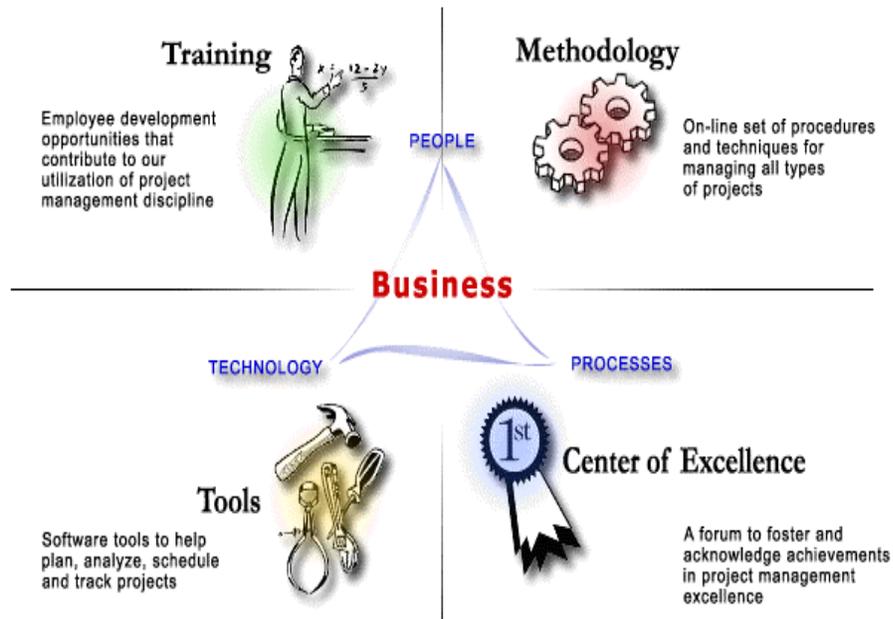




**CONTRACT AGENCY
RECOMMENDED
PROJECT MANANAGEMENT METHODOLOGY**



**CHIEF INFORMATION OFFICE BUREAU
ENTERPRISE PROJECT MANAGEMENT AND PLANNING**

OCTOBER 2008 V.1A

TABLE OF CONTENTS

PROJECT MANAGEMENT METHODOLOGY	1
<i>PROJECT MANAGEMENT METHODOLOGY INTRODUCTION.....</i>	<i>1</i>
<i>PROJECT NOTEBOOK.....</i>	<i>2</i>
<i>PROJECT MANAGEMENT METHODOLOGY TEMPLATE OVERVIEW</i>	<i>3</i>
PROJECT INITIATION PHASE	5
<i>PROJECT INITIATION PHASE OVERVIEW.....</i>	<i>5</i>
<i>PROJECT PROPOSAL DESCRIPTION</i>	<i>5</i>
<i>PROJECT CHARTER DESCRIPTION</i>	<i>5</i>
<i>PROJECT CHARTER TEMPLATE.....</i>	<i>6</i>
PROJECT PLANNING PHASE	8
<i>PROJECT PLANNING OVERVIEW.....</i>	<i>8</i>
<i>PROJECT PLAN DESCRIPTION.....</i>	<i>8</i>
<i>PROJECT PLAN TEMPLATE</i>	<i>9</i>
<i>PROJECT SCHEDULE DESCRIPTION</i>	<i>11</i>
<i>PROJECT SCHEDULE EXAMPLE.....</i>	<i>12</i>
PROJECT EXECUTION AND CONTROL PHASE.....	13
<i>PROJECT EXECUTION and CONTROL PHASE OVERVIEW</i>	<i>13</i>
<i>PROJECT STATUS REPORT DESCRIPTION</i>	<i>13</i>
<i>PROJECT ISSUE and PROJECT ISSUE TRACKING LOG DESCRIPTION.....</i>	<i>13</i>
<i>ISSUE DOCUMENT TEMPLATE</i>	<i>15</i>
<i>PROJECT ISSUE TRACKING LOG TEMPLATE</i>	<i>17</i>
<i>PROJECT CHANGE NOTIFICATION and CHANGE NOTICE TRACKING LOG DESCRIPTION.....</i>	<i>18</i>
<i>CHANGE NOTICE TRACKING LOG TEMPLATE.....</i>	<i>19</i>
PROJECT CLOSEOUT PHASE	20
<i>PROJECT CLOSEOUT PHASE OVERVIEW.....</i>	<i>20</i>
<i>POST IMPLEMENTATION EVALUATION REPORT (PIER) DESCRIPTION</i>	<i>20</i>
<i>PROJECT ARCHIVE DESCRIPTION.....</i>	<i>21</i>

