**COMMONWEALTH OF VIRGINIA**



**<Name> Program  
Program Resource Management (RM) Plan**

**<Date>**

**Virginia Information Technologies Agency (VITA)**

**Program Resource Management Plan Template v1**

#### Publication Version Control

| **Version** | **Control No.** | **Date** | **Revision Description** | **Prepared By:** |
| --- | --- | --- | --- | --- |
| Program Resource Management (RM) Plan\_v1 |  | <Date> | First draft |  |
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# Document Change Control

After this document is accepted by the Program Management Office (PMO), the approved version is the baseline. All baseline version document changes will be based on an approved change control procedure, as outlined in the Program Change and Configuration Management Plan.

A Change Control Process will be implemented to record significant changes within this document. Significant changes are those that will change the course of the Program and have an impact on the Program’s documented plans and approach.

The updated Change Control Log will be routed to the signatories for acknowledgement and approval. If all signatories attend an oversight committee forum, Program Resource Management Plan Change Log approvals can occur there, and recorded in the minutes.

Once approved, the changes will be recorded in the Program Resource Management Plan Change Control Log in the Appendix and a summary line will be added to the Publication Version Control table in the front of this plan.

|  |
| --- |
| **C:\Documents and Settings\jsj15756\Local Settings\Temporary Internet Files\Content.IE5\UCJ72LZ8\MP900398863[1].jpgLesson Learned/Best Practice**  It is a best practice to begin change control after the drafted plan is finalized. |

# Related Documentation

Related documents include Program-specific documentation, Commonwealth of Virginia standards, policies, guidelines, strategic plans, and industry best practices.

## Applicable Program-Related Documents

Applicable documents are those documents related to the Program. The specified parts of the applicable documents carry the same weight as if they were stated within the body of this document. The following documents are applicable to the Program.

* Program Governance and Quality Management Plan
* Program Communications Management Plan
* Program Post Implementation Review Plan
* Program Risks and Issues Management Plan
* Program Resource Management Plan
* Program Financial Management Plan
* Program Procurement Management Plan
* Program Change and Configuration Management Plan
* Program Architecture Plan
* Program Organizational Change Management Plan
* Program Implementation and Transition to Operations Management Plan

## Applicable Standards, Policies, Guidelines, and Strategic Plans

* Information Technology Resources Management (ITRM) Information Technology Investment Management (ITIM) Standard CPM 516-01
* Glossary of Terms and Acronyms
* ITRM Project Management Standard
* ITRM Program Management Standard
* ITRM Project Manager Selection Criteria
* Chief Information Officer (CIO) and Agency Strategic Plans

## Applicable Industry Sources

* Gartner, Inc.
* Project Management Institute

# Introduction

Explanation: The purpose of the Program Resource Management Plan is to capture how the Program Manager will manage human resources throughout the life of the Program. The goal is to have sufficient staff with the right skills and abilities to ensure successful completion. An overall approach will need to be developed to handle cases where critical resources turn over, starting with identifying which roles are critical and why. The suggested approach to take is to look at the staffing needs of the Program Management Office as well as for each Component Project. Consider putting all Component Project details as appendices to this plan.

# Resource Management Approach

*Explanation: Discuss the process of planning, acquiring, training, tracking, and transitioning resources on the Program.*

## Resource Planning

*Explanation: Resource planning is an important Program event. It sets the baseline for resource usage, budgets, training requirements, and the accomplishment of work.*

### Resource Planning Matrix

*Explanation: Consider preparing a table of information that looks at resource type, availability in hours, and level of expertise. This will be the baseline information. Any changes to the resource planning table will need to go through a change management process as any changes could influence the budget and schedule. Consider developing the resource requirements for the Program Management Office followed by the Component Project staffing requirements.*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Agency Managing Resource** | **Resource Group** | **Resource Type** | **State (S) or Consultant (C)** | **Level of Expertise** | **Availability (hours)** | **Start Date** | **End Date** | **% Utilization** |
| VDOT | Development | Programmer | Consultant | High | 40 hours/wk | 10/01/13 | 12/31/13 | 100% |
| VITA | Operations and Maintenance |  |  |  |  |  |  |  |
| VITA | Administration |  |  |  |  |  |  |  |
| VITA | PMO |  |  |  |  |  |  |  |
| VITA | IV&V |  |  |  |  |  |  |  |
|  | Etc. |  |  |  |  |  |  |  |

