

Information Technology Project Assessment

1. What is the anticipated duration of the project?*

- 4 Project initiation through closure is more than 24 months.
- 3 Project initiation through closure is between 12 and 24 months.
- 2 Project initiation through closure is more than 6 months but less than 12 months.
- 1 Project initiation through closure is less than 6 months.

2. Are there constraints on the project schedule?*

- 4 The project schedule is fixed / mandated and has no slack or contingency.
- 3 The project schedule is mandated (e.g. replacing out of support or end of life tool, legislative deadline, etc.), but the tasks are well defined and can be accomplished within the timeline.
- 2 The project schedule does not have contingency or slack, but the end date is self imposed.
- 1 The project schedule has contingency or slack and/or is flexible.

3. What is the anticipated project budget from initiation through implementation, transition to operations and close-out. Include all Business and IT costs such as staff and professional services, hardware, software, and any other incurred internal costs associated with the project?*

- 4 Over \$2M
- 3 \$1M to \$2M
- 2 \$500K to \$999K
- 1 Under \$500K

4. Is adequate project funding, including maintenance & operations, secured?*

- 4 Funding sources are unknown or no funding has been confirmed.
Not all funds are confirmed. Internal agency dollars, grants, or federal funds will need to be identified and committed OR a funding request will need to be submitted to OFM in an upcoming budget cycle.
- 3
- 2 Not all funding is confirmed, but is expected to be confirmed before needed.
- 1 Yes, funding is completely internal and confirmed.

5. Does the project require changes to, or implementation of, a system that impacts citizens, other state or local organizations, or service providers?*

- 4 The system is directly used by a significant number of citizens or by other state or local organizations, or service providers (e.g. Medicaid payment systems, online driver's license renewals, reservation systems such as parks and ferries).
- 3 The system indirectly impacts citizens, other state or local organizations, or service providers through management systems that support important public services.
- 2 The system is accessed by citizens only for information and research purposes.
- 1 The impact is to internal agency business processes / operations only.

Service Providers refers to an entity that provides services to the public on behalf of the State.

6. How well defined are the changes the project will introduce?*

- 4 The project introduces new business rules/process, but business requirements are not yet defined even at a high level.
- 3 The business requirements exist, but only at a high level.
- 2 The business requirements are well defined for the business rules / processes which will be impacted.
- 1 There is no impact to business rules/processes.

7. What is the degree of impact to agency operations or business rules/processes?*	
4	There are technical or business rule/process impacts to more than one agency.
3	There is impact to business rules/processes to multiple programs within one agency. -- OR -- There is major impact to business rules/processes to only one program within one agency.
2	There is moderate impact to business rules/processes in only one program within a single agency.
1	There is no change to business rules/processes. -- OR -- The project only impacts low complexity business processes.
Business rules are intended to assert business structure or to control or influence the behavior of the business. Business rules describe the operations, definitions and constraints that apply to an organization. Business rules can apply to people, processes, corporate behavior and computing systems in an organization, and are put in place to help the organization achieve its goals.	
8. What would be the most likely worst consequence to the agency if the project does not succeed?*	
4	Inability to comply with policy/law/mandate.
3	Inability to comply with standards/best practices.
2	Increased costs that could be avoided, will instead be incurred.
1	Loss of opportunity to implement an improvement.
9. Are there dependencies with other projects?*	
4	This project is dependent on another Major Project and/or another Major Project is dependent on this project.
3	This project has dependencies across multiple projects but none of the projects are identified as Major Projects.
2	This project is dependent on one project OR one project is dependent on this project.
1	This project is not dependent on another project and/or no other project is dependent on this project.
Major Project: A project subject to State CIO/OCIO oversight based on risk/severity assessment, a statute or some other factor as determined by the State CIO.	
10. Is the agency prepared for the organizational change management required to successfully implement the proposed solution?*	
4	There is major impact to external, business, or technical users BUT NO formal organizational change management programs exist within the organization and OCM will not be applied.
3	There is major impact to external, business, or technical users AND formal organizational change management programs exist within the organization and will be applied. OR There is moderate impact to external, business, or technical users BUT NO formal organizational change management training programs exist within the organization and will not be applied.
2	There is moderate impact to external, business, or technical users AND formal organizational change management programs exist within the organization and will be applied. OR There is minor impact to external, business, or technical users BUT NO formal organizational change management programs exist within the organization and OCM will not be applied.
1	There is minor impact to external, business, or technical users AND formal organizational change management programs exist within the organization and will be applied .
Organizational Change Management (OCM) - Preparing and supporting individuals, teams, and organizations in making organizational change. It includes methods that redirect or redefine the use of resources, business process, budget allocations, or other modes of operation that significantly change a company or organization. OCM considers the full organization and what needs to change (https://en.wikipedia.org/wiki/Change_management)	
11. Who is assigned to project tasks?*	
4	Project staff will be assigned to multiple activities (projects, M&O, etc.) and the project is not a top priority for the agency.
3	Project staff will be assigned to multiple activities (projects, M&O, etc.), but the project is the top priority for the agency.
2	Core project staff are not assigned 100%, but impacted IT and business sponsors are actively engaged on the project steering committee and have committed to assign staff to the project as needed.
1	Core project staff are assigned to the project 100% and it is their highest priority. The project is an agency top priority with strong organizational support.