PROJECT MANAGEMENT METHODOLOGY

PROJECT MANAGEMENT METHODOLOGY INTRODUCTION

The County Provider Recommended Project Management Methodology was developed as a guide to assist County Providers in the management of their MHSa Technological Needs Projects. The customized County Provider Recommended Project Management Methodology was extracted from the Department of Mental Health's standard Project Management Methodology (PMM) designed for projects of all sizes and complexity. The methodology includes the major implementation phases and selected templates.

The applicable templates include:

- Project Proposal Templates
- Project Charter
- Project Plan
- Project Schedule (Microsoft Project format)*
- Project Status Report
- Issue Document
- Project Issue Tracking Log
- Change Notice
- Change Notice Tracking Log
- Post Implementation Evaluation Report (PIER)

A Microsoft Word version of these templates can be found on the Contract Provider Transition Project (CPTP) website.

*The Project Schedule template is incorporated into Microsoft (MS) Project format. This MS Project schedule template contains the following major phases:

- **Initiation** (project proposal and project charter development)
- **Planning** (project plan and project schedule development)
- **Execution** (executing the project plan, maintaining the project schedule, managing project scope changes, and managing project issues)
- **Control** (quarterly status report preparation)
- **Closeout** (validating that objectives were met, documenting lessons learned through the PIER document)

PROJECT NOTEBOOK

As project documents are generated, they should be tracked, managed and stored. Below is a Project Notebook Structure that organizes documents within the project phase they are developed. Below is a recommended project notebook structure to follow:

PROJECT NOTEBOOK CHECKLIST

Phase	Project Document	Assign Date	Responsible Party	Complete Date
Initiation	Project Proposal <i>(Required)</i>			
	Project Charter			
Planning	Project Plan			
	Project Schedule <i>(Required)</i>			
Execution/ Control	Project Status Reports <i>(Required)</i>			(Ongoing)
	Change Notice <i>(Required)</i>			(When needed / established)
	Change Notice Tracking Log			(When needed / established)
	Issue Document			(When needed / established)
	Project Issue Tracking Log			(When needed / established)
Closeout	Post Implementation Evaluation Report <i>(Required)</i>			

PROJECT MANAGEMENT METHODOLOGY TEMPLATE OVERVIEW

The Project Management Methodology templates and their purposes are detailed below:

Initiation Phase Templates

Project Proposal Documents

- **Purpose:** Refer to the MHSa Technological Program Contract Agency Project Proposal Process document for details. These are required documents.

Project Charter

- **Purpose:** The Project Charter is the document that details the budget, scope, defines major roles and responsibilities, and high-level schedule of the project. This may be used as a communication tool to ensure that all project stakeholders and team members have the same baseline understanding of the project

Planning Phase Templates

Project Plan

- **Purpose:** The Project Plan dictates how the project will be managed, including the project approach; and how risk, communications, budgeting, quality and resources will be managed on the project.

Project Schedule

- **Purpose:** The Project Schedule lists all project tasks, task effort and durations, task dependencies, and assigned resources within organized project phases. The project schedule is used to help manage the tasks and resources needed to complete the project. This is a required document.

Execution and Control Phase Templates

Project Status Report

- **Purpose:** The Project Status Report is the mechanism for the Project Manager to communicate progress and risks/issues to the Project Stakeholders. This is a required document.

Execution and Control Phase Templates (con.)

Change Notice

- **Purpose:** Used to request approval for significant changes to the project scope. Scope changes that impact project quality, resources, costs or timelines must have an approved Change Notice prior to expending resources on tasks outside the approved project scope. **The Change Notice template will be available at a future date.**

Change Notice Tracking Log

- **Purpose:** Used to document and track submitted change notices.

