

IT POLICY LETTER

NUMBER:

ITPL 10-07

SUBJECT:

PROJECT STATUS REPORTING AND ENTERPRISE ARCHITECTURE REPORTING

EMPHASIS: Cumulative Actual Project Cost Reporting, System Development Life Cycle Metrics, Vital Sign Indicator Revisions, IT Project Schedules, and Enterprise Architecture Service Component Reference Model

DATE ISSUED:

MAY 27, 2010

EXPIRES:

Until Rescinded

REFERENCES:

Government Code Section 11545
Information Technology Policy Letters 09-01 and 09-03
Statewide Information Management Manual Sections 05A, 17, and 58A
State Administrative Manual Sections 4819.2, 4819.31, 4819.36, 4819.37, and 4906

ISSUING AGENCY:

OFFICE OF THE STATE CHIEF INFORMATION OFFICER

Note: Agency Chief Information Officers (AIO) and Department Chief Information Officers (CIO) are requested to forward a copy of this Information Technology Policy Letter (ITPL) to their respective Project Management Office(s) and Information Technology (IT) Project Managers.

DISTRIBUTION

Agency Secretaries
Department Directors
Agency Chief Information Officers
Department Chief Information Officers

PURPOSE

The purpose of this ITPL is to announce:

- Requirements for reporting cumulative actual project cost information for IT projects.
- Requirements for reporting System Development Life Cycle (SDLC) metrics for certain high criticality/risk projects with total project costs exceeding \$25 million.
- Changes to the California Project Management Methodology (CA-PMM) Project Status Report (PSR) template.
- Changes to the requirement regarding the use of Microsoft (MS) Project (2007 or later) project scheduling software.
- Changes to the procedures and schedule for submitting PSRs, Independent Project Oversight Reports (IPOR), and Project Schedules.

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- Updates to the Enterprise Architecture (EA) Developers Guide to include templates for collecting and reporting Service Component Reference Model (SRM) information.
 - Updates to standardize the reporting schedules for other IT reports and activities, including the timeframe for submitting Feasibility Study Reports (FSR), Special Project Reports (SPR), FSR-Reporting Exemption Requests (RER), IT Acquisition Plans (ITAP), and EA Inventory Packages to the OCIO.

Instructions and timeframes regarding the preparation and submission of IT Project Concepts for the 2011 Statewide IT Capital Plan will be provided in a separate ITPL.

BACKGROUND

Within the authority of Government Code Section 11545, the OCIO has responsibility and authority for the establishment and enforcement of state information technology policy in California State Government. This includes establishing and enforcing state IT policies regarding oversight and EA. .

On April 9, 2009, the OCIO released ITPL 09-01 announcing the CA-PMM as the state's methodology for managing IT projects. Concurrent with the CA-PMM ITPL, the OCIO also published the CA-PMM Reference Manual and Toolkit.

In addition, ITPL 09-01 established the following requirements:

- Preparation and maintenance of project schedules using MS Project (2007 or later) for IT projects approved after January 1, 2009; and
- Transition preparation and maintenance of project schedules to MS Project (2007 or later) at an appropriate time for IT projects approved prior to January 1, 2009.

On April 15, 2009, the OCIO released ITPL 09-03 announcing the establishment of a statewide EA. Concurrent with the EA ITPL, the OCIO also published the EA Developers Guide.

APPLICABILITY

State agencies¹ shall provide PSRs and IPORS to the OCIO for IT projects approved in accordance with SAM Sections 4819.37, Project Reporting Criteria, and 4819.36.1, Project Reporting/Oversight, Projects Approved by the OCIO. State agencies shall also implement their EA in accordance with SAM Sections 4819.31.6, Basic Policy, and 4906, Enterprise Architecture.

POLICY

Beginning June 1, 2010, state agencies providing PSRs in accordance with OCIO reporting requirements shall report the last approved project cost

¹ When capitalized, the term "Agency" refers to one of the state's super agencies such as the State and Consumer Services Agency or the Health and Human Services Agency. When used in lower case, the term "agency" refers to any office, department, board, bureau, commission or other organizational entity within state government. Within this ITPL, "agency" and "department" are used interchangeably.

estimates and cumulative actual project cost.

In addition, state agencies must now include a project schedule for medium and high criticality/risk projects² when transmitting the PSR to the OCIO. However, the requirement for preparing and maintaining project schedules using MS Project (2007 or later) is changed. Project Managers may manage their schedules in any project scheduling tool that enables them to track earned value.

Regardless of the project scheduling tool used, the project schedule included with the PSR transmittal to the OCIO must be submitted in MS Project format. Further, the project schedule must be baselined according to the last project schedule approved by the OCIO. At a minimum, the project schedule must include the milestones reported in the last OCIO-approved FSR or SPR.

Further, state agencies will be required to provide SDLC metrics for certain high criticality/risk projects with total project costs exceeding \$25 million in accordance with the standards established by the Institute of Electrical and Electronics Engineers. Additional information concerning the reporting of SDLC metrics will be addressed in a separate transmittal.

Finally, while the policy regarding EA remains unchanged, the EA Developers Guide and EA Inventory Package templates have been updated and published in SIMM Section 58A

The sections immediately following provide additional detail regarding the changes associated with this ITPL.

PROCEDURE CHANGES

Summary information regarding the procedure changes for transmitting PSRs, IPORs, and Project Schedules to the OCIO, including the standardized schedule format requirements, and naming conventions for transmitting PSRs and IPORs to the OCIO are included in Attachment A.

These procedure changes will facilitate review of project information including the automated processing of PSR information to the OCIO's IT Project Tracking Web site.

Incomplete PSRs and documents submitted in the wrong format may cause automated processing failures, resulting in return of the document to the agency for correction and resubmission.

Please be reminded that PSR information is posted to the OCIO's IT Project Tracking Web site for public viewing. Accordingly, narrative data should be spell-checked and reviewed for appropriateness prior to transmittal to the OCIO.

Information concerning the collection and reporting of EA Inventory Packages, along with other changes to the Statewide Information Management Manual (SIMM), are discussed in the section immediately following and are also described in Attachment A.

² Project schedules for low criticality/risk projects should not be submitted unless requested by the OCIO.

