

## CAMC Phase 2 lessons Learnt

v0.3

ref	Lesson title	Description	Good practice/ Improvement	Category	Recommendation	Action needed by	Owner
1	CR006 - change in baseline plan	Change Request 006 provided details of additional time required in the schedule. The information provided did not detail the full activity of the supplier as the contract is fixed price.	Improvement	Project management	Fully brief project exec/key stakeholders in nature of the change Ensure PE informs project of information requirements for change control allow time for change/ consultation up front/before decision point support CIS procurement in understanding impact of change	All future CRs	
2	Pre-UAT workshop	Adding in time in Project plan for product review and familiarisation, prior to UAT. This is invaluable for products where the config is not understood by users and to ensure all the necessary preparations are in place/complete by all parties.	Good practice	Specifications and requirements	Add in pre-UAT workshops before UAT Ensure time/workshops are properly scoped and all parties have completed prep tasks to ensure time is well used	Stage 3	
3	Pre-UAT workshop	Time on pre-UAT workshops was compromised by lack of preparation on system/data/availability of certain functionality	Improvement	Specifications and requirements	Clear defined scope of pre-UAT sessions Provide list of preparation and expectations ( to be done by EA or to be done by supplier) in advance and checks done to ensure relevant tasks are	Stage 3	
4	Document review	Wide stakeholder engagement resulted in very detailed comments on design documents. Some comments were contradictory so hard to handle volume and come up with final conclusion and arrive at a final, approved version.	Improvement	Specifications and requirements	Need to communicate purpose of the review to the reviewers ahead of review, including scope ( it's not a user guide, nor a guide to business process) Project need to moderate comments rather than just consulting and sending them all over unedited. Pre-review Telco/Live mtg is recommended to introduce documents and scope of review Diarise review slots in reviewers' dairies provide opportunity for dialogue/questions outside of document where a discussion is required	Stage 3	
5	Keep training sessions focussed on training	Using training sessions as an opportunity for project team to understand solution/ask questions is problematic and disruptive for delegates and trainer	Improvement	Training	Manage numbers of staff 'sitting in' on the sessions brief staff sitting in on appropriate behaviours	Any future training	
6	Clear structure for training	Some aspects of <redacted> training were unclear and the trainer jumped around in the system very quickly. Trainees struggled to follow the content.	Improvement	Training	Structure of training should be structure to present delegates with a logical step through modules.	Any future training	

	7 Stage 1& 2 planning	Stage 1 delays impacting on Stage 2 - staff	improve	Technical	improve	Provide sufficient technical detail for staff to complete tasks.	Any future implementation tasks
	7 Stage 3	Ensure complexity of implementation is fully understood to ensure sufficient time given to implementation	etc	etc	etc	ensure checks in place to monitor progress of these and allow time to respond to unknowns	
	8 Briefing for data	Part of implementation was the need to carry out data improvement tasks. There are many many exceptions within EA projects and this caused tension and a lot of work on clarifications for the CAMC team	improve	implementation	improve	Use shared workspace to store technical information so it is easily accessed	
	9 Implementation	Areas express frustration at not being able to see the overall plan or get a sense of what was coming next. CAMC project released an implementation plan setting out tasks for two years. Areas were then asked to plan against engagement Encourage Area-level planning to increase resources/raise issues	Good practice	implementation	Good practice	Give early site of overall plan to help Areas plan resources to aid resourcing/ planning	Any future implementation tasks
	10 Shared access to resources	Areas involved in the project can access the same information and check versions as staff involved in the project can access the same information and check versions as opposed to using email.	Good practice	implementation	Good practice	Use share sites to give a common view of information and sharing of best practice.	Any future implementation tasks
	11 Governance	CAMC Phase 2 has a business governance structure of Area implementation groups and Area Local implementation groups. These groups are overseen by a National Operations Steering group. This governance put possibility of implementation route into the project governance for issues Ensure there is also a clear escalation route led by business managers	Good practice	implementation	Good practice	Build governance around teams affected by change Ensure business groups are led by business managers	Any future implementation
	12 Business leads	As will is governance, the resourcing of a change need input from the business, if a project needs to do this with only project resources, it can be very hard to translate resources. It can be very hard to translate project tasks into business action. We have had a business manager allocated to CAMC to aid the translation, or project tasks into the business.	implementation	implementation	Good practice	Get business resources involved in implementation to improve communication resources to improve communication	Any future implementation

