Appeals Case Management System (ACMS) Deliverable Acceptance

This attached form is the deliverable acceptance form for the Appeals Case Management System (ACMS) Project. The purpose of the form is to have a formal acceptance of contractor deliverables; to ensure deliverables are tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are filed in the project library. Deliverable management is necessary to ensure the state only accepts deliverables that meet contract requirements and contractors are only paid for acceptable deliverables.

The deliverable is submitted for acceptance after the deliverable has been reviewed and approved through various project staff, users and stakeholders to ensure their needs will be met. Thus when this process is invoked, the deliverable should be complete and ready for signature. Reviews of early drafts are encouraged to ensure a smooth and timely final approval review.

Appeals Case Management System (ACMS) Deliverable Acceptance Form

Request for Acceptance

Date:	**11/05/14**
Submitted By:	**Rick Murphy**
Submitted To:	**Manuel Romero**
Project:	**ACMS**

Deliverable Description: The ACMS Schedule Management Plan defines the approach to achieve schedule monitoring from project planning through implementation.
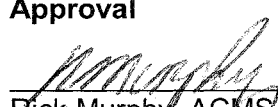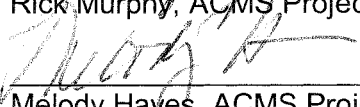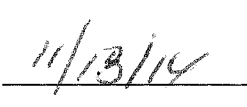
Title of Deliverable: Appeals Case Management System Schedule Management Plan, 11/05/14 v 1.0; Contract Task 4.6
Soft Copy Location: DSS Common ACMS
Due Date: 11/12/14
Reviewers (note comments not resolved): None

Approval Signatures and Title:

Approval	Date
Rick Murphy, ACMS Project Manager	11/7/14
Melody Hayes, ACMS Project Director	11/13/14

Signature for Pending Acceptance

Signature	_____	Date	_____

Name	_____	Title	_____

Rejection Comments:

Appeals Case Management System Project

Schedule Management Plan

November 5, 2014

Final Version 1.0

Health and Human Services Agency, Office of Systems Integration

Schedule Management Plan Revision History

REVISION HISTORY			
REVISION/WORKSITE #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
Version 1.0	11/05/14	Carolyn B	Final draft transmitted for approval

Schedule Management Plan Approvals

NAME	ROLE	DATE
Rick Murphy	Project Manager	
Melody Hayes	Project Director	

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1　INTRODUCTION

1.1　Purpose

This document describes the Appeals Case Management System (ACMS) Project Schedule Management Plan (SM Plan). The purpose of the SM Plan is to provide guidance on how to develop, manage and control the schedule throughout the project life cycle. The SM Plan defines schedule policies of the ACMS project, including the approach to effectively manage the project from its planning stages through implementation. The plan also defines the project's procedures, application, roles and responsibilities, and tools used to facilitate management of the project's schedule.

The plan is created during the Planning Phase of the project. The SM Plans' intended audience is the ACMS Project Manager, ACMS Program Manager, the Executive Steering Committee and ACMS Project Team, as defined in the Project Charter, whose support is needed to carry out the plan.

The purpose of the SM Plan is to:

- Define the approach to achieve schedule monitoring from project planning through implementation

- Define the project's scheduling processes and procedures, roles and responsibilities, and tools used to facilitate schedule development and monitoring

- Define how the ACMS project team works together to help ensure the project schedule is established, monitored and maintained

1.2　Scope

Managing the schedule is a core project management discipline conducted throughout the lifecycle of the project, and includes all project-related work activities, deliverables, and work products. All project team members, including the ACMS Project Team and its vendors, have the responsibility for providing updates to the project's schedule.

The SM Plan identifies the processes and procedures used to manage the schedule during the course of the ACMS project. In addition to defining the schedule development approach, the plan defines who is responsible for tracking and reporting schedule progress, how schedule updates are received and incorporated,

and how variances and changes will be addressed. The plan also briefly describes the project's schedule management tool.

2 PARTICIPANTS

2.1 Roles and Responsibilities

Project team and stakeholder responsibilities for managing and controlling the ACMS project schedule follow:

State Responsibilities:

The ACMS Project is sponsored by the California Department of Social Services (CDSS) and is managed by the Office of Systems Integration (OSI). The State ACMS team is responsible for the 1) development and management of the State Project Schedule; 2) development of a Master or Joint Project Schedule (MJPS) which integrates State Project Schedule and System Integrator (SI) dependent dates and milestones; and 3) for managing these schedules.

