For instructions on using this template, please see Notes to Author/Template Instructions on page 25. Notes on accessibility: This template has been tested and is best accessible with JAWS 11.0 or higher. For questions about using this template and To request changes to the template, please contact [CMS IT Governance](mailto:IT_Governance@cms.hhs.gov) ([IT\_Governance@cms.hhs.gov](mailto:IT_Governance@cms.hhs.gov)).

|  | Centers for Medicare & Medicaid Services |
| --- | --- |

<Project Name / Acronym>

Project Management Plan

Version X.X

MM/DD/YYYY

**Document Number:** <document’s configuration item control number>

**Contract Number:** <current contract number of company maintaining document>

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# Introduction

This Project Management Plan (PMP) provides detailed plans, processes, and procedures for managing and controlling the life cycle activities of the *<Project Name (Acronym)>* project. It describes the processes and approaches for managing (i.e., planning, monitoring, and controlling) the project. The information in this PMP *<and its subsidiary plans, if appropriate>* provides the basis for communication and understanding among project team members and all other stakeholders.

## Purpose of the Project Management Plan

Instructions: Provide the purpose of the project management plan.

The intended audience of the *<Project Name (Acronym)>* PMP is all project stakeholders including the project sponsor, senior leadership and the project team.

## Project Characterization

Instructions: Characterize the project by identifying the following key project attributes: CMS Strategic Goals, CMS Enterprise Architecture Business Segment(s), CMS Program(s), IT Investment (s), and IT Systems that are associated with this project.

Table : Project Characterization

|  |  |
| --- | --- |
| CMS Strategic Goals | *Enter the specific CMS strategic goals to which this project aligns.* |
| CMS Enterprise Architecture Segment | *Enter the CMS Segment Enterprise Architecture that this Project supports.* |
| CMS Programs | *Enter the program(s) that this project impacts.* |
| CMS IT Investments | *Enter* *specific investment(s) in the CMS Portfolio Management Tool that are funding this project* |
| CMS IT Systems | *Enter any IT systems that will be impacted by this project.* |

# Executive Summary of Project Charter

Instructions: Provide an executive summary of the approved project charter. Provide a reference to the approved Project Charter. Elaborate on any sections within the Project Charter that need further detail contained within the PMP.

# Overview

Instructions: Provide a high-level overview of the project. Focus on the process and deliverable aspects of the project, including contract type, start and end dates, major milestones, and stakeholders. Reference the Project Charter, if one exists.

# Assumptions/Constraints/Risks

## Assumptions

Instructions: Describe any assumptions or dependencies regarding the project that impact this PMP. If this PMP includes detail sections, include all assumptions for all approaches. If separate subsidiary plans accompany this PMP, you may include all assumptions/dependencies here or in the individual subsidiary plans as appropriate.

## Constraints

Instructions: Describe any limitations or constraints that have a significant impact on this PMP. If separate subsidiary plans accompany this PMP, you may include all constraints here or in the individual subsidiary plans as appropriate.

## Risks

Instructions: Describe any risks associated with the content of this PMP and proposed mitigation strategies. If separate subsidiary plans accompany this PMP, you may include all risks here or in the individual subsidiary plans as appropriate. Remember to include any identified risks in your project’s Risk Register.

# Project Scope

## Requirements Management

*Instructions: Describe the approach for managing requirements during the project life cycle to ensure that requirements are controlled to establish a baseline for development, acquisition, or management, and to ensure plans, work products, and activities are consistent with the requirements. Describe the approach to identifying, developing, maintaining, and managing requirements. Discuss inputs, processes, outputs, timing, entrance and exit criteria, events and other information as appropriate. Include a description of the methods and tools that will be used, including the requirements numbering convention that will be employed. Also identify the roles and responsibilities specific to requirement management, and how participants will interface with each other. Describe the traceability strategy, and how the requirements will be structured in the requirements management tool or repository based on that strategy, identifying the relationship, interface, or dependency on data in other tools.*

*If a separate, standalone Requirements Management Plan is created for the project, refer to that plan in this section. If appropriate, also refer to other applicable PMP subsidiary plans (e.g., Change Management Plan, Configuration Management (CM) Plan, etc.).*

## Scope Statement

Instructions: Describe the products and services to be provided for this project. The scope statement provides a documented basis for making project decisions and for confirming or developing a common understanding of the project among stakeholders. If this PMP covers a portion of the SDLC, identify which SDLC phases are covered and explain why the other phases are not included.

