



“Cast some light on your project experience”

Susan Kamener
Sr. Program Management Engineer
skamener@mitre.org

Agenda

- **The MITRE Corporation & Corporate IT**
- **LAMP Service Background**
- **Service Workflow**
- **LAMP Service Site**
- **Lessons To-date**
- **Q&A**

The MITRE Corporation

- **MITRE is a private, independent, not-for-profit organization, chartered to work in the public interest**
- **Founded in 1958 to provide engineering and technical services to the U.S. Air Force**
- **Currently manages three Federally Funded Research and Development Centers (FFRDCs) –for the Department of Defense, the Federal Aviation Administration, and the Internal Revenue Service/Department of Veterans Affairs**
- **Microsoft SharePoint 2007 is the corporate collaboration platform**

The MITRE Corporation

LAMP was developed by the Systems Engineering dept of Corporate IT as a service for Corporate IT projects

Corporate Support Services

FFRDC-1

FFRDC-2

FFRDC-3



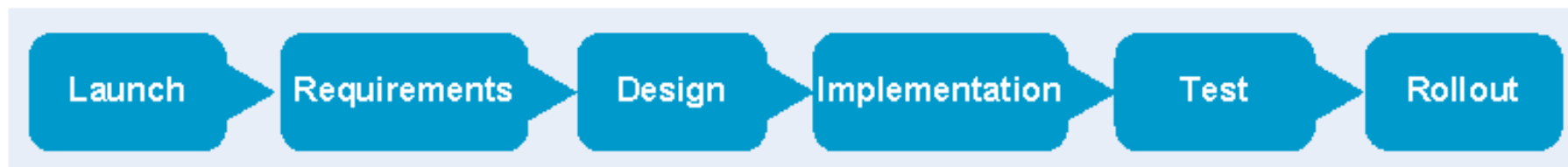
Information Systems, Infrastructure, & Services



Systems Engineering

LAMP Service – Purpose

Formalize the capture of lessons at the end of the project lifecycle...



...or at the end of a major effort, such as vendor selection, migration test #1 or Limited Rate Production

LAMP Service – Goals

- **Goal**
 - Support the discussion, and publishing, of the project experience, so that best practices can be promoted and processes can be improved across the division.

- **Success Criteria**
 - There is an increased awareness of project best practices.
 - Based on the accumulated history of lessons learned:
 - project managers can incorporate best practices into similar projects
 - processes improve in support of projects
 - There is an increase in the number of Lessons Learned Reviews conducted by projects.
 - Information about project lessons can be easily located.

- **Sponsor**
 - ISIS Technical Directors

LAMP Service – Project Team WIIFMs



Here's how the LAMP Service adds value to the process:

- **Brainstorms** with project manager to record initial thoughts to jump start the discussion
- **Partners** with project manager to determine the extended team members who should attend the working session
- **Enables** project manager to participate as a peer in discussions by facilitating the session(s)
- **Guides** discussions to uncover root causes
- **Provides** analysis of emerging themes and suggests top summary points as an independent observer
- **Records** detail discussion in business terms and maintains anonymity of team members

LAMP Service – Scope

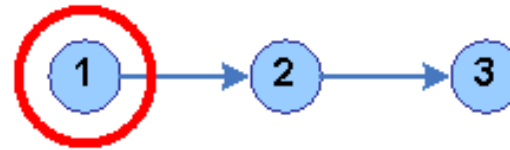
This service provides a process and a structure that will result in the following outcomes for a completed project:

- **Lessons Learned Document completed.** The Project Team has participated in a facilitated working session and has captured detail and summary points about the project experience.

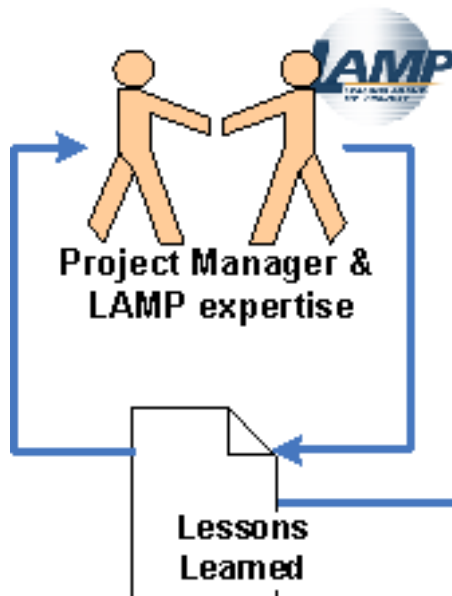
- **Project Lessons are readily available for reference.** Information about project lessons can be easily located by staff in a central repository.

