Medicaid Management Information System Replacement (MMISR) Project

Schedule Management Plan

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1.0 Introduction

The Medicaid Management Information System Replacement (MMISR) project in collaboration with the New Mexico (NM) Human Services Department (HSD), and the Enterprise Project Management Office (EPMO) prepared this Schedule Management Plan (SMP) (PMO6) to provide a clear understanding of the schedule management processes and procedures.

1.1 Overview

The SMP documents the approach for planning, creating, and managing the Enterprise Project Schedule (EPS). The EPS is the overarching schedule for the MMISR project, comprised of information from the module contractors and State Project teams' Modularized Project Schedules (MPS) which is shared with EPMO for inclusion into the EPS. The MPS' are utilized by the module contractors and State Project teams to track all the detailed sub-project schedule activities within the module contract scope.

The SMP is not prescriptive of the creation of MPS' but describes the approach for incorporation of information into the EPS and development through Rolling Wave Planning described in Section 1.5 The EPS is not intended to include every task, date, resource, or progress update undertaken by the module contractors vendors, or State project teams, but rather to incorporate Key Tasks, Key Deliverables, Key Dependencies, and Milestones (including due dates) to reflect the status and track progress of the overall MMISR project.

Previous versions of the MMISR EPS were developed by linking all the module contractor schedules into one (1) large project schedule to generate an Integrated Master Schedule (IMS) or were created and maintained entirely manually, risking errors from manual entry. These approaches were abandoned when they were found too unwieldy to effectively manage. It was replaced in the overall approach outlined in this SMP.

Each module contractor and State project team is responsible for managing their own MPS. Each module contractor or State project team oversees their individual MPS which utilize key concepts for managing their MPS including:

- Incorporating enough task detail into the MPS to ensure the team's sub-project activities are developed, tracked, and reported.
- Utilizing the development lifecycle that best supports their sub project (e.g., Waterfall, Agile, or combination as needed).
- Attending Weekly Module Schedule Review meetings reviewing MPS' for any changes, at-risk and late tasks, and activities, resource needs, and upcoming dependencies within the next ninety (90) days
- Developing, reviewing, managing, and updating the MPS in accordance with the guidelines of this Schedule Management Plan and in compliance with their SMP.

The EPMO oversees the EPS. The EPMO utilizes key concepts for managing the EPS including:

- Project Management Institute (PMI) - Project Management Book of Knowledge (PMBOK) standards for schedule management.
- Extracting and incorporating key tasks and milestones into the EPS from existing detailed module contractor and State project teams' MPS. As additional module contractors and State project teams are onboarded, one (1) of their early key tasks is to develop and establish their module or project team's MPS with all project milestones and dates identified. Once the MPS

has been approved via a Change Control Board (CCB) meeting, the module's MPS is baselined and incorporated into the EPS.
- Incorporating key deliverables into the EPS from existing and newly onboarded module contractors and/or State project teams.
- Conducting weekly Schedule Review meetings.
- Reviewing each MPS for updates to the EPS, which is an on-going activity tied to the weekly publication of new version of EPS each Friday.

Key concepts have been defined using PMBOK as the standard for schedule management, and the key tasks, milestones, deliverables are tasks which contribute towards the module or state project team's critical path within their MPS.

1.2 Plan Maintenance and Update

The EPMO is responsible for periodic review and update of the SMP in a frequency agreed upon with HSD**.** Approval of changes to the SMP will follow the MMISR Change Management process documented in the MMISR project Change Control Management Plan (CCMP) (PMO10) and will be recorded in the record of changes maintained in Appendix A. A link to the CCMP can be found in Appendix C of this SMP.

The methodology for developing and maintaining the EPS consists of the activities and standards described below.

1.3 Schedule Guidelines

Schedule guidelines define the tools and approach for development of the EPS.

Table 1 - Schedule Guidelines

Guideline	Description
Schedule Tool	▪ Microsoft Project and Project Web Application (PWA)
Naming Conventions	▪ Naming conventions listed in Table 2 will be utilized for the MPS and the EPS ▪ Module Contractors reflected in the EPS will be identified via module name or organizational structure (e.g., System Integrator (SI), Financial Services (FS), Benefit Management Services (BMS), Care/Case Management Solution (C/CMS), Data Services (DS), Financial Services (FS), Business Transformation Council (BTC), Unified Portal (UP), Consolidated Customer Service Center (CCSC), and Quality Assurance (QA)) ▪ In the case of a module's scope of work being split between multiple module contractors through use of a subcontract or other mechanism, further definition will be used for the module name if the subcontract work is captured in a separate MPS ▪ Names of individuals or module contractor's corporate names will not be utilized within the EPS. Only the module contractors' module name will be utilized. The only exception to this may be when a module contractor is onboarded to perform work outside the scope of one (1) of the modules
Work Breakdown Structure (WBS)	▪ At the enterprise level, a separate WBS will not be maintained by the EPMO
EPS Updates	▪ Updates to the EPS will occur weekly, incorporating all applicable changes from the MPS updates. The EPS is published with these updates each week by Friday

Guideline	Description
Resources	▪ SME Resource needs will be identified as far in advance as possible for the duration of the project and validated at a minimum of three (3) months out ▪ State roles, not individuals, will be reflected as resource types within the EPS ▪ The EPMO will utilize the MPS', EPS, and the MMISR Subject Matter Expert (SME) Resource dashboard to coordinate resource availability. ▪ SME Resources need to have consistent naming conventions for ease of summarizing and identification of resource constraints. The naming conventions will be maintained by the EPMO and distributed to the project teams ▪ MMISR dedicated resources as identified in the MMISR Role Chart will be included as Enterprise Resource Objects in PWA
MPS Development	▪ Each module contractor or State project team will develop and maintain their respective MPS for the work for which they are responsible. The MPS will contain major milestones, deliverables, known dependencies, resources and will reflect the entire scope of work, as well as all detailed tasks needed to achieve milestones and deliverables. Dependencies will be identified in conjunction with module contractor, EPMO, and State project teams. Updates to the MPS are expected to be completed weekly by close of business (COB) Wednesday, to allow for incorporation into the EPS by Friday
Schedule Elaboration	▪ While the individual MPS's will contain all Major Milestones, Deliverables, and known dependencies and reflect the entire scope of work, details may need to be added as more project information becomes available. In such instances, module contractors and State project teams will utilize rolling wave planning for schedule elaboration to reflect necessary changes to the EPS. See Section 1.5 - Rolling Wave Planning
EPS Schedule Development	▪ Iterative development of the EPS will occur as the project expands from planning phase to Design, Development, and Implementation (DDI) phases. As more information becomes available from any source (e.g., NM HSD, Executive Leadership, or as module contractors and State project teams are onboarded, additional information will be added to the EPS by the EPMO ▪ The EPS will be evaluated annually following the submittal of the Advanced Planning Document Update (ADPU) to ensure it is aligned with the APDU Roadmap ▪ Following APDU Roadmap alignment additional tasks may be added to capture work necessary prior to engaging partner agencies for integration efforts ▪ The new information to be added to the EPS will be added per a CR as described in the Schedule Change Management section below. Some information added to the EPS will not require a CR such as older information used in earned value calculations, tracking the hiring of resources, tracking the expiration of contracts, etc. ▪ The EPS reflects the overall scope of the MMISR project. For future module contractors the EPMO and HSD teams identify high level project task breakouts based on best information available, and these are revised when the module contractor onboards and provides an MPS ▪ During contract negotiation, prior to contract award, the contract manager and assigned HSD PM will work with the module vendor to provide a high level timeline to be included in the EPS.