SIMM AND SAM CHANGES

The SIMM, located at http://www.cio.ca.gov/Government/IT_Policy/SIMM.html, has been updated to include the following changes:

SIMM Section 05A, Required IT Reports and Activities – Updated to standardize the PSR and IPOR reporting schedules as described in Attachment A. In addition, SIMM 05A has also been updated to standardize the schedules for submitting FSRs, SPRs, FSR-RERs, ITAPs, and EA Inventory Packages, which are also described in Attachment A.

Please note that FSRs, SPRs, and FSR-RERs for the 2011-12 fall budget process must be submitted to the OCIO-PMO by July 19, 2010. For Health Insurance Portability and Accountability Act impacted departments, allow adequate time for review by the California Office of Health Information Integrity prior to submittal to the OCIO-PMO.

In addition, EA Inventory Packages must be submitted to the OCIO-EA by June 25, 2010.

SIMM Section 17, CA-PMM

- **Section 17A, CA-PMM Reference Manual** – Updated to include detailed instructions for completing and submitting PSRs in accordance with the new procedures. An excerpt of the CA-PMM Reference Manual, Sections 4.3 through 4.4.6, is included as Attachment B.
- **Section 17C, CA-PMM Toolkit** – Due to the state's economic circumstances and for other considerations, changes to the PSR portion of SIMM 17C have been limited to a statement directing state agencies to use the PSR excerpt in SIMM 17D.2. Agencies will continue to use the remaining portions of the CA-PMM Toolkit.
- **Section 17D.2, CA-PMM Project Status Report Excerpt** – Updated to include the new reporting procedures. Additional information regarding the PSR changes is included in Attachment A.

As a reminder, incomplete PSRs may cause automated processing failures, resulting in return of the PSR to the state agency for correction and resubmission.

Row height and column width may be adjusted on all PSR templates. However, the PSR has been password-protected to restrict adding or deleting rows and columns. The only exception is the Milestone Tracking template, which will accommodate additional rows.

SIMM Section 58A, Enterprise Architecture Developers Guide – Updated to include two new templates to the EA Inventory Package that will be used to identify and collect SRM information.

The SAM Section 4819.2, Definitions, will be updated to include a definition for baseline. Section 4819.36, Project Reporting/Oversight, will be updated to include the PSR and IPOR reporting requirement changes. An advance copy of the SAM updates is included in this ITPL as Attachment C.

CONTACT

Questions regarding project reporting should be directed to your OCIO PMO representative. A listing of OCIO PMO Managers and Principals, their departmental assignments, and department delegated cost thresholds can be found at the OCIO Web site located at:

http://www.cio.ca.gov/Contact_Us/staff_assignments.html.

Questions regarding EA should be directed to Lee Mosbrucker, Enterprise Architect at (916) 403-9624, or by e-mail at Lee.Mosbrucker@state.ca.gov.

SIGNATURE

/s/

Teri Takai,
Chief Information Officer
State of California

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1. PSR, IPOR, and Project Schedule Procedure Changes

Document Type	Format for Transmittal to the OCIO	Criticality/Risk Rating			Naming Convention
		Low	Medium	High	
<p>PSR – Submit PSRs to the OCIO-PMO by the 5th working day of the month.</p> <p>Restrict adjustments to row height and column width. Exception is the Milestone Tracking template, which will accommodate additional rows.</p>	MS Excel, version 97-2003 only`	Semi-Annually ³ in July and January for the prior six months	Quarterly ³ in April, July, October and January for the prior quarter	Monthly for the prior month	<p>Naming Convention: Proj-Num-MMYX-XXX where:</p> <ul style="list-style-type: none"> • Proj-Num – is the Project Number assigned by the OCIO when approving the FSR. • MMYX – is the month and year of the last month of the reporting period (e.g., for quarterly project activity from June 2010 through September 2010, enter “0910.” • XXX – is the type of document submitted: <ul style="list-style-type: none"> ▪ Enter “PSR” to indentify the submitted document as a Project Status Report. ▪ Enter “IPOR” to identify the submitted document as an Independent Project Oversight Report. ▪ Enter “MSP” to identify the submitted document as a Project Schedule:
<p>IPOR – Submit IPORs to the OCIO-PMO by the 10th working day of the month.</p>	MS Word or PDF	Do not submit unless requested by the OCIO-PMO			
<p>Project Schedule – Manage project schedule in any project scheduling tool that tracks earned value.</p>	MS Project (any version) At a minimum, include the milestones in the last OCIO-approved FSR or SPR.	Submit with PSR	Submit with PSR	Submit with PSR	
<p>Note: PSR and Project Schedules that do not conform to the naming convention and/or are incomplete or altered, may cause automated processing failures. OCIO-PMO may return your PSR or Project Schedule for correction and resubmission.</p>					

³ Unless the OCIO-PMO has specified a more frequent reporting period. For instances where PSRs were submitted to the OCIO for immediately prior quarterly and semi-annual reporting cycles, the next quarterly or semi-annual PSR must be submitted in July 2010.

2. SIMM Section 05A – Required IT Reports and Activities Changes – Updated to include the following changes:

- **FSR, SPR, and FSR-RER** – Revised and standardized the reporting due dates as follows:
 - The third Monday in July annually for project documents related to a fall budget process action. **Please note that project documents for the 2011-12 fall budget process must be submitted to the OCIO-PMO by July 19, 2010.**
 - The second Monday in January annually for project documents related to a spring budget process action.
 - Any time of year for project documents that are not related to a budget action.
- **IPOR** – Revised and standardized the reporting due dates as previously described in Attachment A, Item 1.
- **PSR** – Revised and standardized the reporting due dates as previously described in Attachment A, Item 1.
- **ITCP** – Revised to indicate the submission date will be announced at a later time.
- **Information Management Costs** – Revised to indicate the submission dates consistent with Budget Letter 10-06.
- **ITAP** – Revised and standardized the reporting due date to the second Monday of March, June, September, and December as follows:

Reporting Due Date (2nd Monday)	Approval of Planned Acquisitions (for the upcoming quarter)	Reporting of Actual Acquisition Costs (for the prior quarter)
March	Q2 (Apr, May, Jun)	Q4 (Oct, Nov, Dec)
June	Q3 (Jul, Aug, Sept)	Q1 (Jan, Feb Mar)
September	Q4 (Oct, Nov, Dec)	Q2 (Apr, May, Jun)
December	Q1 (Jan, Feb Mar)	Q3 (Jul, Aug, Sept)

Please note: The OCIO will accept early submission of the quarterly ITAPs

- **EA Inventory** – Revised and standardized the reporting due date to the last Friday in June annually.
- **Budget-Related Documents** – Moved to the narrative section within SIMM 05A.

