



Project Management Approach

The JK Corporate Services (JKCS) project management approach describes the activities to be completed for the management, control, and reporting activities to be executed throughout the project lifecycle. The approach employs elements from industry best practices, and aligns with the PMI © PMBOK®, the California-Project Management Framework (Ca-PMF), and the California Project Approval Lifecycle (PAL). This document provides an essential list of tasks to be considered in designing a project Work Breakdown Structure (WBS).

The planning goal is to build a concise description of actions and deliverables necessary for project completion projects. The approach is organized by the four primary phases of a project lifecycle:

- Initiation
- Planning
- Execution
- Monitoring/Controlling
- Closing

Project Initiation

This phase follows the Ca-PAL previously mentioned.

- Complete Project Priorities Assessment
- Complete RACI Matrix
- Complete Stakeholder Register
- Complete Project Charter
 - Develop a clear and concise summary of the project for the benefit of the sponsor, project manager, project team members, and other stakeholders.
 - Obtain approval of Project Charter committing resources to initiate the project.
 - Begin allocating organizational resources to begin project activities.
- Establish Project Document Library

Project Planning

The Project Planning phase

- Develop Project Management Plan (PMP)
 - Submit a Deliverable Expectation Document (DED) in advance of starting work tasks that include:
 - Deliverable description outline of the deliverable, acceptance criteria, turnaround schedule for departmental review to accept/reject deliverable.
- Adhere to departmental and CA-PMF standards and policy regarding project size and complexity to determine scope of PMP.

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- Representative plans may include:
 - Change Control Management Plan
 - Change Request Form
 - Change Request Log
 - Communication Management Plan
 - Contract Management Plan
 - Corrective Action Plan
 - Cost Management Plan
 - Governance Management Plan
 - Human Resources (HR) and Staff Management Plan
 - Implementation Management Plan
 - Issue Management Plan
 - Issue Log
 - Meeting Agenda and Minutes
 - Procurement Management Plan
 - Project Organization Chart
 - Quality Management Plan
 - Requirements Management Plan
 - Risk Management Plan
 - Risk Register
 - Risk Assessment (Oversight) 2
 - Schedule Management Plan
 - Scope Management Plan
 - Stakeholder Management Plan
 - Work Breakdown Structure (WBS)
- Conduct Procurement
 - Complete make or Buy Analysis.
 - Develop Procurement Plan.
 - Capture and verify procurement requirements.
 - Complete Statement of Work.
 - Create Procurement Documents.
 - Manage changes in requirements and assumptions.
 - Update Procurement Documents.
 - Conduct Procurements.
 - Control Procurements.
 - Conduct vendor communications.
 - Review proposals and select recommended vendor.
 - Complete internal and DGS (if needed) approvals.
 - Issue purchase order.
 - Close Procurement.

Project Execution

During project execution the PM must direct and manage project work in many areas. These include:

- Hold executing process phase kick-off
- Acquire the project team and commit resources
- Lead and manage the project team
- Conduct team meetings
- Develop project status reports
- Conduct contractor on-boarding
- Integrate project and contractor plans
- Confirm scope and requirements

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- Manage stakeholder expectations
- Carry out project communications
- Monitor and control project activities.
- Review and recommend approval of vendor and project team deliverables.
- Maintain risk and issue logs conforming to their respective plans.
- Report to stakeholders, executives, and outside entities as appropriate regarding project status, condition, and changes to scope, schedule, cost, or other changes as needed.

Below is further description and breakdown of execution project management activities.

Manage Project Schedule

- Develop, oversee, and manage the project schedule, tasks, and scope in accordance with the project authorizing documents, including approved Feasibility Study Report, Charter, and vendor contracts.
 - Create the schedule baseline.
 - Update the baselined schedule at least weekly.
 - Enter current actual and/or adjusted start and finish dates for tasks, activities, milestones and deliverables percentages complete.
- Publish recurring Schedule Update Reports stating updates and changes from the previous report, including schedule or critical path variances, updated risks, open issues, and impacts on project scope, cost, and schedule.
- Develop Action Plans (“Go-to-Green”) to resolve project schedule, scope, quality, and other issues. The plans include root cause analysis, alternatives, recommended approach, and revised project plan.

Manage project reporting

- Conduct Weekly Status Meetings with representatives from the State, vendors, and other associated stakeholders deemed appropriate by the State.
 - The meetings will cover updates/changes in project areas of planning, schedule, activities, issues, risks, action items, and change control
 - Author and coordinate distribution of meeting agendas, minutes, and documentation.
- Submit periodic status reports to the Project Director the Sponsors/Steering Committee, and other Stakeholders that detail Progress information on completed, ongoing, and planned activities, outstanding issues/obstacles, proposed deviations from planned activities, schedules, budgets or staffing.
- Author and coordinate distribution of meeting agendas, minutes, and documentation.
- Conduct Monthly Status Meetings with representatives from the department (customer and IT), vendors, and other stakeholders deemed appropriate by department management.
 - The meetings will cover updates/changes in project areas of planning, schedule, activities, issues, risks, action items, and change control
 - Author and coordinate distribution of meeting agendas, minutes, and documentation.