Guideline	Description
Schedule Change Management	▪ Any Module contractor MPS changes which impacts the linked dependency tasks reported in the EPS, MPS critical path, contracted deliverable due dates, scope, or cost must be approved via the Change Control Process ▪ Informational Change Requests should be considered on a semi-annual basis to update tasks not captured in the categories listed above. Examples of tasks in the EPS include but are not limited to Federal and State reporting and funding tasks such as Advanced Planning Document (APD), Agency Technology Appropriation (C2), and Project Certification Committee (PCC) activities. ▪ Unless directed otherwise, the EPS reflects the previously approved schedule until a Project Change Request (PCR) is approved ▪ Baselining and re-baselining of the EPS and MPS will occur through the regular approved Change Control Process. Re-baselining will typically follow the approval of PCR or contract amendment process
Certification Tasks	▪ Each Module contractor MPS will include required certification tasks
Testing Tasks	▪ Each MPS will contain estimates for every necessary phase of testing ▪ Through progressive elaboration, the estimates of testing durations will be refined ▪ Dependencies will be identified in the MPS' to describe what is needed for successful completion of testing phases
Assumptions Log	▪ Each MPS is recommended, but not required, to have a companion Assumptions Log that will capture any assumptions that are made when developing the MPS ▪ The EPS will have a separate assumption log and will contain additional information pertaining to cross module dependencies ▪ It will track open or outstanding questions to resolve the assumptions ▪ The assumption log will be posted the SharePoint folder containing the applicable schedule and will be linked to the schedules' project site on PWA.

<table>
<tr><th>Guideline</th><th>Description</th></tr>
<tr><td>Minimum Requirement Criteria for MPS Reporting in MS Project and PWA</td><td>
<table>
<tr><td>Column Name</td><td>Description</td></tr>
<tr><td>Indicator</td><td>Displays information about a task or resource (date constraints, associated notes, overallocation)</td></tr>
<tr><td>% complete</td><td>Shows status of task in the form of % complete</td></tr>
<tr><td>Task Name</td><td>A descriptive name of the task</td></tr>
<tr><td>Duration</td><td>The total time for a task (in days)</td></tr>
<tr><td>Start</td><td>The planned start date of the task</td></tr>
<tr><td>Finish</td><td>The planned finish date of the task</td></tr>
<tr><td>Baseline Start</td><td>The baseline finish date of the task (once baselined following PCR approval)</td></tr>
<tr><td>Baseline Finish</td><td>The baseline finish date of the task (once baselined following PCR approval)</td></tr>
<tr><td>Predecessor</td><td>Displays the task ID number of predecessor task that is required before the task can be started or finished</td></tr>
<tr><td>Dependency</td><td>Add a text column to list any cross-module dependency or HSD dependency resources or otherwise
*required input by user</td></tr>
<tr><td>Included in EPS</td><td>Add a text column for tasks that have been or will be incorporated into the EPS
*required input by user</td></tr>
<tr><td>MMISR SMEs</td><td>Utilize the resource column or a add a separate text column to identify MMISR SME needs for advanced planning
*required input by user</td></tr>
</table>
</td></tr>
<tr><td>Executive Summary tasks</td><td>

EPS will include an Executive Summary section with key milestones identified which occur in the next sixty (60), 120, and greater than 120 days
Executive Summary tasks will be duplicative tasks from the individual EPS repeated in this section
Executive summary tasks are grouped in date order and updates to this section are completed on the same Friday review cycle as other EPS sections are updated
A PCR is not required to update the tasks in the Executive Summary section

</td></tr>
</table>

1.4 Naming Conventions

Schedule naming conventions are a key element of schedule management due to the scope, size, and modular approach of the MMISR project. The EPS along with module contractor and State Project team MPS's will utilize the naming conventions established below. Adherence to the naming conventions is the responsibility of the module contractors. The EPMO will be reviewing the detailed MPS in the weekly Schedule Review Meeting.

Table 2 - Naming Conventions

Convention	Description
Module or State Project Indicator (EPS Only)	▪ Each task to include a designator indicating the module or subset of the MMISR project utilizing acronyms already established such as: SI, FS, QA, UP, CCSC, DS, BMS and CCMS

Convention	Description
	▪ For State projects and partner agencies we will utilize the agency acronym followed by the project acronym (e.g., Business Transformation Council (BTC), Child Youth and Families Division (CYFD) – Community Behavioral Health Association (CBHA)
Event Driven	▪ Each task is event-driven so the EPMO can identify and understand the delivery approach. For example, in a Software Development Life Cycle (SDLC) approach the following phases are recommended as designators: ▪ Planning ▪ Requirements Gathering and Analysis ▪ Design ▪ Development/Coding/Configuration ▪ Testing ▪ Unit Testing ▪ System Testing ▪ Integration Testing ▪ Quality Assurance Testing (QAT) ▪ User Acceptance Testing (UAT) ▪ Parallel Testing – as required ▪ Deployment ▪ Maintenance ▪ If not utilizing the above SDLC phases, the Module Contractor should choose the appropriate nomenclature to distinguish the events within their development methodology
Federal Agency Identification	▪ Tasks that indicate an activity to be conducted by a federal agency (e.g., Centers for Medicare and Medicaid Services (CMS) and the Office of Child Support Services (OCSS) should designate the name or acronym of the federal agency as part of the task name
Contractual Deliverables	▪ Deliverables to be designated by deliverable name as contractually identified
Cross Module Dependency (EPS Only)	▪ A cross module dependency will be created in the Dependency section of the EPS in the following format: ▪ Dependency – Module 1 – Module 2 – Task ▪ The QA Module Contractor has identified a dependency on the DS data warehouse. This dependency will be captured as: ▪ Dependency – QA – DS – Data Warehouse Complete and Available ▪ It can be read or interpreted as, “There is a dependency for QA on DS for the completion of the data warehouse ▪ As additional cross module dependencies are identified they will be added to the EPS ▪ Dependency tasks will have the following: ▪ Zero (0) day duration ▪ Finish-to-Start dependency with no lead or lag time on a single predecessor ▪ Finish-to-Start dependency with no lead or lag time on a single successor
MMISR Project Dedicated Resources (EPS Only)	▪ Role based resources identified in the MMISR Role Chart ▪ Includes state, staff augmentation, and select contracted resources ▪ Does not include Module Contractor roles ▪ Resource assignments are the responsibility of HSD and the EPMO
MMISR SME Resources	▪ Areas of expertise will be maintained by the EPMO and validated by HSD ▪ Module contractors are responsible for assigning SME Resources within their MPS’ ▪ The assignments will be validated with HSD and the EPMO and imported into the EPS for advanced planning

