Email Address Naming Standard Background

New, Update or Sunset Review? Sunset Review.

What due diligence was conducted to determine the content of this policy/standard? If this is an update or sunset review, provide information as to what changes were made, if any, as well as reasons behind the policy/standard content.

The Enterprise Architecture Committee committed a subcommittee for the policy development. The document was reviewed by the subcommittee, through the WaTech internal review, community review, and governance.

What is the business case for the policy/standard?

Primary email addresses will display when an email is received. Requiring a standard convention with a recognizable pattern ensures that anyone receiving an email from a state agency will have a high degree of confidence in the sender based on the email address displayed.

What are the key objectives of the policy/standard?

- Agencies will utilize the firstname.lastname@agency.wa.gov or firstname.mi.lastname@agency.wa.gov naming convention for primary email addresses.
- Email addresses standardization will ensure a consistent structure across state government.

How does policy/standard promote or support alignment with strategies?

This standard supports Learn Together, Build Together, Serve Together, by standardizing how government email appears to end users.

What are the implementation considerations?

Some agencies are not currently in compliance with the standard and will need waivers. These agencies may have technical connections that will make transitioning difficult.

Agencies may need to develop processes to determine how to apply alternate naming conventions where duplicates exist, such as whether to use a middle initial versus a number, and how to determine an email address should be obfuscated for the individual's protection.

How will we know if the policy is successful?

Specific: Response.
Measurable: Response.
Achievable: Response.
Relevant: Response.
Timebound: Response.
Equitable: Response.

EA-01-02-S
State CIO Adopted: Month 1 2023
TSB Approved: Month 1 2023
Sunset Review: Month 1 2023

Replaces:
IT Enterprise Architecture Standard
171.10- Email Address Naming
December 14, 2021

WaTech
Washington Technology Solutions

EMAIL ADDRESS NAMING STANDARD

See Also:
RCW 43.105.054 WaTech Governance
RCW 43.105.205 (3) Higher Ed
RCW 43.105.020 (22) "State agency"
Microsoft 365 email address contains an underscore character after directory synchronization

1. **When creating email accounts for individuals, agencies must use the naming format of FirstName.LastName@agency.wa.gov or Firstname.mi.LastName@agency.wa.gov for the primary SMTP email address and the User Principal Name (UPN). This applies to any individual that is assigned a state email address.**

   a. LastName can be one or more last names. Examples: Person.Smith@agy.wa.gov, Person.SmithJones@agy.wa.gov, Person.Smith-Jones@agy.wa.gov.

   b. Email accounts must be unique within each agency namespace. Duplicates may be resolved by adding a middle initial or a number following the LastName of the email address. Examples: Person.Smith1@agy.wa.gov, Person.Smith2@agy.wa.gov or Person.A.Smith@agy.wa.gov, Person.B.Smith@agy.wa.gov.

   c. Where the name exceeds 64 characters, names may be shortened.

   d. The Primary SMTP and UPN must match.

   e. Exceptions to this requirement include:

      i. Employees where the email address of the individual should be obfuscated for the protection of the individual in accordance with agency policy.

      ii. An individual may use their legal name or their preferred name that they are commonly known by as long as it meets the agency's policy. This may include, but is not limited to, a single name or where a last name is traditionally first.

   f. Sub addressing, also known as plus addressing, is permitted. Sub addressing allows users to create a tag on the email address, for example first.last+billing@agy.wa.gov. See support documentation Plus Addressing in Exchange Online.

2. **The local part (before the @) of the address cannot exceed 64 characters total as outlined in Request For Comment (RFC) [7504 SMTP 521 and 526 Reply Codes](#), and the entirety of the address cannot exceed 256 characters.**

3. **The format for authoritative, administrative, service, and secondary/proxy addresses is at the discretion of the agency.**

REFERENCES

1. RFC [7504 SMTP 521 and 556 Reply Codes](#)
2. [Plus Addressing in Exchange Online](#)
3. [Definition of Terms Used in Policies and Reports](#)

CONTACT

- For questions about this policy, please email the [WaTech Policy Mailbox](#).
- For support with email services, please file a [support ticket](#).

Project Quality Assurance Policy & Standards Background

New, Update or Sunset Review? Sunset Review

What due diligence was conducted to determine the content of this policy/standard? If this is an update or sunset review, provide information as to what changes were made, if any, as well as reasons behind the policy/standard content.

We engaged with an external consultant with the oversight team to review all the policies and standards and align them to the revised future state of oversight processes and procedures. The current policy is more focused toward Project Management Institute (PMI) standards, and we changed it to be more project success focused. It is methodology agnostic now.

