	DEPARTMENT OF HEALTH AND HUMAN SERVICES ENTERPRISE PERFORMANCE LIFE CYCLE FRAMEWORK	<OPDIV Logo>
	PRACTICES GUIDE	
	STAFFING MANAGEMENT	

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Document Purpose

This Practices Guides is a brief document that provides an overview describing the best practices, activities, attributes, and related templates, tools, information, and key terminology of industry-leading project management practices and their accompanying project management templates.

Background

The Department of Health and Human Services (HHS) Enterprise Performance Life Cycle (EPLC) is a framework to enhance Information Technology (IT) governance through rigorous application of sound investment and project management principles and industry's best practices. The EPLC provides the context for the governance process and describes interdependencies between its project management, investment management, and capital planning components. The EPLC framework establishes an environment in which HHS IT investments and projects consistently achieve successful outcomes that align with Department and Operating Division goals and objectives.

The Enterprise Performance Life Cycle (EPLC) Planning Phase initiates staffing management as part of the Project Management Plan (PMP). Development of a Project Staffing Management Plan is an activity that takes place early in the project life cycle with updates and refinements made throughout the project life cycle as necessary. Specific Critical Partners will assess completeness of Planning Phase activities concerning Staffing Management. During the remaining phases of the EPLC, the Staffing Management components of the Project Management Plan are reviewed and appropriately updated.

Practice Overview

The Staffing Management Plan (SMP) specifies how a project will meet the requirements for staffing the project and how the resources will be managed. The SMP is the result or output of organizational resource planning in order to support a specific project. Depending on the size and complexity of the project, staffing management may be more broadly addressed under Human Resource Management in the detailed Project Management Plan (PMP) or developed as a separate SMP, which should be referenced in the Human Resource Management section of the PMP.

A major risk to development projects is not having resources with the right skills available when they are required. The SMP identifies the process and procedures used to manage staff throughout the project's life. The plan describes the planning and acquisition of both federal and contract staff, describes the responsibilities assigned to each staff person, and details the training activities necessary to ensure the right skills are available at the right time for project execution.

Key considerations:
- How will the staff be acquired
- How long will the staff be needed
- What skills are required
- What skill proficiency level is minimally needed
- What training is needed

Developing the Staffing Management Plan

The SMP is created to address the staffing requirements of the project. The SMP is usually drafted by the Project Manager (PM) to complement the human resources management activities captured in the PMP. A solid draft of the completed PMP is required in order to develop a staffing plan.

The SMP will address the approach for staffing the project throughout the life of the project. The PM will estimate the number of resources required to successfully complete the project and outline any special skills or training necessary to complete the project's work. The SMP will further detail the training activities to ensure the right skills are available at the right time.

The objective of the SMP is to ensure that necessary skill levels in sufficient numbers are available to successfully conduct the IT project. To accomplish this objective, the SMP must address the following:

Project Roles and Responsibilities – Each role must be defined with the associated responsibilities documented to enable PM to determine the required staffing levels and assignments for the project.   The roles captured in this plan are limited to the project team or project management office. This plan does not capture staffing requirements for development work performed by a contractor where the day-to-day activities are managed by a Contractor PM. In those situations, the Contractor PM is managing the activities/project through agreed upon deliverables and has requirements in the contract for the contractor to ensure appropriate staffing. Each role and responsibility requirement should be associated with a proficiency requirement or indicator.

Required Timeframes – Timeframes must be established for required skills to be available.   The timeframes should be developed based on the high level WBS created for the PMP. This enables the PM to define minimum skill sets required of staff and develop timeframes for acquiring training to close remaining skills gaps.

Staff Acquisition – The PM will need to obtain management commitment of Federal resources and develop a plan for acquiring external/contract support.   The PM will need to analyze the experience and perform a skills assessment for all staff resources committed to the project. Depending on the level of external support required, the PM may need to reassess the high level plan developed for the PMP to refine the overall project planning timeframes to allow for the acquisition process.

Best Practices
The following best practices are recommended for **Staffing Management Plan** development:
- **Work** – All staffing requirements identified in the SMP should be consistent with the Project Plan and any other related planning documents.
- **Optimize** – Minimize wasting staff resources. Only bring in staff as they are needed.
- **Assess** – Periodically review the project's progress to ensure staffing remains consistent with the Project Plan.
- **Review and Approve** - Defined management plans should be reviewed and approved by the project manager.
- **Read It** – Make sure that the SMP is read. Share it with those impacted by, or contributing to, the project.
- **Make Updates** – As the project environment changes updates in the form of appended change requests should reflect any changes to the SMP.

Practice Activities
- Review the project plan and associated resource requirements.
- Identify staffing requirements.
- Determine how the staffing requirements can be met.
- Obtain management commitments for staffing.
- Review staff experience and identify skill gaps.
- Develop timetable for staffing project.
- Develop training plan to close skill gaps.
- Obtain approvals from business owner and stakeholders.