



QUALITY REVIEW FINDINGS REPORT

ICAT PROGRAM QUALITY REVIEW

MARCH 2013

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REVISION MANAGEMENT PROCESS

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EXECUTIVE SUMMARY

As part of the Central Washington iCAT Program, CedarCrestone provides quality assurance services. These services include periodic Program Quality Reviews to ensure the program and individual projects meet or exceed specific project deliverables and the program stays on-track toward achieving the agreed upon scope as defined, scheduled, and budgeted. This document conveys the results of the Program Quality Review (PQR) performed for the project between the dates of February 4, 2013 through February 28, 2013. The results conveyed within this document are based on input from the project team and reflect the general perception of the individuals who are assigned to project management, functional, or technical roles and responsibilities for the program.

It is important to note the iCAT program encompasses twelve projects and this review is conducted at the program level. Therefore, a holistic review of the iCAT program with a portioned review of each project occurred during this phase of the review.

SUMMARY OF RESULTS

The Central Washington's iCAT Program is positioned to proceed to the next phase of the program. Some weaknesses and strengths were observed during this PQR; however, the program continues to be supported by Executive Leadership who are committed to a successful program and have engaged subject matter experts who are equally committed to the successful completion of the program. The iCAT program does have a complexity in that multiple projects are occurring simultaneously within an ambitious timeline and the program utilizes the same resources that may cross multiple projects.

OVERALL PROGRAM STATUS

The table below summarizes the overall status of the program and the status toward achieving the Schedule and Quality and/or Performance objectives as defined in the Project Charter documents. The Cost element was only analyzed for the consulting scope.

Area	Indicator	Supporting Comments
Overall Project Status		<i>Although the program continues to track toward achievement of scope, tenacious monitoring of schedule is required to continue in green status.</i>
Cost		<i>Consulting budget continues to positively track to estimates.</i>
Schedule		<i>The Travel & Authorization and Portal projects are both schedule constrained.</i>
Quality/Performance		<i>Quality of deliverables continues to meet expectations.</i>

Table 1 Summary of Overall Status

PROGRAM/PROJECT QUALITY REVIEW METHODOLOGY

CCI's Program/Project Quality Review (PQR) methodology is designed to ensure quality is planned for and managed throughout the program and project lifecycle. It focuses on early detection of issues and risks so that corrective action can quickly occur to mitigate risk and reduce any potential negative impact to scope. PQRs will follow the standard approach listed below:

Step 1: Identify program stakeholders and determine who will participate in the review.

Step 2: Collect program artifacts. Artifacts are tangible project deliverables, such as the Project Charter.

Step 3: Collect qualitative program data via informal on-site and telephone interviews with program stakeholders.

Step 4: Collect quantitative and qualitative program data via distribution and completion of an electronic survey containing questions specifically focused on the status for deliverables.

Step 5: Inspect project artifacts.

Step 6: Analyze the quantitative and qualitative data, including:

- *Comparison of iCAT results against results of successful projects similar in scope.*
- *Comparison of iCAT program and project management deliverables against industry standards.*

Step 7: Document and communicate the results.

Step 8: Establish expectations for the next review including objectives and dates.

OBJECTIVES FOR iCAT PROGRAM QUALITY REVIEW

This PQR focused on verifying and validating that the activities and resulting deliverables are occurring as planned and required to ensure program scope is successfully achieved for the Initiation and Planning phase of the Portal project and in-progress phase for two workflow projects: Faculty Workload and Activity Reporting and On Line Travel Authorization. The specific objectives for this review included:

- 1) Review and validate project artifacts related to the agreed upon deliverables for this point in the program and work streams (also known as projects), focusing on the specific deliverables of the initiation and planning phases for the program
- 2) Confirm that program team members fully understand and accept their roles and responsibilities for the program and projects
- 3) Confirm that program team members fully understand and are successfully utilizing the program management methods and associated tools and techniques defined for the program
- 4) Confirm that the program is led and supported by a sponsor who has the authority to make decisions and is actively participating in the program
- 5) Confirm that the program managers and/or program management office is functioning effectively and efficiently
- 6) Assess program and project characteristics, including technical, functional, and leadership aspects
- 7) Identify and communicate areas of strength for the program and projects
- 8) Identify and communicate areas of weakness for the program and present suggestions for corrective action.
- 9) Confirm and communicate expectations for the next PQR

DETAILED FINDINGS

Detailed findings are presented in this section as they pertain to the focused objectives for this PQR. These findings are based on the data collected from interviews and the electronic survey, or identified through analysis of artifacts. Data collected during the interviews and via the electronic survey are based on perceptions communicated by project team members. The Appendix to this document contains the aggregated results of the survey.