1.4.1 Task Naming Convention Examples

- SI - System Migration Repository (SMR) Data Loads - Provider, Third-Party Liability (TPL), Managed Care Organizations (MCO), Finance & Prior Authorization (PA) data to QAT
- DS - M: Prior Authorization data available to Enterprise Event Modeling (EEM)
- UP - Issue Request for Quote (RFQ)
- EPMO - PMO6 Schedule Management Plan
- CYFD - CBHA – Go-Live

1.5 Rolling Wave Planning

Given the multi-year time span of the MMISR project, all schedule detail information may not be known until significant project events occur (e.g., contract award and onboarding of module contractors, certification review cycles, etc.) and so the level of detail within the current 90-120 days will always be more granular than details at later stages of the project. Module contractor or State project teams should maintain as much detail in the MPS as is needed to manage their activities and conform to contractual responsibilities. High Level end-to-end timing should be based on estimates from the knowledge of the scope of work and timings understood through the procurement process and onboarding. However, when the MPS is not sufficiently detailed for projecting future activities, rolling wave planning should be used.

Rolling wave planning is a form of progressive elaboration. Progressive elaboration is the continual updating of the MPS with greater levels of detail and information as the project progresses. Rolling wave planning involves providing detailed planning for short-term activities and high-level planning for long-term items. As changes are made through rolling wave planning, they may need to be approved via the Change Control Process if a change impacts the linked dependency tasks reported in the EPS, MPS critical path, contracted deliverable due dates, scope, or cost.

Module contractor or State project teams should utilize rolling wave planning within the following guidelines:

- Each MPS will have all milestone, deliverables, tasks, and resource details of all MPS activity within the current sixty (60) days. Activities between sixty (60) and 120 days out will have most details related to milestones, deliverables, tasks, and resource details captured in the MPS
- Activities between 121 and 180 days out may only have rough details related to milestones, deliverables, tasks, and resource details captured in the MPS
- Activities between 181 days and the end of the scope of effort will maintain estimates, updated as needed, based on changes occurring in the previous 181 days
- Cross Module Dependencies will be identified as soon as a year out or later if possible, to assist with future planning.

Updates to the EPS and the Executive Summary set of tasks and milestones will be the most visible evidence of the rolling wave planning as these tasks will get completed, updated, or additional tasks added to this section. The Friday updated version of the EPS will include these new or changed tasks because of the rolling wave planning. Any rolling wave planning that impacts the MPS in accordance with the Schedule Change Management guideline must follow the MMISR Change Management process.

1.6 Schedule Management

Schedule management provides for the support and maintenance of the EPS and individual MPS's. Additionally, schedule management supports the regular and consistent communication of project status to stakeholders. The EPMO will utilize a summary approach to schedule management. The approach is designed to summarize project activities into the EPS and to provide summarized reporting in enough detail for stakeholders to ascertain the status and health of the MMISR project. The table below describes the schedule management tasks to be undertaken by the EPMO and module contractor or State project teams.

Table 3 - Schedule Management Actions

Action	Description
MPS Updates	▪ Each module contractor or State project MPS owner is responsible for updating their MPS and publishing the updated MPS by close-of-business (5:00 pm) on Wednesdays, weekly. In the event a Wednesday coincides with a Holiday, the updated MPS will be posted on Tuesday before. The expected status date of the project will be COB on the day prior to the schedule being posted. MPS schedulers will make appropriate updates to their MPS that reflect work activities, progressive elaboration, and approved changes that have occurred during the previous week. Such updates to the MPS will include but not be limited to: ▪ Marking completed tasks ▪ Updating task percent complete ▪ Maintaining SME Resource needs ▪ Adding additional MPS elaboration as needed ▪ Schedules to be posted on SharePoint and the PWA project server by each Module Contractor. Links to each module contractor's project site can be found in the Referenced Document Links Table in the Appendix of this SMP (please note that at the time this deliverable was developed, only DS and QA schedules exist)
MPS Review and EPS Updates	▪ The EPMO to review each MPS during the weekly Schedule Review meeting, and update the EPS ▪ State Project Team MPS' will be reviewed outside of the weekly Schedule Review meeting unless there is a dependency on them from a Module Contractor ▪ The EPS is published on PWA, link provided in Appendix C, by end of day (EOD) Friday. If Friday coincides with a holiday, the EPS will be posted by EOD the next business day
Clarifications and Outreach	▪ The EPMO to address any review findings with the module contractor or State Project MPS owners during the Weekly Schedule Review Meeting ▪ PWA offers some automation which identifies updates made by module contractors or State project MPS owners. Clarifications and/or requests for more information from MPS owners may be needed to resolve or clarify items

Action	Description

MMISR Project Reporting	▪ The EPMO has developed MMISR reporting against the EPS with detail pulled from each module contractor's MPS
	▪ Project reporting metrics will be included in the EPMO Weekly and EPMO Enterprise Monthly Status Report. Reporting will include, but is not limited to:
	  ▪ Completed Milestones
	  ▪ Late Tasks
	  ▪ At Risk Tasks
	▪ A schedule dashboard has been developed to report various metrics for each Module Contractor including but not limited to:
	  ▪ Completed, late, and at-risk milestones
	  ▪ Late and at-risk tasks
	  ▪ Upcoming work
	  ▪ A variation of Schedule Performance comparing elapsed time to the percentage of work completed
	▪ Timeline-Views which are based on EPS dates and updated weekly:
	  ▪ Module view: showing when Module functionality is available and when SI will integrate with modules
	  ▪ Look-Ahead timeline
	  ▪ Customer Timeline: view showing when customer-facing functionality will be available
	▪ Monitoring of Critical Path
	  ▪ A Critical Path Dashboard has been developed to track the status of the EPS Critical Path
	  ▪ The dashboard utilizes MS Project's algorithm to calculate multiple critical paths. This allows inclusion of sections of the schedule that are based on estimates and are not fully linked to approved MPS'
	  ▪ Any late Critical Path tasks will be immediately escalated to module owners and project leaders

Weekly Schedule Review Meetings	▪ Weekly Schedule Review meetings are held each Wednesday at 1:00 pm MT with module contractors or State project teams to address any near-term schedule risks and issues
	▪ Each module will present their updated MPS during the weekly meeting
	▪ Agenda items for the meeting will include but not be limited to:
	  ▪ Review changes or additions in accordance with and described in Section 1.5 - Rolling Wave Planning
	  ▪ Review the MPS activities to be undertaken in the next sixty (60) days
	  ▪ Review upcoming resource needs in the next sixty (60) days
	  ▪ Review any late or at-risk tasks and their impact on overall schedule
	  ▪ Review upcoming dependencies in the next sixty (60) days
	  ▪ Review impact of any PCRs if applicable
	  ▪ Identify cross module dependencies
	  ▪ Identify and update any Executive Summary tasks

