





# California Project Management Framework (CA-PMF) – Key Elements

	 <b>Concept</b>	 <b>Initiating</b>	 <b>Planning</b>	 <b>Executing</b>	 <b>Closing</b>	 <b>Monitoring &amp; Controlling</b>
 <b>Recommended Practices</b>	<ul style="list-style-type: none"> <li>Validate Your Concept for a Strong Foundation</li> <li>Have a Strong Business Case</li> <li>Is Your Organization Ready for Change?</li> <li>Don't Underestimate or Oversimplify User Research and Engagement</li> </ul>	<ul style="list-style-type: none"> <li>It is Never Too Early to Engage Users</li> <li>Effective Sponsorship is the Key to Success</li> <li>The Business Need Drives the Project</li> <li>Check in with Your Organization's Enterprise Architect or Opportunities May be Missed</li> <li>Engage Stakeholders Strategically</li> <li>Tackle the Project in Bite-Size Pieces and Deliver Incrementally to Reduce Risk</li> <li>Change is Hard, So Start Planning for Your Change Early</li> </ul>	<ul style="list-style-type: none"> <li>It Takes a Village... to Make a Project Successful</li> <li>Connect the Dots... Clarify the Scope</li> <li>Make a Deliberate Choice When Determining the Delivery Method</li> <li>No Matter the Size or Scope, the Schedule is a Key Component</li> <li>Who wants to talk about Security?</li> <li>Effective Change Management Requires Close Attention to an Organization's Culture</li> <li>Plan to Continually Discover and Validate User Needs</li> <li>Early Governance Helps Set Stakeholder Expectations</li> <li>Clear Performance Metrics Benefit Both Contractors and Project Managers</li> </ul>	<ul style="list-style-type: none"> <li>Communicate, Communicate, Communicate</li> <li>Don't Ignore the Users</li> <li>Capturing Action Items From Team Meetings</li> <li>Early and Effective Testing Can Prevent Major Project Cost Issues Down the Road</li> <li>Problems Don't Go Away – They Only Get Bigger Over Time</li> <li>Engage the M&amp;O Team Sooner</li> <li>Leadership is the Project Manager's Job</li> <li>Have Clearly Defined Go/No Go Checkpoints</li> <li>Be Honest About Project Progress to Continually Improve</li> <li>Think Globally and Act Strategically</li> <li>Testing and Training Activities are NOT Schedule and Cost Buffers</li> <li>Warning Signs: Be on the Lookout</li> <li>Don't Skimp on Quality</li> <li>Don't be Afraid to Pull the Plug</li> <li>Speak Up to Achieve a Project Win</li> </ul>	<ul style="list-style-type: none"> <li>Recognition is a Must</li> <li>Lessons Learned Is Not Optional</li> <li>Don't Forget the PIER</li> </ul>	<ul style="list-style-type: none"> <li>Continually Monitoring &amp; Controlling Throughout the Project</li> <li>See the Big Picture and Practice Integrated Change Control</li> <li>Take Corrective and Preventative Actions Sooner Rather Than Later</li> <li>Manage Project Team and Stakeholders in a Way that Encourages Open Communication About Project Progress</li> <li>Maintain a Clear View of Ongoing Contractor Performance</li> </ul>
 <b>Roles</b>	<ul style="list-style-type: none"> <li>Executive Sponsor(s)</li> <li>Project Sponsor</li> <li>IT Sponsor</li> <li>Business Owner(s)</li> <li>Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Executive Sponsor(s)</li> <li>Project Sponsor</li> <li>Stakeholders</li> <li>IT Sponsor</li> <li>Business Owner(s)</li> <li>Project Manager</li> <li>Department of Technology (CDT)</li> </ul>	<ul style="list-style-type: none"> <li>Executive Sponsor(s)</li> <li>Project Sponsor</li> <li>IT Sponsor</li> <li>Business Owner(s)</li> <li>Project Manager</li> <li>Project Team</li> <li>Contract Manager</li> <li>Information Security Officer (ISO)</li> <li>Subject Matter Experts</li> <li>Department of Technology (CDT)</li> <li>Department of Finance (DOF)</li> </ul>	<ul style="list-style-type: none"> <li>Executive Sponsor(s)</li> <li>Project Sponsor</li> <li>IT Sponsor</li> <li>Business Owner(s)</li> <li>Project Manager</li> <li>Stakeholder(s)</li> <li>Department of Technology (CDT)</li> <li>Department of Finance (DOF)</li> <li>Project Support Staff</li> <li>Solutions Vendor</li> </ul>	<ul style="list-style-type: none"> <li>Executive Sponsor(s)</li> <li>Project Sponsor</li> <li>IT Sponsor</li> <li>IT Product Owner(s)</li> <li>Project Manager</li> <li>Transition Support Lead</li> <li>Project Support Staff</li> </ul>	<ul style="list-style-type: none"> <li>Executive Sponsor(s)</li> <li>Project Sponsor</li> <li>Stakeholders</li> <li>IT Sponsor</li> <li>Business Owner(s)</li> <li>Project Manager</li> <li>Department of Technology (CDT)</li> </ul>
