

Procurement Process for Selecting a Vendor

November 18, 2010



Project Summary

With any continuous work process and with technological advancements, state agencies need to review their workflow processes, at least, every two to three years. This process review will indicate if the current work process is efficient and producing the expectations of the work unit and the end customers. Utilizing process mapping techniques the project team will define the current workflow process with the assistance of the area's subject matter experts (SME). Once mapped the SMEs will identify the improvement areas and re-work the workflow process to include the improvements.

Project Goal

- Map the current procurement process workflow for selecting a vendor for the Ohio Medicaid Consumer Hotline
- Identify areas within the process that need improvement or that can be potential for improvement
- Present the new process workflow to the department of Legal and Acquisitions for approval

Project Outcome

- Develop a procurement process for the Ohio Medicaid consumer Hotline
- Develop the procurement process workflow
- Identify improvement areas within the process
- Re-work the current process workflow to incorporate the improvement findings

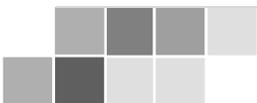
Project Benefits

- Apply Project Management Knowledge Areas to Contract Management
- Improve the current workflow process to be more efficient
- Model Structure for Business Unit
- Planning and Risk Mitigation

Project Team

For more information about this project, contact team members

- Shaun Bracely — Shaun.Bracely@jfs.ohio.gov
- Renee Roberson – Renee.R.1@bwc.state.oh.us
- Raivo Murnieks - raivo.murnieks@rsc.ohio.gov
- Samuel Assoku – Samuel.assoku@jfs.ohio.gov
- Radha Nagarajan – Radhameenakshi.Nagarajan@jfs.ohio.gov
- Michelle Nabors – Michelle.Nabors@jfs.ohio.gov
- Mentor – Coach: Nelson Gonzalez



Process Improvement Team[®] (PIT)



Procurement Process for Selecting a Vendor Project

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Procurement Process for Selecting a Vendor

Statement of Work

Shaun Bracely a contract manager for the Ohio Department of Job and Family Services (ODJFS) along with other ODJFS staff must combine the services of two contracted call centers into one Medicaid Consumer Hotline, a customer service line for Medicaid consumers. To accomplish this, ODJFS must follow a procurement process to release a request for proposals, select a vendor, obtain the necessary approvals, and implement the contract. Shaun has asked the Process Improvement Team (PIT) to develop a procurement process that he and his team can use for this procurement project as well as future projects.

Most procurement process documents are written from the prospective of the procurement or contract office. There is little formal guidance for the business area and their responsibilities in the procurement process. The PIT's job is to outline the process of procuring a vendor for the Ohio Medicaid Consumer Hotline from the prospective of the contract manager and business area. The process outline created by the PIT can also be used as guidance by other offices and agencies within the state when they have a need for procurement.

Specifications

The PIT will create a detailed process outline that ODJFS can follow to procure a vendor for the Ohio Medicaid Consumer Hotline. The outline will be written in a manner that it is usable by other offices, departments, and agencies as general procurement guideline.

Constraints or Assumptions

- The PIT must complete the process outline and present it to stakeholders by November 18, 2010.
- The limited timeline requires all PIT members to participate to complete the project on time.
- The process outline must be written in a manner specific enough for ODJFS's project and general enough to be used by other areas in other situations.
- Shaun will be available to assist the PIT, but it may be difficult to get assistance from other subject matter experts.

Preliminary Budget

The six members of the PIT will be working on this project approximately ten hours per week. Averaging the PIT salaries at 60 hours per week for four weeks is \$8,400 and \$100 for materials for a total of \$8,500. There is no additional funds available.



Project Charter

PROJECT TITLE AND DESCRIPTION:

The project is the procurement process for selecting a vendor. The purpose of this project is to outline the procurement process so that ODJFS can use it as a guideline to secure a vendor for the Ohio Medicaid Consumer Hotline contract. In addition, the Process Improvement Team (PIT) would like the outline to be useful for other department and agencies in state government.

PROJECT MANAGER ASSIGNED AND LEVEL OF AUTHORITY:

The PIT consisting of Shaun Bracely, Renee Roberson, Samuel Assoku, Raivo Murnieks, Michelle Nabors, and Radha Nagarajan will be managing the project. The PMO has the authority to organize the project team, estimate the preliminary budget, and manage the project schedule.

ACCEPTANCE CRITERIA:

- Complete the procurement process outline and present it to the stakeholders by November 18, 2010.
- Approval of project documents by chief stakeholder by November 4, 2010.
- Approval of process maps by the Office of Legal and Acquisition Services by November 5, 2010

BUSINESS CASE:

Shaun Bracely a contract manager for the Ohio Department of Job and Family Services (ODJFS) along with other ODJFS staff must combine the services of two contracted call centers into one Medicaid Consumer Hotline, a customer service line for Medicaid consumers. To accomplish this, ODJFS must follow a procurement process to release a request for proposals, select a vendor, obtain the necessary approvals, and implement the contract. Shaun has asked the PIT to develop a procurement process that he and his team can use for this procurement project as well as future projects.

PROJECT COST ANALYSIS:

The six members of the PIT will be working on this project approximately ten hours per week. Averaging the PIT salaries at 60 hours per week for four weeks is \$8,400 plus \$100 for materials for a total of \$8,500. There are no additional funds available.



Ted Strickland, Governor

Douglas E. Lumpkin, Director

PRODUCT DESCRIPTION / DELIVERABLES:

1. Develop procurement process for Ohio Medicaid Consumer Hotline
2. Complete project following Project Management Knowledge Areas
3. Develop procurement process workflow
4. Present slide show of project and findings

RISKS AND/OR ASSUMPTIONS:

1. The PIT assumes that the subject matter experts will be available.
2. The PIT must complete the project by November 18, 2010.
3. The PIT assumes that process maps will be able to be printed.
4. The PIT assumes all team members will participate in the successful completion of the project.
5. The PIT assumes the results of the project will be valuable to ODJFS.

SIGNED AND APPROVED BY:

Nelson Gonzalez
Program Training Manager



Scope Statement

PROJECT IDENTIFICATION		
Project Name	Project Sponsor	Agency Name
Procurement Process for Selecting a Vendor	Nelson Gonzalez	Ohio Department of Job and Family Services
Project Number (Finance Code – Optional)	Project Manager	Date Created
	The PIT	October 18, 2010

PROJECT / PRODUCT OBJECTIVES

The project objective is to outline the procurement process so that ODJFS can use it as a guideline to secure a vendor for the Ohio Medicaid Consumer Hotline contract.

Conditions of satisfaction include:

- Complete the procurement process outline and present it to the stakeholders by November 18, 2010.
- Approval of project documents by chief stakeholder by November 4, 2010.
- Approval of process maps by the Office of Legal and Acquisition Services by November 5, 2010

PROJECT DESCRIPTION / DELIVERABLES – IN SCOPE

To successfully complete this project, the following deliverables must be completed;

1. Develop procurement process for Ohio Medicaid Consumer Hotline
2. Complete project following Project Management Knowledge Areas
3. Develop procurement process workflow
4. Present slide show of project and findings

PROJECT DESCRIPTION / DELIVERABLES – OUT OF SCOPE

1. The PIT will not participate in the actual work of selecting a vendor.
2. The process maps will not address grants, requests for agreements, state contracted vendors, or any other procurement situations other than the request for proposal process.

PROJECT FEATURES AND FUNCTIONS

- A process map of the procurement process for selecting a vendor for the Ohio Medicaid Consumer Hotline contract.
- The process map will be general enough to be used by contract managers in other departments and agencies when they have procurement needs.



INITIAL PROJECT ORGANIZATION / IDENTIFIED STAKEHOLDERS

Nelson Gonzalez – sponsor
Michelle Nabors – Project Team
Radha Nagarajan – Project Team
Raivo Murnieks – Project Team
Renee Roberson – Project Team
Samuel Assoku – Project Team
Shaun Bracely – Project Team
Project Management Fall 2010 cohort
ODJFS

INITIAL DEFINED RISKS

1. Availability of project team members (due to competing work and personal priorities) in the allotted time to complete project.
2. Availability of expert resources who impact the completeness and accuracy of the product deliverables.
3. Functionality/availability of equipment and software.



Scope Statement

BUDGET

The six members of the PIT will be working on this project approximately ten hours per week. Averaging the PIT salaries at 60 hours per week for four weeks is \$8,400 and \$100 for material for a total cost of \$8,500. There is no additional funds available.

ASSUMPTIONS / CONSTRAINTS

1. The PIT assumes that the subject matter experts will be available.
2. The PIT must complete the project by November 18, 2010.
3. The PIT assumes that process maps will be able to be printed.
4. The PIT assumes all team members will participate in the successful completion of the project.
5. The PIT assumes the results of the project will be valuable to ODJFS.

ACCEPTANCE CRITERIA

- Complete the procurement process outline and present it to the stakeholders by November 18, 2010.
- Approval of project documents by chief stakeholder by November 4, 2010.
- Approval of process maps by the Office of Legal and Acquisition Services by November 5, 2010.



Scope Statement

APPROVAL

Name	Title	Approved Y/N	Date Approved
Nelson Gonzalez	Program Training Manager	Y	10/18/2010

Signature

(If Using Hard Copy)

