ASN 2.0 Phase I – Elizabeth Arden Demo – Post Project Review
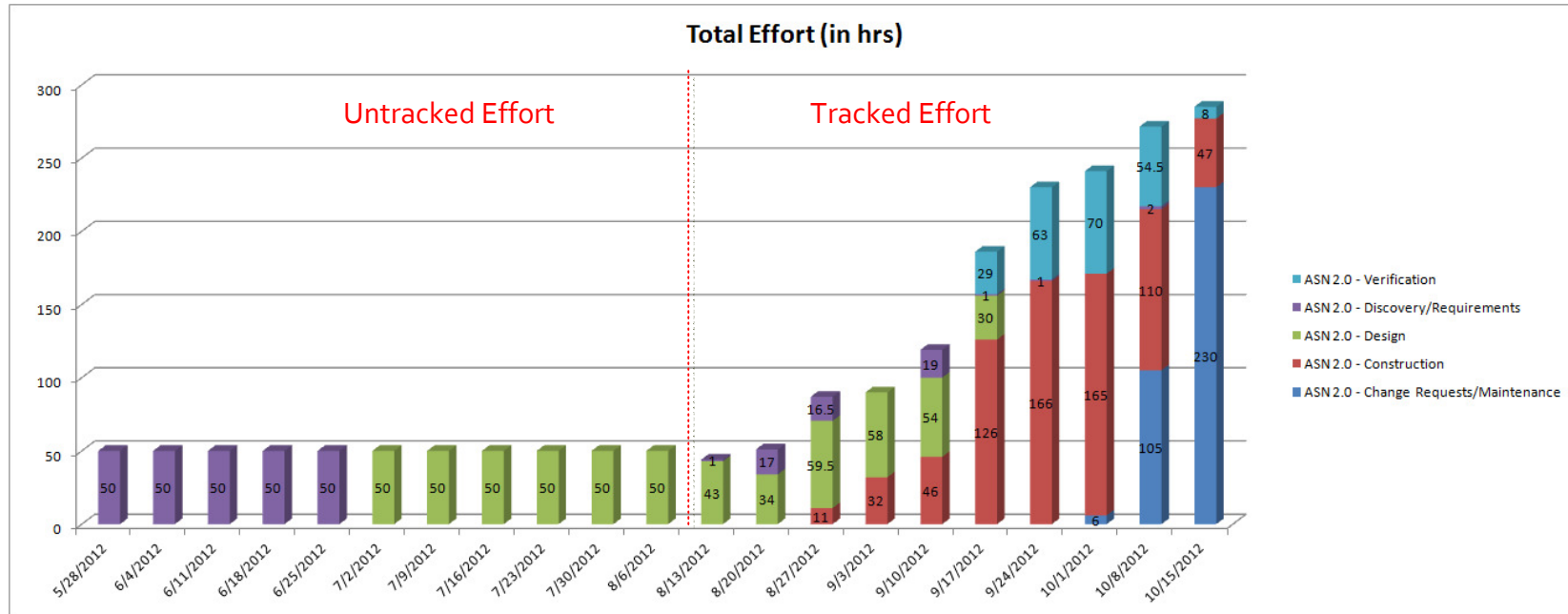
Project Name: ASN 2.0 Phase I – EA Demo
Project Manager: Perry Lee

Project Start: 05/28/2012
Project End: 10/23/2012

Lo Effort Est (FULL Production): 1950 hrs
Effort at Completion (Demo ONLY): 2154 hrs*

Total Effort (in hrs)

Summary

- As expected, Change Requests accounted for 15% of overall effort.
- As expected, Construction accounted for approximately 30% of overall effort.
- Would like to decrease Design effort to 15% and Construction effort to 40%.

ASN 2.0 Effort Distribution

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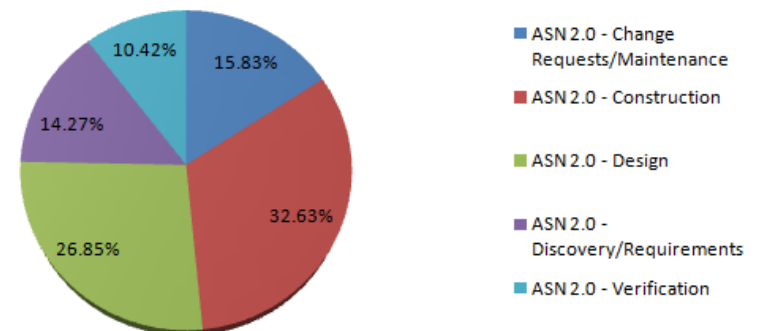
Project Start: 05/28/2012
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Post Project Review – Survey Results (Question 1 – Project Success)

1. Overall, how successful was the project?		Create Chart ⬇ Download
	Response Percent	**Response Count**
1. Extremely Successful	12.5%	1
2. Somewhat Successful	87.5%	7
3. Neutral	0.0%	0
4. Not Successful	0.0%	0
5. Total Failure	0.0%	0
Briefly describe why you think the project was successful / was not successful. Show Responses		5

Comments (Highlights)

- Some issues with spec details and task dependencies, but were not too critical.
- Not all key required features were delivered on time. But as for a Demo version which shows the main features, it was sufficient.
- Demo was successful. - Some planned tasks not completed.
- On time but too many change requests.
- Demo was delivered on-time and system performed as expected.