Issue Document

- **Purpose:** Used to document and report major issues having potential effect on project quality, resources, costs or schedule.

Project Issue Tracking Log

- **Purpose:** Used to document and track reported issues.

Closure Phase Template

Post Implementation Evaluation Report

- **Purpose:** Used to document whether project objectives were met, lessons learned, and best practices.

PROJECT INITIATION PHASE

PROJECT INITIATION PHASE OVERVIEW

Through the MHSa Technological Program, contract providers are allowed to request funding for various projects. Accordingly, potential projects need to be subjected to an assessment process that will allow the DMH to evaluate the project proposals against pre-defined evaluation criteria. This assessment of project proposals occurs during the Initiation Phase. During this phase, a potential project is also conceptualized.

PROJECT PROPOSAL DESCRIPTION

The Project Proposal document is required. Refer to the MHSa Technological Program Contract Agency Project Proposal Process document for a complete description of this document, a sample, and its submission process.

PROJECT CHARTER DESCRIPTION

The purpose of the Initiation Phase and another resulting deliverable, the **Project Charter**, is to help ensure project success. This process is designed to help guide thinking about projects, and to assist Project Managers and others in articulating and evaluating key aspects of a proposed project. The process of creating the Project Charter provides a basis for communication, understanding and agreement among the sponsor, stakeholders, project team and other interested parties regarding proposed projects.

The Project Charter includes a description of the project's purpose including business problem to be solved; objectives and; scope including exclusions, assumptions, constraints and risks; critical success factors; high level plan including resource, roles and management checkpoints. The document functions as the formal agreement for the project and is signed by the appropriate parties as such. Signature of the charter document marks the end of the Initiation Phase, and the document is a tangible deliverable resulting from the efforts exerted up to this point.

Developing the Project Charter is a collaborative effort. Information compiled by the requester during the development of the Project Proposal is used and applied in the development of the Project Charter. To gain further understanding of the business case and to write an effective charter, the author, typically the Project Manager must work with the Assigned Business Resource and from time to time may need to illicit input from the Project Requestor or Sponsor. If issues or conflicting expectations are discovered while developing the Project Charter, the Project Manager must work to resolve the discrepancies, elevate the issues when appropriate, and obtain consensus. Decisions that significantly impact project expectations should be thoroughly documented. Once the Project Charter has been developed, the Project Manager must obtain the appropriate approval.

PROJECT CHARTER TEMPLATE

DEPARTMENT OF MENTAL HEALTH

CONTRACT AGENCY

PROJECT CHARTER

A. General Information

Information to be provided in this section gives a specific name to the project as well as pertinent information about the personnel involved.

Contract Agency Name:	
Project Name: [REDACTED]	
DMH Project ID#: [REDACTED]	
Prepared By: [REDACTED]	Preparation Date: [REDACTED]
Contract Agency Executive Director: [REDACTED]	Legal Entity#: [REDACTED]

B. Project Purpose

This section communicates the purpose of the project and the charter that is being established.

[REDACTED]

C. Project Objective

This section defines the objectives of the project.

[REDACTED]

D. Project Scope

The level of detail in this section must be sufficient to allow for detailed scope development in the Project Plan. Initial clarification of scope, and adherence to the plan throughout the project, are of the utmost importance. Describe any applicable assumptions and/or constraints that may affect the project.

Project Results: *State what will be created in terms of deliverables to satisfy the purpose of the project, as described in Section B.*

[REDACTED]

Content of the Project: *Define what work is to be done.*

[REDACTED]

Exclusions: *Define what work is not to be done, that otherwise might be assumed to be part of this project.*

[REDACTED]

Key Stakeholders: *List the organizations/persons directly affected by the project and the resulting project deliverables.*

[REDACTED]

Assumptions: List major assumptions pertaining to this project that may impact scope.

Constraints: List all known constraints pertaining to this project that may impact scope.

E. Resources

This section describes key individuals supporting and implementing the project.

