Project Closeout Report

Submitted to Project Oversight on 3/31/2025

GENERAL INFORMATION

Project Name: Contact Center as a Service

Agency Name: North Dakota Information Technology

Project Sponsor: Brent Aberle

Project Manager: Daryl Andes

PROJECT DESCRIPTION

This project will implement a Contact Center as a Service solution for North Dakota Information Technology and customer agencies. Via the State's Request for Proposal process, North Dakota Information Technology contracted with Connex Services US Inc. to provide a Contact Center as a Service product, Genesys. This project will convert existing contact center data and designs from the legacy Anywhere365 system to new Genesys Contact Center as a Service system in a linear series of release-based implementations comprised of targeted agency contact centers. The project is driven by the immediate need to remediate critical issues caused by the legacy Anywhere365 contact center implementation and support thereof.

SCHEDULE AND COST METRICS

	Project Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Original Baseline	Mon 5/1/23	Tue 1/28/25	$1,449,129	Special	Tue 3/25/25	9%	$1,263,646	($185,483)
Final Baseline		Thu 2/20/25	$1,449,129	Special	Tue 3/25/25	5%	$1,263,646	($185,483)

Notes:

MAJOR SCOPE CHANGES

	Number of Deliverables	Number of Deliverables Delivered at Completion	Number of Scope Changes After Planning Phase
Original Baseline	13	13	N/A
Final Baseline	13	13	26

Major Scope Changes and Impact on Budget and Schedule:

Major Scope Changes

- Change Request #23: Rebuilt Release 2 contact centers after Release 10 closeout.
- Change Request #32: Added email/chat digital channels to a Bank of North Dakota contact center.
- Change Request #33: Added a "recording" and "non-recording" trunk. Partitioned contact centers based upon call recording requirements.

Miscellaneous Scope Changes

- 8 Change Requests related to call centers descoping from migration process and descoping post migration cutover.
- Post-Go-Live training sessions added to provide call center supervisors in-depth training after their call center is live with Genesys.
- Microsoft Teams integration with Genesys (FedRamp) scope of work added post-planning.

OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Decrease NDIT staff time to provision, maintain, and provide operational support by 50%.	At project closing, a qualitative assessment will be performed to baseline support staff's prior allocation to Anywhere365/Snapper maintenance and operational support. The baseline will be compared with support staff's current allocation to maintenance and support efforts to the new solution.	Met	75% of respondents reduced allocation by at least 50% to maintain and support Genesys, and support staff spending significantly less time on unplanned outages, while 25% of respondents increased allocation due to change management, design-related requests, and operational support for Voice enterprise services.
Decrease overall product error and bug related incidents by 75%.	At project closing, a quantitative assessment of call center incidents will be performed. Archived Anywhere365/Snapper related incidents in ServiceNow will be baselined, and post-migration to new solution related incidents will be compared against the Anywhere365/Snapper baseline.	Partially Met	The project team concluded that a Partially Met outcome is reasonable, as the incident rate per day for Genesys decreased by 1.02 compared to Anywhere365, indicating a 75% reduction in product error and bug-related incidents during similar time periods.
Decrease the overall yearly amount of unplanned product outages to 1-2 times.	At project closing, a quantitative assessment of data available associated to Anywhere365/Snapper outages will be baselined. The baselined data will be limited to outages prior to the new solution's first contact center implementation. The new solution's measurements will include data after the final contact center implementation. A quantitative assessment of data available related to the new solution's outages will be measured against the baselined data.	Met	This objective can be considered met by comparing the overall number of outage support tickets between Anywhere365 (92 outages) and Connex (0 outages). Additionally, the monthly rate of outages further indicates that the objective is met.

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Increase customer agencies' overall satisfaction with new solution.	Upon project completion, agency contact center stakeholders will be surveyed to assess their overall satisfaction with both the Anywhere365/Snapper solution and the new solution. The survey results for the Anywhere365/Snapper solution will serve as a baseline, against which the new solution's survey results will be compared.	Met	The objective has been successfully achieved, as the results indicate an improvement in overall satisfaction, solution uptime satisfaction, and incident rate satisfaction with the Genesys solution compared to the legacy Anywhere365 solution.

KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after the project is completed. This process uses surveys and meetings to determine what happened in the project 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?"

Key Lessons Learned and Success Stories

Lesson Learned - Clear Communication of Expectations: Establish clear and detailed communications of core requirement expectations and needs between all parties involved. This helps prevent misunderstandings and ensures that everyone is on the same page regarding the project's requirements. Document any decisions made or minutes taken to make sure all parties agree.

Lesson Learned - Identification of Issues: Identifying the gaps in call recording expectations early on could have allowed for a more proactive resolution. The call recording issue was not identified until after 20+ contact centers were live in Genesys and issue was first identified by an end user.

Lesson Learned - Testing: The issue was identified by an end user who discovered retained recordings, despite the contact center design specifying that recordings should not be made. To prevent bugs from carrying into the production environment, traceability to gap analysis and design-oriented requirements must be established prior to quality assurance, unit, and acceptance testing.

Lesson Learned - Test Cases: Ensure that test cases are detailed and comprehensive, covering all necessary scenarios to avoid gaps prior to testing. Both vendor partner and state team members should create, review, and agree upon core test cases (for quality assurance testing, unit testing, acceptance testing, etc.) prior testing phase start.

Success Story: Improvements were made iteratively throughout each release group's user acceptance testing phase. Notably, extra days were not needed during the latter release groups' testing phases to extend user acceptance testing, provide end users with more testing time, or resolve and retest bugs.

Success Story: Team collaboration and communication steadily improved throughout the project. Both vendor and state team members' response times to resolve bugs/issues or discuss technical-oriented tasks improved as the execution phase progressed.

Lesson Learned – Change Management: Define and communicate the roles and responsibilities of all team members involved in change management. Ensure change management processes are properly executed and monitored throughout the project.

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