Action	Description
Quarterly Schedule Review Meetings	▪ Once each quarter, a schedule review meeting will occur with a focus on the long-term overarching project schedule. The purpose of the meeting will be to validate schedules, ensure dependencies are current, and address any questions among the MPS owners ▪ The meetings are intended to be held with the individual module contractor or State project team, but additional stakeholders will be added as required ▪ Each Module contractor or State Project MPS owner to post a fully updated MPS two (2) business days in advance of the quarterly meeting ▪ The team will focus on validating activities for the next twelve (12) months (thus a 12-month rolling wave). The EPS and some MPS's extend beyond twelve (12) months, however, looking at the key activities and events to occur over the most immediate twelve (12) months facilitates better planning and awareness among the project teams ▪ The entire team will review and validate dependencies ▪ As an outcome of the quarterly meetings, module contractors and State project MPS owners may need to update their MPS. Any module contractor MPS changes which impacts the dependency tasks reported in the EPS, MPS critical path, contracted deliverable due dates, scope, or cost must be approved via the Change Control Process ▪ Quarterly reviews may not be necessary for each MPS. Factors including the volume of changes and number of outside linkages will help determine if an MPS will be reviewed quarterly. For example, the SI MPS will have dependencies on it from nearly all other MPS' and will require review more frequently

2.0 Schedule Management Roles and Responsibilities

Three (3) key groups contribute to the EPS, which include NM HSD, the EPMO, and the Module Contractors. Each contributing group has roles and responsibilities for their own individual schedules and the EPS. These roles and responsibilities are described for each contribution group in this section.

2.1 Roles and Responsibilities

The table below describes the assigned roles and responsibilities regarding schedule management as listed in the table below. Schedule related risks and issues can be logged by any project team member or brought to the attention of the EPMO to be logged. The entire process around Risks and Issues can be found in the Risk Management Plan (PMO7). A link to the Risk Management Plan can be found in the Reference Document links table in this SMP.

Table 4 - Roles and Responsibilities

Role	Responsibility
NM HSD	▪ Review and approve initial Module Contractor or State project team MPS via the Deliverable Review and Approval Process ▪ Review and validate resource and SME assignments
NM HSD Contract Managers	▪ Collect and input budget data for EV metrics in conjunction with the EPMO scheduler and MMISR Finance Manager
NM MMISR Finance Manager	▪ Collect and input budget data for EV metrics in conjunction with the EPMO scheduler and HSD Contract Managers
CCB	▪ Approve schedule changes identified as requiring CCB approval
Business Resources	▪ Participate in activities and provide status updates

Role	Responsibility
EPMO Scheduler	▪ Develop and maintain the EPS ▪ Identify and enforce any impacts to changes in the schedule or missed date where downstream activities are impacted ▪ Facilitate schedule meetings associated with onboarding module contractors ▪ Extracting and incorporating Key Tasks, Key Deliverables, Key Dependencies and Key Milestones into the EPS from existing detailed module contractor and State project teams MPS into the EPS ▪ Facilitate discussions between Module Contractor to appropriately identify and link cross module dependencies, and communicate any changes ▪ Review weekly MPS' ▪ Follow-up with Module contractor or State Project MPS owners as needed ▪ Facilitate weekly and quarterly schedule review meetings ▪ Report MMISR schedule progress and overall health of project ▪ Update and review the EPS assumptions log ▪ Collect and input budget data for EV metrics in conjunction with the HSD Contract Managers and MMISR Finance Manager ▪ Maintain SME and Resource assignments within the EPS
EPMO Project Executive	▪ Review the critical path, dependencies, and Executive Summary tasks from EPS ▪ Present 60-120 day look ahead at ESC meetings monthly ▪ Share EPS progress with leadership weekly; escalate late tasks, missed tasks, and critical tasks at-risk
MPS Owner	▪ Participate in schedule meetings associated with onboarding ▪ Develop and maintain a detailed MPS for the work for which they are responsible. When Agile sprints are being utilized the WBS should indicate an appropriate name for the Sprint or Epic and the anticipated dates ▪ Sprints or Epics should be named in chronological order and when known, should include a description of the work to be completed ▪ Update and post the MPS weekly to SharePoint and PWA ▪ Participate and present in weekly and quarterly schedule review meetings ▪ Update and review the MPS assumptions log ▪ Assign SME Resource needs within MPS
Module contractor or State Project Manager	▪ Participate in schedule meetings associated with onboarding ▪ Approve the initial schedule with designated MMISR stakeholders ▪ Ensure MPS has been updated and posted in the appropriate location in SharePoint and PWA ▪ Document and present changes to the Project Management Office (PMO) and CCB ▪ Review and present impact of mitigation and contingency plans of active risks and issues ▪ Review and present impact of Change Requests on the schedule ▪ Participate in weekly and quarterly schedule review meetings ▪ Review and validate resource assignments
Independent Verification & Validation (IV&V) Team	▪ Evaluate the Schedule Management Process and provide timely feedback ▪ Revise, comment and provide feedback on proposed changes for approved schedules
MMISR Leadership	▪ Review Executive Summary tasks from EPS for sixty (60), 120, and 120+ look ahead view ▪ Review Schedule dashboards ▪ Ask questions and provide feedback on executive summary tasks and project progress ▪ Escalate issues to the Executive Steering Committee (ESC) as needed

Role	Responsibility
ESC	▪ Review Executive Summary tasks from EPS for sixty (60), 120, and 120+ look ahead view, as desired ▪ Approve schedule changes as recommended by the CCB ▪ Review Schedule dashboards, as desired ▪ Review escalated issues brought before ESC by MMISR Leadership and identify or approve proposed solutions

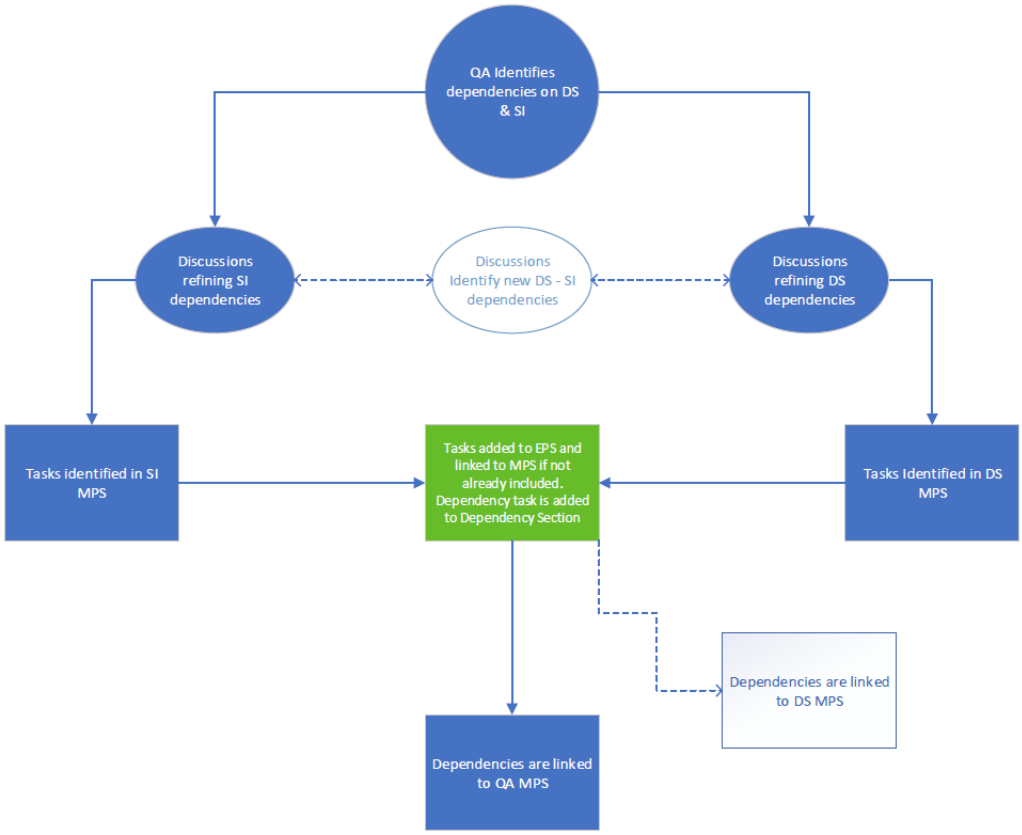
2.2 Linked Tasks and Cross Module Dependencies