REVIEW OF PROJECT DELIVERABLES

The following table contains analysis results for the expected deliverables at this point in the program lifecycle. Deliverable artifacts were obtained from the CCI project manager. Deliverable artifacts were analyzed to verify and validate that each met the expected results. The following items were observed during PQR I.

#	Deliverable	Observation
1	Project Charter also known as the Project Management Plan	<u>PQR I:</u> The MS Word document is comprehensive and meets industry standards for a Project Management Plan. Contains project justification, vision, mission, goals and guiding principles. Provides framework for management of cost, schedule and performance and establishes the expectations for issue and risk management.
2	Preliminary Report of Fit Gap Findings	<u>PQR I:</u> MS Word documents designed to convey the results of Fit Gap sessions. Each report conveys high-level findings and direction. Travel Authorization project was able to move forward to Build stage in PS while Faculty Workload project was able to produce a RFP.
3	Change Management Plan	<u>PQR I:</u> MS Word document conveys the institution's plan for managing change that is imposed by the project. The document is structured in a manner that meets industry standards – it clearly conveys information required by the project community as it prepares for the change. It is

		designed to help the audience evolve through the life of the project.
4	Communication Matrix	<u>PQR I:</u> MS Word documents containing specific communication requirements per audience type. The document is a work-in-progress that is being maintained by the project management team.
5	Project Status Report(s)	<u>PQR I:</u> MS Word documents at the project level and at the program level. The program level document contains rolled-up information to convey current status toward achieving program scope. Contains status by section: Overall Status, Scope, Budget and Schedule. In addition, the status also addresses areas of Milestone/Deliverable, Risk Management, Key Accomplishments, Upcoming Activities and Issue identification and mitigation.
6	Project Schedule	<u>PQR I:</u> MS Project files containing work breakdown structure of three to four levels for each project within the iCAT program.
7	Meeting Agendas and Notes	<u>PQR I:</u> MS Word documents from multiple Planning Meetings – validated that standard format and content expectations for meeting management/documentation are achieved.
8	System Design Document	<u>PQR I:</u> For the On Line Travel Authorization workflow which will be built within PeopleSoft, a Preliminary Systems Design Document was reviewed and meets industry expectations.

Table 2 Deliverables Expected To This Point in the Project Lifecycle

ASSESSMENT OF CENTRAL WASHINGTON UNIVERSITY'S PROGRAM CHARACTERISTICS

Successful programs and projects possess distinguishing characteristics. In the table below, again we compare observations of the Central Washington's program and projects against distinguishing characteristics of successful projects similar to the size and scope of Central Washington. Comparisons are rated in the manner described below:

- 4 – Strength: Observed and occurring in a manner that exceeds expectations
- 3 – Positively Confirmed: Observed and occurring as expected
- 2 – Negative: Observed to some extent but not occurring as expected at the time of this PQR
- 1 –Weakness: Did not observe / did not exist at time of this PQR

#	Successful Characteristics or Observations	PQR I Rating	Comments
1	A program management organization is in place and project management methods, procedures, tools & techniques are in place to ensure program integration occurs throughout the implementation lifecycle.	3	<u>PQR I</u> : The program management team is established and has developed program and project management processes, tools & techniques to address the needs for monitoring and controlling the project throughout its lifecycle.
2	An executive sponsor from the top leadership of the institution with the authority, time, and commitment to support a team and champion the program exists and is actively engaged in the program.	3	<u>PQR I</u> : The executive sponsors are very engaged and committed to the success of the program. In addition, a new program director has been appointed.
3	A program quality management plan (PQMP) is in place and being deployed to assure quality.	3	<u>PQR I</u> : A comprehensive PQMP exists and is being executed as designed.
4	A tool is available for effectively and efficiently managing (i.e., tracking, storing, accessing, updating) program documentation.	3	<u>PQR I</u> : Standard tools and templates exist and have been deployed for managing program documentation.
5	Team members have the facilities required to attend meetings and actively participate.	3	<u>PQR I</u> : Interview participants confirmed of adequate facilities exist to perform their tasks.

