

Office of the Chief Information Officer

# Best Practices Summary

October 1, 2022

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## Executive Summary

The 2022 supplemental operating budget provided funding to WaTech's Office of the Chief Information Officer (OCIO) for master-level information technology (IT) project management partners (PMPs) to provide critical support, consultation and advice to agency projects under OCIO oversight.

Section 150(1)(ii) directs the PMPs to:

*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 twice annually and post these to the statewide IT dashboard.*

This report highlights the efforts made to date by the OCIO in 2022 to improve the sharing of information, including:

- IT project management lessons learned repository.
- Project management community of practice.
- Integration into project kickoffs.
- Project management guides, templates, and sample documents.
- Technology Services Board presentations.

This report also provides links to all previously published best practices, which are available online and can be accessed in one or more of the published summary reports.

## IT project management lessons learned repository

The available collection of [IT Project Lessons Learned](#) continues to serve as a vital repository of knowledge for project managers. It provides a tool for project managers and other project stakeholders to learn from the experiences of others to help reduce project risk. The repository is searchable by project type, project phase and category.

Categories include:

- Agency readiness.
- Communications and stakeholder management.
- Cost management.
- Executive sponsorship and governance.
- Implementation approach and methodology.
- Organizational change management.
- Procurement and contract and vendor management.

- Project management and project controls.
- Project team and human resource management.
- Schedule management.
- Scope management.

## Project management community of practice

The statewide IT project management community practice (CoP) was established in early 2021. The CoP is guided by an engaged advisory board that consists of five members representing five different agencies. It was created to promote a network of peers and foster the exchange of lessons learned, best practices and resources to improve IT project success.

Today community membership has grown to nearly 200 individuals representing 36 state agencies. The [2022 Calendar of Events](#) is available online. Work initiated or continued this quarter by the CoP includes on-demand videos, whitepapers, peer networking, and discussion boards.

### On-demand videos

The complete library of recorded learning sessions sponsored by the statewide IT project management community of practice is now available online. This includes:

- [Integrated Schedule Management](#) (September 2022)
- [Vendor Procurement and Management](#). (July 2022)
- [Vision for Agile in State Government](#). (Part one of the Agile event in May 2022)
- [Pivoting to Agile](#). (Part two of the Agile event in May 2022)
- [Integrated Scheduling in Agile Projects](#). (Part three of the Agile event in May 2022)
- [Journey for Adapting Agile](#). (Part four of the Agile event in May 2022)
- [Event Privacy Considerations for Project Managers](#). (Part Five of the Agile event in May 2022)

This library continues to grow with each new recorded learning session—seven new videos added in May, July and September 2022.

### Whitepapers

The IT project management community of practice publishes quick three- to 10-minute “morning coffee break” reads on targeted best practices. Two new articles were added between April and October 2022. To date these have included:

- Agile Project Management. (coming soon)
- [Vendor Management](#).

## Peer networking

The IT project management community of practice holds regular networking events for members and guests. A networking event was held in April 2022 and two more events are scheduled in October and December. More events are planned for 2023. These events provide project management professionals an opportunity to expand their peer network and exchange best practices and lessons learned in support of successful project outcomes.

## Discussion boards

The IT project management community of practice also hosts a Microsoft Teams site where members are invited to post to live discussion boards. Discussion topics have included how to mitigate project risks, professional development and training opportunities as well as job postings.

## Additional engagement

### Advisory engagements and steering committee membership

For most projects and programs under oversight, the OCIO has a standing agenda item on steering committees to present OCIO-identified risks and project management best practices. The oversight consultants and PMPs assigned to projects also participate in other meetings and committees to provide input and consultation throughout the project lifecycle. In addition, the OCIO presented to the OFM One Washington Program, the L&I's Workers' Compensation System Modernization project, and the Health and Human Services Coalition on areas of risk observed and learned from other large programs and projects across the enterprise.

### Integration into project kickoffs

During 2022, the OCIO and PMPs have begun to integrate best practices specific to the type of project into project kickoffs. This is intended to establish a strong foundation for project success from the outset and establish risk response strategies based on real life lessons learned.

### Project management guides, templates and sample documents

The OCIO continues to promote the [Project Manager's Guidebook](#) and standard [templates](#). These resources will evolve and grow with experience and feedback.

### Technology Services Board presentations

The OCIO and project management partners provide a quarterly presentation series to the Technology Services Board (TSB). This series is intended to promote and advertise best practices in project management—and solicit feedback from board members with broad industry experience. To date, the OCIO and PMPs have presented on the topics of:

- [Risk management and mitigation](#).

- [Budget and resource management.](#)
- [Vendor management.](#)
- [Integrated scheduling.](#)

## Previous best practices summary reports

All previously published best practices are available online. The reports cover many topics, such as information on how to set up project governance structures, manage organizational change and partner with oversight consultants.

### [Quarterly best practices summary report \(July 1, 2020\).](#)

- Set up project governance structures.
- Prepare for procurement.
- Have a vendor manager review vendor's progress in meeting contractual obligations.
- Establish foundational project management.

### [Quarterly best practices summary report \(October 1, 2020\).](#)

- Articulate a clear business case.
- Establish strong governance.
- Select a right-fit project manager.
- Manage organizational change.
- Lead the go/no-go decision.
- Conduct procurements that protect the state's investment.

### [Quarterly best practices summary report \(January 1, 2021\).](#)

- Share IT project management best practices through a community of practice.
- 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 WaTech oversight consultants.

### [Quarterly best practices summary report \(April 1, 2021\).](#)

- Differentiate program management from project management.
- Use business analysts throughout a project initiative.
- Respond to QA findings and recommendations.

### [Quarterly best practices summary report \(July 1, 2021\).](#)

- Establish effective executive sponsorship.
- Enable vendor relationship management.



- Plan for contingency reserve and management reserve in schedule and budget.

[Quarterly best practices summary report \(October 1, 2021\).](#)

- Leverage the use of your executive steering committee.
- Managing your vendor relationship.
- Implementing agile project management.
- Project estimating – techniques, tips and tricks.

## Contact

Any questions regarding this Best Practices Summary Report may be directed to:

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