3. SIMM Section 17D.2, CA-PMM Project Status Report Except Changes – Updated to include templates for the following four sections within the PSR:

- **Team Member to Project Manager** – This is for internal use by the reporting agency or department, and does not need to be completed for transmittal to the OCIO. No changes have been made to the Team Member template.
- **Executive Project Status Report** – This is a new template that combines and reorders the “Project Manager to Project Sponsor” and “Project Sponsor to Steering Committee” templates into a single section.
 - The “Total Percent Complete” section has been added to this template. This information must be reported for all one-time activities and deliverables and reflect the MS Project schedule submitted to the OCIO at the same time as the PSR.
 - The “Variances” section has been revised and now requires the actual percentage of variance rather than an x or a check.
 - The “Monitoring Vital Signs Scorecard” has been revised to increase the weight of the score for certain vital signs. Additionally, for Question 6, “Unresolved Issues,” identify all significant outstanding issues in the Score Justification cell.
- **Cost Tracking** – This is a new template used to report cumulative actual project cost.
- **Milestone Tracking** – This is a new template used to report project milestones that was previously reported in the “Project Manager to Project Sponsor” template.

Please note: The PSR has been password-protected to restrict adding or deleting rows and columns, except on the Milestone Tracking template rows can be added. Row height and column width may still be adjusted on all PSR templates.

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**California Project Management Methodology Reference Manual
Project Status Report Excerpt
SIMM 17A Revisions**

CA - Project Management Methodology Status Reports

Project Name:

OCIO Project #:

Department:

Click on the section that you would like to complete.

Team Member to PM (for internal project use only)

Executive Project Status Report

Cost Tracking

Milestone Tracking

4.3 Project Status Report

The Project Status Report (PSR) (see SIMM 17D.2) is designed to identify the minimum IT project status reporting from the Team Member, Project Manager, and/or Project Sponsor to other project participants and interested parties for both reportable and delegated IT projects. In addition, the PSR is designed to report OCIO-approved IT projects (i.e., those meeting the project reporting criteria as identified in the State Administrative Manual (SAM) Section 4819.37 to the OCIO based upon the reporting schedule as described in the Statewide Information Management Manual (SIMM) Section 05A.

Components of the PSR that must be submitted to the OCIO for reportable projects in the Excel format (not pdf) include:

- Executive Project Status Report
- Cost Tracking
- Milestone Tracking

Please see SIMM Section 05A for the reporting schedule.

The Team Member to Project Manager template is for internal agency use only and is not submitted to the OCIO.

The Status Report templates in the full Toolkit (SIMM 17C) remain, but their use is discontinued. **Please always use the Project Status Report extract in SIMM 17D.2.**

4.3.1 Status Report Entry Restrictions and Allowances

The Project Status Report extract (SIMM 17D.2) will allow users to expand the row height or column width so that additional information can be reported as needed. It is not necessary to Unprotect the templates; a password is required to do so to prevent the addition or deletion of rows and columns in all but the Milestone Tracking template (the Milestone Tracking template allows unlimited addition of rows). The Project Status Report extract does not allow any changes to formulas.

The above restrictions and allowances do not apply to the CA-PMM Toolkit in SIMM 17C, which is discontinued, only to the SIMM 17D.2 Project Status Report extract.

The restrictions are designed to ensure that the Executive Status Report, Cost Tracking, and Milestone Tracking templates can be successfully automatically uploaded to the OCIO's Project Portfolio Management system and IT Project Tracking web site which is located at http://www.cio.ca.gov/Government/IT_Policy/IT_Projects/. The templates are submitted to the OCIO PMO; agencies are not required to upload documents to the portfolio system.

4.3.2 Project Status Reporting

To enable the project team to distribute timely information to stakeholders, regularly scheduled project status reports are developed. A Project Manager needs to focus not only on the current status but also what will take place in the near future. Knowing where a project is supposed to be is a tough question to answer, but essential in assessing how to proceed. Progress reviews often focus on what people *have* been busy doing instead of focusing on where they are, and what *remains* to be done. Project Managers *must* look ahead if they expect to avoid obstacles in their path. Looking ahead is the essence of successful project progress assessment and control.

Project teams need a simple, streamlined method of communicating status reports to various stakeholders throughout the life of a project. Status reports capture four snapshots to facilitate communication and document all project progress:

1. Team Member to Project Manager
2. Executive Project Status Report
3. Cost Tracking
4. Milestones

The Executive Project Status Report, Cost Tracking, and Milestones are submitted to the OCIO and are published on the OCIO's IT Project Tracking web site. Please see SIMM 05A for reporting schedules.

4.3.3 Team Member to Project Manager

Please see Section 4.3.1 for template change restrictions and allowances.

This report is used on a weekly basis by team members to document their activities and identify any outstanding issues that require the team's attention. This report is intended for internal project/state agency use only and is not submitted to the OCIO. The template includes the following information:

- Task or Deliverable – the name of the task or deliverable that is being reported on.
- Scheduled Completion Date – the last approved scheduled completion date.
- Actual Completion Date – the date the task or deliverable is actually completed.
- Issues – describe any open issues regarding this task or deliverable (unanswered questions, differences of opinion, etc.).
- Accomplished This Week – describe any significant work or pieces of work that were done.
- Planned/Scheduled Completion in Next Two Weeks – describe the tasks or deliverables that are scheduled to be completed in the next two weeks.
- Status Summary – provide a yes or no response and an explanation for all “no” responses.
 - Will all assigned tasks be accomplished by their due date?
 - Are there any planned tasks that won't be completed?
 - Are there problems which affect your ability to accomplish assigned tasks?
 - Do you plan to take time off that is not currently scheduled?
- Status of Assigned Issues
 - Issue Number – unique identification number from the Issue Log
 - Description – provide a brief description of the issue
 - Due Date – provide the date that resolution needs to be in place
 - Status – describe what has been done to resolve the issue thus

Project Name: _____
 OCIO Project #: _____
 Department: _____
 Reporting Period: From: _____ To: _____

Team Member to Project Manager

For internal project use only

Current Task Summary

Task or Deliverable	Scheduled Completion Date	Actual Completion Date	Issues?
Accomplished this week			
Planned/Scheduled Completion in Next Two Weeks			
States Summary	Yes?	Explanation	
Will all assigned tasks be accomplished by their due date?			
Are there any planned tasks that won't be completed?			
Are there problems which affect your ability to accomplish assigned tasks?			
Do you plan to take time off that is not currently scheduled?			

