



**Medicaid Management Information System
Replacement (MMISR) Project
Staffing Model and Resource Management
Plan (PMO2)**

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Table of Contents

1.0	Introduction	4
1.1	Overview.....	4
1.2	Purpose.....	4
2.0	Overarching Resource Management	4
2.1	RMP Outline Requirements.....	5
2.2	Key Personnel	5
2.2.1	Key Personnel Replacement	5
2.2.2	NM HSD Key Personnel Replacement Request.....	6
2.3	Staff Acquisition.....	7
2.3.1	Orientation.....	9
2.3.2	On-boarding	9
2.3.3	Off-boarding.....	9
2.4	Training Required	9
2.5	Monitoring MMISR Staffing Needs	10
2.5.1	Working MMISR Leadership Operating Model.....	10
2.5.2	MMISR Role Chart.....	11
2.5.3	MMISR Roles and Responsibilities	11
2.5.4	MMISR Responsible, Accountable, Consulted, Informed (RACI)	11
2.5.5	MMISR Functional Organization Chart	11
2.5.6	MMISR Governance Charts.....	11
2.6	Monitoring HSD Resource Constraints.....	11
3.0	Assumptions, Risks, and Constraints	12
3.1	Assumptions.....	12
3.2	Risks	12
3.3	Constraints.....	13
4.0	Appendices.....	13
4.1	Appendix A: Deliverable Record of Changes	13
4.2	Appendix B: List of Acronyms	13
4.3	Appendix C: Referenced Documents.....	14

Table of Tables

Table 1 - RMP Locations..... 4

Table 2 - Deliverable Record of Changes 13

Table 3 - List of Acronyms..... 13

Table 4 - Referenced Documents..... 14

Table of Figures

Figure 1 - Key Personnel Replacement Steps Diagram 6

Figure 2 - Staff Augmentation Hiring Process 8

Figure 3 - Working MMISR Leadership Operating Model 10

1.0 Introduction

This document is the Enterprise Project Management Office’s (EPMO) Staffing Model and Resource Management Plan (SMRMP) (PMO2) for the New Mexico (NM) Human Services Department (HSD) Medicaid Management Information System Replacement (MMISR) project, a part of the Health and Human Service (HHS) 2020. This document will serve as a tool to support identification, management, and methods in support of the MMISR project.

1.1 Overview

In order to understand and maintain resourcing, it is essential to document resource management processes and requirements. This information is documented within this SMRMP. This SMRMP addresses the overarching approach to managing and staffing the MMISR project, including state staff from NM HSD, staff augmentation hires, and Module Contractors. Each Module Contractor will have different resource requirements, practices, strategies, processes, and organizational charts. For this reason, it is important for each Module Contractor to develop and maintain their own relevant Resource Management Plan (RMP) -- specific to their module -- for reference within this enterprise SMRMP.

1.2 Purpose

The purpose of the SMRMP is to document the staffing methodologies associated with the MMISR project. The SMRMP will include enterprise-level information, which will extend across the entire project. Additionally, it will contain links to individual Module Contractor RMPs , provided in [Section 3.0](#) of this SMRMP. The SMRMP is necessary to provide the MMISR project participants with guidance regarding resource management expectations and standards. Additionally, it is necessary in order to document the approaches and practices of all MMISR project participants.

2.0 Overarching Resource Management

Each Module Contractor and State project team will have different resource requirements, practices, strategies, processes, and organizational charts. For this reason, it is important for each Module Contractor to develop and maintain their own detailed RMP for reference. Each Module Contractor and State project team will maintain and communicate changes to NM HSD and the EPMO in alignment with the contractual agreement. Each Module Contractor must ensure that there is adequate staff to support their contractual needs for the MMISR project. In the table below, a link to the existing RMPs from all MMISR Module contractors are listed. The RMP, like other deliverables, is subject to the annual review process documented in the Deliverable Review Process Documents (Job Aid_Paid and Non-Paid Deliverables Process) also found on SharePoint and referenced in Appendix C: Referenced Documents. RMPs listed below represent the Module Contractors that are in the Design, Development, and Implementation (DDI) phase. Once a module moves into Maintenance & Operation (M&O) and is certified, they will no longer be listed in this table.

