

# Annual Independent Recommendations on Oversight of IT Projects

---

Office of the Chief Information Officer  
December 31, 2020

# Contents

<b>Executive Summary .....</b>	<b>1</b>
2020: A building year.....	1
Recommendation Summary .....	2
<b>Recommendations on Oversight of IT Projects .....</b>	<b>6</b>
Establish a solid foundation for every project.....	6
Develop training to teach essential skills for project management and project sponsorship....	7
Develop a plan for legislative and stakeholder engagement. ....	8
Increase agency cooperation with OCIO and gated funding oversight processes.....	9
<b>Plans for 2021.....</b>	<b>11</b>
<b>Appendices</b>	
Appendix A: Status Update on Prior Recommendations.....	12
Appendix B: Status Update on 2019 Next Steps .....	13
Appendix C: Project Management Partner Team .....	16
Appendix D: Progress Against Performance Measures .....	17
Appendix E: Customer Satisfaction Survey .....	21
Appendix F: Previously Shared Best Practices.....	29

*To obtain this publication in alternative format, please contact the Washington Technology Solutions (WaTech) ADA coordinator, Chris Britton, at 360.407.8437 or via email at [chris.britton@watech.wa.gov](mailto:chris.britton@watech.wa.gov).*

## Executive Summary

---

The 2020 supplemental operating budget provides the Office of the Chief Information Officer (OCIO) funding for experienced information technology (IT) project managers to provide critical support to agency IT projects subject to gated funding project provisions. Per Section 149(1)(a) these project managers:

- (i) *Provide master level project management guidance to agency IT stakeholders;*
- (ii) *Consider statewide best practices from the public and private sectors, independent review and analysis, vendor management, budget and timing quality assurance and other support of current or past IT projects in at least Washington state and share these with agency IT stakeholders and legislative fiscal staff at least quarterly, beginning July 1, 2020; and*
- (iii) *Beginning December 31, 2019, provide independent recommendations to legislative fiscal committees by December of each calendar year on oversight of IT projects.*

This report is the second annual report providing independent recommendations on oversight of IT projects fulfilling section 149(1)(a)(iii) for 2020.

### 2020: A building year

---

The OCIO understands the importance of building productive relationships with oversight consultants, agency project teams, Office of Financial Management (OFM) analysts, independent quality assurance providers and each other.

With that in mind, this was a building year for the OCIO to bring experienced information technology (IT) project managers onboard to provide critical support to agency IT projects. One early lesson: The OCIO found some agencies were put off by referring to the new team as Expert Project Managers. As a result, it was rebranded as Project Management Partners (PMP). While a seemingly small change, it was critical for success.

The team started 2020 by listening and learning, diving into technology budgets, investment plans, best practices and comparing notes with peers. The first challenge was to determine the best approach for OCIO oversight consultants (OCs) to introduce and deploy the team.

Agencies initially greeted the PMP with some skepticism and expressed confusion between the team's role and that of the OCs. There was a learning curve, but by mid-year the team developed a cadence with the oversight consultants and agency project teams. The PMP was able to:

- Offer guidance and best practices to those with different communication or learning styles.
- Provide forms and templates, encouragement and instructive criticism.
- Help improve agencies understanding of the value of deliverables and why every program must have an integrated plan/work breakdown structure.

Oversight consultants became the PMP's biggest champions and supporters – even while juggling heavy caseloads due to staff vacancies.

In this report, the OCIO offers several recommendations based on what was learned, what worked and what didn't.

Accomplishments during 2020 include:

- Publishing a [Project Manager's Guidebook](#) for Washington state project managers.
- Publishing best practice project management document templates.
- Maintaining and expanding an online [IT Project Lessons Learned Repository](#).
- Developing a business plan for a statewide project management Community of Practice (CoP) to be launched in 2021.
- Publishing the [Technology Budget FAQs](#) resource.
- Conducting a Customer Satisfaction Survey where agency leaders and PMs indicated satisfaction with the PMP services, as well as opportunities for improvement. Results are published in Appendix E.
- Developing and establishing a baseline set of performance measures published in Appendix D.

The PMP learned a great deal over the course of 2020 and wants to thank agencies, project managers and project sponsors for their collaboration.

## Recommendation Summary

---

The PMP spent more than 2,200 hours in 2020 working with 36 state agencies to provide guidance for 50 gated funding projects. It also worked on tech budgets for 43 projects and 32 state agencies.

Additionally, the team built a robust knowledgebase of templates, tools, best practices, and training materials.

The PMP developed a concise statement of work for each client to focus attention and manage agency expectations, such as:

- Assist agency with investment plan.
- Assist agency with technology budget.
- Collaborate with agency to develop a go-live readiness dashboard.
- Review and provide suggestions on project deliverables.
- Review or draft request for information (RFI) and request for proposal (RFP) documents prior to publication.
- Assist agency with hiring a quality assurance (QA) vendor, project manager or business analyst.
- Assess and provide feedback on risk/issue management processes.
- Assess and provide feedback on decision making or governance structure and process.
- Establish a deliverable tracking process.
- Assist agencies with satisfying an OCIO condition.
- Develop a procurement strategy.

- Innovate a project “assumptions” log or operational decisions log.

The work resulted in enhanced project success for state initiatives, as demonstrated in the following performance metrics and survey data.

About 50% of the projects (shown in Figure 1 below) with project management partner guidance saw a reduced OCIO risk assessment in 2020.

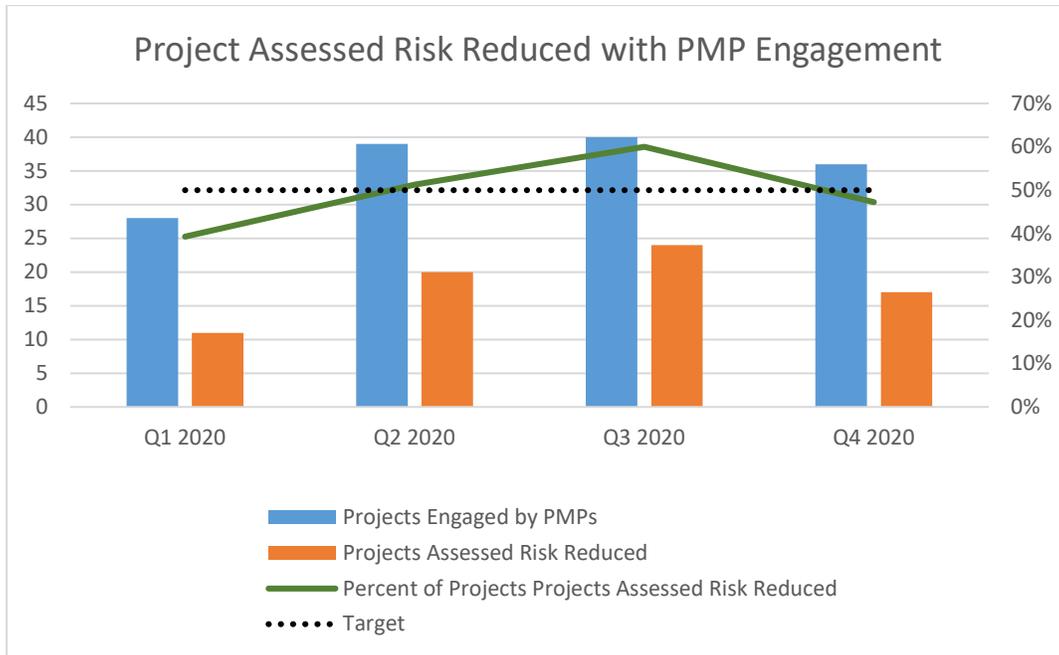
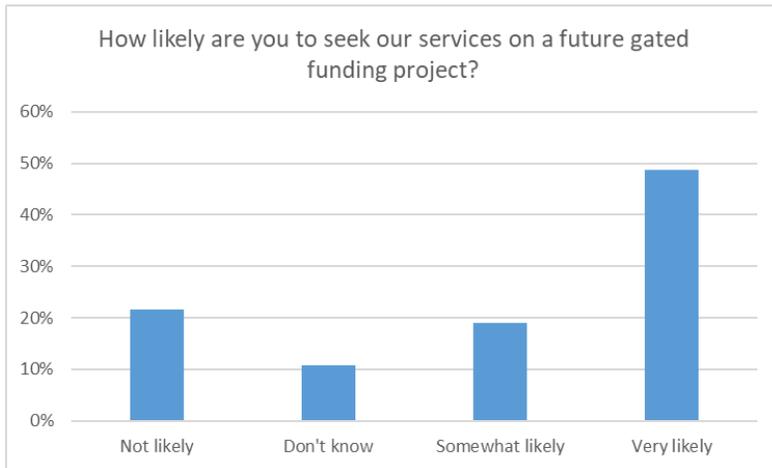