Work Breakdown Structure

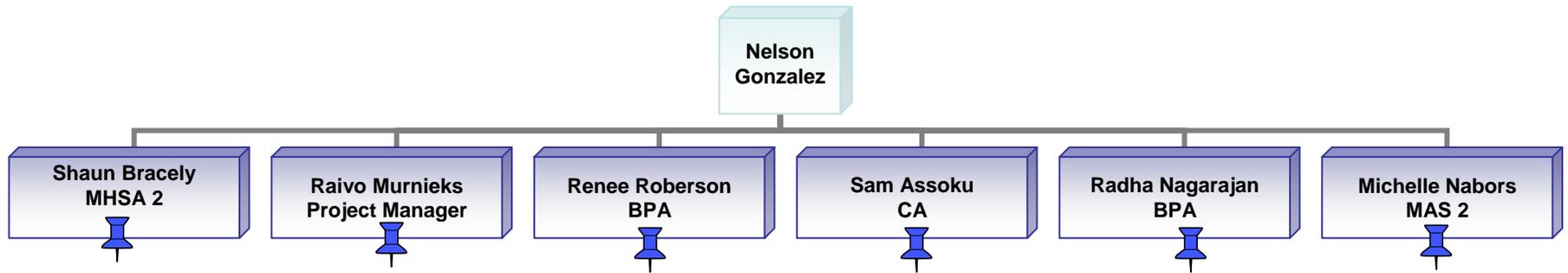


ID	WBS	Task Name	Duration	Start	Finish	Predec	Resource Names
1	1	Develop Procurement Process for Medicaid Consumer Hotline Vendor	31 days?	Thu 10/7/10	Thu 11/18/10		
2	1.1	ID Project Team Members	1 day	Thu 10/7/10	Thu 10/7/10		Nelson Gonzalez
3	1.2	Define Resources and Responsibilities	1 day	Thu 10/7/10	Thu 10/7/10		
4	1.2.1	Initial Planning Meeting	1 day	Thu 10/7/10	Thu 10/7/10		Team
5	1.2.2	Volunteer and Assign Knowledge Areas	1 day	Thu 10/7/10	Thu 10/7/10		Team
6	1.3	Project Management Team Knowledge Area Roles	31 days?	Thu 10/7/10	Thu 11/18/10		
7	1.3.1	Statement of Work, Charter, and Scope	15 days	Thu 10/7/10	Wed 10/27/10		
8	1.3.1.1	Draft SOW, Charter and Scope	1 day	Thu 10/7/10	Thu 10/7/10		Shaun Bracely
9	1.3.1.2	Distribute Draft SOW, Charter and Scope to Team Members	1 day	Thu 10/21/10	Thu 10/21/10	8	Shaun Bracely
10	1.3.1.3	Finalize SOW, Charter and Scope	4 days	Fri 10/22/10	Wed 10/27/10	9	Team
11	1.3.2	Time Management (Project Schedule and WBS)	11 days	Fri 10/15/10	Fri 10/29/10		
12	1.3.2.1	Project Schedule and WBS Draft	2 days	Fri 10/15/10	Mon 10/18/10		Raivo Murnieks
13	1.3.2.2	Distribute Schedule Draft and WBS to Team	1 day	Tue 10/19/10	Tue 10/19/10	12	Raivo Murnieks
14	1.3.2.3	Team Review of Schedule and WBS	6 days	Thu 10/21/10	Thu 10/28/10		Team
15	1.3.2.4	Finalize Schedule and WBS	1 day	Fri 10/29/10	Fri 10/29/10	14	Team
16	1.3.3	Communications Plan	8 days	Tue 10/19/10	Thu 10/28/10		
17	1.3.3.1	Identify Costs	3 days	Tue 10/19/10	Thu 10/21/10		Radha Nagarajan
18	1.3.3.2	Develop Cost Plan	2 days	Fri 10/22/10	Mon 10/25/10	17	Radha Nagarajan
19	1.3.3.3	Review and Sign-Off	1 day	Thu 10/28/10	Thu 10/28/10	18	Team
20	1.3.4	Human Resources Plan	24 days	Mon 10/18/10	Thu 11/18/10		
21	1.3.4.1	Identify Resources	4 days	Mon 10/18/10	Thu 10/21/10		Samuel Assoku
22	1.3.4.2	Review Roles and Responsibilities	2 days	Fri 10/22/10	Mon 10/25/10	21	Team
23	1.3.4.3	Develop Human Resource Plan	1 day	Tue 10/26/10	Tue 10/26/10	22	Samuel Assoku
24	1.3.4.4	Track and Report Hours Worked	21 days	Thu 10/21/10	Thu 11/18/10		Team
25	1.3.4.5	Record Hours Worked	21 days	Thu 10/21/10	Thu 11/18/10		Samuel Assoku
26	1.3.5	Cost Plan	17 days?	Thu 10/14/10	Fri 11/5/10		
27	1.3.5.1	Initial Budget	7 days	Thu 10/14/10	Fri 10/22/10		Radha Nagarajan
28	1.3.5.2	Budget for H/w, S/W & Services	1 day?	Mon 10/25/10	Mon 10/25/10	27	Radha Nagarajan
29	1.3.5.3	Budget for Accessories (Printing, Copying, Scanning etc)	1 day?	Tue 10/26/10	Tue 10/26/10	28	Radha Nagarajan
30	1.3.5.4	Budget for Internal Team Resources	1 day?	Wed 10/27/10	Wed 10/27/10	29	Radha Nagarajan
31	1.3.5.5	Budget for External Consulting Resources	1 day?	Thu 10/28/10	Thu 10/28/10	30	Radha Nagarajan
32	1.3.5.2	Develop Cost Plan	3 days	Fri 10/29/10	Tue 11/2/10	31	Radha Nagarajan
33	1.3.5.7	Controlling Budget	1 day?	Wed 11/3/10	Wed 11/3/10	32	Radha Nagarajan
34	1.3.5.8	Variance Analysis	1 day?	Thu 11/4/10	Thu 11/4/10	33	Radha Nagarajan
35	1.3.5.3	Review and Sign-Off	1 day	Fri 11/5/10	Fri 11/5/10	34	Team
36	1.3.6	Communications Plan	5 days	Fri 10/22/10	Thu 10/28/10		

ID	WBS	Task Name	Duration	Start	Finish	Predec	Resource Names
37	1.3.6.1	Identify Resources (Human and Communication Methods)	2 days	Fri 10/22/10	Mon 10/25/10	21	Radha Nagarajan
38	1.3.6.2	Develop Communication Plan	2 days	Tue 10/26/10	Wed 10/27/10	37	Radha Nagarajan
39	1.3.6.3	Review and Sign-Off	1 day	Thu 10/28/10	Thu 10/28/10	38	Team
40	1.3.7	Quality Control Plan	9 days	Mon 10/18/10	Thu 10/28/10		
41	1.3.7.1	Identify QC Resources	5 days	Mon 10/18/10	Fri 10/22/10		Shaun Bracely and Michelle Nabors
42	1.3.7.2	Develop Communication Plan	1 day	Wed 10/27/10	Wed 10/27/10	41	Michelle Nabors
43	1.3.7.3	Review and Sign-Off	1 day	Thu 10/28/10	Thu 10/28/10	42	Team
44	1.3.8	Risk Management Plan	8 days	Tue 10/19/10	Thu 10/28/10		
45	1.3.8.1	Identify Risks	3 days	Tue 10/19/10	Thu 10/21/10		Raivo Murnieks
46	1.3.8.2	Develop Risk Mitigation Plan	1 day	Wed 10/27/10	Wed 10/27/10	45	Raivo Murnieks
47	1.3.8.3	Review and Sign-Off	1 day	Thu 10/28/10	Thu 10/28/10	46	Team
48	1.4	Develop Procurement Process Workflow	13 days	Tue 10/19/10	Thu 11/4/10		
49	1.4.1	Office of Legal and Acquisitions (OLA) RFP and Contract Workflows	9 days	Tue 10/19/10	Fri 10/29/10		
50	1.4.1.1	Secure Current ODJFS As-Is Process From OLA	1 day	Tue 10/19/10	Tue 10/19/10		Raivo Murnieks,OLA
51	1.4.1.2	Map Workflow in Web Design - Initial Draft	2 days	Wed 10/20/10	Thu 10/21/10	50	Renee Roberson
52	1.4.1.3	Review Workflow with OLA Experts	1 day	Fri 10/22/10	Fri 10/22/10	51	Team and OLA
53	1.4.1.4	Final Feedback of Workflow by OLA Experts	5 days	Mon 10/25/10	Fri 10/29/10	52	OLA
54	1.4.2	OHP Business Workflow	7 days	Tue 10/26/10	Wed 11/3/10		
55	1.4.2.1	Review / Compare to ODJFS As-Is Process	3 days	Tue 10/26/10	Thu 10/28/10	52	Shaun Bracely
56	1.4.2.2	Medicaid Hotline Future Procurement Schedule	2 days	Fri 10/29/10	Mon 11/1/10	55	Shaun Bracely
57	1.4.2.3	Map Workflow in Web Design	1 day	Wed 11/3/10	Wed 11/3/10	56	Renee Roberson
58	1.4.3	Finalize Future Process Workflow	1 day	Thu 11/4/10	Thu 11/4/10		Renee Roberson and Team
59	1.5	Logistics	18 days	Thu 10/7/10	Mon 11/1/10		
60	1.5.1	Team Planning Preparation Meetings	14 days	Wed 10/13/10	Mon 11/1/10		
61	1.5.1.1	Distribute Meeting Agenda	1 day	Wed 10/13/10	Wed 10/13/10		Assigned Team Resource
62	1.5.1.2	Meeting	1 day	Thu 10/14/10	Thu 10/14/10	61	Team
63	1.5.1.3	Minutes	2 days	Fri 10/15/10	Mon 10/18/10	62	Assigned Team Resource
64	1.5.1.4	Distribute Meeting Agenda	1 day	Wed 10/20/10	Wed 10/20/10		Assigned Team Resource
65	1.5.1.5	Meeting	1 day	Thu 10/21/10	Thu 10/21/10	64	Team
66	1.5.1.6	Minutes	2 days	Fri 10/22/10	Mon 10/25/10	65	Assigned Team Resource
67	1.5.1.7	Distribute Meeting Agenda	1 day	Wed 10/27/10	Wed 10/27/10		Assigned Team Resource
68	1.5.1.8	Meeting	1 day	Thu 10/28/10	Thu 10/28/10	67	Team
69	1.5.1.9	Minutes	2 days	Fri 10/29/10	Mon 11/1/10	68	Assigned Team Resource
70	1.5.2	Team Contact List	3 days	Thu 10/7/10	Mon 10/11/10		
71	1.5.2.1	Provide Contact Information	1 day	Thu 10/7/10	Thu 10/7/10		Team
72	1.5.2.2	Gather and Distribute to Team Members	2 days	Fri 10/8/10	Mon 10/11/10	71	Raivo Murnieks

ID	WBS	Task Name	Duration	Start	Finish	Predec	Resource Names
73	1.5.3	Communication Repository	8 days	Thu 10/14/10	Mon 10/25/10		
74	1.5.3.1	Determine Shared Portal for Document Sharing (Linked-In)	1 day	Thu 10/14/10	Thu 10/14/10		Team
75	1.5.3.2	Establish 'Linked-In' Group	1 day	Fri 10/15/10	Fri 10/15/10	74	Samuel Assoku
76	1.5.3.3	Join 'Linked-In'	3 days	Thu 10/21/10	Mon 10/25/10	75	Team
77	1.5.4	Expert Resources	11 days	Fri 10/8/10	Fri 10/22/10		
78	1.5.4.1	Secure ODJFS Office Legal and Acquisitions (OLA) Resources	11 days	Fri 10/8/10	Fri 10/22/10		
79	1.5.4.1.1	Contact OLA	1 day	Fri 10/8/10	Fri 10/8/10		Raivo Murnieks
80	1.5.4.1.2	Secure Current As-IS OLA Agency Level Process Workflows	3 days	Fri 10/15/10	Tue 10/19/10		
81	1.5.4.1.2.1	Contract Process Workflow	1 day	Fri 10/15/10	Fri 10/15/10		Tonya Griffith
82	1.5.4.1.2.2	RFP Process Workflow	1 day	Tue 10/19/10	Tue 10/19/10		Chris Resch
83	1.5.4.1.3	Meeting with OLA Resources	1 day	Fri 10/22/10	Fri 10/22/10	79	TBD
84	1.5.4.2	Review Project Management PMBOK Tools	4 days	Fri 10/15/10	Wed 10/20/10		Team
85	1.6	Project Presentation	30 days	Fri 10/8/10	Thu 11/18/10		
86	1.6.1	Slide Show Development	30 days	Fri 10/8/10	Thu 11/18/10		
87	1.6.1.1	Provide Slide Layout Design Options	1 day	Fri 10/8/10	Fri 10/8/10		Raivo Murnieks
88	1.6.1.2	Select Slide Layout Design Approval	1 day	Thu 10/14/10	Thu 10/14/10		Team
89	1.6.1.3	Slide Content	9 days	Tue 10/26/10	Fri 11/5/10		
90	1.6.1.3.1	Review Historical Presentations for Ideas	2 days	Tue 10/26/10	Wed 10/27/10		Assigned Team Resource(s)
91	1.6.1.3.2	Determine Slide Headers	1 day	Thu 10/28/10	Thu 10/28/10	90	Team
92	1.6.1.3.3	Develop Slide Content	5 days	Fri 10/29/10	Thu 11/4/10	91	Assigned Team Resource(s)
93	1.6.1.3.4	Review Final	1 day	Fri 11/5/10	Fri 11/5/10	92	Team
94	1.6.1.4	Presentation	10 days	Fri 11/5/10	Thu 11/18/10		
95	1.6.1.4.1	Assign Presentation Roles	1 day	Fri 11/5/10	Fri 11/5/10	92	Team
96	1.6.1.4.2	Initial Practice Presentation	1 day	Mon 11/8/10	Mon 11/8/10	95	Team
97	1.6.1.4.3	Review and Work on Team Member Feedback	4 days	Tue 11/9/10	Fri 11/12/10	96	Team
98	1.6.1.4.4	Final Practice Presentation	1 day	Wed 11/17/10	Wed 11/17/10	97	Team
99	1.6.1.4.5	Group Presentation	1 day	Thu 11/18/10	Thu 11/18/10	98	Team
100	1.6.2	Document Preparation	15 days	Thu 10/28/10	Wed 11/17/10		
101	1.6.2.1	Decide on Documents for Presentation Handouts	1 day	Thu 10/28/10	Thu 10/28/10		Team
102	1.6.2.2	Make Draft Handout	4 days	Fri 10/29/10	Wed 11/3/10	101	Assigned Team Resource(s)
103	1.6.2.3	Review and Finalize Handout Contents	1 day	Thu 11/4/10	Thu 11/4/10	102	Team
104	1.6.2.4	Fine Tune Materials	6 days	Fri 11/5/10	Fri 11/12/10	103	Team
105	1.6.2.5	Make Copies for Class Presentation	3 days	Mon 11/15/10	Wed 11/17/10	104	Assigned Team Resource