Schedule Creation and Management

- Project Manager –oversees the creation of the State Project Schedule and the MJPS, provides input, reviews input for changes to the schedule from project team members, and monitors project progress through review of status reports provided by the Project Management (PM) Analyst.

- Program Manager –provides input to the schedule via the Project Manager and PM Analyst by identifying project tasks and activities and their timeline to be performed by project subject matter experts, business analysts, business manager, Staff Services Manager I, county subject matter experts, and CDSS Information Systems Division, legal and administrative support staff, and any changes to those tasks and activities that may affect the schedule. The Program Manager also reviews and approves time estimates provided by CDSS staff before adding to the schedules.

- PM Analyst –leads the schedule management effort and sponsor task-tracking activities, facilitates schedule status communication, and maintains the projects' scheduling tool and supporting documentation. The PM Analyst makes recommendations to the Project Manager to avert schedule variances that may adversely affect the project budget, expenditures, or the critical path.

- Project Staff –provide accurate time estimates for the beginning and completion of work as well as status reports on the achievement of those timelines.

Schedule Review, Approval and Oversight

- Project Sponsor –reviews and approves the final State Project Schedule and MJPS. The Sponsor, working through the Executive Steering Committee, reviews and approves schedule changes that impact project milestones or the project timeline by more than ten (10) percent.

- Project Director –approves the project's SM Plan, State Project Schedule, and MJPS, and through the Executive Steering Committee approves changes that impact project milestones or the project timeline by more than ten (10) percent. The Project Director is ultimately responsible for the schedule and for ensuring the project is completed on time, within budget, and with the acceptance of the Project Sponsor.

System Integrator Responsibilities:

- SI –reports to the State Project Manager schedule status against contract obligations as stated in the Request for Proposal and contract. The SI develops the SI Work Breakdown Structure (WBS) and SI Project Schedule, and manages SI staff activities to the timely accomplishment of the schedule, of which status shall be reported weekly and monthly, notifying the state of potential or actual schedule variances. The SI works with the State Project Manager to develop the MJPS to include interdependent dates and milestones from the State Project Schedule and the SI Project Schedule. The MJPS will ensure the two schedules are in sync during the project period.

Oversight Responsibilities:

- Independent Project Oversight Consultant (IPOC) –provides oversight of the project and reports findings including schedule status to the California Department of Technology (CalTech) on a monthly basis via the Independent Project Oversight Report (IPOR).

3 STATE SCHEDULE DEVELOPMENT PROCESS

The ACMS Project schedule development process includes five steps and as depicted in Figure 1 below.

1. Create Work Breakdown Structure
2. Create Resource Breakdown Structure
3. Create Responsibility Assignment Matrix
4. Create State Project Schedule; and
5. Integrate State and SI Project Schedule into a Baselined MJPS
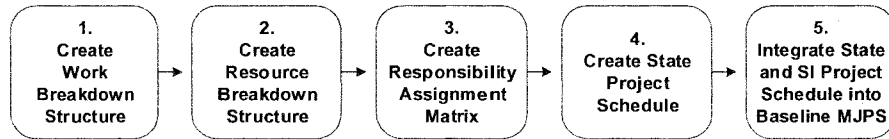
Figure 1. Schedule Development Process

3.1 Create Work Breakdown Structure (WBS)

The ACMS Project uses a deliverable-oriented work breakdown structure (WBS) to best reflect the scope of the project. The WBS is created by decomposing the project's main deliverable – Appeals Case Management System – into its sub components using a hierarchical-tree format. The upper levels of the WBS breakdown the deliverables (or outcome - not necessarily "contracted deliverables") into sub-deliverables while the lower levels of the WBS depict the activities and tasks that must be accomplished to create the deliverable (or outcome) shown on the upper levels of the WBS.

The WBS is created using the high level schedule in the ACMS FSR and the scope of the Planning Phase of the project. All project deliverables and artifacts will be identified and included as tasks in the schedule.

The breakdown for the ACMS Project WBS is as follows:

1. The top of the chart is headed by the name of the **Main Deliverable** (final system) – Appeals Case Management System.

2. The Main Deliverable is decomposed into the **Major Deliverables** (major elements in the scope of work) necessary to build the ACMS.

3. The major work products/deliverables are decomposed into the **Sub-deliverables** necessary to build the deliverables on the level above.

4. The sub-deliverables are decomposed into the **Activities** necessary to build the sub-deliverable.

5. If applicable, the activities are decomposed into the **Tasks** that must be done to accomplish the activity.

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6. If applicable, the tasks are decomposed into the **Sub-tasks** that must be done to complete the task above.

Figure 2 presents a sample of this breakdown.