What is the business case for the policy/standard?

QA and oversight provide guidance to keep projects on track with respect to time, budget, and scope. Regular assessments, continuous monitoring, and proactive sharing of findings to agencies supports successful implementation.

What are the key objectives of the policy/standard?

- Clear quality assurance requirements to align with tiered oversight.
- Focus efforts and budget based on the complexity and risk profile of the project.

How does policy/standard promote or support alignment with strategies?

Increasing our engagement on more complex and impactful projects and allowing flexibility to scale the engagement for low complexity investments supports Goal 4: Transform Service Delivery.

What are the implementation considerations?

- WaTech will need to communicate the new policy to agencies with current and pending projects.
- WaTech needs to communicate changes to the QA service providers.
- WaTech will include this information in the initiation phase of all upcoming projects.
- WaTech will post the changes on a public website.

How will we know if the policy is successful?

Specific: QA services are scaled based on the needs of the project.

Measurable: QA service delivery meets reporting engagement and reporting requirements as specified in the policy and the legislature.

Achievable: The changes allow the flexibility to scale activities to the need, which makes QA more achievable for all projects.

Relevant: QA services are essential, independent, forward-looking perspectives that support addressing risks and issues proactively for project success.

Timebound: This policy will be effective when adopted and implemented immediately for all new projects under oversight.

Equitable: By scaling requirements for QA, new vendors can gain experience with lower complexity projects. This offers opportunities for diverse vendors to grow into larger project engagements.

PM-03
State CIO Adopted: Month 01, 2024
TSB Approved: Month 01, 2024
Sunset Review: Month 01, 2027

Replaces:
IT Policy 132 Project Quality Assurance
March 15, 2023

WaTech
Washington Technology Solutions

PROJECT QUALITY ASSURANCE POLICY

See Also:
RCW 43.105.054 WaTech Governance
RCW 43.105.205 (3) Higher Ed
RCW 43.105.020 (22) "State agency"

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1. **All Tier 2 and 3 projects are considered major IT projects and require quality assurance (QA) oversight as follows:**

   a. Agencies shall hire (or otherwise obtain) and use an external project QA provider.

   b. Project budgets must plan for adequate and appropriate levels of QA based on the scope over the full life of the project.

      i. Agencies are strongly encouraged to use QA during feasibility, procurement, and contracting phases, including the procurement or hiring of key project staff.

      ii. In all cases, the QA provider must be engaged prior to requesting OCIO approval of the investment and must continue until project close- out activities are completed.

   c. QA activities must be conducted using the minimum statement of work outlined in the Quality Assurance Standard – Minimum Project QA Activities.

      i. The State CIO may recommend additional required QA activities based on individual project risks and will communicate these to the Executive Sponsor.

   d. QA services must be provided by practitioners with at least the qualifications outlined in the Minimum Qualifications for Project Quality Assurance Providers.

   e. Agencies shall not use the services of a QA Practitioner on any project where the QA Practitioner is, or has been used, on any non-QA activities for the same project.

   f. Agencies will consult with WaTech on all QA solicitations and share

draft procurement documents prior to publication, posting or recruitment.

    i. A representative from WaTech will be invited to participate in the QA selection process.

        A. If WaTech does not respond to the invitation within five (5) days or if WaTech declines the invitation, the agency is free to proceed without a WaTech representative.

    ii. The agency will make the final determination of the QA provider.

    iii. The agency must ensure that there is no real or perceived organizational conflict in their selection, including ensuring the existence of clear managerial independence between the QA provider, the Project Manager, and the Executive Sponsor.

g. The QA Provider will develop a baseline QA Plan in accordance with section 1 of the [Minimum Project Quality](#) [Assurance Activities](#) and present it to the sponsoring agency for approval within the first 30 days of the engagement. The QA plan will be updated as needed over the life of the project.

h. A project readiness assessment will be required prior to moving beyond the planning phase. The QA provider will independently deliver this assessment to the Executive Sponsor and the State CIO or designee in accordance with [Minimum Project QA Activities – Readiness Assessment](#) Within the first 45 days of the engagement.

    i. The agency must provide a written response to each QA recommendation to address an issue, a negative finding, and/or risk identified in the readiness assessment and post it on the Project IT Dashboard within ten (10) working days of receipt or the assessment.

    ii. The results of the readiness assessment and agency's response to QA recommendations must be available prior to requesting WaTech approval of the investment.