PMO TABLE OF ORGANIZATION AND POSITION DESCRIPTION



To best use the full potential of each team member, a Project manager has to assess the performance of each team member. Each team member has strengths and weaknesses that, if identified correctly can be the difference struggling to meet deadlines and delivering on-time and under budget. Each one has their own area of expertise. Not only is the team member good at performing certain tasks, but he or she enjoys doing them. In order to harness that potential the project to be successful, we developed the human resource plan by using the organizational chart and each team member's position description

RESOURCE ASSIGNMENT MATRIX

ID Project Team Members	Nelson Gonzalez
Define Resources and Responsibilities	
Initial Planning Meeting	Team
Volunteer and Assign Knowledge Areas	Team
Project Management Team Knowledge Area Roles	
Statement of Work, Charter, and Scope	
Draft SOW, Charter and Scope	Shaun Bracely
Distribute Draft SOW, Charter and Scope to Team Members	Shaun Bracely
Finalize SOW, Charter and Scope	Team
Time Management (Project Schedule and WBS)	
Project Schedule and WBS Draft	Raivo Murnieks
Distribute Schedule Draft and WBS to Team	Raivo Murnieks
Team Review of Schedule and WBS	Team
Finalize Schedule and WBS	Team
Communications Plan	
Identify Costs	Radha Nagarajan
Develop Cost Plan	Radha Nagarajan
Review and Sign-Off	Team
Human Resources Plan	
Identify Resources	Samuel Assoku
Review Roles and Responsibilities	Team
Develop Human Resource Plan	Samuel Assoku
Track and Report Hours Worked	Team
Record Hours Worked	Samuel Assoku
Cost Plan	
Initial Budget	Radha Nagarajan
Budget for H/w, S/W & Services	Radha Nagarajan
Budget for Accessories (Printing, Copying, Scanning etc)	Radha Nagarajan
Budget for Internal Team Resources	Radha Nagarajan
Budget for External Consulting Resources	Radha Nagarajan
Develop Cost Plan	Radha Nagarajan
Controlling Budget	Radha Nagarajan
Variance Analysis	Radha Nagarajan
Review and Sign-Off	Team
Communications Plan	
Identify Resources (Human and Communication Methods)	Radha Nagarajan
Develop Communication Plan	Radha Nagarajan
Review and Sign-Off	Team

RESOURCE ASSIGNMENT MATRIX

Quality Control Plan	
Identify QC Resources	Shaun Bracely and Michelle Nabors
Develop Communication Plan	Michelle Nabors
Review and Sign-Off	Team
Risk Management Plan	
Identify Risks	Raivo Murnieks
Develop Risk Mitigation Plan	Raivo Murnieks
Review and Sign-Off	Team
Develop Procurement Process Workflow	
Office of Legal and Acquisitions (OLA) RFP and Contract Workflows	
Secure Current ODJFS As-Is Process From OLA	Raivo Murnieks,OLA
Map Workflow in Web Design - Initial Draft	Renee Roberson
Review Workflow with OLA Experts	Team and OLA
Final Feedback of Workflow by OLA Experts	OLA
OHP Business Workflow	
Review / Compare to ODJFS As-Is Process	Shaun Bracely
Medicaid Hotline Future Procurement Schedule	Shaun Bracely
Map Workflow in Web Design	Renee Roberson
Finalize Future Process Workflow	Renee Roberson and Team
Logistics	
Team Planning Preparation Meetings	
Distribute Meeting Agenda	Assigned Team Resource
Meeting	Team
Minutes	Assigned Team Resource
Distribute Meeting Agenda	Assigned Team Resource
Meeting	Team
Minutes	Assigned Team Resource
Distribute Meeting Agenda	Assigned Team Resource
Meeting	Team
Minutes	Assigned Team Resource
Team Contact List	
Provide Contact Information	Team
Gather and Distribute to Team Members	Raivo Murnieks
Communication Repository	
Determine Shared Portal for Document Sharing (Linked-In)	Team
Establish 'Linked-In' Group	Samuel Assoku
Join 'Linked-In'	Team
Expert Resources	
Secure ODJFS Office Legal and Acquisitions (OLA) Resources	
Contact OLA	Raivo Murnieks
Secure Current As-IS OLA Agency Level Process Workflows	
Contract Process Workflow	Tonya Griffith
RFP Process Workflow	Chris Resch
Meeting with OLA Resources	TBD
Secure Ohio Health Plans Resources (???)	
Review Project Management PMBOK Tools	Team
Project Presentation	
Slide Show Development	
Provide Slide Layout Design Options	Raivo Murnieks
Select Slide Layout Design Approval	Team

RESOURCE ASSIGNMENT MATRIX

Slide Content	
Review Historical Presentations for Ideas	Assigned Team Resource(s)
Determine Slide Headers	Team
Develop Slide Content	Assigned Team Resource(s)
Review Final Presentation	Team
Assign Presentation Roles	Team
Initial Practice Presentation	Team
Review and Work on Team Member Feedback	Team
Final Practice Presentation	Team
Group Presentation	Team
Document Preparation	
Decide on Documents for Presentation Handouts	Team
Make Draft Handout	Assigned Team Resource(s)
Review and Finalize Handout Contents	Team
Fine Tune Materials	Team
Make Copies for Class Presentation	Assigned Team Resource

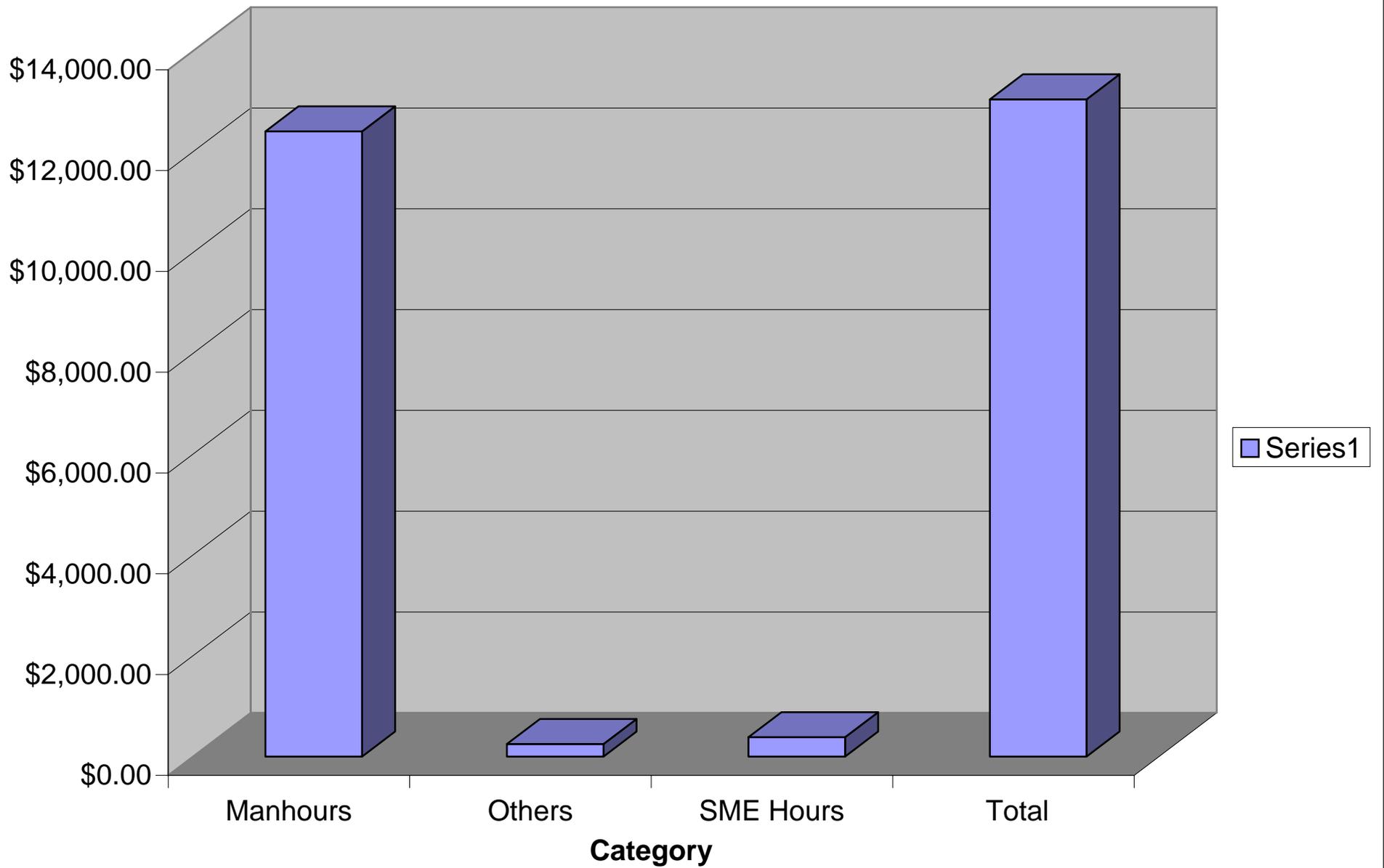
Process Improvement Team Budget Statement

Budget Estimation & Control Chart

Estimate 60 Hrs/Week for 4 Weeks at avg salary \$35/hr = \$8,400

No	Services	Cashflow/Duration						Total	Percentage
		10/11-10/17	10/18-10/24	10/25-10/31	11/1-11/7	11/8-11/14	11/15-11/21		
	Budget for Internal Team Resource								
	Shaun	\$350.00	\$350.00	\$490.00	\$350.00	\$200.00	\$140.00	\$1,880.00	
	Reene	\$1,050.00	\$910.00	\$600.00	\$778.00	\$600.00	\$210.00	\$4,148.00	
	Raivo	\$350.00	\$428.75	\$420.00	\$280.00	\$192.50	\$245.00	\$1,916.25	
	Sam	\$300.00	\$325.00	\$300.00	\$350.00	\$150.00	\$140.00	\$1,565.00	
	Michelle	\$367.50	\$262.50	\$70.00	\$280.00	\$332.50	\$140.00	\$1,452.50	
	Radha	\$262.50	\$236.25	\$245.00	\$245.00	\$315.00	\$140.00	\$1,443.75	
		\$2,680.00	\$2,512.50	\$2,125.00	\$2,283.00	\$1,790.00	\$1,015.00		
	Total							\$12,405.50	
	Budget for Software, Hardware & Accessories								
	Reene's						\$100.00		
	Raivo's						\$150.00		
	Others								
	Total							\$250.00	
	Budget for Constulancy Services								
	Chris Rush & Others								
	Total					\$11.00		\$385.00	
	FinalTotal							\$13,040.50	

Budget



**PROCUREMENT PROCESS FOR SELECTING A
VENDOR**

PROJECT QUALITY MANAGEMENT PLAN

Version 1.3

11/16/2010

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	Michelle Nabors	10/14/2010	Team	10/15/2010	Initiate Draft Plan
1.1	Michelle Nabors	11/1/2010	Team	11/2/2010	Make Revisions based on project teams suggestions
1.2	Michelle Nabors	11/16/2010	Team	11/16/2010	Final Draft

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2.2 Tools, Environment, and Interfaces	4
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1 INTRODUCTION

1.1 PURPOSE OF THE PROJECT QUALITY MANAGEMENT PLAN

The Project Quality Management Plan documents the necessary information required to effectively manage project quality from project planning to delivery. It defines a project’s quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

The Project Quality Management Plan is created during the Planning Phase of the project. Its intended audience is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out the plan.