Figure 1: Projects Assessed Risk Reduced with PMP Engagement

Agency leaders and project managers expressed general satisfaction with PMP services. More than 60% of respondents to our customer satisfaction survey (shown in Figure 2) agreed or strongly agreed that “my master level project manager brought valuable expertise and best practices to my project.”



Figure 2: Customer Survey - PMP Value and Expertise



Over 65% of respondents (shown in Figure 3 below) were somewhat likely or very likely to seek project management partner services on a future gated funding project.

Figure 3: Customer Survey - Likely to Seek PMP Services Again

PMP’s role at the OCIO gives it a bird’s eye perspective on agency capabilities and project management maturity. The team has observed, for example, that many agencies have:

- Thriving and effective PMOs.
- Developed a trusting relationship with the OCIO.
- Talented/trained/experienced project managers.
- Understand how to structure a project with a strong sponsor, qualified project manager, and an effective governance structure.
- Comprehend their deficiencies and augment internal staff with strategic contract placements.
- Understand what to look for when assigning a PM or sponsor.

However, while many agencies have some or all of these capabilities, there are plenty that do not.

Helping agencies that do not recognize they need assistance became an overarching theme during the year. Another key issue was building trust with the OCIO. It took time to overcome resistance to external assistance.

The OCIO selectively used its ability, under state statute, to mandate certain activities, deliverables and other targeted interventions with agencies when needed to enforce changes. The office found that after the PMP was allowed to help (at the OCIO’s insistence), agencies became open to fresh perspectives and came to trust the OCIO’s intent and advice.

In summary, the PMP has used the knowledge, expertise and tools at its disposal to help state projects. It is having an impact. These services have already increased project success – and will continue to do so – by:

- Improving IT budget quality.

- Improving investment plan quality.
- Improving the RFP / RFI process and timeline.
- Assisting with selection of qualified contractors.
- Averting bad spending decisions.
- Increasing efficiencies.
- Improving project documentation and reducing time spent revisiting past decisions.

Table 1: Recommendations Summary below summarizes the recommendations detailed in the body of this report.

Table 1: Recommendations Summary

Observation	Recommendation	Benefits
Agencies are sometimes uncertain what to ask for when submitting decision packages (DP), or jump into the DP without strategic project design work.	1. Establish a solid project foundation.	Projects built on a strong foundation will demonstrate resiliency when they most need it. Many state projects take years to complete and see project managers come and go. Foundational work is lasting.
Project managers and project sponsors suffer from a lack of investment in their skills and knowledge.	2. Develop training to teach essential skills for project management and project sponsorship.	Increasing the competency of project managers and project sponsors is transformative.
Projects face questions and requests for information from the authorizing environment.	3. Develop a plan for legislative and stakeholder engagement.	Early engagement and planning with the authorizing environment can reduce urgent requests for information and increase legislative support for projects.
Agencies are at times resistant to support and guidance – and can view it as interference.	4. Increase agency cooperation with OCIO and gated funding oversight processes.	Transparency and openness to OCIO support will catalyze project performance – not hinder it.

This report also includes appendices updating the status of prior recommendations and next steps included in the [2019 Annual Independent Recommendations on Oversight of IT Projects](#) report.

## Recommendations on Oversight of IT Projects

---

The following recommendations on oversight of IT projects result come from direct observations by the PMP, as well as the team's collective knowledge and expertise.

### Recommendation #1

Establish a solid foundation for every project.

---

#### Observations

- Agencies don't always know what they should ask for when they submit a decision package. Or they jump into the DP without strategic project design work.
- Despite the encouragement to perform feasibility studies, many projects do not receive strong strategic analyses or a business case.
- Agencies do not always comprehend the difference between oversight consultants, PMPs, a quality assurance practitioner, or a validation and verification provider. Because of this, they fail to plan for adequate quality review cycles and resources.
- Project managers struggle with the technology budget template which should be a numerical representation of strategy and project design.

**Those who plan do better than those who do not plan, even though they rarely stick to their plan.**

– *Winston Churchill*

The PMP found these types of issues negatively impact IT projects. For example, neglecting to pre-design a strategic project organization structure can result in lack of funds to hire critical staff – such as contract PMs, QA or V&V.

Also, the inability to embrace the technology budget framework results in continuous amendments, tedious tracking, and cost overruns.

#### Recommendations

- Create a firm project foundation including business case, charter, governance model and staffing plan.
- Build a squad of high-performing project managers.
- Build a cadre of high-performing project sponsors.
- Complete a business case, feasibility study or strategy session to curate an intentional project structure – in advance of the decision package.

## Recommendation #2

### Develop training to teach essential skills for project management and project sponsorship.

---

#### Observations

- Washington State employs some gifted project managers.
- Some PMs do not have the right skill sets. Many agencies invest in training and support, but others do not.
- Good project managers are hard to come by.
- Agencies often underestimate the executive time required for successful projects.
- Sometimes, smart, high-performing candidates are promoted to the role without targeted PM training.

**“Top-quality sponsorship is frequently a painfully finite resource.”**

- Pulse of the Profession® In-Depth Report: Executive Sponsor Engagement— Top Driver of Project and Program Success October 2014

#### Impacts

- An unskilled PM can ruin a project.
- An overburdened and disengaged sponsor can ruin a project.
- Poor project management and sponsorship costs the state millions every year.
- Assigning unqualified or underqualified staff into a PM or sponsor role is a recipe for delays and overruns.
- Insufficient design and planning during the concept phase is often followed by sub-standard project management.

