Administrative Policy No. 15.23

Subject: Information Technology Project Management

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Authorizing Source: RCW 43.105.054
                                OCIO Policy 131 – Managing Information Technology
                                Projects
                                AP 15.25 – DSHS Information Technology Governance

Effective Date: October 14, 2008

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Approved By: **Original signed by Lori Melchiori**
                                Senior Director, Office of Policy and Rules

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Purpose
The purpose of this policy is to improve the management of information technology (IT) investment risks and to foster successful IT projects that meet the business need, are delivered on schedule and within scope and budget. This policy identifies the requirements for managing IT investments–projects within the Department of Social and Health Services.

Background
The Office of the Chief Information Officer established OCIO Policy 131 – Managing Information Technology Projects. It is the objective of the policy, and related standards and guidelines, that agencies understand techniques to ensure IT investments–projects are conducted in a disciplined, well-managed, and consistent manner that promotes the delivery of quality products completed on time, and within scope and budget.

Scope
This policy applies to all DSHS administrations (and divisions that report directly to the DSHS secretary), including executives, IT directors and chief information officer(s), project management office managers, project managers, and other staff who sponsor or manage business-driven IT investments–projects.

Additional Guidance

For further information or additional guidance see:

- [DSHS IT Standards Manual](#)
  - [DSHS IT Standard 12.3 DSHS Initial IT Investment Checklist](#)
  - [IT Standard 12.13 Project Documentation](#)
  - [IT Guideline 12.15 IT Project Manager Qualifications](#)
- [Washington State Office of the Chief Information Officer Policies, Procedures and Guidelines](#) – including, but not limited to the following:
  - [OCIO IT Projects](#)
  - [OCIO Policy 131 – Managing Information Technology Projects](#)
    - [Managing Information Technology Projects - Appendix D: Critical Indicators of Project Performance](#)

Definitions

CXO – An acronym for the highest level of managers in the organization. C, because the designation of such positions begins with C as chief and ends with O as officer. Examples include chief financial officer, chief information officer, etc.

Executive sponsor – Assistant secretaries, CXO's, or their designees. The executive sponsor role refers to an executive with overall accountability for an IT investment–project. Executive sponsors are appointed to an IT investment–project initiative, oversee the entire project life cycle from inception to adoption, and are responsible for the overall IT investment–project success.

Information technology – Includes, but is not limited to, all electronic technology systems and services, automated information handling, system design and analysis, conversion of data, computer programming, information storage and retrieval, telecommunications, requisite system controls, simulation, electronic commerce, radio technologies, and all related interactions between people and machines. [[RCW 43.105.020](#)]

IT investment – An investment employing or producing information technology or IT-related assets. Each investment has or will incur costs for the investment (including staff time), has expected benefits arising from the investment, has a schedule of project activities and deadlines, and has or will incur risks associated with engaging in the investment.

IT investment–project – The Office of the Chief Information Officer (OCIO) uses the terms *IT investments* and *IT projects* interchangeably when referring to IT oversight and assessment requirements. Within this policy the term *IT investment–project* is used to avoid any confusion regarding IT oversight and assessment requirements.

IT investment–project contact – An individual with accountability and responsibility for managing an IT investment–project prior to, or in lieu of, the assignment of a project manager.

IT Portfolio Management unit – The unit within the DSHS Enterprise Technology division that is responsible for maintaining the DSHS IT Portfolio on behalf of the DSHS Chief Information Officer.

Project – A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. A project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal (Authoritative source: Project Management Institute®). DSHS IT projects may have multiple phases or sub-projects. They may occur as part of planned enhancements to existing products, services, or systems, or may be stand-alone activities.

Project manager – Individual with accountability and responsibility for managing an IT investment–project to achieve specific objectives.

Project management – A carefully planned and organized effort to accomplish a successful project that includes:
- Initiating and planning:
  - Defining precise goals and objectives to meet the business need
  - Specifying tasks necessary to ensure all project goals and objectives are achieved
  - Determining resources required to accomplish tasks
  - Establishing timelines for project completion
- Executing, monitoring and controlling the plan and the budget
- Closing the project; including post implementation review and lessons learned, and turnover documentation

Policy Requirements

A. All DSHS information technology investments–projects must have appropriate planning, documentation, project management, and use industry best practices. [Refer to Additional Guidance above.]

B. All DSHS IT investments–projects, regardless of scope, duration, or cost, must be evaluated and, if indicated by the evaluation results, have additional assessments completed to determine the level of project oversight required. The required documentation and process to evaluate IT investments–projects are found in DSHS IT Standard 12.3.

C. All DSHS IT investments–projects must be reported to the IT Portfolio Management unit as part of the evaluation process and will be included in the DSHS IT Portfolio regardless of project level. Inclusion of all DSHS IT investments–projects supports informed DSHS IT governance.

D. All IT investments–projects must be reassessed when there is a significant change in the project scope, schedule, or budget.

Roles and Responsibilities

A. Executive sponsors are responsible for:
1. Ensuring all IT investments–projects are appropriately managed based on the scope, size, risk, cost, and duration of the specific project.
2. Ensuring a qualified project manager is assigned to each IT investment–project. [Refer to DSHS IT Guideline 12.15 IT Project Manager Qualifications]

B. Project managers and IT investment–project contacts are responsible for:
1. Ensuring all IT investments–projects are initially evaluated and, if indicated by the evaluation results, additional assessments are completed. [Refer to DSHS IT Standard 12.3 for evaluation process requirements.]
2. Notifying the IT Portfolio Management unit of the need for a re-evaluation or reassessment whenever there is a significant change in the project scope, schedule, or budget.
3. Ensuring oversight requirements are met, as required, throughout the life of the project.
4. Creation and maintenance of project documentation as identified in DSHS IT Standard 12.13 Project Documentation.
5. Communicating project status and raising issues with executive sponsors, stakeholders, and project teams, as defined in their specific project documentation.

C. IT Portfolio Management unit is responsible for:
1. Assisting project managers and IT investment–project contacts with evaluation and assessment requirements.
2. Communicating assessment results to project managers and IT investment–project contacts.
3. Entering all evaluated DSHS IT investments–projects into the DSHS IT Portfolio.