2 PROJECT QUALITY MANAGEMENT OVERVIEW

2.1 ORGANIZATION, RESPONSIBILITIES, AND INTERFACES

Name	Role	Quality Responsibility
Michelle Nabors	Project Manager	Quality mentoring & coaching
Michelle Nabors	Project Manager	Quality audits
Project Team	Project Managers	Plan Approval

2.2 TOOLS, ENVIRONMENT, AND INTERFACES

Tool	Description
Benchmarking	Industry recognized benchmarks
Cost of Quality	
Bench Marking	
Control Charts	
Proprietary quality management methodologies	

3 PROJECT QUALITY MANAGEMENT

At the highest of levels Quality Management involves planning, doing, checking, and acting to improve project quality standards. PMI PMBOK breaks the practice of Quality Management into three process groups: Quality Planning (QP), Quality Assurance (QA) and Quality Control (QC).

3.1 QUALITY PLANNING

The process of identifying quality requirements and/or standards for the project and product, and documenting how the project will demonstrate compliance.

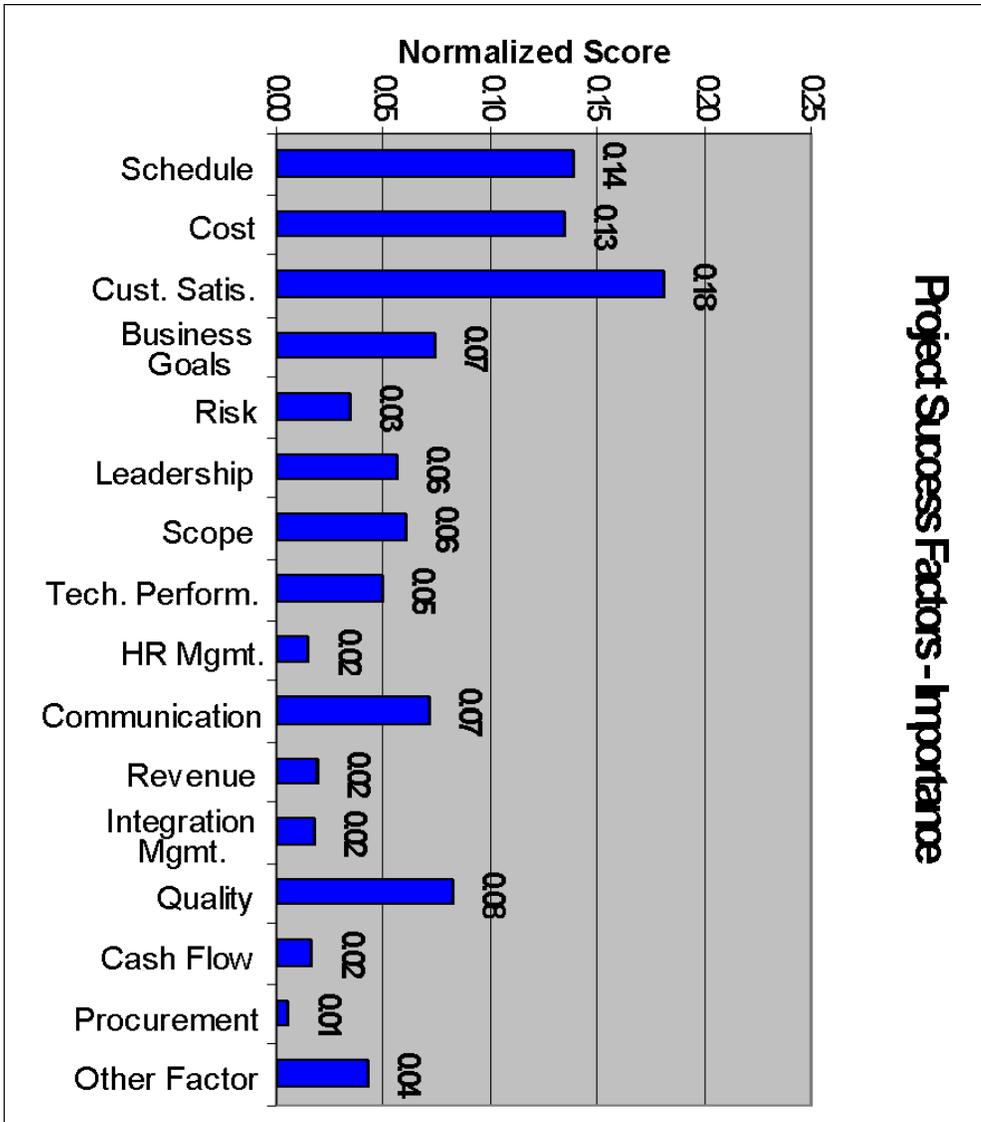
3.1.1 Identify Project Quality

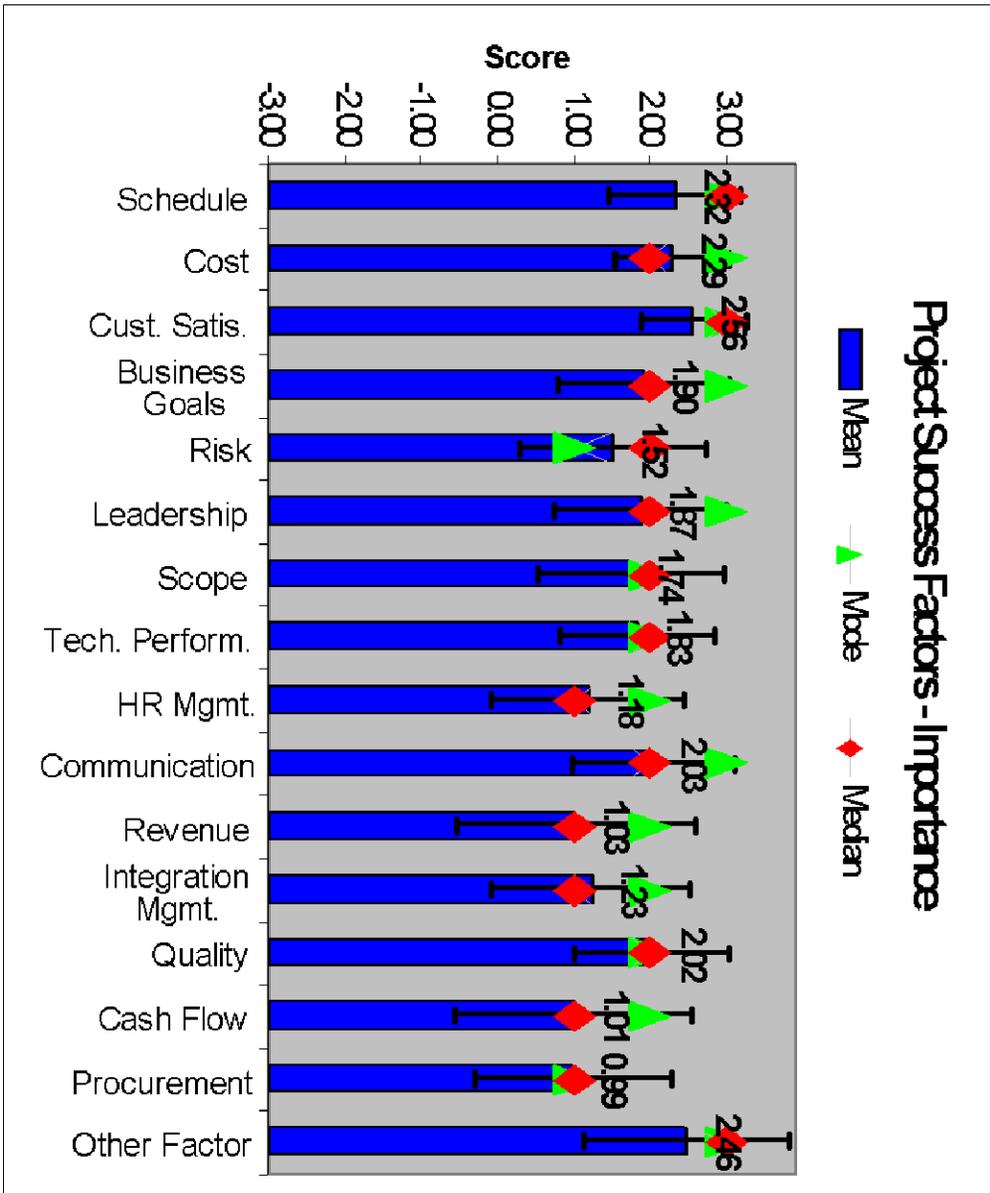
Critical Success Factor (CSF) - “A factor considered to be most conducive to the achievement of a successful project.”

Key Performance Indicators (KPI) - “Measurable indicators that will be used to report progress that is chosen to reflect the critical success factors of the project.”

3.1.2 Measure Project Quality

For each KPI assign a weighting factor based on its relative importance within its' specific PM knowledge area.





3.2 QUALITY ASSURANCE

- Review of communications and documentation accomplished during the various processes.
- Multi-level reviews in every process flow to reduce errors and increase quality.
- Milestones are reviewed by each member for quality and accuracy.
- Signoff on all major deliverables as they were created.

3.3 QUALITY CONTROL

Quality Control involves evaluating project deliverables to determine if they comply with the stated quality standards, and identifying ways to eliminate causes of unsatisfactory results.

- Reviewing deliverables through mechanisms such as self review,

peer review, and structured inspections

- Assessing deliverables to determine their level of compliance with quality standards
- Using a variety of system representations, such as flowcharting, to raise the visibility of what and where quality problems might occur
- Analyzing project results regularly to determine compliance with standards and develop corrective actions if necessary

Appendix A: Project Quality Management Plan Approval

The undersigned acknowledge they have reviewed the Procurement of Contract Services **Project Quality Management Plan** and agree with the approach it presents. Changes to this **Project Quality Management Plan** will be coordinated with and approved by the undersigned or their designated representatives.

Signature: _____ Date: _____
Print Name: Samuel Assoku
Role: Project Manager

Signature: _____ Date: _____
Print Name: Shaun Bracely
Role: Project Manager

Signature: _____ Date: _____
Print Name: Raivo Murnieks
Role: Project Manager

Signature: _____ Date: _____
Print Name: Michelle Nabors
Role: Project Manager

Signature: _____ Date: _____
Print Name: Radha Nagarajan
Role: Project Manager

Signature: _____ Date: _____
Print Name: Renee Roberson
Role: Project Manager

PROCUREMENT PROCESS FOR SELECTING A VENDOR RISK MANAGEMENT PLAN

Version 1.2

11/5/2010

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	Raivo Murnieks	10/20/2010	Team	10/21/10	Initiate Draft Plan
1.1	Raivo Murnieks	10/27/2010	Team	10/28/2010	Make Revisions based on Project Sponsor Review
1.2	Raivo Murnieks	11/4/2010	Team	11/4/2010	Clarify terminology

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INTRODUCTION

1.1 PURPOSE OF THE PROJECT RISK MANAGEMENT PLAN

The Project Risk Management Plan documents the necessary information required to effectively manage project risks from project planning to delivery. It defines a project's Risk policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

The Project Risk Management Plan is created during the Planning Phase of the project. Its intended audience is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out the plan.

2 PROJECT RISK MANAGEMENT OVERVIEW

2.1 ORGANIZATION, RESPONSIBILITIES, AND INTERFACES

Name	Role	Risk Responsibility
Raivo Murnieks	Project Manager	Risk assessment and matrix
Raivo Murnieks	Project Manager	Risk mitigation plan
Project Team	Project Managers	Plan approval

2.2 TOOLS, ENVIRONMENT, AND INTERFACES

Tool	Description
Risk Matrix	Scores risks based on the probability and impact of identified risks
Contingency Plan	Steps created to ensure risks are minimized

3 PROJECT RISK MANAGEMENT

At the highest of levels Risk Management involves identifying risks, performing qualitative and quantitative risk analysis and planning a risk response and controlling risk.