#### Recommendations

- Encourage engagement with the community of practice. Building a CoP (planned for early 2021) can help project managers make connections that they can call on when uncertain how to proceed. The CoP will offer resources and additional opportunities for training – as well as a discussion feature that will enable rapid “*crowd sourcing*” of PM advice.
- Commit to standard methodologies for common IT project types. When situations call for specific strategies and methods, instruction should be provided on what’s available and when to use it. The state has a decentralized IT model which impacts the project management community by implying that every agency needs its own methodology. The OCIO recommends that the state endorse leading methodologies such as the Project Management Body of Knowledge (PMBOK). There could be add-ons for Agile or other development strategies, organizational change enablement, and perhaps others.

- Offer Project Management Institute (PMI) Certification or other reputable PM training (a university certificate, for example). While training budgets are often tight, a small investment in project management will pay for itself in savings.
- Offer and/or require training for project sponsors. OCIO does offer training on how to be an effective sponsor but it is not made available frequently enough – nor embraced by agencies or the OCIO. It's a critical role which requires mentorship and those who are given the responsibility are often talented executives with no idea how to sponsor an IT project. Sponsors are vital for project success.
- Develop training for agencies on how to support a project manager (PM). PMs rely on influence without authority and require agency support in a variety of ways, including:
  - Securing resources from operational owners.
  - Having adequate financial and analytical support.
  - Pushing for deadlines.

## Recommendation #3

### Develop a plan for legislative and stakeholder engagement.

---

#### Observations

IT projects historically have often had a reputation for underperforming and overspending. The authorizing environment understandably needs data and information to support budgeting activities, ensure appropriate oversight and legislate strategic project requirements to satisfy concerns.

Projects must meet information requests coming from the authorizing environment, including legislators, the Technology Services Board (TSB) and OFM. While significant information is available on the [Washington State Information Technology Project Dashboard](#), stakeholders often request additional project updates, information, ad hoc meetings, custom reports and email correspondence – particularly for large projects such as One Washington and the Worker's Compensation Systems Modernization.

**“Early engagement and clear requests from the authorizing environment can reduce urgent scrambles for information and increase legislative support for and championing of the project.”**

#### Impact

Currently, there is no best practice for interacting, engaging or communicating with legislative members and staff. The OCIO often serves to support relations between project teams and legislative staff, which works to a degree due to the ability of OCIO staff members to facilitate communication between the two parties. From a project perspective, it can be challenging to interpret requests from legislative liaisons and to respond to them in a timely manner if requests require clarification, data collection, research or analysis.

## Recommendations

- Ensure that project communication plans include an entry for legislative members and staff as well as other authorizing environment stakeholders. Engage legislative stakeholders to discuss specific interest in any project.
- Early engagement from the authorizing environment can reduce the number of urgent requests for information and increase legislative understanding and support for the project.
- Agree to a cadence for providing status updates and opportunities for interaction with the authorizing environment.
- Educate project teams about appropriate response times to legislative and executive (OFM/TSB) requests. Ensure agency project teams understand the criticality of these requests and encourage a 48-hour turnaround time.
- If warranted, develop a project communication dashboard that targets legislative interests and train all parties to understand requirements, data definitions and formulas/calculations required.
- Create a template for legislative information requests that engages legislative staff in defining the calculations and formulas desired before handing off the request to the project team.
- Continue to keep the [Washington State Information Technology Project Dashboard](#) current, posting status reports, schedule and budget updates, deliverables, and performance assessments on a regular basis.

## Recommendation #4

Increase agency cooperation with OCIO and gated funding oversight processes.

---

### Observations

- Agencies can be resistant to PMPs, OCIO oversight, OCIO recommendations / conditions, and gated funding deliverable requirements.
- Agencies can and do shield information from the OCIO. An open-door policy and free flow of information can feel risky to agencies due to concerns about resulting work to address any deficiencies found.
- Agencies shield critical project information from independent QA. In some extreme cases, independent QA may have no access or input to strategic discussions.

**Technology budgets take a lot of negotiation and communication and many iterations to get approval.**

- Agencies can be resistant to independent QA recommendations and post status updates such as “pending” or “in process” with little or no detail in response to a QA recommendation, often for months. From an agency perspective, recommendations may not be accurate or productive; an agency can disagree with a recommendation per policy.
- Gated funding technology budgets can be overwhelming. The template – which is an Excel workbook with multiple tabs, formulas, and checklists – takes time, patience and skill to complete. Budgets take a lot of negotiation and communication and many iterations to get approval. This is frustrating for agencies and time consuming.
- The OCIO should evaluate its processes to streamline and otherwise make improvements to address areas that are viewed as impediments or timewasters rather than value add.

## Impact

Projects are less efficient when findings, recommendations and objections [on either side] are perceived as wrong or misguided. This dynamic does not result in productive relationships that serve the best interests of the project.

Shielding risks, data or discussions from the OCIO or QA teams limits communication and alignment. It also usually extends the period until a risk becomes major issue and can no longer be hidden – which further jeopardizes project schedule, quality or budget.

## Recommendations

- The OCIO must educate PMs and sponsors on everyone’s roles and responsibilities – including the OCIO and the QA / V&V teams. This baseline communication should advise agencies of the requisite “back and forth” nature of the relationship. It will help to manage expectations and ensure a respectful exchange of ideas.
- Once a request (finding / observation) is clearly expressed and supported with reasonable evidence, agency PMs should adopt OCIO recommendations and respond by the established delivery date.
- If a QA finding is valid, recommendations should be responded to timely, with adequate and useful status updates, and they should be resolved in one to two months.
- Assigned OCIO and QA representatives should have access to project team calendars, meetings, documentation, and work product. (Obviously, agency project teams should have the prerogative to meet without OCIO / QA if they have a compelling need to do so – but these occasions should be rare).

## Plans for 2021

---

The PMP plan for 2021 is to support, empower and catalyze gated funding IT projects in partnership with the agencies, the OCIO, the Legislature and OFM. We are committed to standing up an enduring and sustainable project management partner program.

Of paramount importance in 2021 is the work the PMPs are performing on behalf of Workers' Compensation Systems Modernization (WCSM) and One Washington. Both programs have PMPs assigned and these large projects take an extraordinary amount of time to observe, assess and guide.

PMP plans for early 2021 include:

- Continuing to track and report on our performance measures. Ensure we are measuring the right things. Update target measures, if needed, for 2021.
- Developing strategies to engage early with agencies considering decision packages for IT projects. Getting involved before decision package submissions will allow agencies to make realistic budget requests, account for strategic considerations, and prepare them for writing a business case, crafting a feasibility study or designing a right-sized project management structure, among other potential wins.
- Standing up a Community of Practice; we are set to launch our first online meeting in early 2021. Our current schedule is to hold a live session every other month and invite guest speakers, host panel discussions and partner with the PMI Olympia chapter so participants can earn Professional Development Units (PDUs) for attending.
- Taking a little time to conduct a Project Management Partner retrospective where we will collect our learnings from 2020 and develop a plan to make projects even more successful in 2021. We will include suggestions/remarks from our recent Customer Satisfaction Survey, along with interviews from key stakeholders. The goal would be to publish our lessons learned in our Quarterly Best Practices Report due March 31, 2020.

Thank you for reading our 2020 Annual Independent Recommendations on Oversight of IT Projects.

## Appendix A: Status Update on Prior Recommendations

The [2019 Independent Recommendations on Oversight of IT Projects](#) report made seven recommendations in two categories for OCIO and PMP action. Table 2 below contains a status update for each prior recommendation.

