# 3.2.2.2.1 PMO Organization Chart

**REQUIREMENT RFP Section 2.2.2.2**
**ESS 042**—Provide PMO organization chart outlining the responsibilities and skill set for each role within thirty (30) calendar days after contract execution

Our project management methodology uses a consistent, process-based two-tiered approach that consists of corporate project governance and the establishment of a project-level project management office (PMO). The first tier is our corporate Program Management Office, which governs the activities of ACS as a whole, including the following:

- Sets the standards for project management and quality governance corporate-wide,

- Performs process audits to ensure that the ESS project adheres to standards and best practices,

- Performs periodic reviews of project work plans to ensure ACS is meeting due dates for tasks, milestones, and deliverables (ACS must report project status to corporate on a defined schedule),

- Provides support in customizing our management templates to meet customer-specific needs,

- Performs periodic reviews of deliverables to ensure quality standards are met,

- Requires quality metrics reporting from the Texas ESS PMO, and

- Partners with HHSC as necessary to develop communication and reporting standards.

The second tier consists of establishing the Texas ESS project level PMO in Austin, Texas. This project-level PMO supports the application of our PMM through all project tasks, activities, milestones, and phases of project work, with specific focus on:

- project accountability,

- providing a central point for all project communications,

- risk and issue management,

- strategic planning and special projects,

- project reporting,

- SAR/SIR coordination,

- scope and change management,

- document management,

- work plan and schedule management, and

- ensuring timely, high-quality service delivery.

ACS will begin establishing the Texas ESS PMO from day one of the project to ensure that effective PMM processes are in place and are followed according to ACS corporate and HHSC standards.  ACS will create a dedicated project management office (PMO) based in Austin, TX,

for administering both the transitional and operational phases of this project. Being based in Austin will provide the PMO staff the best access to state leadership of the ESS project for communication and coordination purposes. The PMO will be staffed with a PMO Manager, Project Manager Specialists and Project Management Analysts, having extensive prior project management experience with successful track records. To maintain the level of autonomy necessary for performing PMO activities, the PMO Manager shall report directly to the Texas ESS Project Director and has a direct channel of communication with ACS' corporate PMO.

There will also be project management liaisons on-site at each of the locations – Athens, Midland, Austin and San Antonio – who will report up through the PMO in Austin. These on-site project analysts will focus on their unique facilities and operations. The PM Specialists will assimilate the data across all sites, interacting closely with the on-site managers, liaisons, and quality analysts, at each location, to present a unified point of contact and coordination of processes and deliverables. There will be PMP-certified leadership within the PMO, though not all PMO staff will have PMI certifications. Those PMO staff members without PMP certification or other PMI recognized certifications (CAPM, PgMP, etc.), however, will have equivalent project management experience tested under real-world conditions with demonstrated leadership abilities as well as adherence to ACS corporate PMM methodologies.