Status of Assigned Issues

Issue #	Description	Due Date	Status

4.4 Executive Project Status Report

Please see Section 4.3.1 for template change restrictions and allowances.

Project Managers must keep Project Sponsors up to date and state agencies must submit the Executive Status Report to the OCIO (see SIMM Section 05A for reporting schedules.)

The Executive Project Status Report is broken into seven areas:

- Total Percent Complete
- Current Status and Accomplishments
- Current Status Report
- Variances

- Monitoring Vital Signs
- Vendor Viability Rating Rationale
- Look Ahead View

Please note that all areas must be completed. If at a phase in a project, particularly at the earliest phases, an area does not apply, please indicate by entering "N/A" into the field. Incomplete Project Status Reports submitted to the OCIO will be returned.

4.4.1 Total Percent Complete

The Total Percent Complete must be reported for all one-time activities and deliverables and reflect the MS Project schedule submitted to the OCIO at the same time as the PSR.

4.4.2 Current Status and Accomplishments and Current Status Report

Part 1 of this section requires a narrative description of current status and accomplishments for the reporting period.

Part 2 of this section requires a response to specific questions, including cause, impact, and action required for any question that results in a response that indicates a potential problem to be addressed:

1. Were recent milestones completed on schedule?
2. Were any key milestones or deliverables rescheduled?
3. Was work done that was not planned?
4. Were there any changes to scope?
5. Were tasks added that were not originally estimated?
6. Were any tasks or milestones removed?
7. Were any scheduled tasks not started?
8. Are there any major new issues?
9. Are there any staffing problems?

Project Name: _____
 OCIO Project # _____
 Department: _____
 Reporting Period From: _____ To: _____

Executive Project Status Report

Total Percent Complete:

Current Status and Accomplishments: <i>Describe deliverables completed and milestones met during this reporting period.</i>

Current Status Report

Questions	Yes/No	Cause	Impact	Action Required
1. Were recent milestones completed on schedule?				
2. Were any key milestones or deliverables rescheduled?				
3. Was work done that was not planned?				
4. Were there any changes to scope?				
5. Were tasks added that were not originally estimated?				
6. Were any tasks or milestones removed?				
7. Were any scheduled tasks not started?				
8. Are there any new major issues?				
9. Are there any staffing problems?				

4.4.3 Variances

Report variances against schedule, milestones, deliverable completion, resource availability, time cost and continuing costs

The six dimensions for measuring variance are:

1. Schedule
2. Milestones
3. Deliverables
4. Resources
5. One-Time Cost
6. Continuing Cost

Any element of the project can be classified as being:

- Green – small variance that can be managed by the project team (<5%).
- Yellow – moderate variance that will require consultation with the Sponsor (5-10%).
- Red – significant variance that will require adjustments to scope, schedule, budget, or quality expectations (>10%).

The actual numerical value associated with green, yellow, and red must be established during the Planning Stage of the project for each of the individual elements that will be measured.

Variations				
Insert the variance value into the appropriate column for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance". The variance must be a numeric value only.				
	On Plan <5%	Caution 5-10%	Significant Variance >10%	Action Required
Schedule				
Milestones				
Deliverables				
Resources				
OneTime Cost				
Continuing Cost				

4.4.4 Monitoring Vital Signs

Project vital signs are aggregate indicators of the overall health of the project and must be monitored frequently. This will allow the Project Manager early identification of risks. There are fifteen vital signs of a project to monitor.

1. Customer Buy-In
2. Technology Viability
3. Status of the Critical Path (delay)
4. Cost-to-Date vs. Estimated Cost-to-Date (higher)
5. High-Probability, High-Impact Risks
6. Unresolved Issues (on time resolution)
7. Sponsorship Commitment
8. Strategy Alignment
9. Value-to-Business
10. Vendor Viability

11. Milestone Hit Rate (rate of achievement as planned)
12. Deliverable Hit Rate (rate of production as planned)
13. Actual vs. Planned Resources
14. Overtime Utilization (% of effort that is overtime)
15. Team Effectiveness

The Sponsor and the Project Manager jointly decide which signs to use and specify the respective thresholds. The best approach to track and report a project's health using the vital signs is a three-step process:

- Define the thresholds for Green, Yellow, and Red conditions for each vital sign.
- Assign a numeric (weight) value to the Green, Yellow, and Red conditions of each vital sign.
- Define the threshold values for Green, Yellow, and Red status for the project as a whole.

Strategic: Vital Signs 1 – 6. These vital signs focus on why we are doing the project and whether it is the right project. Abnormal variance in any of these vital signs calls for a serious re-evaluation of the project and needs to be discussed with the Sponsor without delay.

Tactical: Vital Signs 7 – 13. These vital signs focus on how well we are accomplishing the goals of the project. Although abnormal variances in this area can also have a high degree of negative impact on the project, it is much easier to recover from the resulting problems.

Environmental: Vital Signs 14 – 15. These vital signs relate to the work environment. These factors are difficult to institute and measure as they relate to the management style of a particular organization, but nevertheless are important to everyone involved.

All questions must be answered. If there is no vendor, enter 0.

Please note that some vital signs have more weight for scoring than others.