Table 2: Prior Recommendations

Recommendation	Status
<b>Approval and Oversight Process and Practices</b>	
1. Per the <a href="#">Plante Moran report</a> , the OCIO should proceed with criteria for scalable (right-sized) standards for oversight based on risk level and project need. Seek to adapt oversight processes to fit the nature of the investment per the Plante Moran recommendation to establish risk-based oversight levels and scalable oversight requirements.	<b>Open.</b> See Recommendations #1 and #2 in this 2020 Independent Recommendations on Oversight of IT Projects reports report for further elaboration on this recommendation.
2. In 2020, the PMPs should explore and analyze the influence of financial holdbacks on project success.	<b>Ongoing.</b> The PMPs are working with the OCIO on this analysis.
3. In 2020, the OCIO should formulate recommendations on guidelines for feasibility studies; including timing of studies within the project lifecycle and how to scale content to suit investment needs.	<b>Open.</b> See Recommendation #4 in this 2020 Independent Recommendations on Oversight of IT Projects reports for elaboration on this recommendation.
<b>Project Management Best Practices</b>	
4. Establish standard deliverables common to the project lifecycle for endorsed methodologies (e.g. waterfall, agile or hybrid).	<b>Closed.</b> This recommendation is transferred to the OCIO.
5. Develop a repository of recommended templates for project deliverables based on the applied project management methodology.	<b>Complete.</b> <a href="#">Project Manager's Guidebook</a> with best practice document templates, tools and process guides was published online in December 2020.
6. Implement a lessons-learned methodology and a repository of knowledge that is accessible and usable by project communities.	<b>Complete.</b> An online <a href="#">IT Project Lessons Learned Repository</a> was published June 30, 2020 and is updated quarterly.
7. Establish guidelines for organizational change management (OCM) to provide consistent guidance to agencies.	<b>Ongoing.</b> Leading OCM practices are included in the online <a href="#">IT Project Lessons Learned Repository</a> . PMP team continues to work with agencies to share consistent guidance.

---

## Appendix B: Status Update on 2019 Next Steps

---

The 2019 annual report on independent recommendations on oversight of IT projects identified seven next steps for the PMP team. Table 3 on the following page provides a status update for each of these.

Table 3: Status of Next Steps

Due Date	Next Step	Status
January 30, 2020	1. Facilitate and document a working session with the oversight consultants (OCs) that elicits lessons learned to date regarding the technology budget approval and gate certification process.	<b>Complete.</b> Lessons learned session data was used to inform the <a href="#">technology budget FAQ</a> and <a href="#">glossary</a> . Expert level project managers delivered a follow-up recommendation to advance technology budget approval and gate certification process improvements as part of the OCIO oversight process improvement initiative.
January 30, 2020	2. Create PMP skills matrix to facilitate the assignment of expert project managers to at-risk projects.	<b>Complete.</b> Included in the June 30, 2020 <a href="#">Quarterly Best Practices Summary and Update on Independent Oversight Recommendations for IT Projects</a> .
March 1, 2020	3. Develop 2020 performance measures with baseline data and outcomes that contribute to OCIO metrics and performance goals.	<b>Complete.</b> These performance measures are included in the June 30, 2020 <a href="#">Quarterly Best Practices Summary and Update on Independent Oversight Recommendations for IT Projects</a> . Performance against these are reported quarterly in the quarterly best practices summaries.
March 1, 2020	4. Evaluate lessons learned about technology budgets and the gated funding projects to date and develop recommendations for processes and policies.	<b>Complete.</b> Data was used to define requirements for the latest version of <a href="#">the technology budget for gated funding projects template (v4.0)</a> .

Due Date	Next Step	Status
June 30, 2020	5. Prepare a mid-year report of lessons learned, recommendations for the biennial budget and key information for legislative awareness, to include: <ul style="list-style-type: none"> <li>a) Suggestions for feasibility study requirements and when/how to adjust based on project risk.</li> <li>b) A planning calendar that improves agency capacity to plan across fiscal years, biennia, supplemental budget years – as well as across the software development or project life cycle.</li> <li>c) A documented rubric for when a PMP should be assigned and how they should function.</li> </ul>	<b>Complete.</b> The June 30, 2020 <a href="#">Quarterly Best Practices Summary</a> , including lessons learned and recommendations, was published on June 30, 2020.
September 30, 2020	6. Deliver a compendium of FAQs and guidance articles that serve as a resource for agency planning. Include a repository of “real life” deliverable samples and collected best practices.	<b>Complete.</b> <a href="#">Project Manager’s Guidebook</a> with best practice document templates, tools and process guides was published online in December 2020.
November 30, 2020	7. Participate in the WaTech effort to address the approved and outstanding Plante Moran recommendations for improving oversight effectiveness. (This task is owned by the OCIO).	<b>Ongoing.</b>

## Appendix C: Project Management Partner Team

The OCIO currently has four master level project managers:

**Richelle Glascock** has been working with the state's smaller agencies to provide hands-on support to coach projects to set up a project management framework and navigate the gated funding process. She is a Project Management Institute (PMI) certified Project Management Professional (PMP) who brings to the team experience as both project manager and independent quality assurance on state IT projects.

**Shelley McDermott** holds a BA from The Evergreen State College and PMP certification from the PMI. Her background includes assessment and implementation of complex business initiatives, program and project leadership and strategic planning. Shelley excels at managing high-risk, high-visibility projects and leading teams, and has successfully delivered results on both public and private sector organizations.

**Megan Pilon** is a master level project manager, PMI certified Project Management Professional (PMP) and a PMI Agile Certified Practitioner (PMI-ACP). Megan has over 30 years of information technology experience, 25 years working with Washington state agencies and 22 years in project management. She has extensive experience with Washington state high profile projects and understands what it takes to deliver IT projects. She has worked for the Legislature, the Office of Financial Management (OFM) and in private industry as a service delivery and consulting director.

**Stacy Steck** is a PMP and holds an MBA. She has served the state on several successful, long-term projects and brings more than 25 years of experience in the field of project and program management to this role. Stacy was a leader in the healthcare industry and had a leading role in implementing electronic health record systems. Additionally, she has a certification in enterprise resource planning (ERP) solution configuration and has implemented ERP modules (HR and Budgeting) as part of her consulting career.

### Meet the project management partners:

- **Richelle Glascock**
- **Shelley McDermott**
- **Megan Pilon**
- **Stacy Steck**

## Appendix D: Progress Against Performance Measures

As previously noted, the 2020 supplemental operating budget provides the OCIO funding for “experienced information technology project managers to provide critical support to agency IT projects...[and] provide master level project management guidance to agency IT stakeholders.” The [2019 Independent Recommendations on Oversight of IT Projects](#) report recommended that the project management partners develop performance measures with outcomes that contribute to OCIO metrics and performance goals. This appendix presents quarterly performance against these goals.

The project management partners will assess annually how well these performance measures are influencing project success. If there is minimal to no correlation, the project management partners will work with the OCIO to evaluate other performance measures and adjust accordingly. The 2020 metrics establish the baseline. In 2021 we will determine if these measures are indicative of project success.

### Measure #1

Number of gated funding projects receiving OCIO expert level project management guidance.

There were 82 projects under 41 state agencies subject to gated funding provisions in the 2019-2021 biennial and 2020 supplemental budgets.