Table 1 – Module Contractor RMP Locations

Component	Link
Data Services Contractor	DS Vendor was not onboarded at the time of this deliverable review
Care/Case Management Services	Not available at this time this SMRMP is under development

Component	Link
Financial Services Contractor	Financial Services > Deliverables > Deliverable 1 project Management and Lifecycle Management Plans > Plans > SMRMP
Quality Assurance Contractor	Documents > Quality Assurance > Deliverables > Approved Deliverables > Deliverable 49 > Deliverable_49_Resource_Management_Plan – QA_Deliverable 49.08_Resource_Management_Plan
Benefit Management Services Contractor	Not available at the time this SMRMP under development
System Integrator	System Integrator > Documents > SMRMP
Unified Portal (UP)	Unified Portal > Deliverables > SMRMP

2.1 RMP Outline Requirements

The detailed RMPs for the Module Contractors and State project teams can follow the Centers for Medicare and Medicaid Services (CMS) template outline. The EPMO has developed a deliverable template that can be found in the Templates Folder on SharePoint. A link to this folder can be found in [Appendix C: Referenced Documents](#) of this SMRMP.

2.2 Key Personnel

Key personnel are Module Contractor resources who have been identified as required and key within their MMISR module contracts. These key personnel cannot be changed without the consent of NM HSD and a process for communication to NM HSD is required when a key personnel replacement must occur. The process is noted below.

2.2.1 Key Personnel Replacement

Each Module Contractor nominates or identifies resources for the key personnel positions with the contract and NM HSD reviews each nomination during the contract negotiation stage for each module. Once agreement on the number and names of key personnel is obtained between the module contractor and NM HSD, the resource(s) will be expected to onboard to the HHS 2020/MMISR project and fill the key personnel positions. Resources cannot be changed in key personnel positions within the first six (6) months, apart from events outside the Module Contractor’s control, such as illness or resignation of personnel.

Key personnel cannot be replaced or diverted without the prior consent of NM HSD, as stated in each Module Contractor contract. Once approved, NM HSD shall provide written approval to requestor for replacement. The replacement process must occur within ten (10) business days unless otherwise approved in writing by NM HSD.

Additionally, should the resource assigned to the key personnel position become unavailable for greater than twenty (20) consecutive business days, the Module Contractor will follow the steps outlined below to notify HSD about a key personnel replacement.

Figure 1 - Key Personnel Replacement Steps Diagram



Step 1 involves notifying NM HSD of the request to replace the key personnel resource. This notification must be completed immediately upon determination that a key personnel resource will be unavailable for twenty (20) consecutive business days or is unavailable due to events outside the module contractor’s control.

Step 2 involves submitting a written replacement request to NM HSD. This request letter will include a detailed explanation of the circumstances that necessitate the key personnel substitution. The request will include the nominated substitute’s name, qualifications, and the position to fill.

Step 3 includes providing a completed version of the nominated replacement’s resume to NM HSD.

Step 4 includes providing any additional information that is requested by NM HSD to validate the nominee’s appropriateness for the role.

Step 5 includes providing NM HSD with the opportunity to interview the nominee if NM HSD requests an interview. HSD has the right to reject potential candidates for key personnel roles.

Step 6 includes receiving written approval from assigned contract manager for the Key Personnel replacement and completing the onboarding process for the resource. Additionally, the Module Contractor’s RMP may need to be updated to reflect the change, if required.

2.2.2 NM HSD Key Personnel Replacement Request

NM HSD can request the replacement of a key personnel resource if it deems the resource is providing substantially less effort to the work than originally anticipated or the resource is not, in the sole opinion of HSD, meeting HSD’s performance requirements. If NM HSD wishes to exercise this right, they will notify the contractor in writing. Upon receipt of the request, the Module Contractor will follow from

Step 2 the remaining steps outlined in Figure 1 above to effectuate a key personnel replacement. Additional details around Key Personnel can be found in each Module Contractor's contract.