Monitoring Vital Signs Scorecard				
			Lock Header	Unlock
Vital Sign	Variance	Value	Your Score	Score Justification
1. Customer Buy-In	High Degree of Buy-In	0	-	
	Medium Degree of Buy-In	1		
	Low Degree of Buy-In	2		
2. Technology Viability	Strong Viability	0	-	
	Medium Viability	1		
	Weak Viability	2		
3. Status of the Critical Path (delay)	<5%	0	-	
	5% to 10%	2		
	>10%	4		
4. Cost-to-Date vs. Estimated Cost-to-Date (higher)	<5%	0	-	
	5% to 10%	2		
	>10%	4		
5. High-Probability, High-Impact Risks	0 to 3	0	-	
	4 to 6	1		
	>6	2		
6. Unresolved Issues (on time resolution)	On time	0	-	
	Late with no impact	2		
	Late impacting the critical path	3		
7. Sponsorship Commitment	Fully engaged	0	-	
	Partially engaged	2		
	Inadequate engagement	4		
8. Strategy Alignment	Strong alignment	0	-	
	Partial alignment	1		
	Weak or no alignment	2		
9. Value-to-Business	Strong	0	-	
	Medium	1		
	Weak	2		
10. Vendor Viability (provide rationale for the rating in the field following the scorecard) * If this is not applicable to your project, please select a score of "0".	Strong	0	-	
	Medium	1		
	Weak	2		
11. Milestone Hit Rate (rate of achievement as planned)	>90% on time	0	-	
	80-90% on time	1		
	<80% on time	2		
12. Deliverable Hit Rate (rate of production as planned)	>90% on time	0	-	
	80-90% on time	1		
	<80% on time	2		
13. Actual vs. Planned Resources	>90% assigned and available	0	-	
	80-90% assigned and available	2		
	<80% assigned and available	4		
14. Overtime Utilization (% of effort that is overtime)	<15%	0	-	
	15-25%	1		
	>25%	2		
15. Team Effectiveness	Highly Effective	0	-	
	Moderately Effective	1		
	Ineffective	2		
Total			TBD	

Green = 0 - 8
 Yellow = 9 - 19
 Red = 20+

Vendor Viability Rating Rationale

The Project Manager monitors the selected vital signs, the total of which provides the overall score:

- Green: All is well (score of 0-8)
- Yellow: Caution, trouble ahead (score of 9 – 19)
- Red: Danger, measurable negative impact on the project (score of 20+)

Green: For a given vital sign, a green flag means the variance between planned and actual, if any, is within an acceptable range.

Yellow: For a given vital sign, a yellow flag indicates the point at which a breach in the performance of that vital sign will begin to negatively impact the project progress; it is usually beyond the team's own ability to recover from the problem.

Red: For a given vital sign, a red flag indicates the point at which a breach in the performance of that vital sign is beyond the Project Manager's ability to recover from the problem and the project's success is in jeopardy.

Q1 Customer Buy-In

This vital sign is designed to assess the degree of ongoing buy-in to the project by key implementation-level stakeholders. It is not uncommon for a team to continue working on a project while there is widespread dissatisfaction among the key customers. Buy-in, like the other strategic vital signs, is difficult to measure because inherently it is a qualitative assessment. This vital sign is best assessed through discussion and observation. The status of this vital sign can be interpreted as follows:

- High Degree of Buy-In: Green
- Medium Degree of Buy-In: Yellow
- Low Degree of Buy-In: Red

Q2 Technology Viability

This vital sign is designed to assess the viability of the technology infrastructure being used to develop and deploy the project. There is the need to monitor scope growth because it invariably results in putting additional pressure on the performance capabilities of the system. A key purpose of this vital sign is to make sure that the technology remains viable as any new scope is incorporated into the system. Key questions to ask are:

- Is the enabling technology available and viable for project development?
- Will the technology escalate easily to meet the project's operational requirements?
- Can it be supported by the IT organization?
- Will the customers be able to adopt it?

The status of this vital sign can be interpreted as follows:

- High Degree of Viability: Green
- Medium Degree of Viability: Yellow
- Low Degree of Viability: Red

Q3 Status of the Critical Path

This vital sign is used to track the progress of the project along its critical path and to answer the question, "Is the project on schedule?" The status of the critical path is a specific metric, and it clearly communicates to the Sponsor whether the project is on schedule, ahead of schedule, or behind schedule.

The status of the Critical Path vital sign can be interpreted as follows:

- Breach of < 5%: Green
- Breach of 5% to 10%: Yellow
- Breach of > 10%: Red

Q4 Cost-to-Date

As the project proceeds down its development path, it is imperative that the actual cost-to-date be compared to the estimated cost-to-date, and that the Project Manager carefully monitors any breach, i.e., overspending. The status of this vital sign can be interpreted as follows:

- Breach of < 5%: Green
- Breach of 5% to 10%: Yellow
- Breach of > 10%: Red

Q5 High Probability, High Impact Risk Events

This vital sign measures the number of high level risks that have been identified for the project. The status of this vital sign can be interpreted as follows:

- 0 to 3 High Level Risks: Green
- 4 to 6 High Level Risks: Yellow
- >6 High Level Risks: Red

Q6 Unresolved Issues

An issue can be anything from an unanswered question to a difference of opinion. Unresolved issues are like potholes; if left open they will grow and impact the performance of the team and

the quality of the end product. In most cases, an issue remains unresolved because of inadequate communication and direction or because the team is not a unified body.

The Project Manager has the responsibility to discover why an acknowledged issue remains unresolved and to apply all necessary skills to make the team of one mind. In some cases, the Sponsor, or a subject matter expert, may need to direct the team members to put their differences aside and agree to disagree.

In an effort to monitor the resolution of issues in an orderly manner, the Project Manager assigns a specific date by which an issue must be resolved, and the Sponsor reviews the aging history of unresolved issues. Issue resolution is measured in terms of impact to the critical path. Ideally, issues will be resolved on time according to the issue resolution plan. Issues that are resolved past the due date signal a problem developing and issues resolved late resulting in a negative impact to the critical path raise a red flag.

The status of this vital sign can be interpreted as follows:

- On time: Green
- Late with no impact: Yellow
- Late impacting the critical path: Red

It is required that all significant outstanding issues on the project be identified in the Score Justification cell. A significant outstanding issue is defined as any issue with the potential to cause significant disruption to the scope, schedule, cost, or quality of the project. The row height may be adjusted to include all subject issues.

Q7 Sponsorship Commitment Survey

One of the major reasons for project failing is lack of a strong Sponsor. This applies not to just the front end of a project but throughout the project life cycle. Using a standardized tool to assess the level of sponsorship that is being given to the project is one way of staying in touch with this issue. This tool is not required to be submitted to the OCIO, however, its use is encouraged to enable discussions between the project team and the Sponsor to seek out appropriate support from the Sponsor.

The Sponsorship Commitment Survey can be found in SIMM 17C – The CA-PMM Toolkit, Template Inventory.

The survey includes the following ten issues pertaining to the Sponsor's commitment:

1. Champions the project.
2. Approves the project plan, schedule, and budget in a timely manner when required.
3. Ensures sustained buy-in at executive level.
4. Ensures timely availability of human resources when needed.