**The project management partners spent over 2,200 hours working directly with 36 state agencies providing master level project management guidance to 50 gated funding projects during 2020. Supporting an average of about 29 agencies and 36 gated funding projects per quarter. Figure 4 below shows counts of Agencies and Projects by quarter.**

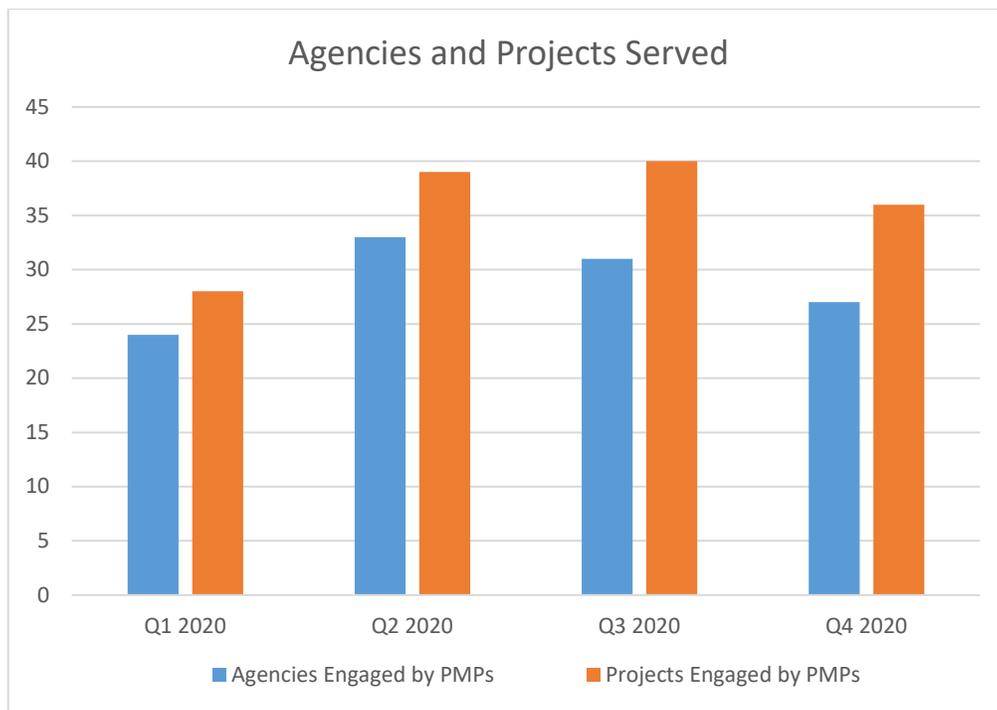


Figure 4: Performance Measures - Agencies and Project Served

### Measure #2

Percent of gated funding projects where OCIO assessed risk status reduced after receiving OCIO expert level project management guidance.

**About 50% of the projects that had project management partner guidance saw their OCIO risk assessment reduced in 2020 (shown in Figure 5 below).**

The target for 2021 will remain 50%.

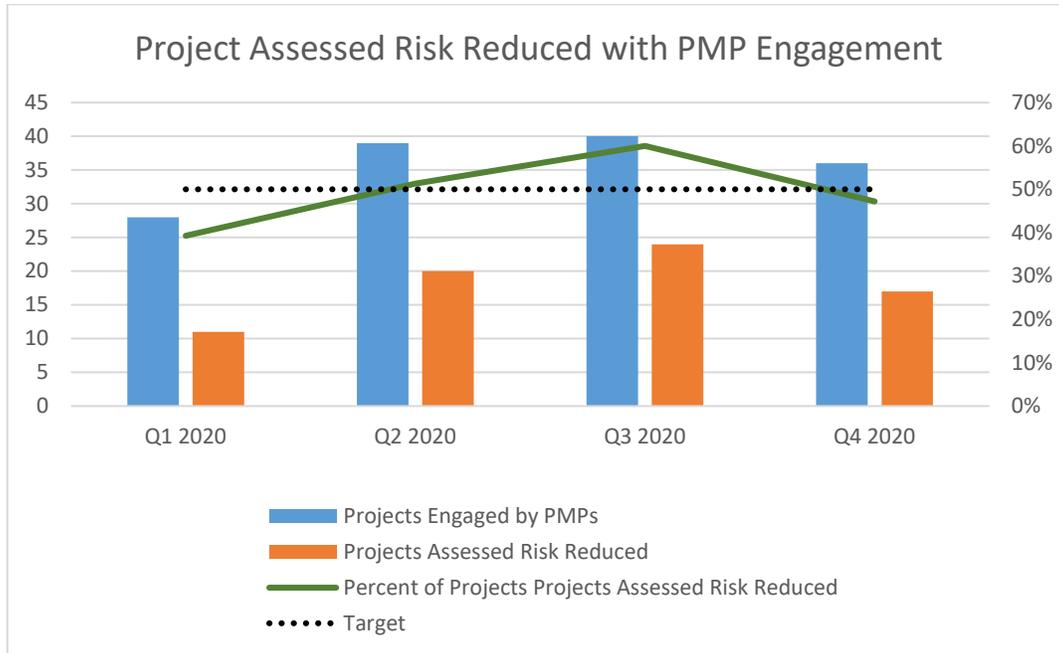


Figure 5: Performance Measure – PMP Engagement Reduced Project Risk

### Measure #3

Average period of time an OCIO gated funding project remains in OCIO assessed red (high risk) status after engagement with an OCIO expert level project manager.

**During 2020, projects that engaged with project management partners remained in red status for approximately 4.5 months on average (Shown in Figure 6 below).**

Based on the annual trend for 2020, the project management partners are targeting an average of 3 months or less in red status for 2021.

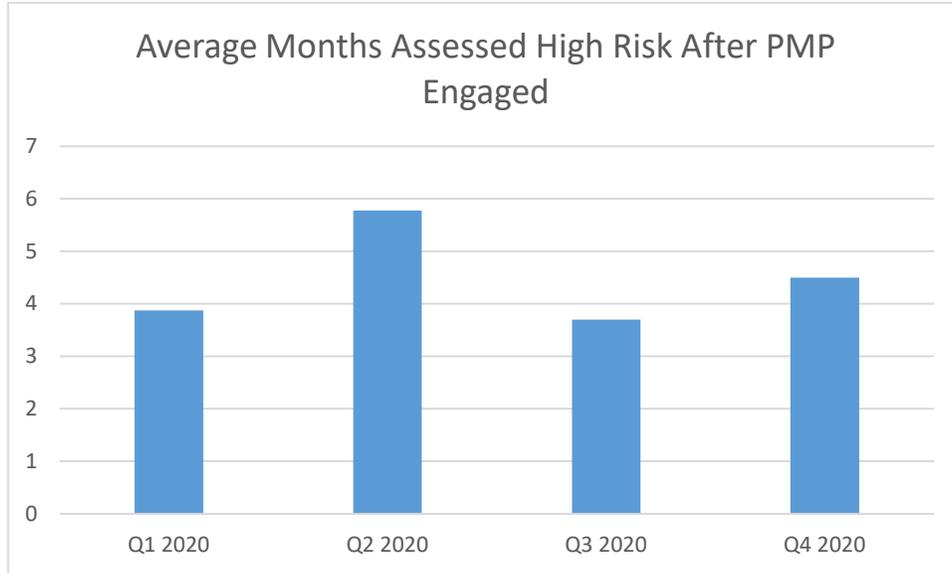


Figure 6: Performance Measure – Months Assessed High Risk After PMP Engaged

**Measure #4**

Agency satisfaction with OCIO expert level project manager services.