## Scope Management

Instructions: Describe how the project scope will be defined, developed, verified, and managed by the Project Management Team.

## Work Breakdown Structure

Instructions: Provide the WBS down to the level at which control will be exercised, as a baseline scope document. If appropriate, refer back to the corporate SDMP. The WBS may be included in this section or referenced as an Appendix. Describe how the WBS was created and defined.

## Deployment Plan

Instructions: An example of a deployment plan includes an application launched to state health partners. This section would discuss the approach for rolling out the application to the end users, including conducting environment assessments, developing memorandums of understandings, hardware/software installation and data conversion.

## Change Control Management

*Instructions: An example of a Change Control includes the development server for your project administered by another organization that is responsible for installing machine upgrades and there are scheduled outages that will impact your project schedule. Changes to the project will need to be made to deal with the potential impact of the scheduled outage.*

# Overall Project Management Approach

*Instructions: Describe the overall project management approach or strategy. Refer to PPA as appropriate.*

## Estimating

*Instructions: Describe the process for estimating software development cost, effort, and schedule for the project. Also, describe the process for estimating software size (e.g., function points, source lines of code), computer resources (e.g., millions of instructions per second (MIPS)), communications network capacity (e.g., local area network (LAN) and wide area network (WAN) utilization, and data storage). If appropriate, refer to your corporate SDMP for some or all of the content of this section. If a standalone Schedule Management Plan is created and the subject of estimating is expanded or tailored in that plan, refer to the Schedule Management Plan.*

## Schedule Management

*Instructions: Describe the approach for how the Project Schedule will be established and managed. This section should describe the approach for task definition, estimating level of effort, resource allocation, methods and tools. It should also address schedule management, including how schedule changes will be determined, obtaining agreement on schedule changes, managing schedule changes, and measuring and reporting schedule performance.*

*An example of schedule management approach is to establish a baseline within the first two weeks of the project and monitor progress against the baseline on a weekly basis. The Project Manager will be responsible for ensuring the project schedule is updated with the latest information and never more than three business days out of date. For variances on executive milestones greater than 10%, the project may choose to use guidance specified by CPIC.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Schedule Management Plan is created for the project, refer to that plan in this section.*

### Milestones

The table below lists the milestones for this project, along with their estimated completion timeframe.

Table : Milestones

| Milestones | Estimated Completion Timeframe |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |

### Project Schedule

*Instructions: Insert the project’s schedule or provide a reference to where it is stored.*

#### Dependencies

*Instructions: Insert the schedule/project dependencies (both internal and external).*

## Financial Management (Cost/Budget Management)

*Instructions: Document the agreed to Financial Measurement Baseline (FMB) for the project and define how it will be tracked. Define the reviews that will be established for reporting on the financial health of the project. Also define the invoicing requirements and timelines for the project. This section should describe the financial management approach for the project, including methods and tools, roles and responsibilities, and training requirements, as well as the requirements and procedures for financial status reporting, and the requirements and procedures for invoicing, if applicable.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Financial Management Plan is created for the project, refer to that plan in this section.*

## Earned Value Management

*Instructions: Describe the Earned Value Management System (EVMS) that will be employed to provide an integrated view of cost and schedule performance for the project. If appropriate, refer back to the corporate SDMP. Describe the approach for determining how EVM methods will be applied to control accounts and work packages. For example, identify for what types of work packages will the various EVM methods (e.g., level of effort, weighted milestones, percent complete, units complete, fixed formula (0/100% , 50%/50%, etc.)) be applied . If subcontractors are involved, also describe how the prime contractor will ensure an integrated EVM approach across the entire project team. If appropriate, refer to your corporate SDMP for some or all of the content of this section. If you create other subsidiary plans (e.g., Performance Measurement Plan) that impact your EVM approach, refer to the respective plan.*