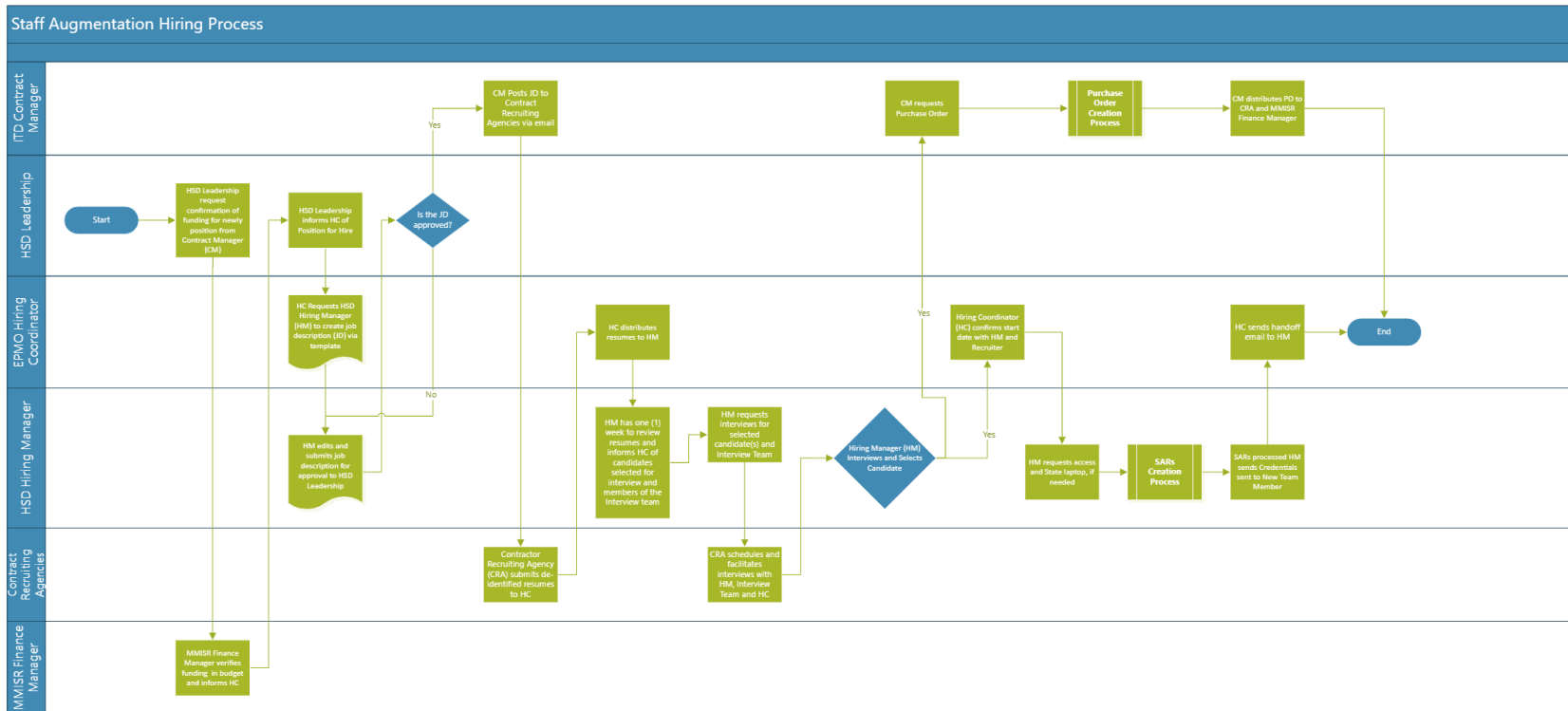
2.3 Staff Acquisition

Staffing acquisition is the process used to recruit, interview, and hire new resources. Staffing acquisition processes and methods will be documented by each of the individual MMISR project Module Contractor and State project teams in their detailed RMP. For this SMRMP, we will document the recruiting, interview and hiring process that NM HSD has embarked on for using staff augmentation contracts to support the Medicaid Subject Matter Expert (SME) personnel needed by Information Technology Division (ITD) and Medicaid Assistance Division (MAD) for the MMISR project, identified in the 2021 project diagnostic initiative.

Staff Augmentation Hiring is an available avenue for HSD to procure in demand roles for the MMISR project on a temporary basis. The Staff Augmentation Hiring process allows the utilization of contracted staffing/recruiting agencies to survey talent on a national scope, identifying potential candidates to meet the needs of HSD. Recruiting in this way allows for a diverse pool of highly qualified candidates that can be available at competitive rates. At a high level the process (the detailed process can be found in figure 2) for procuring resources is as follows:

