

Project Closeout Report

Presented to the IT Committee <Month dd, yyyy>

Project Name: Position Information Questionnaire Rewrite (PIQ) Employee Management System (EMS)

Agency: Department of Transportation (DOT)

Business Unit/Program Area: Human Resources/Department-wide

Project Sponsor: Mike Sandal, HR Director

Project Manager: Treva Beard (DOT)/Beverly Maitland (DOT)

Objectives		
Project Objectives	Measurements	
	Met/Not Met	Description
Ability to utilize workflow to route PIQ for approval.	Met	Workflow and digital signatures will be utilized.
Ability to gather data from PeopleSoft to eliminate any redundancy in data entry and to ensure accuracy	Met	Information is accurately and efficiently brought to the system from PeopleSoft.
Allow all DOT employees to have access to their own PIQ.	Met	The web-based application allows all FTE's of the department to have logon access to system.
Maintain proper retention of documents.	Met	Appropriately stored in database and retention guidelines are being followed.

Schedule Objectives					
Met/Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Met	19 months	12 months	14 months	26%	-9.4%

Budget Objectives					
Met/Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$286,725	\$301,575	\$285,983	0%	5.1%

Major Scope Changes
<ul style="list-style-type: none"> • Allow multiple forms to be used in the PIQ System – increased complexity for development and testing • New email notifications for new employee, termination, retirement, section change and probation • Add an additional level of approval • Change add/edit form to allow DOT to determine the approval routing of the form. Change view form to display the routing • Rearrange the selection steps when generating a form • Exempt/non-exempt-pull should be used from the position table in People Soft - Added design/development to include additional information from PeopleSoft • Redesigned the application to be generic to be used by other agencies

Lessons Learned
<ul style="list-style-type: none"> • Typically a developer is brought into a project at the end of the design phase. The lesson learned is that the developer should be brought into the project at the beginning of the design phase to participate in the customer meetings in order to develop a better understanding of the product being delivered. • Do not run acceptance testing during the time that system testing is being conducted. Impact was that the customer was opening problem logs at the same time the developers were trying to finish system testing and work

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out system test problem logs.

- When analyzing the impact we **underestimated the effort**.
 - We allowed new forms to be added and presumed all forms would work.
 - Should have had a review with DOT to discuss how the forms worked until after we had gone into System Testing.
- We could have designed the database a little differently.
 - Indexes should have been designed into the tables earlier in the design phase to avoid performance issues in load testing.
- Make sure the customer has a better understanding of the prototype design.
 - Lesson learned is that design/development team should work closer with the customer when they are reviewing the prototype.
 - This would have allowed a better understanding of the flow down and how the application worked.
- Security roles: ITD did not realize DOT wanted to assign the roles so the roles were programmed per standard ITD practice.
 - Lesson learned is that something in the plan should define how the security process should work.
 - ITD will add a methodology to check on security process.

Success Stories

- Provided the customer with the ability to now do performance reviews electronically as well as submit PIQ's and other forms to HRMS
- Quick turnaround time on problem logs
- Good communication between DOT and ITD
- LDAP: Learned a new/more efficient way to search, and the team was able to apply this knowledge in 1-2 days to update code.