5. Resolves major policy and/or political issues.
6. Guarantees sustained adherence to schedule commitments.
7. Demonstrates support toward resolving cross-functional issues.
8. Remains informed about the status of the project.
9. Provides regular feedback to the Project Manager and team on performance.
10. Works well with other executive level stakeholders of the project.

Project Name:

OCIO Project #:

Department:

Revision Date:

Sponsorship Commitment Survey

Performance Checklist	Rating			
<i>Ratings: 1 = Rarely 2 = Sometimes 3 = Most of the time 4 = always</i>				
1. Champions the project.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
2. Approves the project plan, schedule, and budget in a timely manner when required.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
3. Ensures sustained buy-in at executive level.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
4. Ensures timely availability of human resources when needed.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
5. Resolves major policy and/or political issues.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
6. Guarantees sustained adherence to schedule commitments.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
7. Demonstrates support toward resolving cross-functional issues.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
8. Remains informed about the status of the project.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
9. Provides regular feedback to the project manager and team on performance.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
10. Works well with other executive level stakeholders of the project.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4

If you are able to rate all items at 3 or above, you are probably in good shape. If, however, you have rated a number of items below three, it would be a good idea to talk to your sponsor about what you need from him/her.

Scoring: All items rated 3 or above = 0 points
 1 -2 items rated < 3 = 1 point
 3 or more items rated < 3 = 2 points

Q8 Strategy Alignment

Determine whether the project continues to fit with the currently stated organizational strategy. It is recommended that the Project Manager and the sponsor specifically discuss the project's alignment with the current organizational strategy during their monthly project update meeting. The status of this vital sign can be interpreted as follows

- Full aligned: Green
- Somewhat aligned: Yellow
- No alignment: Red

Q9 Value-To-Business

A reasonable assumption is that the Project Charter for any given project is approved only if it shows sufficient value to the organization. However, as a project progresses along its life cycle, certain assumptions and realities can change and the project's value can be compromised. The necessary information regarding this vital sign needs to be collected and provided by the appropriate *business* representative(s). The status of this vital sign can be interpreted as follows:

- High Value-To-Business: Green
- Medium Value-To-Business: Yellow
- Low Value-To-Business: Red

Q10 Vendor Viability

For projects that are outsourced or have a considerable number of vendor-supplied consultants/contractors on the project team, this vital sign is particularly important. The Project Manager collects the background information for this vital sign with help from the Sponsor, senior team members, procurement (purchasing) department, and other Project Managers. The status of this vital sign can be interpreted as follows:

- High Viability: Green
- Medium Viability: Yellow
- Poor Viability: Red

☞Note: The Vendor Viability Rating must be accompanied by a narrative that explains the rationale that supports the rating.

Q11 Milestone Hit Rate

A milestone is a point of considerable progress in the project such as the completion of significant deliverables, as well as the start and/or end of selected tasks. The milestone hit-rate indicates the number of milestones the team was planning to hit and the number of milestones they actually hit during a specific reporting period. The status of this vital sign can be interpreted as follows:

- Breach of < 10%: Green
- Breach of 10% to 20%: Yellow
- Breach of > 20%: Red

Q12 Deliverable Hit Rate

Whereas milestones measure the speed at which the team is moving toward its goal, the deliverables tell us about the team's accomplishments. It is important that the Project Manager and the Sponsor monitor the team's accomplishments in terms of deliverables planned for

completion versus the number of deliverables actually completed. The failure of the team to maintain a consistent deliverable hit rate suggests that there are deep-rooted issues that need to be resolved.

The status of this vital sign can be interpreted as follows:

- Breach of < 10%: Green
- Breach of 10% to 20%: Yellow
- Breach of > 20%: Red

Q13 Actual Resources vs. Planned Resources

This vital sign measures the gap between the number of resources that were assumed for planning and estimating and the actual number of resources that are actually assigned to work on the project. The status of this vital sign can be interpreted as follows:

- Breach of < 10%: Green
- Breach of 10% to 20%: Yellow
- Breach of > 20%: Red

Q14 Overtime Utilization

This vital sign measures the amount of project effort that is accomplished outside of the normal workday or work week. Sustained use of overtime for hourly employees drives up the cost of the project, and sustained use of overtime for exempt employees tends to have a negative impact on the quality of the end product. The status of this vital sign can be interpreted as follows:

- Overtime < 15%: Green
- Overtime Between 15% – 25%: Yellow
- Overtime >25%: Red

Q15 Team Effectiveness Survey

The disposition of the project team is often the most neglected vital sign. The general disposition of the team is a reflection of the personal time and interest of the Sponsor and the leadership skills of the Project Manager. A team that is overworked, feels unappreciated, and has little support from the Sponsor, Project Manager, or key stakeholders, will not perform to the best of its ability and the project will definitely suffer.

The Team Effectiveness Survey can be found in SIMM 17C – The CA-PMM Toolkit, Template Inventory.

To monitor the general disposition of the team, have each team member complete the assessment periodically. For example have the team complete the survey every quarter or at the conclusion of each phase. When items are rated 3 or below, the Project Manager must

work with the team to determine the cause of the low rating and take appropriate corrective action if possible.

The status of this vital sign can be interpreted as follows:

- All items rated 3 or above: Green
- One to two items rated < 3: Yellow
- Three or more items rated < 3: Red

Using a scale from one to five, seven areas are measured:

1. Goals – the objectives and goals of the project
2. Participation – the degree to which each individual team member is engaged in project discussions and decisions
3. Feelings – the degree to which team member’s feelings are expressed and respected
4. Problem Solving – the timeliness and degree to which team member’s and leadership successfully resolve problems
5. Leadership – the degree to which leadership is distributed amongst the team based on need, ability, and expertise
6. Decision Making –the health and effectiveness of the decision making process
7. Trust – the degree to which the team trusts its team members and Project Manager
8. Creativity and Growth – the degree to which creativity and growth are encouraged and supported

Project Name: _____

OCIO Project #: _____

Department: _____

Revision Date: _____

Team Effectiveness Survey**Instructions:** Provide a rating 1 (low) - 5 (high) for each attribute.