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Level 1:
Main Project Deliverable

ACMS
1

Level 2:
Major Project
Deliverables

| Project Management 1.1 | Procurement 1.2 | System Planning 1.3 | User Planning 1.4 | System Design 1.5 | System Development 1.6 | Test 1.7 | System Implementation 1.8 | Project Closeout 1.9 | Maintenance and Operations 1.10 | Special Project Reporting 1.11 |

Level 3:
Sub Deliverables to
Major Deliverable

| Project Documents 1.1.1 | IAPD 1.1.2 | RFP 1.2.1 | Contract Award 1.2.2 |

PIER
1.9.1

Level 4:
Activity Deliverable
to Sub Deliverable

Hold Procurement
Team Kick-Off
Meeting
1.2.1.1

Level 5:
Task Deliverable
to Activity Deliverable

Prepare Kick-Off
Meeting Materials
1.2.1.1.1

Level 6:
Sub Task Deliverable
Task Deliverable

Plan Kick-Off
Meeting
1.2.1.1.1.1

Figure 2. Sample ACMS Work Breakdown Structure

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3.1.1 Project WBS versus SI WBS

The SI WBS details SI contractual project activities to accomplish ACMS major project deliverables, for SI contractual project activities and tasks. In the figure that follows, the first three levels of the WBS are tasks that the State resources are responsible for completing and are collectively referred to as the Project WBS. The first three levels in this figure reflect primary project deliverables or "what" products must be developed. In our example, sub-levels four (4) to six (6) are WBS tasks and subtasks the SI must complete to build, test, and implement the ACMS major and sub-deliverables. The SI WBS demonstrates "how" project products will be delivered.

The SI will build a unique SI WBS identifying activities and tasks to provide requested services and to design, develop, implement and maintain the ACMS per the contract. The Project and SI WBS will have tasks and activities that either must jointly be delivered or that have interdependencies. The ACMS Project Team and SI will use the WBS to develop the State Project and SI Project Schedules and the MJPS. The MJPS tracking of Project and SI interdependent tasks and activities will ensure the two schedules are in sync and therefore can be monitored to ensure tasks are on time.

Figure 3 depicts the overlap between a State-generated Project WBS and the SI-generated WBS.
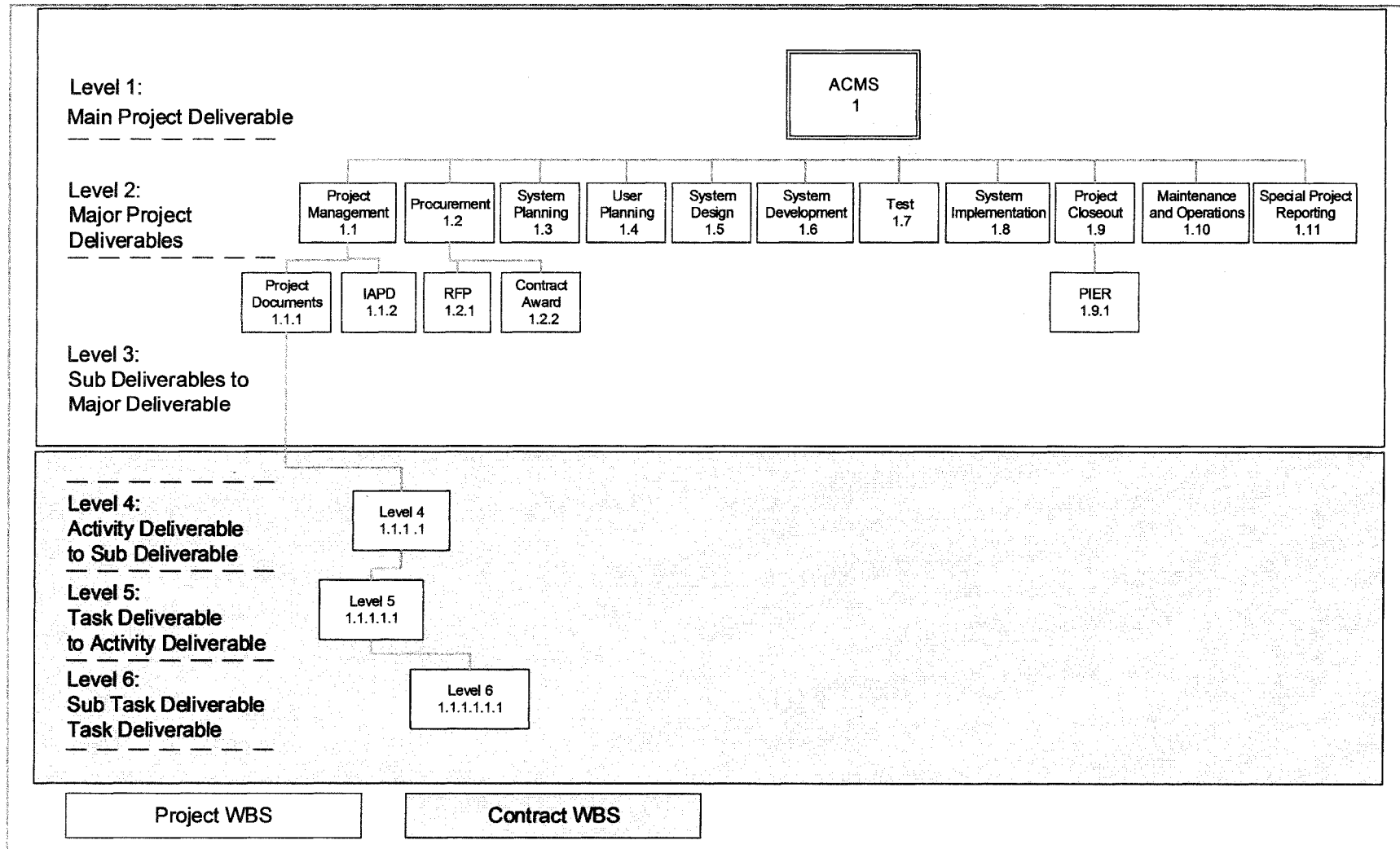
Figure 3. WBS Delineated into Project WBS and SI WBS