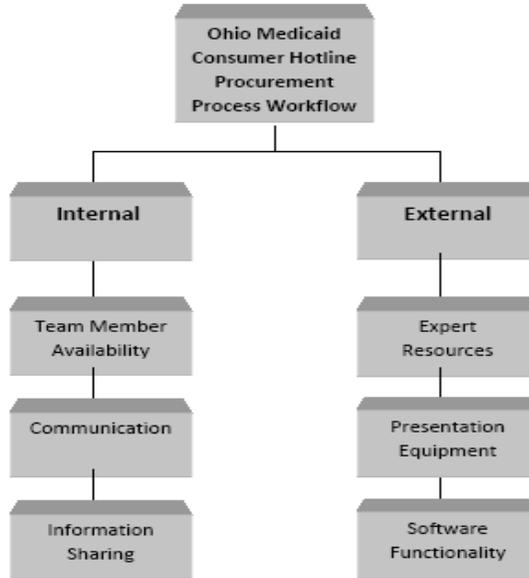
3.1 RISK PLANNING

Identify project risks and assess the probability of occurrence and the impact of each risk. Include a risk breakdown structure (if necessary).

3.1.1 Identify Project Risks

1. Availability of project team members in the allotted time to complete the project
2. Availability of expert resources who impact the completeness and accuracy of the product deliverables
3. Functionality/availability of equipment and software

3.1.2 Risk Breakdown Structure



3.1.3 Assess and Analyze Project Risks

Procurement Process Development Risks	Category	Probability of Occurrence (1-5)	Impact of Risk (1-5)	Risk Level (1-25)
Availability of project team members (due to competing work and personal priorities) in the allotted time to complete project	Organization - Dependency	3	5	15
Availability of expert resources who impact the completeness and accuracy of the product deliverables	External - Resources	2	5	10
Functionality/availability of equipment and software.	Project - Quality	3	3	9

3.2 RISK MANAGEMENT

Managing risks by developing a process to minimize risks from occurring as well as having a plan in place to respond to risks should they actually occur.

3.2.1 Risk Response Process

Create a risk mitigation plan that assigns specific tasks and responsibilities to team members

3.2.2 Risk Contingency Plan

1. Availability of project team members in the allotted time to complete the project
 - Advantage of a six-member team is to distribute tasks amongst remaining team members
 - Utilize technology resources (i.e. e-mail and Linked-in) to share information 24-7
 - Contact Project Sponsor should a situation occur where work is not getting done
2. Availability of expert resources who impact the completeness and accuracy of the product deliverables
 - Identify alternate resources (internal and external)
 - Set clear expectations and timeframes to finalize product
 - Confirm expert resources and get their commitment in writing
3. Functionality/availability of equipment and software
 - Obtain 'web design' software access at BWC for additional team members
 - Each team members to have a back-up copy of slide presentation and materials on jump-drives.
 - Store soft copy materials via Linked-In website
 - Each team member to have access to Linked-In and verify that their documents are uploaded

3.2.3 Risk Monitoring and Controlling

- Weekly status meetings
- Track and monitor status of project schedule deliverables
- Team member timesheets submitted

Appendix A: Project Risk Management Plan Approval

The undersigned acknowledge they have reviewed the **Procurement of Contract Services Project Risk Management Plan** and agree with the approach it presents. Changes to this **Project Risk Management Plan** will be coordinated with and approved by the undersigned or their designated representatives.

Signature: _____ Date: _____
Print Name: Samuel Assoku
Role: Project Manager

Signature: _____ Date: _____
Print Name: Shaun Bracely
Role: Project Manager

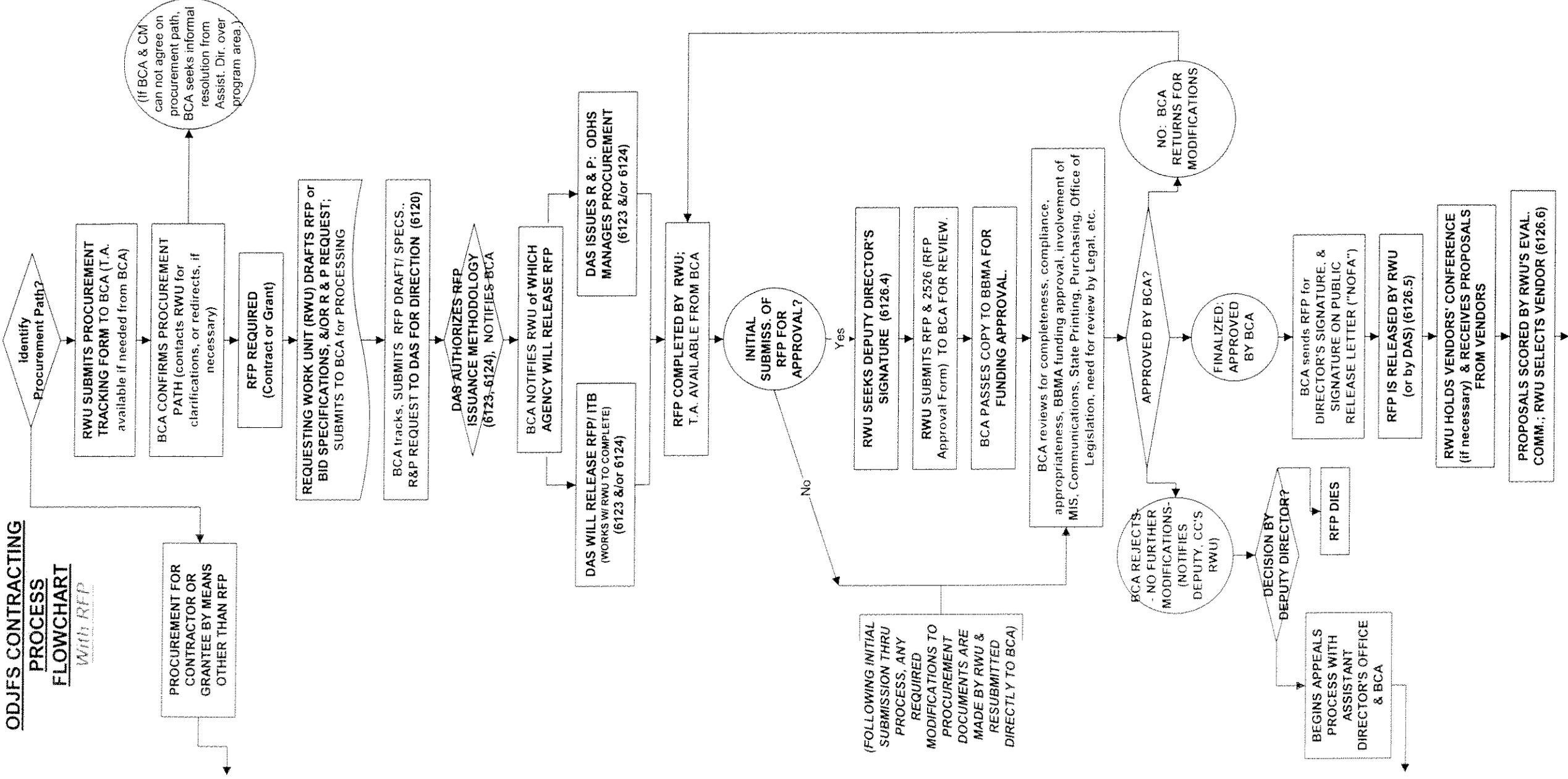
Signature: _____ Date: _____
Print Name: Raivo Murnieks
Role: Project Manager

Signature: _____ Date: _____
Print Name: Michelle Nabors
Role: Project Manager

Signature: _____ Date: _____
Print Name: Radha Nagarajan
Role: Project Manager

Signature: _____ Date: _____
Print Name: Renee Roberson
Role: Project Manager

**ODJFS CONTRACTING
PROCESS
FLOWCHART**
With RFP



LETTERS OF INTENT TO AWARD CONTRACT ISSUED (6126.6)

RWU PREPARES CONTRACT/GRANT REQUEST PACKET: 2529 FORM, JUSTIF., supporting docs, CB materials, if required, list of recipients for LETTERS OF INTENT TO AWARD/ REJECT for Director's Signature (6132)

ODJFS CONTRACTING PROCESS, continued, p. 2

with RFP

(FOLLOWING INITIAL SUBMISSION THRU PROCESS, ANY REQUIRED MODIFICATIONS TO CONTRACT REQUEST &/OR CB DOCUMENTS ARE MADE BY RWU & RE-SUBMITTED DIRECTLY TO BCA)

INITIAL SUBMISS. FOR APPROVAL?

No

SUBMITS TO DEPUTY DIRECTOR FOR SIGNATURE (6133)

RWU SUBMITS REQUEST PACKET TO BCA FOR REVIEW.

BCA PASSES COPY TO BBMA FOR FUNDING APPROVAL.

BCA REVIEWS, & IF APPROPRIATE, OBTAINS DIRECTOR'S SIGNATURE ON, & SENDS. LETTERS OF INTENT TO AWARD, REJECT (Opens protest period)

ALL PROTESTS HANDLED BY LEGAL (Letters of Intent are cc'ed from BCA to Legal)

BCA REJECTS - NO FURTHER MODIF'S - NOTIFIES DEP. CC'S RWU

DECISION BY DEPUTY

BCA APPROVES CONTRACT/GRANT REQUEST?

NO: BCA RETURNS FOR MODIF'S

BEGINS APPEALS PROCESS WITH ASSISTANT DIRECTOR'S OFFICE & BCA

CONTRACT/GRANT REQUEST DIES

YES: BCA APPROVES

BCA DRAFTS CONTRACT/ GRANT AGREEMENT: SENDS TO RWU FOR REVIEW & VENDOR'S SIGNATURE (6137)

RWU OBTAINS CONTRACTOR/ GRANTEE SIGNATURE (6138)

RWU SUBMITS VENDOR-SIGNED CONTRACT & REQUIRED DOCUMENTS TO BCA FOR REVIEW & DIRECTOR'S SIGNATURE (6152)

CONTROLLING BOARD REQUIRED? (6139, 6141)

(i.e., ALL GRANTS, or CONTRACTS w/ value below \$50,000, aggregate, state institution of higher education, RFP released by DAS, other exemptions (6141.(1) & 6141.(3))

NO

BCA FORWARDS NON-CB CONTRACT or CB-APPROVED CONTRACT FOR DIRECTOR'S SIGNATURE. (If not approved by CB, BCA returns un-signed packet to RWU)

BCA RETAINS COPY OF CONTRACT PACKET FOR CENTRAL CONTRACT FILES. RETURNS ORIGINAL CONTRACT PACKET TO RWU FOR 2725/ ENCUMBERING PROCESS

BCA RETAINS ORIGINAL CONTRACT PACKET FOR CENTRAL CONTRACT FILES. RETURNS COPY OF CONTRACT PACKET TO RWU FOR 2725/ ENCUMBERING PROCESS

(Pending Approv. by FISCAL)

BEGINS APPEALS PROCESS WITH ASSISTANT DIRECTOR'S OFFICE & BCA

- YES - BCA HOLDS VENDOR-SIGNED CONTR. UNTIL CB APPROVES

RWU FINALIZES CONTROLLING BOARD (CB) DOCUMENTS (6140, 6142), SUBMITS TO BCA

BCA REVIEWS CB MATERIALS; if necessary, works w/ RWU for modifications.

BCA OBTAINS SECOND R&P TO CONTRACT W/ SELECTED VENDOR FOR SPECIFIED \$\$\$

BCA FORWARDS TO OBM FOR CB SCHEDULING (6143)

RWU & BCA ATTEND CB MEETING TO DEFEND

OBM SENDS FORMAL NOTIFICATION OF CB APPROVAL TO BCA (6145)

BCA forwards formal notification of CB approval to RWU for files



Department of
Job and Family Services

Office of Legal and Acquisition Services

**Request for Proposal (RFP) and
Contract Management Resources**

Phases of the Procurement Process, Activity Involved, and Timelines Possible for Each:

This is one hypothetical timetable for a procurement from submission of a draft to C & A through to approval of a Purchase Order. This is based on a fairly complex project in which the work required is fairly customized for ODJFS needs, is not available through a State Term Schedule, and which will result in a contract that requires Controlling Board review. Not all procurements are like this – some may be possible in three to four months, and some, such a STS vendor procurements, for example, may be possible in around eight weeks or slightly less.