Functional Role	Resource Name
Project Manager	
Business Analyst	

F. Management Checkpoints

This section describes key management checkpoints established by the initiating agency.

Checkpoint	Evaluation Criteria

G. Signatures

The signatures of the people below relay an understanding in the purpose and content of this document by those signing it. By signing this document you agree to this as the formal Charter statement to begin work on the project described within, and commitment of the necessary resources.

Name/Title	Signature	Date

PROJECT PLANNING PHASE

PROJECT PLANNING OVERVIEW

The Project Planning Phase follows the Project Initiation Phase and is considered to be the most important stage in project management. Project planning is not a single activity or task. It is a process that takes time and attention. Time spent up-front identifying the proper needs and structure for organizing and managing projects saves countless hours of confusion and rework in the Execution Phase of the project. Without planning, a project's success will be difficult, if not impossible. Team members will have limited understanding of expectations; activities may not be properly defined or coordinated; and resource requirements may not be completely understood. Inadequate and incomplete project planning is the downfall of many projects. An adequate planning process and project plan will help the project be successful.

PROJECT PLAN DESCRIPTION

A **Project Plan** will be developed by the Project Manager that identifies project approach; detailed tasks, task dependencies and task relationships, required resources, estimated costs, and a plan for communication, quality and risk management. Budget estimates and risk management are part of the project plan, but will be tracked in separate documents required for submission to the DMH. Refer to the MHSa Technological Program Contract Agency Project Proposal Document for guidelines.

PROJECT PLAN TEMPLATE

DEPARTMENT OF MENTAL HEALTH

CONTRACT AGENCY

PROJECT PLAN

A. General Information

Information to be provided in this section gives a specific name to the project as well as pertinent information about the personnel involved.

Contract Agency Name: <input type="text"/>	
Project Name: <input type="text"/>	
DMH Project ID#: <input type="text"/>	
Prepared By: <input type="text"/>	Preparation Date: <input type="text"/>
Contract Agency Executive Director: <input type="text"/>	Legal Entity#: <input type="text"/>

B. Project Approach

Describe the strategy to deliver the project. For example, it may describe a phased strategy, contracting approach, reference to implementation, etc. Subsections may be created to present the strategy.

<input type="text"/>

C. Resource Planning

After establishing the human resources required for the project, develop a staffing plan that shows the personnel (both internal and external) and their estimated dates needed on the project.

Functional Role	Resource Name	Dates
<i>Project Manager</i>		
<i>Business Analyst</i>		

D. Communication Planning

List the different project stakeholder categories (Project Sponsor, Information Officer, Customer, and Team Member). Describe how they will receive project information (email, project status meetings, sponsor meetings, etc.) and give the frequency in which they will receive this information (daily, weekly, bi-weekly, etc.).

Target Audience		Target Message/			
Type	Name	Agenda	Method	Frequency	Duration

E. Quality Planning

Project / product quality is of paramount importance. This section should detail how quality is being addressed.

Deliverable Acceptance Criteria: Describe Acceptance Criteria for deliverables as they are turned over to the customer.

Applicable QA Activities: Define applicable Quality Assurance activities for the project including test and acceptance processes and documentation.

F. Signatures

The signatures of the people below relay an understanding in the purpose and content of this document by those signing it. By signing this document you agree to this as the formal Project Plan.

Name/Title	Signature	Date

PROJECT SCHEDULE DESCRIPTION

The **Project Schedule** is developed by the Project Manager with input from team members. The Project Schedule is sometimes referred to as the Project Workplan. The Project Schedule is a comprehensive calendar depicting:

- Time (duration) estimates for all tasks and activities
- Start and finish dates for the tasks and activities
- Names of resources assigned responsibility to complete the tasks and activities
- Current status of each task and activity

This planning process results in a Project Schedule that can be tracked and monitored. Work is broken down into small, more manageable pieces and reduces the overall complexity of the project. The information identifies what resources are needed, when the resources are needed and for how long. It defines for sponsors and stakeholders the timeframes and dates for key project deliverables and for project completion. It sets expectations for project progress. Without a project schedule, the Project Manager won't know all that must be done, who needs to do it, how to make effective adjustments, and when to expect the project to be completed. Project schedules and tasks estimates are further refined throughout the Execution Phase.

