









## IT Project Management Lessons Learned

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, contract and vendor management.
- Project management and project controls.
- Project team and human resource management.
- Schedule management.
- Scope management.

## Case Study - Upfront deliverable expectations lead to better deliverables

A recent case study from the PMPs offers a “lesson learned” on the value of setting expectations before a deliverable is drafted.

### *Scenario*

A project team engaged a new contractor to conduct a feasibility study. As part of the RFP process, the project team required the vendor to prepare a deliverable expectations document (DED) prior to drafting all deliverables.

The purpose of a DED is to outline the expectations for approval of a project deliverable. The DED content includes:

- Deliverable production team roles and responsibilities.
- Deliverable reviewers and approvers.
- Deliverable development and review process (e.g., deliverable events, such as draft submission, and schedule).
- Deliverable description and requirements.
  - Description narrative.

- Requirements.
- Acceptance criteria.
- Annotated outline of the deliverable.

## *Lesson(s) Learned Applied*

For each deliverable, the steps applied are:

- Prepare DED - Vendor prepares the DED before the scheduled timeframe for producing the deliverable (e.g., one or two weeks in advance).
- Review DED - Deliverable stakeholders (deliverable author, vendor PM, agency sponsors, agency project manager, oversight consultant [or designee such as the project management partner], and QA provider) conduct a joint review of the DED. For this project, the review meeting is typically one to two hours.
- Revise and iterate on DED - Vendor and project team iterate on DED until it is ready for approval.
- Approve the DED - Authorized approver directs the vendor to prepare the deliverable per the DED.
- Prepare the deliverable - Vendor prepares drafts of the deliverable.
- Review deliverable - Stakeholders review the deliverable, including confirming the deliverable aligns with DED specifications (including, description, requirements and acceptance criteria).
- Revise and iterate on deliverable - Vendor and project team iterate on deliverable until it is ready for approval.
- Deliverable approved.

## *Outcomes*

The outcomes of this leading practice for the project are:

- Increased frequency of meeting stakeholder expectations for the deliverable.
- Less time overall to iterate on drafts of the deliverable - Significant positive return on investment (saved time and money) through the DED process.
- Better quality of deliverables.

Similar to how system requirements defined in advance help project teams deliver better systems, deliverable expectations defined in advance for written deliverables help this project team deliver better deliverables.

## Project Management Community of Practice

The statewide IT project management community practice (CoP) was established in early 2021. The CoP is guided by an engaged advisory board that consists of five members representing five different agencies. 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.

Today community membership has grown to over 200 individuals representing 36 state agencies. Work initiated or continued this period by the CoP includes on-demand videos, whitepapers, peer networking and discussion boards.

### *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:

- [IT PM CoP Event CIO Panel: The Value of Project Management](#) (February 2023)
- [Skills for IT Oversight Process](#) (September 2022)

This library continues to grow with each new recorded learning session.

### *Whitepapers*

The IT project management community of practice publishes quick [three- to 10-minute "morning coffee break" reads](#) on targeted best practices.

### *Peer Networking*

The IT project management community of practice holds regular networking events for members and guests. 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.

## Additional Engagement

In addition to capturing lessons learned from projects and supporting the CoP, the PMPs are engaged in other ways that advance project management and related leading practices.

### *Advisory Engagements*

For most projects and programs under oversight, the OCIO has a standing agenda item on steering committees to present OCIO-identified risks and project management best practices. The oversight consultants and PMPs assigned to projects also participate in other meetings and committees to provide input and consultation throughout the project lifecycle. In addition, the OCIO presented to the OFM One Washington Program, the L&I's Workers' Compensation System Modernization project, and the Health and Human Services Coalition on areas of risk observed and learned from other large programs and projects across the enterprise.

### *Project Kickoffs and Operations*

During 2023, the OCIO and PMPs continued to integrate best practices specific to the type of project into project kickoffs. In addition, PMPs have been positioned to provide ongoing advice and guidance to some of the largest state efforts to date. 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.

### *Technology Services Board*

The OCIO and project management partners provide 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:

- Risk management and mitigation.
- Budget and resource management.
- Vendor management.
- Integrated scheduling.

## Contact

Questions regarding the WaTech Best Practices Summary Report can be directed to: [Richelle Glascock](#) and [Deanna Brocker](#).

## Addendum

This section contains supplemental information to the *WaTech Best Practices Summary* report.

## *Archived Reports*

Many of these resources referenced in this report, including prior reports, are published—and hyperlinks to them provided—on the OCIO website on the [IT Projects page](#) and under the “Project Resources” and “Whitepapers” headings.

## *Report Authorization*

Section 150(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 twice annually and post these to the statewide IT dashboard.*