

Project Wrap-Up Report

Project Name:	XYZ Computer System
Company:	XYZ Manufacturing Company Ltd.
Division:	Display And Server
Department:	
Process or Product:	Manufacturing Information System

Prepared By:

Name	Role	Date
Ken Owtrim	Project Manager	07/01/10

Approved By:

Name	Role	Date
Joe Blow	Project Sponsor	07/01/10
John Smith	Project Owner	07/01/10

Synopsis:

This report is prepared by the Project Manager at the conclusion of the project. Prior to its preparation, an interview process is conducted with all of the main project participants to complete the Project Lessons Learned document. All of the major project activities are given a rating by the participants and an overall summary of all the responses is prepared. The Project Lessons Learned summary document becomes an important component of this report. Also, a summary description of the project highlights and lowlights is provided for the major activities.

A listing of any outstanding tasks that should be followed up on post project is provided along with summary recommendations for future projects.

The main purpose of this report is to learn those things that went well, those things that could be done better, and apply that knowledge to subsequent projects.

Project Background Overview:

In the last budget process it was recognized that the legacy Manufacturing Information System needed to be upgraded as vendor support for the old system was to be discontinued within two years. In house staff cannot maintain the old system due to source code not being available. A modern manufacturing software application would provide added functionality and opportunities to reduce inventory levels and product delivery times.

Subsequently, an RFP was issued, a vendor selected and contracts completed to provide the new software. It is assumed the new application will operate satisfactorily on the XYZ hardware. This is a potentially high risk to the project and must be verified in the early project stage.

The new system will be initially implemented in the Display manufacturing facility. It is anticipated that will happen within the first 12 months. Once the system has proven itself and stabilized, then the main Server plant will be brought online within the following 6 months. This timeline must be met to avoid not being able to support the current system.

The cost is not to exceed \$750,000. This includes the initial software application, custom code development, and consulting costs.

The Director of IT will be responsible for the implementation, and will hire an experienced contract Project Manager to guide the project. The VP Manufacturing is the Project Sponsor and must sign off on all major deliverables. The various company departments will contribute experienced staff resources to the project team for the duration of the project.

Project Closure Reason:

Y/N	Reason
Y	All Project deliverables were met as defined in the Project Charter.

Project Performance in Key Areas:

The following table lists the key activity areas, provides an overview statement for each area as to the overall project performance (both good and bad), and identifies any outstanding items at the time of project closure.

Area	Performance Overview
Goals and Objectives:	All of the project goals were accomplished. The objectives that are measurable in the current timeframe were also achieved. There are some objectives that cannot be measured until year end is completed, and they will be revisited at that time. A major accomplishment was being able to decommission the legacy system prior to support being discontinued.
Milestones and Deliverables:	Excellent performance was achieved in this area. All new system modules were implemented on time and both divisions went live on time.
Budget and Financials:	The total project costs of time and materials were closely tracked and actual costs came in just slightly under budget.

Area	Performance Overview
Staff Resources:	The internal resources used to staff the project proved to be excellent. They could have benefited from some outside consulting help with business analysis processes. The vendor staff was obviously overworked and were at times unresponsive.
Risk Management:	We followed a formal process of identifying risks at the senior management level, and reviewing them on a regular basis. This allowed us to maintain visibility of those risks and mitigate them as required.
Issue Management:	Once again, a formal process for identifying, documenting and tracking to resolution was effective in handling issues. No issues fell through the cracks and adversely impacted the overall project.
Communications:	The format of regular meetings and status reporting kept everyone involved and on top of current project status. The intranet web site could have been used more extensively to flow more information out to the general employee population. It would be wise to invest more resources into this activity in future projects.
Organization Change: (expectations)	In general everyone shared the same view as to what the project would deliver to the organization. The individual departments directly affected were given thorough training sessions to offset any fears about changes to their job functions. Again, better use of the web site would have improved knowledge in the general staff.

Project Lessons Learned:

The summary Project Lessons Learned report is attached to this document.

The two top project highlights and lowlights are summarized as follows:

Project Highlights

#	Area	Comments
1	Project Management	The use of a formal methodology and a set of standardized control documents brought a strong, organized process to managing the project. The use of an experienced consultant to handle the Project Management duties was critical to the overall project success.
2	Overall staff morale	The project was found to be exciting to all those involved. They understood the importance of being successful, knew what was expected of them, and enjoyed their successes.

Project Lowlights

#	Area	Comments
1	Communications	Better dedication of resources to the project web site would have improved overall communications throughout the company.
2	Vendor support	The software vendor chosen has a relatively small operation. We had average to poor response times to our questions and that held us up at times.

Project Follow-Up Activities:

The following table lists any outstanding project items (EG: risks, issues, training, documents) which should be followed up as well as any project assets that should be reallocated.

Item Description	Follow-up Action Required
Measure project objectives	At year end measure the inventory results and compare them to project objectives to see if they were met, or if more work is to be done in that area.
Software release upgrade	Near the end of the project the software vendor issued notice of a major upgrade release. This needs to be reviewed in detail and a decision made as to when and how to upgrade. Perhaps another, smaller, follow on project will be required.
Staff recognition	A few of the project team staff were recommended for performance rewards. These awards need to be granted by August 1.
Asset Description	Recommendation
Computer workstations	There are three computer workstations that were specific to the project team environment that should be reallocated.
Presentation equipment	Two LCD projectors should be returned to the sales department.
Meeting rooms	Two rooms which were permanently reserved for the project should be made available on the general room reservation list.

Attachments:

#	Document Name
1	Project Lessons Learned Summary
2	Project Charter