3.1.2 WBS Element Numbering Methodology

To create traceability between the WBS and the schedule and to distinguish between levels, all boxes on the WBS, known as "elements" will be numbered using the methodology shown in Table 1.

Table 1. Element Numbering Methodology

	WBS Level	Element # for Level	Subject matter for Level	Example
Project WBS created by State	Level 1	1	Main Project Deliverable	1 - ACMS
	Level 2	1.1	Major Deliverables to the Main Deliverable	1.1 – Scheduling Component
	Level 3	1.1.1	Sub-deliverable (or Sub-component) to Major Deliverables	1.1.1 – Assets Management 1.1.2 – Schedule Case Task Component, 1.1.3 – Scheduling Timers
Contract WBS created by Prime Contractor	Level 4	1.1.1.1	Activity Deliverable to Sub-Deliverable (or Sub-Component)	1.1.1.1 – Identify all hearing locations
	Level 5	1.1.1.1.1	Task Deliverable to Activity Deliverable	1.1.1.1 – Identify all hearing modalities
	Level 6	1.1.1.1.1.1	Subtask Deliverable to Task Deliverable	1.1.1.1.1.1 – Identify available modalities for each hearing location

3.2   Create Resource Breakdown Structure

[The RBS and its methodology will be updated in the schedule when resource hires have been completed.]

The Resource Breakdown Structure (RBS), similar to project organization chart, is a hierarchical tree diagram decomposed from major responsible project organization/group down to the work-performing individual. The RBS supplies the resource names for the project schedule. It is updated when project resources are added or deleted, or the reporting structure changes.

The RBS is created utilizing the estimation techniques that follow:

- Activity Resource Estimating – estimate the types and quantities of the resources needed to complete each activity – human resources, material, equipment, consultants etc.

- Effort – the amount of work expressed in hours.

- Duration – the number of work days, weeks or months to complete the effort – these duration driven tasks do not expand or contract regardless of the number of resources participating.

3.3   Create Responsibility Assignment Matrix (RAM)

The RAM for the ACMS Project assigns the responsible party for each deliverable who has 1) primary responsibility for deliverable completion; 2) approval authority; 3) supporting responsibility as a contributor or reviewer; or 4) is involved in project activities on an informational basis. The RAM will be completed once the State resources hiring completes in November 2014. Please refer to Appendix B for the Consolidated RAM format.

3.4   Create State Project Schedule

The ACMS Project Manager establishes or identifies a resource (the PM Analyst) to assist in the development of the project schedule using the Project WBS, RBS and RAM and by completing the steps that follow:

1. Obtain a Common Understanding of Schedule Components: Ensure the ACMS Project Team understands schedule components to include:

- Task Names, Task Details and Number of Days to Complete Tasks

- Milestones

- Deliverables

- Predecessors and Successors

2. Review Initial Project Established Task Estimates: Task estimation is conducted and included in project approval documents to include the project Feasibility Study Report (FSR) prior to project start-up.