i. The QA Provider will independently deliver draft and final QA reports, including risks, issues, findings; and recommendations to address an issue, a negative finding, and/or a risk, to the project Executive Sponsor and to the State CIO or designee in accordance with [Minimum Project Quality Assurance Activities](#).

      i. Each recommendation must correspond to the issue, risk or negative finding it will address, and how the recommendation will support project success.

j. The QA Provider will make QA reports available to the project Steering Committee. The QA Provider will provide regular and routine briefings at the project Steering Committee meetings.

k. The QA Provider will independently post all final QA reports on the WA State IT Dashboard within 2 working days of delivery.

l. If required for the project, the QA Provider may also provide QA reports or briefings to other external oversight and/or authorizing entities.

m. Following the readiness assessment, QA reports will be delivered on at least a monthly basis.

      i. QA reports will be finalized and delivered within ten (10) working days following the end of the report period. This allows for prompt action on findings, recommendations, emerging issues, and risks as well as timely visibility to the Executive Sponsor and Steering Committee.

n. Following the delivery of a QA report, the sponsoring agency must provide a written response to each new QA recommendation to address an issue, a negative finding, and/or risk and must provide current status information on all open QA recommendations.

      i. The response should clearly outline the action(s) to be taken (including additional investigation or assessment needed to determine other action(s) to be taken), by which person(s) and by what date.

      ii. The agency must post the response to the Project Dashboard within five (5) working days of delivery of the final QA report.

      iii. In all cases, the agency must finalize the plan of action for each new recommendation within thirty (30) calendar days of the delivery of the QA report.

2. **Tier 1 Projects are considered major IT projects and require quality assurance oversight as follows:**

a. Agencies are recommended to engage a quality assurance resource over the life of the project. This resource must be independent to the project organization, unless otherwise required by statute and meet the qualifications outlined in the Quality Assurance Minimum Qualifications Standard.

b. As a best practice, agencies should establish a QA plan and assess their readiness prior to moving beyond the planning phase.

c. Projects should regularly assess the progress and discuss any deviations, risks and issues with executive leadership following the minimum QA standards as described in [Minimum Project QA](#) [Activities Standard](#). See [Principles of Quality Assurance](#).

REFERENCES

1. [PM-03-03-S](#) - Minimum Project Quality Assurance Activities Standard.
2. [PM-03-01-S](#) - Minimum Qualifications for Project Quality Assurance Providers
3. [PM-03-01-G](#) - Principles of Quality Assurance Guideline
4. [Definition of Terms Used in Policies and Reports | WaTech.](#)

CONTACT INFORMATION

- For questions about this policy, please email the [WaTech Policy Mailbox](#).
- For technical assistance, please email the [WaTech Consultant Mailbox](#).

PM-03-02-S
State CIO Adopted: Month 1 2024
TSB Approved: Month 1 2024
Sunset Review: Month 1 2024

WaTech
Washington Technology Solutions

Replaces:
Standard132.20
Minimum Project Quality Assurance
Readiness Assessment
March 16, 2016

MINIMUM PROJECT QUALITY ASSURANCE ACTIVITIES – READINESS ASSESSMENT

See Also:
RCW 43.105.054 WaTech Governance
RCW 43.105.205 (3) Higher Ed
RCW 43.105.020 (22) "State agency"

1. **The readiness assessment shall include an evaluation of the following areas at a minimum:**

   a. Aligned business value to be achieved upon project implementation and which measures will be used to track business value.

   b. The SMART project objectives to be achieved at completion.

   c. Agency readiness assessment for the project and for the expected organizational model once the project is completed.

   d. Ensuring there is sufficient level of detail for the project planning activities to date including timeline of future decision points and major milestones.

   e. Project sponsorship and planned governance model and processes.

   f. Detailed project resources plan showing committed resources, stakeholders, and subject matter experts.

   g. The stakeholder engagement and communication plan, including both internal and external stakeholders as appropriate.

   h. Planned project methodologies and practice standards.

   i. An assessment of Organizational Change Management plan activities over the life of the project, including an initial assessment of the readiness of the organization for the culture change.

   j. Recommended future stages/gates for the project.

   k. Risk identification, impact assessment and mitigating planning.

2. **The Readiness Assessment Report shall contain the following:**

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a. A cover letter addressed to the project sponsor and to the State CIO and signed by the QA provider responsible for the content that attests to the independent preparation of the report. The cover letter should also contain contact information for the preparer.

b. A summary level assessment of the readiness of the project to proceed, including identification of critical issues that must be addressed prior to the project proceeding.

c. A detailed narrative describing issues, negative findings, and/or risks; and corresponding recommendations to support project success.