### Resource Assumptions and Constraints

*Explanation: Discuss the assumptions and constraints, if any, as they relate to resource estimates for planning purposes.*

### Roles and Responsibilities

*Explanation: Develop short descriptions of roles and responsibilities suitable for this Program including the Program Management Office personnel and Component Project resources. It is common to have multiple roles assigned to a single resource; in cases such as this, list all roles as if for one person. Below is a list of common roles. Adjust accordingly.*

| **Role** | **Responsibilities** |
| --- | --- |
| Program Director |  |
| Program Manager |  |
| Procurement Manager |  |
| Risk Manager |  |
| Financial Analyst |  |
| Contracts Manager |  |
| Scheduler |  |
| Quality Manager |  |
| Technical Manager |  |
| Architect |  |
| Implementation Manager |  |
| Developer |  |
| Test Manager |  |
| Configuration Manager |  |
| Operations Manager |  |
| Customer Support Manager |  |
| Technical Writer |  |

### Responsible, Accountable, Consulted, Informed (RACI) Chart

*Explanation: A Responsible, Accountable, Consulted, and Informed (RACI) Chart is a best practice that should be incorporated into a Resource Management Plan when further clarifying Program resources roles and responsibilities. Begin by listing the cross-functional activity for a particular process. Instead of addressing a particular individual, it is preferred you address the RACI by role. See the below example pulled from the VITA Intranet. Use the below template or create one. In such cases, ensure appropriate risk mitigation strategies are developed.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Cross-Functional Activity** | **PMD** | **ITIM** | **SCM** | **PP&A** | **Security** | **CAM** |
| Agency IT Strategic Plan Approval | C | R | I | C | I | C |
| Agency Budget Request Recommendation | R | C | C | C | C | I |
| Project Business Case Approval | C | R | I | C | I | I |
| Agency Procurement Request Approval | C | R | C | C | C | I |
| Major Project RFP, IFB approval | R | C | C | C | C | I |
| Major Project Contract Approval | R | C | C | C | C | C |
| Project Initiation Approval Category 1-3 | R | I | C | C | C | I |
| Project Initiation Approval Category 4 | R | I | I | I | I | C |
| Project Change Request (0ver 10%) approval | R | I | I | C | C | I |
| Project Monthly Status Report | R | I | I | I | I | C |
| Project Quarterly Status Report | R | I | I | I | I | C |

***Responsible:*** *person who performs an activity or does the work.*

***Accountable:*** *person who is ultimately accountable and has Yes/No/Veto.*

***Consulted:*** *person that needs to provide feedback and contribute to the activity.*

***Informed:*** *person that needs to know the decision or action.*

### Required Skills and Abilities and Gap Analysis

*Explanation: An analysis should be accomplished to identify the needed skills and abilities and determine where gaps exist. These gaps can be filled by borrowing state resources or can be procured through normal contracting methods. With proper planning, there should be enough time to acquire and train resources to effectively perform their role. Every key skill needed to complete deliverables must be identified and rated on a scale such as 1 – 4 where 1 = Proficient and 4 = Novice (use whatever scale is appropriate for the Program). Heavy dependence on external resources introduces risks to the Commonwealth especially when those resources are no longer used on the Program.*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Role** | **Resource Name** | **Required Skill** | **Skill Level Required** | | | | **Actual Skill Level** | **Skill Gap Mitigation Plan** | **When Needed** |
| **1** | **2** | **3** | **4** |
| **Proficient** | **Competent** | **Learner** | **Novice** |
|  |  |  |  |  |  |  |  |  |  |
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## Resource Acquisition

