Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Project Oversight on 2/13/2024

GENERAL INFORMATION

Program/Project Name: Enterprise Service Management 2

Agency Name: North Dakota Information Technology

Project Sponsor: Craig Felchle

Project Manager: Jacob Chaput

PROJECT DESCRIPTION

The program seeks to replace all customer-facing service requests from the legacy Work Management System (WMS). This will involve rebuilding the services within ServiceNow according to industry best practices. The program will also configure configuration management database (CMDB) within ServiceNow to meet the crawl phase of crawl/walk/run methodology.

BUSINESS NEEDS

1. Currently customers need to use two different systems for service requests and NDIT service teams must work within two systems, decreasing service request and staff efficiency while increasing the likelihood of errors.

2. NDIT currently does not utilize Common Service Data Model (CSDM) or have Configuration Management Database (CMDB) implemented. Through CSDM, NDIT will be able to map relationships between technical and business perspectives. This will empower leadership to align with strategies and provide quicker service with better change management. Currently, the organization must rely on institutional knowledge and legacy asset management systems to understand what it owns, how it is configured, and what impacts systems have due to changes or outages.

PROGRAM/PROJECT FORMAT

Program/Project Start Date: June 15th, 2021

Budget Allocation at Time of Initial Start Date: $750,000

How Many Phases Expected at Time of Initial Start Date: 2

Phase Approach Description: Two projects will be created in parallel to solve the program's business needs.

Estimated End Date for All Phases Known at Time of Initial Start Date: June 30th, 2022

PROGRAM/PROJECT ROAD MAP

The program road map shows the high-level plan or vision for the program/projects/phases. It is intended to offer a picture of the lifespan of all the effort that is expected to be required to achieve the business objectives.

Project/ Phase	Title	Scope Statement	Estimated Months Duration	Estimated Budget
Project 1	Service Catalog 3	Rebuild remaining customer facing, non-billable service requests on WMS within ServiceNow.	9	$369,693
Project 2	CMDB	Configure configuration management database (CMDB) within ServiceNow	7	$437,644

Notes:

PROJECT BASELINES

The baselines below are entered for only those projects or phases that have been planned. At the completion of a project or phase a new planning effort will occur to baseline the next project/phase and any known actual finish dates and costs for completed projects/phases will be recorded. The iterative report will be submitted again with the new information.

Project/ Phase	Project/ Phase Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Project 1	1/10/2022	9/16/2022	$369,693	State	9/20/2022	0%	$299,293.60	20% Under
Project 2	5/13/2022	8/15/2023	$437,644	State	2/13/2024	20%	$475,283.80	1% Over

Notes:

Project 1 was rebaselined due to schedule variance resulting from turnover in State staff requiring the procurement of professional services to complete project tasks.

Project 2 schedule was rebaselined and exceeded variance to include additional testing and issue remediation in changing the source of truth from the NRC to ServiceNow. Furthermore, to assist in change management for NRC Users extra trainings and enhancements were conducted.

OBJECTIVES

Project/ Phase	Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Project 1	100% of customer facing, non-billable requests are in ServiceNow.	Remaining customer facing, non-billable WMS requests are rebuilt in ServiceNow.	Met	All customer facing, non-billable WMS requests are in ServiceNow.
Project 2	Quadruple staff visibility of network equipment.	Compare total technical users with access to NRC to total technical users within ServiceNow to confirm that four times as many users now have access to network equipment information.	Met	All NDIT staff and select agency staff with access to State's ServiceNow instance can view non-sensitive network equipment information.
Project 2	All NRC system users are performing operational work within ServiceNow.	Survey NRC users weekly after Go Live to confirm they are using new system for day-to-day work.	Met	Network monitoring systems were switched from NRC to ServiceNow as the new source of truth. This measurement was determined to be more reliable than a survey.

KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after each project or phase is completed. This process uses surveys and meetings to determine what happened in the project/phase and identifies actions for improvement going forward. Typical findings include, "What did we do well?" and "What didn't go well and how can we fix it the next time?"

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Project/ Phase	Key Lessons Learned and Success Stories
Project 1	**Lessons Learned** • Vendor Project Manager was not part of statement of work (SOW) negotiation leading to conflicts of scope early in the project. Having both State and Vendor project managers in negotiations to write well defined deliverables would lead to less time spent compromising. • Involve subject matter experts in the negotiation process to have a clear understanding of what the Vendor expects. This will reduce the risk of having to compromise on a deliverable to meet fixed scope. • User Acceptance Testing (UAT) scenarios were confusing to test end-to-end. Scheduling a live, collaborate UAT session may mitigate issues that cause testers to get stuck and lose time. • Identifying the audience of the project. • An independent requirement gathering effort before procuring development professional services may incur less risk to both Vendor and State. • Base level training for the tool for subject matter experts before requirements gathering would help the building of requirements to system out of box functionality.
	Success Stories • Vendor technical team's experience with the State showed in their ability to speak to the current system and clarify State's goals during discussions. • Defined Requirements Gathering periods allowed development team to build a complete product. This led to faster development cycles and reduced rework for enhancements. • State team leads were great to work with. • State project management helped with a complicated project. Vendor project manager and communications across teams went well. Email communications were timely between State and Vendor. • Meetings were always productive in providing direction.
Project 2	**Lessons Learned** • Utilize more workshops with vendors to better understand current state before building. • Better documentation of what a final build would look and operate like prior to development. • Consistent utilization of documentation types and locations. • Engage produce owners throughout the project lifecycle and signing off on requirements before build. • Work with managers and team leadership for buy-in, capacity, and timing of testing cycles. • Better articulation of objectives and specificity of testing audience and scope. • Introduce visualization of testing scope (such as Sprint Boards). • Negotiate only fixed deliverable contracts, using multiple phases (requirements gathering and implementation) if necessary to reduce resource constraints. • Regular touchbases on project status, action items, and activities helped keep staff engaged. • Vendor team expertise was helpful during design, implementation, and support. • Having sponsor engaged and supportive of the change helped keep things moving forward.
	Success Stories • By moving network equipment, circuits, and their associated locations to ServiceNow the entire agency can see them. Future projects in CMDB can use this data to tie the equipment to servers, desktops, and applications to better diagnose service outages, evaluate service impact of changes, improve compliance, and more tracking of the configuration items throughout the organization. • Team was collaborative and expertise of vendor was critical in developing a solution capable of replacing the custom legacy system.

KEY CONSTRAINTS AND/OR RISKS

• High complexity catalog items must be completed by May 10th, 2022
• NDIT staff must be available for project activities

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