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**State of California**  
**California Technology Agency**  
**Post-Implementation Evaluation**  
**Report**

**Preparation Instructions**

**April 2011**

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# **INSTRUCTIONS FOR COMPLETING THE POST IMPLEMENTATION EVALUATION REPORT (PIER)**

## **1.0 Reporting Requirements**

A post implementation evaluation report (PIER) must be completed following the completion of an Information Technology (IT) project. The exception to this requirement is if the state agency has entered into an interagency agreement with the Office of State Audits and Evaluations as stipulated under the State Administrative Manual Section 4943. A project is not considered complete until the PIER is approved by the California Technology Agency (Technology Agency). Approval of a PIER terminates the project reporting requirements.

The optimum time to conduct the assessment depends upon the nature of the project. Six months to one year after implementation is typical. The assessment **MUST** be completed within 18 months of implementation of the information technology capability. Documentation supporting the project must be kept by the agency for a minimum of 18 months following approval of the post-implementation assessment.

If the project was subject to the approval and oversight of the Technology Agency, one copy of the PIER must be submitted to the Technology Agency for review and approval. Additionally, a copy of the PIER must be submitted to the Office of the Legislative Analyst. If the Technology Agency has delegated the project approval to the state agency, but in conjunction with that delegation has required the state agency submit a copy of the PIER following completion of the project, the state agency must include a copy of the approved Feasibility Study Report (FSR) / Special Project Report (SPR). The director-signed approval letter must be included with the FSR/SPR.

PIERs for projects subject to approval and oversight by the state agency director (i.e., delegated projects) must be approved by the agency director or the director's designee.

## **2.0 PIER Contents**

The PIER consists of six sections:

### **Background and Summary of Results**

Provide a brief summary of the project's history, objectives, and results. Topics to be discussed should include:

- A. How the project was initiated;
- B. How it progressed;
- C. Problems that were encountered and how they were overcome;
- D. User and management acceptance of the operational application;
- E. How agency management views the management of the project; and

- F. How the application fits into the agency's overall management and operations strategy.

### **Attainment of Objectives**

Specific objectives are established during the feasibility study for each project and are documented in the Feasibility Study Report (FSR) and possibly revised in (a) subsequent Special Project Report(s) (SPR). These objectives, which are normally defined in terms of measurable impact on agency programs and resources, provide the baseline for measurement of the project's success. Accordingly, the narrative portion of this section of the PIER must describe the project outcome with respect to each objective included in the FSR or last approved SPR. This section must also include a clear statement regarding the capture of benefits and whether they were achieved as anticipated.

### **Lessons Learned**

The PIER must contain a narrative of any lessons learned, best practices, notable occurrences, or factors that contributed to the project's success or problems, or other information, which could be helpful during future project efforts.

### **Corrective Actions**

This section must be included when the project is deemed to be a limited success or failure, or when there are significant differences between project expectations (as expressed in the FSR or last approved SPR) and project results.

If the project was a limited success or involved significant differences between expectations and results, alternatives for improving the outcome must be summarized. If the project was a failure, alternatives for addressing the problem or opportunity that still presents itself must be summarized.

### **Project Management Schedule**

Provide a revised Project Management Schedule showing targeted and actual completion dates for major accomplishments during the project. Any significant deviations from the original schedule must be explained in the narrative.

### **Economic Summary**

The PIER must contain a comparison of the projected costs contained in the last approved FSR or SPR and the actual costs of implementing and maintaining the completed IT project. Additionally, a comparison of the proposed cost savings must be measured against the actual cost savings.

The PIER EAW spreadsheet package provides the cost sheets required to document the necessary cost information. The worksheets are intended to compare the costs projected in the last approved project documents with the actual costs experienced during the implementation and maintenance of the IT project. The PIER EAW Worksheet package is available for download from SIMM Section 50, Item C.

Last Approved FSR/SPR Costs – Enter projected costs, cost savings and increased revenues as identified in the last approved FSR or SPR.

Actual Costs – Enter the actual costs, cost savings and increased revenues realized as a result of implementing and maintaining the project.

Cost Comparison - This sheet requires no input. It is completely formula driven and will indicate the cost savings or overages associated with the implementation and maintenance of the IT project.

### **3.0 Sample worksheets:**

See the following pages:

LAST APPROVED FSR / SPR COSTS

Date Prepared:

Department:

All Costs Should be shown in whole (unrounded) dollars.

Project:

	FY 2002/03		FY 2003/04		FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		TOTAL	
	PYs	Amts												
<b>One-Time IT Project Costs</b>														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total One-time IT Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Continuing IT Project Costs</b>														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total Continuing IT Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Total Project Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Continuing Existing Costs</b>														
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other IT Costs		0		0		0		0		0		0		0
<b>Total Continuing Existing IT Costs</b>	<b>0.0</b>	<b>0</b>												
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		0		0		0		0		0		0		0
<b>Total Continuing Existing Program Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Total Continuing Existing Costs</b>	<b>0.0</b>	<b>0</b>												
<b>TOTAL ALTERNATIVE COSTS</b>	<b>0.0</b>	<b>0</b>												
INCREASED REVENUES		0		0		0		0		0		0		0
ESTIMATED COST SAVINGS (From Last Approved Project Funding Plan, line 21)		0		0		0		0		0		0		0

**ACTUAL PROJECT COSTS**

Date Prepared:

Department:

All Costs Should be shown in whole (unrounded) dollars.

Project:

	FY 2002/03		FY 2003/04		FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		TOTAL	
	PYs	Amts												
<b>One-Time IT Project Costs</b>														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total One-time IT Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Continuing IT Project Costs</b>														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total Continuing IT Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Total Project Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Continuing Existing Costs</b>														
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other IT Costs		0		0		0		0		0		0		0
<b>Total Continuing Existing IT Costs</b>	<b>0.0</b>	<b>0</b>												
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		0		0		0		0		0		0		0
<b>Total Continuing Existing Program Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Total Continuing Existing Costs</b>	<b>0.0</b>	<b>0</b>												
<b>TOTAL ALTERNATIVE COSTS</b>	<b>0.0</b>	<b>0</b>												
INCREASED REVENUES		0		0		0		0		0		0		0
ACTUAL COST SAVINGS		0		0		0		0		0		0		0

**COST COMPARISON: ACTUAL MINUS PROPOSED**

Date Prepared:

Department:

All Costs Should be shown in whole (unrounded) dollars.

Project:

	FY 2002/03		FY 2003/04		FY 2004/05		FY 2005/06		FY 2006/07		FY 2007/08		TOTAL	
	PYs	Amts												
<b>One-Time IT Project Costs</b>														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total One-time IT Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Continuing IT Project Costs</b>														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
<b>Total Continuing IT Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Total Project Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Continuing Existing Costs</b>														
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other IT Costs		0		0		0		0		0		0		0
<b>Total Continuing Existing IT Costs</b>	<b>0.0</b>	<b>0</b>												
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		0		0		0		0		0		0		0
<b>Total Continuing Existing Program Costs</b>	<b>0.0</b>	<b>0</b>												
<b>Total Continuing Existing Costs</b>	<b>0.0</b>	<b>0</b>												
<b>TOTAL ALTERNATIVE COSTS</b>	<b>0.0</b>	<b>0</b>												
INCREASED REVENUES		0		0		0		0		0		0		0
COST SAVINGS		0		0		0		0		0		0		0