

	<p align="center">PMO PROCEDURE</p> <p align="center">Control Number: OSI-AP-08-14</p>
<p align="center">Project Monitoring & Controlling Procedure</p>	<p align="center">Effective Date: August 28, 2008</p>

1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure establishes the process that projects use to monitor and control the processes associated with initiating, planning, executing, and closing a project. The process begins with those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The monitoring and controlling process is performed throughout the life of the project.

2.0 Definitions and References:

2.1 Integrated Change Control: Project performance must be monitored and measured regularly to identify variances from the management plans. Change Control includes taking preventive action in anticipation of possible problems. Integrated Change Control is coordinating changes across the entire project.

2.2 Master Project Management Plan: A formal document that describes the key milestones, resources, project approach, project strategic plan, acquisition processes, and its supporting processes. The MPP includes or references other detailed plans including:

- 2.2.1 Cost Management
- 2.2.2 Quality Management
- 2.2.3 Staff Management
- 2.2.4 Communication Management
- 2.2.5 Risk Management
- 2.2.6 Procurement Management
- 2.2.7 Contract Management
- 2.2.8 Governance with Issue Escalation and Resolution Process
- 2.2.9 Configuration Management
- 2.2.10 Change Management

2.3 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.

2.4 Other References:

2.4.1 Project Management Body of Knowledge (PMBOK) Third Edition
Project Management Institute (PMI).

2.4.2 Office of Systems Integration, Best Practices Website (BPWeb)
<http://www.bestpractices.osi.ca.gov>

3.0 Roles and Responsibilities:

3.1 Financial Analyst: The Financial Analyst is responsible for managing, tracking and controlling project budget/costs, coordinating/preparing budgetary documents, e.g., Special Project Reports and OSI Budget Change Proposals, reviewing budget/contract expenditures, and collecting and reporting financial metrics.

3.2 Project Manager: The Project Manager executes the project management plans. The Project Manager continuously manages and evaluates the overall project performance to provide confidence that the project will satisfy the relevant quality standards.

3.3 Project Scheduler: The Project Scheduler is responsible for coordinating, managing and controlling inputs to the project plan.

3.4 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders. The Project Sponsor is responsible for approving the project charter and authorizing the project to proceed to the next project phase.

3.5 Project Team: The Project Team is responsible for performing the tasks defined for them in the project staffing plan and project master plan. Team members will consist of people having various skills sets, at varying levels of performance, from multiple organizations within the public and private sectors. Team members will be determined by the needs of the project and will fluctuate as the project continues. Team members will consist of permanent, limited term and contracted employees at all levels within the project.

3.6 Quality Manager: The Quality Manager is charged with overseeing and ensuring both product and process quality for the project. The Quality Manager provides insight into the project and contractor methods of doing business by reviewing process and product activities for adherence to standards and plans

3.7 **Risk Manager:** The Risk Manager is responsible for managing, tracking, and controlling risks on the project.

4.0 **Procedure:**

Note: Not all project activities are sequential and many are iterative based on the project needs.

ACTIVITY

DESCRIPTION

1. Scope Verification and Control

The Project Manager performs scope verification and control that identifies and manages all elements (people, requirements, and technology) inside and outside of the project that increase or decrease the project scope beyond the required or defined need of the original, agreed upon Project Scope. This is done through a variety of techniques and as documented in the Master Project Management Plan.

2. Schedule Control

The Project Scheduler performs schedule control which involves influencing the factors that create schedule changes to ensure that changes are beneficial, determining that the schedule has changed and managing the actual changes when and as they occur. This is done through a variety of techniques and as documented in the Master Project Management Plan.

3. Cost Control

The Financial Analyst performs the cost control process of influencing the factors that create changes to the cost baseline to ensure that changes are beneficial, determining that the cost baseline has changed and managing the actual changes when and as they occur. This is done through a variety of techniques and as documented in the Project's Cost Management Plan.

4. Quality Control

The Quality Manager performs quality control which involves monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results. This is done through a variety of techniques and as documented in the Quality

 Management Plan.
5. Performance Reporting

The Project Manager continuously utilizes performance reporting as a necessary process for collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting.

6. Risk Control

The Risk Manager invokes the risk control process to track identified risks, monitoring residual risks, identifying new risks, executing risk response plans, and evaluating their effectiveness throughout the project life cycle. This is done through a variety of techniques and as documented in the Risk Management Plan.

7. Contract Administration

The Contract Manager continuously utilizes contract administration process of ensuring that the contractor's performance meets contractual requirements. This is detailed in the Contract Management Plan.

5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

Date	Revision Number	Change
	1.0	New Procedure