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>

Staffing 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

## Purpose

This document describes the processes and procedures used to staff the Project. This plan supplements the overall Project Management Plan (PMP) and covers the staffing requirements for the project. The Staffing Management Plan (SMP) is intended to be a living document, reviewed at least annually and updated as needed.

## Audience

The intended audience for the SMP is all project stakeholders, including the project sponsor, senior leadership and the project team.

# Overview

Instructions: Provide a high-level overview of the project. Focus on the process and deliverable aspects of the project, including contract type, major milestones, and stakeholders.

# Assumptions/Constraints/Risks

## Assumptions

Instructions: Describe any assumptions or dependencies regarding the staff management approach for the project. These may concern such issues as: staffing profile of external and internal resources, SOW requirements, etc.

## Constraints

Instructions: Describe any limitations or constraints that may have a significant impact on the staff management approach or project delivery from a staffing perspective.

## Risks

Instructions: Describe any risks associated with staff management of the project and proposed mitigation strategies.

# Staff Management Approach

## Methods & Tools

Instructions: Describe the overall approach for management of project staff. Include the approach for identifying human resource needs and the approach to determining timing needs for adding and removing project personnel. Describe the approach to allocating staff between each CMS lifecycle phase, and when and how staff will be transitioned on and off the project team. Describe the methods, processes, tools and techniques that will be used for staff management, and how they will integrate with other project processes (e.g., schedule management, contract management, subcontractor management, project monitoring and control, risk management, etc.). As appropriate, refer to the Project Management Plan (PMP) and/or any applicable subordinate plans that may exist (e.g., Schedule Management Plan, Subcontractor Management Plan, Risk Management Plan, etc.). Ensure appropriate entry/exit procedures exist (e.g., return of equipment, removal of user access privileges, transfer of files and working papers, etc).

Table : Staff Management Processes

| Process | Tools & Techniques |
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## Staff Required

The following is a detailed breakdown of the staff requirements by role needed to achieve the project objectives and execute the project.

Table : Staff Requirements

| Role/Responsibility | Skills Required | Number of Staff Required | Timeframe Needed | Duration Required |
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Instructions: Complete the table above as follows:

* Role/Responsibility – Enter the name of the role and briefly describe the associated responsibility.
* Skills Required – For each role, describe the skills required to perform role.
* Number of Staff Required – For each role, enter the number of people required to fulfill the role. This is the actual number of people required, not based on full time equivalent, and includes both Federal and Contract staff.
* Timeframe Needed – Enter the estimated start date for the role.
* Duration Required – Indicate the length of time this role will be required for the project.
* Add rows to the table as necessary.

## Staff Acquisition and Organization

Instructions: Describe how the project team is structured (e.g., reporting structure or chain of command, functional teams, etc.). Include an organization chart, if appropriate. Also identify any external project participants that may support or participate in the project’s functional team(s).

The following describes how the project will be staffed.

Table : Project Staff and Organization

| Role | Number of  Staff Required | Number of  Federal Staff Required | Number of  Contractor Support | Comments |
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Instructions: Complete the table above for each role identified in the section named “Staff Required”

* Role – Enter the name of the role identified in the section named “Staff Required.”
* Number of Staff Required –Enter the number of people required. This should be the number identified in section named “Staff Required.”
* Number of Federal Staff Received – Enter the number of Federal staff committed to support the project. This captures the actual number of people resource management has agreed to provide to support the project
* Number of Contractor Support – Enter the number of staff to be acquired through a contracting vehicle.
* Comments – Provide any relevant comments or explanations for clarification. This would include noting the need to hire new Federal Staff or potential source for contractor support.
* Add rows to the table as necessary

# Staff Development

## Staff Orientation

Instructions: Describe any information, forms, processes, or procedures that new staff must receive and/or complete prior to beginning work on the project (e.g., project travel policy, Data Use Agreement, Application for Access to CMS Computer Systems, etc.).

## Training Required

The following captures the training needed to ensure that necessary skill levels are available to successfully conduct the project.

Table : Training Requirements

| Role/Staff Resource | Training Needed | Timeframe Needed | Anticipated Cost | Training Method | Suggested Vendor / Source |
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Instructions: Complete the table above as follows.

* Role/Staff Resource – Describe the role as defined in the PMP and identify the expected staff resource(s) by name for each role.
* Training Needed – For each staff resource, describe the training needed to close any skill gap and bring the resource to the appropriate competency level.
* Timeframe – Describe the timeframe the required training is needed. The PM needs to consider the length of time required for the actual training and when the training needs to be completed.
* Anticipated Cost – Develop a cost estimate for training.
* Training method – Describe the training method to be employed, for example, lectures, consultations, mentoring, computer assisted training, etc.
* Suggested Vendor/Source – Identify potential sources for performing training.
* Add rows to the table as necessary

## Training Schedule

Instructions: Provide a schedule of training activities, which may or may not include actual course information. Show the required tasks in chronological order, with beginning and ending dates of each task, the key person(s) responsible for the task, dependencies, and milestones. If appropriate, tables and/or graphics may be used to present the schedule. Ensure that this information is appropriately integrated into the overall project schedule.

1. Record of Changes

*Instructions: Provide information on how the development and distribution of the Staffing 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 5: 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 6: Acronyms

| Acronym | Literal Translation |
| --- | --- |
| **CMS** | Centers for Medicare & Medicaid Services |
| **PMP** | Project Management Plan |
| **PPA** | Project Process Agreement |
| **RAM** | Responsibility Assignment Matrix |
| **SDMP** | System Development Management Plan |
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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 7: Glossary

| Term | Definition |
| --- | --- |
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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 8: 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 Staffing Management Plan and agree with the information presented within this document. Changes to this Staffing 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.*

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| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

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| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
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| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

1. Notes to the Author / Template Instructions

This document is a template for creating a Staffing Management Plan for a given investment or project. The final document should be delivered in an electronically searchable format. The Staffing 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 9: 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. An example of a suggested appendix is a responsibility assignment matrix (RAM).