 <b>Processes</b>	<ul style="list-style-type: none"> <li>Identify the Project Sponsor(s) and Stakeholders</li> <li>Conduct a Readiness Assessment</li> <li>Project Approval Process</li> <li>Concept Process Phase Review</li> </ul>	<ul style="list-style-type: none"> <li>Establish Project Staffing</li> <li>Create a Project Library</li> <li>Review Current Documentation</li> <li>Conduct Stakeholder Analysis</li> <li>Perform Charter Analysis</li> <li>Monitoring and Controlling</li> <li>Project Approval Process</li> <li>Initiating Process Phase Review</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for Planning Process Phase Activities</li> <li>Develop Planning Process Phase Artifacts</li> <li>Approve and Baseline Planning Process Phase Artifacts</li> <li>Optimize Planning Process Phase Artifacts</li> <li>Monitoring and Controlling</li> <li>Project Approval Process</li> <li>Conduct Procurements</li> <li>Planning Process Phase Review</li> </ul>	<ul style="list-style-type: none"> <li>Assemble the Resources</li> <li>Prepare for the Executing Process Phase Activities</li> <li>Direct and Manage Project Work</li> <li>Monitor and Control Project Work</li> <li>Develop Project Status Reports</li> <li>Executing Process Phase Review</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for Project Closure</li> <li>Closeout Project Artifacts</li> <li>Conduct Lessons Learned</li> <li>Celebrate Success</li> <li>Administrative Closeout</li> <li>Closing Process Phase Review</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Change Requests and performing Integrated Change Control (Most Process Phases)</li> <li>Project Sponsor and Manager Monitoring and Reviewing the Outputs (Concept and Initiating)</li> <li>Monitoring Risk, Issues and the Project Schedule (Most Process Phases)</li> <li>Continued Oversight of the Project Work (Executing)</li> <li>Analyze and Review Project Work (Executing)</li> <li>Manage Stakeholder Engagement (Most Process Phases)</li> </ul>
 <b>Activities</b>	<ul style="list-style-type: none"> <li>Identify the Specific Business Problem or Opportunity</li> <li>Establish a Clear Business Case</li> <li>Assess the Organizational Impact</li> <li>Complete the Concept Development and Readiness Assessment</li> <li>Conduct a High-Level Risk Assessment</li> <li>Begin drafting the S1BA (PAL)</li> <li>Complete the Concept Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Identify Project Sponsorship</li> <li>Identify a Project Manager</li> <li>Form the Project Planning Team</li> <li>Create Project Document Repository and Review Current Documentation</li> <li>Identify Stakeholder Project Priorities</li> <li>Create a RACI Matrix</li> <li>Develop the Scope Statement</li> <li>Develop the Budget Estimate</li> <li>Develop the Schedule Estimate</li> <li>Document Assumptions, Constraints, and Risks</li> <li>Develop the Project Charter</li> <li>Monitor &amp; Control the Project</li> <li>Complete the S1BA (PAL)</li> <li>Complete the Initiating Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Complete the Complexity Assessment</li> <li>Update the RACI Matrix</li> <li>Hold Planning Process Phase Kickoff Meeting</li> <li>Set Project Practices</li> <li>Develop the Project Management Plan (PMP)</li> <li>Develop Subordinate Project Plans</li> <li>Develop the Work Plan</li> <li>Baseline Project Plans</li> <li>Optimize Project Artifacts</li> <li>Monitor and Control the Project</li> <li>Complete the Planning Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Acquire the Project Team and Commit Resources</li> <li>Conduct Contractor On-Boarding</li> <li>Hold Executing Process Phase Kick-Off</li> <li>Transition the Project Manager Responsibilities</li> <li>Execute the Project Management Plan</li> <li>Integrate Project and Contractor Plans</li> <li>Review and Update the RACI Matrix</li> <li>Confirm Scope and Requirements</li> <li>Lead and Manage the Project Team</li> <li>Manage the Contractor Team</li> <li>Manage Stakeholder Expectations</li> <li>Carry Out Project Communications</li> <li>Monitor and Control Project Activities</li> <li>Complete the Executing Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Verify Acceptance of All Project Deliverables</li> <li>Resolve or Transfer Ownership of Open Issues</li> <li>Complete Final Project Status Report</li> <li>Archive Final Project Records</li> <li>Conduct Lessons Learned</li> <li>Celebrate Success</li> <li>Conduct Contract Closeout</li> <li>Complete Project Financials</li> <li>Release Staff</li> <li>Release Facilities and Resources</li> <li>Complete Post Implementation Evaluation Report (PIER)</li> <li>Complete the Closing Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Manage Change Control, Procurements, Costs, Issues, Project Work, Quality, Requirements, Risks, Schedule, Scope, Communication, and Stakeholder Engagement (Executing)</li> <li>Assess Project Risks (Most Process Phases)</li> <li>Update and Edit the Process Phase Documents (Initiating)</li> <li>Complete Change Request Documentation (Most Process Phases)</li> <li>Review and update the Issue Log, Risk Log, and Project Schedule (Planning and Executing)</li> </ul>
