
State of California
Department of Technology
Project Cost Delegation Accreditation Instructions
Statewide Information Management Manual – Section 15A
March 2021

Revision History

Revision	Date of Release	Owner	Summary of Changes
Initial Release	March 2021	Office of Statewide Project Delivery	New

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Introduction and Background

In an effort to increase autonomy and promote high quality and successful IT projects, the California Department of Technology (CDT) has defined processes and procedures to determine the Project Cost Delegation for Agency/state entities IT project reporting.

Pursuant to [Government Code \(GC\) Sections 11545 and 11546](#), the CDT has the authority and responsibility to oversee and assign an IT Project Cost Delegation to Agencies/state entities. [State Administrative Manual \(SAM\)](#) 4819.39 describes and outlines the authority that the CDT has to assign project cost thresholds for oversight and reporting purposes. Each Agency/state entity is designated by the CDT a minimum total project development cost. Each Agency/state entity may request a change by submitting a Project Cost Delegation Accreditation. The Project Cost Delegation Accreditation template should be completed from the perspective of the Agency/state entity that is requesting a change.

Evaluating your Agency's/state entity's IT project maturity is important when completing the Project Cost Delegation Accreditation. There are various maturity models available and the Project Management Institute (PMI) has published the Organizational Project Management Maturity Model (OPM3®), which may be leveraged to assess an Agency's/state entity's project management maturity.

Project Cost Delegation Tiers and Dollar Values

Each Agency/state entity that has an existing IT Project Cost Delegation may request a change. The current dollar value that an Agency/state entity has will not change unless a Project Cost Delegation Accreditation is submitted. Once received and reviewed, the CDT will determine if an adjustment is warranted.

The current Project Cost Delegation levels for Agencies/state entities are published on the CDT website in [Statewide Information Management Manual \(SIMM\)](#) 15 at: Office of Statewide Project and Delivery ([OSPDP](#)) [Project Approvals and Oversight Staff Assignments](#).

The new Project Cost Delegation framework is comprised of four tiers. Table 1 below shows each tier and corresponding dollar value. The tiers are predetermined and the request must include the desired tier and dollar value.

Project Cost Delegation Tier	Project Cost Delegation Dollar Value
Tier 1 ¹	\$500,000
Tier 2	\$1,000,000
Tier 3	\$2,000,000
Tier 4	\$5,000,000

Table 1. Project Cost Delegation Tier to Dollar Value Mapping

¹ If an Agency/state entity currently has a Project Cost Delegation of \$200,000 or \$400,000 they will remain with that dollar value. Completion of the Project Cost Delegation Accreditation will be required to move to the new Tier 1 or above.

Project Cost Delegation Accreditation Process

Download and complete the Project Cost Delegation Accreditation template in [SIMM 15](#). Once all sections of the accreditation have been completed, submit to the CDT using the instructions found in the submission section of this document. The complete package will be reviewed by the CDT, which may request meetings and/or supplemental information, working in a collaborative manner, to determine the Agency's/state entity's IT project management maturity and eligibility for a change in their Project Cost Delegation. The estimated timeline to a decision is approximately 30 business days; however, this will depend on a variety of factors including, but not limited to the quality of the submission, if supplemental information is needed, the time taken for the Agency/state entity to send documentation, and consultation with and review of Project Cost Delegation by DGS.

The accreditation of each Agency/state entity Project Cost Delegation is intended to facilitate autonomy while appropriately assessing risk based on its maturity level and overall competency for managing IT projects/efforts. The Project Cost Delegation Accreditation along with reviewing project outcomes, overall maturity and competency, in addition to documentation and interactions will all be used to determine the appropriate Project Cost Delegation.

Relationship to Project Delegation

Project Cost Delegation is established at the Agency/state entity level, and is separate and distinct from the delegation of any specific IT project. [SAM](#) 4819.37 identifies the criteria and authority that the CDT has for IT project delegation.

If an Agency's/state entity's request to change its Project Cost Delegation tier is approved, it will not affect the delegation status of any projects currently in process (delegated or non-delegated).

Relationship to IT Purchasing Authority

The delegation of IT project authority directly impacts IT project procurement authority. Therefore, the CDT will consult with the Department of General Services (DGS) before increasing the Project Cost Delegation tier of any Agency/State entity. For any Agency/state entity receiving a Project Cost Delegation tier increase, CDT will prepare a tier assignment package and route to DGS for consultation.

Project Cost Delegation tier assignment is separate and independent of DGS' assignment of IT Purchasing Authority Tier. Dollar values may not align, and a change in one does not result in a change in the other.

Project Cost Delegation Accreditation Template

The Project Cost Delegation Accreditation template consists of five sections. To ensure a timely review by CDT, each section must be completed prior to submission.

