

Office of the Chief Information Officer

Quarterly Best Practices Summary

April 1, 2022

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Executive Summary

The 2021-23 operating budget provided funding to the 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. More specifically Section 151(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 quarterly.

In the first calendar quarter of 2022 the PMPs spent over 900 hours working with individual state agencies, providing consultation, advice, mentoring and coaching to 34 projects representing 20 state agencies.

While the OCIO and PMPs previously shared information on best practices and lessons learned in formal quarterly reports to agency chief information officers (CIOs) and legislative fiscal staff, the OCIO has found that it is more effective to share this type of information in real-time, across multiple platforms, in response to current project needs.

This quarterly summary report highlights the changes made 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

While no new lessons learned were added to the repository this quarter (no projects were completed or conducted a formal lessons learned exercise), 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. 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. This quarter the CoP initiated or continued:

- On-demand videos
- Whitepapers
- Peer networking
- Discussion boards

The CoP is guided by an engaged advisory board that consists of five members representing five different agencies. Today community membership has grown to nearly 200 individuals representing 36 state agencies. The [2022 Calendar of Events](#) is available online.

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:

- [Navigating state government funding cycles](#) (March 2022)
- [Using governance to remove roadblocks](#) (January 2022)
- [Agile project management](#) (October 2021)
- [Investment planning](#) (August 2021)
- [A guide to project budgeting](#) (June 2021)
- [Effectively enabling change](#) (April 2021)
- [Optimizing project management in a virtual world](#) (February 2021)

This library continues to grow with each new recorded learning session—two new videos added this quarter in January and March 2022.

Whitepapers

The IT project management community of practice began to publish quick three- to 10-minute “morning coffee break” reads on targeted best practices during the first quarter of 2022. To date these have included:

- [Governance first: Successful projects depend on clear decision making.](#)
- [Effective project governance part 1: Growing strong, confident and engaged executive sponsors.](#)
- [Effective project governance part 2: Using your executive steering committee.](#)
- [Effective project governance part 3: Amplify your stakeholder voices.](#)

Peer networking

The IT project management community of practice holds regular networking events for members and guests. In 2021, five separate events were held. More events are planned for 2022. 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.

Integration into project kickoffs

During the first quarter of 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. Additionally, this quarter the OCIO published an additional sample document, [Governance, Oversight and Accountability Plan](#).

Technology Services Board presentations

In December 2021, the OCIO and project management partners began 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 vendor management, project governance and 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 OCIO 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 the Office of the Chief Information Officer (OCIO) 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

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