The Project Schedule example is provided in Microsoft Project format. However, other tools may be used to manage project tasks. The task details in the Project Schedule example are strictly for illustration purposes.

PROJECT SCHEDULE EXAMPLE

ID	WBS	Task Name	Duration	Start	Finish	% Complete	Predecessors
1	1	Electronic Data Interchange (EDI)	223 d	Mon 7/14/08	Tue 6/2/09	0%	
2	1.1	Project Initiation	45 d	Mon 7/14/08	Mon 9/15/08	0%	
3	1.1.1	Define EDI Strategy	25 d	Mon 7/14/08	Fri 8/15/08	0%	
4	1.1.1.1	Identify Available EDI Solutions	10 d	Mon 7/14/08	Fri 7/25/08	0%	
5	1.1.1.2	Define an EDI Strategy	10 d	Mon 7/28/08	Fri 8/8/08	0%	4
6	1.1.1.3	Review and Approve the EDI Strategy	5 d	Mon 8/11/08	Fri 8/15/08	0%	5
7	1.1.2	Develop required MHSA Technological Needs Project Proposal Description	10 d	Mon 8/18/08	Fri 8/29/08	0%	6
8	1.1.3	Develop required Budget Summary	10 d	Tue 9/2/08	Mon 9/15/08	0%	7
9	1.1.4	Develop required Project Risk Assessment	10 d	Tue 9/2/08	Mon 9/15/08	0%	8SS
10	1.1.5	Develop Project Charter	10 d	Tue 9/2/08	Mon 9/15/08	0%	9SS
11	1.2	Project Planning	89 d	Tue 9/2/08	Mon 1/12/09	0%	
12	1.2.1	Project Management	16 d	Tue 9/2/08	Tue 9/23/08	0%	
13	1.2.1.1	Prepare Required Project Work Plan (Schedule)	16 d	Tue 9/2/08	Tue 9/23/08	0%	
14	1.2.1.1.1	Define Tasks and Deliverables	10 d	Tue 9/2/08	Mon 9/15/08	0%	7
15	1.2.1.1.2	Prepare required Project Work Plan	5 d	Tue 9/16/08	Mon 9/22/08	0%	14
16	1.2.1.1.3	Review and Approve Project Work Plan	1 d	Tue 9/23/08	Tue 9/23/08	0%	15
17	1.2.2	Conduct EDI Readiness Assessment	41 d	Wed 9/24/08	Tue 11/25/08	0%	
18	1.2.2.1	Form an Assessment Team	5 d	Wed 9/24/08	Tue 9/30/08	0%	16
19	1.2.2.2	Define Short and Long Term Goals	5 d	Wed 10/1/08	Tue 10/7/08	0%	18
20	1.2.2.3	Define Organization Strengths and Weaknesses (SWOT)	5 d	Wed 10/8/08	Wed 10/15/08	0%	19SS
21	1.2.2.4	Define Business Needs	5 d	Thu 10/16/08	Wed 10/22/08	0%	20SS
22	1.2.2.5	Assess Budget and Staff Resources	10 d	Thu 10/23/08	Wed 11/5/08	0%	21SS
23	1.2.2.6	Prepare EDI Readiness Report	5 d	Thu 11/6/08	Thu 11/13/08	0%	22
24	1.2.2.7	Review and Approve EDI Readiness Assessment Report	6 d	Fri 11/14/08	Mon 11/25/08	0%	23
25	1.2.3	Select EDI Solution	32 d	Wed 11/26/08	Mon 1/12/09	0%	
26	1.2.3.1	Review EDI Solutions	10 d	Wed 11/26/08	Tue 12/9/08	0%	24
27	1.2.3.2	Select an EDI Solution	2 d	Wed 12/10/08	Thu 12/11/08	0%	26