While ACS implements standard practices across projects, it is important to remember that each project is different and the practices will need to be tailored to ensure that they are effective for each client's unique circumstances and environments. Described in the section below are the roles of individuals within the PMO for the Texas ESS project, along with their respective responsibilities, skills and experience. This model may undergo revision if deemed necessary by HHSC and ACS.
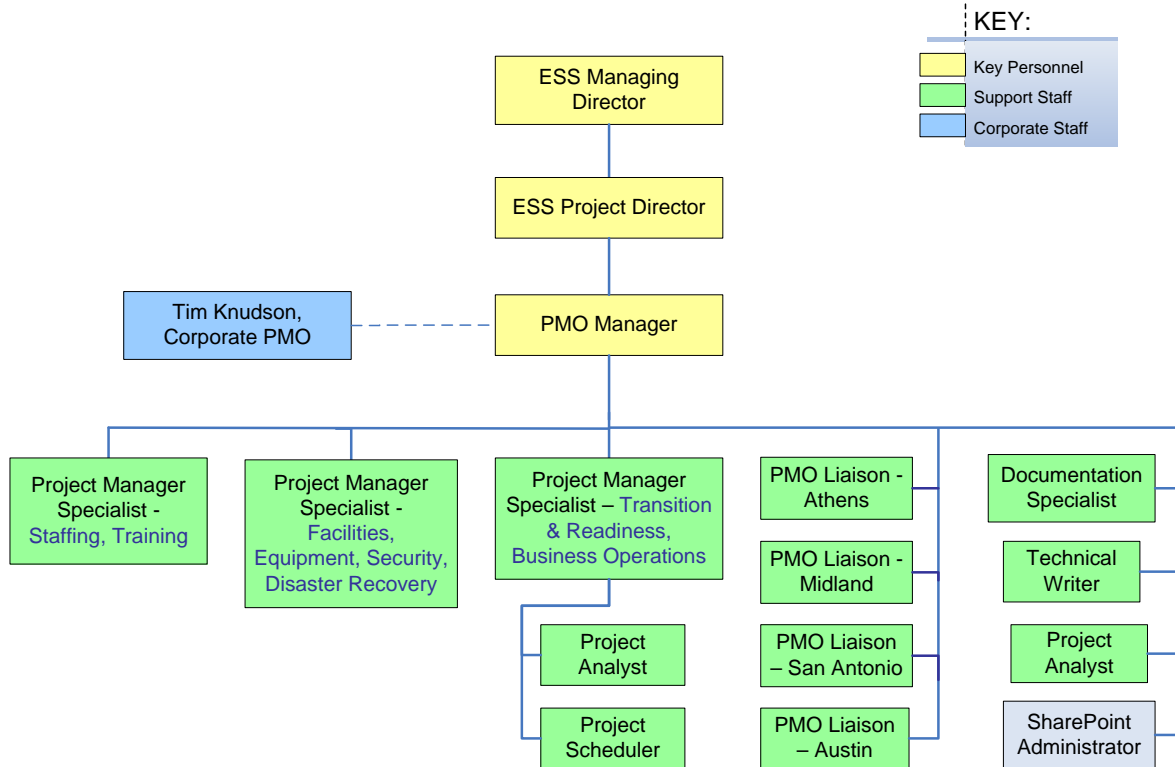
## PMO Org Chart

Table XX below depicts the organizational structure of the Project Management related staff as envisioned for the Texas ESS project.

# PMO Organizational Chart

KEY:

| | |
|---|---|
| ☐ (yellow) | Key Personnel |
| ☐ (green) | Support Staff |
| ☐ (blue) | Corporate Staff |

ESS Managing Director

ESS Project Director

Tim Knudson, Corporate PMO - - - PMO Manager

Project Manager Specialist - Staffing, Training

Project Manager Specialist - Facilities, Equipment, Security, Disaster Recovery

Project Manager Specialist – Transition & Readiness, Business Operations

Project Analyst

Project Scheduler

PMO Liaison - Athens

PMO Liaison - Midland

PMO Liaison – San Antonio

PMO Liaison – Austin

Documentation Specialist

Technical Writer

Project Analyst

SharePoint Administrator

## *Roles and Responsibilities*

The tables below describe the PMO staff ACS envisions for the Texas ESS project for both the Transition and Operations phases.

| **PMO Manager** |
|---|
| **Responsibilities** |

| | |
|---|---|
| Responsible for the successful delivery of the solution including, but not limited to, the systems, supporting operations, and project deliverables. | • Quantity: 1<br>• Location: Austin<br>• Key Personnel |

*Tasks*

- Coordinates overall activities associated with the transition, operations and support
- Centralized point of communications for project
- Coordinates all deliverables
- Manages PM personnel
- Provides status reports to HHSC and ACS Corporate, disseminates information to stakeholders

## PMO Manager

- Collaborates with ESS management team to meet HHSC and ACS objectives
- Directs risk management, problem resolution and issue tracking
- Enlists ACS corporate PMO resources as necessary
- Serves as liaison to HHSC and ACS corporate PMO staff

### Skills & Experience

Typically possesses PMP certification, Bachelors/Masters Degree, at least 15 years of proven project management experience with projects exceeding $10M and/or 250 staff, excellent communications skills, proficiency with PM tools.

