

Project Closeout Report

LITC April 4, 2012

Project Name: Interactive Voice Response (IVR)

Agency: Job Service North Dakota (JSND)

Business Unit/Program Area: Unemployment Insurance (UI)

Project Sponsor: Darren Brostrom

Project Manager: Brandi Fagerland

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
Provide an infrastructure that is maintainable.	Met	<p>Measurement: The interactive voice response system infrastructure meets all applicable State of North Dakota Enterprise Architecture (EA) standards in place at the time of project planning.</p> <p>Response: ITD is hosting the new system in a new architecture that meets EA standards. This was confirmed with the ITD Director of Telecommunications. ITD Software development was involved in UI ICE development. That application is hosted in an environment that meets EA standards. To the best of JSND's knowledge, the product of this project meetings all EA standards.</p>
Reduce downtime by separating Test and Production environments	Met	<p>Measurement: Post-Implementation, JSND and ITD will schedule a test where the test environment will be taken off-line while the production system remains active.</p> <p>Response: During the tuning testing, IT and Business Users were able to do tuning testing using the test environment while over 700 calls were being answered in production by CSR's.</p>
Provide ability to modify scripts and questions on demand	Met	<p>Measurement: Appropriate JSND staff will be able to access the system to modify scripts and questions. All JSND staff with access will receive training on the process prior to implementation and a step-by-step process sheet will be available. The process sheet will be maintained by Claims Center 'super user' staff.</p> <p>Response: Floodgates were implemented so that scripts could be put into production in five different places. Business users can add, change or delete the scripts in a matter of minutes. Since the IVR has been in production, there have been seven different scripts that have been put into production to inform claimants about upcoming events or payment impacts. We did decide during the requirement stage that we would need, for technical reasons, to have technical staff modify questions. This is done infrequently.</p>

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Utilize the new enterprise Nortel environment.	Met	<p>Measurement: The legacy IVR system will be deactivated within 3 months of production go-live of the new system.</p> <p>Response: The legacy IVR system has been deactivated. However, ITD, during the course of this project, migrated their IVR infrastructure from a Nortel environment to an Avaya environment. The new system has been implemented within the Avaya environment supported by ITD.</p>
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Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Met	7 ½ months	7 ½ months	8 months	5% OVER	5% OVER

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$1,369,540.97	\$1,369,540.97	\$1,248,816.78	8.8% UNDER	8.8% UNDER

Major Scope Changes
<p>The majority of the scope changes were minor changes from the application design document. While a scope change was not created, the design phase took longer than anticipated. As a result, the production go live date moved out from 10/18/2011 to 11/2/2011. As the production deployment got closer, a plan was made to go live with the application on 11/1/2011. There were some issues uncovered in user acceptance testing that delayed this planned go live until 11/8/2011. A formal change order was documented for this go live date change.</p>

Lessons Learned
<ul style="list-style-type: none"> It is valuable for JSND to have a role of Implementation Manager within the organization JSND has FTE's for IT QA. These staff members were dedicated to the testing effort. That was a big advantage for ensuring proper system and UAT testing. It would be beneficial to include, as part of implementation planning, test deployment planning GoToTraining and a local conference bridge were used for implementation and worked well It would be beneficial if ITD had an on-call support plan when software development is involved in implementations Call volume testing during system testing would have been beneficial More system testing on the technical pieces that work together would have been beneficial A transition plan was not developed officially during the project and transition was challenging Clear project planning sets expectations for the project. The ITD project management process laid out expectations for the project and the project was managed to those expectations. Deliverables were released on-time, or with minor variances, and the project completed on-time. Weekly status reporting and meetings help a project team stay focused on the project objectives. The ITD project management process kept it clear as to what was expected during the project and what actions needed to be taken and when. Starting and ending meetings on-time made good use of team member time A thorough requirements and design process minimizes changes. The project had 13 IVR change requests and all of them were minor in scope. This was great for a project effort this size. Clear communication tools used during validation testing ensures adequate resolution of issues Use of defect forms and logs on this project kept issues and responsibilities clear

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- When ITD Web Developers are used, work more closely with them to ensure they have captured all the Oracle DB Changes for the production deployment
- When ITD Web Developers are used, the JSND Webmaster, the JSND Release Manager, the Project Manager, and the ITD Web developers should all be consulted for implementation planning

Success Stories

- 10-15% of IVR claims go through cleanly. This is an increase in clean claims, which will help claim center representatives (CSRs) get other work done.
- There are many useful self-service features for Claimants in the new IVR. This allows them to find out information and do certain tasks without waiting for a CSR, which in turn benefits the Claims Center by decreased call volume.
- The IVR system is now administrable in part by JSND and in part by ITD. The prior IVR system was a bit of a black box to both.
- The application design has been updated to reflect current business practices. New questions have been added and the caller experience has been streamlined so that callers only need to answer questions that apply to their particular employment situation.
- UI ICE has been updated to incorporate the changes to the IVR so that call center agents have appropriate information for guidesheet completion, etc.