR Checklist items
- Finalize requirements
    - Validate all agreed upon requirement updates have been captured within Jama
    - Validate all agreed upon traceability updates are included within Jama

- Perform internal quality checks to ensure the draft requirements meet the industry-accepted standards described in Section 8.0, before submitting the requirements for final approval
- Initiate final review process
- Post approval changes (if applicable)
    - Draft suggested changes to approved requirements
    - Disseminate the change and facilitate discussion via meeting or email
    - Submit the changes to the appropriate change management meeting in accordance with the Change Control Management Plan (CCMP) (PMO10). **Please note:** When a requirement change has a significant impact such that it triggers a change request threshold for either schedule, cost, customer or compliance, the requirements change must follow the PMO10 Change Control Management Plan.
    - Facilitate discussion on the change at the ARB, CCB, or TCRB meetings when approved requirements are being considered for change (as applicable)
- Comply with Certification Management Plan to ensure the requirements process is creating the necessary traceability, evidence, and artifacts
- Collaborate with HSD Security Team to identify all relevant Laws, Regulations, and policies.

A link to the referenced documents can be found in Appendix C. Other roles exist on the project and are defined in specific plans and/or the Role Charts on SharePoint.

5.3 Reviewers and Approvers Responsibilities

Approval of final requirements in Jama is a key project step, and the process is defined in Section 11.9 Review and Approve Requirements (State). The iterative process of requirement approval occurs starting from draft requirements entered in Jama, modification, if needed, in the JAR sessions and then revising the draft in Jama until a final Jama review occurs with final traceability verified. To facilitate the timely and accurate review and approval process additional roles have been defined to clarify those JAR participants with key responsibilities in the Jama approval process. The roles in the table below are additional responsibilities for identified State resources defined in Table 1 above.

For each JAR session, these reviewers are identified/validated by the Business module owner and the HSD IT PMs for technical reviewers and by the Business PM for business reviewers. When using the SME Request Process, if needed, via the Business PM upon confirmation of the SME name, it will be determined if they are also to be Primary or Secondary Reviewer.

As owner of the requirements process, the HSD Requirements Manager maintains overall project quality, consistency and integrity across all the requirements developed. The HSD Requirements Manager will identify a member of the requirements team member to act as a dedicated Extra Reviewer to aid in this quality initiative throughout the development lifecycle for requirements.

To aid in clarity the resources filling the review and approval roles, from the table above, will be highlighted in the JAR agenda templates, including tracking any instances where delegation has occurred in the review and approval roles. These Primary and Secondary reviewers are the individuals performing the reviewer activities listed throughout the RMP.

Table 2 - Review and Approval Roles

Role	Responsibility
Primary Reviewer (P)	▪ Accountable for technical or business accuracy within the final documented requirements within Jama ▪ Final approver and decision maker for the final documented requirements and traceability within the Jama review process and the core Jama repository ▪ Mandatory participant in JAR sessions ▪ Participates in defining requirement text during the JAR sessions
Secondary Reviewer (S)	▪ A back-up to the primary reviewer supporting technical or business accuracy within the final documented requirements within Jama ▪ Final approver and decision maker for the final documented requirements and traceability (only if the primary has delegated authority) within Jama ▪ Mandatory participant in JAR sessions ▪ Participates in defining requirement text during the JAR sessions
Extra Reviewer(X)	▪ Additional expertise, if needed, in a particular area of a JAR supporting technical or business accuracy within the requirements process ▪ Additional expertise, if needed, reviewing final documented requirements ▪ Optional participant in JAR sessions by topic ▪ Participates in defining requirement text during the JAR sessions ▪ The Requirements Management Team will have an standing Extra Reviewer role to maintain overall requirements quality

6.0 Tools

The MMISR Project has identified Jama as the primary Requirements Management tool. Jama functions as the project requirements repository and provides upstream and downstream traceability. Additional project documentation and supporting artifacts are maintained within the NM HSD SharePoint site. The Atlassian tool suite including Jira and Xray supports development, configuration, testing, and downstream traceability as part of the HSD Tools Ecosystem. Each Module Contractor team has a dedicated SharePoint site provided to them for storing and sharing any Project-related documents. The tool usage to support requirements is defined in greater detail in the RTM (PMO16). Links to these outside resources are found in Appendix C.

The full requirements toolset for the MMISR Project has Jama integrated with Jira and Xray. Integrating Jama and Jira via the TaskTop integration hub provides automated and enterprise-wide traceability from RFP/RFQ/RFI through certification. There are additional tools used to support the requirements process and include Confluence, Microsoft Project, MITA Pulse, Bamboo, Bit Bucket, and SharePoint. Licenses for all these tools are owned and distributed by NM HSD.

7.0 Requirements Structure

The MMISR approach to the requirements and test coverage traceability structure is established and maintained within the Jama toolset. From Source requirements, Solution requirements provide additional traceability to detailed business, functional and non-functional requirements. Business and Functional requirements link to the Atlassian Jira toolset. From the synchronized Jira Business and Functional requirements, test cases and test sets are built out and managed in the Atlassian Jira toolset. Non-functional requirements from Jama, are by definition not testable, and therefore are not synced to Jira.

The MMISR project requirements define the solution to be delivered and support the traceability needed for certification of the overall solution. The type of requirements supporting the MMISR project, and their elicitation are defined in further detail in Section 9.0.

The Module Contractor BA Team must review and analyze the Module specific OBC and Evaluation Criteria in order to:
- Trace Module Contractor Solution Business, Functional or Non-Functional Requirements to appropriate OBC and Evaluation criteria
- Identify any gaps
- Satisfy the Certification needs as outlined in the Certification Management Plan

The Module Contractor BA Team must review and analyze the RFP/RFI/RFQ Requirements, Proposal Responses, and Added Value Requirements (AVR) in order to:
- Trace Module Contractor Solution Business Requirements to appropriate Module Source Requirements
- Identify any gaps
- Draft BR, FR, and NF Solution Requirements, as applicable, based upon the Module Source Requirements

The MMISR Project is subject to compliance with laws, regulations, and guidelines required by CMS and the IRS. All applicable security requirements found within the Module Source Requirements, HHS 2020 Security Privacy & Standards, and HHS 2020 Security Operational guidelines v2 must be addressed. Security compliance is tracked in Jama by referencing applicable requirements as determined by HSD Security Team. The Module Contractor BA Scheduler must schedule meeting between the Module Contractor Security SME and the HSD Security Team to reach agreement on applicable requirements. Once agreed upon, the high-level requirements will be mapped in Jama. The HSD Security team will be the primary reviewers and approvers of these requirements.