**Agency leaders and project managers were generally satisfied with the services the project management partners brought to their project, as evidenced by:**

Over 60% of respondents to customer satisfaction survey (shown in Figure 7 below) agreed or strongly agreed that “my master level project manager brought valuable expertise and best practices to my project.” Target for 2021 is 70% respondents agree or strongly agree.



Figure 7: Customer Survey - PMP Value and Expertise

Nearly 60% of respondents to customer satisfaction survey (shown in Figure 8 below) agreed or strongly agreed that “working with my master level project manager had a positive impact on my project.” Target for 2021 is 70% respondents agree or strongly agree.

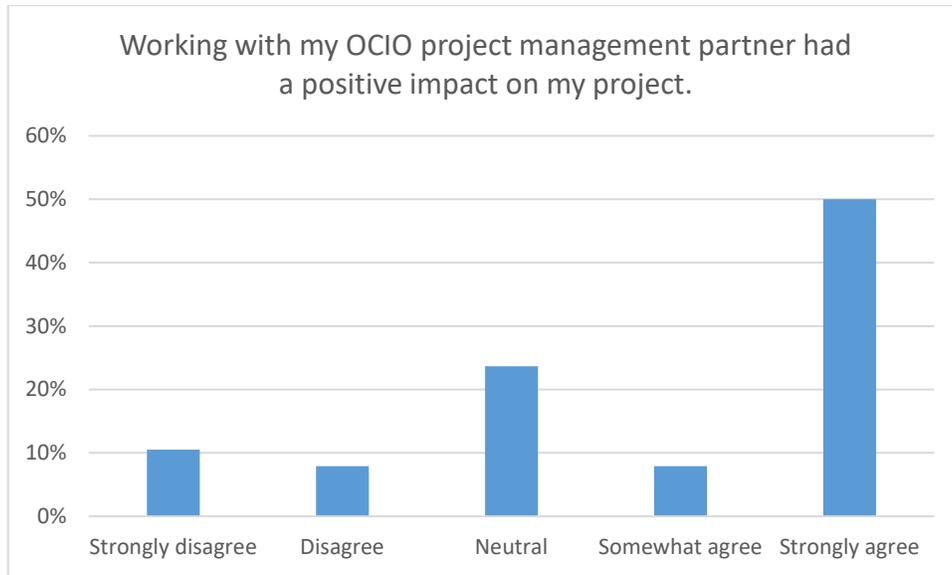


Figure 8: Customer Survey - PMP Positive Impact on Projects

Over 60% of respondents to customer satisfaction survey (shown in Figure 9) were satisfied or very satisfied “with the master level project manager services received.” Target for 2021 is 70% respondents are satisfied or very satisfied.

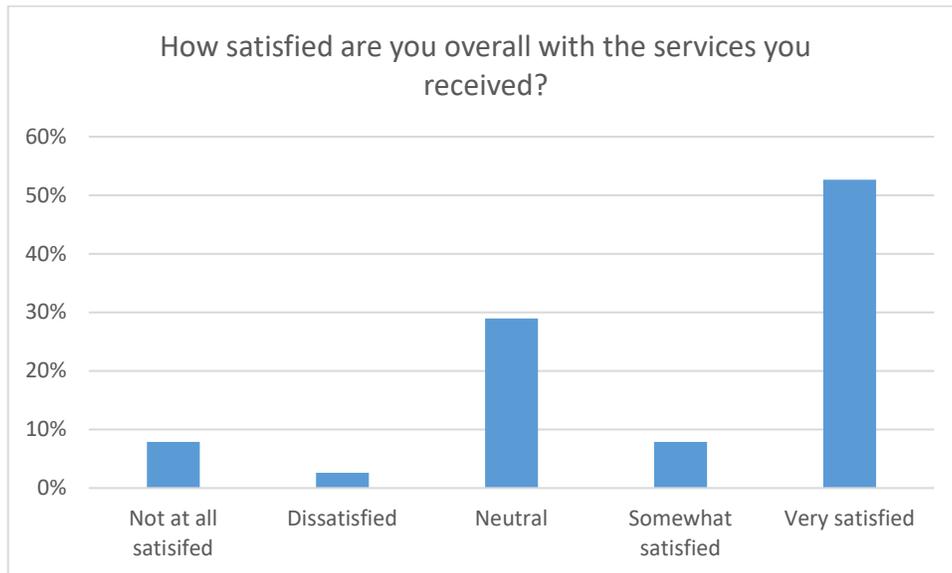


Figure 9: Customer Survey - Overall Satisfaction

## Appendix E: Customer Satisfaction Survey

Seventy-six project sponsors and agency project managers who engaged with an OCIO master level project manager in 2020 were invited to participate in an anonymous satisfaction survey between October 16 and November 4. In total, 38 responses were received (50%). This appendix provides the compiled results of this survey.

### Demographics

Agencies and projects that responded to the survey are shown in Table 4 below.

Table 4: Customer Survey Respondents

Agency	Project
Board of Industrial Insurance Appeals (IND)	BAIS Re-platforming (Modernization Information System)
Columbia River Gorge Commission (CRG)	Access Database Replacement
Department of Agriculture (ARG)	State Data Center Transfer
Department of Corrections (DOC)	Electronic Health Records Request for Information
Department of Revenue (DOR)	Unclaimed Property (UCP) Replacement
Department of Social and Health Services (DSHS)	Asset Verification System
Employment Security Department (ESD)	IT Continuity of Operations Plan (COOP)
Liquor and Cannabis Board (LCB)	System Modernization Project
Office of Insurance Commissioner (OIC)	Enterprise Content Management (ECM)
Office of Financial Management (OFM)	One Washington
Office of Minority and Women's Business Enterprises (OMWBE)	Business Diversity Management System Implementation Project
Pollution Liability and Insurance Agency	PAAS Technology Expansion
Puget Sound Partnership (PSP)	Puget Sound Information Platform Phase 3
State Board of Accountancy (ACB)	CPAOnline Licensing Modernization
Washington State School for the Blind (WSSB)	State Data Center/Cloud Co-Location
Washington State Department of Transportation	Maintenance Management System Replacement (MMSR) Request for Proposal (RFP)
Washington State Gambling Commission	Information Systems Modernization
Washington State Patrol (WSP)	Criminal Investigation Management System
Washington State Patrol (WSP)	W2 (WASIS/WACIC) Replacement

# Survey Responses

The following provides the results to the seven multiple choice questions of the survey.

## Question #1

**My OCIO project management partner brought valuable expertise and best practices to my project.**

More than 60% of respondents (shown in Figure 10 below) somewhat agree or strongly agree the project management partners brought valuable expertise and best practices to their projects.



Figure 10: Customer Survey - PMP Value and Expertise

## Question #2

**My OCIO project management partner responded to my requests and questions in a timely manner.**

More than 70% of respondents (shown in Figure 11 below) somewhat agree or strongly agree the project management partners responded to requests and questions in a timely manner.