28	1.2.3.3	Negotiate Contract	20 d	Fri 12/12/08	Mon 1/12/09	0%	27
29	1.3	Project Execution and Control	223 d	Mon 7/14/08	Tue 6/2/09	0%	
30	1.3.1	Track and Report Required Project Status	223 d	Mon 7/14/08	Tue 6/2/09	0%	
31	1.3.1.1	Prepare required quarterly Status Reports and Monitor Progress	223 d	Mon 7/14/08	Tue 6/2/09	0%	
32	1.3.2	Plan and Implement EDI Solution	80 d	Tue 1/13/09	Tue 5/5/09	0%	
33	1.3.2.1	Develop EDI Implementation Plan and Schedule	10 d	Tue 1/13/09	Mon 1/26/09	0%	28
34	1.3.2.2	Identify and Document Hardware and Software Requirements	10 d	Tue 1/27/09	Mon 2/9/09	0%	33
35	1.3.2.3	Complete Hardware and Software Design	10 d	Tue 2/10/09	Tue 2/24/09	0%	34
36	1.3.2.4	Approve Hardware and Software Design	1 d	Wed 2/25/09	Wed 2/25/09	0%	35
37	1.3.2.5	Install and Configure Hardware (if applicable)	15 d	Thu 2/26/09	Wed 3/18/09	0%	36
38	1.3.2.6	Test Hardware	2 d	Thu 3/19/09	Fri 3/20/09	0%	37
39	1.3.2.7	Install and Configure EDI Software	10 d	Mon 3/23/09	Fri 4/3/09	0%	37SS+5 d,38
40	1.3.2.8	Test EDI Software with Vendor	10 d	Mon 4/6/09	Fri 4/17/09	0%	39
41	1.3.2.9	Train Staff on EDI Software	10 d	Mon 4/20/09	Fri 5/1/09	0%	39,40
42	1.3.2.10	Approve Final Hardware and Software Delivered	2 d	Mon 5/4/09	Tue 5/5/09	0%	41
43	1.3.3	Complete EDI Certification	36 d	Mon 3/23/09	Mon 5/11/09	0%	
44	1.3.3.1	Get Third Party Certificate from Vendor	5 d	Mon 3/23/09	Fri 3/27/09	0%	39SS
45	1.3.3.2	Complete and Submit EDI Forms	10 d	Mon 3/30/09	Fri 4/10/09	0%	44
46	1.3.3.3	Perform EDI Certification Testing	15 d	Mon 4/20/09	Fri 5/8/09	0%	40
47	1.3.3.4	Complete EDI Certification	1 d	Mon 5/11/09	Mon 5/11/09	0%	46
48	1.3.4	Begin EDI Production Processing	6 d	Tue 5/12/09	Tue 5/19/09	0%	
49	1.3.4.1	Install EDI Production Certificate	1 d	Tue 5/12/09	Tue 5/12/09	0%	47
50	1.3.4.2	Submit Initial EDI Production Transactions	5 d	Wed 5/13/09	Tue 5/19/09	0%	49
51	1.3.4.3	EDI Project Complete	0 d	Tue 5/19/09	Tue 5/19/09	0%	50
52	1.4	Closure	9 d	Wed 5/20/09	Tue 6/2/09	0%	
53	1.4.1	Submit final invoice	1 d	Wed 5/20/09	Wed 5/20/09	0%	51
54	1.4.2	Submit final Project Status	1 d	Thu 5/21/09	Thu 5/21/09	0%	53
55	1.4.3	Complete Post Implementation Evaluation Report (PIER) Document	5 d	Fri 5/22/09	Fri 5/29/09	0%	54
56	1.4.4	Archive Project Documents	2 d	Mon 6/1/09	Tue 6/2/09	0%	55