## Project Manager Specialist     Staffing, On-boarding, & Training

### Responsibilities

| | |
|---|---|
| Aggregates information from and works closely with the managers at each location in the areas of staffing, on-boarding, and training to perform the necessary management and coordination tasks and to produce the required deliverables. | • Quantity: 1<br>• Location: Austin |

### *Tasks*

- Administers, monitors, and updates Staffing Plan, Language Access Plan, and Org chart
- Maintains job descriptions, resumes and references for personnel (updated quarterly), including Key Personnel
- Administers, monitors, and updates training deliverables working closely with Training Managers, including Training Plan, Curricula, course detail, curriculum review (weekly), training schedules/dates/calendar (monthly), and Training Delivery Completion Report (monthly)
- Gathers and reports on metrics and key performance indicators in these areas
- Monitors on-boarding processes working closely with Workforce Managers
- Provides issue identification and resolution related to staffing & training
- Ensures readiness and transition needs are met in staffing & training areas
- Spearheads risk management and contingency planning related to staffing & training
- Performs template development, process and procedures development for staffing & training areas
- Provides status reports related to staffing & training (weekly, monthly)
- Responsible for aspects of the Turnover and Knowledge Transfer Plan and assisting the Turnover PM near the conclusion of the contract, in the areas of staffing, on-boarding and training

### Skills & Experience

Typically possess Bachelors Degree, PMP certification, at least 10 years of proven project management experience with projects exceeding $1M and/or 250 staff, excellent communications skills, proficiency with PM tools.

## Project Manager Specialist     Facilities, Equipment, Security, & Disaster Recovery

### Responsibilities

| | |
|---|---|
| Aggregates information from and works closely | • Quantity: 1 |

| Project Manager Specialist | Facilities, Equipment, Security, & Disaster Recovery |
|---|---|
| with the managers at each location in the areas of facilities, equipment, security, and disaster recovery to perform the necessary management and coordination tasks and to produce the required deliverables. | ● Location: Austin |

*Tasks*

- Coordinates with systems personnel for security, disaster recovery and business continuity policies and procedures
- Administers, monitors, and updates Facility & Business Structure Transition Plan, Security Management Plan, Disaster Recovery & Business Continuity Plan (updated annually), Configuration Management Plan, and Data Access and Systems Monitoring Plan
- Provides status reports related to facilities, equipment, security & disaster recovery (weekly, monthly)
- Provides issue identification and resolution related to these areas
- Ensures readiness and transition related to these areas
- Spearheads risk management and contingency planning related to these areas
- Performs template development, process and procedures development for these areas
- Gathers and reports on metrics and key performance indicators in these areas
- Provides Security Issues Reports and Outage Incident Reports, as necessary
- Oversees equipment, hardware and software inventories
- Coordinates with vendors and subcontractors providing services to the facilities (pest control, landscape, janitorial, HVAC/maintenance, mail/courier services, vending/coffee service, office supplies, confidential document destruction, etc.) and with real estate and/or contract management personnel to maintain the leases associated with each facility
- Responsible for assisting the Turnover PM with the Facilities and Business Structure Turnover Plan near the conclusion of the contract, and for knowledge transfer in the areas of facilities, equipment, security, and disaster recovery

### Skills & Experience

Typically possess Bachelors Degree, PMP certification, at least 10 years of proven project management experience with projects exceeding $1M and/or 250 staff, excellent communications skills, proficiency with PM tools.

| Project Manager Specialist | Transition & Readiness Assessment, Business Operations |
|---|---|
| **Responsibilities** | |
| During Transition: aggregates information from and works closely with the managers at each location on transition and readiness assessment activities, and performs the necessary management and coordination tasks to produce the required deliverables.<br><br>During Operations: aggregates information from and works closely with the managers at each location on business operations, and performs the | ● Quantity: 1<br>● Location: Austin |

| Project Manager Specialist | Transition & Readiness Assessment, Business Operations |
|---|---|
| necessary management and coordination tasks to produce the required deliverables. | |

### Tasks During Transition Phase

- Administers, monitors, and updates the Transition Phase Work Plan and Readiness Assessment Report

- Coordinates all transition activities; ensures all transition activities are performed according to the Work Plan; monitors schedules and project dates

- Provides risk management, contingency planning, issue identification and resolution related to Transition; implements contingency plans as necessary

- Coordinates priorities and scheduling with HHSC and existing vendor staff

- Administers, monitors, and updates the Readiness Assessment reporting

- Gathers and reports on metrics and key performance indicators for Transition activities

### Tasks During Operations Phase

- Plans, schedules, monitors, and reports on on-going operations activities; provides status reports related to on-going operations (weekly, monthly)

- Administers, monitors and updates the Business Operations Work Plan (updated quarterly, yearly), and Call Handling Plan

- Ensures workflows, operational procedures, business rules, and business processes are documented and followed

- Performs template development, process and procedures development for operations activities

- Reports on Complaint & Dispute Handling (monthly, quarterly, yearly)

- Provides risk management, contingency planning, issue identification and resolution related to business operations and associated work plans

- Responsible for aspects of the Turnover and Knowledge Transfer Plan and assisting the Turnover PM near the conclusion of the contract.