The Module Contractor BA Team will be responsible for identifying and developing the draft BR, FR, and NFR from the following source materials and establishing traceability to:
- Common Source Requirements:
    - MECT – SRC Checklists (only applicable to CCSC)
    - Outcomes Based Certification
    - MARS-E & SCSEM (applicable to CCSC and information only for other modules)
    - For Security requirements it is expected the BR, FR and NFR be linked at some level to the existing Security Deliverable such as the System Security Plan developed by the module contractor to satisfy the Security Certification process
- Module Source Requirements:
    - RFP/RFQ/RFI (Requirements)
    - (Proposal) Response
    - Added Value Requirements (AVR)
    - BTC Journeys
    - BTC Gap
    - Gap Requirements
    - OBC Evaluation Criteria

In addition to written BR, FR, and NFRs, Module Contractors are expected to develop business process driven Use Cases and/or other supplemental materials to aid JAR session effectiveness (e.g., data mapping documents, wireframes, report specifications, screen shot/mockups) to further illustrate

functionality. These supplemental materials must be located in the Module Contractor's SharePoint site and linked to the corresponding requirements in Jama. Draft detailed requirements require review and input by the identified SMEs from the HHS2020 Enterprise and is achieved via two (2) steps:

1. Pre-review of the draft detailed requirements, business process driven Use Cases, and supplemental materials and confirm the traceability established
2. Discussions and revisions of requirements and/or traceability in JAR sessions to gain agreement

Upon finalization of the detailed requirements in the JAR sessions the Module Contractor BA Team will make any necessary changes in Jama and submit to the identified Primary Reviewers for validation that the agreed requirements are accurately captured in Jama. Only the identified Primary Reviewer, or Secondary Reviewer in the absence of the Primary Reviewer, will be expected to review and approve requirements in the Jama Review workflow.

After confirmation by the Primary Reviewer of the accuracy and completeness of a workstream's requirements the HSD RM will change the Approval Status to "Approved" for the draft requirements in Jama and this will initiate the sync for BR, and FRs to Jira.

The Module Contractor BA Team is responsible for structuring draft detailed requirements into logical track workstreams for the module. This aids in the assignment of SMEs to work through the JAR process and subsequent requirement approvals efficiently.

After the draft stage is complete, all requirements must be managed in Jama. Any supporting documents and artifacts produced during the requirements gathering process may be uploaded to SharePoint. Links to these SharePoint site locations can either be included in Jama (recommended) or the documents can be directly attached to the requirements in Jama.

After formal approval of requirements, if Project Level Changes are impacted (Cost, Scope, Schedule, and Time), the process listed in the MMISR CCMP (PMO10) will be followed. A link to the MMISR CCMP can found in Appendix C.

8.0 Requirements Definition

The MMISR Project recognizes that clearly written requirements are critical to the success of the project and this RMP seeks to manage the associated risks by enforcing planning and review disciplines to reduce this risk.

The MMISR project needs well written requirements to define "what" the intended product, service, or system must do, providing a basis for product or service design while serving as a foundation for testing and acceptance of the product, service, or system. The MMISR Project requirements must not try to prescribe "how" the product, service, or system accomplishes what is needed, or how it should perform, as this is defined by the engineers or developers via project design artifacts.

MMISR is leveraging the following industry-accepted standards to identify good requirements as shown in Section 8.2 Requirements Best Practices below.

In developing MMISR Project requirements, the Module Contractor BA Team must perform internal quality checks to ensure the draft detailed requirements meet these standards. As noted in Section 5.0 Roles and Responsibilities for each JAR track there is a primary reviewer who will own the approval process to ensure that the expected quality is met reflecting the business and/or technical input gathered in the JARs.

8.1 Design Artifacts

To aid in bringing together a unified solution across modules and provide an effective experience for SMEs participating in the JAR sessions, the following visual approaches are expected of the Module Contractor BA Teams to help further elicit detailed requirements. Module Contractor BA Teams may bring forward additional approaches to support effective and efficient elicitation of detailed requirements.

8.1.1 Use Cases

A Use Case is a software and system engineering artifact that describes how all users (e.g., Member, Provider, BPO staff, State staff, Enterprise partner systems, external systems, module systems) use a system to accomplish a goal. A Use Case acts as a software modeling technique that defines the features to be implemented and the resolution of any errors that may be encountered. To aid in understanding and capturing requirements, the Module Contractor BA Team may develop Use Cases, located in the Module Contractor's SharePoint site, to provide clear examples of how the proposed functionality will be supported. As with draft requirements, Use Cases should be shared in advance of JAR session to allow the SMEs to prepare to be effective participants in JAR and review sessions. Examples of Use Case templates can be found in Appendix C.

8.1.2 Business Requirements Documents

A business requirement document (BRD) is a formal document similar to an RFP which often includes Project Objectives, A Needs Statement, Project Scope, Requirements report from Jama, Key Stakeholders and a summary of Schedule and Timing and interdependencies.

8.1.3 User Stories

Module Contractor's leveraging an agile approach may draft User Stories if they aid in capturing and addressing more specific tasks. These supporting User Stories will help in capturing the needed detail from higher-level for BR, FRs and NFRs. Below is a sample format for use in drafting a user story:

> "A (user/item) is able to (do something) so that an (outcome) can be achieved"

8.2 Requirements Best Practices

Better requirements lead to clearer, more effective communication between stakeholders. This drives the entire organization toward greater transparency, less rework, and accelerated development, without sacrificing quality. While writing requirements is both an art and a science that will vary by context, there are a few best practices that are followed for the MMISR project.

8.2.1 Qualities of Clear Requirements

The "golden rule" of requirements authoring is that you must have clear and effective communication with your stakeholders. Each Source, Business, Functional, Non-Functional, Technical requirement exhibits the following qualities:

Table 3 - Requirement Qualities

Attribute	Reason
Complete/ Unambiguous	Each requirement should be simple, concise, and clearly defined
Correct	Each requirement must accurately describe the functionality to be built/configured
Feasible	Each requirement must be possible to implement
Necessary	Each requirement should be necessary or required
Prioritized	Each requirement should be prioritized to know the relative importance such as a must have (required by law), core feature, nice to have, or optional
Verifiable	Each requirement should be measurable or testable
Consistent	Each requirement must follow a consistent structure with an actor, trigger, action, and objective (desired outcome)
Modifiable	It is to be expected that requirements may be modified and elaborated for clarity
Traceable	Each requirement must relate to at least one other requirement starting from the RFP/RFQ/RFI down through business requirements and test proof; like an ecosystem

8.2.2 Acceptance Criteria

Business Stakeholder's use the Acceptance Criteria, which are purposefully high-level, to provide guidance on how approval of the deliverable will be measured. Acceptance criteria inform the development of User Acceptance Test cases. Acceptance Criteria are drafted as early as possible and finalized for Business and Functional requirements by the end of the Design Phase and before entry into the Development Phase. The Acceptance Criteria are gathered from the Business Stakeholders. Development is expected to meet the requirement's defined level of detail not the higher level captured within Acceptance Criteria.