1. HSD leadership identifies a resource need to assist the MMISR project, and develops the Job Description and identifies a Hiring Manager
2. HSD Leadership will request confirmation of funding for new position from the Contract Manager (CM)
3. MMISR Finance Manager verifies funding and informs the Hiring Manager (HM)
4. The HSD Hiring Manager will edit and submit the job description for approval to HSD Leadership
5. The HSD Contract Manager will post the job description to the Contract Recruiting Agencies via email
6. The EPMO Hiring Coordinator distributes resumes to the HSD Hiring Manager
7. The HSD Hiring Manager has one (1) week to interview and select candidates.
8. The selected candidate accepts offer and joins the MMISR team
9. A Purchase Order is created to fund the resource need
10. The HSD Hiring Manager begins the System Access Request (SAR) and laptop request process; if applicable
11. If a candidate offboards and HSD confirm the position is still required, the Staff Augmentation, recruitment process resumes at step 5 above

Figure 2 - Staff Augmentation Hiring Process



2.3.1 Orientation

Orientation for Module Contractors will include an overarching HHS2020 initiative and MMISR project orientation at the onset for each module contractor. The EPMO has developed project orientation materials that are all available on SharePoint and used for orientation for all staff. Each Module Contractor and State project team develops their own project specific orientation materials for execution and implementation. For any resource changes, it is expected that a transition of knowledge is coordinated by the Module Contractor and/or State project team to minimize impact to the project.

The State Project Team Onboarding Plan (SPTOP) (PMO17) is used for orientation and onboarding for all MMISR project staff. The most recent version of the PMO17 should be referenced for the most recent orientation and onboarding processes.

2.3.2 On-boarding

When new resources join the project, enterprise-level onboarding activities are performed. These activities include notifying the EPMO of the new resource and updating the EPMO Project Role Chart, if necessary. For Module Contractor resources, NM HSD has certain compliance requirements which the new resource must fulfill including but not limited to: System Access Request SAR form and relevant non-disclosure agreements (NDAs). The HSD Contract Managers, with the EPMO, coordinate this effort. Links to the SAR and NDA can be found in [Appendix C: Referenced Documents](#) of this SMRMP. Please note, that it is the responsibility of the assigned manager and/or hiring manager to set expectations related to performance and provide any job specific work direction.

For NM State staff (permanent and temporary resources, the internal NM HSD processes are in effect. The EPMO assists State project teams with project on-boarding as outlined in the SPTOP (PMO17). A link to the SPTOP (PMO17) can be found in [Appendix C: Referenced Documents](#).

2.3.3 Off-boarding

When Module Contractor resources leave the project, enterprise-level off-boarding activities are performed. These activities include the manager of the offboarding resource (either HSD manager or Module contractor manager) notifying the EPMO Onboarding/Offboarding Facilitator regarding the individual who is offboarding. If necessary, the EPMO will update the Role Charts. The Module Contractor manager or HSD manager must submit a SAR to the EPMO Onboarding/Offboarding Facilitator so that a ticket can be opened with the HSD ITD help desk for removal of systems access for the offboarding resource.

2.4 Training Required

New Module Contractors will require additional guidance to project processes for the MMISR project on-boarding. The additional new Module Contractor on-boarding training is described in detail in the SPTOP onboarding workflow. Please refer to PMO17 for further details of what the on-boarding training will entail. A link to PMO17 can be found in [Appendix C: Referenced Documents](#) of this SMRMP.

Enterprise-level training includes designated Blackboard web training courses. All resources must complete Blackboard training upon on-boarding. NM HSD will provide access to the Blackboard training site. The resource must complete their assigned Blackboard training and the certificate for each training course must be provided to NM HSD and EPMO Onboarding Facilitator. Completion of required trainings is estimated at 25-50 hours depending on the resources' project role.

The MMISR project uses several tools, some of which may require additional training by the resources who use them. Specific requirements for their use are managed by the associated team. Examples include Jira, Jama, SharePoint, and Enterprise Project Schedule.

2.5 Monitoring MMISR Staffing Needs

Staffing and Resource Management is an ongoing process and requires analysis and updates to plans and charts.

2.5.1 Working MMISR Leadership Operating Model

MMISR Leadership defined an operating model structure where key resources were assigned and named for each MMISR module in January 2022. In the Leadership Operating Model, there is a module owner who is assigned from the business and technical sides, along with a contract manager, and an HSD project manager who are responsible for the design, development, and implementation work for that MMISR Module. These combined module team resources are responsible for their module achieving project outcomes and business value and are supported by an EPMO liaison. The module owner is responsible for convening other key stakeholders, when necessary, and ensuring that all DDI project work responsibilities are covered and addressed to support the successful launch and integration of the module into the modular MMIS system. A sample of the MMISR DDI Leadership Operating Model is shown below in the Figure 3 and can be found under the [EPMO's Role Chart folder](#). This Visual is updated when any named personnel are changed in the leadership operating model. The operating model should be viewed as a communications and escalation vehicle for staff working on the MMISR project, it is not intended as a reporting organization chart. The module team personnel are informed and aware of the Module's progress including blockers, issues, risks, change requests and challenges and are actively engaged in driving work to resolution. It is expected that all three (3) defined roles work closely together.