3. Review or develop the schedule hierarchy: This activity is conducted at project start to review any project schedules that will be interdependent with the ACMS Project Schedule. The Project Manager identifies the hierarchical relationship between schedules and ensures the management activities for each schedule in the hierarchy support ACMS project reporting and schedule management.

4. Draft schedule: The PM Analyst/assigned resource creates a draft Project Schedule to include WBS activities, and ensures that major milestones align with the initial FSR schedule. The Project Schedule includes task dependencies described in Section 3.4.1, duration estimates (Section 3.4.2), based on duration rules (Section 3.4.3), and resource planning rules (Section 3.4.4). When developing the schedule, the PM Analyst/assigned resource includes all tasks to achieve all deliverables in the WBS, task durations resulting from the estimation effort in Step 2 above, and any additional schedule components resulting from any schedule hierarchy resulting from Step 3 above, if applicable. The Project Manager and the PM Analyst/assigned resource review the draft schedule against schedule information in the FSR, proposal, WBS, and any other associated documents to identify and correct any variances from original planned dates, resources, and activities

5. Review and Approve Project Schedule: The ACMS Project Team and key stakeholders review the draft schedule to ensure it reflects all project deliverables and is based on project decisions to date (e.g., factors impacting schedule tasks and timelines). Upon approval by the Executive Steering Committee, the PM Analyst initiates project schedule management as described in Section 6.

Figure 4 shows the example WBS formatted in Microsoft Project as a schedule. The ACMS Project will apply the same approach.

ID	% omple	WBS	Task Name	Duration	Start	Finish	Prede	Resource Names
258	39%	1.5	Procurement	470 days	Mon 5/5/14	Mon 3/21/16		
259	100%	1.5.1	**Establish Procurement Team**	**9 days**	**Tue 7/1/14**	**Mon 7/14/14**		
260	100...	1.5.1.1	Identify State and STPD Reviewers / Participants	9 days	Tue 7/1/14	Mon 7/14/14		Kim Hartley-Hum
261	100...	1.5.1.2	Schedule Weekly ACMS Procurement Meetings	9 days	Tue 7/1/14	Mon 7/14/14		Kim Hartley-Hum
262	88%	1.5.2	**Develop First Draft iDraft RFP**	**122 days**	**Mon 5/5/14**	**Fri 10/24/14**		
263	100%	1.5.2.1	**Establish iDraft RFP Format**	**1 day**	**Fri 7/11/14**	**Fri 7/11/14**		
264	100...	1.5.2.1.1	Obtain STPD Template(s)	1 day	Fri 7/11/14	Fri 7/11/14		Carolyn B
265	100...	1.5.2.1.2	Develop Solicitation Document Shell Files (Sections)	1 day	Fri 7/11/14	Fri 7/11/14		Carolyn B
266	100...	1.5.2.1.3	Discuss Solicitation Preparation / Style Guidelines	1 day	Fri 7/11/14	Fri 7/11/14		Alexan Project Te
267	88%	1.5.2.2	**Develop Draft iDraft RFP Sections**	**121.25 days**	**Mon 5/5/14**	**Fri 10/24/14**		
353	100%	1.5.2.3	**Compile iDraft RFP Sections**	**4 days**	**Tue 10/21/14**	**Fri 10/24/14**		
354	100...	1.5.2.3.1	Merge all Sections into First Draft iDraft RFP	2 days	Tue 10/21/14	Wed 10/22/14	337	Carolyn,Noah
355	100...	1.5.2.3.2	Perform Quality Review of First Draft iDraft RFP	2 days	Thu 10/23/14	Fri 10/24/14	354	Alexan Project Te
356	100...	1.5.2.3.3	Incorporate Quality Review Input	2 days	Thu 10/23/14	Fri 10/24/14	354	Noah,Carolyn
357	9%	1.5.3	**Conduct iDraft RFP Review**	**55 days**	**Mon 10/27/14**	**Fri 1/16/15**		
358	17%	1.5.3.1	**Transmit Draft iDraft RFP for State Review (OSI / STPD / OCI**	**29 days**	**Mon 10/27/14**	**Tue 12/9/14**		
359	25%	1.5.3.1.1	Transmit Draft iDraft RFP for State Review (OSI/STPD/OCIC	20 days	Mon 10/27/14	Mon 11/24/14	356	Reviewers
360	0%	1.5.3.1.2	Incorporate State iDraft RFP Input	9 days	Tue 11/25/14	Tue 12/9/14	359	Alexan Project Te
361	0%	1.5.3.2	**Transmit Draft iDraft RFP for OSI/ STPD/ OCIO/ CDSS/ Legal & OSI Technical Review**	**20 days**	**Wed 12/10/14**	**Thu 1/8/15**		
362	0%	1.5.3.2.1	Transmit Draft iDraft RFP for Legal/OSI Technical Review	10 days	Wed 12/10/14	Tue 12/23/14	360	Reviewers
363	0%	1.5.3.2.2	Incorporate Legal/OSI Technical iDraft RFP Input	10 days	Wed 12/24/14	Thu 1/8/15	362	Kevin Alford,Bren(
364	0%	1.5.3.3	**Transmit Draft iDraft RFP for STPD Final Review**	**6 days**	**Fri 1/9/15**	**Fri 1/16/15**		
365	0%	1.5.3.3.1	Transmit Draft iDraft RFP for STPD Review	5 days	Fri 1/9/15	Thu 1/15/15	363	STPD
366	0%	1.5.3.3.2	Incorporate STPD iDraft RFP Input	1 day	Fri 1/16/15	Fri 1/16/15	365	Kevin Alford,Bren(