13	There's no such thing as a freebie!	As part of the contract with the Supplier, a commitment was made to provide an 'app' for work delivery. The intention was that it would replicate functionality already within the Supplier product suite, in the form of web portals. The Supplier saw this a commercial enhancement therefore not wholly defined by EA requirement. A requirements workshop was held to capture EA requirements, the development has now been through numerous iterations to get it to something that is fit for EA purpose and has proved very costly in resources on both sides. The app product was not a project deliverable as it was 'free', no milestones existed to define what/ when it was delivered, as a result concerns were raised and an escalation was	Improvement	Supplier management	<p>Even if a product is contractually 'free', ensure a proper record of its delivery is shown in the contract/ plan</p> <p>If requirements are gathered against a 'freebie' ensure there is an agreement on scope of the deliverable, so that the requirements act as a reference on what will be delivered</p> <p>Expectations often drift from reality, ensure all the project team are informed of the scope of the deliverable and expectations are managed if requirements are not met, be sure to escalate, as sometimes it is just a misunderstanding but it must be resolved before the product is delivered, not allowed to drift just because there are no commercial sanctions.</p>	Before product delivery complete	
14	Expectations around 'agile' IT development	The Mobile Asset Inspection app has been developed broadly using agile ( scrum) methodology. As agile is still fairly new in EA, expectations were very high that it would be 'quick, easy and cheap'. In reality a good product has been delivered, but there may be expectations that were not met in the process.	Improvement	Technical	<p>EA is building experience in agile techniques, and helping participants understand their role e.g.. Product owners. More needs to be done to ensure staff know how it works/ what the commitment is. Brief stakeholders to manage expectations and help them to work in this way.</p> <p>Whilst the development of the products may be agile, service introduction and deployment is still mostly non-agile, so costs/timescales etc for those tasks needs to be considered ad built into the project costs and plans.</p>	Any agile development	
15	Joint working with supplier team	Since the start of the project, the CAMC team and supplier reps have worked together as one team. Regular joint mtgs/calls allow open and honest discussion. We hold regular Joint planning meetings, risk reviews and technical meetings to explore progress and issues. A Supplier rep is also on the CAMC PB.	Good practice	Supplier management	<p>Encourage a culture of 'one team' working</p> <p>Use SharePoint for sharing files between the teams, and use features such as calendars to share availability/ key information.</p>		
16	Multiple PMs working on a single project plan	The CAMC project is structured around three work streams. Three key project managers then manage a common plan, including inter-dependencies within the plan between the work streams. The plan had changed hands a few times and had become a burden rather than a tool. As an outcome from the PPA reviewed we took an action to revise the plan into a milestone plan and maintain additional tactical detailed plans elsewhere.	Good practice	Project management	<p>Use work streams and work packages to define ownership of groups of tasks/ deliverable if multiple PMs involved</p> <p>Consider having a joint milestone plan to bring the whole project together but allow detailed tactical plans stored in a common location.</p> <p>Task an individual in the team to independently review the plan and to facilitate regular updates as required.</p>		



21	Environments and priorities	Where a project has multiple parallel delivery streams all impacting the same end product conflict over environment use is inevitable - be it Prod release, Test (Non Functional, UAT, PEN) or Training. This can be further complicated by the systems in question having technical relationships with other systems not directly impacted by the project and which have their own roadmaps.	Improvement	Project management	At the outset of such projects it is vital to understand priorities between programmes and across streams and to discuss and agree how these will drive infrastructure strategy and project investment in environments.		
21	iPad deployment - diverse training needs	In both the Field Team Leader and Field Team Member job roles there is a great diversity in technological awareness and capability. The Super user training model has its place but this has not been universally successful in the 1-2-1 pilot.	Improvement	Training	The CAMC2 Project and the iPad 1-2-1 Project need to jointly review and modify the training schedule to accommodate and respond to individuals training and support needs. There is a perceived need for 1-2-1 (face to face) training and it must not be assumed that using the device is simple or intuitive for all.		
22	PSRA Training	<redacted> Trainers delivered PSRA Training but were unable to answer technical process queries on the day. Training was not as seamless as originally anticipated.	Improvement	Training	Invite representatives from the project to attend the training session or be on hand after the training to answer specific queries relating to the processes. Develop FAQs from questions raised at training.	Future training sessions	
23	PSRA Training logins	Logging into the training UAT sites took longer than anticipated. Delegates had to wait until everyone were able to log into the AIMS Test accounts. This encroached into the allocated training time for up to 20 minutes per training session, which was frustrating for the Trainers and others alike.	Improvement	Training	Provide the users account log in details and full set up checklist in advance of the training session.	Future training sessions	
25	Proof of concept step in Procurement	As part of procurement, we defined a 'proof of concept' stage in the process. Short-listed suppliers were invited to present their product, using sample EA data in a workshop with project staff and end-users, using a set of scenarios. This allowed us much more in-depth appreciation of the products and the supplier teams	Good practice	Procurement	For complex technical projects/procurement, build in time for similar activity.	Any future IT procurement	