PROJECT EXECUTION AND CONTROL PHASE

PROJECT EXECUTION and CONTROL PHASE OVERVIEW

The purpose of Project Execution and Control Phases are to develop the product or service that the project was commissioned to deliver. Typically, this is the longest phase of the project management lifecycle, where most resources are applied. Unanticipated events and situations will inevitably be encountered, and the Project Manager and Project Team will need to deal with them while minimizing impact on the project's cost, scope, schedule, and quality. Project Execution utilizes all the plans, schedules and templates that were prepared during prior phases and adds new templates for Project Status Report, Issue Document, and Change Notice.

Once a project moves into this phase, the project team and necessary resources to carry out the project should be in place and ready to perform project activities. Critical activities in this phase are enabling the project plan, tracking and monitoring project tasks, measuring actual to planned performance, reviewing and addressing project issues, developing recovery plans for activities not on schedule, monitoring and mitigate potential risks, managing change, controlling quality, communicating status and managing stakeholder expectations. Status meetings are conducted to discuss project status and to set direction and priorities for the project. The level of detail and objective of status meetings vary based upon the audience, project size and impact, and the risk associated with a project.

PROJECT STATUS REPORT DESCRIPTION

A required **Project Status Report** will be submitted quarterly to the DMH. Refer to the MHSAs Technological Program Contract Agency Project Proposal Process document for status report requirements and guidelines. Status reports are an integral part of the project management process. It is the means by which the project team and executive management stay informed about the progress and key activities required to successfully complete the project. The purpose of the Project Status Report template shown in the MHSAs Technological Program Contract Agency Project Proposal Process document is to provide a standard format for the formal exchange of information on the progress of the project. This report is used to communicate current activity, significant accomplishments for the current period, planned activities for next period, financial status, technical status/issues, previous action items, and a risk update/status

PROJECT ISSUE and PROJECT ISSUE TRACKING LOG DESCRIPTION

The **Project Issue Document** gives everyone involved with, or affected by, the project a way to report issues or problems that cannot be resolved at the individual level. It provides a template for documenting the problem, assessing the impact of the problem, making recommendations, and determining the cost (people and assets) and time required for resolving the problem.

.

PROJECT ISSUE DESCRIPTION (con)

Any of the project team members, customers, stakeholders, or contractors can submit an issue. The person initiating the Issue Document describes the issue type, identifies date resolution is needed, proposes an assignee, describes the issue, makes initial recommendation, identifies impact if issue is not resolved, determines if a cost/schedule impact analysis if needed and provides supporting documentation that helps clarify the problem. The assignee completes the final recommendations and submits it to the Project Manager for management action. The issue management process is iterative, in that it will keep occurring until the project is complete.

The **Project Issue Tracking Log** provides an organized means of tracking and managing the status of individual project issues at a summary level.

ISSUE DOCUMENT TEMPLATE

DEPARTMENT OF MENTAL HEALTH

CONTRACT AGENCY

ISSUE DOCUMENT

A. General Information

Information in the project summary areas drafted, during the project concept phase, should be included here.

Contract Agency Name:	
Project Name: [REDACTED]	
DMH Project ID#: [REDACTED]	
Prepared By: [REDACTED]	Preparation Date: [REDACTED]
Contract Agency Executive Director: [REDACTED]	Legal Entity#: [REDACTED]

B. Issue Background

Issue Type (check one):

- | | |
|--|---|
| <input type="checkbox"/> Request for Information | <input type="checkbox"/> System Problem |
| <input type="checkbox"/> Procedural Problem | <input type="checkbox"/> Other |

(Specify)

Date Resolution Needed: Proposed Assignee: Attachments (if any):	<input type="checkbox"/> YES <input type="checkbox"/> NO
--	--

Issue Description:

[REDACTED]

Initial Recommendation:

[REDACTED]

Potential Impact (if not resolved):

[REDACTED]

Cost / Schedule Impact Analysis Required? Yes No

Estimate of Additional Effort:

Resources Required	Work Days/Costs

Reviewer:

Reviewer Completion Date:

Reviewer Comments:

C. Recommendation

Final Recommendation and Comments:

Name/Title	Signature	Date
{Project Manager}		

D. Management Action

Recommendation status (check one):

Accept Defer Need Additional Information Reject

Assigned to:

Organization:

Planned Completion Date:

E. Signatures

The signatures of the people below relay an understanding in the purpose and content of this document by those signing it.