Figure 4. Sample ACMS Project WBS Replicated as a Schedule

3.4.1 Date, Sequence, and Link Activities

There are four types of dependencies (logical relationships) used to create links between schedule tasks. The Finish to Start dependency is more commonly used for scheduling the ACMS Project.

- **Finish-to-Start (FS):** The initiation of the successor activity depends upon the completion of the predecessor activity.

- **Finish-to-Finish (FF):** The completion of the successor activity depends upon the completion of the predecessor activity.

- **Start-to-Finish (SF):** The completion of the successor activity depends upon the initiation of the predecessor activity.

- **Start-to-Start (SS):** The initiation of the successor activity depends upon the initiation of the predecessor activity.

Tasks are linked together and sequenced to identify the relationships between deliverables, sub-deliverables, activities, tasks, and subtasks. The following rules should be applied when creating task dependencies:

- Tasks are linked together and sequenced to identify the relationships between activities. The following rules should be applied when creating task dependencies:

- Tasks are linked together and sequenced to identify the relationships between activities. The following rules should be applied when creating task dependencies:

- All tasks should also have at least one successor and one predecessor so there are no unlinked tasks.

- Start and Finish dates should not be entered when creating new tasks.

- For purposes of modeling the critical path, all dependencies should be linked to a detail task or deliverable and not to a summary task.

- Early dates (the earliest date on which a task can start or finish) are calculated in the forward pass of time analysis.

- Late dates (the latest date on which a task can start or finish) are calculated using backward pass time analysis.

- Constraints will be applied sparingly (only when required) in order to maintain a flexible, realistic schedule.

- Ensure critical tasks have 0 slack or float; balance resource usage by balancing task slack and resource assignment.

3.4.2 Estimate Duration

The ACMS Project staff and SI staff will estimate task duration using Analogy and Best Guess estimation. Basing the estimate on information from similar work in the past, the Analogy estimation technique offers less risk than the Best Guess method. However, when data from the past is unavailable, the estimate will be based on the best guess of at least three subject matter experts who might likely perform the work for this project, or are currently performing the work in another project.

The project team member performing the task will provide variables - consensus (C) and outliers to gauge task duration estimate quality. Risk mitigation strategies will be documented in the Risk Plan for those tasks identified as outliers and tasks on the critical path.

3.4.3 Duration Rules

As a general rule, duration of less than five days or greater than ten days should not be entered. Combine short duration tasks or split apart longer duration tasks to stay within the five to ten day duration window. This may not be possible in every circumstance. In such cases, maintain the schedule with no more than 20% of the tasks using higher or lower duration. Use the following conversion table to convert hours into fractions of a day(s) when entering durations into the schedule:

- 2 hours = .25 day
- 4 hours = .5 day
- 6 hours = .75 day
- 8 hours = 1 day
- 1 week = 5 days
- 1 week and 4 hours = 5.5 days
- 1 month = 20 days

3.4.4 Resource Planning Rules

The ACMS project uses Microsoft Project's Standard Calendar based on the State's working hours of 8:00 am – 5:00 pm. The Non-working hours will be weekends and State holidays incorporated in the Standard Calendar. Adjustments will be added for meetings, vacations / sick leave, training, etc. to be determined by the ACMS Project Manager.