Note: Acceptance Criteria is not a mandatory field for approval of a requirement in Jama.

9.0 Requirement Types

This section identifies the requirement types that will be used in the MMISR Project and provides background on the sources for the requirements. Each requirement type is captured, reviewed, and follows the upstream traceability approach of the project maintained within Jama. Requirements should only be defined once, and traceability established to ensure the full project scope is delivered. This section also describes:

- All the applicable sources from which to source requirements
- Responsible role that identifies and defines the various requirements
- Responsible role that reviews and approves requirements

The DDI phase of the project continues in the Jira tool and leverages the Business and Functional Requirements synced after the RM formally marks a requirement of either of these types as Approved.

9.1 Source Requirements

Source Requirements are derived from the foundational materials of the project and capture the work undertaken to define MMISR, which include the RFP/RFQ/RFI, Proposal response, BTC Journey, and Product and/or Service features providing AVR. Source Requirements are not synched to Jira.

9.1.1 HSD RFP/RFQ/RFI Requirements

The foundation of the MMISR project is the requirements defined within the various module RFP/RFQ/RFI. The Module Contractor BA Team will be responsible for reviewing their respective RFP/RFQ/RFI and capturing all the requirements, loading their responses, and creating traceability in Jama. RFP/RFQ/RFI requirements can be both business and/or technical in nature and will be reviewed and already approved by the applicable HSD MO, Business or Technical SMEs, BAs, and TAs.

The entry of RFP/RFQ/RFI Requirements into Jama will follow the structure and support traceability as defined in the MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these outside resources are found in Appendix C.

The RFP/RFQ/RFI Requirements are entered by HSD and validated by the Requirements Team to validate that what was entered matches what went out in the RFP/RFQ/RFI. The HSD PM and/or Module Owner will validate any changes made during the procurement/contracting process are reflected in Jama. After these review and approval steps are completed satisfactorily the status will be updated to approved by the HSD RM.

9.1.2 Module Contractor's Proposal Response

The Module Contractor's proposal response to the RFP/RFQ/RFI provides an additional source for requirement clarification for the MMISR project. The Module Contractor BA Team will be responsible for aligning all the RFP/RFQ/RFI requirements with the proposal response. As a response to the RFP/RFQ/RFI, the proposal can be both business and/or technical in nature and will be reviewed and approved by the applicable HSD Module Owner, or their designated primary reviewer and upon receiving this reviewer's approved the proposal response requirements status will be updated to approved by the HSD RM.

The entry of Module Contractors Proposal requirements into Jama will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these outside resources are found in Appendix C.

The Module Contractor's proposal response requirements are validated by the HSD PM or Module Owner to be an accurate reflection of the submitted response and after review and approval the status will be updated to approved by the HSD RM.

9.1.3 Added Value Requirements (AVR)

As the project progresses, changes may be identified to the contract through the contract amendment process and should follow the formal MMISR CCMP (PMO10) for the project. It is the responsibility of the Module Contractor BA Team to review the approved changes to the contract to identify if these impact existing requirements or if new requirements have been added.

It is the responsibility of the Module Contractor BA Team to review the approved amendment to determine if changes to the contract impact the existing requirements in Jama. If so, the Contractor

BA team will make updates including adding, changing status or revising the existing requirements and submit to HSD for validation the updates have been made. Some changes may require JAR session approval, some changes may be validated without a JAR and is at the discretion of HSD as to which changes require a JAR session. As noted in Section 12.0, changes to approved requirements in Jama follow the MMISR CCMP process.

The entry of AVRs into Jama will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these outside resources are found in Appendix C.

9.2 Mandated Source Requirements

Mandated Requirements, found in Common Source Requirements, must be satisfied as they are federally mandated inputs to the project for certification and security. Examples include: MECT SRC (for CCSC only), OBC, MARS-E, and SCSEM (for CCSC only).

Mandated Requirements will be reflected in Jama and will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these outside resources are found in Appendix C.

9.2.1 Certification Guidance

The MECT Checklist SRCs (for CCSC only) and evaluation criteria of OBC provide CMS guidance on functionality to be demonstrated during certification of the MMISR project and as such is a source of requirements for the project. The Module Contractor BA Team will be responsible for reviewing the evaluation criteria of OBC and identifying the applicable requirements. The HSD Certification Team will be the primary reviewers and approvers of the Module Contractor's assessment of the applicable OBCs.

When mapping to requirements the outcomes of OBC can be associated with artifacts and deliverables throughout the Project life cycle from RFP submission through Certification.

In addition to Jama and Jira, the State Certification Team may use MITA Pulse and /or the NM HSD SharePoint site or another agreed-upon repository in future to store all applicable artifacts and deliverables to be included as evidence for certification. See the Certification Management Plan for the detailed process found in Appendix C.

9.2.2 Security Requirements

The MMISR Project is subject to compliance with laws, regulations, and guidelines required by CMS and the IRS. All applicable security requirements found within the Module Source Requirements, HHS 2020 Security Privacy & Standards, and HHS 2020 Security Operational guidelines must be addressed. Security compliance is tracked in Jama by referencing applicable requirements as determined by HSD Security Team. The Module Contractor BA must schedule a meeting between the Module Contractor Security SME and the HSD Security Team to reach agreement on applicable requirements. Once agreed upon, the high-level requirements will be mapped in Jama. The HSD Security team will be the primary reviewers and approvers of the Module Contractor's assessment of the security mapping.

9.3 Solution Business Requirements

Business Requirements (BRs) are statements that must be met in order to accomplish the business objectives of the project. These requirements reflect what the organization needs in place to

accomplish its business functions. Business requirements are generally derived from all source materials.

The requirement types within the Module Source Requirements are sources for BRs on the MMISR Project. In addition, the CMS MITA business processes and the MITA State Self-Assessment (SS-A) should be reviewed by the Module Contractor BA Team as possible sources for requirements.

In order to develop the detailed Solution FR and NFRs, the Module Contractor BA Team will take the source requirements and break them down into discrete, actionable draft BRs. These draft BRs in addition to the FRs and NFRs will be submitted in advance of JAR sessions for review by the SMEs and will be discussed and refined in the JAR sessions, if necessary. A discrete BR may map to more than one (1) source requirement, but each source requirement, except those for the Proposal Response, must map to at least one (1) BR.