Figure 3 - Working MMISR Leadership Operating Model

WORKING MMISR MODULE DDI LEADERSHIP OPERATING MODEL



*Module is in Maintenance & Operations phase

2.5.2 MMISR Role Chart

MMISR team roles are identified and tracked with current named resources whether State employee or Staff Augmentation personnel. The Role Chart is a living, standalone document so new roles can be added without RMP modification. A link to the Role Chart can be found in [Appendix C: Referenced Documents](#) of this SMRMP.

To support the Leadership Operating Model, the EPMO has assigned a project manager module liaison to each of the MMISR modules to assist each module team and their management of the DDI implementation phase. Assigned EPMO module liaisons are indicated on the MMISR Role Chart.

MMISR dedicated resources as defined in the MMISR role chart are captured in the Enterprise Project Schedule (EPS). The Schedule Management Plan (PMO6) provides detailed information on how these resources are allocated and assigned.

2.5.3 MMISR Roles and Responsibilities

MMISR role responsibilities are documented in a separate document allowing modifications and additions, if needed, without modifications to this addendum or the Plan. The Role Description Document can be found on SharePoint. A link to the MMISR RACI Role Descriptions can be found in [Appendix C: Referenced Documents](#) of this SMRMP.

2.5.4 MMISR Responsible, Accountable, Consulted, Informed (RACI)

The MMISR project has an approved RACI matrix detailing responsibilities for each task, milestone, or decision on a project. A link to the RACI matrix can be found in the Referenced Document Links Table in [Appendix C](#). This is a living document and may change from time to time. It is reviewed regularly to determine if additional updates are needed.

2.5.5 MMISR Functional Organization Chart

The MMISR project has an approved functional organization chart for the MMISR project. Please note, not all assigned personnel listed are full-time on the MMISR project, and so this functional organization chart is not intended to document or describe reporting relationships that exist for personnel evaluations or reviews, but merely to provide an organizational chart view by function. A link to the functional organization chart can be found in [Appendix C: Referenced Documents](#) of this SMRMP.

2.5.6 MMISR Governance Charts

The MMISR project has an approved RACI matrix detailing responsibilities for each task, milestone, or deliverable.

The project's operating governance model, RACI chart and supporting role and functional organization charts are maintained as living documents by the EPMO.

2.6 Monitoring HSD Resource Constraints

As the Module Contractors and State project teams require HSD SMEs for various aspects of the project (e.g., Requirements, Testing), close tracking is performed to assure there are enough resources with the correct knowledge for project needs. Visibility into the need for HSD SMEs is managed as part of the Modularized Project Schedule (MPS) and Enterprise Project Schedule (EPS) review process providing a

sixty (60) plus day view out for resource needs from Module Contractor and State project teams. Forecasting leverages both the EPS and the Module Contractor and State project teams detailed project schedules, providing visibility into conflicts, over commitment, and possible delays on key project dependencies. The Schedule Management Plan (PMO6) describes how the MPS and EPS will be utilized for tracking HSD SME resource needs.

MMISR SME resources will be included in the MPS and the EPS for advanced planning. Areas of expertise have been developed by HSD and are distributed to the module contractor teams for assignment within their MPS. The module contractor is responsible for assigning SME resources as far in advance as possible for the duration of the project. The Contractor assignments will be validated at a minimum of three (3) months in advance of the need with HSD and the EPMO and then imported into the EPS.

The Requirements Management Plan (PMO15) provides detailed information for HSD SME requests that are needed for Joint Application and Re-design sessions. As mentioned in PMO15, it is the responsibility of the HSD PM of each Module Contractor to ensure the HSD SME requests are made in a timely manner and follow the process for any upcoming workstream work that is needed. A link to the PMO15 can also be found in [Appendix C: Referenced Documents](#) of this SMRMP.

3.0 Assumptions, Risks, and Constraints

The assumptions, risks, and constraints are those that are relevant to the resource management plans and policies of all the MMISR project participant groups. Identifying these items at the enterprise-level will assist the MMISR participant groups in understanding potential assumptions, risks, and constraints in creating their individual RMPs and resource management practices. It will also assist the EPMO in identifying potential risks and constraints that may affect all Module Contractors.

