QUALITY REVIEW FINDINGS REPORT

iCAT
PROGRAM QUALITY REVIEW II

AUGUST 2013

REVISION MANAGEMENT PROCESS

DOCUMENT INFORMATION

Program Name	CWU iCAT
Program Director	Sherer Holter
Project Managers	Gene Shoda, CCI
	Sue Noce, CWU
	Tina Short, CWU
Quality Review Period	07/01/2013 – 08/01/2013
Reviewer and Report Writer	Melissa M. Young
Document Version Number	Final
Document Version Date	08/19/2013

DISTRIBUTION LIST

To	Action	Due Date
Vickie Cleary	PMO review & comment	08/14/2013
Gene Shoda	Project PM review & comment	08/14/2013
Gene Shoda	Released for distribution to iCAT	08/19/2013
Vickie Cleary Todd McElroy	Courtesy copy	08/19/2013

* Action Types: Approve, Review and Comment, Inform, File, Action Required, Attend Meeting, Other (please specify)

VERSION HISTORY

Version #	Version Date	Revised By	Description	Filename
PMO Draft	08/14/2013	Vickie Cleary	Draft to PMO team for review and comment	CWU_PQRII_FindingsReport_draft.docx
CCI PM Draft	08/14/2013	Gene Shoda	Draft for Review & Comment from CCI PM	CWU_PQRII_FindingsReport_draft.docx
CWU iCAT Final	08/19/2013	Melissa Young	Final Release	CWU_PQRII_FindingsReport_Final.pdf

TABLE OF CONTENTS

EXECUTIVE SUMMARY

As part of Central Washington iCAT Program, CedarCrestone provides continual 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 second Program Quality Review (PQR) performed for the iCAT program between the dates of July 1, 2013 through August 1, 2013. The results conveyed within this document are based on review of program artifacts, input from project management, sponsors, functional and technical participants and reflect the general perception of individuals and their roles and responsibilities for the program.

As noted in prior PQR, the iCAT program encompasses multiple projects and this review is conducted at the program level. Therefore, a holistic view of the iCAT program with a portioned review of each project occurred during this phase of PQR.

SUMMARY OF RESULTS

Central Washington University's iCAT Program continues to be well positioned to proceed to the next phase of program cycle. Although weaknesses and areas of continued improvement exist, a significant positive movement toward improved communication, collaboration and remarkable positive change in team dynamics were observed. The projects continues to be supported by Executive Leadership who are committed to success and the program benefits from a very engaged Program Director who has inspired collaboration and provided guidance to iCAT program. Project team members continue to display a high degree of commitment which is a key role in successful completion of their projects and their actions are noteworthy. The iCAT program recognizes and continues to address the complexity of multiple projects occurring simultaneously within an ambitious timeline while continuing to manage the usage of same resources.

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	Green	*iCAT program continues to track toward achievement of scope.*
Cost	Green	*Consulting budget continues to positively track to estimates.*
Schedule	Green	*Current and completed projects are meeting delivered schedules.*
Quality/Performance	Green	*Quality of deliverables continues to meet expectations.*

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 each project. As of the review, three projects have successfully completed while others progress in a positive forward movement.

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 each project within 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, electronic survey, or through analysis of artifacts. Data collected during the interviews and via the electronic survey are based on perceptions communicated by project team members. The supporting 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 PQRI I.

#	Deliverable	Observation
1	Project Charter also known as the Project Management Plan (PMP)	PQR l: 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. PQRII: Each project has developed an MS Word document to provide guiding principles and framework.
2	Preliminary Report of Fit Gap Findings	PQR l: 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. PQRII: MS Word documents for individual projects continue to provide results of findings and direction.
3	Change Management Plan	PQR l: 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. PQRII: MS Word document outlines the overall plan for Change Management with timeline as well as audience for communication.
4	Communication Matrix	PQR l: 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. PQRII: MS Word document is updated continually for each project and provide detailed communication efforts.
5	Project Status Report(s)	PQR l: 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. PQRII: MS Word documents continue to include all required elements validated in previous review.
6	Project Schedule	PQR l: MS Project files containing work breakdown structure of three to four levels for each project within the iCAT program. PQRII: MS Project file continues to include all required elements validated in previous review.
7	Meeting Agendas and	PQR l: MS Word documents from multiple Planning

	Notes	Meetings – validated that standard format and content expectations for meeting management/documentation are achieved. <u>PQRII</u>: MS Word document continues to include all required elements validated in previous review.
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. <u>PQRII</u>: MS Word document continues to include all required elements validated in previous review.
9	Business Process Guide	<u>PQRII</u>: MS Word document includes all steps required for a business process function as a result of a project implementation.
10	Configuration Guide	<u>PQRII</u>: MS Word document includes all configuration pages required for each process.
11	Deployment Plan	<u>PQRII</u>: MS Excel document indicates dates, technical and functional steps as well as owners required to migrate to production.
12	Change Control	<u>PQRII</u>: MS Word document indicates the change request, justification, updated timeline and budget for the change.
13	Security Plan	<u>PQRII</u>: MS Excel document includes users, permission lists and roles required for new functionality.
14	Training Plan	<u>PQRII</u>: MS Word document indicates the mission, methodology and goals for training users on new functionality.
15	Training Guides	<u>PQRII</u>: MS Word or pdf documents include step by step instruction on new functionality.