From the Date C & A receives signed 2526 Form from RWU with RFP/RLB draft (hardcopy and electronic):

Then about +4 Work Weeks later,

ODJFS Releases RFP/RLB to Potential Vendors on the ODJFS Website; Q & A Period Opens. (*This depends on the quality of the draft submitted to C & A plus the other work volume.*)

Then about +2 Work Weeks later,

Vendor Q & A Period closes. (*The Q&A is recommended, but may be omitted.*)

Then about +1 Work Week later,

ODJFS posts Final Vendor Question & Answer Document on ODJFS website.

Then about +2 Work Weeks later,

Deadline for Vendors to Submit Proposals to ODJFS.

Then about +3 Work Days later,

Initial Proposal Review Team Meeting.

Then about +1 Work Week later,

Proposal Review Team Proposal Evaluation Meeting/Recommendation.* *

Then about +2 Work Days later,

RWU submits Award/Denial Letter(s) and Selection Summary to C & A, & Contract Manager submits 2529.

Then about +1 Work Week later,

C & A Dep. Dir. reviews/approves Recommendation; Award/Denial Letter(s) and Selection Summary are sent to ODJFS Director for sign-off.

Then about +1 Work Week later,

ODJFS Issues Contract Award/Denial Notification Letters, initiating Protest Period. (*A protest opportunity is a federal mandate.*)

Then about +2 Work Weeks later,

Protest Period Ends.

Then about +1 Work Week later,

Contract Drafted/Ready for Contract Manager Review. (*This depends on the completeness of the information submitted to C & A plus the other work volume.*)

Then about +2 Work Weeks later,

Contract Manager approval/Approved and signed by Vendor. (*This is a variable uncontrollable by C & A.*)

Then about +3 Work Days later,

C & A C.B. preparation/submission of Contract. (*Submission schedule is mandated by OBM – C & A does not control it.*)

Then about +3 Work Weeks later,

Controlling Board Review of Requested Contract (*Schedule is set by OBM – C & A does not control it.*) C & A obtains Director's signature on the CB-approved contract. RWU initiated P.O. process in OAKS.

Then about +2 Work Weeks later,

Contract Manager receives Approved Purchase Order

Approximately 10 weeks from 2526 submission to approved PO.

Total Process: About 24 Work Weeks

**Contracts and Acquisitions
Contract Manager Training - November 2010**

**PROCUREMENT PROCESS STEPS
(leading to CONTRACTS and GRANTS)**

STEP	1.	2.	3.
Agreement Manager (AM) &/or Requesting Work Unit (RWU) Responsibilities & Activity	Begins RFP/contract preparations: (1) Investigates need, purpose, authority, mandate for the proposed activity; considers proposed activity within program, office and agency missions. (2) Investigates budget/fiscal issues for proposed activity; (3) Determines need for any federal approvals; if so, begins that process; (4) Investigates & obtains required internal/program-level approvals, if any, for the planned RFP project. (5) Makes informal initial contact with CA over new project activity to confirm procurement path.		Inserts programmatic language, bid specs, etc., into RFP model provided by CA. Submits RFP draft w/ RFP Approval (2526) Form which includes RWU's Deputy Director's signature.
Contracts and Acquisitions (CA) Responsibilities & Activity		Confirms procurement path for new project activity with RWU - RFP, RLB, STS, STC, mandatory use contract, informal bid, PO, etc.	
Other Participant Responsibilities & Activity			

STEP	4.	5.	6.	7.
Agreement Manager (AM) &/or Requesting Work Unit (RWU) Responsibilities & Activity		Completes draft of RFP cooperatively w/ CA (and w/DAS if they will release RFP). Develops vendor list & proposal review team.	RWU submits RFP, any attachments, score sheet, vendor list & review team list to CA for review, approvals.	
Contracts and Acquisitions (CA) Responsibilities & Activity	If & when appropriate, reviews for completeness, submits to DAS for management of procurement or requests DAS R&P. (MOST ODJFS RFPs fall under blanket R&P - therefore, CA manages). Sends RFP Approval Form for Budget's signature and begins thorough review. Continues working w/RWU to finalize document, as needed.	CA staff manage those portions of the RFP document pertaining to fair and open procurement, and to clear communication of project. Draft process instruction, legal info, score sheet, and scoring and selection methodology.	Reviews & edits RFP drafts for clarity, thoroughness, and effectiveness. Directs development of RFP so that a legal, enforceable, effective contract may result.	When approved by CA, CA obtains Director's signature on Release Letter and on RFP Approval Form. <i>(Important Note: When RFP is released by DAS on behalf of ODJFS, sign-off by Budget, CA, and Director still required. CA will obtain letter from Director to DAS approving release. Other steps in RFP development, approval, & release process at DAS discretion.)</i>
Other Participant Responsibilities & Activity	In RFP does not fit Blanket R&P, then DAS decides if DAS or ODJFS will release RFP. Notifies CA. CA notifies RWU of decision.			

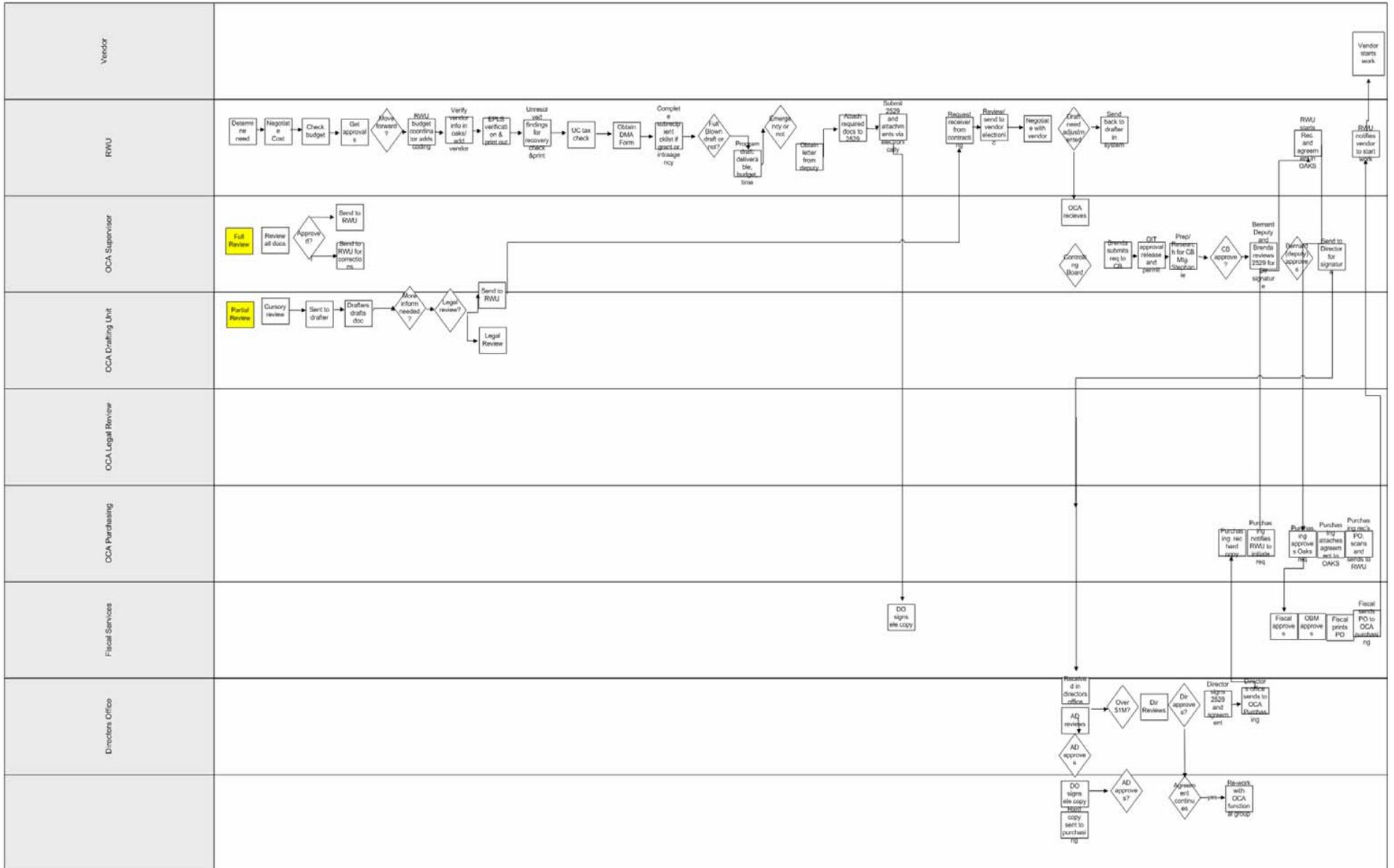
STEP	8.	9.	10.	11.	12.
<p>Agreement Manager (AM) &/or Requesting Work Unit (RWU) Responsibilities & Activity</p>			<p>Answers Internet questions for RFP clarification. Keeps review team apprised – so that they can manage their work schedule to be available when proposal review is scheduled.</p>		
<p>Contracts and Acquisitions (CA) Responsibilities & Activity</p>		<p>Coordinates RFP project document posted on Internet and sends Director’s release letter according to vendor mailing list (compiled by RWU). Also, Internet Q&A managed by CA for RWU responses; CA sends vendor questions to RWU.</p>			<p>Manages receipt of proposals; performs Vendor Verification review; performs initial proposal review (i.e., determines if proposals are qualified to be included in review process). Facilitates evaluation team meetings, including distribution of proposals, review of score process & score sheet; obtaining team members’ Disclosure Statements. Maintains process record-keeping; manages procedural issues.</p>
<p>Other Participant Responsibilities & Activity</p>	<p>Director signs RFP Approval Form, release letter; returns them to CA.</p>			<p>Vendors submit proposals to CA.</p>	

STEP	13.	14.	15.
Agreement Manager (AM) &/or Requesting Work Unit (RWU) Responsibilities & Activity		Using templates from CA, drafts letters for all responding vendors (“Congrats” and “Condolences” letters) and selection summary document describing RFP process, proposal scores & prices, recommendation & explanation of decision. Provides drafts	Reviews Selection Summary and letters, adding process information for clarity. Comments to CA Deputy Director on recommendation made by PRT, then processes letters to responding vendors for Director’s approval & signature, along w/ Selection Summary Document.
Contracts and Acquisitions (CA) Responsibilities & Activity			
Other Participant Responsibilities & Activity	Review team members (compiled by RWU) individually consider all qualified proposals, then via consensus, score proposals & make vendor recommendation(s) for Director’s approval. Team members make recommendations by signing consensus document.		

STEP	16.	17.	18.	19.
Agreement Manager (AM) &/or Requesting Work Unit (RWU) Responsibilities & Activity			Maintains comprehensive copies of all RFP documents, as well as contract records, and vendor performance records!!!!	RWU prepares and submits Request for Agreement (Contract or Grant) via CATS, with all required supporting documents. Submits request . <i>(Request documents vary by project, but usu include contract budget, deliverables, & often, CB questions.)</i>
Contracts and Acquisitions (CA) Responsibilities & Activity		Sends Director's signed award and rejection letters to responding vendors (Initiates protest period, usu 10-day.) ENCOURAGES RWU to prepare & submit Req. for Agreement via CATS to Contract Drafting.	Maintains comprehensive copies of all RFP documents!!!!	
Other Participant Responsibilities & Activity	Director approves or rejects selection recommendation(s). If approved, returns signed letters to CA for notification of selected & non-selected vendors.		In case of Vendor Protest, Legal will determine merit. CA AND RWU may be required to provide documentation and information.	Protests may slow contract/grant developments considerably. CA (Contract Drafting staff – not RFP-land staff) cannot complete contracts/grant drafting/execution process until protest period is over, &/or any protests are resolved.

