IT Project Oversight Services

Last updated 01-11-23

[RCW 43.105.245](#) requires WaTech to establish a model process for agencies to follow when planning and implementing projects including oversight, and gives the WaTech director broad authority on projects.

IT Project Oversight is designed to assist state agency technology projects align with business goals and priorities, achieve success, and deliver planned outcomes. Oversight consultants engage as partners throughout the life cycle of projects. They advise project leadership, provide transparency to the public and authorizing environment, facilitate strong fiscal stewardship, and help projects complete within the approved scope, schedule, and budget.

Intended customers

This service is intended for customers who are managing state agency IT projects that meet one of the following criteria:

- The IT project is determined by WaTech to be a "major project" based on the requirements of [Statewide Technology Policy 121](#) (IT Investments - Approval and Oversight).
- The project is an investment designated as an IT Investment Pool project.
- The project is subject to the conditions, limitations and review requirements of the IT Investment Pool or otherwise placed under oversight by the legislature through enacted budgets.

Customer engagement

- Oversight consultants meet regularly, and as needed, with CIOs and other agency stakeholders regarding IT projects under oversight to review current and planned projects, share agency updates, and discuss service improvement opportunities.
  - WaTech's engagement focus is on project success. Through a multi-disciplined 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 monthly Technology Management Council (TMC) and Business Management Council (BMC) governance meetings with agency CIOs and business leaders as well as a weekly CIO call where project related topics are discussed.
- Oversight consultants and agency and project leadership provide briefings to and engage with the Technology Services Board to seek guidance and provide visibility into the health and status of major IT projects.
- Monthly Technology Management Council (TMC) and Business Management Council (BMC) meetings for agency CIOs and IT leaders to inform and sponsor enterprise strategy, policy and investments.
- Regularly scheduled meetings between customers and Business Relationship Managers (BRM) to connect, advise, address concerns and provide solutions.
- Weekly group calls for state CIOs and CISOs to provide updates on important and immediate issues and actions.

Helpful information

Service category
Professional Services

Service availability
8 a.m. to 5 p.m.
Mon.-Fri.

Planned maintenance
Not applicable.

Related services
- Washington State IT Project Dashboard
- 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 four months, must complete an [Information Technology Project Assessment (ITPA)](#) per [Statewide Technology Policy 121](#). Based on the results of this risk assessment, an IT investment may be determined by the OCIO at WaTech to be a "major" project and under oversight.

Service owner
David Sorrell

- Regular outreach to solicit feedback, provide updates and inform agencies on emerging projects, initiatives, and services.
- Requests for new consultations and modifications to existing applications.

Action plan

Current activity

WaTech's team of six oversight consultants is responsible for a portfolio of approximately 80 major projects with a total planned spend of more than $1.6 billion. Consultants oversee projects, advise sponsors and project managers, regularly assess the health and risks of projects, and ensure transparency through regular updates to the state's IT Project Dashboard. Consultants often engage and collaborate with other WaTech disciplines, including but not limited to enterprise architecture, in support of major projects.

The state has initiated a statewide IT project oversight transformation project, with executive-level representatives from the Office of the Governor, Office of Financial Management, small, medium and large agencies, as well as WaTech and legislative staff participating on the Executive Steering Committee. This project refines the project oversight process to:

- Enable scalability, and higher-value oversight for more complex, higher-risk projects.
- Reduce time and cost for lower-risk projects.
- Allocate resources for highest value and maximum efficiency.
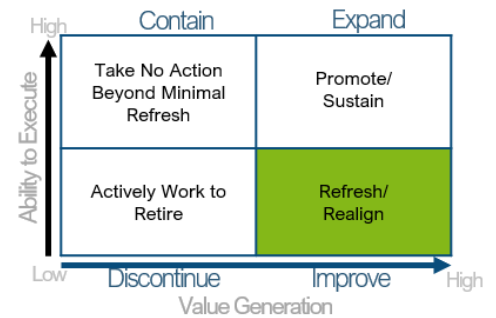
One- to two-year goals

The following goals for this initiative were established after interviewing and conducting focus group sessions with key stakeholders, including Technology Service Board (TSB) members, legislative members and staff, independent quality assurance (QA) providers, the state Chief Information Officer, staff from WaTech and 20 agencies representing small, medium and large organizations:

- Improve the IT project oversight model to focus on minimizing, mitigating, and managing project risk to deliver successful project outcomes.
- Humanize the oversight process for state agencies while making it more consistent and predictable, and ensuring transparency and fiscal accountability.
- Enable higher-value oversight for larger, more complex, higher-risk projects and reduce agency project costs related to oversight and independent quality assurance for smaller, lower-risk projects.
- Reduce the time and simplify the process to register IT investments, especially for recurring maintenance and operations.
- Allocate state agency and WaTech resources to the highest value and for maximum efficiency.

Three- to five-year goals

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

- Customer-focused, scaled oversight.
- Efficient processes and effective tools.
- Role clarity that promotes accountability.
- Value-added services that provide opportunities for oversight consultants to advise and consult, facilitating greater agency-wide execution capability, leading to more successful project outcomes.

2021		Dec	Jan	2022		Dec	Jan	2023		Dec

| IT Project Oversight Services | Develop Plan | Identify Resources | Develop improved oversight model, processes and tools | | Oversight Transformation - JULY |
| | Establish Governance | | Manage change and communication | | |

Service review and fully loaded service budget projection Revenue source

Revenue Source

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

Funding for the OCIO 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.

Net Income over time [1]
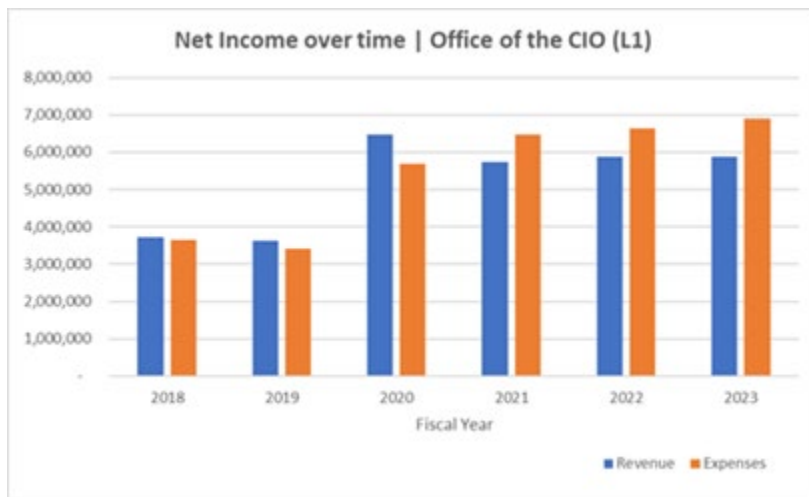
[1] *Figures for FY 2018 through FY 2022 represent actuals.   FY 2023 is based on projections.*

Decision Packages
None to date