12. Does the executive sponsor have authority and experience?*

- 4 The project has an executive sponsor with NEITHER the authority to allocate organization-wide staff nor experience sponsoring Major Projects.
- 3 The project has an executive sponsor without authority to allocate organization-wide staff but has experience sponsoring Major Projects.
- 2 The project has an executive sponsor with authority to allocate organization-wide staff, but has no experience sponsoring Major Projects.
- 1 The project has an executive sponsor with BOTH the authority to allocate organization-wide staff and prior experience sponsoring Major Projects.

An executive sponsor is a senior manager who has a vested, business interest in seeing a project to completion. The executive sponsor should be the highest-ranking manager possible, relative to the size of the project. Successful sponsorship requires a deep understanding of organizational culture and awareness of how the project will help the organization achieve its goals. Part of the sponsor's job is to promote the project within the organization, making sure that everyone understands the benefits the project will provide. The executive sponsor is typically the person who is responsible for financially authorizing a project and creating the project charter.

13. Does the project have experienced project management staff and resources?*

- 4 The agency has undocumented or ad hoc project management and governance processes and project managers are inexperienced leading Major Projects.
- 3 The agency has undocumented or ad hoc project management and governance processes and project managers have less than 12 months of experience leading Major Projects.
- 2 The agency has documented, repeatable project management and governance processes and project managers have at least 12 months of experience leading Major Projects.
- 1 The agency has documented, repeatable project management and governance processes and project managers have at least 24 months of experience leading Major Projects.

Ad hoc: Informal, undocumented, or single use.

Major Project: A project subject to State CIO/OCIO oversight based on risk/severity assessment, a statute or some other factor as determined by the State CIO.

14. How many Major Projects (Projects under OCIO Oversight) has the agency managed in the last five years?*

- 4 None
- 3 1-5
- 2 6-14
- 1 >15

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15. What is the degree of project impact to technology and data assets in government (e.g. architecture, network, software, infrastructure, existing shared or published data assets including GIS, connectivity to external services and systems)?*

- 4 The project requires significant infrastructure investment OR replaces or prevents failure of a system key to an agency's business directive.
- 3 The project will require moderate change to technology.
- 2 The project will make minor change to technology.
- 1 The project will make no change to technology, but will make improvements to service delivery or create efficiencies for existing systems.

16. Does the proposed solution require any new development or customization be done by State IT staff [vs. full Commercial-off-the-Shelf (COTS) or Cloud services]*

- 4 The project results in a highly customized or integrated system, requiring ongoing development and M&O support by multiple teams.
- 3 The project results in a customized system requiring ongoing development and M&O support.
- 2 The project requires minor change or minimal customization to an existing system leveraging experienced staff or vendor resources.
- 1 The project does not implement any technology new to the agency nor require any in-house development.

17. Is there existing agency technical expertise regarding the proposed solution?*

- 4 The proposed solution includes unproven, emerging technologies.
- 3 The proposed technology is new to the agency and will require significant knowledge transfer and/or training.
- 2 The proposed technology is new to the agency, but there is industry or 3rd party expertise and requires minimal knowledge transfer and/or training.
- 1 The proposed technology is currently used throughout the agency and is well supported and understood.

Emerging Technologies: Technologies perceived as capable of changing the status quo. Generally these are new technologies but include older technologies that are still controversial and relatively undeveloped in potential. Emerging technologies are characterized by radical novelty, relatively fast growth, coherence, prominent impact, and uncertainty and ambiguity.

18. Does the system collect, process or use sensitive or confidential data? (Sensitive and confidential data are described in OCIO policy 141.10 Section 4.1 Data Classification [see reference URL below]. Questions? Contact your agency Privacy Officer or the Office of Privacy and Data Protection)*

- 4 Category 1-4 data is stored or processed.
- 3 Only category 1-3 data is stored or processed.
- 2 Only category 1-2 data is stored or processed.
- 1 Only category 1 data is stored or processed.

[Reference for #18: https://ocio.wa.gov/policy/securing-information-technology-assets-standards/](https://ocio.wa.gov/policy/securing-information-technology-assets-standards/)