Utilizing PWA allows for schedules to be directly linked between projects reducing the need for manual maintenance. While the tasks can automatically update, the review of the changes is a manual process and is dependent on the EPMO and Module teams to communicate and review any changes to linked tasks. Through this process, discussions to ensure escalation and/or MMISR Change Management processes are being followed is critical to the project and the EPS.

The EPS is not intended to include every task, date, resource, or progress update undertaken by the module contractors, vendors, or State project teams, but rather to incorporate Key Tasks, Key Deliverables, Key Dependencies, and Milestones (including due dates) to reflect the status and track progress of the overall MMISR project. Therefore, the EPS will be the hub that connects the individual Module Contractor's MPS'. MPS tasks identified by the project teams to be included in the EPS will have an analogous task in the EPS that follows the EPS specific naming convention which will be directly linked to the MPS task. The direct linking will create one (1) source of information and eliminate the need for manual review of the EPS and MPS' side by side.

Tasks identified as cross module dependencies will be replicated in the Dependencies section of the EPS and follow the naming convention in Section 1.4 – Naming Conventions. To appropriately capture and link dependencies in the EPS, a module contractor team will identify their known cross module dependencies and a similar dependency task will be added into the dependent module contractor's MPS. The project team will work with the impacted module contractor teams to identify the task or tasks that satisfy the dependency and ensure they are in alignment. These tasks will be identified in the Module Contractor's section of the EPS and linked to a task in the dependency section of the EPS. Following creation of the dependency task in the EPS the dependent Module Contractor can create the linkage from the EPS to their MPS. Figure 1 – Process Flow of Creation of QA Dependencies on DS and SI MPS' below shows the process for the identification and creation of dependencies in the EPS. Throughout these discussions, additional dependencies on other Module Contractors may be identified. An example of these additional dependencies is identified by the dashed lines in Figure 1.

Figure 1 – Process Flow of Creation of QA Dependencies on DS and SI MPS'



When a linked task in the dependency chain is impacted by a delay all impacted teams will be notified. The impacts will be discussed at the Weekly Schedule Review Meeting where it will be determined if CCB approval is needed to approve the change. If necessary, a separate session will be setup to discuss the change prior to the Schedule Review Meeting. Documentation of the change will be tracked and presented to the CCB by the EPMO.

2.3 MMISR Dedicated Resources

MMISR Project dedicated resources, as defined in the MMISR Operating Model and MMISR Role Chart, will be assigned by the EPMO and validated by HSD. Resource assignments will be reviewed with the project teams as necessary. MMISR dedicated resources are not required to be assigned in the module contractor's MPS'. MMISR Resources are allocated at 90% availability to account for regularly scheduled project updates meetings, HHS2020 Monthly Status Update, MMISR Education Series, etc. Resource assignments will not consider vacation and PTO for individuals. Team members working part time will be assigned allocations consistent with their contractual requirements. Resource conflicts and additional resource needs will be addressed through normal project processes including but not limited to risk management and change management. Conflicts requiring immediate attention will be escalated to project leadership as required. A link to the MMISR Role and RACI Chart can be found in Appendix C.

2.4 MMISR Subject Matter Expert Resources

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.

SME resource assignments within the schedules is the first step in the planning and scheduling of requirements and JAD/JAR sessions. This process does not change the existing SME request process in place. The SME resource assignments in the EPS will populate the MMISR SME Resource Dashboard allowing for advanced planning of business SME needs across modules. One (1) to two (2) weeks before the expected submission date of a SME request form, the EPMO and business analyst (BA) teams will meet to review the SME resource dashboard and identify any potential conflicts for SME needs across modules. When necessary, sessions will be reprioritized to ensure SME availability. Once the SME request forms are submitted it is the responsibility of the PMs and BAs to work with the appropriate teams and managers to schedule requested sessions.

3.0 Schedule Management Assumptions

The following assumptions are relevant to the Schedule Management Plan and related schedule management activities:

- The HSD PMO is responsible for the managing and tracking of vendor contractual deliverables
- Level of effort (LOE) as reported by module contractors or State project teams are assumed to be accurate
- Weekly schedule review meetings will be limited to the following key stakeholders:
  - Module contractor MPS schedulers/owner
  - Module contractor Project Managers
  - HSD Project Managers assigned to each Module
  - EPMO Scheduler and Project Managers
  - IV&V
- Quarterly schedule review meetings will be limited to the following key stakeholders:
  - Module contractor Project Managers
  - HSD Project Managers assigned to each Module
  - HSD Key Project Leadership (based on mutually agreed upon need)
  - EPMO
  - IV&V
- The EPS will contain an Executive Summary Section to highlight and summarize upcoming tasks
  - The Executive Summary section will be reviewed and updated weekly by the EPMO Scheduler
  - The tasks reflected in this section will be a copy of the task in the applicable section and will be directly linked
  - Tasks with a duration of less than two (2) weeks (ten (10) business days) will be reflected as milestones. Tasks running longer than two (2) weeks will reflect the actual duration
  - The Executive Summary section will not be reflected in the reporting of schedule metrics

- Definition of what level task(s) to include in Executive Summary will be limited to most critical milestones that support the Module's or the State project team's critical path

4.0 Standards and Guidelines

This deliverable will be submitted as a Microsoft Word document, following CMS Standards. PMBOK standards were considered.

