



Project performance Evaluation report

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Capacity: Project Manager

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1. Executive summary

The project has created a web application that catalogues processes into easy to navigate, easy to access, easy to understand processes. These processes are easy to create and customize, this means that the App (or rather Process log as it is known) is department independent. The Process log is built on Web development best practices which ensures stability and reliability.

This project revealed that in the CRS department leaders assumed that all their workers know the processes in the way they should know it, not only merely to carry out their jobs but to also innovate and refine the operations. This was unfortunately far from the reality within the department. People only know the process enough to get through their targets. Half the time they didn't have the latest information on the process let alone the foundational information of why they doing what they do day to day.

Lessons taken from this project are the need for a single source of the latest, reliable information is a must in any department with a constantly changing process. The changes in the department will not reach all the employees without this and this will develop inconsistencies which will eventually affect the customer, especially if this process is a client facing one. On the technical aspect of the project we learned that frameworks will speedup you development and create a stable system as you are following a tried and tested framework.

The project was a mix of managing the scope of work, the various technical knowledge and the personalities that where part of the project. But eventually we managed to produce an app that will benefit the organization for a long time and change the way information is consumed in the workplace. This app will reduce the pressure on the team leaders allowing them the ability to focus on managing their team.

We recommend that Process log be rolled out across the whole organization and that the CRS process be synchronised with the rest of the bank's departments. We recommend a road show that will go across the bank introducing the CRS process and the process log.

2. Introduction

2.1. Evaluation Purpose and Process

This evaluation is done to ensure that lessons from this project are documented should a similar (web Application development) project be implemented in future. This report also serves to present to relevant stakeholder the outcome of the project.

2.2. Expected Results

The key output of this project was a web application that showcases organization processes in an easy to navigate web based application that uses approachable language. Which is easily customizable for any process making it fit for any organization.

3. Design and implementation

3.1. Formulation

The project was implemented to follow best practices in the web development industry. We took a modular approach which meant some tasks where not heavily dependent on predecessor tasks.

3.2. Rationale

This approach allowed for developers to focus on their piece of work without worrying about other pieces of the app. This led to them producing their deliverables quicker and produce good work.

3.3. Financing and costs

The approach of the project was to base the costs of the developers on the South African web development industry salary framework. Even though the organisation's cost centres costs are much less. This allowed the project to use the remaining amount as reserves for unforeseen issues. This amount came in when we had to replace the front end developer and hire a more senior individual.

3.4. Scheduling

This type of project gave us an opportunity to have some tasks run concurrently. This meant that what was initially a lot of work to manage: the individual developer's schedules, became easier as the project progressed, as the other developers completed their work. The project manager had to deal with less and less developers and eventually only dealt with the server developer.

3.5. Changes

The project had to change the front end developer due to their slow pace. They were replaced with a more senior developer. However due to the immediately above mentioned scheduling approach this did not affect the overall project time. Fortunately the developer found was faster than expected as he met the original deadline.

3.6. Outputs

What was eventually produced in the project was the above mentioned application. Also produced is a business case for a new project that is a road show to introduce the process that started the project (CRS) and the App.

4. Performance assessment Measurements

Highly Successful: Overall weighted average is greater than 2.7.

Successful: Overall weighted average is between 1.6 and less than 2.7.

Partly Successful: Overall weighted average is between 0.8 and less than 1.6.

Unsuccessful: Overall weighted average is less than 0.8.

Criterion	Weight (%)	Definition	Rating Description	Rating Value
Relevance	20	The solution is in line with the organization's brand of embracing innovation to better the customers experience	Relevant	2
Effectiveness	30	The outcome has addressed the concerns of the department of having a single source of knowledge	Highly Effective	3
Efficiency	30	The project used resources in an efficient way, in accordance with the practicality advocated by the organization	Highly efficient	3
Sustainability	20	Maintenance channels have been established and the Process log will be sustained	Likely	2
Overall Assessment	Highly Successful			

5. Other assessments

5.1. Impact

Although the practical impacts of the app have not been felt as the has just been implemented and it is too soon to measure any results, we have highlighted the importance of not taking it for granted that all your staff knows the process as they should. As you run your department it is important to take positive steps to ensure that they all know the process. This project highlighted the confusion that was being experienced by agents in the department around the process.

5.2. Impact on institution

Due to the confusion that was created by agents not knowing the process. A lot of agents expressed to us the amount of times customers said they are leaving the organisation due to the inconsistencies, the app will curb this. This will be consistent with the organisation's public persona of being the most innovative bank which makes customers banking less cumbersome.

6. Lessons

- When developing a system that doesn't depend too much on a process or a situation, don't allocate too much resources to these processes and situations. Although they will eventually interact with the system, the system's development doesn't depend on them.
- When dealing with developers stick to the scope, they have a tendency of wanting to add features that could potentially extend your scope.
- Incentivise people in your project even if it's not with money, they must see value potentially coming to them should they perform well e.g. the presentation to the COO, people saw an opportunity to network with people with the potential to advance their careers.
- Get experienced people and the best for the job even though they may be slightly more expensive you are sure to get the benefit of their experience.
- Use frameworks especially in projects that demand less security

7. Conclusion

The project was a success due to the cooperation of the project team and the project manager. The project manager approached the developers who are notorious for having big personalities and expertise with respect and a collaborative approach, although that had to develop scope creep it kept the developers engaged. This coupled with the opportunity to rub shoulders with the COO made them very supportive towards the project. Project management is not only the best laid scope and best financial management but also it is about navigating personalities

This project was created to consolidate the knowledge and process in the CRS space and eventually the rest of the bank. This project achieved the creation of a tool to help in this. Process log was inexpensive to build, especially when weighed against its potential benefit.