6	The technical infrastructure required to design and develop the system is in place and functioning as required to stay on-schedule.	3	<u>PQR I</u> : The technical infrastructure required has been established.
7	Meeting minutes are created and contain information about topics discussed and decisions, issues, tasks, and risks identified and assigned during the meeting.	3	<u>PQR I</u> : Meeting minutes are being created in an effective and efficient manner.
8	Meeting agendas are created and distributed early enough to allow participants to prepare	3	<u>PQR I</u> : The templates and standards for meeting agendas are designed, developed, deployed and operating as required.
9	Program participants accept responsibility and accountability for their assignment and associated deliverables.	3	<u>PQR I</u> : Interview participants conveyed their understanding of responsibility and accountability for their assigned roles and responsibilities.
10	Program participants feel they have the tools and associated techniques to perform what is required of them.	3	<u>PQR I</u> : Interview participants positively confirmed they have the tools and techniques required for their project.
11	Scope is verified and validated.	3	<u>PQR I</u> : Scope, as addressed to this point in the program, is defined and communicated to all stakeholders. Individuals were able to articulate scope when asked during the interview sessions.
12	A method and procedures for controlling changes to project scope is embraced by the entire program community and effectively deployed.	3	<u>PQR I</u> : The methods, procedures and tools for issue management are designed, developed and deployed to effectively and efficiently manage issues for the program and its projects.
13	Team dynamics are positive – program participants have formed well working relationships that will aid in the teams achieving their deliverables.	2	<u>PQR I</u> : iCAT is negatively affected by historical relationship between technical and functional groups.
14	A mechanism for effectively and efficiently communicating program performance is in-place.	3	<u>PQR I</u> : iCAT program is utilizing established and accepted tools and techniques for delivering reliable and acceptable performance reporting.
15	The leadership team includes both academic and administrative representation	3	<u>PQR I</u> : The program leadership team includes both academic and administrative representation.
16	Leadership understands the scope of the program	3	<u>PQR I</u> : Leadership’s understanding of the program scope is outstanding. Without exception, the leaders who

			were interviewed conveyed their commitment.
17	A Program Management Plan and/or Program Charter exists and is utilized by the team to guide their actions for the project	3	<u>PQR I</u> : Each project has either completed or in process of completing a comprehensive plan which conveys information required by the project team and should serve the projects and the iCAT program well.
18	Status toward achievement of scope is monitored on a regular basis	3	<u>PQR I</u> : To this point in the program, the project management team is exceptionally managing and monitoring the scope.
19	A mechanism for identifying, tracking and communicating project tasks, deliverables and milestones exists and is understood by the entire program community.	3	<u>PQR I</u> : The observed artifacts contained the expected characteristics of well defined projects which will serve the iCAT program well.
20	A mechanism for identifying, communicating, tracking and escalating issues is in place and understood by the entire program community	3	<u>PQR I</u> : The methods, procedures and tools for issue management are designed, developed and deployed to effectively and efficiently manage issues for the program and its projects.
21	A mechanism for identifying, qualifying, quantifying, communicating, tracking and mitigating risk is in place and understood by the entire program community	3	<u>PQR I</u> : The methods, procedures and tools for risk management are designed, developed and deployed to effectively and efficiently manage issues for the program and its projects.
22	An escalation process with associated decision process is formalized and utilized	3	<u>PQR I</u> : Escalation procedures with associated decision processes are defined for the program. Interview participants voiced their commitment to working through issues so few items would require escalation outside of the work group.
23	Projects are appropriately staffed to achieve completion of the planned scope	3	<u>PQR I</u> : Program is staffed appropriately, however, many positions have not been backfilled and some participants are the single point of knowledge for the project and business area.
24	Project team members understand their roles and responsibilities and feel empowered to successfully perform	3	<u>PQR I</u> : Interview participants positively conveyed their understanding of their role and commitment to the program and feel empowered to perform their role.

25	A Communication Management Plan is established and individuals impacted by the project are receiving information that is appropriate and timely	3	<u>PQR I</u> : Positively observed each project manager is performing a good job of communication for projects and iCAT program.
26	An Organizational Change Management (OCM) Plan is established and tasks are progressing toward successful achievement of the Plan	2	<u>PQR I</u> : Change Management assessment was conducted for iCAT; however, full utilization of plan has not occurred.
27	Standards for modification and/or customization and development are established, understood by the team members who are responsible for performing tasks, and are being deployed to successfully complete tasks.	3	<u>PQR I</u> : Standard templates are utilized by team members.

Table 3 Distinguishing Characteristics of a Project - Comparison

STRENGTHS

Project strengths can greatly influence positive project results. The iCAT project is performing the project activities as expected in this point of the program. The following strengths are noted for the program.

- 1) **Project Management Team.** The Project Management team continues to serve the project well. All project managers possess ability to lead their team in a manner that is focused on the goals and objectives of the project. Although one of the projects may slip in schedule, the slip does not impose risk because the time is being regained to keep the end date on-track.
- 2) **Executive Leadership.** Leadership at the executive level is committed to iCAT program's successful implementation. Executive leaders are willing to include necessary tasks to ensure a successful program.
- 3) **Commitment to successful completion.** All program team members are committed to completing their individual projects
- 4) **Commitment to Continuous Improvement.** Standards, tools, and techniques continue to be utilized to best serve the program and better prepare the Central Washington organizations for post-implementation support activities.
- 5) **Celebrations of Successes.** iCAT's program plan has scheduled into each project the opportunity for celebration of successes. This is an important factor in continuing to reward active participants while engaging those who are late adopters.