 <b>Tools</b>	<ul style="list-style-type: none"> <li>Concept Development and Readiness Assessment Template</li> <li>Stage 1 Business Analysis Template (PAL)</li> <li>Concept Process Phase Checklist Template</li> </ul>	<ul style="list-style-type: none"> <li>Project Priorities Assessment Template</li> <li>RACI Matrix Template</li> <li>Stakeholder Register Template</li> <li>Project Charter Template</li> <li>Status Reports (Oversight)</li> <li>Stage 1 Business Analysis Template (PAL)</li> <li>Project Document Library Repository</li> <li>Project Document Approval Template</li> <li>Initiating Process Phase Checklist Template</li> </ul>	<ul style="list-style-type: none"> <li>Complexity Assessment Template (Oversight)</li> <li>Project Management Plan (PMP) Template and Subordinate Project Document Templates</li> <li>Project Status Reports (Oversight)</li> <li>Stage 2 Alternatives Analysis Template (PAL)</li> <li>Stage 3 Solution Development Template (PAL)</li> <li>Stage 4 Project Readiness and Approval Template (PAL)</li> <li>Planning Phase Checklist Template</li> </ul>	<ul style="list-style-type: none"> <li>Project Status Reports (Oversight)</li> <li>Deliverable Expectation Document (DED) Template</li> <li>Work Authorization Template</li> <li>Process Improvement Plan Template</li> <li>Operational Readiness Assessment (ORA) Template</li> <li>Formal Product Acceptance Template</li> <li>Sponsorship Commitment Survey Template</li> <li>Team Effectiveness Survey Template</li> <li>Executing Process Phase Checklist Template</li> </ul>	<ul style="list-style-type: none"> <li>Issue Log Template</li> <li>Project Status Reports (Oversight)</li> <li>Lessons Learned Template</li> <li>Post Implementation Evaluation Report (PIER) (Oversight)</li> <li>Risk Register template</li> <li>Change Request (CR) template</li> <li>Closing Process Phase Checklist Template</li> </ul>	<ul style="list-style-type: none"> <li>Risk Log Template</li> <li>Issue Log Template</li> <li>Change Request Form and Change Request Log Template</li> <li>Completed Project Plan Templates and Documentation</li> <li>Project Status Report Templates</li> </ul>
 <b>Outputs</b>	<ul style="list-style-type: none"> <li>Completed Concept Development and Readiness Assessment</li> <li>Completed High-Level Risk Assessment</li> <li>Draft Stage 1 Business Analysis</li> <li>Completed Concept Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Completed Project Priorities Assessment</li> <li>Completed RACI Matrix</li> <li>Completed Stakeholder Register</li> <li>Completed Project Charter</li> <li>Completed Stage 1 Business Analysis (PAL)</li> <li>Established Project Document Library</li> <li>Completed Initiating Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Completed Complexity Assessment</li> <li>Completed Project Management Plan (PMP) and Subordinate Project Documents</li> <li>Completed Development of Project Policies</li> <li>Updated RACI Matrix</li> <li>Initial Risk Register</li> <li>Completed Development of the Preliminary Plans</li> <li>Optimized Project Plans</li> <li>Completed Project Approval Lifecycle (PAL) Documents</li> <li>Completed Planning Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Completed SDLC Documents</li> <li>Completed Status Reports (Oversight)</li> <li>Completed Deliverable Expectation Document (DED)</li> <li>Completed Work Authorizations</li> <li>Completed Process Improvement Plan</li> <li>Completed Operational Assessment Review (ORA)</li> <li>Completed Formal Product Acceptance</li> <li>Completed Sponsorship Commitment Survey</li> <li>Completed Team Effectiveness Survey</li> <li>Completed Executing Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Completed Issue Log</li> <li>Completed Risk Register</li> <li>Completed Change Request Log</li> <li>Completed Lessons Learned documentation</li> <li>Completed Final Status Report(s) (Oversight)</li> <li>Completed Post Implementation Evaluation Report (PIER) (Oversight)</li> <li>Completed Closing Process Phase Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Updated Risk Log</li> <li>Updated Issue Log</li> <li>Change Requests</li> <li>Updated Change Request Log</li> <li>Updated Project Schedule</li> <li>Updated Project Plans and Documents as needed</li> <li>Updated Project Status Reports</li> </ul>