Section I - Agency/State Entity Profile

The instructional text below will be helpful when completing the Project Cost Delegation Accreditation.

- **Agency/State Entity Name:** Enter the complete Agency/state entity name. If the name includes or is part of an acronym spell out the name and then include the acronym.

- **Agency/State Entity Org Code:** Enter the complete org code number.
- **Contact Information:** Enter the contact information including phone number and email for the following:
 - Agency/State Entity Contact: The person that the CDT will contact regarding the submission.
 - Agency Information Officer (AIO)
 - Chief Information Officer (CIO)
 - Project Management Office (PMO) Director/Manager (if applicable)
 - Other: Any other contact with information that may be helpful in the accreditation of your submission.
- **Current Project Cost Delegation:** Enter the current Project Cost Delegation dollar value. (See the [CDT website](#) for your Agency/state entity Project Cost Delegation).
- **Current Tier:** Enter the current tier. Refer to table 1 above: Project Cost Delegation Tier to Dollar Value Mapping.
- **Proposed Project Cost Delegation:** Enter the proposed Project Cost Delegation dollar value that the Agency/state entity is seeking. Refer to table 1 above: Project Cost Delegation Tier to Dollar Value Mapping.
- **Proposed Tier:** Enter the proposed tier of the Project Cost Delegation the Agency/state entity is seeking. Refer to table 1 above: Project Cost Delegation Tier to Dollar Value Mapping.
- **Total Annual Budget:** Enter the total annual budget allocation in dollars for the entire Agency/state entity.
- **Annual IT Budget:** Enter the total annual budget of all IT operations and positions.
- **Total Position Count:** Enter the current total position count for the Agency/state entity including those that are allocated but vacant.
- **IT Position Count:** Enter the current IT positions that are part of the Agency/state entity including those that are allocated but vacant.
- **Provide Justification and Narrative for the Request:** Enter a specific justification for the request including the requested tier. Include a supporting narrative of why your Agency/state entity is seeking a change of their Project Cost Delegation.

Section II - Agency/State Entity Portfolio Overview

This section is comprised of the Agency's/state entity's IT project portfolio dollar value and count.

- **Portfolio Value:** Enter the total dollar value of all projects in the portfolio that are both Delegated and Non-Delegated.

- **IT Portfolio Project Criticality Count:** Enter the number of projects at each criticality level: High, Medium, or Low. Refer to the complexity assessment template and instructions which can be found in [SIMM 45](#).
- **IT Portfolio Project Count:** Enter the number of projects that are: Delegated, Non-Delegated, and are undergoing the Project Approval Lifecycle (PAL) process, by current stage.
- **Active Projects:** Attach your current portfolio report in addition to the most recent Project Status Report (PSR) for each non-delegated project or an equivalent status report. The report should include all active projects that are from the Agency/state entity. The portfolio report template can be found in [SIMM 19](#).

Section III - Agency/State Entity Historical Projects

Showing a history of successfully delivering IT projects is important for demonstrating the IT maturity of the Agency/state entity. List all Delegated and Non-Delegated IT projects that ended within the previous five years. To provide a complete picture you should also include projects that were started and not completed, or were cancelled or abandoned. A Post Implementation Evaluation Report (PIER) for each project that hasn't been previously submitted to the CDT should be included in your submission. See [SAM](#) Section 4947. If there are projects where a PIER is under development, enter "PIER in development," or if a PIER has not been completed, enter: "No PIER." To complete this section, download and fill out the Historical Projects Worksheet which can be found in [SIMM 15](#). This section should not repeat any of the projects reported in section II.

- **Department:** Enter the department acronym. Spell out and include acronym if applicable.
- **Project Number:** Enter the project number (if applicable).
- **Project Name:** Enter the complete project name. Spell out and include any abbreviations and acronyms if applicable.
- **Total Cost:** Enter the total cost of the project.
- **Criticality Rating:** Select the criticality rating of the project: High, Medium, or Low as defined in [SIMM 45](#).
- **Implementation Date:** Enter the date that the project was implemented.
- **PIER Date:** Enter the date that the PIER was submitted to the CDT. If there are projects where a PIER is under development, enter "PIER in development," or if a PIER has not been completed, enter: "No PIER."
- **Number of Users:** Enter the number of users that the project affected.
- **Business Objectives Met?:** Select either "Yes" or "No" based on the most recent project documentation.

- **Completed on Schedule?:** Select either “Yes” or “No” based on the most recent project documentation.
- **Completed Within Budget?:** Select either “Yes” or “No” based on the most recent project documentation.