In considering areas requiring business input to be developed into BR to bring the MMISR enterprise solution, the following areas are suggested for consideration in planning JARs:
- External Interfaces
- Data
- Orchestration
- Integration points

In working with the above areas, the goal is to maintain the highly configurable approach of MMISR by employing templates and standards to develop functionality to allow ongoing changes in the business needs to be implemented more easily.

Draft BRs will follow the established Jama process with review and approval by the primary reviewer followed by the updating of the requirement Approval Status to approved by the HSD RM. The level of detail required to fully define a BR in Jama can be found in the MMISR RTM (PMO16). Business Requirements are synched to Jira.

9.4 Solution Functional and Non-Functional Detailed Requirements

Detailed FRs and NFRs are statements that must be met in order to accomplish the business objectives of the project. These requirements reflect what the organization needs in place to accomplish its business functions.

The discrete BRs are source for the development of detailed FR and NFR on the MMISR Project and validated with BOs and SMEs during the JAR sessions. In addition, the CMS MITA business processes and the MITA SS-A should be reviewed by the Module Contractor BA Team as possible sources for requirements clarification.

The entry of detailed FR and NFR into Jama will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Draft FR and NFRs will follow the established Jama process with review and approval by the primary reviewer followed by the updating of the requirement Approval Status to approved by the HSD RM. Links to these outside resources are found in Appendix C.

9.4.1 Functional Requirements
FR describe "what" a system needs to do in order to meet business objectives and the business needs. The FR break out the detailed features the system must support. When documenting an FR, it is helpful to consider the following attributes of the requirement:
- Purpose

- Conflicts with other requirements
- Dependence on other requirements
- Modular enough so that it can be changed without excessive impact on the system
- Precedence and criticality of the requirement

The Module Contractor BA Team will take the BRs which are compound functions and break them down to the discrete level required for a testable FR. FRs are synched to Jira.

9.4.2 Non-Functional Requirements

NFRs supplement FRs by defining the environmental conditions or qualities required for the system to perform its intended functionality. NFR do not describe functions, but rather describe attributes of how the system or process will operate. NFRs are not synched to Jira.

NFR typically include the following parameters:
- Reliability
- Security
- Performance
- Safety
- Level of Service
- Supportability
- Maintainability
- Retention/purge timeframes
- Privacy
- Usability
- Legal
- Organizational

9.5 Source Business Transformation Council (BTC) Future State Journeys

The work of the BTC provided the business overview of some of the Future State processes of the MMISR Project. As such, the future state business process flows provide a step by step, end to end reference model of requirements for inclusion into the project. The goals of the BTC journeys are:
- Drive a business-oriented view to inform requirements for MMISR modules
- Create organizational capabilities and continuous improvement for MAD

The BTC Future State Journeys are:

- Designed from the business perspective and developed with the intention to think outside the box
- A starting point for module Contractors to use in preparation of JARs with SMEs for any potential requirements gathering. The journeys set the stage for requirements discussions but are not intended to reflect actual functional/non-functional requirement details
- A tool to be used for requirements activities to be conducted by module Contractors, and for comparison and validation against functionality
- Intended to help Contractors implement functionality the way the business envisions, if possible. If not, module Contractors are to discuss and agree on alternatives to meet business needs during module vendor requirements (JAR) sessions

- To help identify gap business requirements that must be reviewed during JAR sessions with SMEs to gather more information and determine if they can be covered as part of module vendor scope
- Intended to influence module functionality but does not prescribe

The BTC Journeys identify changes to current MAD processes in the form of a To-Be Future State Model and Module Contractor Handoffs Links to these outside resources are found in Appendix C.

The Module Contractor teams can use HSD mapped applicable BTC journeys to assist in requirements developments:

1. An existing RFP/RFQ/RFI requirement covers what was described in a journey

   The HSD Staff Augmentation Team (SAT) mapped the functionality described in the BTC Journeys to the appropriate RFP/RFQ/RFI requirements that covered what was described in the BTC Journeys. The applicable journey is added, via drop down menu, into the Jama field "BTC JOURNEY (APPLICABLE TO RFP ONLY) in a format of Journey Number and a Short Description to aid in accessing the journey to inform requirements developments

2. The journey describes additional requirements not found in the RFP/RFQ/RFI

   For those Journeys that didn't map to procurement requirements covering "all" of the journey's functionality the HSD Staff Augmentation Team (SAT) created BTC Gap Requirements in the BTC Gap folder. The naming convention for these gap requirements identifies which BTC Journey is the source of the requirement

The Module Contractor Team must review and analyze the BTC Journeys in order to:
- Understand the overall business process vision as envisioned and documented in the Business Transformation Journeys
- Analyze the BTC Journeys, including identifying any gaps which may exist between the module contractor's solution and the BTC Journeys
- Review and understand the BTC End-to-End Module Functional Views for their module
- Include the review of the BTC Journeys as part of the JAR sessions. Validate the State mapping of Module Contractor Response requirements to the Source RFP/RFI/RFQ requirements
- Propose solutions for pain points and gap requirements where needed. All gap requirements must be reviewed with the SMEs during Joint Application Requirements sessions to agree on how they will be addressed

BTC Gap requirements identified through this effort are documented within the Future State Redesign Journeys and posted in SharePoint for the Module Contractor BA team, who will determine if the gaps are:

1. The requirement is included within their existing functionality and if so then it will be deemed to be included in the MMISR scope
2. The requirement can be partially or fully addressed by existing module functionality in a different way than described in the Journey and the JAR participants except the alternate functionality
3. If it is not covered by existing module functionality the identified Gap requirement will follow the CCMP process

For BTC Gap requirements of Type 2 or 3 above, a determination must be agreed as to how it is covered in the Module Contractor's Contract, until such a determination is made the requirements will remain in draft.

The entry of approved BTC gap requirements into Jama will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these outside resources are found in Appendix C. Gap Requirements are approved by the applicable HSD Module Owner, or their designated primary reviewer and upon receiving this reviewer's approval the BTC Gap Requirements Approval Status will be updated to approved by the HSD RM.

9.6 Source Gap Requirements

Subsequent phases of the project may identify additional source level requirements for inclusion into the project. Upon identification of such a Gap the Module Contractor BA Team will determine if:

1. The requirement is included within their existing functionality and if so then it will be deemed to be included in the MMISR scope
2. The requirement can be partially or fully addressed by existing module functionality in a different way than described in the Journey and the JAR participants except the alternate functionality
3. If it is not covered by existing module functionality the identified Gap requirement will follow the CCMP process

For Gap requirements of Type 2 or 3 above, a determination must be agreed as to how it is covered in the Module Contractor's Contract, until such a determination is made the requirements will remain in draft.