Recommendations

- None

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Post Project Review – Survey Results (Question 2 – Project Initiation)

2. [Project Initiation] Were project terms agreed and signed off during project initiation? Were the objectives of the project clearly stated? Were key stakeholders involved in the initiation process? Were the benefits of completing the project clearly identified.

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	Response Percent	Response Count
1. Strongly agree	37.5%	3
2. Somewhat agree	37.5%	3
3. Neutral	25.0%	2
4. Somewhat disagree	0.0%	0
5. Strongly disagree	0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses		2

Comments (Highlights)

- Objectives of the demo were clearly stated. Deadlines were communicated early on.
- A significant portion of design was changed after presenting to Simon.

Recommendations

- Engage Simon early on the design/requirements process.

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Post Project Review – Survey Results (Question 3 – Project Schedule)

3. [Project Schedule] Was there adequate work/life balance throughout project life cycle? Was adequate time allotted for each deliverable & overall project? Were schedule estimates accurate? Were changes in dependencies and schedules clearly communicated? Were deliverables consistently delivered on-time?

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	Response Percent	Response Count
1. Strongly agree	12.5%	1
2. Somewhat agree	62.5%	5
3. Neutral	12.5%	1
4. Somewhat disagree	0.0%	0
5. Strongly disagree	12.5%	1
Please briefly describe what went well and what we could have done better. Hide Responses		5

Comments (Highlights)

- All tasks were L0 estimates, so estimates were not very accurate.
- Some tasks were not delivered on time as they were not scheduled accurately.
- Some important dependencies were not identified early on.
- Project required work on weekends.
- Majority of team was spread thin during this project (over 40hrs per week).
- Deliverables were somewhat on-time (largest delay was approximately 3 days).

Recommendations

- Disseminate larger tasks into smaller subtasks to provide better estimates.
- Obtain L1 estimates once requirements/designs are further clarified. Revise project schedule based off L1 estimates.
- Rather than estimate hours, estimate complexity of a specific story. Use this project to determine team velocity and then come up with schedule based off complexity rather than man hours.

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Post Project Review – Survey Results (Question 4 – Project Planning & Tracking)

4. [Project Planning & Tracking] Changes to the scope - were they controlled and ⊙ Create Chart ⬇ Download communicated? Were all requirements clearly identified? Did project plan include all activities for all areas? Were key deliverables/milestones clearly defined? Was there sufficient control/tracking information? Were Risk/Issue management processes applied adequately? Was project controlled/tracked properly?

	Response Percent	Response Count
1. Strongly agree	50.0%	4
2. Somewhat agree	37.5%	3
3. Neutral	12.5%	1
4. Somewhat disagree	0.0%	0
5. Strongly disagree	0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses		3

Comments (Highlights)

- Continuous tracking allowed for fast and flexible reaction to changes.
- Almost all requirements were clearly identified.
- Project changes were managed in a controlled manner.
- Regularly reviewing, prioritizing, assessing impact of change requests/issues helped the team stay focused.

Recommendations

- None

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Post Project Review – Survey Results (Question 5 – Project Communication)

5. [Project Communication] Please consider internal communication (within the Project Team) and external communication (with other Projects, suppliers, support groups). Were key decision makers easily accessible? Was information exchanged between different areas (i.e. problems shared) in a timely fashion? Were stakeholder's expectations managed & communicated effectively.

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		Response Percent	Response Count
1. Strongly agree		62.5%	5
2. Somewhat agree		37.5%	3
3. Neutral		0.0%	0
4. Somewhat disagree		0.0%	0
5. Strongly disagree		0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses			3

Comments (Highlights)

- There were no issues with project communication.
- Had to re-work some designs since we did not obtain formal approval for specific features (ie.. Flexible shipments list).
- Regular bi-weekly meetings kept communication channels open amongst development team.

Recommendations

- Hold regular status meetings with Simon/Marc through entire project life-cycle rather than just fully engaging them towards tail end of the project.

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Post Project Review – Survey Results (Question 6 – Project Quality)

6. [Project Quality] Were quality checks/controls utilized during requirements/analysis, design, construction, verification phases of the project? Were quality controls built into the development process (ie.. during design and construction)? Was project team able to meet all testing requirements? Was testing process clearly defined and understood by entire project team? Were testing schedules clearly communicated? Was there a standard set of testing guidelines? Did project undergo full testing cycle (QA, SIT, UAT, Staging) - did project team receive sign offs after each testing stage? Were defect/bug tracking processes & tools adequate?