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 l Rating	PQRII 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	3+	PQR I: 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. PQR II: The program management team continues to utilize tools and techniques, procedures and methods extremely well. Program participants have indicated the willingness of the program management team to go above and beyond required duties to ensure successful completion of projects.
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	3+	PQR I: The executive sponsors are very engaged and committed to the success of the program. In addition, a new program director has been appointed. PQR II: The executive sponsors of iCAT continue to be very active and well engaged. With the addition of a new program director, iCAT has benefited from clear guidance and change to team dynamics has been observed.

3	A program quality management plan (PQMP) is in place and being deployed to assure quality.	3	3	PQR I: A comprehensive PQMP exists and is being executed as designed. PQR II: PQMP continue to be executed as designed.
4	A tool is available for effectively and efficiently managing (i.e., tracking, storing, accessing, updating) program documentation.	3	3	PQR l: Standard tools and templates exist and have been deployed for managing program documentation. PQR II: The tools continue to exist for effective program management.
5	Team members have the facilities required to attend meetings and actively participate.	3	3	PQR I: Interview participants confirmed of adequate facilities exist to perform their tasks. PQR II: Participants continued affirmation of facilities to meet their needs.
6	The technical infrastructure required to design and develop the system is in place and functioning as required to stay on-schedule.	3	3	PQR l: The technical infrastructure required has been established. PQR II: No additional review required.
7	Meeting minutes are created and contain information about topics discussed and decisions, issues, tasks, and risks identified and assigned during the meeting.	3	3	PQR l: Meeting minutes are being created in an effective and efficient manner. PQR II: Meeting minutes continue as an effective tool.
8	Meeting agendas are created and distributed early enough to allow participants to prepare	3	3	PQR I: The templates and standards for meeting agendas are designed, developed, deployed and operating as required. PQR II: Meeting agendas continue as an effective tool.
9	Program participants accept responsibility and accountability for their assignment and associated deliverables.	3	3	PQR I: Interview participants conveyed their understanding of responsibility and accountability for their assigned roles and responsibilities. PQR II: Program participants continue to convey their understanding of roles and responsibilities and their commitment.
10	Program participants feel they have the tools and associated techniques to perform what is required of them.	3	3	PQR I: Interview participants positively confirmed they have the tools and techniques required for their project. PQR II: In general, program participants confirmed they have the tools and techniques required. A few have expressed they would like to receive additional training.

11	Scope is verified and validated.	3	3	PQR I: 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. PQR II: Scope continues to be validated and verified for each new project. If a change is required, a change order is utilized.
12	A method and procedures for controlling changes to project scope is embraced by the entire program community and effectively deployed.	3	3	PQR I: 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. PQR II: Change order template is well established and utilized; such was the case for changes to cApps project.
13	Team dynamics are positive – program participants have formed well working relationships that will aid in the teams achieving their deliverables.	2	3	PQR I: iCAT is negatively affected by historical relationship between technical and functional groups. PQR II: Team dynamics is much improved and positive, observable changes were evident during this PQR.
14	A mechanism for effectively and efficiently communicating program performance is in-place.	3	3	PQR I: iCAT program is utilizing established and accepted tools and techniques for delivering reliable and acceptable performance reporting. PQR II: Program continues to utilize established tools and techniques for performance delivery.
15	The leadership team includes both academic and administrative representation	3	3+	PQR I: The program leadership team includes both academic and administrative representation. PQR II: Program leadership continues to be active, strong and contains good representation of the community.
16	Leadership understands the scope of the program	3	3+	PQR I: Leadership's understanding of the program scope is outstanding. Without exception, the leaders who were interviewed conveyed their commitment. PQR II: Program leadership's understanding of scope continues to be outstanding.

