# Personal Report, Jacob Smith

Despite final delivery not being met, overall the project went well and it was unfortunate that every unimplemented feature (and the associated QA), with the exception of the server-server code, was just ‘one more hour’ from delivery.

As technical lead I should have paid more attention to the progress and management of the Servlet development. This was due to the fact that when I came to attempt the Server-Server code (half-way through implementation and testing week) with the servlet framework we were using, I discovered just how difficult it was to work with and the issues Ivan and Rich had been working hard to fix.

I did not take any of the Web Development or Database modules in the first year as I am a dual-honours student and as such was not well equipped to manage the servlet development, leaving most of it to Ivan. I recognise, in hindsight, that I should have been more ‘hands on’ with the technology at a much earlier stage as this would have given us time to solve the technical problems we had with the framework.

Despite team morale hitting rock bottom Thursday afternoon (just before the Servlet framework began to work) there was no infighting or blame despite the immense stress that must have been felt.

Pair programming efforts by myself and Ivan got the servlet framework working just before closing Thursday - we were able to quickly integrate and smoke-test many of the features that were included in the build finalised the following morning. File IO and serialisation came that morning, just before I had to leave for lectures - leaving the team to smoke-test and lock in the build without me.

It is with great remorse that I am left no other conclusion but the failure of the project was, ultimately, my own fault. Had I performed better as technical lead, and led servlet development more strongly - instead of focusing on where my strengths lay in the data sub-system - the problems that plagued integration and testing week could have been cleared well in advance and the project may have been a total success.