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	Response Percent	Response Count
1. Strongly agree	25.0%	2
2. Somewhat agree	62.5%	5
3. Neutral	12.5%	1
4. Somewhat disagree	0.0%	0
5. Strongly disagree	0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses		3

Comments (Highlights)

- QA was done perfectly. Involving QA in the project initiation and planning helped with requirements/analysis phases.
- Need to fully document validations and restrictions.
- Having a single point of contact for defects proved very valuable.
- Having Marc thoroughly test through UAT gave us confidence that the demonstration would go smoothly.
- Still a significant number of NULL pointer exceptions discovered during testing cycles.

Recommendations

- Ask developers to document complex designs (ie.. UML diagrams) so that QA team can further assist/participate in the design/construction phases.
- Should implement one standard template for QA reports and defects.
- Maintain current model of using Roma as a QA lead and report bugs/defects directly to him. He can then distribute amongst the developers as necessary and provide status/feedback to PMs.
- Need to figure out how to build quality control into construction/design. There was still an unacceptable number of NULL pointer exceptions discovered during testing cycles.

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Post Project Review – Survey Results (Question 7 – Project Documentation & Training)

7. [Project Documentation & Training] Were project documents (project plan, change/risk/issues logs, etc..) produced and distributed to all the right people? Were documents produced & delivered in a consistent format and timely fashion? Were training requirements (if any) satisfactorily planned and addressed?

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		Response Percent	Response Count
1. Strongly agree		50.0%	4
2. Somewhat agree		37.5%	3
3. Neutral		12.5%	1
4. Somewhat disagree		0.0%	0
5. Strongly disagree		0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses			4

Comments (Highlights)

- There were some issues with the specifications.
- Some use cases were not fully documented in the specifications. That lead to inaccurate estimates by the developers and a lot of rework as multiple solutions were implemented for the same requirement.
- Some parts of the specifications were obsolete.
- Project plan was updated twice a week and uploaded into Wiki. Feel this was the best method to push the plan and dates to entire team.

Recommendations

- Since we work in a rapid development environment, I do not think we would ever be able to fill in every gap in the specifications. One suggestion to address the gaps in specifications would be to engage development leads into ALL requirements/change meetings. That should reduce the amount of rework that is attributed to design changes and out-of-date specifications.
- Specifications should follow a standard template. Include more UI mock-ups as a number of the changes were UI related.

Tools

- Procure site license for Visio 2010 or Adobe Photoshop so that the team can easily create mockups.
- Procure site license for MS Project 2010 Professional so team can easily view and update a shared project plan.

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Post Project Review – Survey Results (Question 8 – Project HR Management)

8. [Project HR Management] Did project have adequate resources to complete 🕐 Create Chart ⬇ Download on-time and on-budget? Was the project team skill level correct? Were resources with the right skills available when needed? Were all appropriate resources engaged early on and assigned properly? Were external support teams (if required) engaged early on? Were roles/responsibilities clearly defined?

		Response Percent	Response Count
1. Strongly agree		62.5%	5
2. Somewhat agree		25.0%	2
3. Neutral		12.5%	1
4. Somewhat disagree		0.0%	0
5. Strongly disagree		0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses			3

Comments (Highlights)

- The roles were distributed correctly. Current team is capable of tackling projects of similar size & complexity.
- After initial UAT, we started to see a number of change requests.

Recommendations

- Engage entire team early on (including Tira) as she could have been a valuable SA resource. She could have assisted with specifications (UI mockups), requirements gathering, and testing.

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Post Project Review – Survey Results (Question 9 – Project Management/Governance)

9. [Project Management/Governance] Was current Software Development Life 🔵 Create Chart ⬇ Download
Cycle process (requirements/analysis, design, construction, verification, implementation) adhered to? Was
project governance (i.e. documents/tools/systems utilized, regular meeting schedules, project execution
processes, etc..) clearly defined? Was project management/governance overhead minimized as much as
possible?

	Response Percent	Response Count
1. Strongly agree	75.0%	6
2. Somewhat agree	25.0%	2
3. Neutral	0.0%	0
4. Somewhat disagree	0.0%	0
5. Strongly disagree	0.0%	0
Please briefly describe what went well and what we could have done better. Show Responses		2

Comments (Highlights)

- Brief 15-minutes meetings did not take away too much from the team. This allowed entire team to participate in discussions.

Recommendations

None

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Post Project Review – Survey Results (Question 10 – General Feedback)

Comments (Highlights)

- We should improve the specification process.
- Should update specifications more frequently when new requirements are identified or existing requirements are clarified/changed.
- One project at the time seems to be the right model.
- This was a good example of a properly planned & executed project. Expectations were managed regularly and everyone was able to remain focused on their deliverables.
- Include more UI mockups in specifications early on.