REFERENCES

1. [PM-03-01-G Principles of Quality Assurance Guideline](#)
2. [Definition of Terms Used in WaTech Policies and Reports](#).

CONTACT INFORMATION

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MINIMUM PROJECT QUALITY ASSURANCE

ACTIVITIES STANDARD

See Also:
RCW 43.105.054 WaTech Governance
RCW 43.105.205 (3) Higher Ed
RCW 43.105.020 (22) "State agency"
PM-03 Project Quality Assurance Policy

1. **The Quality Assurance (QA) provider will deliver a baseline quality assurance plan within 30 days of the start of the engagement that includes, at a minimum:**

   a. The methods and criteria to be used in conducting the QA engagement and assessing practice areas noted in Section 2. below.

   b. The timing and audience for draft and final reports and the template(s) for the ongoing report.

   c. The QA provider will present the plan to the agency for approval within the first 30 days of the engagement. The QA plan will be updated as needed over the life of the project.

2. **Each regular QA report must include, at a minimum, an assessment of the overall project performance, variances on Scope, Schedule and Budget and cover key practice areas or domains that align with the project's management methodology and industry best practice including but not limited to:**

   a. Overall health – Over the life of the project, are effective project management processes being used and coordinated within the project and with all project participants to achieve desired results and represents the combined assessment for all performance areas 2(b) through 2(l) as applicable.

   b. Scope – Does the project include an approach to managing scope to ensure the project success?

   c. Schedule – Is the project effectively managing the timely completion of the project?

d. Budget – Is the project routinely estimating, budgeting, managing, and controlling costs so that the project can be completed successfully?

e. Quality measures and business outcomes– Is the project defining quality measures and continuously improving processes to achieve project outcomes?

f. Team – Is the project acquiring, developing, and managing appropriately skilled and adequately staffed project teams?

g. Communications and Stakeholders - Is the team identifying stakeholders (people, groups, or organizations) that could impact or be impacted by the project? Is the project using appropriate strategies to engage stakeholders and supporting timely, appropriate, and accessible communications over the project's life?

h. Governance, escalation, and decision-making: Does the project have effective and engaged executive leadership and governance structure? Does the team follow established escalation process and work with project leaders to timely decision making for project success?

i. Risks, Issues, Action items, and Decisions – Is the project effectively identifying, analyzing, and controlling project risks and issues? Does the project have an effective process to manage action items and decisions?

j. Procurement and vendor management - Is the project appropriately managing the acquisition of products, services or results needed from outside the project team? Is the project effectively managing the resulting contracts over the life of the contract?

k. Training and business readiness – Is the project actively managing organization, user, and stakeholder readiness to effectively adopt, use and realize intended benefits? Are appropriate training, outreach, and reinforcement frameworks in place?

l. Deliverables (if in scope of work) – Has the project established acceptance criteria for deliverables that the deliverables are following and adhering to? Do deliverables align with industry best practice and overall project goal in achieving planned objectives?

3. **As the project nears implementation, regular assessments will focus on the current phase of the project and include discussion on organizational readiness,**

planning and readiness activities for transition to operations including governance following implementation.

4. **Each Quality Assurance report shall contain the following:**

    a. A cover letter signed by the QA provider responsible for the content that attests to the independent preparation of the report. The cover letter should also contain contact information of the preparer.

    b. An executive summary of project progress, execution strengths and weaknesses, and the most significant issues, risks or open recommendations.

    c. A detailed narrative describing issues, negative findings, and/or risks; and their recommendations to support project success. If the project is nearing a stage or gate, indicate whether the project is positioned to be successful in this next stage/gate.

    d. An assessment of the accuracy of the project's tracking of progress toward milestones and budget estimates.

    e. A risk assessment that identifies potential barriers to meeting project objectives and milestones, their probability of occurring and impact if they occur, and recommended and observed mitigations.

    f. An indicator suggesting the trend whether the risk in each of the assessment areas is increasing, decreasing or remains the same. Shorthand symbol and definitions:

        i.   Risk is decreasing.

        ii. Risk is increasing.

        iii. Risk is the same.

    g. A table that summarizes all open recommendations as well as those closed during the reporting period, including the QA provider's assessment of the agency's actions on the listed recommendations.

5. **As part of closeout, the Quality Assurance Provider will report on key lessons learned from the project within 30 days of project completion or termination.**

REFERENCES

1. [Definition of Terms Used in WaTech Policies and Reports.](#)

CONTACT INFORMATION

- For questions about this policy, please email the [WaTech Policy Mailbox](#).
- For technical assistance, please email the [WaTech Consultants Mailbox](#).