

# PROJECT CLOSEOUT REPORT

Project Title: SIMULTRAIN SIMULATION

Date Prepared: 17 AUGUST 2022

Team no: TEAM 1

## Project Description:

Learning project management skills and delivering existing experience of realistic execution of a project in several hours, collective decision making under time pressure and a full of emotion team building exercise. The approved budget for the project was \$500,000 and the estimated schedule was 12 Weeks.

## Performance Summary:

|                     | Objectives  | Completion Criteria   | How met  |
|---------------------|---|---|--|
| Scope/ Deliverables | An e-commerce project to complete 4 milestone sets and 17 activities in 12 weeks. | Our goal was to complete these 17 activities in 12 weeks and hit the desired milestones within the time frame.                                      | We assigned potential and skilled team members (resources) to specific activities to complete them.  |
| Quality             | Throughout the project, the deliverables quality should be maintained.            | Tried to maintain the quality there were frequent errors that were made by few resources and skillset were not properly matching with the activity. | Our quality was the third highest scoring index with 95%, which improved over the course of 12 weeks, primarily by assigning more quality reviews to each activity and making changes to our planning. |

## Variances

|      | Objectives/ Final Outcome  | Variances               | Comments  |
|------|--|-------------------------|---|
| Time | Project was to be completed in 55 days (12 weeks)                    | 24 days behind schedule | 72% of the work was completed by the 12th week. |
| Cost | The budget for our project was \$500,000 and the outcome was higher. | \$193,100               | Budget spent: 122%<br>Over budget: \$193,100    |

## Initiating and Planning Stage – Key Takeaways

- Assigned training to a few resources in the first week of planning & execution, to maintain a strong base-taking schedule and budget under consideration.
- Prepared a resource matrix sheet which helped us in getting information about project team members – skills, hourly rate and availability considering their personal behavior.
- Assigned the quality reviewer and responsible in RACI seeing the contribution of individuals to every activity.

## Executing, Monitoring & Controlling Stage – Key Takeaways

- Continuously track the project progress and ensure that the milestones and deliverables stick to the project schedule.
- Assigned the resources matching their skillset by making changes in planning during the execution.
- Performed and supervised all activities to create deliverables as outlined in the project.
- Planned or risk response s well that our performance was 100% in risk mitigation and taking preventive measures.
- Tried to maintain team morale and quality of work.

## Major Risks and Issues (Top 3)

| Risk or issue   | Response or Resolution   | Comments   |
|---|--|--|
| The server with the project management software breaks down | I will prepare a list of suppliers and negotiate fast delivery conditions. | Risk occurred in the first phase of execution (weeks 1-4). The cost for the chosen risk response was \$500 and the |

|   |   |  |
|---|---|--|
|   |   | total final cost for the risk occurrence was \$8000.   |
| Scope creep   | I will ensure that the Charter and the scope statement are signed by the sponsor before the project starts.<br>I will ensure that all scope changes are documented and approved according to existing company policy. | Risk occurred in the first phase of execution (weeks 1-4). The cost for the chosen risk response was \$400 and the total final cost for the risk occurrence was \$10000. |
| Resources taking sick leave or leaving the project without prior notice | Re-planned the affected activities and matched the activities with the required number of resources with the right skill set  | Alex, Anna, Felix and Luc left the project. Additionally, many resources had the flu at the same time.   |

### Major Quality Defects (Top 3)

| Defect Description  | Resolution   | Comments  |
|---|--|---|
| Activity 16: Documentation – 16 big errors were detected  | Ted was working on correcting the errors. Additionally, we assigned some overtime so that the project can get back on schedule.  | Alex left the company and with the error correction, the schedule was extended. |
| Activity 4: Database design – 16 big errors were detected | Fred was working on correcting the errors. Additionally, we assigned some overtime so that the project can get back on schedule. | Fred fell sick, delaying the error correction process.                          |
| Activity 1: Specifications – 7 big errors were detected   | Fred was working on correcting the errors. Additionally, we assigned some overtime so that the project can get back on schedule. | Quality reviews were not assigned.  |

### SimulTrain Platform - Overall Observation

| Areas of Exceptional Performance  | Areas for Improvement   |
|---|---|
| Interactive components – mails, calls, questions, and feedback on our options from the coach and detailed feedback in the Learning Points report on what we did well and how we could improve based on the decisions we made during execution | Unclear in terms of what was expected as some of the feedback did not resonate with our opinions during the decision-making process.                            |
| Visual representation of how the project was progressing every day  | Error occurrence was highlighted but not many details about the error and the percentage of work contribution of the other members during this was not provided |
| Opportunity to react to risks and unplanned situations (like teammates leaving the project and demotivation) in a realistic way   | More details were required on some of the communication like the coach's mail to "check activity network diagram"   |

## LESSONS LEARNED SUMMARY

### Project Performance Analysis

|                                       | What Worked Well   | What Could Have Been Improved  |
|---------------------------------------|--|--|
| <b>Initiating &amp; Planning</b>      |  |  |
| Preparing the Schedule (Gantt Chart)  | Assigning resources with the available timeframe.                          | Reducing the number of assigned resources to the required number of people               |
| Assigning resources to a project task | Creating a sheet with resource rate, capacity, and qualities.              | Training some resources to have a better skill set for the activity                      |
| Planning meetings with staffs         | Scheduling team meetings for discussion and project reviews.               | Reduced team meetings to at most two times a week and increased individual team meetings |
| Analyzing Risks and Planning Response | Continuously checking the risk register and planning responses immediately | Selecting risk responses that could have impacted the budget less                        |

|  |   |   |
|--|---|---|
| Preparing the RACI matrix                      | Assigning resources and quality reviewers for each task         | The first four activities did not have any resource responsibility assignments              |
| Quality planning                               | Planning quality reviews  | More quality reviews for each activity could have been added                                |
| <b>Executing, Monitoring &amp; Controlling</b> |   |   |
| Controlling the budget                         | Initial budget planning and some decisions impacting the budget | Reducing overtime along with choosing less expensive options during decision-making         |
| Controlling the schedule                       | Assigning overtime  | Assigning more quality reviews and planning for unexpected absences                         |
| Ensuring quality metrics are achieved          | Assigning Quality reviews                                       | Assigning quality reviews in the first few activities of the project since they were missed |
| Managing project team's motivation             | Team meetings and gatherings (lunch/barbeque)                   | Reducing the continuous overtime for the resources  |
| Managing team communications                   | Scheduling Calendar meetings for team discussions               | Scheduling more one-to-one communication  |
| Decision making process                        | Discussing the options and weighing pros and cons               | Putting more thought into the options   |
| Responding to risks                            | Immediate risk response selection                               | Choosing better risk responses  |
| Managing Changes                               | Re-planning the activities with resource absence                | Having a plan for uncertainties in the start of the project                                 |
| Managing the Performance Indexes               | Checking the project graphs and reports                         | More detailed information on some performance information could have helped                 |
| Generating Project Reports                     | Regularly checking project reports to see shortcomings          | Understanding the feedback better   |
| <b>Closing</b>                                 |   |   |

|                           |   |   |
|---------------------------|---|---|
| Reporting Lessons learned | Quick decision-making and managing employees well | Managing both critical and non-critical activities equally and planning adequate meetings |
| Reporting & Debriefing    | Scheduled meetings with the management            | More individual meetings with the resources and the management                            |