Section IV - Agency/State Entity Competency and Maturity

This section is designed to gauge the Agency/state entity competency and maturity in a variety of portfolio, project management, and associated disciplines:

- Portfolio Management
- Project Management
- Governance Management
- Schedule Management
- Cost Management
- Scope Management
- Resource Management
- Quality Management
- Risk Management
- Issue Management
- Maintenance & Operations Transition Management
- Change Control Management
- Communication Management
- Contract Management
- Requirements Management
- Stakeholder Management
- Organizational Change Management (OCM)
- Business Process Reengineering (BPR)

For each question the Agency/state entity, from the organization’s perspective, will answer each question on a scale from 1 to 5 by placing an “X” in the corresponding box. Each of the five levels are designed to show a particular level of overall competency and maturity. As you progress from level one to level five, the overall IT competency and maturity increases. Advancing through the levels allows for the Agency/state entity to measure their progress of meeting maturity goals, which is typically accomplished through continuing education and behavioral changes of the organization.

While the levels may have similar characteristics, each is unique and the Agency/state entity should select that of which applies most accurately to their maturity level and of which they are currently practicing. Below, each of the five levels are outlined with a definition of what that level entails.

The five levels are:

- **Level 1 - Ad-hoc:** Agency/state entity is lacking basic or standard processes/practices with no formal documentation, and activities are executed on an inconsistent basis.

- **Level 2 - Basic:** Agency's/state entity's processes/practices are defined and documented without any metrics, and activities are performed according to defined processes/practices but are not measured.
- **Level 3 - Documented:** Agency's/state entity's processes/practices are documented and include metrics. Activities and practices are regularly performed in accordance with defined processes/practices and are measured.
- **Level 4 - Established:** Agency's/state entity's organizational level processes/practices are documented, standardized, measured, and managed through established metrics, and lessons learned are captured. Activities are consistently performed in accordance with the defined processes/practices and occasionally improved based on data and lessons learned.
- **Level 5 - Continuous:** Agency's/state entity's organizational level processes/practices are documented, standardized, measured, and managed through established metrics, and lessons learned are captured. Additionally, these processes/practices are continually improved and updated based on metrics and lessons learned. Activities are consistently performed in accordance with defined processes/practices and continuously improved based on data and lessons learned.

Each Agency/state entity should be leveraging a project management framework, such as the California Project Management Framework (CA-PMF) or PMBOK® Guide as outlined in [SAM 4819.31](#). Using a standardized framework allows for the Agency/state entity to apply proper project management practices, processes and deliverables, but also helps to enhance and progress the Agency's/state entity's overall organizational and IT maturity and competency.

Additional guidance to assist in answering the questions in this section is below. This includes describing and defining Project Manager, Processes/Practices, and Established Metrics for further clarification. A sampling of metrics or key performance indicators (KPIs) is included below in table 2. Note that the list of KPIs in the table below is not all inclusive and that your Agency/state entity may use others as appropriate.

Project Manager: Designating a dedicated Project Manager to each project/effort, while ideal, may not always be feasible. Depending on the size and scope of the project, especially those that are larger and more complex, having a dedicated Project Manager is recommended.

Processes/Practices: A specific type of professional or management activity that contributes to the execution of a process and that may employ one or more techniques and tools.

Established Metrics: Measurements or KPIs that the Project Management Office (PMO) regularly and methodically derives to measure and track project/portfolio health, performance, and progress.

Sample KPIs of “established metrics” for each competency area are shown below in table 2:

Sample KPIs for Competency Areas

Competency Area	Sample KPIs
Portfolio Management	<ul style="list-style-type: none"> • Overall project success rate • Organization strategy • Business value realized

Competency Area	Sample KPIs
	<ul style="list-style-type: none"> Customer satisfaction
Project Management	<ul style="list-style-type: none"> Lessons Learned
Governance Management	<ul style="list-style-type: none"> Number of customer service disruptions due to IT service-related incidents (reliability) Percent of business stakeholders satisfied that customer service delivery meets agreed-on levels Trend of customer satisfaction survey results
Schedule Management	<ul style="list-style-type: none"> Percentage of tasks completed Overdue project tasks Missed milestones Schedule performance index: Earned value (EV)/planned value (PV)
Cost Management	<ul style="list-style-type: none"> Planned value Actual cost Earned value Cost performance index: Earned value (EV)/actual cost (AC)
Scope Management	<ul style="list-style-type: none"> Project requirements Project deliverables Tasks required to complete deliverables (with key resources)
Resource Management	<ul style="list-style-type: none"> Documented resource roles including skills and responsibilities Resource allocation/ utilization Vacancy Report
Quality Management	<ul style="list-style-type: none"> On-time performance Failure rate Defect frequency
Risk Management	<ul style="list-style-type: none"> Risk impact Risk probability
Issue Management	<ul style="list-style-type: none"> Number of issues
Maintenance & Operations Transition Management	<ul style="list-style-type: none"> Service implementation activities are completed Required facilities, infrastructure, hardware and software required for ongoing support are in place M&O group is prepared to support deliverable: solution, product or service
Change Control Management	<ul style="list-style-type: none"> Number of approved change requests Change control process
Communication Management	<ul style="list-style-type: none"> Documented process/procedures of how information will be communicated (tools), when and where each communication will be made (frequency) Documented roles of who is responsible for providing each type of communication
Contract Management	<ul style="list-style-type: none"> Missed milestones Deviations from pre-approved contract language Service Level Agreements to ensure performance Adherence to contract terms
Requirements Management	<ul style="list-style-type: none"> Quantity (of use cases, requirements, user stories, process flow diagrams, etc.)