17	A Program Management Plan and/or Program Charter exists and is utilized by the team to guide their actions for the project	3	3	PQR l: 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. PQR II: A completed plan or charter exist for each project and provides the structure and guidance for high-quality progression.
18	Status toward achievement of scope is monitored on a regular basis	3	3	PQR l: To this point in the program, the project management team is exceptionally managing and monitoring the scope. PQR II: Project management team continues a remarkable task of monitoring scope.
19	A mechanism for identifying, tracking and communicating project tasks, deliverables and milestones exists and is understood by the entire program community.	3	3	PQR l: The observed artifacts contained the expected characteristics of well defined projects which will serve the iCAT program well. PQR II: Status updates used by each project convey the project milestones and deliverables to the program community.
20	A mechanism for identifying, communicating, tracking and escalating issues is in place and understood by the entire program community	3	3	PQR l: 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. PQR II: Program participants confirmed their positive understanding of issues tracking and escalating procedures.
21	A mechanism for identifying, qualifying, quantifying, communicating, tracking and mitigating risk is in place and understood by the entire program community	3	3	PQR l: 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. PQR II: Mechanism for risk management is deployed and serving the community well.
22	An escalation process with associated decision process is formalized and utilized	3	3	PQR l: 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.

				PQR II: Positively confirmed the escalation process is working as defined.
23	Projects are appropriately staffed to achieve completion of the planned scope	3	3	PQR I: 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. PQR II: Program continues to encounter and manage the challenge of single point of knowledge and resources over-lapping across multiple projects.
24	Project team members understand their roles and responsibilities and feel empowered to successfully perform	3	3	PQR I: Interview participants positively conveyed their understanding of their role and commitment to the program and feel empowered to perform their role. PQR II: Participants confirmed their understanding of roles and responsibilities for the program and do feel empowered to complete their tasks.
25	A Communication Management Plan is established and individuals impacted by the project are receiving information that is appropriate and timely	3	3	PQR I: Positively observed each project manager is performing a good job of communication for projects and iCAT program. PQR II: Communication Management Plan is established and utilized. A program communication agent has been established.
26	An Organizational Change Management (OCM) Plan is established and tasks are progressing toward successful achievement of the Plan	2	2+	PQR I: Change Management assessment was conducted for iCAT; however, full utilization of plan has not occurred. PQR II: Change agent has been established for the program and further utilization of CMP would benefit CWU.
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	3	PQR I: Standard templates are utilized by team members. PQR II: Continued usage of standard templates was observed.
28	A clear post go live sustainment model is in place and understood by university community		2	PQRII: (Added Item) Participants were able to convey intrinsically understood procedure; however, a clearly defined and

				documented model does not exist for CWU.

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 and the following strengths are noted for the program.

1) **Commitment to change.** As noted in the summary, an observable and remarkably positive change in team dynamics has occurred since the last review. This review was marked by comments of collaboration, support and a sense of 'we' from review participants. This aspect was the most noteworthy difference from prior PQR and the positive effect to the projects and program was well observed. In addition, CWU's addition of personnel who have had positive influence on the program and community is commendable.

2) **Highly Effective Project Management Team.** iCAT program continues to deploy a Project Management team with exceptional commitment to the program's success. Their ability to lead their team in calm, focused and well organized manner has positively influenced successful implementations. This team is noted by review participants as going above and beyond their tasks to ensure project success.

3) **Executive Leadership**. iCAT continues to include executives who have displayed remarkably active and engaged commitment to successful implementations. The program director was noted by significant number of review participants as an extraordinary driving force in ensuring the success of the program.

4) **Learning from project go lives.** As one project completes successfully, additional projects within the program are capturing the lessons learned and incorporating into their project to secure acceptance to community as well as ensuring a successful deployment or their projects. Usage of focus groups is one such example shared during the interview sessions.

AREAS FOR IMPROVEMENT/PERCEIVED WEAKNESSES

Areas which require improvement or perceived weaknesses can impose a high degree of risk to a project and/or program. Left unresolved, missed milestones, cost overruns or post project/program challenges can occur. As observed in this PQR, Central Washington's commitment to change is admirable and a change agent has been identified and imbedded into the program. With the addition of this resource, an excellent opportunity exists to calibrate and

fully implement the Change Management Plan originally outlined. Implementing the action items now will help solidify the commitment for change and assist Central Washington toward Organizational Change Management.