Lock Header	Unlock Header
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1	2	3	4	5	Rating
Confused, diverse, conflicting; indifferent, little interest	Goals			Clear to all; shared by all; all care about the goals; feel involved	
Few dominate, some passive, some not listened to; several talk at once or interrupt	Participation			All are involved; all are listened to	
Unappreciated ignored or criticized	Feelings			Carefully considered; empathetic responses	
Jump directly to remedial proposals; treat symptoms rather than basic causes	Problem Solving			When problems surface the situation is carefully diagnosed before action is proposed; remedies attack basic cause	
Group's need for leadership not met; group depends on single person or a few persons	Leadership			As needs for leadership arise various members meet them; "distributed leadership", anyone feels free to volunteer as he or she sees a group need	
Needed decisions don't get made; decisions made by part of group others uncommitted	Decision Making			Consensus sought and tested; various points of view appreciated and used to improve decisions. Decisions when made are fully supported	
Members distrust one another; are polite, careful, closed, guarded, they listen superficially but inwardly reject what others say; are afraid to criticize or to be criticized	Trust			Members trust each other; they reveal to the group what they would be reluctant to expose to others; they respect and use the responses they get; they freely express negative reactions without fear of reprisal	
Members and group in a rut; operate routinely; persons stereotyped and rigid in their roles; no progress	Creativity and Growth			Group flexible, seeks new and better ways; individuals changing; growing, creative, individually supported	

4.4.5 Look Ahead View

Please see Section 4.3.1 for template change restrictions and allowances.

- Will upcoming critical path milestones or deliverables be delayed?
- Do any key milestones or deliverables need to be rescheduled?
- Is there any unplanned work that needs to be done?
- Are there any expected or recommended changes to scope?
- Are there any tasks not originally estimated that will need to be added?
- Are there any tasks or milestones that should be removed from the plan?
- Are there any scheduled tasks whose start will likely be delayed?
- Are any major new issues foreseeable?
- Are there any staffing problems anticipated?

Look Ahead View

Questions	Yes/No	Impact	Action Required
1. Will upcoming critical path milestones or deliverables be delayed?			
2. Do any key milestones or deliverables need to be rescheduled?			
3. Is there any unplanned work that needs to be done?			
4. Are there any expected or recommended changes to scope?			
5. Are there any tasks not originally estimated that will need to be added?			
6. Are there any tasks or milestones that should be removed from the plan?			
7. Are there any scheduled tasks whose start will likely be delayed?			
8. Are any major new issues foreseeable?			
9. Are any staffing problems anticipated?			

4.4.6 Cost Tracking

Please see Section 4.3.1 for template change restrictions and allowances.

Please note that all rows must be completed. If a particular row/item does not apply, enter a "0" in the cost columns. Only numeric values are accepted.

The Cost Tracking component of the Project Status Report includes the recording of the last approved project cost estimates as reported on the Economic Analysis Worksheets (EAWs - see SIMM Sections 20 or 30).

Cost tracking begins with entering the Last Approved Budget; i.e., OCIO-approved budget if the project is reportable to the OCIO, or state agency-approved budget if the project is delegated to the agency.

The Cumulative Actual Cost is then entered using the Cost Tracking Methodology identified on subsequent pages. The Cumulative Actual Cost must be accurate for the entire actual costs to date for the project (as opposed to a project phase or single fiscal year).

Project Name: _____

OCIO Project #: _____

Department: _____

Reporting Period: From: _____ To: _____

Cost Tracking

Please follow the instructions below:

- For the Last Approved Budget column, reference the Economic Analysis Worksheet from the last approved Feasibility Study Report or Special Project Report, then enter the total amount listed for each cost category.
- For the Cumulative Actual Cost column, enter the total expenditures incurred for each cost category as of the last day of this reporting period.

	Last Approved Budget	Cumulative Actual Cost
One-Time IT Project Costs		
Staff (Salaries & Benefits)		
Hardware Purchase		
Software Purchase/License		
Telecommunications		
Contract Services - Software Customization		
Contract Services - Project Management		
Contract Services - Project Oversight		
Contract Services - IV&V Services		
Contract Services - Other Contract Services		
Data Center Services		
Agency Facilities		
Other		
Total One-Time IT Project Costs	\$ -	\$ -

Continuing IT Project Costs		
Staff (Salaries & Benefits)		
Hardware Lease/Maintenance		
Software Maintenance/Licenses		
Telecommunications		
Contract Services		
Data Center Services		
Agency Facilities		
Other		
Total Continuing IT Project Costs	\$ -	\$ -
TOTAL	\$ -	\$ -

Methodology, Justification, Variances

4.4.6.1 Cost Tracking Methodology

Cost tracking for project management purposes is not necessarily equivalent to accounting processes within a given project or department. Accounting practices may include, for example, the encumbrance of funds for multiple years with costs shown in the year encumbered rather than the estimated year it will be spent. The cost estimates as represented in the Economic Analysis Worksheets (see SIMM Sections 20 and 30) are shown by the fiscal year in which the actual cost is expected to be obligated. Specifically, accounting practices may count an actual cost on the date an invoice is paid, while project management actual cost tracking counts the cost as soon as staff time is spent on the project (usually a monthly time report), a deliverable is accepted, or an invoice is approved.

The lags in accounting procedures (e.g., warrant issued several weeks or months following the acceptance of goods) create variances in accounting for project management that can skew the actual costs of a project sometimes a year or more after the project is complete for very complex projects. Thus, the CA-PMM Cost Tracking Methodology relies on the Project Manager to track costs as they are incurred, not as they are paid out of accounting.

If a cost tracking methodology for a cost category differs from the CA-PMM Cost Tracking Methodology previously discussed, the Project Manager must describe the cost tracking methodology used, the justification for using a different methodology, and the variances expected from the CA-PMM Cost Tracking Methodology; (e.g., 60 - 90 days following approval of an invoice rather than actual date of approval).

Cumulative actual project costs must be captured as follows:

One-Time IT Project Costs	Cost Tracking
Staff (Salaries & Benefits)	Receive staff time sheets each month, calculate and record cost.
Hardware Purchase	Capture cost upon acceptance of deliverable or completion of service/approval of invoice.
Software Purchase/License	
Telecommunications	
Contract Services – Software Customization	
Contract Services - Project Management	
Contract Services - Project Oversight	
Contract Services - IV&V Services	
Contract Services – Other Contract Services	
Data Center Services	Capture cost upon approval of invoice.
Agency Facilities	Capture cost for additions/modifications to facilities as the work is completed and/or invoices approved.
Other	As appropriate.
Continuing IT Project Costs	
Staff (Salaries & Benefits)	Record staff time sheets each month and calculate cost.
Hardware Lease/Maintenance	Capture cost upon acceptance of deliverable or completion of service/approval of invoice.
Software Maintenance/Licenses	
Telecommunications	
Contract Services	
Data Center Services	Capture cost upon approval of invoice.
Agency Facilities	Capture cost for each monthly rental/lease and/or ongoing maintenance amount.
Other	As appropriate.