4   SI PROJECT SCHEDULE AND MASTER OR JOINT PROJECT SCHEDULE

A Master or Joint Project Schedule is created after contract award. Upon contract award and contract initiation, the State and the SI will work collaboratively to each

prepare their schedules and to each identify interdependent project tasks and milestones to track within the ACMS MJPS. This schedule will be monitored by the PM Analyst to ensure that the State and SI Schedules are continuously in sync. The resulting MJPS will be reviewed and approved by the ACMS Project Manager, ACMS Project Sponsor, and the Executive Steering Committee, after which it will be baselined and used as the joint execution schedule.

5   SCHEDULE MANAGEMENT AND CONTROL

5.1   Compare Schedule Status to Time Status Reports

The project team will provide regular updates on task status. Prior to contract award, the ACMS PM will update the project schedule monthly with task completion and will provide an updated schedule showing progress against the baseline schedule. On a bi-weekly basis, the PM Analyst will track progress against the baseline project schedule and report progress during project status meetings.

5.2   Monitor SI Schedule

Throughout the phases of the ACMS project after contract award, the State Project Manager will work collaboratively with the SI PM and State Project Team to monitor completion of project activities. The State PM will validate whether the necessary project controls are in place to help ensure project timelines are achievable and will result in the timely development and implementation of the ACMS.

5.3   Schedule Control Techniques

Schedule control processes serve to minimize schedule changes. Some control techniques reveal the status of the schedule where others suggest corrective action to bring the project back on schedule.

Table 2 lists each schedule control techniques that may be used for the ACMS Project.

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Table 2. Schedule Control Techniques Defined

Technique	Definition
Performance Reviews	Performance reviews measure, compare, and analyze schedule performance such as actual start and finish dates, percent complete, and remaining duration for the work in progress.
Critical Path Method	Predicts project duration by analyzing the sequence of activities (network path) that has the least amount of scheduling flexibility (i.e. float). Early dates are calculated by a forward pass using a specified start date. Late dates are calculated by a backward pass starting from a specified completion dated (usually forward pass's calculated early finish date for the project.)
Resource Leveling	1) Practicing a form of network analysis in which scheduling decisions (start and finish dates) are driven by resource management issues such as limited resource availability or changes in resource levels. 2) Evening out the peaks and valleys of resource requirements so that a fixed amount of resources can be used over time. 3) Ensuring that a resource is maximized but not used beyond its limitations.
Schedule Compression	Shortening of the schedule without reducing the project scope. Often requires an increase in project cost.
Crashing	Taking action to decrease the total project duration by adding resources (human and material) to the project schedule without altering the sequence of activities. The objective is to obtain the maximum duration compression for the least cost.
Fast Tracking	Compressing the project schedule by overlapping activities normally performed in sequence, such as Design and Build/Construction.

5.4 Schedule Control Products

The outputs and reports created by this process are as follows:

- **Detailed Schedule:** The detailed schedule is both an input and output of schedule control and includes activities to create and maintain the schedule throughout the project.

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- **Schedule Analysis and Reports:** Schedule analysis and reports are required to inform stakeholders of the project's performance against the planned schedule, as well as to justify any adjustments necessary in reaction to key milestone slippage. Schedule reports include:

  - Initial Detailed Scheduled
  - SI Detailed Project Schedule
  - Master Joint Project Schedule
  - Key Milestone Outlook and Status
  - Slipped/Missed Task Report
  - Critical Path Analysis

5.5 Schedule Change Request Process

The need may arise for a schedule baseline adjustment if significant changes occur within the project. Causes for schedule adjustment include, but are not limited to: the addition of new requirements; resource constraints; changes in major milestone dates; and changes in schedule dependencies. The proposed schedule revisions are addressed through approval by the Executive Steering Committee. If more than a ten (10) percent change in schedule is requested, the PM Analyst will prepare a Special Project Report for CalTech review and approval. Approved changes that affect scope and consequently require modification or additional tasks, effort, resources, deliverables, or milestones are submitted to the PM Analyst. Project Team requested task additions or modifications, which have no impact to deliverables or milestone dates, will not be submitted to the Executive Steering Committee unless the changes significantly impact the project milestones, critical path or timeline. Following approval of the baseline schedule, or a re-baselined version, the project schedule is then monitored and controlled by the ACMS PM Analyst.

The PM Analyst monitors the MJPS by reviewing and incorporating updates on a bi-weekly basis. The schedule change process described above is applied when:

- New tasks or deliverables cause baselined milestones to slip
- The project scope will be changed
- A new constraint impacts the planned delivery date of the final project deliverable
- A key resource is redirected and no backup is planned

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5.6 Update Schedule

Each Project or Program Manager reports percent-complete status of deliverables and tasks on a bi-weekly basis. Major modifications are communicated to the ACMS stakeholders. Depending on the nature of these modifications, schedule changes will be communicated in accordance with the standards and procedures established in the Communication Management Plan.