5.0 Appendices

5.1 Appendix A: Record of Changes

Table 5 - Record of Changes

Version No.	Date	Author/Owner	Description of Change
V2.0	8/28/2019	Barbara Zenor/Eric Candelaria	Initial EPMO Schedule Management Plan
V3.0	7/31/2020	Matthew Boldt/Mario Gonzalez	Development of Content, updates, and revisions to submit to HSD
V3.1	8/28/2020	Matthew Boldt	Revisions based on HSD comments
V3.2	9/18/2020	Matthew Boldt	Revisions based on HSD comments
V3.3	10/7/2020	Matthew Boldt	Revisions based on HSD comments
V4.0	4/21/2021	Matthew Boldt	Revision of content to reflect transition to PWA
V4.1	5/27/2021	Matthew Boldt	Revisions based on HSD feedback
V5.0	6/22/2022	Matthew Boldt	Annual Submission
V5.1	8/18/2023	Matthew Boldt	Annual Submission

5.2 Appendix B: List of Acronyms

Table 6 - Acronyms

Acronym	Definition
APD	Advanced Planning Document
BMS	Benefit Management Services
BTC	Business Transformation Council
C/CMS	Care/Case Management Solution
C2	Agency Technology Appropriation
CBHA	Community Behavioral Health Association
CCB	Change Control Board
CCMP	Change Control Management Plan
CCSC	Consolidated Customer Service Center
CMS	Centers for Medicare and Medicaid Services
CYFD	Child Youth and Families Division
DDI	Design, Development, and Implementation
DS	Data Services
EEM	Enterprise Event Modeling
EOD	End of Day
EPMO	Enterprise Project Management Office

Acronym	Definition
EPS	Enterprise Project Schedule
ESC	Executive Steering Committee
FS	Financial Services
HSD	Human Services Department
IMS	Integrated Master Schedule
IV&V	Independent Verification & Validation
LOE	Level of Effort
MAD	Medical Administration Division
MCO	Managed Care Organization
MMISR	Medicaid Management Information System Replacement
MPS	Modularized Project Schedule
MRM	MAD Resource Model
NM	New Mexico
OCSS	Office of Child Support Services
PA	Prior Authorization
PCC	Project Certification Committee
PCR	Project Change Request
PMBOK	Project Management Book of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
PWA	Project Web Application
QA	Quality Assurance
QAT	Quality Assurance Testing
RFQ	Request for Quote
SDLC	Software Development Life Cycle
SI	System Integrator
SMP	Schedule Management Plan
SMR	System Migration Repository
TPL	Third-Party Liability
UAT	User Acceptance Testing
UP	Unified Portal
WBS	Work Breakdown Structure

Table 7 – Definitions

Definition	Meaning
At Risk Task	An At Risk task is any task with a Start Date before the reporting date of the schedule that has a % Complete that is less than the percent of time elapsed for the task. (e.g. A task has a duration of ten (10) days, the reporting date of the schedule is five (5) days into the expected duration, and the task is reported as 45% complete. This task is At Risk because 50% of the time allowed to complete it has elapsed, and it is only 45% complete)
Future Task	A Future Task is any task with a Start Date that occurs after the reporting date of the schedule and the % complete is 0
In-Progress Task	An In-Progress task is any task where the reporting date of the schedule is before the Finish Date of the task and the % Complete of the task is equal to or greater than the percent of time elapsed for the task. (e.g., A task has a duration of ten (10) days, the reporting date of the schedule is five (5) days into the expected duration, and the task is reported as 60% complete. This task is in-progress and slightly ahead of schedule because 50% of the time allowed to complete it has elapsed, and it is 60% complete)

Definition	Meaning
IV&V	Independent Verification and Validation. Responsibilities defined in 45 CFR §95.626 'Independent Verification and Validation' to more accurately reflect association with SMP, overall project responsibilities, and current status of the CMS Medicaid Enterprise Certification Toolkit (MECT)
Key Deliverables	Key Deliverables included in the EPS are primarily those deliverables identified in module contractor contracts. A key deliverable does not include routine monthly and weekly tasks such as MPS updates and attending ongoing meetings. Additionally, State teams determine the deliverables that must be provided for their sub-projects to contribute to the success of the MMISR project. e.g., Future state business processes, key feature, and function portal deliverables the integrate with data and services provided by the module contractor
Key Milestones	Key milestones are extracted from the MPS' or extracted from a procurement that has been published for vendor responses. Then EMPO working with the module contractor and State Project teams, determine which project milestones become key milestones. Key milestones will often, but not entirely, be milestones that will have an impact on other MMISR sub-projects or are an identified dependency on other MMISR sub-projects
Key Tasks	Key tasks are defined as a task that will deliver value to HSD or Partner Agencies, is dependent on resource availability, or is a cross module dependency. The EMPO working with the module contractor and State Project teams, determine which project tasks, become key tasks incorporated into the EPS
Late Task	A late task is any task that has a % Complete of less than 100% and has a Finish Date that is before the reporting date of the schedule
MPS	Modularized Project Schedule refers to detailed module contractor or State project team's schedules maintained and owned by the module contractor or State project team. Module contractors are expected to bring their methodologies to the MMISR project which will assure their success for their scope of effort. Their MPS should follow the detailed steps of their own methodology
OCSS	Office of Child Support Services. OCSS partners with federal, state, tribal and local governments, and others to promote parental responsibility so that children receive support from both parents even when they live in separate households.
Rolling Wave Planning	Rolling wave planning is a form of progressive elaboration. Progressive elaboration is the continual updating of the MPS with greater levels of detail and information as the project progresses. Rolling wave planning involves providing detailed planning for short-term activities and high-level planning for long-term items
Stakeholder	A stakeholder is an individual and/or organization who is involved in or may be affected by project activities. Specifically, for HHS 2020 Internal stakeholders (per the procurement library Addendum 8): The state Departments, Divisions and Bureaus that are integral to the Enterprise by virtue of having an interest in or a business need being met by the HHS2020 Enterprise MMISR project for the health and human service programs they manage. At a minimum, this includes the state departments of Human Services, Aging and Long-Term Services, Children, Youth and Families and Information Technology Additionally, external stakeholders whose interests may be positively or negatively affected because of project execution or completion. Such external stakeholders include but are not limited to: Federal Agencies such as CMS and ACF's OCSS
Sub-project team	A module contractor or State project team undertaking a set of tasks or activities in support of the MMISR project

5.3 Appendix C: Referenced Documents

Table 8 - Referenced Documents

Document	Link
Change Control Management Plan (PMO10)	Change Control Management Plan (PMO10)
EPS	EPS location on SharePoint; EPS location on PWA
QA MPS	QA MPS Location; QA MPS on PWA
SI MPS	SI MPS Location; SI MPS on PWA
FS MPS	FS MPS Location; FS MPS on PWA
BMS MPS	BMS MPS Location; BMS MPS on PWA
Risk Management Plan (PMO7)	Risk Management Plan (PMO7)
EPS Dashboard	PowerBI Dashboard
MMISR Role and RACI Charts	MMISR Role and RACI Charts