3.1 Assumptions

The list of assumptions associated with staffing are as follows:

1. The EPMO assumes the MMISR team (HSD, Staff Augmentation and Module Contractors) will read and review this SMRMP during their onboarding and prior to a module contractor's development of their own RMP.
2. Module Contractors will not need assistance from EPMO to prepare their RMPs to align to this plan and module contractors will understand that their RMPs must be specific to their module and their contracted statement of work.

3.2 Risks

The list of risks associated with staffing are as follows:

1. MMISR HSD (MAD and ITD) timeliness of staff augmentation replacements is crucial to this project's success. There is a risk in lag time surrounding the hiring process in scheduling interviews and follow up.
2. There is a risk that not all replacements will carry the necessary legacy knowledge of their predecessors
3. When HSD team members leave the project, there must be a communication sent to project leaders and stakeholders notifying them of the team vacancy to lessen any risk impact of pending open tasks remaining unfinished

- 4. Insufficient staff with Medicaid expertise and availability that aligns to our project’s needs

3.3 Constraints

Module Contractors must utilize the Deliverable Plan Template stored on the SharePoint Page referenced in [Appendix C: Referenced Documents](#) of this SMRMP to develop their RMP in conjunction with the Deliverable Review Process Documents (Job Aid Paid and Non-Paid Deliverables Process) also found on SharePoint and referenced in [Appendix C: Referenced Documents](#).

4.0 Appendices

4.1 Appendix A: Deliverable Record of Changes

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

Table 2 - Deliverable Record of Changes

Version Number	Date	Author/Owner	Description of Change
V1.0	N/A	Henry Huston	Deliverable Development
V2.0	2/14/2019	Henry Huston	Updates based on HSD Feedback
V3.0	8/28/2020	Craig Walendziak	Deliverable Development
V3.1	9/28/2020	Craig Walendziak	Updates based on HSD feedback
V4.0	9/22/2021	Tabatha Anderson	Annual Review
V4.1	9/29/2021	Tabatha Anderson	Updates based on HSD feedback
V5.0	10/15/2022	EPMO	Annual Review
V5.1	12/1/2022	EPMO	Updates based on HSD feedback
V6.0	12/1/2023	Jaelin Roseman	Annual Review

4.2 Appendix B: List of Acronyms

A list of project-specific acronyms will be maintained on the MMISR SharePoint site:

Table 3 - List of Acronyms

Acronym	Definition
CCSC	Consolidated Customer Service Center
CM	Contract Manager
CMS	Centers for Medicare and Medicaid Services
DED	Deliverable Expectation Document
DDI	Design, Development, and Implementation
EPLC	Enterprise Project Life Cycle
EPMO	Enterprise Project Management Office
EPS	Enterprise Project Schedule
HM	Hiring Manager
HSD	Human Services Department
HHS	Health and Human Services
ITD	Information Technology Division
M&O	Maintenance & Operation

Acronym	Definition
MAD	Medical Assistance Division
MMISR	Medicaid Management Information System Replacement
MPS	Modularized Project Schedule
MRM	MAD Resource Model
NDA	Non-Disclosure Agreement
NM	New Mexico
PMO	Project Management Office
RFP	Request for Proposal
RACI	Responsible, Accountable, Consulted, and Informed
RMP	Resource Management Plan
SAR	Security Access Agreement
SME	Subject Matter Expert
SMRMP	Staffing Model and Resource Management Plan
SPTOP	State Project Team Onboarding Plan

4.3 Appendix C: Referenced Documents

The following is a list of documents referenced in this plan. Access to the links are based on SharePoint permissions.

Table 4 - Referenced Documents

Document	Link
Deliverable Review Process Documents	Deliverable Review Process Documents
Enterprise Project Schedule	EPS Location
Functional Organizational Chart	Functional Organizational Chart
NDA	NDA
Job Aid_Paid and Non-Paid Deliverables Process	Job Aid Paid and Non-Paid Deliverables Process
RACI Matrix	RACI Matrix
Requirements Management Plan (PMO15)	PMO15 – Requirements Management Plan
RACI Role Description Chart	RACI Role Description
SAR	SAR
State Project Team Onboarding Plan (PMO17)	PMO17 – State Project Team Onboarding Plan
Templates Folder	Deliverable Document and DED Template