STEP	20.
Agreement Manager (AM) &/or Requesting Work Unit (RWU) Responsibilities & Activity	<p>IMPORTANT: Do You Need Any <u>FEDERAL APPROVALS</u> To Do This?</p>
Contracts and Acquisitions (CA) Responsibilities & Activity	
Other Participant Responsibilities & Activity	<p>If your project requires any federal pre-approvals (e.g., of the RFP prior to release, or the selected vendor), the RWU is responsible for obtaining it at the proper point in the process, and of providing documentation of it to CA.</p>

Ohio Department of Job and Family Services (ODJFS) Contract Process Workflow



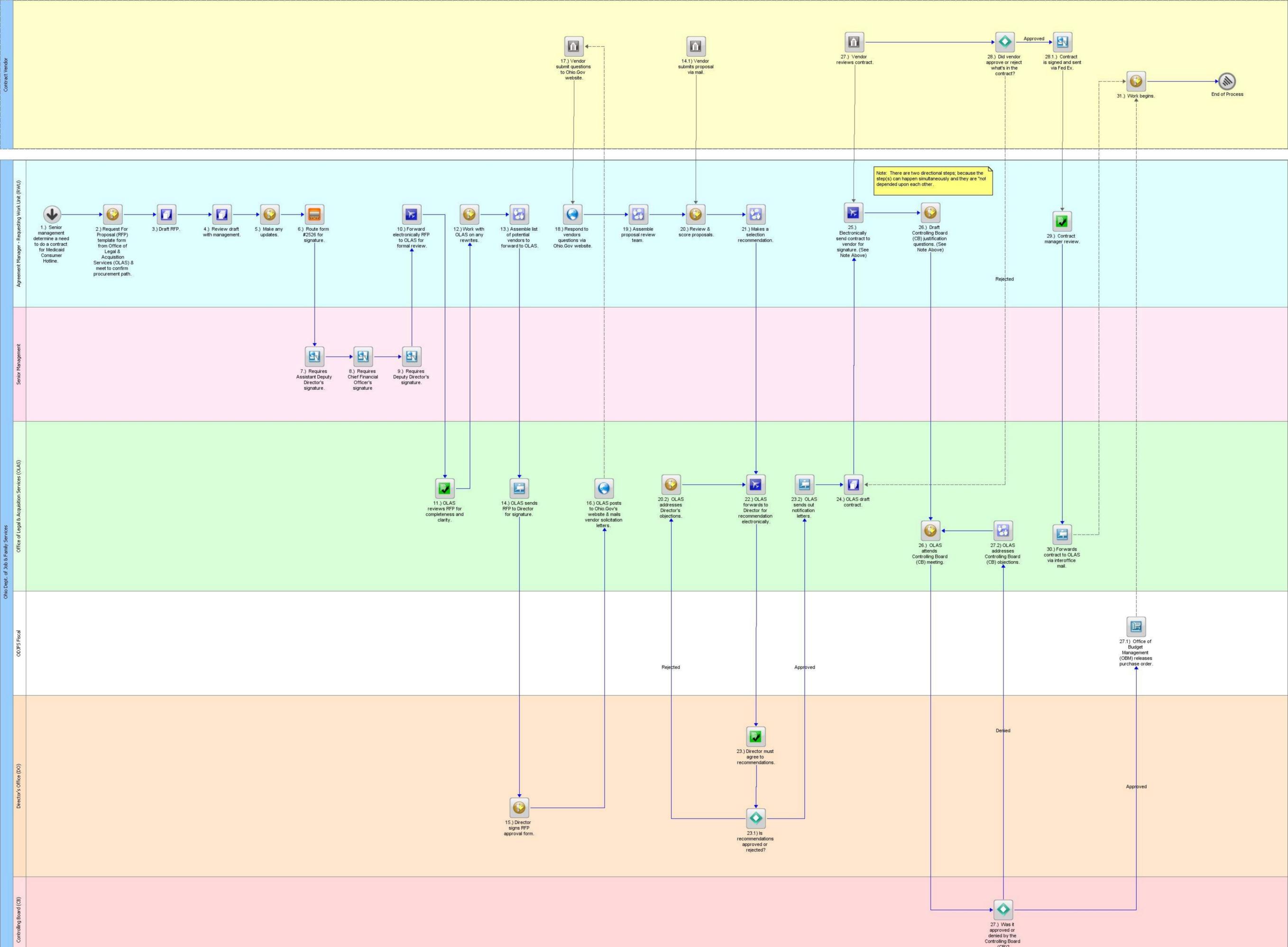
Request for Proposal (RFP) and Contract Process



**Complimentary Tools and References
for ODJFS Business Units**

AM - Agreement Manager
 CB - Controlling Board
 DO - Director's Office
 OBM - Office of Budget Management
 OLAS - Office of Legal and Acquisition Services
 ODJF - Ohio Department of Job & Family Services
 RFP - Request For Proposal
 RWU - Requesting Work Unit

Process Name: Ohio Health Plan - Request for Proposal
 Re: Senior Management determine a need to do a contract for Medicaid Consumer Hotline.
 State Agency: Ohio Dept. of Job and Family Services
 Project Lead: Shaun Bracey
 Project Sponsor: Nelson Gonzalez
 Project Team Members: Samuel Assoku, Raivo Murnieks, Michelle Nabors, Radha Nagarajan and Renee Roberson
 Workflow Created By: Renee Roberson, State of Ohio Bureau of Workers' Compensation (BWC)



RFP and Agreement (Contract) Process Summarized Roles and Responsibilities

Internal Ohio Department of Job and Family Services (ODJFS) Stakeholders

Requesting Work Unit Checklist for *Insert Agreement Name Here*

The Requesting Work Unit (RWU) is the program area initiating the request for proposal (RFP) and request for agreement.

- Determine need, purpose, mandate for proposed activity
- Work with RWU budget coordinator to investigate budget and fiscal issues
- Work with policy staff to determine need for federal approvals.
 - Federal Approvals Not Needed
 - Federal Approvals Needed

IF RFP process is required, then:

- Assign an Agreement Manager (AM) to be the person responsible for overseeing the RFP process and agreement.

AM coordinates the RFP Process

- Request RFP template form Office of Legal and Acquisition Services (OLAS) and RFP Approval Form (2526)
 - Note: If it required to be a DAS-led RFP then work through DAS
- Identify internal business expert resources for RFP development (*ex. Policy*)
- Complete RFP Approval Form (2526)
- Secure funding (initiate fund set-up, if necessary) (*ex. Budget Coordinator*)
- Obtain senior management review and approval (*ex. Deputy Director*)
- Submit RFP Draft and Deputy Approved 2526 Form to OLAS
- Work with OLAS to fine tune RFP Contents
 - Draft specific deliverables or specifications
 - Performance-based, if applicable
 - Compliance with federal and state mandates – check with program policy
 - If technical interfaces or deliverables – check with Office of Information Services
- Federal Approvals Secured (if necessary)
- Assemble RFP review team and determine scoring criteria
- Draft a solicitation letter and work with OLA to send to prospective vendors
- Respond to vendor questions
- Review Team review and score proposals
- Make vendor selection
- Using OLAS templates prepare award letter and non-award letter, along with selection summary document, to bidding vendors
- Respond to vendor protests, if necessary
- Secure vendor signature
- Copies all RFP related documents are made

Agreement Process - Utilizing Contracts and Acquisitions Tracking System (CATS)

For Non-RFP Agreements

- Determine need, purpose, mandate for proposed activity
- Obtain at least three (3) quotes
- Negotiate with vendor to determine specific deliverables and related budget

For All ODJFS Agreements

- Initiate request for agreement (amendments not in CATS)
- Work with budget coordinator to ensure funding is secured with appropriate fund code
- Budget coordinator completes and/or reviews financial section
- Secure W-9 form, Declaration Regarding Material Assistance/Non-assistance to a Terrorist Organization (DMA), Affirmations & Disclosures, etc. from vendor
- Bureau Chief and Deputy Director (designee) approvals
- Prepare for Controlling Board (CB) questions
- Initiate requisition in the Ohio Administrative Knowledge System (OAKS)
- Confirm approvals and purchase order (PO)
- Print and send PO to vendor – confirm work start date
- Review agreement and send to vendor/grantee

Office of Legal and Acquisition Services (OLAS)

Request for Proposal (RFP) Process

- Confirms procurement path with the RWU
- Initiates blanket Release and Permit (R&P) or submit request for R&P to the Department of Administrative Services (DAS)
- Work with DAS to determine if it will be a DAS-led RFP
- Work with RWU and drafts the final RFP
- When approved by OLAS, obtain Director's signature on Release Letter and 2526 Form
- Send solicitation letter of RFP to prospective vendor and posts RFP notice on the internet
- Manages the receipt and scoring of RFP vendor responses via a bid room
- Coordinates the response to vendor questions
- Reviews selection summary and comments to OLAS Deputy Director
- Process award and non-award letters and selection summary document
 - Obtain director signature/approval
 - Send to responding vendors
- Respond to protests, if necessary
- Maintain copies of all documents

Agreement Process - Utilizing Contracts and Acquisitions Tracking System (CATS)

- Reviews request for agreements for completeness and compliance
- Gathers missing documentation/information
- Drafts an agreement and attaches to CATS
- Processes and routes hard copy of agreement for signatures
- Uploads signed agreement into CATS and approves requisition
- Receives purchase orders and attaches the scanned documents to CATS
- Submits agreement to Controlling Board (and R&P if necessary)
- Attends Controlling Board Meetings
- Obtains approvals from other offices, if necessary (OIS, External Affairs)

Fiscal Services

- Confirms available funding
- Reviews fiscal coding, corrects, gives approval or rejects back to Agreement Manager
- Approve OAKS requisition
- Encumber funds
- Generate PO

Director's Office

- Review and approve the release of RFPs
- Review and sign responding vendor letters
- The Director, Assistant Directors, or their designee will review, approve, and sign agreements
- Will update CATS with approval date and return documents to OLAS

External Stakeholders

Department of Administrative Services (DAS)

- Provides a Release and Permit (R&P) - only if not covered by blanket R&P
 - Notifies ODJFS whether it will be a DAS-led RFP; *If YES, then the following applies to DAS:*
 - Works with RWU and drafts the final RFP
 - Sends solicitation letter of RFP to prospective vendor and posts RFP notice on the internet
 - Manages the receipt and scoring of RFP vendor responses via a bid room
 - Coordinates the response to vendor questions and responds to protests, if necessary

Office of Budget and Management (OBM)

- If necessary, approves new fund codes for state agencies
- Final approval for purchase order (PO) requests

Controlling Board (CB)

- Schedules Controlling Board (CB) meetings and manages the gathering of related information
- Via a CB meeting, votes to approve or reject agency requests to fund contracted services

