

# IT Project Oversight Services

**Last updated December 2024**

WaTech provides critical support for projects under oversight to ensure best practices are followed for project management, governance, and risk management and that legislative requirements, policies and standards are met, as outlined in RCWs [43.105.254](#), [43.105.255](#) and [43.105.054](#). This service action plan highlights general Oversight services as well as the [Washington State IT Dashboard](#).

Oversight services help to ensure that state agency technology projects align business goals, achieve success and deliver planned outcomes. Oversight consultants engage as partners throughout the life cycle of projects to advise project leadership, provide transparency to the public and authorizing environment, facilitate strong fiscal stewardship, and help projects stay within the approved scope, schedule and budget.

WaTech's team of oversight consultants are responsible for a portfolio of over 90 major projects with a total planned spend of \$2.6 billion. Oversight consultants oversee projects, advise sponsors and project managers, regularly assess the health and risks of projects, and ensure transparency through project updates via the state's IT Project Dashboard.

The [Washington State IT Project Dashboard](#) is a centralized, publicly accessible web-based tool that provides transparency into state IT projects under WaTech oversight. The dashboard provides visibility into project charters, project management plans, start and end dates, monthly budget versus actual spend, approved technology budgets, and key deliverables. The dashboard also includes monthly assessments on key performance indicators such as scope, schedule, budget and overall health from WaTech Oversight, independent quality assurance (where applicable), and the agency project team. The Oversight team has implemented a regular release management strategy on the dashboard based on a prioritized backlog that is reviewed quarterly with key interested parties. These updates include:

- Meeting existing and new session law requirements for the dashboard.
- Logging and prioritizing ideas for enhancements suggested by interested parties or team members.
- Measuring performance informed by successful releases and customer feedback.

## Intended customers

Oversight services are intended for a broad audience including the general public, legislative partners, and state agency IT projects that meet one of the following criteria:

- IT projects determined by WaTech to be a "major project" are based on the requirements listed in [Statewide Technology Policy PM-01](#) (IT Investments - Approval and Oversight).

## Helpful information

### Service category

Professional Services

### Service availability

8 a.m. to 5 p.m.

Mon.-Fri.

### Planned maintenance

Not applicable.

### Related services

- Project Management Partner (PMP)
- IT Project Management Community of Practice

### How to request service

All IT investments that include a combined level of effort of more than \$500,000 OR a duration longer than six months must complete an [Information Technology Investment Intake form](#) per [Statewide Technology Policy PM-01](#). Based on the results of this assessment, an IT investment may be determined by WaTech to be a "major" project and fall under oversight.

### Service owner

Assistant Director,  
Projects & Oversight

- The project is designated as an IT Investment Pool project.
- The project is subject to the conditions, limitations and review requirements of the section 701 or otherwise placed under oversight by the Legislature through enacted budgets.

### Options available with this service

- Oversight Services: consultation on best practices to ensure successful project delivery on state IT projects under oversight; partnership with projects to ensure legislative and policy requirements are met.
- Washington State IT Dashboard: transparency into state IT investments including scope, schedule, budget, deliverables status, and project health assessments.

### Customer engagement

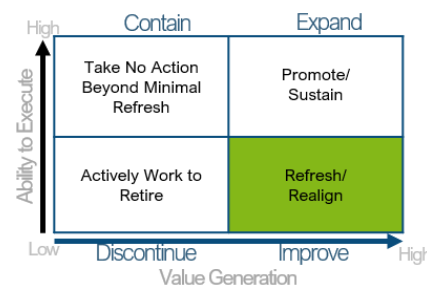
- Oversight consultants regularly meet with CIOs and other interested parties to review IT projects, share updates, and discuss opportunities for service improvement.
  - WaTech's engagement focus is on project success. Through a multi-discipline approach, WaTech proactively meets with project leaders and team members and advises on all aspects of project success including, but not limited to, technology budgets, gated funding, risk mitigation, sponsor involvement, vendor management and more.
  - WaTech holds regular Technology Management Council (TMC) and Business Management Council (BMC) governance meetings with agency CIOs and business leaders as well as a bi-weekly customer engagement forum call where project-related topics are discussed.
- Oversight consultants and agency and project leadership provide briefings to engage with the Technology Services Board to seek guidance and provide visibility into the health and status of major IT projects.
- Regularly scheduled meetings between customers and Business Relationship Managers (BRM) to connect, advise, address concerns and provide solutions.
- Regular outreach to solicit feedback, provide updates and inform agencies on emerging projects, initiatives and services.
- WaTech's IT Project Dashboard release management advisory group, including agency and legislative representatives, meets regularly to identify and prioritize new enhancement requests based on user feedback. The WaTech Oversight team works with development teams on routine maintenance and enhancements requests from the backlog.

### Action plan

#### Current activity

The Oversight team has adopted a continuous improvement model to continue delivering enhancements to the process and tools iteratively based on customer feedback. These enhancements are often at the request of agency partners but also can come from within WaTech. The team is currently focused on the following activities:

- Continue streamlining oversight processes and tools based on agency feedback with a strong focus on automation and integration where possible.
- Continue humanizing the oversight process for state agencies by making it more consistent and predictable, and ensuring transparency and fiscal accountability.



