



City of Seattle

Department of Information Technology

Bill Schrier, Chief Technology Officer

City of Seattle Race & Social Justice (RSJ)

Information Technology Project Management Checklist

Goal: Apply the principles of RSJ to technology projects and the IT project management lifecycle to ensure RSJ inclusiveness and the most effective product for our diverse internal and external customers, with attention to employee development, public engagement, usability and digital equity (inclusion).

Section I. Product/Solution

Answer the following questions about your proposed product or solution. The questions should be asked of all types of IT projects, whether infrastructure or applications, whether purchased or custom-developed. These questions are best considered early in the project lifecycle: ideally during the Concept or Business Case development phase.

For **all** products and solutions, **public-facing or internal**:

1. Who are your users?
 - a. Are they of different racial/ethnic/cultural groups (see city demographics and HR for staff demographics)?
 - b. Will there be use by limited English speakers?
 - c. Will there be use by people with disabilities issues?
2. What technical skills and degree of competency are required to use the proposed product/solution? What do you know about the level of experience and technical skills of your users and their culture? What do you know about their approach to learning that will help or hinder their likelihood of fully adopting the proposed technology?
 - a. Create a checklist of skills needed: for operators and end users if different
 - b. Can you get any data or feedback on their comfort and experience with this product or applying similar skills? (Talk to users, department trainers, and see data from DoIT IT Access & Adoption Indicators Report)
3. What user-centered design and equipment will be applied?
 - a. What could be implemented to better enable limited English speaking users? (e.g., visual or audio interface, translation or interpretation for product or training).
 - b. Have you considered gender roles, image choices, literacy level or other cultural and skill level factors?

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Seattle Municipal Tower, Suite 2700, 700 Fifth Avenue, P. O. Box 94709 Seattle, WA 98124-4709

Tel (206) 684-0600, TDD: (206) 233-7810, Fax: (206) 684-0911, <http://www.cityofseattle.net>

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- c. What could be implemented to better enable disabled users? (e.g. trackballs for limited mobility, optional text size, contrast, audio/video, design for speech synthesis, ADA compliant design, access to assistive technologies)?
4. What product assessment has been conducted of the effectiveness, best practices or barriers to use by your diversity of users? Do potential product vendors have research reports, case studies or client referrals?
 - a. For the current product?
 - b. For a proposed replacement or new product?
 - c. Are there other available products which serve a similar audience?

For **public-facing** products and solutions: How will the product/solution impact the public community?

5. Public engagement: In what way will this product support or hinder civic participation (public engagement) in government and community affairs by diverse users?
6. Cost impact on public: Are there any cost implications for users? If needed, what effort will be made to address the needs of low-income users?
 - a. What technology requirements are there for end user bandwidth, hardware or software to utilize this product? Do intended low-income members of the public have sufficient access to the necessary bandwidth, hardware or software?
 - b. Will this require upgrade or purchase of service or device to use city service (e.g. who gets texting costs)?
 - c. What options or strategies are there to address the impact of these requirements?

Section II. Project Management

Your responses to Section I questions will determine the extent to which RSJ principles will affect project management.

The questions below are organized by the phases of the Project Management Lifecycle.

During Initiation:

1. How do the Goals, Objectives, Scope, and Deliverables in your Charter reflect the product/solution's required diversity and inclusiveness? Does your Project Sponsor and Steering Committee understand and support such Goals, Objectives, Scope, and Deliverables?
2. Does your list of project stakeholders include the diverse user communities identified?
3. Does your Steering Committee have appropriate representation from these diverse communities?
4. Do your high-level estimates for cost and schedule allow for additional scope related to inclusiveness?

During Planning:

1. **Communication:** Does your communications plan provide sufficient information, outreach, and notification to diverse users and stakeholders? Is the method and format of

communication appropriate? Are there leaders or representatives who are people of color or otherwise represent your diverse users and stakeholders whom you could check-in with for feedback on your communications? How will you ensure diverse users are notified and worked with to understand the change (or interruption of service)?

2. **Requirements:** Is there a suitable mechanism for gathering requirements from diverse users? How does this take into consideration their experience articulating needs, time available, and any approval needed to participate? What expectation of behavior or workflow change will there be? (e.g., having to learn a new system or submit content online)?
3. **Acceptance Criteria:** Have you identified Acceptance Criteria related to the diverse user base and will these users have a role in product/solution acceptance?
4. **Design:** Does the design build in any unique requirements identified for diverse users, including special accommodation, translation, user interface, learning style, reports, content and format, and business process changes?
5. **Testing** – Do your test plan & scripts include testing of requirements unique to diverse users? Is there inclusion of diverse user communities in UAT (User Acceptance Testing)?
6. **Training:** Will you address any unique diversity requirements in your training delivery and training materials as well as user documentation? How will you engage members of the diverse community in designing and delivering the training?
7. **Implementation:** Are there any special deployment needs related to a diverse user base? What installation will there be and will it be in a diverse neighborhood? How will it influence parking, traffic, public facilities?
8. **Project Team:**
 - Is there an opportunity to place a DoIT staff member on the Project Team to provide career growth or new skills?
 - Do any of the project tasks identified require special skills on the Project Team (e.g., someone who speaks other languages for communications and/or requirements gathering, a developer with experience building accommodation into a user interface)?
 - As part of the extended project team, is there a focus or advisory group representative of user diversity to guide and shape the product and its rollout?
 - Is there someone on the Project Team who is responsible for monitoring/facilitating the application of RSJ principles?
 - Does the Project Team require any special training in RSJ?
9. **Project Schedule:** Are all the diversity-related tasks you identified now represented on the project plan, and has sufficient time been allowed in the project schedule to accomplish these tasks?
10. **Costs:** Have you budgeted for these unique and/or additional tasks and resources?

During Execution:

1. Have you considered WMBE vendors when selecting and contracting products/solutions and contractors?
2. Are you regularly checking in and getting feedback from diverse users during project execution, and is that input resulting in improvements or course corrections?

During Closeout:

1. Are you collecting input from diverse users when documenting Lessons Learned?
2. As part of Lessons Learned, are you reviewing the application of RSJ to this project and identifying areas for improvement to this process?
3. Have you done outreach to diverse user communities through a survey, focus groups, etc., to gauge the product/solution's success?
4. Is there a plan for soliciting ongoing feedback from and measuring longer-term benefits to diverse users?

This Information Technology Project Management Checklist was produced as a Department of Information Technology (DoIT) Race & Social Justice Initiative project by David Keyes, Amy Doerzbacher, Mark Schmidt, Bruce Blood and Julie O'Brien. This checklist draws from the Racial Equity Toolkit and the Inclusive Outreach and Public Engagement (IOPE) Toolkit developed for the City of Seattle Office of Civil Rights led Race & Social Justice Initiative (seattle.gov/mayor/issues/rsji/) Content was also drawn from the Washington State Access to Justice Technology Project (atjweb.org/principles). This City of Seattle RSJI Project Management Checklist was approved by the DoIT Project Management Office Steering Committee on November 12, 2009.