Project Close-Out Report

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Report Date: *November 15, 2024*	
KEY INFORMATION	
Project Name	AHI App Development
Division/Department	Marketing and IT Department
Project Sponsor	Mary Smithers (Marketing Sponsor)
Project Manager	Cary Manning (Marketing Department)

PROJECT GOALS
Document the original goals from the project charter.
1.   Develop an application to provide real-time marketing data.
2.   Ensure secure invoicing and order processing features.
3.   Improve access to all AHI products and pricing.
4.   Meet the 90-day project timeline for development.
5.   Achieve positive customer feedback from the focus group.

PROJECT GOAL SUCCESS ANALYSIS
Highlight the success or failure in meeting the project goals from the original plan and explain deviations. (Success, Partial Success, Not Accomplished)

1. Develop an application to provide real-time marketing data.
   Status: Success
   Notes: Achieved core functionality, but some features were excluded for future versions.
2. Ensure secure invoicing and order processing features.
   Status: Success
   Notes: Feedback indicated satisfaction with secure invoicing and order processing.
3. Improve access to all AHI products and pricing.
   Status: Success
   Notes: Customer feedback confirmed improved access, though additional reports are planned for version 2.
4. Meet the 90-day project timeline for development.
   Status: Partial Success
   Notes: A third sprint was added, extending the original schedule slightly but within the 90-day timeframe.
5. Achieve positive customer feedback from the focus group.

Status: Success
Notes: Customer feedback was positive, meeting this objective.

SCOPE REVIEW

Call out any variances to the original scope plan and briefly describe why they happened. Can these variances be prevented in future projects? If so, how?

- ✓ **Variances:** The project scope was adjusted to exclude certain data feeds and reports due to insufficient requirements gathering at the start.
- ✓ **Prevention:** Future projects could benefit from more thorough initial requirements gathering to reduce the need for scope adjustments.

SCHEDULE REVIEW

Call out any variances to the original schedule plan and briefly describe why they happened. Can these variances be prevented in future projects? If so, how?

- ✓ **Variances:** An additional sprint was required, causing minor deviations in the schedule.
- ✓ **Prevention:** Incorporating initial Scrum training and better estimation of team velocity could help maintain schedules in future projects.

COST REVIEW

Call out any variances to the original budget plan over or under and briefly describe why they happened. Can these variances be prevented in future projects? If so, how?

- ✓ **Variances:** The project incurred an additional cost of $7,000 due to equipment requirement omissions and inflationary factors.
- ✓ **Prevention:** Future projects should consider inflation and a comprehensive list of requirements during budget planning to prevent similar overruns.

RISK ANALYSIS

Call out anticipated or unanticipated risks that impacted the project. Could these risks be prevented in future similar projects? If so, how? Refer to the Risk Register to review or link to register directly.

- ✓ **Anticipated Risks:**
  - Initial Scrum training was identified as a potential risk, but it was not implemented, which impacted the development process by causing mixed methods (traditional and adaptive).
  - Recruitment difficulties were anticipated, as IT had two vacancies to fill but could only hire one qualified candidate.
- ✓ **Unanticipated Risks:**

- Equipment requirement omissions and inflationary cost factors led to additional expenses that were not foreseen during the initial budgeting phase.
✓ **Prevention Measures for Future Projects:**
  - For anticipated risks, ensure that all team members undergo initial Scrum training before the start of the project to provide a more structured approach.
  - Improve the recruitment process in collaboration with Human Resources to ensure timely filling of all necessary positions.
  - During budget planning, include contingency funds to account for inflation and potential equipment needs to reduce the impact of unexpected costs.

OUTSTANDING ITEMS

List any outstanding project-related follow-up items, how they are being addressed, and who is responsible.

Issue	Planned Resolution	Assigned To
Minor interface issues	IT department to address these issues with a target completion by Nov 15, 2024.	IT Team
Recruitment for the second developer	Continue collaboration with Human Resources to onboard a new hire by Dec 1, 2024.	IT & HR Departments
Missing features (data feeds and reports)	Incorporate these outstanding requirements in version 2 development.	Project Manager

LESSONS LEARNED

DID WELL

Note what aspects of the project went well or better than expected, and share your thoughts on how this positive outcome could be replicated in future projects.

ITEM	NOTES
Positive customer feedback	Customer focus group responded positively to the new app, especially regarding secure invoicing and improved access to AHI products and pricing.
Timely completion within the 90-day window	Despite additional requirements, the project was completed within the 90-day timeframe by adding a third sprint.

Effective feature prioritization	Core features were successfully implemented, while secondary features were deferred to version 2, ensuring essential functionalities met initial goals.

DO BETTER

Note what aspects of the project went poorly or worse than expected, and share your thoughts on how this less than desirable outcome could be avoided in future projects.

ITEM	NOTES
Requirements gathering	Inadequate requirements gathering at the start led to change requests and feature exclusions. Improved initial gathering could prevent this in future projects.
Initial Scrum training	Lack of initial Scrum training led to a mix of traditional and adaptive methods, reducing efficiency. Starting with Scrum training could improve future performance.
Recruitment issues	Only one out of two positions was filled, impacting team capacity. Enhancing the recruitment process could help meet staffing needs on time in similar projects.

RECOMMENDATIONS

Note any recommendations for future project managers managing similar projects.

- **Improve Initial Requirements Gathering:** Conduct thorough requirements gathering at the project's start to minimize scope changes and reduce unanticipated requests.
- **Provide Initial Scrum Training:** Ensure that all team members receive initial Scrum training to enhance alignment with Agile practices, improving efficiency and team cohesion.
- **Plan for Recruitment in Advance:** Coordinate closely with HR to ensure recruitment is completed ahead of project start dates, ensuring all key roles are filled for optimal team performance.
- **Budget for Contingencies:** Include contingency funds in the budget to cover inflation and any unforeseen equipment needs to avoid cost overruns.

PROJECT ARCHIVES

Note where those wanting to reference documents related to this project in the future will be able to find them.

All project-related documents, including requirements, design specifications, project plans, sprint retrospectives, and final reports, are archived in the company's **Project Management Repository**. Access can be granted through the IT Department upon request. Specific files are located in the following directory:

- **Repository Path:**
  \Company_Server\Projects\AHI_App_Development\Final_Documents

For future reference, please contact the Project Management Office (PMO) or the IT Department to obtain access.

PROJECT CLOSEOUT

- Lessons Learned Conducted: November 14, 2024
- Closeout Review Complete: November 15, 2024