Vendor

- Submits response/clarifications to RFPs
- Provide W-9
- Sign agreement

ID		Task Name	Duration	Start	Finish	Resource Names
1		Ohio Medicaid Consumer Hotline Vendor Selection Project	223 days	Wed 7/28/10	Fri 6/3/11	
2		Release RFP	144 days	Wed 7/28/10	Mon 2/14/11	
3		Draft RFP	66 days	Wed 7/28/10	Wed 10/27/10	Jim Poremba[40%],Peggy Day[40%],Shaun Bracely[40%]
4		Send 2526 form to senior management for signatures	5 days	Mon 11/22/10	Fri 11/26/10	
5		Send signed 2526 to OLA along with RFP	1 day	Mon 11/29/10	Mon 11/29/10	
6		Review and edit RFP with OLA	20 days	Mon 12/6/10	Fri 12/31/10	Shaun Bracely[15%],Jim Poremba[15%],Peggy Day[15%],Contract administratration[30%]
7		Post to website	31 days	Mon 1/3/11	Mon 2/14/11	Shaun Bracely[10%],Jim Poremba[10%],Contract Administration[30%]
8		Vendor Q&A period	10 days	Mon 1/3/11	Fri 1/14/11	
9		Answer vendor questions	5 days	Mon 1/17/11	Fri 1/21/11	Shaun Bracely[50%],Jim Poremba[50%]
10		Post answers to vendor questions	1 day	Fri 1/21/11	Fri 1/21/11	Contract administratration
11		Close bids	1 day	Mon 2/14/11	Mon 2/14/11	Contract Administration
12		Select Vendor	34 days	Tue 2/1/11	Fri 3/18/11	
13		Assemble review team	9 days	Tue 2/1/11	Fri 2/11/11	Shaun Bracely[15%],Jim Poremba[15%]
14		Review proposals	8 days	Mon 2/21/11	Wed 3/2/11	
15		Score Proposals	2 days	Thu 3/3/11	Fri 3/4/11	Shaun Bracely[60%],Jim Poremba[60%],Proposal review team[60%]
16		Submit selection summary to OLA	3 days	Wed 3/9/11	Fri 3/11/11	Contract Administration[10%]
17		Submit 2529 and Justification Q&A to OLA	5 days	Mon 3/14/11	Fri 3/18/11	Shaun Bracely,Jim Poremba
18		Approvals	41 days	Mon 3/21/11	Mon 5/16/11	
19		ODJFS approves selection recommendation	5 days	Mon 3/21/11	Fri 3/25/11	ODJFS director[5%]
20		ODJFS issues contract award/denial letters	5 days	Mon 3/28/11	Fri 4/1/11	Contract administratration
21		Controlling Board approval	1 day	Mon 5/16/11	Mon 5/16/11	Contract Administration,Shaun Bracely[50%],Jim Poremba[50%]
22		Implement contract	45 days	Mon 4/4/11	Fri 6/3/11	
23		Draft contract	10 days	Mon 4/4/11	Fri 4/15/11	Contract Administration
24		Vendor signature	10 days	Mon 4/18/11	Fri 4/29/11	Shaun Bracely[5%],Jim Poremba[5%]
25		Director signature	5 days	Mon 5/16/11	Fri 5/20/11	ODJFS director[10%]
26		Purchase order	10 days	Mon 5/23/11	Fri 6/3/11	Fiscal[90%]

Ohio Medicaid Consumer Hotline Vendor Selection Risk Analysis Matrix

Procurement for Contract Services Risk Recommendations	Category	Probability of Occurrence (1-5)	Impact of Risk (1-5)	Risk Level (1-25)
Existing contractor may bid at higher rate to recoup unforeseen costs absorbed in current contract	Project Management - Estimating	5	4	20
Availability of funding due to budget constraints	Organization - Budget	4	5	20
May not realize desired cost savings from the combined contract	Organization - Budget	4	4	16
Potential change in leadership could result in reevaluation / delay of getting RFP out in planned form	Management - Vision	3	5	15
Office of Budget and Management (OBM) purchase order not released on time	External - State	3	5	15
Change/availability of Ohio Department of Job and Family Services (ODJFS) staff during RFP process	Organization - Dependency	4	3	12
The consumer hotline contract expires 6/30/11 - If there's a delay in approval, services may be interrupted or cease to exist for the consumer hotline.	Contractor	3	4	12
If contract type is not covered as part of Department of Administrative Services (DAS) Release and Permit blanket approval, DAS may opt to bid out on behalf of ODJFS	External - State	2	5	10
Due to bi-ennium year, the volume of RFPs and contract renewals for the agency as a whole could stretch Office of Legal and Acquisition Services (OLAS) resources which may impact delays in the RFP and/or Contract Approval Process	Management - Resources	3	3	9
Large scale Request for Proposal (RFP) may limit number of potential contractors (especially Ohio companies)	Project Management - Planning	4	2	8
Potential of protest by vendor(s) not awarded for the work could delay start of services	External - Bidding Vendors	2	4	8
Transition to a potentially new contractor could result in initial poor performance. (ex. Staff training, Securing Facilities, Information Technology (IT) interfaces)	Contractor - Quality / Performance	4	2	8
Future managed health care expansion increasing volume of calls which may result in higher costs	Organization - Budget	5	1	5
Controlling Board (CB) not approving contract	External - State	1	5	5
Potential protest by union representing state workers	External	1	5	5
Change in main 1-800 number may cause confusion for customers and need to ensure old number(s) disabled	Customer	4	1	4


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Medicaid Consumer Hotline Vendor Selection




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Contract Process Workflow

ODJFS Background:

- Formalized Process - Office of Legal and Acquisition Services (OLAS)
- Data Management - Contract and Acquisition Tracking System (CATS)

Project Opportunity:

- Model Approach as a Project for Offices/Business Units




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Process Workflow Design

Procurement Process for Selecting a Vendor

- ODJFS "Current State" Process
- Ohio Medicaid Consumer Hotline Procurement Process





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Medicaid Consumer Hotline Contract Process

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Process Schedule

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Benefits

- Apply Project Management Knowledge Areas to Contract Management
- Model Structure for Business Unit
- Planning and Risk Mitigation

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Ohio Department of Job and Family Services
Procurement Process for Selecting a Vendor



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Introduction
 By Renee Roberson

Process Improvement Team (PIT)




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Introduction

- Acknowledgement & Appreciation
- PMO Team
 - ▶ Nelson Gonzalez – Sponsor
 - ▶ Shaun Bracely – Project Leader
 - ▶ Renee Roberson
 - ▶ Raivo Murnieks
 - ▶ Samuel Assoku
 - ▶ Radha Nagarajan
 - ▶ Michelle Nabors




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How Did We Get Here?

- The idea was presented as one of the individual projects.
- Team members volunteered to join the project.
- A project plan was developed.
- Each member was assigned tasks and participated in completing the project.



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Project Initiation By Shaun Braceley

Process Improvement Team (PIT)




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Idea - Statement of Work

- There is no easy to follow procurement guideline for the business areas to follow.
- Compliment the existing agency level workflows with the responsibilities of contract managers.
- Use the Ohio Medicaid Consumer Hotline as a backdrop to build a procurement process map from the prospective of the business.



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Project Charter

- Map the procurement process for selecting a vendor for the Ohio Medicaid Consumer Hotline.
- The process map will be useful for other department and agencies in the state, particularly ODJFS.
- The Office of Legal and Acquisitions will review and approve the process maps.



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Scope

To successfully complete this project, the following must be completed.

- Develop a procurement process for the Ohio Medicaid Consumer Hotline
- Complete the project following the Project Management Knowledge Areas
- Develop procurement process workflow
- Present project and findings

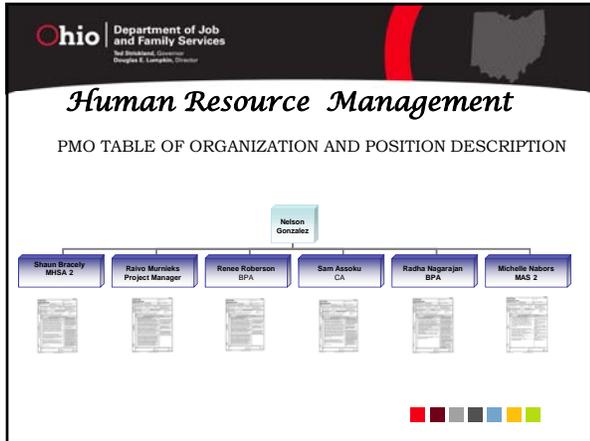


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Out of Scope

- The group will not participate in the actual work of selecting a vendor.
- Grants, requests for agreements, state contracted vendors or any procurement other than request for proposals will not be addressed.





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Human Resource Management

Project Resource Assignment Matrix

ID Project Team Members	Nelson Gonzalez
Define Resources and Responsibilities	Team
Initial Planning Meeting	Team
Volunteer and Assign Knowledge Areas	Team
Project Management Team Knowledge Area Roles	
Statement of Work, Charter, and Scope	
Draft SOW, Charter and Scope	Shaun Bracely
Distribute Draft SOW, Charter and Scope to Team Members	Shaun Bracely
Finalize SOW, Charter and Scope	Team
Time Management (Project Schedule and WBS)	Ravo Murnieks
Project Schedule and WBS Draft	Ravo Murnieks
Distribute Schedule Draft and WBS to Team	Team
Team Review of Schedule and WBS	Team
Finalize Schedule and WBS	Team
Communications Plan	
Identify Costs	Radha Nagarajan
Develop Cost Plan	Radha Nagarajan
Review and Sign-Off	Team
Human Resources Plan	
Identify Resources	Samuel Assoku
Review Roles and Responsibilities	Team
Develop Human Resource Plan	Samuel Assoku
Track and Report Hours Worked	Team
Record Hours Worked	Samuel Assoku

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- ## Human Resource Management
- ### Managing Project Team
- Team Development
 - Weekly Project Status Evaluation
 - Team Performance Assessment
 - Time Sheets
 - Conflict Management
 - Issues Log

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Cost & Communication Management

By Radha Nagarajan

Process Improvement Team (PIT)




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Communication

- As communication is vital to any project, we established our basic guidelines for communication during project planning.
- All of our team members were active, shared responsibilities and communicated the outcomes of their task periodically.
- Our group had agenda for all our weekly project meetings and had volunteer for every week to post meeting minutes.
- Most of our communications was through emails outside the class room.
- Our team also established a huddle room in Linked In where we often share our documents.

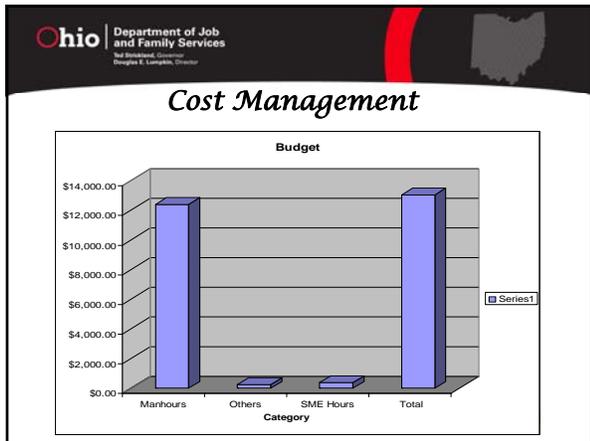


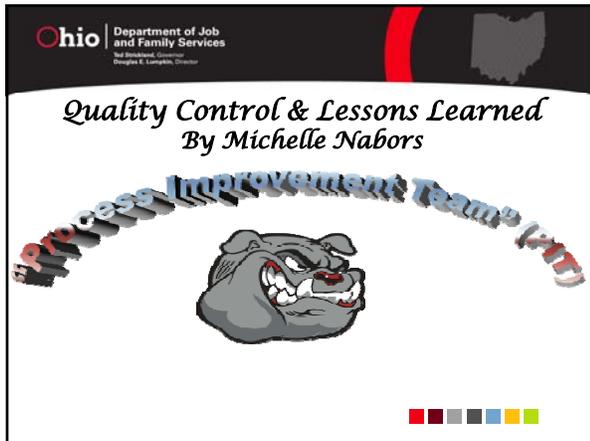
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Cost Management

- Cost budgeting involves allocating the project cost estimate to individual work items over time.
- The WBS is a required input for the cost budgeting process because it defines the work items.
- Our Initial Cost Estimate in our charter is \$8,400 our which includes the average salary for our team members, SME hours and any h/w or s/w cost.







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Quality Control & Monitoring

“You don’t have time to do it right, but do you have time to do it twice?”

Quality Management Plan has two main focuses:

- Reduce errors to a minimum
- Find errors as early in the project life cycle as possible

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Quality Control & Monitoring

Each Project Manager team member was responsible for quality control.

- Major deliverables required signoff as they were created.
- Quality of communications and documentation accomplished during the various processes was reviewed.
- Review of personnel was completed to ensure an acceptable level of expertise.
- Built multiple levels of review in every process flow to reduce errors and increase quality.
- Milestone were reviewed by each member for quality and accuracy.



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Lessons Learned



- Communication is a vital
- A good quality management
- Predicting a sound project timeline
- The importance of the Project Sponsors involvement
- Matrix Organization as oppose to a Project centered Organization



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Questions