The entry of Gap requirements into Jama will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these outside resources are found in Appendix C. Gap Requirements are approved by the applicable HSD BO or TO, or their designated primary reviewer and upon receiving this reviewer's approval the Gap Requirements Approval Status will be updated to approved by the HSD RM.

10.0 Requirements Prioritization

Prioritization of requirements is a useful practice and a standard part of a balanced RMP and is included here for completeness.

On the MMISR project the work of prioritization was built into the project from inception leveraging the work of CMS in defining MITA and Certification requirements which has resulted in a significant well-defined list of mandatory requirements. The RFP process clearly established this vision and in contract negotiation scope was further clarified.

Module Contractors can raise suggested changes to enhance – or reduce – scope via the MMISR CCMP and thereby including HSD business and project leads in the discussion.

11.0 Requirements Lifecycle

Effective Requirements Management is the process of gathering, documenting, analyzing, tracing, reviewing, and approving requirements. Ensuring the steps outlined within the Requirements Lifecycle are followed allows the MMISR Project to control change and effectively communicate with all relevant Stakeholders. The following sections describe the different stages of the requirements lifecycle.

The process for requirements is handled within the Jama tool and the flow is now captured in the MMISR RTM (PMO16), linked in Appendix C.

11.1 Engage Stakeholders

This subsection defines the process to identify stakeholders from NM who will work with Module Contractors in the requirements process. Most resources will be pulled for the NM HSD however in order to support the enterprise vision of the HHS2020 project under which MMISR project falls stakeholder engagement may be required from other NM Enterprise Partner Agencies.

11.2 NM HSD Stakeholders

This subsection defines the process to identify stakeholders from NM HSD who will work with Module Contractors in the requirements process. Before starting requirements activities for a workstream, the Module Contractor BAs request State participants. The State participants are to be identified/validated by HSD IT PMs for technical reviewers, and by the Business PM for business participants. The HSD RM will be notified of the Project Stakeholders who will provide input during requirements gathering sessions, and who will be the primary reviewer and approver of the final requirements in Jama.

To allow enough planning and achieve needed participation by the required SMEs, at least six (6) weeks' notice is required to launch a new workstream and to support effective kick-off and JAR sessions. For MAD SMEs the following exception process has been developed:

- **Exception Process:** If something unexpected is identified during discovery the State does not require another six (6) week lead time, rather Medicaid would need to have two (2) weeks to accommodate SME calendars. In the event we are in the midst of requirements sessions and the schedule doesn't allow for a two (2) week lead time when it is identified, we may need someone else, we plan to have flexibility to accommodate the request. Since the intent is for the schedule and the detailed SME requests to allow enough lead time to identify the appropriate individuals use of this exception should be limited.
- **Additional Staff Augmentation Team (SAT) exception:** Project SAT are accessible without the six (6) week lead time requirement. SAT on the Medicaid side that have full time jobs and need some lead time, preferably six (6) weeks but not less than two (2) weeks.

The resourced EPS is part of the SME request planning process. To ensure a consistent approach to planning is followed, a JAR Checklist Template has been developed. A link to this form can be found in Appendix C.

To facilitate the request for Stakeholders the SME Request Form (Figure 1), completed by the Module Contractor, is used to identify the topics, roles, and expertise needed for a particular workstream. The SME Request Form identifies the module, the workstream, team members, topics for input. A link to this form can be found in Appendix C.

11.3 NM Enterprise Stakeholders

When beginning a new workstream, the Enterprise Partner Agencies will be notified by the Module Owner assigned to support that specific agency to determine if, and at what level, the agency will participate in the upcoming requirements gathering sessions. As applicable, the Module Contractor will elicit the names and roles of participating SMEs from the Enterprise Partner Agency Project Manager and ask that they be forwarded to the MMISR Project Director, the MMISR Module Owner, and the HSD RM.

11.4 Workstream Kick off

Module Contractor BA Teams must have a kick-off meeting for each module or each workstream within a module prior to scheduling JAR sessions. These are very important in establishing a common understanding for the SMES to help support this workstream. To aid in a consistent communication approach to JAR participants, a Kick-Off Template has been developed for Module Contract use. A link to the Kick-Off Template can be found in Appendix C.

Note: If all the participants in a planned workstream are members of the core project team and no MAD or Enterprise Agency SMEs are participating then a kick-off is not required prior to the JAR Session(s) commencing.

There are two (2) Kick-Off meetings:

1. Pre-Kick-Off meeting – Pre Kick-Off meeting includes the module HSD Project Manager, the HSD workstream lead, the HSD BA and/or TA, the HSD RM and assigned Security Analyst. The purpose is to review the proposed approach and supporting materials, including already developed picture(s)/diagram(s)/visual(s)/process flow(s), as needed
2. Kick Off Meeting – The Kick-Off meetings should be used to explain the requirements process, present artifacts or templates of artifacts that will be provided during the session, provide the opportunity to ensure the right people are assigned, and set expectations with the Stakeholders. During the kick-off the Module Contractor BA Team is expected to present the schedule and topics for upcoming meetings. These meetings can be done via MS Teams or in-person, depending upon the audience, however, in-person attendance is preferred. Details for the Kick-Off are included in the Kick-off Template which can be found in Appendix C.

A NM JAR Checklist has been developed to facilitate this preparedness work and a link can be found in Appendix C.

11.5 Plan Requirements Elicitation

This subsection describes the process for working with NM HSD Stakeholders to plan for requirements sessions and to set expectations for the time commitment that will be needed from them in order to cover all the requirements for the workstream.

Within Section 7.0, the scope of the Module Contractor BA Team captures the intent of the MMISR Project to have the Module Contractors conduct extensive pre-work prior to JAR sessions. This includes the development of draft requirements (BR, FR, NFR) and any supporting documentation to be provided in advance to the JAR session attendees. These materials are to be shared with adequate review time which is based on the volume of content to be reviewed in the JAR sessions.

In planning for JAR sessions include the following:
- Establishing timelines with the NM HSD Stakeholders, such as:
    - When materials will be sent before meetings
    - When materials will be sent with updates after the meetings
- Reviewing time commitments needed from the participants preparing for and attending meetings, follow-ups, completion of action items, and supporting the review and approval of requirements
- Preparing draft requirements and material for the JAR sessions in line with the timeframes established with the NM HSD Stakeholders

More detailed expectations are laid out in the NM JAR Checklist and a link can be found in Appendix C.

11.6 Develop Draft Requirements

This subsection describes the process for developing draft detailed requirements for desired functionality. Draft artifacts (e.g., Use Cases, report wireframes, data mapping documents) will be developed to define the expected system behavior for those scenarios and aid in conveying functionality available within the workstream.