The second area of evaluation is for post go live support. Although CWU deployed PeopleSoft system years ago, an established sustainment model has not been utilized.   In the absence of a sustainment model, users and project participants have assumed the role of production support. Left undefined, unclear post go live support network will jeopardize what have been successful implementations thus far. Current participants of the program can assist in building the foundation of a good sustainment model by tenaciously utilizing the defined issues management process by diligently logging, updating, clearing and closing each and every issue. These steps reinforce the activity that will occur once projects are live in production. A sustainment model that is clearly defined, documented and released for general consumption should contain:

- A tool or mechanism to identify and report issues by all users
- A help desk organizational chart which identifies the delivery of issues to owners
- An escalation process
- Roles and Responsibilities clearly outlined for each support area

RECOMMENDED ACTIONS

The following table contains recommended actions designed to address the areas for improvement. Action is suggested for both areas of 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
1	Establish a sustainment model which is defined and promulgated to all community users.	Program Leadership, IT, PMO
2	Review Organizational Change Management Plan for additional implementation.	PMO, Change Agent
3	Conduct regularly scheduled meetings to coordinate the Communication and Training efforts.	PMO, Change Agent, Training Agent
4	Continue to encourage all participants to stay up to date	PMO, IT

Key Action Items		
#	**Description**	**Owner**
	relating to information contained within the project charter/plan which address areas of knowledge transfer and timeline.	
5	Continue efforts of positive team dynamics established for further successes of the iCAT program and CWU.	All participants
6	Resolutely utilize the defined issues management process.	All participants
7	Continue to tenaciously monitor activities and associated staffing levels. This item will exist for iCAT throughout the program due to the program's ambitious lifecycle.	PMO & Leadership

Table 4 Key Action Items

SUMMARY

The results of this Program Quality Review indicate Central Washington's iCAT program is progressing as planned and many successes have occurred since the last review. The program continues to include participants who although challenged in an ambitious timeline are committed to achieving successful implementations. The level of dedication to the program at all levels is truly remarkable and commendable. The last review indicated the goal of this review was to validate the "institution's efforts for a positive and collaborative working environment to communally achieve success". Indeed, this review can confirm these aspects have been positively observed and iCAT program is very well positioned to enter the next phase(s) of the lifecycle.

The next Program Quality Review will occur in November/December time frame and will focus on continued milestone achievement, establishment of sustainment model, and continued successes on positive team dynamics.

iCAT

APPENDIX:

INTERVIEW SESSIONS

In person interview session schedule at Central Washington.

Project	Role/Group	Name	Date	Time
Online Travel Authorization	**Sponsor**	Connie Williams	07/16/13	**1:00 to 1:30 p.m.**
	Project Team	Anna Fischer	07/16/13	**9 to 10 a.m.**
		Tim McGuire		
		Shelley Spencer		
		Heidi Wixson		
Online Purchase Requisitions	**Sponsor**	Connie Williams	07/16/13	**1:30 to 2 p.m.**
	Project Team	Stuart Thompson	07/17/13	**9 to 10 a.m.**
		Tim McGuire		
		Heidi Wixson		
MyCWU Portal	**Sponsor**	Steve DeSoer	07/16/13	**11:00 am - 11:30 am**
	Functional	Jesse Days	07/16/13	**2:00 pm - 3:00 pm**
		Jill Hernandez		
		Teri Olin		
		David Matayoshi		
		Gail Farmer		
	Technical	Larry Bergman		
		Jason Cathcart		
		Susan Haberman		
		Jamie Schademan		
		Xinbao Wang		
		Crystal Wang		
cApps	**Sponsor**	Steve DeSoer / Traci Klein	07/16/13	**11:30am - 12:00 noon**
	Project Team	Teri Bangs	07/17/13	**11:00 am-12:00 noon**
		Jill Hernandez		
		Steve Herrera		
		Lynn Hutchins		
		Dale Lonowski		
		Jamie Thomas		
		Crystal Wang		
Faculty Workload and Activity Reporting	**Sponsor**	James Busalacchi	07/17/13	**10:00 am - 10:30 am**
	Project Team	Lidia Anderson	07/17/13	**1:00 pm - 2:00 pm**
		Charlene Andrews		

		Jordyn Ashford		
		Ed Day		
		James DePaepe		
		Steve DeSoer		
		Tim Dittmer		
		George Drake		
		Jill Hernandez		
		Lynn Hutchins		
		Chris Huss		
		Stephen Hussman		
		Kirk Johnson		
		Kirk Mathias		
		Laura Milner		
		Ian Quitadamo		
ITS Management		Carmen Rahm	07/17/13	**3 to 4 p.m.**
		Noah Rodriguez		
Help Desk	**Help Desk/Training**	Colleen Halvorson	07/16/13	**3:30 to 4:00 p.m.**
		Dale Lonowski		
	iCAT Security Project	Andreas Bohman	07/16/13	**8:30 to 9 a.m.**
All	**iCAT Project Leadership**	Sherer Holter	07/17/13	**2 to 3 p.m.**
	CWU Project Managers	Sue Noce/Tina Short	07/17/13	**7.30 to 8.30 a.m.**

PQR Survey Results

A result of PQRII Survey is transmitted with this report.