Project Management Partner Services

In the Operating Budget for the 2021-23 biennium, WaTech was provided funding for master level project managers. Project Management Partner (PMP) services provide expert level consulting and advice to state agency IT projects under oversight. These expert-level project managers bring their professional experience and skills as well as research-based best practices to advise and collaborate with WaTech oversight consultants, WaTech strategic advisory services, and enterprise and agency project/program teams to improve project outcomes. PMPs provide highly skilled and experienced independent recommendations on oversight of IT projects, develop strong risk mitigation strategies based on proven techniques and work with IT project leadership and oversight consultants to establish a strong foundation for success.

Intended customers

Broadly, any state agency with one or more active IT projects under oversight could be a customer and partner; other customers and partners include the state CIO and WaTech leadership, WaTech governance bodies, and the Technology Services Board (TSB).

Given that PMPs provide independent project guidance, review, and analysis as well as recommendations to legislative fiscal committees, the TSB, and a variety of additional stakeholders, PMPs are typically assigned to those projects/programs with the highest risk, complexity and visibility where their expertise on foundational best practices can be leveraged.

Options available with this service

- Project management partners engage with and advise oversight consultants, WaTech leadership, project sponsors, project managers, and steering committees on program and project critical success factors and project management best practices.
- PMPs advise on areas such as schedule and budget management, governance, decision making frameworks and models, procurement planning, vendor management, and risk and issue management.

Customer engagement

- In collaboration with oversight consultants and WaTech's strategic advisory services, PMPs engage and meet regularly with agency project / program sponsors and teams and provide expert-level consulting and advice to improve project outcomes. WaTech's engagement focus is on project success. Through a multi-disciplined approach, WaTech PMPs proactively work with project team members and advise on all aspects of project management including, but not limited to, technology budgets, gated funding, risk mitigation, sponsor involvement, vendor management, testing plans, integrated project schedules, and more. When necessary and appropriate, issues, risks, observations, recommendations, and requirements are formally documented in advisory memos.
- WaTech conducts an annual survey of agencies receiving project management partner services to identify opportunities to improve and expand the service.
- 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.

Related services
- IT Project Oversight
- Washington State IT Project Dashboard
- IT Project Management Community of Practice

How to request service
Contact your assigned oversight consultant.

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

Project management partners are currently engaged with some of Washington's larger, more complex programs and projects including but not limited to One Washington, the Workers' Compensation Systems Modernization project (Department of Labor and Industries), the Finance Transformation program (University of Washington), and the Integrated Eligibility and Enrollment program (Health and Human Services Coalition).
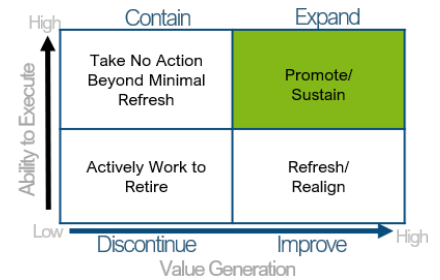
WaTech and the project management partner team continuously evaluates and improves its services through real-time feedback from agency project teams, WaTech Executive Team, oversight consultants, and annual customer surveys. The team is integral to the new WaTech multi-disciplined project engagement model.

One- to two-year goals

- Contract with additional expert-level project managers to expand the capacity and capabilities of the service team and engage in more projects.
- Structure an approach to regularly bring best practices to assigned projects early in project planning to establish a strong foundation for success.
- Develop tangible performance measures for project management partner services, informed by customer feedback and project success.
- Collaborate with WaTech on the development of a new oversight engagement model; provide guidance as needed to the oversight transformation project.

Three- to five-year goals

- Add capacity to the contracted project management partner services.
- Continuously improve services based on real-time feedback from agency project teams, quarterly agency CIO meetings and annual customer surveys.


Service review and fully loaded budget projection

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]

Net Income over time | Office of the CIO (L1)

Expert PM expenses compared to OCIO expenditures
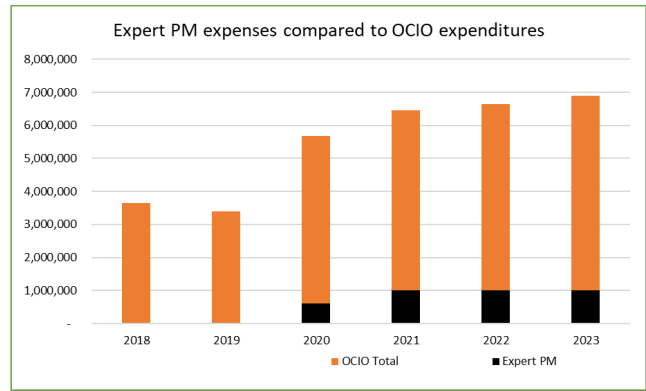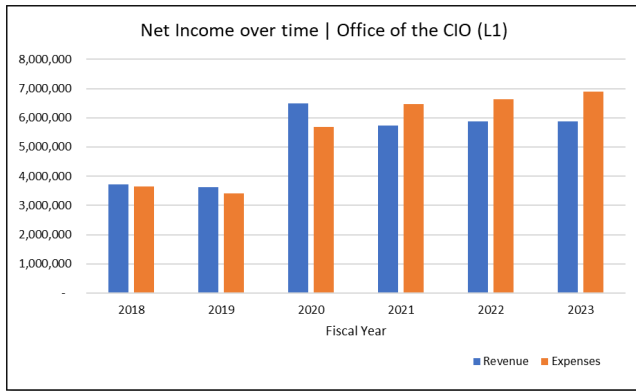
[1] *Figures for FY 2018 through FY 2022 represent actuals.   FY 2023 is based on projections.*

Decision Packages
None to date