Competency Area	Sample KPIs
	<ul style="list-style-type: none"> • Volatility due to scope changes, missed requirements, changes in requirements, etc. • Defects due to requirements • Schedule variance due to poor or missing requirements
Stakeholder Management	<ul style="list-style-type: none"> • Stakeholder training • Stakeholder engagement assessment
Organizational Change Management (OCM)	<ul style="list-style-type: none"> • Adoption metrics • Usage and utilization reports • Proficiency measures • Employee feedback via surveys, etc.
Business Process Re-Engineering (BPR)	<ul style="list-style-type: none"> • Person-hour reductions • Cost avoidance • Reductions in process defects • Workload backlog reduction • Productivity

Table 2. Competency and Sample KPIs

Section V - Attachments

The attachment section is comprised of three parts: required attachments, completed plans, and additional attachments. Each of the documents that are listed must be included as part of the Project Cost Delegation Accreditation submission. The attachments will be used to further demonstrate organizational IT maturity and competency.

The CDT may request additional information and/or documentation to support or address any areas of the submission that are either lacking in detail or warrant supplemental information to determine the Agency’s/state entity’s IT maturity and eligibility for a change in Project Cost Delegation.

Be sure to provide the most recent version of each required attachment and enter the date of the document and any description or comments. The list of required attachments are:

- Current Portfolio Report: Attach the current portfolio report in addition to a Project Status Report (PSR) for each project as applicable.
- Historical Projects Worksheet: This worksheet is a separate Excel based document that should be used when compiling historical project data. Attach a PIER for each project where a PIER has been completed.
- Organizational Strategic Plan
- IT Strategic Plan
- Agency/State Entity Organization Chart
- Information Management Organization Chart
- Project Management Office (PMO) Charter

In addition to the above attachments, a sampling of plans from a current or recently completed project/effort from the last year must be included. Plans should be submitted in their current template/formatting. Below is the list of plans that are to be submitted:

- Governance Management
- Schedule Management
- Cost Management
- Risk Management
- Issue Management
- Change Control Management

Additional attachments and documents that further support your Agency's/state entity's request should also be included. These may include other documents that have not been listed in the required attachments section or documentation that supports any outputs of organizational maturity and competency accomplished or completed by the Agency/state entity.

Submission

Once completed, the Project Cost Delegation Accreditation and accompanying attachments should be submitted, along with the Project Cost Delegation Accreditation Executive Transmittal, in [SIMM](#) 15. This formal document includes signatures from the following:

- Chief Information Officer
- Budget Officer
- Procurement and Contracting Officer
- State Entity Director
- Agency Information Officer

The Project Cost Delegation Accreditation must be submitted electronically in a Microsoft Word file (version 2010 or later). The Historical Projects Worksheet must be submitted electronically in a Microsoft Excel file (version 2010 or later). Include a signed Executive Transmittal (as a scanned PDF). Use the following naming convention noting that Project Cost Delegation is abbreviated in the file names as PCD.

Project Cost Delegation Accreditation:

Org Code_Department Acronym_PCDAccreditation_FY20xx-xx
(e.g. 7502_CDT_PCDAccreditation_FY20xx-xx.doc).

Project Cost Delegation Accreditation - Historical Projects Worksheet:

Org Code_Department Acronym_PCDHistoricalProjects_FY20xx-xx
(e.g. 7502_CDT_PCDHistoricalProjects_FY20xx-xx.xls).

Project Cost Delegation Transmittal:

Org Code_Department Acronym_PCDAccreditationTransmittal_FY20xx-xx
(e.g. 7502_CDT_PCDAccreditationTransmittal_FY20xx-xx.pdf).

Supporting documentation should be submitted in PDF format and follow the naming convention:

Org Code_Department Acronym_PCDAccreditation_DocumentName_FY20xx-xx
(e.g. 7502_CDT_PCDAccreditation_OrganizationStrategicPlan_FY20xx-xx.pdf).

Once signed, securely send the entire package and all attachments via the following email address ProjectOversight@state.ca.gov to the Office of Statewide Project Delivery (OSPD). Questions related to the transmittal should be directed to ProjectOversight@state.ca.gov.