**Project Lessons Learned Report**

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| **Project Name:** | | | Sample2 Project | | |
| **Prepared By:** | | | Abi Atolagbe-Olaoye | | |
| **Date** | | | 9/18/2019 | | |
| **Project Close-Out Discussions** | | | | | |
| A lessons-learned meeting was held on 9/18/2019, and the initial summary is attached herewith. | | | | | |
| **Project Team:** | | | | Doris Doles, Philip Cantello, Abi Atolagbe-Olaoye, Race Scott, James Jones, Amy Clarence, John Doe, Joe Rodriguez, Michelle Faudeil | |
| **Project Background:** | | | | The organization needs to enhance security measures to secure access to applications and data, so that users (faculty, staff, and students) can login from anywhere on any device. This is important in order to reduce the risk of data breaches and to ensure trusted access to sensitive data. The Multi-Factor Authentication (MFA) solution will address many pain points with applications that require multi-factor authentication, like updating bank account information for direct deposit. This solution will also enhance the maturity of our security program, which ultimately protects our institutions and their users. In addition, implementation of this solution will support compliance with the following: (1) Texas Administrative Code 202.76: Security Control Standards Catalog CP-13 (Alternative Security Mechanisms); (2) NIST 800-171: 3.5.3 Multi-Factor Authentication; (3) Recommendations from a State of Texas external review of the Texas Cybersecurity Framework: Strategic Recommendation 3.4; and, (4) Recommendations from the Intel Security Assessment of PeopleSoft. | |
| **I. Project’s biggest successes:** | | | | | |
| ***Description*** | | | | ***Factors that promoted this success*** | |
| 1. | Project strategy | | | 1. An effective strategy was crafted to enroll approximately 2,000 employees. 2. Systems were implemented as requested and dedicated individuals were assigned to resolve issues. | |
| 2. | Project schedule | | | Quick implementation of project. | |
| 3 | Business needs | | | 90% of customer’s needs were met and the team identified areas of improvement that will be enhanced soon. | |
| 4. | Communication | | | a. Good coordination among team members. The team members were transparent and hardworking with a good sense of responsibilities  b. Collaboration among team members to quickly workaround identified issues – technical teams successfully communicated using MS TEAMS application. | |
| 5. | Project resources | | | Team members were committed with the right attitudes that led to a successful implementation of the solution. | |
| 6. | Documentation | | | The internal resources worked with Appsian and Duo to gather the documents needed for the implementation. | |
| 7. | Technology and Metrics | | | IT secutity captured logs for analysis and issues resolution | |
| **II. Areas of potential improvement along with high-impact improvement strategies:** | | | | | |
|  | ***Category*** | ***Project Shortcomings*** | | | ***Lessons learned*** |
| 1. | Stakeholder engagement | DataComm was not engaged early | | | All stakeholders should be identified and engages as soon as possible. |
| 2. | Technical requirements | Whitelisting | | | Whitelist components/objects should be considered. |
| 3. | Issues management | 1. No clarity on issues’ ownership 2. Inadequated meetings 3. Centralization of issues resolution strategy | | | a.Resources should be assigned to issues and team members should be informed about issues and their owners.  b. More sessions are needed for brainstorming and problem solving.  c. The technical team should adopt centralized logging to collaborate and solve problems, such as ‘elastic surge.” |
| 4. | Testing | Broswers testing and some other were not included in the test scenarios | | | Need testing of all kinds of browsers and both on campus and off campus users. Other relevant test cases should also be included. |
| 5. | Documentation | Limited documentation | | | Documents such as Standard Operating Procedure (SOP) for new services, Service Design, Business Continuity Planning (BCP), and architecture diagrams should be produced. |
| 6. | Naming convention | Inconsitent naming convention (e.g., MFA/2FA) | | | Project team members, especially the development team should review and agree upon naming conversions. |