## Performance Measurement

*Instructions: Describe the approach for performance measurement to include objectives and standards, methods and tools, roles and responsibilities, as well as a time-phased plan against which project performance will be measured. Also describe the data that will be collected, where it will be stored, and the approach for analyzing the data. Include a description of the approach for reporting metrics and for identifying and addressing deficiencies.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Performance Measurement Plan is created for the project, refer to that plan in this section.*

## Non-EVM Metrics

*Instructions: Describe the approach for identifying objective measures to assess software design complexity and quality for the project. Describe all metrics to be collected, when they will be collected, how they will be collected, how they will be reported (e.g., graph, table, etc.), and how they will be analyzed and used to manage the project. Project Service Level Agreements and Award Fee Plan metrics should also be addressed. If appropriate, refer to your corporate SDMP for some or all of the content of this section. If a standalone Performance Measurement Plan is created for this project, refer to that plan as appropriate.*

## Quality Management

*Instructions: Document the necessary information required to effectively manage quality during the life cycle of the project. Define the project’s quality policies, procedures, areas of application and associated criteria. Document the quality management approach to include the quality objectives and standards, methods and tools, and roles and responsibilities. Describe the operational techniques and activities that will be used to provide quality assurance, including identification of the assessments, reviews, and audits that will be conducted, the process for quality analysis, how quality will be determined and measured, and how corrective actions will be handled.*

*An example for an information system, controlling the consistency of screen layouts would include reviewing all screens to make sure they match the standards. Quality measures may be no bugs or defects for certain critical requirements, consistent screen layouts, or correctly calculating variables. Quality may be ensured through inspections, audits, formal testing and documentation of defects in a defect tracking system to ensure defects are fixed, retested and closed. Some projects may choose to use a traceability matrix to determine if critical requirements have been met.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Quality Management Plan is created for the project, refer to that plan in this section.*

## Staff Management

*Instructions: Insert the project’s human resource management plan or staff management plan or provide a reference to where it is stored.*

### Project Team Training

*Instructions: Insert the project team training plan or provide a reference to where it is stored.*

## Communication Management

*Describe the protocol for conducting effective project communications to help manage project team and stakeholder expectations and prevent un-channeled communication. Document the methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the project team and stakeholders. Identify the primary stakeholder groups and the specific communication goals and objectives for each. Also define which groups do not have access to certain information and what type of information will not be widely distributed.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Communication Management Plan is created for the project, refer to that plan in this section.*

### Communications Matrix

*Instructions: Describe the approach for identifying communication items, and include a Communications Matrix found in the appendix of the communication management plan that defines the details of the communication items.*

## Risk Management

*Instructions: Define the process details for managing risks during the life of the project. Describe the approach for risk management to include the protocol for risk identification, risk analysis, risk response planning, and risk monitoring, control, and reporting, as well as identify roles and responsibilities and mechanisms for process improvement. Include an initial Risk Register, if appropriate.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Risk Management Plan is created for the project, refer to that plan in this section.*

### Risk Register (Risk Log)

*Instructions: The Risk Register is normally maintained as a separate document. Provide a reference to where it is stored.*

## Configuration Management

*Instructions: Describe the configuration management (CM) approach for the project to include methods and tools, roles and responsibilities, and the CM environment. Also describe the process for CM administration to include configuration identification (i.e., naming standard, types of baselines, and project inventory storage and retention), configuration control (i.e., change requests and tracking and controlling changes), and configuration integrity (i.e., configuration status accounting and configuration audits).*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone CM Plan is created for the project, refer to that plan in this section.*

## Development Approach

*Instructions: Describe the approach for development of the system to include the identification of the selected development methodology, a description of the approach for lifecycle management and transition, methods and tools, and roles and responsibilities.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Development Approach Plan is created for the project, refer to that plan in this section.*