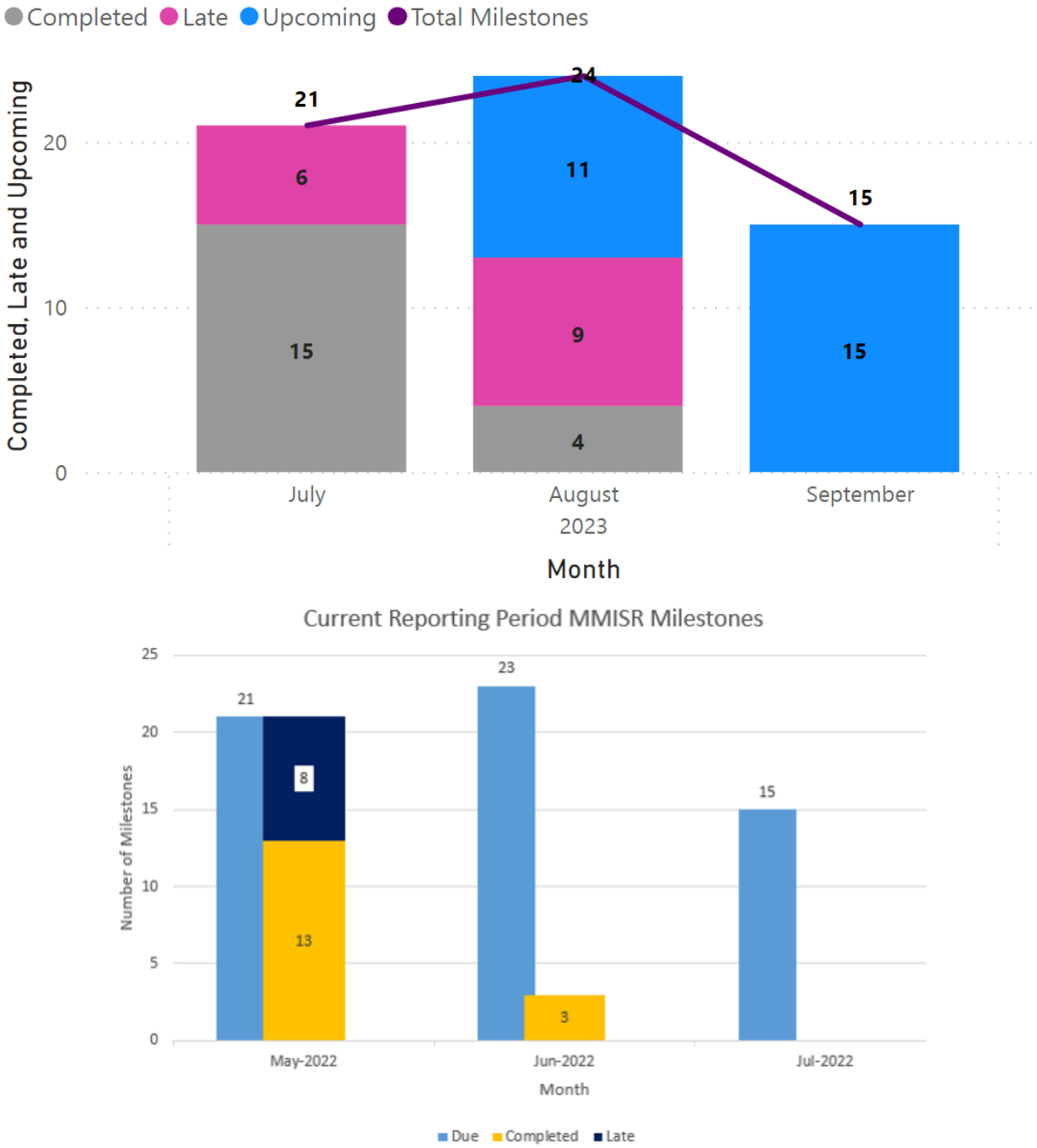
5.4 Appendix D: Cross Reference CMS SMP Template

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

5.5 Appendix E: Sample Report – Schedule Metrics

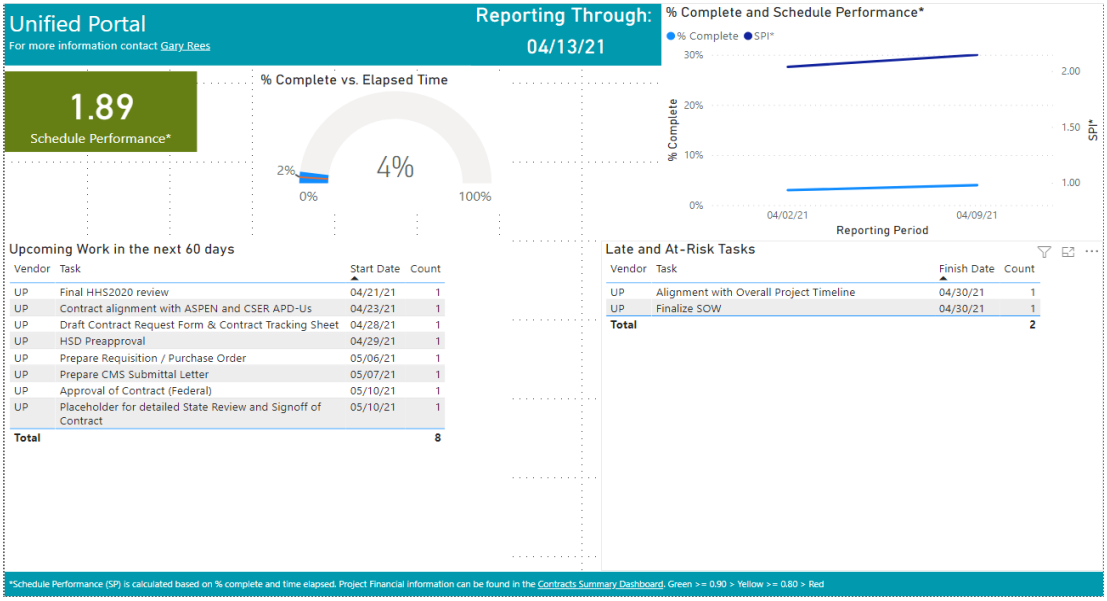
The Figures below represent the schedule metrics that are available through the EPS Dashboard.

Figure 2 - Example Metrics Milestones Due



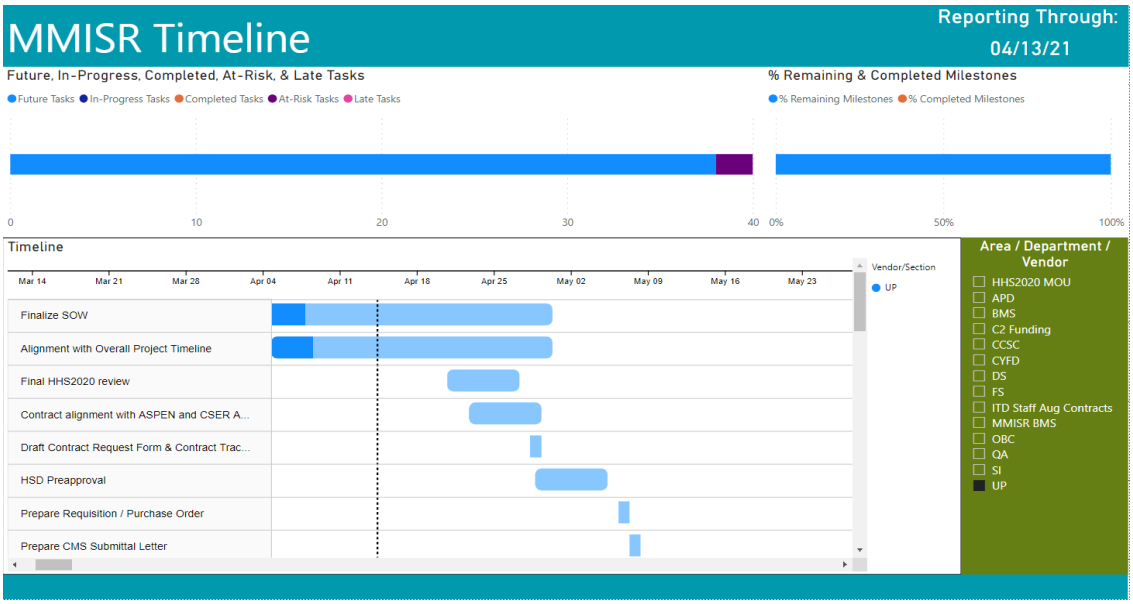
This sample chart shows a three (3) month reporting period and displays the number of milestones due each month compared to those completed and late.