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Issue Management

- Develop and track issues according to State and CA-PMF guidelines including: Roles and Responsibilities, Issue Identification, Issue Analysis, Issue Resolution and Escalation, Issue Control, Tracking, and Reporting.
- Respond to and inform the State of issues that require a change to the project scope or a configured item, as identified by the PM or the State.
- Conduct issue analysis and alternatives, and recommended solution.
- Update to master project plan, and add to appropriate meeting agendas.
- Oversee issue resolution activities, timeframes, delays, and issue closure.
- Maintain a Project Issue Register (Figures 1 - 4).

Risk Management

- Develop and track risks according to State and CA-PMF guidelines including: roles and responsibilities, identify risks, develop and maintain the risk register, analyze risks, response planning, risk monitoring and control.
- Develop risk mitigation and response strategies.
- Monitor risk triggers, response, and outcomes.
- Escalate as issue if appropriate.
- Maintain a Project Risk Register (Figures 5 & 6).

Document Management

- Develop and publish document and deliverable processes including: categories, naming schemes, versioning, access, and library/ repositories.
- Maintain currency of library artifacts and deliverables to ensure consistency throughout all documents and deliverables.

Vendor Management

- Contract management (State responsibility).
- Deliverable Expectation Documents and Deliverable Management.
- Schedule management monitoring timeliness of vendor work and deliverables.
- Traceability matrix.
- Unit, system, integration test oversight
- User Acceptance Test
- Weekly arm-wrestling competition.

Application/Infrastructure Development

- Perform ongoing review of resources to identify issues: are they enough, do they need guidance, are resource being pulled or redirected?
- Serve as liaison to customer and project leadership for all project level communications.
- Develop contingency and response plans to impediments when they occur.
- Update the MS Project Plan at least weekly.

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- Conduct weekly team meetings (and occasionally frequent “stand-up” meetings for daily coordination of resources and tasks)
- Review progress with project leads – analyst, technical, test, implementation – for early identification of issues
- Manage adherence to scope per the project charter, detailed plan, vendor contract, and state oversight findings.
- Conduct phase lessons learned sessions.
- Review all deliverables to determine if they meet the requirements of the DED.

Implementation

- Prepare and execute training
 - Develop training curricula.
 - Train the trainers.
 - Determine number of trainees.
 - Work with management to coordinate trainee schedules around work schedules.
 - Develop training schedule.
 - Identify and reserve training venues.
 - Conduct training, review trainee feedback for ongoing improvement.
- Complete Operational Readiness Assessment
 - Employ Change Control Board (CCB)
 - Provide all needed technical assistance
 - Schedule any special computer processing required for the implementation
 - Ensure that all prerequisites have been fulfilled before the implementation date
 - Provide personnel for the implementation team
 - Acquire special hardware or software
 - Perform data conversion before loading data into the system
 - Prepare site facilities for implementation
 - Conduct “Go/No-Go” decision meeting involving customer, State technology, vendor, and project management/director.
 - Complete technical readiness for transition of the project’s software release or other end-product.
 - Perform site surveys before implementation
 - Complete Maintenance and Operations readiness to support product in the production environment.
 - Complete organizational readiness assessment.
 - Provide post-implementation help and support.

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Figure 1: Sample Issue Register – All Issues (Opened & Closed)

ISSUES LOG		Project	To Open	To Unassigned	To Open-Hi				
Issue #	Issue Description and Impact to Project	Project	Priority (M/H/L)	Date Reported	Reported By	Assigned To	Date Resolved	Status	Resolution/Comments
1	CA-02: Lack of clarity regarding Assessment Team's plan for expedited data extraction	CA-02	High	1/30/14	State PM, Ed P.	State PM	2/3/14	Closed	<i>Suggestion for Remediation:</i> Meet with Assessment Team to assure parallel tracking of dependencies. State PM to set-up a meeting with Assessment staff. <i>Resolution:</i> Assessment team lead, XYZ PM and Section Chief agreed upon data to be collected and his revisions/suggestions are being implemented.
2	CA-02: Local contacts are not aware of Assessment concepts and protocols	CA-02	High	1/30/14	State PM, Ed P.		3/31/14	Open	<i>Suggestion for Remediation:</i> Teleconference with local leads to assure understanding of the assessment, the tool and submission procedures. Project Owner to set up teleconference.

