# ITSS-PMO Project Lessons Learned Report

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| **Project Name:** | | | Sample13 Project | | |
| **Prepared By:** | | | N Guagle | | |
| **Date** | | | 5/25/2018 | | |
| **Project Close-Out Discussions** | | | | | |
| A lessons learned meeting was held on 5/24/2018 and the initial summary is attached herewith. | | | | | |
| **Project Team:** | | | | G Cole, N McMullin, M Vemb, L Marc, U Chester, T Buchanan, S Floyd, N Guagle | |
| **Project Background:** | | | | UNT Denton, Dallas, and HSC collaborated to implement PeopleSoft 9.2 Contracts, Billing, and Receivables over the course of a 15month period. The effort went live on December 4, 2017. Critical components of this project include, but are not limited to: business process design, system enhancement design and development, extensive end user training, invoice design and development, system design and configuration, and user security. | |
| **I. Project’s biggest successes:** | | | | | |
| ***Description*** | | | | ***Factors that promoted this success*** | |
| 1 | Delivering a quality product on time while navigating several substantial setbacks | | | Effective coordination and communication between UNT Denton Resources, HSC Resources, ITSS, FSS, and Huron Consultants | |
| 2 | Designing a system and businesses processes that worked for three campuses | | | Willingness to co-locate between campuses for design sessions and  engage in quality discussion about the desired future state that would accommodate both campuses | |
| 3 | Designing and Delivering 30+ technical items | | | Cooperation and co-location between the Huron consultants and the development team helped to facilitate a sharp learning curve and produce quality enhancements in a previously unfamiliar PeopleSoft Module | |
| 4 | Conducting end user testing and training to promote immediate productivity using the new system following Go-Live | | | Quality deliverables and training sessions, as well as end user teamwork to leverage previous expertise across implemented modules. | |
| **II. Areas of potential improvement along with high-impact improvement strategies:** | | | | | |
|  | ***Category*** | ***Project Shortcomings*** | | | ***Lessons learned*** |
| 1 | Development | Development and design overlapped more than predicted and caused bottlenecks as some efforts began to take longer than anticipated | | | Discuss a contingency plan to handle the cases where design or development items overlapped in order to focus on the high priority items first |
| 2 | Testing | Initial stages of end user testing relied on business process documents to guide users through processes which proved difficult to follow in an unfamiliar system | | | Training was pushed back to allow for extended testing time, but in hindsight, it may have been more effective to conduct training earlier to allow for more efficient testing |
| 3 | Cutover Period | Lack of communication between Grants offices and Sponsors / Department as to our billing / payment activity ‘Blackout’ period | | | Proactive communication would have alleviated much of the confusion surrounding the reasons for our suspension of billing activities before Go-  Live |
| 4 | Security | UNT Security proved to be more difficult than expected, leading to urgent requests and expedited testing | | | Confirm design parameters and restrictions before design, especially when restrictions prevent traditional design formats from being effective |
| 5 | Go-Live | Our mock conversions utilized the development resource who built our Receivables Payment interface, but this user did not have access to  perform the same task in Production | | | Determine Go-Live roles and responsibilities and ensure that the users ultimately responsible for a given task are performing that task in the Mock Conversions. |

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