As described in Section 9.0, HSD has defined a series of requirement types which form the basis for defining both MMISR scope and the required traceability needed to successfully deliver the project.

The Module Contractor BA Team will utilize all documentation that HSD has or will make available for review to understand the existing defined needs of the workstream including:

- RFP/RFQ/RFI
- Proposal
- AVR
- MITA S-SA
- SRC (for CCSC only) or evaluation criteria of OBC
- MARS-E Security Controls and IRS SCSEMs (for info only)
- BTC Journeys applicable to the workstream

In addition, the Module Contractor should bring forward for consideration:

- Requirements based on the features and functionality of the product or service being brought to the MMISR project
- Requirements based on best practices from other similar projects

It is the responsibility of the Module Contractor to develop draft Business requirements, traced from and through the source types established, down to the draft Functional and Non-Functional levels.

11.7 Conduct JAR Sessions

JAR sessions will be facilitated by the Module Contractor BA Team. The Module Contractor BA Team will walk through any draft requirements, process flows, how BTC Journeys are incorporated, BTC Journey Analysis, Security mappings, and any other artifacts prepared for the specified JAR session.

When working with technical requirements, for example system to system interaction, or Enterprise Shared Services (ESS), the Module Contractor's team will participate in the JAR session to be able to address technical questions arising in the session.

JAR sessions will be used to:

- Review and revise draft BR, FR, and NFRs
- Gain agreement to the detailed requirements
- Gain agreement to the traceability of the detailed requirements to source requirements
- Demonstrate the BTC Journeys inclusion in draft detailed requirements
- If applicable, identify the different business scenarios in the form of Use Cases to define the expected system behavior for those scenarios

Decisions, process failures, pain points, and action items are to be documented during the JAR session. Meeting notes, revised draft requirements, and any updates or changes to the process flows, will be sent to all relevant Stakeholders after the JAR session within a pre-established timeframe.

11.8 Finalize Requirements (Module Contractor)

The Module Contractor BA Team will use the meeting minutes and information gathered during the JAR sessions to finalize the detailed requirements, including changes identified during the session. All requirements, including those captured during JAR sessions, need to be reviewed and approved by JAR participants during the JAR Session. The Contractor BA verifies the changes agreed to by JAR participants are accurately documented in Jama. The Module Contractor BA Team will perform an internal quality check to ensure the requirements meet the standards identified in Section 8.0 of this document. The Module Contractor Team notifies Primary Reviewers that requirements are ready for review and approval in Jama.

The Module Contractor BA will upload all meeting notes, action items, and updated artifacts to the NM HSD SharePoint site and share it with the Stakeholders (via email) within the pre-established timeframe.

The final requirements in Jama will follow the structure and support traceability as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these resources are found in Appendix C.

11.9 Review and Approve Requirements (State)

Final review and approval occur in Jama as defined in MMISR RTM (PMO16) and the HSD Jama Team Collaboration Site on SharePoint. Links to these resources are found in Appendix C.

The Primary Reviewer(s) validates the requirements in Jama are as agreed to in the JAR sessions. The Primary Reviewer(s) can approve, reject, or provide comments if necessary. Upon receiving Primary Reviewers' approval, the requirements Approval Status will be updated to approved by the HSD RM.

The following actions can be taken by the Primary Reviewer:
- Approve - the requirement is as agreed to during the JAR. *Note: Marking a requirement as approved or rejected in the Review Center Jama does not update the "Approval Status" in Jama and is not the triggering event to Tasktop to sync the requirement into Jira.*
- Provide Feedback - the Module Lead collates all feedback during the review period
    - For minor feedback (grammar, spelling formatting), update the requirement according to the feedback, and re-submit the requirement for approval
    - For major feedback impacting the requirement the Module Lead will communicate the requested change back to the JAR participants to gain consensus before changing the requirement and re-submit the requirement for approval. This should be an exception as the requirements were agreed to during the JAR session.
- Reject – the Module Lead will facilitate a meeting with the respective SMEs, to discuss the resolution of the requirement. After revision based on the discussion the requirement is re-submitted for approval. This should be an exception as the requirements were agreed to during the JAR session.
    - Reject can also be used when a requirement is identified as needing to be moved to a new workstream, in this case it remains rejected in its original format and will be resubmitted for approval following the normal process under the new workstream

For every review, a deadline must be provided, and the Module Lead must monitor and track the progress of the review. The Primary reviewer conducts the Jama review to ensure the final version of the requirement from the JAR session has been captured completely and accurately, at which time the requirement is formally approved, and the RM changes the Approval Status to Approved.

Within the core Jama application, the "Approval Status" is used to communicate the status of the BR, FR, and NFRs as listed in the table below.

Table 4 - Jama Solution Requirements Approval Status Codes

Requirement Approval Status Code	Definition
Draft	Used at the beginning of the requirements drafting process to indicate that a requirement is started
Ready for Review	Used by the Module Contractor to indicate that a new or revised requirement is ready for review and approval
In Review	Used by the Module Contractor or HSD resource to indicate that additional work or internal review is occurring prior to marking the approval status "Ready for Review" in Jama.
Approved	The requirement is approved in Jama by the HSD RM at the request of the Primary Reviewer(s). Upon approval, Jama syncs BR, FR to Jira where a Jira issue type of requirements is created for future use. Approved NFRs do not synch to Jira
Pending Evaluation	Used by the Primary Reviewer to signal to the Module Contractor that a requirement has not passed the review and needs additional work to meet the standard agreed to in the JAR session. The author looks to the comments for guidance
Met by Deliverable	Used by the HSD RM for requirements for paper deliverables (plans) or evidence
Deferred	A requirement is deferred when the requirement is still in scope but is deferred to a later date. Requires the change management process. Set by the HSD RM at the request of module project manager and Primary Reviewer
Rejected	A requirement is set to rejected when the requirement requires rework by the Module Contractor and comments on how to address the concerns are provided. Set by the Primary Reviewer
Removed	A requirement is set to removed when the requirement is taken out of scope of the project, because of an Amendment and/or PCR. Set by the HSD RM at the request of module project manager and Primary Reviewer

If during the review process the Primary Reviewer identifies any changes to requirements previously approved through a JAR session need to be identified with the reasoning/justification and submitted to all JAR reviewer/approver stakeholders for evaluation and approval. This process can be done via email and is the responsibility of the person requesting the change. No other changes can be made to approved requirements outside of the Change Management process outlined in Section 12.0.

11.10 Requirement Monitoring and Reporting

The MMISR project is complex and with multiple Module Contractors onboarding seeking access to a finite pool of HSD and MAD resources effective and efficient requirements management is necessary. The EPMO Requirements Representative will review and assess a series of metrics, provided by the HSD RM, to assess the compliance with the processes agreed within this plan.