Figure 2: Issue Register - Open Issues

OPEN ISSUES		Push to Refresh	To Issues Log	To Open-Hi	To Unassigned				
Issue #	Issue Description and Impact to Project	Project	Priority (M/H/L)	Date Reported	Reported By	Assigned To	Date Resolved	Status	Comments
2	CA-02: Local contacts are not aware of Assessment concepts and protocols	CA-02	High	1/30/14	State PM, Ed P.		3/31/14	Open	Suggestion for Remediation: Teleconference with local leads to assure understanding of the assessment, the
6	CA-09: Planning cycle was extended due to need to educate customer team on system architecture	CA-09			State PM, Ed P.	State PM, Stan Ketchum	3/31/14	Open	Remediation Applied: Presentations by development vendor enabled acceptance of system architectural plan. Additional Remediation Steps: The creation of a Service Level Agreement will resolve remaining issues. Update: 2/19/14 - SLA remains in progress, anticipate agreement mid-April

Figure 3: Unassigned Issues

UNASSIGNED ISSUES		Push to Refresh List	To Open	To Open-Hi	To Issues Log				
Issue #	Issue Description and Impact to Project	Priority (M/H/L)	Date Reported	Reported By	Assigned To	Date Resolved	Status	Resolution/Comments	
2	CA-02: Local contacts are not aware of Assessment concepts and protocols	High	1/30/14	State PM, Ed P.		3/31/14	Open	Suggestion for Remediation: Teleconference with local leads to assure understanding of the assessment, the	

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Figure 4: Issues - Unassigned

OPEN/HIGH ISSUES	Push To Refresh List	To	Issues Log	To	Open	To	Unassigned		
Issue #	Issue Description and Impact to Project	Project	Priority (M/H/L)	Date Reported	Reported P	Assigned T	Date Resolve	Statu	Resolution/Comments
2	CA-02: Local contacts are not aware of Assessment concepts and protocols	CA-02	High	1/30/14	State PM, Ed P.		3/31/14	Open	Suggestion for Remediation: Teleconference with local leads to assure understanding of the assessment, the

Figure 5: Risk Register - Risk Identification Tab

ID	Characteristics	"X" = low risk		"X" = high risk		N/A or Medium risk	Effect	Mitigation	Trigger Event	Contingency
1	Resources could be pulled for other projects	X	Sufficient resources are planned for		Resources already stretched		Delays or cost overruns	Contract with UCD BIRCS which brings flexible staffing with considerable expertise.	Resource is pulled to other project	Reschedule affected work Reassign work to other resources
2	The business benefit of the project is:		Well defined		Poorly defined	X	Result will not meet business needs	Contract with UCD BIRCS which brings flexible staffing with considerable expertise.	Unable to produce requirements and/or obtain approval	Continue existing service model until new model is agreed to.
3	The scope of the project is:		Well defined	X	Poorly defined		Delays or cost overruns	Complete project initiation plan and obtain sign-off	Unable to obtain project initiation approval	Negotiate with UCD BIRCS to continue work until it is completed. OR Go with 3/31/04 raw data only

Figure 6: Risk Register - Risk Ranking Tab

ID	Risk Title	Origination Date	Prob	Impact	Exp	Effect (from Risk Questions)	Mitigation (from Risk Questions)	Trigger Event (from Risk Questions)	Contingency (from Risk Questions)
1	Resources could be pulled for other projects	2/13/04	17%	8	1.36	Delays or cost overruns	Contract with UCD BIRCS which brings flexible staffing with considerable expertise.	Resource is pulled to other project	Reschedule affected work Reassign work to other resources
2	The business benefit of the project is:	2/13/04	33%	8	2.64	Result will not meet business needs	Contract with UCD BIRCS which brings flexible staffing with considerable expertise.	Unable to produce requirements and/or obtain approval	Continue existing service model until new model is agreed to.

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Transfer to Operations

- Technical transfer
 - Complete software technical specifications and requirements.
 - Document normal processing workflows.
 - Document workflows for production changes.
 - Complete operational roles and responsibility assessment.
 - Perform walk-through of documentation
- Customer support transfer
 - Develop help request scenarios and process diagrams.
 - Determine help support levels.
 - Document roles and responsibilities and contact information.
 - Perform walk-through of documentation.

Monitoring and Control

Monitoring and Control activities are applied to perform Project Integration Management. These activities are repeated throughout the project lifecycle. The major processes conducted are Monitor and Control Project Work and Integrated Change Management. Other activities included in this process group are:

- Project Scope Management
 - Verify Scope
 - Control Scope
- Project Procurement Management
 - Administer Procurements
- Project Risk Management
 - Monitor & Control Risks
- Project Time Management
 - Control Schedule
- Project Cost Management
 - Control Costs
- Project Quality Management
 - Perform Quality Control
- Project Communications Management
 - Report Performance

These activities are conducted according to the Project Management Plan (PMP) plans developed during the Planning Phase. The PMP describes the processes including tracking and reporting templates, and other information for the conduct of Monitoring and Control activities.

Project Closing

- Complete Issue Log
- Complete Risk Register
- Complete Change Request Log
- Complete Lessons Learned documentation
- Complete Final Status Report(s) (Oversight)
- Complete Closing Process Phase Checklist