*Explanation: Discuss in this section what resources are intended to be acquired including both state employees and consultants. For the state employees, indicate which resources are new hires and which will transfer from other agencies or departments to contribute to the Program.*

## Resource Training

*Explanation: Describe the types of training available to the Program resources including on-boarding, on-going, job shadowing, etc.*

### On-boarding Orientation Training

*Explanation: Each Program should have on-boarding orientation training materials; these could be in the form of a PowerPoint presentation, document, or CBT, for example. In some cases, it may be appropriate to use user guides, hands-on exercises, mentor/protégé training, etc. When new staff are acquired it is best to give them information on the background of the project, the current status, their roles and responsibilities in relation to the team, introductions to the team and associated resources, review of the standards, policies, and procedures, introduce the facility(ies), and the Program’s processes.*

### On-going Training

*Explanation: On-going training looks at what training is needed throughout the Program at specific points within the Program. Staff skill sets should be reviewed against any roles and responsibilities needed for the next phase of a Program or Component Project to execute the activities at the right time. Describe what types of training are available. It is important to ensure that the Program resources have the right skills and abilities when they are needed.*

## Resource Tracking

*Explanation: Day-to-day management of Program resources is the responsibility of the Program Manager; however, day-to-day management of Component Project resources is the responsibility of respective Project Managers. Best Practice: resource tracking should be conducted as a meeting between the Program Manager and Project Managers on a weekly basis. If no need exists to meet, simply cancel the meeting; the purpose of this meeting is to ascertain any skill gaps, resource training and transitioning activities. Resource tracking should be accomplished via a maintained spreadsheet.*

## Resource Transition

*Explanation: A Program, although perfectly planned, never remains static. As such, resources will transition to and from the Program throughout the Program’s lifecycle. This section addresses those activities necessary to facilitate a smooth transition.*

### Resource Transition During Program Execution

*Explanation: Explain the activities that will occur if a resource chooses to transition to another Program/Project/Organization. Typically, the skill sets will be addressed to ensure a change in responsibilities is possible with existing resources in which case they may absorb the additional responsibilities or give up their current responsibilities to take on a more critical role. Whichever the case, some type of assessment will be necessary. Additional training for the resource taking the place of the transitioning resource may also be necessary. One best practice to consider is job shadowing for at least a week before the departing resource transitions.*

### Resource Transition at Program Closure

*Explanation: Explain the activities that will occur when the Program closes and resources transition. The possible disposition of resources include transitioning to another Program/Project/Organization, to an Operations and Maintenance role, another role within the Commonwealth of Virginia (COV), or moving to an external entity. This phase can be considered a critical activity as it will color the perception of the resources if not executed properly. Proper planning and communication for and to transitioning resources to a mutually agreeable “next step” is a win-win situation for the transitioning resources and the COV. The COV can use their success rate at performing transitioning activities at a Program’s closure to recruit and retain personnel.*

### Resource Replacement

*Explanation: Explain the activities to replace resources during Program Execution. State resource vacancies are handled through the normal COV acquisition processes. Consultant resources are typically replaced in accordance with contractual requirements. Resumes are submitted to COV for approval, interviews are conducted, and candidates are hired accordingly. Resources must meet the minimum requirements for the position. Prior work references are checked and a background check is conducted prior to hiring. One best practice to consider is job shadowing for at least a week before the departing resource transitions, so that the on-boarding resource has an understanding of requirements and expectations.*