Figure 3 - Example Module Specific Dashboard



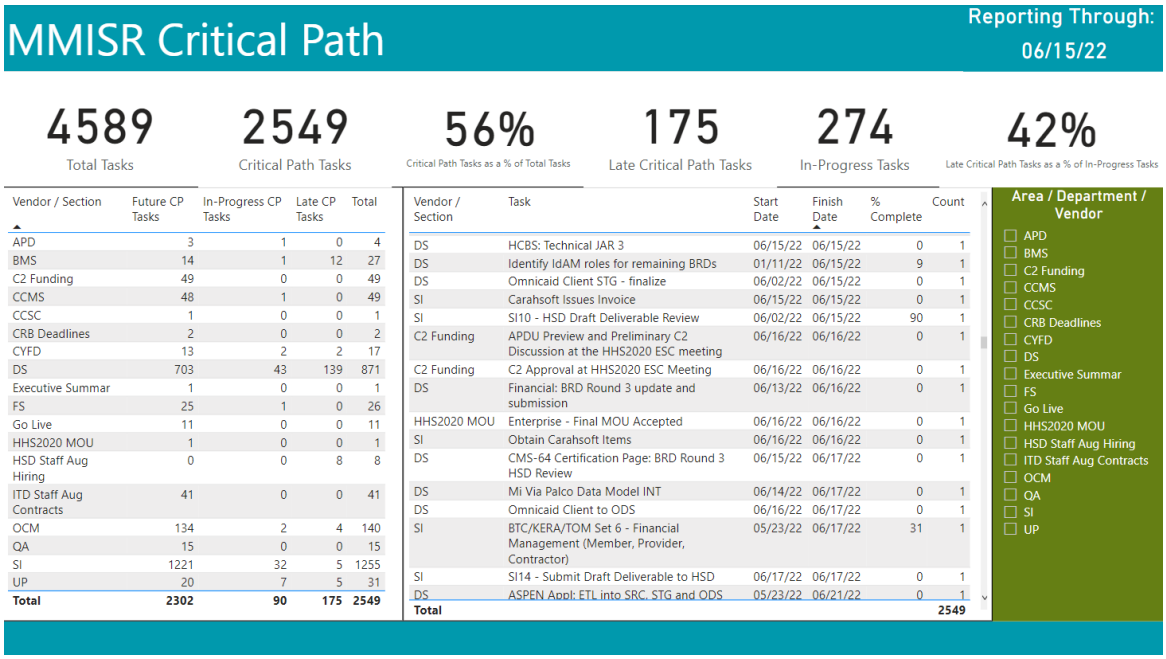
This shows an example of the Module specific dashboard including Schedule Performance Indicator, Upcoming work, Late and At-Risk Tasks, and historical chart.

Figure 4 - Example Filtered Timeline



Here is an example of the timeline page filtered for the Unified Portal Vendor showing the UP specific timeline and status of tasks and milestones.

Figure 5 – EPS Critical Path Dashboard



Vendor / Section	Future CP Tasks	In-Progress CP Tasks	Late CP Tasks	Total
APD	3	1	0	4
BMS	14	1	12	27
C2 Funding	49	0	0	49
CCMS	48	1	0	49
CCSC	1	0	0	1
CRB Deadlines	2	0	0	2
CYFD	13	2	2	17
DS	703	43	139	871
Executive Summar	1	0	0	1
FS	25	1	0	26
Go Live	11	0	0	11
HHS2020 MOU	1	0	0	1
HSD Staff Aug Hiring	0	0	8	8
ITD Staff Aug Contracts	41	0	0	41
OCM	134	2	4	140
QA	15	0	0	15
SI	1221	32	5	1255
UP	20	7	5	31
Total	**2302**	**90**	**175**	**2549**

Vendor / Section	Task	Start Date	Finish Date	% Complete	Count
DS	HCBS: Technical JAR 3	06/15/22	06/15/22	0	1
DS	Identify IdAM roles for remaining BRDs	01/11/22	06/15/22	9	1
DS	Omnicaid Client STG - finalize	06/02/22	06/15/22	0	1
SI	Carahsoft Issues Invoice	06/15/22	06/15/22	0	1
SI	SI10 - HSD Draft Deliverable Review	06/02/22	06/15/22	90	1
C2 Funding	APDU Preview and Preliminary C2 Discussion at the HHS2020 ESC meeting	06/16/22	06/16/22	0	1
C2 Funding	C2 Approval at HHS2020 ESC Meeting	06/16/22	06/16/22	0	1
DS	Financial: BRD Round 3 update and submission	06/13/22	06/16/22	0	1
HHS2020 MOU	Enterprise - Final MOU Accepted	06/16/22	06/16/22	0	1
SI	Obtain Carahsoft Items	06/16/22	06/16/22	0	1
DS	CMS-64 Certification Page: BRD Round 3 HSD Review	06/15/22	06/17/22	0	1
DS	Mi Via Palco Data Model INT	06/14/22	06/17/22	0	1
DS	Omnicaid Client to ODS	06/16/22	06/17/22	0	1
SI	BTC/KERA/TOM Set 6 - Financial Management (Member, Provider, Contractor)	05/23/22	06/17/22	31	1
SI	SI14 - Submit Draft Deliverable to HSD	06/17/22	06/17/22	0	1
DS	ASPEN Appl: ETL into SRC, STG and ODS	05/23/22	06/21/22	0	1
Total					**2549**

Here is an example of the EPS critical path dashboard

Figure 6 – SME Resource Needs

SME Resource	EPS Parent Task Name	Task	Start Date	Finish Date	Count
CMS Federal Reports	DS - Financial Custom Dashboard Requirements& Design	Financial: BRD Round 3 HSD Review	6/17/2022	6/23/2022	1
CMS Federal Reports	DS - Claim Custom Dashboard Requirements& Design	Claim: BRD approved by HSD	6/22/2022	6/27/2022	1
CMS Federal Reports	DS - CMS-64.21U Waiver, 64.21UP Waiver	CMS-64.21U Waivers: Develop 3 Reports	6/22/2022	6/29/2022	1
Total					**108**

Here is a filtered view of the SME Resource dashboard.