

Project Lessons Learned

Major Activity Ratings

Project Name:	XYZ Computer System
Company:	XYZ Manufacturing Company Ltd.
Division:	Displays
Department:	Engineering
Process or Product:	Display models
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Following the completion of the project, the key participants are interviewed to obtain their feedback on how well the major activities were performed. This document is used to record those responses, which are subsequently collated and an overall summary is produced.

The rating is a numeric value between one and ten, with one being the lowest rating and ten the highest rating.

Activity	Rating	Highlights	Lowlights
Project Management			
Project Planning	10	Gantt charts provided great visibility as to what activities were due, when they were due, and who was working on them.	Ensuring plan was integrated and in sync with other department deliverables required close monitoring.
Resource Management	8	Great experienced staff members on team.	Staff availability at times problematic
Risk Management	9	Process identified risks well and kept them visible for monitoring and mitigation.	none
Issue Management	9	Good mechanisms for logging and tracking issues. No issues fell through the cracks.	none
Change Control	10	Excellent process for managing change requests. Main project objectives were maintained and expectations kept in line.	Would like to have put more changes in ☺.

Activity	Rating	Highlights	Lowlights
Budget Management	9	Time tracking reports kept total labour resource costs visible. Vendor charges kept to contract levels. Change control process identified and managed incremental costs effectively.	More effort was required to consolidate all costs properly than initially anticipated.
Status Reporting	10	The process for regular formal status reporting kept a strong focus on project deliverables.	Prep time and meetings always seem to take up too much time.
Vendor Selection	9	The software provided by the vendor worked as advertised. No major surprises happened.	Vendor time to deliver contracted enhancements was usually late.
Max: = 80	Total: 74		
Development and Implementation			
Business Requirements	7	The business requirements analysis was performed by our internal staff who were very familiar with the XYZ business.	The internal staff lacked experience as professional business analysts. Several errors made could have been prevented by hiring an external business analyst consultant.
Design Specifications	8	The models of the software product enhancements that were designed in house had excellent specifications that changed infrequently.	The vendor portion of the software enhancements contained several errors that required reworking to fit the XYZ business model.
Development	9	The internal IT software enhancements were completed with high quality and on schedule	Vendor assistance could have been better. Seems they were stretched beyond what their current resources could properly handle.
Testing	9	The test team did a thorough job of putting the new application through complete business cycles, and finding and fixing serious issues prior to going live.	Some seldom used routines were not included in the test plans and were found to have some non-critical issues.
Rollout	9	The plan of rolling out the new system to the smaller Display organization first helped sort out the teething problems effectively before turning on the major Server division. This was a good approach.	Some folks in the Display division felt they were being treated as guinea pigs.
Training	8	Good training programs were delivered to all staff affected by the new system. The routine job functions were covered in depth and having access to a current test data base helped.	There is never enough time to train everybody to become as expert as they would like.

Activity		Rating	Highlights	Lowlights
Documentation		9	The application software documentation was available online and with few exceptions was always able to answer questions about how the system worked.	The documentation for the custom enhancements should have been included in the online documentation.
Max: = 70	Total:	59		
Resources and Communications				
Project Communication		8	The intranet based project web site was a good tool to keep everyone informed of project status.	The web site was often out of date with current information.
Resource Capability		9	The internal staff chosen for the project was very experienced and worked well together. The project manager was outstanding.	The vendor staff did not respond in a timely manner too many times.
Project Sponsor Communications		10	The regular team morale meetings hosted by the sponsor were very well received. He made the team feel appreciated for the important job they were doing.	
Management Communications		9	The planned regular communications meetings allowed for constant and open communications with management.	Could always use more!
Management Support		10	The management team was fully behind the project from the start. They recognized the importance and provided support as required to resolve any issues.	
Vendor Communications		8	Very knowledgeable vendor staff.	Untimely responses due to their other workload.
Meetings Quality		8	Having a planned set of regular meetings helped to keep the project on track and issues resolved.	It sometimes seemed that we were spending too much time at meetings and not enough time working on project tasks.
Environment Quality		9	The office environment and available technology to do the job were first class	At times a little noisy in the office area.
Max: = 80	Total:	71		

Activity		Rating	Highlights	Lowlights
Overall				
Product or Service Acceptance		9	The new system was well received and highly regarded by all engineering staff.	The folks would like a little more functionality in the bill of material module.
Project on Time		9	The team met all major deliverables to support the project.	The time allowed to complete some activities seemed to be too short.
Project on Budget		10	The engineering costs were always on budget.	
Project Objectives Met		10	The new application functionality met all expectations in the engineering area.	
Business Objectives Met		n/a		
Customer Satisfaction		n/a		
Max: = 40	Total:	38		