Name/Title	Signature	Date
<input type="text"/>		
<input type="text"/>		
<input type="text"/>		

PROJECT ISSUE TRACKING LOG TEMPLATE

DEPARTMENT OF MENTAL HEALTH

CONTRACT AGENCY

PROJECT ISSUE TRACKING LOG

Contract Agency Name:		Project Name:	
Prepared By:		Contract Agency Executive Director:	
Preparation Date:	DMH Project ID#:	Legal Entity#:	

No	Issue Priority	Date Opened	Submitted By	Issue Owner	Description of Issue (including a specific example)	Status	Date Assigned	Estimated Resolution Date	Actual Resolution Date	Resolution	Comments
1.											
2.											
3.											
4.											
5.											
6.											
7.											
8.											
9.											
10.											
11.											

PROJECT CHANGE NOTIFICATION and CHANGE NOTICE TRACKING LOG DESCRIPTION

The **Project Change Notification** must be generated every time there is a material change to the project that affects the scope in terms of quality, cost, resources or timeline. Specific Change Notice requirements will be provided in the executed agreements. **The Change Notification template will be made available at a future date.** Completion of the Change Notice is part of the change control process. Change control is the following:

- Influencing the activities that create changes to ensure that those changes are beneficial
- Determining that a change has occurred
- Managing the actual changes when they occur

Change control is not the prevention of changes. It is concerned with identification and management of possible changes to the project. Management of the changes includes the administrative management, tracking, review, and assessment of proposed changes; the organized review and decision on change approval; and the administrative process to ensure that the project team is informed of changes when they are approved. The change control process is iterative, in that it will keep occurring until the project is complete.

The **Change Notice Tracking Log** provides an organized means of tracking and managing the status of individual Change Notices at a summary level.

The conclusion of the Execution Phase arrives when the product of the project is fully developed, tested, accepted, implemented and transitioned.

CHANGE NOTICE TRACKING LOG TEMPLATE

DEPARTMENT OF MENTAL HEALTH

CONTRACT AGENCY

CHANGE NOTICE TRACKING LOG

Contract Agency Name:	Project Name: []	
Prepared By: []	Contract Agency Executive Director: []	
Preparation Date: []	DMH Project ID#: []	Legal Entity#: []

No	Issue Date	Requestor	Title of Request	Impact and Deliverables Affected	Responsible Person	Completion Date	Recommendation or Status
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							

PROJECT CLOSEOUT PHASE

PROJECT CLOSEOUT PHASE OVERVIEW

The last major phase of a project's life cycle is project closeout. Project closeout is performed once all defined project objectives have been met and the customer has accepted the project's product. Closing a project is a fairly routine process. Project closeout includes the following key elements:

- Completing and submitting the required final status report
- Closing out any financial issues such as submitting the final invoice, and contract closure with vendors, if applicable
- Completing, collecting, and archiving project records
- Documenting the successes and issues of the project
- Conducting a lessons learned session
- Developing and submitting the required Post Implementation Evaluation Report (PIER)
- Celebrating project success

The issue of primary importance with project closure is the acceptance of the product or project deliverable(s) by the customer for which they were created. It is recommended that a final meeting with all necessary stakeholders and vendor, if applicable should be held to review the product delivered compared to the original requirements and specifications. Furthermore, any open action items or issues can be officially closed.

POST IMPLEMENTATION EVALUATION REPORT (PIER) DESCRIPTION

A **Post Implementation Evaluation Report (PIER)** documents the successes and failures of the project. The customers' overall view of the project and its final product are the focus of the required PIER document. The PIER may also contain recommendations for future projects. Information within the PIER should include the following:

- Objective met and unmet
- Lessons learned
- Corrective Actions

Refer to the MHSa Technological Program Contract Agency Project Proposal Process for details on the PIER template. The template can be found on the last page of the status report. Even though the status report is submitted quarterly, the PIER document is only completed and submitted once at the end of the project.

PROJECT ARCHIVE DESCRIPTION

The final step in this phase is to archive project information. Historic project data is an important source of information to help improve future projects. Project documents must also be retained per the terms of the executed agreement. The information that is archived for a project will typically include:

- Project Proposal
- Project Plan
- Project Schedule
- Issue Documents
- Change Notices
- Post Implementation Evaluation Report (PIER)
- Correspondence
- Meeting notes
- Status reports
- Contract file
- Technical documents
- Files, program, tools, etc., placed under configuration management
- Other Information