**Project Lessons Learned Report**

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| **Project Name:** | Sample5 Project |
| **Prepared By:** | P Mike |
| **Date** | 06/01/2017 |

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| **Project Close-Out Discussions** | | | | |
| A lessons learned meeting was held on 06/01/2017 and the initial summary is attached herewith. | | | | |
| **Project Team:** | | | Z Sohel, N Slayton, T Seaman, R McLeod, Y Heredia, K Bere, F Dugan, P Mike, G Albury | |
| **Project Background:** | | | Implementation of Dell Servers and VM Ware Horizon infrastructure. | |
| **I. Project’s biggest successes:** | | | | |
| ***Description*** | | | ***Factors that promoted this success*** | |
|  | HW Install went well | | Planning with Dell, Monty and Team dedication to making it work. | |
|  | Application works really well | | The project team worked really hard to get it all configured right. | |
|  | Good Teamwork during the project | | Good Team meetings, working to the schedule, shared responsibility to make deadlines. Cover for Technical Lead’s vacation went really well. Brought in Vendor SME as needed. | |
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| **II. Areas of potential improvement along with high-impact improvement strategies:** | | | | |
|  | ***Category*** | ***Project Shortcomings*** | | ***Lessons learned*** |
| 1 | Procurement | Licensing issues caused some delays in system configuration. | | Have vendors (when there is a Service and HW vendor) validate the Bill of Materials to include licensing / entitlements.  Have vendor train us on the licensing / entitlement scheme so we understand when / if licensing is a gap. |
| 2. | PM Resource Assignment | PM was assigned late, when execution was already starting. | | Follow governance process; assign PM not later than Vendor engagement (this would allow PM to work with vendor and ITSS team to set schedule). Preferably, PM is assigned as soon as Demand is approved. |
| 3. | System Design Complexity | Retro-fit into existing environment. | | Design systems to fit with long term organizational strategy. |
| 4. | Governance | Be rigorous about governance. Legacy projects that have not gone through governance should have the supporting documentation a BRM normally provides: rationale, deadlines, planned ROI, ROM. | | Engage BRM on any Level 3 or 4 project in the pipeline. Ask for ROM, ROI, Scope if available. |
| 5. | Vendor | Actual Vendor Technical Support / Vendor Deliverables did not fully match the ITSS Labor requirements specified in SOW. | | Need a more carefully written SOW with Vendor commitments for the amount of on-site work, and committed, billable hours per week. Outline plan for non-performance. Do not pay in advance for Service SOW: retain power of purse to get vendor performance to requirements. |
| 6. | Resource Assignments | Need to plan for ITSS and vendor resources | | Make sure resources are not over-committed. Get Vendor to state their resources’ level of commitment to your project as an FTE figure. For ITSS resources, check resource plan reporting available through Andy Novak on the PMO team. |