6 SCHEDULE STATUS REPORTING

6.1 Project Reports

Schedule status reporting is accomplished via a variety of project reports:

- Bi-Weekly Project Master Schedule (Gantt Chart)
- Monthly Project Status Report (PSR) to CalTech
- Sponsor Project Reports (as requested)
- Weekly Project Team Status Report
- Two-week Look Ahead Report
- Project Milestone and Deliverables Reports
- SI Deliverables Status Reports
- Late or At Risk Task Reports

6.2 Monthly Metrics and Trend Analysis

Monthly reports that specifically detail the status of the schedule including completion status of tasks, activities, deliverables, and milestones as compared to the baselined plan may include:

- Planned vs. Actual Task Completions
- Schedule Variance by Activity
- Estimate to Complete (ETC) changes for one or more tasks
- Critical Path Analysis results in a need for change
- New tasks added (or deleted) since last reporting period

7 SCHEDULE CLOSING

Please refer to the Maintenance and Operations plan.

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7.1 Closing Reports

The PM Analyst will provide input to and generate the final schedule-related reports. These reports include:

- Post Implementation Evaluation Report (PIER)
- Project Completion Report that includes a detailed assessment of the project from a scope, financial, project organization, resources/staffing, schedule, and deliverables perspective. This report is provided to our federal partners.

7.2 Archive Schedule Data and Tools

Project schedules and supporting documents will be maintained by the ACMS PM and stored on the CDSS Share Drive/ACMS/Cost and Schedule Management Plan. Schedule version will be identified by version number and date of update.

The ACMS Project Team will draft a project archives document that summarizes:

- How effectively the project schedule management needs of the customer and project were met
- Highlights approved project schedule changes and their impact on the project and how changes were managed
- Compares baseline schedules to actual schedules and describes discrepancies
- Identifies and discusses specific schedule-related issues that challenged the project/team
- Considers schedule performance as it relates to cost, scope, quality, risk, issue, change, communication, implementation, transition, regulatory compliance, and overall project team
- Project lessons learned including the cause of challenges
- Project administrative closure activities (e.g., transfer of project products or services to production; stakeholder approval for all deliverables; completion and exit criteria to meet; regulatory compliance items)
- Project contract closure activities (e.g., formally closing project contract(s))
- Data archived in the project repository (e.g., contracts, proposal, business case, project charter, scope statement, schedule, budget estimate, project management documents, status reports, emails)
- Archived items distributed to individuals upon project close out
- Explanation of open-ended action items

APPENDICES

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APPENDIX A: ACRONYMS

ACMS	Appeals Case Management System
CalTech	California Department of Technology
CDSS	California Department of Social Services
ETC	Estimate to Complete
FSR	Feasibility Study Report
IPOC	Independent Project Oversight Consultant
IPOR	Independent Project Oversight Report
MJPS	Master Joint Project Schedule
OSI	California Office of Systems Integration
PIER	Post Implementation Evaluation Report
PM	Project Management
PSR	Project Status Report
RAM	Responsibility Assignment Matrix
RBS	Resource Breakdown Structure
SI	Systems Integrator
SM	Schedule Management
WBS	Work Breakdown Structure

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APPENDIX B: CONSOLIDATED RAM

Resource Responsibility

P - Primary Responsibility
A - Approval Authority
S - Supporting Responsibility
   (Contributor or Reviewer)
I - Information Only

(Select from drop down list)

	Project Director	Project Manager	Procurement Manager	Risk Manager	Administrative Manager	Administrative Staff Support	Financial Analyst	Contract Manager	Project Librarian	Project Scheduler	Quality Manager	Technical Manager	System Engineer	Implementation Manager	Application Support Manager	Test Manager	Configuration Manager	Operations Manager	Customer Support Manager	Project Sponsor	Executive Steering Committee	IPOC & IVV	Legal Counsel	DOF	DGS	Federal Partners
Project Funding																										
Task/Deliverable 1																										
Task/Deliverable 2																										
Acquisition Planning																										
Task/Deliverable 1																										
Task/Deliverable 2																										
Contracting																										
Task/Deliverable 1																										
Task/Deliverable 2																										
Requirements Analysis																										
Task/Deliverable 1																										
Task/Deliverable 2																										
System Design																										
Task/Deliverable 1																										
Task/Deliverable 2																										
System Development																										
Task/Deliverable 1																										
Task/Deliverable 2																										
System Implementation																										
Task/Deliverable 1																										
Task/Deliverable 2																										

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