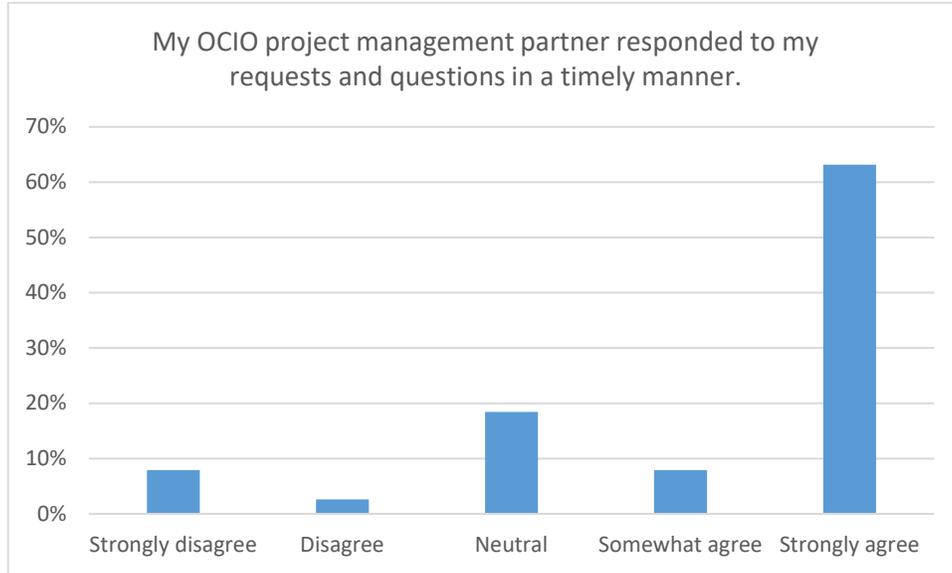


Figure 11: Customer Survey - PMP Responded Timely

**Question #3**

**Working with my OCIO project management partner had a positive impact on my project.**

Approximately 60% of respondents (shown in Figure 12 below) somewhat agree or strongly agree the project management partner had a positive impact on their project.

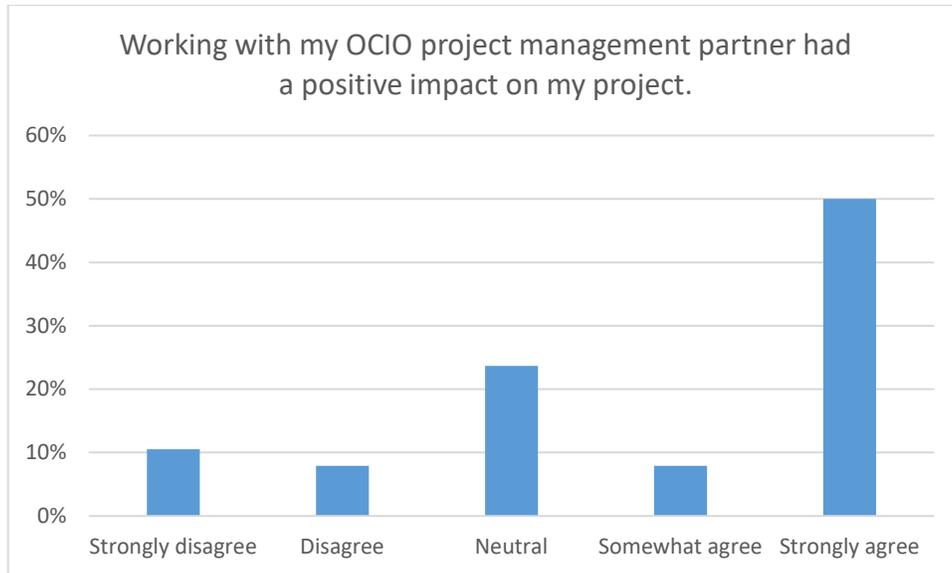


Figure 12: Customer Survey - PMP Positive Impact on Project

**Question #4**

**How satisfied are you overall with the services you received?**

Approximately 60% of respondents (shown in Figure 13 below) were somewhat satisfied or very satisfied with the services they received.

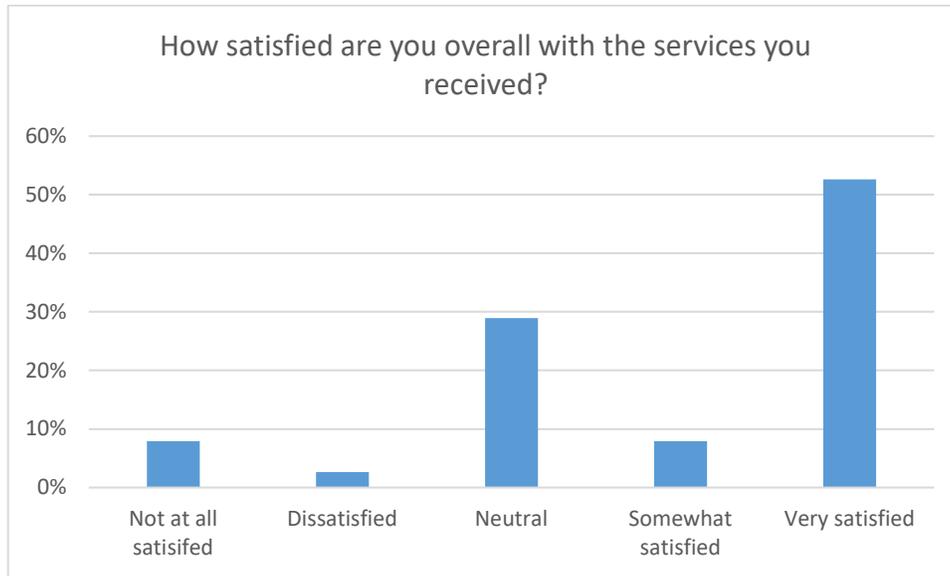


Figure 13: Customer Survey - Overall Satisfaction with PMP Services

**Question #5**

**How likely are you to seek our services on a future gated funding project?**

More than 65% of respondents (shown in Figure 14 below) were somewhat likely or very likely to seek project management partner services on a future gated funding project.

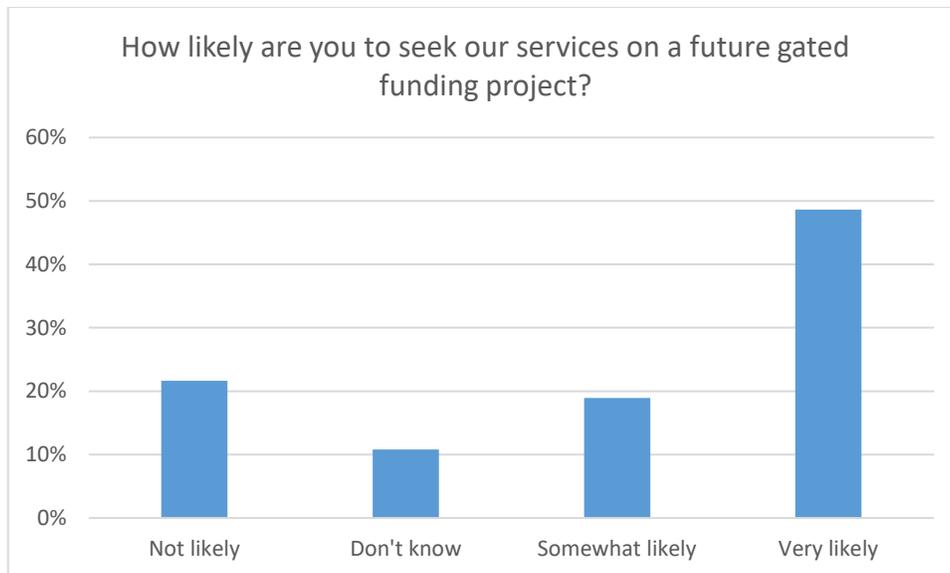


Figure 14: Customer Survey - Likely to Seek PMP Services Again

**Question #6**

**How likely are you to recommend our services to another agency managing a gated funding project?**

More than 70% of respondents (shown in Figure 15 below) were somewhat likely or very likely to recommend project management partner services to another agency managing a gated funding project.