# Metrics Collection and Action Plans

*Explanation: Document the approach and metrics to be collected when managing Program resources. Document any action plans developed as a result of the metrics and document them in appropriate status reports. All metrics will be collected in an executive-level dashboard and presented at appropriate stakeholder meetings.*

| **Performance Measure** | **Green** | **Yellow** | **Red** |
| --- | --- | --- | --- |
| Total Number of Resources at Full Staff | Staffed 100% of required skills and abilities.  **Action: do nothing** | Staffed 90 – 99% of required skills and abilities.  **Action: develop monitoring and mitigation action plans especially for critical skills and abilities; if necessary, invoke action plans** | Staffed less than 90%.  **Action: launch initiatives to acquire needed resources** |
| Training Effectiveness (this is the average of the following elements): | 100% on average | Greater than 90% but less than 100% on average | Less than 90% on average |
| Total Number of Resources Fully On-boarded | 100% of resources received on-boarding training.  **Action: do nothing** | Greater than 90% received on-boarding, but less than 100%.  **Action: Schedule on-boarding training for remaining resources.** | Less than 90% of resources received on-boarding training.  **Action: Escalate requirement to the Oversight Committee. Ensure if the resources are matrixed, their hiring managers know the importance of training. Schedule on-boarding training for remaining resources.** |
| Total Number of Resources who Received On-Going Training | 100% of resources who required on-going training received it during the Program.  **Action: do nothing** | Greater than 90% of resources who required on-going training received it during the Program.  **Action: Schedule on-going training for resources as needed. Stay on top of this need until compliance is met.** | Less than 90% of resources who required on-going training received it during the Program.  **Action: Escalate requirement to the Oversight Committee. Ensure if the resources are matrixed, their hiring managers know of the importance of training. Schedule on-boarding training for remaining resources.** |
| Total Number of Resources Transitioning at Program Closure (this is the sum of the following three elements):   * Number of Resources Transitioning at Program Closure to other COV Programs/ Projects/ Organizations * Number of Resources Transitioning to a COV Operations and Maintenance Role * Number of Resources Transitioning External to COV | 75% to 100% resource retention after Program Closure.  **Action: celebrate** | 50% - 74.99% resource retention after Program Closure.  **Action: review activities associated with resource transition and modify action plans accordingly.** | Less than 50% resource retention after Program Closure  **Action: review activities associated with resource transition and modify action plans accordingly. Review standards, policies, and procedures for needed changes. Initiate retention programs with Human Resources involvement, if necessary.** |

# Approvals

Explanation: This section includes a document approval statement and a place for the approvers to sign. To add a signature block, insert another row in the table below then go to Insert > in the Text ribbon, select Signature Line > click OK > enter Signer’s name and role > check the box “Allow the signer to add comments…” > click OK.

The undersigned acknowledge they have reviewed the Program Resource Management Plan and agree with the approach it presents. Any changes to this document will be coordinated with and approved by the undersigned or their designated representatives.

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# Appendices

Use the below Program Resource Management Plan Change Control Log Template to build a separate document to maintain all Plan changes. Also include any Program-related acronyms in the acronym list.

## Program Resource Management Plan Change Control Log

*Explanation: Record the significant changes to the Program Resource Management Plan here cross referenced to all impacted Program-level artifacts. Document the change / version number and summary of the Program’s Resource Management Plan changes in the Publication Version Control table in the front of this document. Use this as a template in a separate document. Typically, the Steering Committee approves the changes.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Change /  Version No.** | **Date Change Approved** | **Description** | **Impacted Supporting Document(s)** | **Supporting Document Change / Version No.** | **Approved By** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |

## Acronyms

*Explanation: Consider compiling in the appendices a table of terms used throughout this document that may require definition or clarification for individuals unfamiliar with the Program. Adapt the standard list below if these terms are not used in this document.*

|  |  |
| --- | --- |
| **Acronym** | **Description** |
| COV | Commonwealth of Virginia |
| ITRM | Information Technology Resource Management |
| PMO | Program Management Office |
| PgM | Program Management |
| PM | Project Management |
| PMI | Project Management Institute |
| CTP | Commonwealth Technology Portfolio |
| ITIM | Information Technology Investment Management |
| CBA | Cost-Benefit Analysis |
| ROI | Return on Investment |
| IT | Information Technology |
| PMD | Project Management Division |