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| Project Close-Out Report | |
| **Report Date: August** *30, 20xx* | |
| **Key Information** | |
| Project Name | AHI Market Analytics Mobile App Development |
| Division/Department | Digital Solutions / Analytics |
| Project Sponsor | Cal Hamer |
| Project Manager | Cary Manning |

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| **Project Goals** |
| Document the original goals from the project charter. |
| 1. Enable secure and user-friendly checkout functionality |
| 1. Ensure the app meets QA and compliance standards |
| 1. Build order tracking and invoice visibility features |
| 1. Create an internal product catalog for marketing insights |
| 1. Deploy infrastructure capable of automated and secure updates |

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| **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. Success: Checkout API and UI completed and tested  2. Success: Compliance checklist completed; all test cases passed  3. Partial Success: Basic invoice view deployed; reporting enhancements deferred  4. Not Accomplished: Marketing dashboard postponed due to scope focus shift  5. Success: Deployment pipeline configured and CI successfully integrated |

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| **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? |
| Variance: Removed marketing dashboard from MVP delivery  Why: Reprioritized to focus on secure transactions and QA  Prevention: Clarify MVP deliverables more rigidly in sprint 0 and lock features post-kickoff |

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| **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? |
| Variance: Minor 2-day delay in UI QA testing  Why: Misalignment on test case ownership between QA and PO  Prevention: Assign test case documentation as a sprint zero task in future |

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| **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? |
| Variance: Delivered under budget by $895  Why: DevOps hours came in lower than estimated; scope trimmed  Prevention: Apply buffer conservatively across sprint items for flexible capacity |

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| **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. |
| | **Risk** | **Impact & Prevention** | | --- | --- | | Backend log compliance validation | Slowed sprint until clarification was received. Predefine log standards | | Staging access failure | Blocked QA for 2 hours. Set redundancy check before Sprint Start | |

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| **Outstanding Items** | | |
| List any outstanding project-related follow-up items, how they are being addressed, and who is responsible. | | |
| **Issue** | **Planned Resolution** | **Assigned To** |
| Final PO review of invoice flow | Demo in retrospective + post-sprint sign-off | Cal Hamer |
| UAT summary report | To be compiled and shared | Priya Service |
| Archive all sprint artifacts | Store on shared drive and link to SharePoint | Cary Manning |

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| **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** |
| Cross-functional collaboration | |  | | --- | | IT, QA, and business teams were tightly aligned from day one | |
| Budget management | Accurate estimation + tracked allocation kept budget under control |
| **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** |
| Late test case alignmen | Test plan agreement was not completed before build started |
| Scope confirmation | Marketing dashboard removed mid-sprint – should have been locked earlier |
| **Recommendations** | |
| Note any recommendations for future project managers managing similar projects. | |
| * Include formal MVP lock session before Sprint 1 * Define test responsibilities early (who writes, who runs) * Use live burndown reviews mid-sprint to surface blockers sooner | |

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| **Project Archives** |
| Note where those wanting to reference documents related to this project in the future will be able to find them. |
| * All documentation and sprint deliverables stored in: \\AHI-NetworkDrive\Projects\AnalyticsMobileApp\Final\_Archive * Also backed up to SharePoint: https://ahi.sharepoint.com/sites/AnalyticsApp |

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| **Project Closeout** |
| * **Lessons Learned Conducted**: August 29, 20xx * **Closeout Review Complete**: August 30, 20xx |