

PROJECT CLOSEOUT REPORT

Submitted to Large Project Oversight on 2/14/18

GENERAL INFORMATION

Program/Project Name: Managed File Transfer

Agency Name: Bank of North Dakota

Project Sponsor: Joe Herslip

Project Manager: Val Brostrom

PROJECT BASELINES

Original And Final	Project Start Date	Baseline Execution Start Date	Baseline End Date	Baseline Budget	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Original Baseline	8/19/15	8/19/2015	5/16/2016	\$646,152	1/10/18		\$596,498	2.6% under
Final Baseline		11/1/17	\$646,152	1/10/18	10.9% behind	\$596,498	2.6% under	11/1/17

Notes:

MAJOR SCOPE CHANGES

Multifactor authentication was added in during the planning phase and was included in the original baseline.

MFA landing page was added as a deliverable during the project

Connect Direct Integration was removed from the scope of the project.

PROJECT OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Objective 1.1: Mitigate outstanding audit requirements.	Measurement 1.1.1: At implementation, a functioning Multi-factor authentication process that manages 100% authentication of users.	Met	
	Measurement 1.1.2: At implementation, enable audit functionality and provide file transfer governance that can provide audit capability to all transfer functions.	Met	
	Measurement 1.1.3: At implementation, provide the ability to establish and maintain 100% of individual user IDs (password/login), with specified group file permissions per location in order to maintain	Met	

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	security and reporting requirements.		
Objective 1.2: Provide a file transfer system with traceability and reporting functionality at all stages of the process.	Measurement 1.2.1: At implementation, provide the ability to track and report 100% on file transfer(s) from start to finish, providing status and error information.	Met	
Objective 2.1: Enable adhoc file transfers performed by Business areas	Measurement 2.1.1: Ability to perform adhoc transfers within the business areas.	Met	

POST-IMPLEMENTATION REPORT

Post-Implementation Reports are performed after a project is completed. A “PIR” is a process that utilizes surveys and meetings to determine what happened in the project and identifies actions for improvement going forward. Typical PIR findings include, “What did we do well?” “What did we learn?” “What should we do differently next time?” Notable findings are presented in this closeout report.

Lesson learned, success story, ideas for future projects, etc.
This provided updates to all project members and a time to discuss any issues or concerns
There were a lot of changes because of this decision. The BND architect at the time pushed for AD even though everyone recommended against it. Should have spent more time learning about the impact of this decision before proceeding.
The vendor was not able to provide much assistance with a product they include in their implementation
Requirements review and analysis must take place at the beginning of the project to ensure everyone understands what is meant by the requirements listed in an RFP.
Multiple changes with the Project manager role did not allow for the project to get off to a good start
Need to adequately staff the resources on the project to meet the expected dates
The training that was provided was not relevant to the attendees because it did not meet the description and expectations
Many tasks on the schedule did not allow for enough time to do the work primarily because the level of effort was unknown when creating the schedule.
The deliverables in the contract were not typical deliverables and were not effective to the project.