### Skills & Experience

Typically possesses Bachelors Degree, PMP certification, at least 10 years of proven project management experience with projects exceeding $1M and/or 250 staff, excellent communications skills, proficiency with PM tools.

## Project Analyst

### Responsibilities

| Facilitates the operations of the PMO by assisting the Project Management Office, PM Specialists, PMO Liaisons, and the PMO Director as needed. | • Quantity: 2<br>• Location: Austin |
|---|---|

### Tasks

- Coordinates scheduling and project reporting activities associated with the project

## Project Analyst

- Provides maintenance and updates to schedules and project plans
- Disseminates information to staff and stakeholders per the work plan schedules
- Maintains records and prepares and distributes reports; assists in meeting all reporting needs
- Maintains the project work plans in MS Project Server
- Updates online project repository (SharePoint) as necessary
- Acts as liaison and backup to SharePoint Administrator (described below)
- Assists with correspondence, deliverable assembly, and coordination between PM Specialists, PMO Liaisons, and PM Manager

### Skills & Experience

At least 7 years of proven business analysis and/or project management experience with large complex projects, excellent communications skills, proficiency with PM tools.

## Site-based PMO Liaisons

### Responsibilities

| Provides site-based link to PMO and coordinates activities for their unique facility and the operations contained therein. | • Quantity: 4 <br> • Location: 1 each at Midland, San Antonio, Athens, and Austin |
|---|---|

### Tasks

- Disseminates the PMO templates, processes and standards throughout their facility; ensures work plans, policies/procedures, of PMO are carried out locally
- Gathers facility-specific data for status reporting, work plan updating, and deliverable development
- Provides risk and issue communication to the PMO unique to their facility
- Acts as single point of communication and coordination for the PMO to the facility, and from the facility to the PMO; coordinates with local managers
- Coordinates Transition and Readiness Assessment activities within the facility and reports on progress to the PMO

### Skills & Experience

Typically possesses Bachelor's Degree, PMP certification, at least 8 years of proven project management experience with large complex projects and teams, excellent communications skills, proficiency with PM tools.

## Technical Writer/Documentation Specialist

### Responsibilities

| Works closely with all PMO staff on every aspect of the project deliverables. | • Quantity: 2 <br> • Location: Austin |
|---|---|

### Tasks

- Edits deliverables and project documents for grammar, punctuation, contents, indices, spelling,

## Technical Writer/Documentation Specialist

legibility, organization, and consistency with the format defined

- Creates, maintains, and updates project documentation, graphics, and presentations

- Ensures that ACS standards are being met, as well as client requirements

- Works closely with Training Managers to create, maintain, update, and proof-read training documentation, manuals, instructional materials, etc.

- Creates, maintains, updates, and proof-reads business processes documentation, diagrams, workflows, and presentations

- Scribes minutes from meetings

- Assists all PMO staff with project documentation, deliverables, control memos, correspondence, etc.

### Skills & Experience

Bachelor's Degree and at least 8 years of proven technical writing experience in large, complex organizations. Detail-oriented, excellent verbal and written communication skills, documentation and proof-reading skills. Proficient with MS Word, PowerPoint, Visio, Excel, and graphic design technology.

## SharePoint Administrator

### Responsibilities

| | |
|---|---|
| SharePoint, the online data repository, will be housed in an ACS corporate facility and freely accessible by ACS and HHSC project personnel. A shared corporate resource will be used to assist in the administration of this application. | • Quantity: 0.5<br>• Location: ACS corporate facility, Atlanta |

### *Tasks*

- Oversees site content and project documents within SharePoint; archives documents and performs document versioning for deliverables

- Performs site administration, including maintaining users, permissions, and passwords; folder maintenance; maintaining lists (action items, issues, risks, change requests, control memos); maintaining site map; and maintaining and updating site settings and configuration

- Supports report development as needed using Export to Excel and other SharePoint functions

- Ensures SharePoint standards are followed

- Coordinates site support with SharePoint application support staff (ACS Corporate)

- Provides SharePoint training to the project team as needed

### Skills & Experience

At least 4 years of proven SharePoint administration experience.