

PM-03-03-S

State CIO Adopted: Dec. 10, 2024

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Replaces:

IT Standard PM-03-03-S
Minimum Project QA Activities
January 19, 2016

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](#).