- Move away from document downloads and email delivery of key WaTech products toward portal-based online solutions.
- Simplify and automate the technology budget process and tools, reducing time needed for completion and driving automation where available.
- Ensure Washington State IT Project Dashboard meets latest session law requirements (e.g. program level roll-up).
- Deploy Washington State IT Project Dashboard enhancements based on user feedback.

### One- to two-year goals

WaTech will continue to assess, refine and improve Oversight services based on state agency and Oversight partner feedback to support and enable:

- Scale oversight to be customer focused and based on project tier.
- Optimize processes to be more efficient and build simpler, more effective portal-based tools.
- Integrate Technology Budget actuals with other input data where available (e.g. Apptio) to drive efficiency and reduce manual errors.
- Implement artificial intelligence (AI) to assist in Oversight engagement (e.g., chatbot for basic questions).
- Continue to identify, prioritize and deploy new Washington State IT Project Dashboard enhancement requests based on session law requirements and user feedback.

### Three- to five-year goals

The vision is to continue Oversight service enhancements to include exploring the following:

- Adjusting oversight intake thresholds to focus on the state's highest-value, most-complex projects.
- Removing low-risk tier 1 projects out of oversight.
- Funding dedicated Oversight consultants on the state's largest programs via agency-specific DP funding
- Near real-time data refreshes on the State IT Dashboard.

### Goals and key performance indicators (KPIs)

Goal: Continue implementing Oversight process and tool enhancements	Target: 10% reduction	Actual: 8%
KPI: Reduced time investment processing Oversight documents.		
Goal: Timely processing of Technology Budgets	Target: 100% on time	Actual: 100% on time
KPI: Within 30 days from receipt		
Goal: Timely processing of Gate Certification	Target: 100% on time	Actual: 100% on time
KPI: Process within 30 days		
Goal: Timely processing of Investment Approvals	Target: 100% on time	Actual: 100% on time
KPI: Process within 30 days		
Goal: Timely responses to customer inquiry		Actual:

KPI: Within five business days	Target: 100% on time	TBD
Goal: Timely completion and posting of Oversight project assessments	Target: 100% on time	Actual: TBD
KPI: Monthly for Tier 2 or 3; quarterly for Tier 1		
Goal: Increase reliability of project data refresh frequency/timing of WA State IT Dashboard	Target: 100% on time	Actual: 95%
KPI: Once every business day		

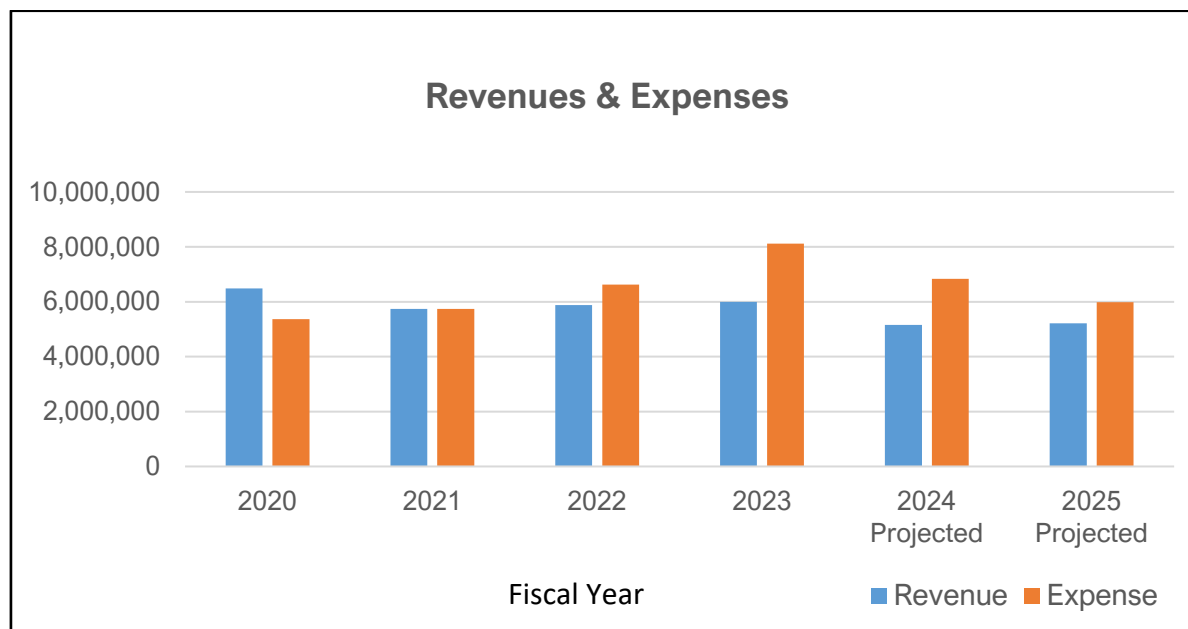
## Service review and fully loaded service budget projection

### Revenue source

The service is bundled and funded using revenue from the WaTech central service model.

Funding for the WaTech central service model is based on actual agency IT FTEs. OFM provides a count of actual IT FTEs. For higher education institutions (four-year institutions and the community and technical college system), only IT FTEs that support administrative functions of the institutions are counted. Instructional staff, hospital staff and other non-administrative portions of the agencies are exempted from the FTE counts. OFM maintains the source data for budgeted FTEs.

### Revenue and expenses over time<sup>1</sup>



<sup>1</sup> Figures for FY 2020 through FY 2023 represent actuals. FY 2024 and FY 2025 is based on projections.

### Decision packages

None to date.