## Issue Management

*Instructions: Insert the project’s issue management plan or provide a reference to where it is stored.*

### Issues List (Issue Log)

*Instructions: The Issues List is normally maintained as a separate document. Provide a reference to where it is stored.*

## Records Management

*Instructions: Describe the approach for ensuring proper and adequate records management for the project in accordance with the HHS Office of the Chief Information Officer (OCIO) Policy for Records Management, which is published on the HHS Internet website at:* [*http://www.hhs.gov/ocio/policy/*](http://www.hhs.gov/ocio/policy/)*. Records management applies to the management of all records, regardless of medium (i.e., paper, electronic, microfiche, data files or other) on which the records are created, used, filed, or retrieved (databases, file cabinets, database management systems, etc.).*

*Describe the objectives, responsibilities, standards, guidelines, and instructions for records creation, maintenance and use (including access rights), adequate documentation, and proper records disposition. Much of the records management process may be documented in other PMP subsidiary plans (e.g., Configuration Management Plan, Quality Management Plan, etc.) and/or other sections of this document (e.g., Security), which may be referenced here. As applicable, describe the retention, transfer, retirement, or destruction of project records in accordance with CMS Records Schedules, which are published on the CMS Intranet website at:* [*http://cmsnet.cms.hhs.gov/hpages/oics/records/tblcont.htm*](http://cmsnet.cms.hhs.gov/hpages/oics/records/tblcont.htm)*).*

## Acquisition Strategy

*Instructions: An example of an acquisition strategy is that this can include information such as ensuring project team members are assigned computers, how development and test servers are procured or can go into more detail and include an acquisition strategy that details how the project will be staffed (e.g., performance based fixed price contract, CITS contractors).*

### Subcontractor Management

*Instructions: If applicable, describe the approach or strategy for subcontractor management, to include a description of the methods and tools, roles and responsibilities, plans for measuring and reporting performance, and managing non-conformance.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Subcontractor Management Plan is created for the project, refer to that plan in this section.*

## Software Process Improvement (SPI)

*Instructions: Describe the approach for continued software development process improvement during the life cycle of the project. Identify the specific actions that will be taken to improve the software process, and outline the plans for implementing those actions. Provide a brief history of any formal appraisals, audits, or other process reviews conducted, including a description of the process review methodology, findings, and recommendations. Describe the SPI approach to include the goals, methodology, and roles and responsibilities.*

*If appropriate, refer to your corporate SDMP for some or all of the content in this section. If a separate, standalone Software Process Improvement Plan (SPIP) is created for the project, refer to that plan in this section.*

## Security

*Instructions: Describe how the integrity, availability, and confidentiality of all data, files, and records, including client records, related to the project will be satisfied in accordance with applicable state and federal laws, rules and regulations, and CMS program-specific supplemental protocols. Describe the security organization, physical security controls, logical controls, policies, and standards that are in place to ensure the protection and confidentiality of protected data and information, including those for security incident response/handling and breach notification.*

*The security approach must also address security awareness training, network security, data security, data transmission, data storage, data encryption, data re-use, segregation of duties, security monitoring, personnel security controls, business continuity, disaster recovery controls, and closeout for the project. Describe the secure coding best practices and security testing tools that will be employed during development. Identify the security risks that exist and the mitigation strategies that are in place. If appropriate, refer to your corporate SDMP for some or all of the content of this section. Reference to the System Security Plan should be made from this section.*

## Compliance Related Training

*Instructions: Insert a list of compliance related processes the project must adhere to. Compliance related processes may include:*

* *Capital Planning and Investment Control (CPIC)*
* *Security (including the C&A process)*
* *Enterprise Architecture*
* *Section 508 Compliance*
* *Records Management*
* *Privacy Impact Assessment (PIA)*
* *PHIN related requirements (PHIN Vocabulary and PHIN Messaging)]*

1. Record of Changes

*Instructions: Provide information on how the development and distribution of the Project Management Plan will be controlled and tracked. Use the table below to provide the version number, the date of the version, the author/owner of the version, and a brief description of the reason for creating the revised version.*

Table : Record of Changes

| Version  Number | Date | Author/Owner | Description of Change |
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1. Acronyms

Instructions: Provide a list of acronyms and associated literal translations used within the document. List the acronyms in alphabetical order using a tabular format as depicted below.