Figure 15: Customer Survey - Recommend PMP Services

**Question #7**

**What additional areas of consultation would you find most valuable? (Select all that apply)**

The greatest interest of additional consultation/advice included technology budgets and investment planning. Other interests of particular interest included organization change management, procurement and vendor management and project initiation and planning (shown in Figure 16 below).

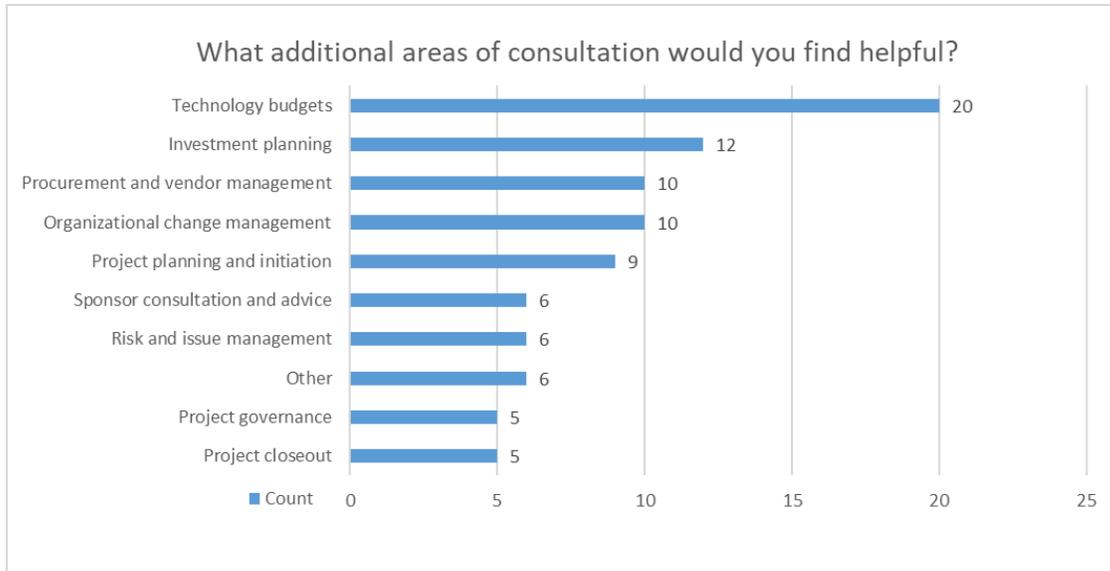


Figure 16: Customer Survey - Additional Areas of Consultation

## Other comments and suggestions for improvement

Respondents also were invited to provide open ended comments.

### Common themes

The following provides a summary of common themes from respondent comments.

- Richelle Glascock received strongly positive reviews from her agency clients – predominantly smaller agencies – who appreciate her ability to provide consulting and expert advice on technology budgets, investment plans and vendor selection and procurement risks and issues. Small agencies, in general, appreciate the support of the master level project managers.
- Many agencies remain confused about the gated funding processes. They note that the processes are not well defined or communicated and can be inconsistent. This is an area where the OCIO can invest time and improvement effort.
- Agencies perceive the roles and responsibilities of oversight consultants and master level project managers to be blurred and not well defined. The OCIO recognizes this opportunity to clarify and communicate these roles.
- Using the title “master or expert level project manager” causes many agency project managers to bristle. Many agencies have project managers that consider themselves to be expert project managers—and they are. Rebranding to “Project Management Partner” could help with this.

### Opportunities for improvement

Other respondent comments identified opportunities for potential improvement.

- Continue to offer and improve support for technology budget development (the #1 need identified by survey respondents).
- Clarify the roles and responsibilities of the oversight consultants, master level project managers, quality assurance (QA), independent validation and verification (IV&V), auditor and others.
- Improve collaboration and coordination between the oversight consultant and the master level project manager.
- Work with the OCIO team to improve and streamline the gated funding technology budget processes.
- Improve customer service, responsiveness and communication with agency clients.
- Collaborate with the OCIO to define acceptance criteria for gated funding deliverables.

### *Comment highlights*

The following identifies other notable comments, as excerpted directly from the survey responses.

- [Our master level project manager] has been invaluable to our project. She has talked us through the innumerable requirements, helped us ensure we deliver excellent draft products to OCIO, provided extraordinarily useful templates, given sage advice, and been a true project partner. She is extremely responsive and a lot of fun to work with. I am not sure how we'd have done this project without her.
- I understand that there may be agencies that do not have strong project management support and therefore this service may be needed, however, with state budget concerns, I think these experts should be assigned only if an agency requests the assistance or if the OCIO consultant has concerns about how a gated funded project is being managed or there are signs of the project failing, and therefore determines assistance is needed.
- Can we cut down the QA requirements and possibly your consultants play that role from OCIO for a \$120k feasibility study? It does not make sense to spend \$40k on QA. I think your consultants can step into that role.
- There is not a clear delineation of responsibility and support between the OCIO expert project managers and the OCIO oversight consultants. It would be helpful to have one of these roles (at least) support agencies when agencies navigate the (mandated) gated funding "process." Currently that "process" is not an actual process but just a collection of tasks without standards.
- As a program we have struggled getting our technology budgets and investment plans accomplished because in all honesty the "goal post" seems to continuously move. There is a need for standardization for both of these products.
- I feel extremely fortunate to have had [our master level project manager's] help. [Our master level project manager] is knowledgeable and shares her knowledge in a way lay

people like me can understand. Moreover, she has a wonderful positive attitude and conveys a genuine sense of caring about her clients.

- [Our master level project manager's] comments on the formatting of the RFP to excel were material in making the procurement process manageable.

## Appendix F: Previously Shared Best Practices

The following table provides reference to the previously shared best practices and a reference to the quarter it was reported.

Table 5: Previously Shared Best Practices

Best Practice	Q2 2020	Q3 2020	Q4 2020
Setting up project governance structures.	✓		
Preparing for procurement.	✓		
Having a vendor manager review vendor's progress in meeting contractual obligations.	✓		
Establishing foundational project management.	✓		
Articulating a clear business case.		✓	
Establishing strong governance.		✓	
Selecting a right-fit project manager.		✓	
Managing organizational change.		✓	
Leading the go/no-go decision.		✓	
Conducting procurements that protect the state's investment.		✓	
Share IT project management best practices through a community of practice (CoP).			✓
Use lessons learned to prevent repeating project failures while maximizing opportunities to implement good practices and processes on existing and future projects.			✓
Provide a set of best practice-based project management processes and deliverables.			✓
Develop a technology budget.			✓
Partner with the Office of the Chief Information Officer (OCIO) oversight consultants.			✓