11.10.1 Requirement Structure

While traceability is initiated within the Jama tool set, the project team will be assessed on compliance with this structure as defined in the Requirements Checklist. Complete traceability is met within Jama and Jira.

11.10.2 Requirements Development

The requirements process defined within this plan is designed to effectively use the resources of the project to support on time delivery of the full scope of the project in compliance with the Requirements Checklist. For example:

- Timely requests for subject matter expertise
- Accurate requests for the specific knowledge base of subject matter expertise
- Effective development of draft requirements
- Requirements are shared in advance

As this is a joint project it is also important that Module Contractors, HSD, and Partner Agency (as needed) resources are available for timely support of the project.

12.0 Change Management

Changes to approved requirements or to existing functionality will need to be formally requested via a documented Project Change Request (PCR). This activity will be performed in accordance with the NM HSD PMO Change Management Process as stated in the MMISR CCMP (PMO10). After appropriate change control processes have been executed, updates to existing requirements are managed in Jama by the Module Contractor and follow the same approval process outlined in Section 11.6.

The Module Contractor will continue to manage requirements and traceability through the Operations and Maintenance (O&M) phase. The Module Contractor shall review each of the impacted requirements to determine if they need updates and will follow the same process for review/approval as outlined in Section 11.0 of this document.

13.0 Process Diagrams

The process for requirements is handled within the Jama tool and the flow is now captured in the MMISR RTM (PMO16), linked in Appendix C.

14.0 Assumptions/Constraints/Risks

This section documents a set of assumptions, constraints, and risks for Requirements Management.

14.1 Assumptions

- All Module Contractors comply with the RMP (PMO15)
- The Module Contractor team identifies a single point of contact for the HSD RM as it relates to requirements
- Changes to the Requirements process can be agreed to through a formal Decision until the next update to PMO15 at which point all approved decisions are incorporated into PMO15

14.2 Constraints

- NM HSD will support the necessary introduction and guidance for the requirements tools, Jama and Jira

- NM HSD owns the configuration and set up of Module structures define d by this RMP in Jama and Jira
- NM HSD assigns the necessary Jama and Jira roles to members of the Module Contractor teams

14.3 Risks

- Guidance provided in administering the RMP must be shared consistently
- Any changes to the approved RPM process, defined within the latest approved RMP version, must be requested in writing to the EPMO
- If the resources do not have the skill level required for the requirements process, then the requirements may not be correctly and fully defined to meet the business need.

15.0 CMS Certification

As noted, the CCSC certification leverages the MECT approach of CMS certification and identifies SRCs as a source. For all other MMISR modules OBC are an essential part of the overall Project requirements and are used to confirm both certification readiness as well as MMISR's MITA compliance. The CMS Certification scope includes evidence, Outcome Performance Measures, outcome criteria artifacts, and project deliverables.

Section 9.2.1 details the process for gathering and capturing the Certification requirements.

It is the responsibility of the Module Contractor Teams to ensure the Certification mapping is complete throughout the lifecycle of the MMISR Project to support timely certification activities. Should any evaluation criteria of OBC be identified as being "no longer required by CMS" it is the Module Contractor BA Team's responsibility to make the necessary revisions for traceability.

16.0 Requirements Traceability

Requirements Traceability is defined as the ability to describe and follow the life of a requirement through forward and backward traceability. Requirements Traceability is documented in the RTM (PMO16).

17.0 Standards and Guidelines

This deliverable will be submitted as a Microsoft Word document, following CMS Standards. Project Management Book of Knowledge (PMBOK) standards were considered.

18.0 Appendices

Appendix A: Deliverable Record of Changes

The deliverable will include a record of changes in the following form:

Table 5 - Deliverable Reference of Changes

Version Number	Date	Author/Owner	Description of Change
V1.0	N/A	Turning Point	Original SI Deliverable
V2.0	02/11/20	Audrey Taylor	Draft Plan (Version 2.0) submitted to HSD for review
V2.1	3/4/20	Audrey Taylor	Updates based on HSD comments
V2.2	3/26/20	Audrey Taylor	Updates based on HSD comments

Version Number	Date	Author/Owner	Description of Change
V2.3	4/8/20	Audrey Taylor	Updates based on HSD comments and removal of Jama details from PMO15
V2.4	5/13/2020	Audrey Taylor	Sync up for delivery to HSD
V2.5	5/27/2020	Audrey Taylor	Final delivery to HSD
V2.6	11/24/2020	Audrey Taylor	Updated delivery to HSD
V2.7	1/7/2021	Audrey Taylor	Updated to align with Jama/Jira sync and RTM
V2.8	1/27/2021	Audrey Taylor	Submission to HSD for final approval
V2.9	3/30/2021	Audrey Taylor	Updated based on Jama / Jira decision 283 & reporting changes
V2.10	4/15/2021	Audrey Taylor	HSD Comments addressed
V2.11	7/7/2021	Audrey Taylor	Updated based on feedback from the DUDE project and to remove MECT references and focus on Outcomes Based Certification. Clarify the JAR process and further define Gap, B, F & NF requirement types and traceability.
V2.11	9/15/21 9/21/21	Brian Knowles	Add guidance on requirement acceptance criteria. Add detail in Chapter 11 Elicitation of Requirements
V2.11	11/18/21	Brian Knowles / Sherri Poindexter	Added input and content from HSD requirements workgroup team to each section
V2.12	12/30/21	Brian Knowles / Audrey Taylor / Sherri Poindexter	Revised and enhanced based on HSD comments. Clean Version.
V3.0	1/20/22	Audrey Taylor / Sherri Poindexter	Final submission to HSD for approval
V4.0	11/18/22	Audrey Taylor	Add specificity to the process based on feedback and experience leveraging the plan including: Define Primary/Secondary Reviewers role Further define the JAR and Jama review functions NFRs no longer syncing to Jira Add Removed as an approval status
V4.1	1/11/23	Audrey Taylor	Final submission after HSD review
V4.2	2/15/23	Audrey Taylor	COTS product language refined and approval process defined for each phase

Appendix B: List of Acronyms

A list of project-specific acronyms will be maintained within and can be found on the MMISR SharePoint Site using the Acronym List Link.