4.4.7 Milestone Tracking

Please see Section 4.3.1 for template change restrictions and allowances.

Not all rows must be completed; however, there should be a minimum of one milestone reported each for the reporting period, the prior period, and/or the following period as indicated below. If there are no milestones to be reported during those periods, please indicate the last milestone achieved and the next milestone expected to be achieved.

The last approved baseline(d) schedule must be that last approved project schedule as reported by the State organization, whether reportable to the OCIO or delegated to the state agency. If there are additional milestones that were not reported in the last approved project document, please include them as well. (The target date entered is the date determined by the agency.)

The Milestone Tracking template allows the addition of an unlimited number of rows; therefore, no milestone or schedule attachments are necessary and will not be accepted. Please include all of the milestones you wish to report on the Milestone Tracking template.

The Milestones Tracking template is designed to report on the major milestones that were planned for the prior reporting period (High and Medium), the reporting period, and those milestones planned in the near future. In general, the major milestones to be reported could be interpreted as follows, but may be flexible considering the unique specifications of any individual project. Projects that are assessed as low criticality/rating are generally not considered "reportable" to the OCIO; however, there may be on occasion when the OCIO determines that the projects rates as Low Criticality/Rating may be reportable regarding Project Status Reports and Independent Project Oversight Reports. In such cases, the reporting requirements in SIMM Section 05A apply to all project reporting schedule.

- **High Criticality/Rating:** Monthly reporting requires reporting for the month before the reporting period, the month of the reporting period, and the anticipated month following the reporting period.
- **Medium Criticality/Rating:** Quarterly reporting requires reporting for the quarter before the reporting period, the quarter of the reporting period, and the anticipated quarter following the reporting period.
- **Low Criticality/Rating:** Semi-annual reporting requires reporting for the specific six-month reporting period, and the anticipated quarter following the reporting period.

State agencies are expected submit the detailed Microsoft Project format schedules per SIMM Section 05A. Therefore, the Milestone Tracking template does not need to include the level of detail typically reported in detailed project schedules.

The following are the definitions and reporting requirements for each column of the Milestone Tracking template:

- Milestone: A milestone is a task that represents a reference point, such as the end of a major phase of a project.
- Target Date: Scheduled completion date. This date must be consistent with the last approved project schedule.
- Forecast Date: Forecasted completion date as of the date of the Project Status Report.
- Status: Drop down list – On target, delayed, or done.
- Cause and Impact to Implementation Date: If milestone is delayed, provide a description of the cause of the delay and the impact to the implementation date.
- Date Completed: If the milestone is complete, provide the completion date.

Project Name: _____
OCIO Project #: _____
Department: _____
Reporting Period: *From:* _____ *To:* _____

Milestone Tracking

Project Milestones:					
<i>List key milestones and their dates from the project schedule.</i>					
Milestone	Target Date	Forecast Date	Status	Cause & Impact to	Date Completed

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4819.2 DEFINITIONS

(Revised xx/10)

Baseline(d): An approved time phased plan for project work against which project execution is compared to measure and manage cost and schedule performance.

A project must be baselined in accordance with the milestones in the approved FSR. A project may not be re-baselined unless an approved SPR is available.

Note: New additions to SAM Section 4819.36 below are indicated by underlined text. Within Section 4819.36-1, the remaining items following sub-section "c" are unchanged but have been renumbered. Subsequent portions of SAM Section 4819.36 beginning with 4819.36-2 remain unchanged and are not included in this Attachment.

4819.36 PROJECT REPORTING/OVERSIGHT

(Revised xx/10)

1. **Projects Approved By the OCIO**—Project reporting documentation submitted to the OCIO usually will require:
 - a. Submission of an SPR (SAM Sections 4945-4945.2) to the OCIO and the Office of the Legislative Analyst, if:
 1. The total information technology project costs deviate or are anticipated to deviate by ten percent (higher or lower) or more, or by more than a specifically designated amount as determined by the OCIO, from the last approved estimated information technology project budget (to be measured against the combined total of each fiscal year's One-time Project Costs plus Continuing Project Costs);
 2. The last approved overall project development schedule falls behind or is anticipated to fall behind by ten percent or more;
 3. The total program benefits deviate or are anticipated to deviate by ten percent (higher or lower) or more from the last approved estimated total program benefits (to be measured against the combined total of each fiscal year's Cost Savings and Cost Avoidances);
 4. A major change occurs in project requirements or methodology;
 5. Any conditions occur that require reporting to the OCIO as previously imposed by the OCIO; or
 6. A significant change in state policy draws into question the assumptions underlying the project.
 - b. Submission of the Independent Project Oversight Report (IPOR), (see SIMM Section 45, Appendix G), on a monthly basis for projects classified by the OCIO as high criticality projects and on a quarterly basis for projects classified as

medium criticality. The OCIO may modify the IPOR reporting frequency based on project performance. The OCIO may also validate the content of the IPORs for reportable projects as needed. Please see SIMM Section 05A for the IPOR submittal schedule.

- c. Submission of a Project Status Report (PSR), (see SIMM Sections 17A and 17D.2) on a monthly basis for projects classified by the OCIO as high criticality, quarterly for medium criticality, and semi-annually for low criticality projects unless the OCIO has specified a more frequent reporting period. Please see SIMM Section 05A for the PSR submittal schedule.
- d. Submission of a baselined and current Microsoft Project schedule with the submission of each PSR.
- e. Submission of a Post-Implementation Evaluation Report (PIER) (SAM Sections 4947-4947.2) to the OCIO and the Office of the Legislative Analyst at the conclusion of the project.
- f. The OCIO **MAY** require submission of specific project reports (SAM Section 4944) to the OCIO and the Office of the Legislative Analyst.

The OCIO may require agencies to submit an SPR under other circumstances, such as the agency's failure to meet a critical milestone or a significant increase in the project's cost in any fiscal year relative to the costs that were forecast when the project was approved by the OCIO. Additionally, the OCIO may require periodic reviews be conducted at any point during the project.

Note: The remainder of SAM Section 4819.36 beginning with 4819.36-2 is unchanged.