Table : Acronyms

| Acronym | Literal Translation |
| --- | --- |
| **CMS** | Centers for Medicare & Medicaid Services |
| **EVM** | Earned Value Management |
| **PMP** | Project Management Plan |
| **SDMP** | System Development Management Plan |
| **PPA** | Project Process Agreement |
| **CM** | Configuration Management |
| **SPIP** | Software Process Improvement Plan |
| **WBS** | Work Breakdown Structure |

1. Glossary

Instructions: Provide clear and concise definitions for terms used in this document that may be unfamiliar to readers of the document. Terms are to be listed in alphabetical order.

Table : Glossary

| Term | Definition |
| --- | --- |
| Records Management | The planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the Federal Government and effective and economical management of agency operations. (44 U.S.C. 2901 [2]). |
| Work Breakdown Structure (WBS) | A deliverable-oriented grouping of project components that organizes and defines the total scope of the project; work not in the WBS is outside the scope of the project. A WBS is normally presented in chart form. Each descending level represents an increasingly detailed description of the project deliverables. |
|  |  |
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1. Referenced Documents

Instructions: Summarize the relationship of this document to other relevant documents. Provide identifying information for all documents used to arrive at and/or referenced within this document (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

Table : Referenced Documents

| Document Name | Document Location and/or URL | Issuance Date |
| --- | --- | --- |
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1. Approvals

The undersigned acknowledge that they have reviewed the Project Management Plan and agree with the information presented within this document. Changes to this Project Management Planwill be coordinated with, and approved by, the undersigned, or their designated representatives.

*Instructions: List the individuals whose signatures are desired. Examples of such individuals are Business Owner, Project Manager (if identified), and any appropriate stakeholders. Add additional lines for signature as necessary.*

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
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1. Notes to the Author / Template Instructions

This document is a template for creating a Project Management Plan for a given investment or project. The final document should be delivered in an electronically searchable format. The Project Management Plan should stand on its own with all elements explained and acronyms spelled out for reader/reviewers, including reviewers outside CMS who may not be familiar with CMS projects and investments.

This template includes instructions, boilerplate text, and fields. The developer should note that:

* *Each section provides instructions or describes the intent, assumptions, and context for content included in that section. Instructional text appears in blue italicized font throughout this template.*
* *Instructional text in each section should be replaced with information specific to the particular investment.*
* *Some text and tables are provided as boilerplate examples of wording and formats that may be used or modified as appropriate.*

When using this template, follow these steps:

1. *Table captions and descriptions are to be placed centered, above the table.*
2. *Modify any boilerplate text, as appropriate, to your specific investment.*
3. *Do not delete any headings. If the heading is not applicable to the investment, enter “Not Applicable” under the heading.*
4. *All documents must be compliant with Section 508 requirements.*
5. *Figure captions and descriptions are to be placed centered, below the figure. All figures must have an associated tag providing appropriate alternative text for Section 508 compliance.*
6. *Delete this “Notes to the Author / Template Instructions” page and all instructions to the author before finalizing the initial draft of the document.*
7. Template Revision History

The following table records information regarding changes made to the template over time. To provide information about the controlling and tracking of this artifact, please refer to the Record of Changes section of this document.

Table : Template Revision History

| Version  Number | Date | Author/Owner | Description of Change |
| --- | --- | --- | --- |
| 1.0 | 07/29/2020 | Alex Smith  CMS/OIT/ICPG/DIIMP | Baseline document |
|  |  |  |  |
|  |  |  |  |

1. Additional Appendices

Instructions: Utilize additional appendices to facilitate ease of use and maintenance of the document. Suggested appendices include, but are not limited to, WBS and subsidiary plans, if appropriate.