Table 6 - List of Acronyms

Acronym	Definition
ARB	Architectural Review Board
AVR	Added Value Requirements

Acronym	Definition
BA	Business Analyst
BO	Business Owners
BR	Business Requirement
BTC	Business Transformation Council
CCB	Change Control Board
CCMP	Change Control Management Plan
CMS	Centers for Medicaid and Medicare Services
COTS	Commercial Off the Shelf
DDI	Design, Development, and Implementation
DED	Deliverable Expectation Document
DGC	Data Governance Council
DS	Data Services
EPMO	Enterprise Project Management Office
ESS	Enterprise Shared Services
FR	Functional Requirement
HSD	Human Services Department
HHS	Health and Human Services
ICD	Interface Control Document
IRS	Internal Revenue Service
IT	Information Technology
IV&V	Independent Verification and Validation
JAR	Joint Application Requirements
MAD	Medical Assistance Division
MARS-E	Minimum Acceptable Risk Standards for Exchanges
MECT	Medicaid Enterprise Certification Toolkit
MITA	Medicaid Information Technology Architecture
MMISR	Medicaid Management Information System Replacement
NFR	Non-Functional Requirement
NM HSD	New Mexico Human Services Department
O&M	Operations and Maintenance
OBC	Outcome Based Certification
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMO	Project Management Office
RAC	Recovery Audit Contractor
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quote
RTM	Requirements Traceability Matrix
SAT	Staff Augmentation Team
SIT	System Integrator Testing
SCSEM	Safeguard Computer Security Evaluation Matrix – IRS
SME	Subject Matter Expert
SOW	Statement of Work
SRC	System Review Criteria
SS-A	State Self-Assessment
SSP	System Security Plan
TA	Technical Analyst

Acronym	Definition
TCRB	Technical Change Review Board
TO	Technical Owner
TPL	Third-Party Liability

Appendix C: Referenced Documents

Table 7 - Referenced Documents

Document	Link
Architecture Review Board SP Site	Architecture Review Board SP Site
Business Transformation Council Site	Business Transformation Council Site
Change Control Management Plan (PMO10)	Change Control Management Plan (PMO10)
Requirements Traceability Matrix (PMO16)	Requirements Traceability Matrix (PMO16)
Test Management Plan (PMO14)	Test Management Plan (PMO14)
Jama Team Collaboration Site	Jama Team Collaboration Site
Jama Review Job Aids	Jama Review Job Aids
Module Workstream Kick-Off Template	Module Workstream Kick-Off Template
CMS Site	CMS Website
Certification Management Plan	Certification Management Plan *under review
NM JAR Checklist	NM JAR Checklist
SME Request Form	SME Request Form
Requirements Checklist	Requirements Checklist
Metrics Reporting Checklist	Metrics Reporting Checklist (in development)
Requirements Management SharePoint	Requirements Management SharePoint
CMS Standards	CMS Standards

Document	Link
HHS 2020 Security Privacy & Standards	HHS 2020 Security Privacy & Standards
HHS 2020 Security Operational guidelines	HHS 2020 Security Operational guidelines
Unified Portal (external) Requirement Management Plan	UP_PMO15_Requirements_Managament_Plan_Addendum
MITA SS-A	MAD MITA SSA 3.0

Appendix D: Cross Reference CMS RMP Template

There is no Enterprise Requirements Management Plan template from CMS to cross-reference.

Appendix E: COTS Products

The MMISR project utilizes two (2) major categories of Commercial-Off-The-Shelf (COTS) products:

1. Components of technical infrastructure solutions for technical services
2. Business Process Outsourcing (BPO) modules that provide MMIS business functionality and will follow the main requirements process of this document

This section focuses on 1 above, these COTS products are the basis of the technical infrastructure of the shared services of the project; including but not limited to MDM, ASV, ICAM, ESB and ECM/CCM integration. This is software designed to perform the shared service as-is and where required NM configuration(s) will be identified. The COTS software comes with predesigned, pre-packaged templates, forms, workflows, etc. already in place that are common to most users of the solution. JAR sessions for COTS products will include identification and validation of any configuration required to meet the business and/or technical needs of NM's MMISR project and any applicable NM specific needs.

The RFP/RFQ/RFI includes the high-level source requirements which exist to tie core functionality and any downstream configuration requirements captured during JAR sessions. Configuration requirements will be documented and traced in Jama Documentation of the configuration of the features of the Out of the box (OOTB) products to meet NM needs will be defined from the steps below.

There are three (3) phases for COTS products that will be used to help support the MMISR Project.
1. Installation of the software to use as is.
2. Configuration adjustments to the installation settings to suit the business needs without writing new code.
3. Integration to connect the installed and configured COTS product to the application ecosystem, usually requiring some custom code to meet the business needs.

Staff involved will include:
- Facilitator (Workstream PM)
- TA (could also act as SME)
- BA (could also act as SME)
- Technical SME

- Business SME

In addition, integration of the COTS products would benefit from the inclusion of Organizational Change Management (OCM) to facilitate conversations in looking at how to support the business needs and effectively assess modifying the current business processes to leverage the product benefits.

Within MMISR the processes for documenting and capturing requirements around installation, configuration and integration of COTS products is as follows for each phase:

Installation Phase

- Requirements will need to be captured for the settings and component choices required for installation
- Verify the business needs or requirements met by the catalogue of capabilities coming out of the COTS product

Inputs

- Product Features

Outputs

- Identify in a Business Requirement the COTS product being used with the version level at installation and commitment to coordinate with HSD for subsequent product version revisions
- Functional Requirements capture the baseline installation and configuration settings
- Traceability of COTS product to source requirements
- Identify, any, Gap requirements for the business needs not satisfied by the out of the box COTS product features

Approval Process

- The solution requirements above are reviewed and approved by the SMEs via Jama review, without the expectations of JAR sessions

Configuration Phase

- Requirements will need to be gathered for the configuration required to meet the identified needs of NM's MMISR project and capture any appliable NM specific rules (business needs)

Inputs

- Product Features requiring configuration
- Gap requirements for the business needs not satisfied by the out of the box product features
- JAR session participants

Outputs

- Business, Functional and Non-Functional requirements for the business needs not satisfied by the configured COTS product features (decomposed Gap Requirements)
- Traceability of COTS product to source requirements and any downstream configuration requirements coming from a JAR session

Approval Process

- The solution requirements above follow the review and approval process outlined for all BR, FR, and NF solution requirements as outlined in Section 11.9 Review and Approve Requirements (State).

Integration Phase

- Integration solution Requirements will need to be gathered for the integration work required to meet the identified business gaps from the COTS product features to the enterprise needs

Inputs

- Gap requirements for the business needs not satisfied by the COTS product features
- JAR session participants

Outputs

- Integration solution requirements, in the form of Business, Functional and Non-Functional requirements, for the business needs not satisfied by the configured COTS product features
- Traceability of COTS product to Integration solution requirements

Approval Process

- The solution requirements above follow the review and approval process outlined for all BR, FR, and NF solution requirements as outlined in Section 11.9 Review and Approve Requirements (State).