PERCEIVED WEAKNESSES

Weakness can impose a high degree of risk to a project and/or program. Left unresolved, weaknesses often result in missed milestones and cost overruns. Much of Central Washington's weaknesses are not unusual in an organization where many competing factors and staffing constraints exist. Although all team members are committed to achieving successful completion of the iCAT program, there is notable anxiety regarding the compressed timeline. Additionally, lack of positive team dynamics throughout the university may negatively impact the completion of the projects.

Much of perceived weaknesses noted by program team members are rooted in prior working history amongst the technical team and the greater university members. This is a significant opportunity for the university to utilize this program as a catalyst to transform the atmosphere of the community where collaboration and teamwork is fostered and rewarded. The iCAT program can represent an example of how programs and projects should be conducted at Central Washington; however, continuous organizational change management for the transformation of the university will take time and require a focused Organizational Change Management effort.

RECOMMENDED ACTIONS

The following table contains recommended actions designed to address the weaknesses and strengths documented in the sections above. Action is suggested for both weaknesses and strengths because weaknesses should be addressed so they do not hinder the program’s success and strengths should be celebrated and replicated, as best as possible, to further solidify opportunity for project success.

Key Action Items		
#	Description	Owner/Timeline*
1	Announcement of changes to Program Leadership. As a new program director has been appointed, an official announcement to the campus community is recommended. This is also a good opportunity to confirm for the community the commitment of the Executive Sponsor to the program and expectations of the participants.	Executive Sponsor & Project Management *Immediate
2	Strive for an updated meeting atmosphere where all participants are invited and expectation is set where participants arrive prepared to contribute in a collegial and collaborative manner. In addition, the new program director should be in attendance in these meetings.	Program Director & Project Management *Immediate
3	Appoint a Communications Manager who will provide to the community a continuity to all communications regarding the iCAT program and act as the single point of contact.	Program Director *Immediate
4	Continue to tenaciously monitor activities and associated staffing levels to ensure tasks are completing as planned to keep the program and projects on-track in an ambitious timeline	Project Management & Leadership
5	Continue to closely monitor communication, training, and coaching activities to ensure individuals are receiving the information / knowledge they require to perform their roles	Project Management

Key Action Items		
#	Description	Owner/Timeline*
	and responsibilities in the new system.	
6	Define activities and participants involved in Knowledge Transfer and incorporate the definition into each new Statement of Work.	Project Management
7	Continue to address personnel challenges to ensure positive addition to the iCAT program	IT Director
8	Using the iCAT program as a catalyst; re-affirm the need for a holistic Organizational Change Management project to transform Central Washington University's business model	Executive Sponsor

Table 4 Key Action Items

SUMMARY

The results of this Project Quality Review indicate Central Washington's iCAT program is progressing as planned. The program continues to include subject matter experts who, although time constrained, remain motivated to achieve successful implementation. This review found the program well positioned to enter the next phase(s) of the lifecycle. PQR II will occur in July and will emphasize validation of the institution's efforts for a positive and collaborative working environment to communally achieve success.

APPENDIX

PQR INTERVIEW SESSIONS

The following interview sessions occurred in-person at Central Washington facilities or via Conference Call.

iCAT Quality Review Schedule - February 19 and 25, 2013					
Project	Date	Role/Group	Name	Time	Location
Online Travel Authorization	2/13/2013	Sponsor	Connie Williams	Phone	Mitchell
	2/25/2013	Functional	Anna Fischer	9:15 to 10	Hogue 126
	2/19/2013		Tim McGuire		
			Shelley Spencer		
		Technical	Natalie Kovalerchuk	2 to 2:45	Hogue 126
			Heidi Wixson		
Portal	2/19/2013	Sponsor	Steve DeSoer	3:30 to 4	Hogue 126
		Sponsor	Linda Schactler		
		Functional	Jill Hernandez	11:00 to 11:45	Hogue 126
			Teri Olin		
			David Matayoshi		
			Technical	Susan Haberman	10:15 to 11
			Jamie Schademan		
			Jason Cathcart	1:00 - 1:45	
Faculty Workload and Activity Reporting	2/25/2013	Sponsor and Team	James Busalacchi	1:00 - 1:45	Hogue 126
			Stevan DeSoer		
			Kirk Johnson		
			Tim Englund		
			Martha Kurtz		
			Jill Hernandez		
All	2/25/2013	Project Leadership	Ed Day	1:00 - 2:15	Hogue 126
	2/19/2013	Project Managers	Sue Noce/Tina Short	3 to 3:30	Hogue 126
	2/19/2013	IT Leadership	Carmen Rahm	4:15 to 4:45	Bouillon 202

Table 5 Interview Sessions

PQR SURVEY RESULTS

Survey Results are contained within the file embedded below. Please click the icon to launch the file.



SurveySummary_030
32013.pdf