- **Lessons Analysis.** The following data views are provided:
 - What We Did Right; What We Can Improve
 - Lessons by Theme
 - Lessons by Session Date; by Project Name
 - Lessons by Project Manager; by My Lessons

LAMP Service Workflow



1 Lessons Learned Draft

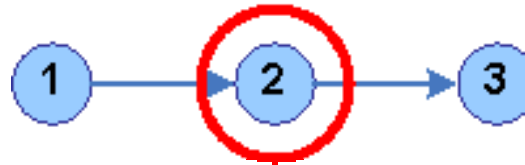


1 Lessons Learned Draft		
1a	Request LAMP expertise to draft a lessons learned document	Project manager
1b	Complete a draft of the lessons learned using the LAMP template	LAMP service, project manager
1c	Upload completed draft of the lessons learned	LAMP service

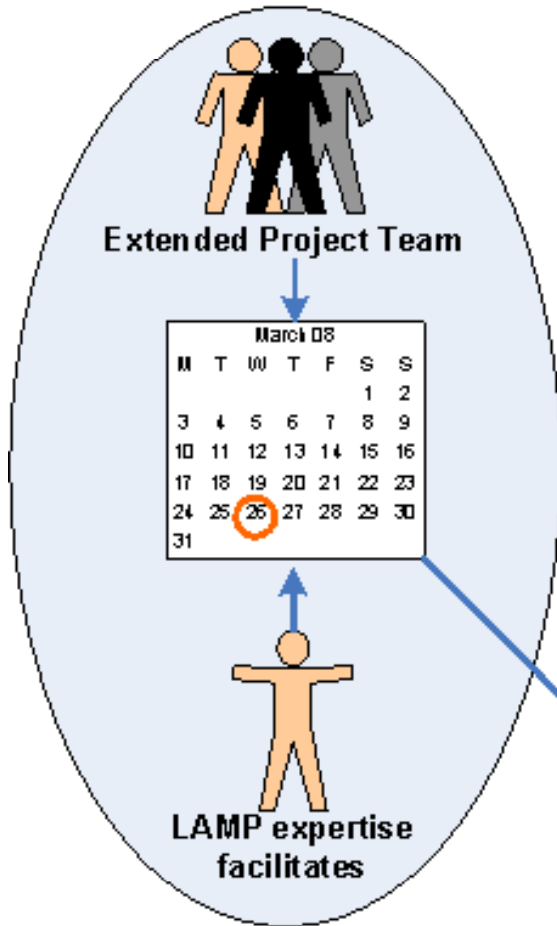
2 Working Session

- Process
- Product Development
- Staffing & Schedule
- Communications
- Testing
- Training
- Project Management

LAMP Service Workflow



2 Working Session

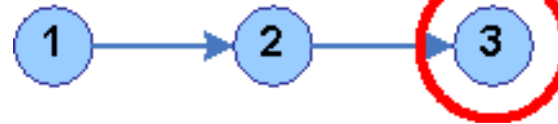


2 Working Session		
2a	Identify extended project team members for working session	Project manager
2b	Schedule and announce working session	LAMP service
2c	Read draft of lessons learned and plan to attend working session	Extended project team members
2d	Attend working session to: <ul style="list-style-type: none"> • Complete lessons learned detail • Identify top summary points 	LAMP service, extended project team members

Typical time commitment:
 -1-hour detail session
 -.5-hour summary session

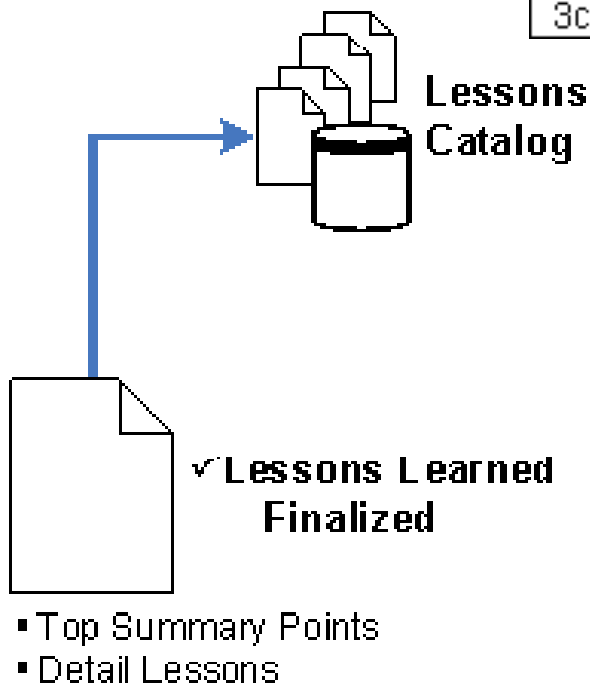
3 Outcomes

LAMP Service Workflow



3 Outcomes

3	Outcomes	
3a	Sign off on lessons learned document as recorded by LAMP service during working session	Session attendees
3b	Upload final lessons learned into lessons catalog (summary and detail)	LAMP service
3c	Announce completion with link to summary points	LAMP service



LAMP Service Toolkit

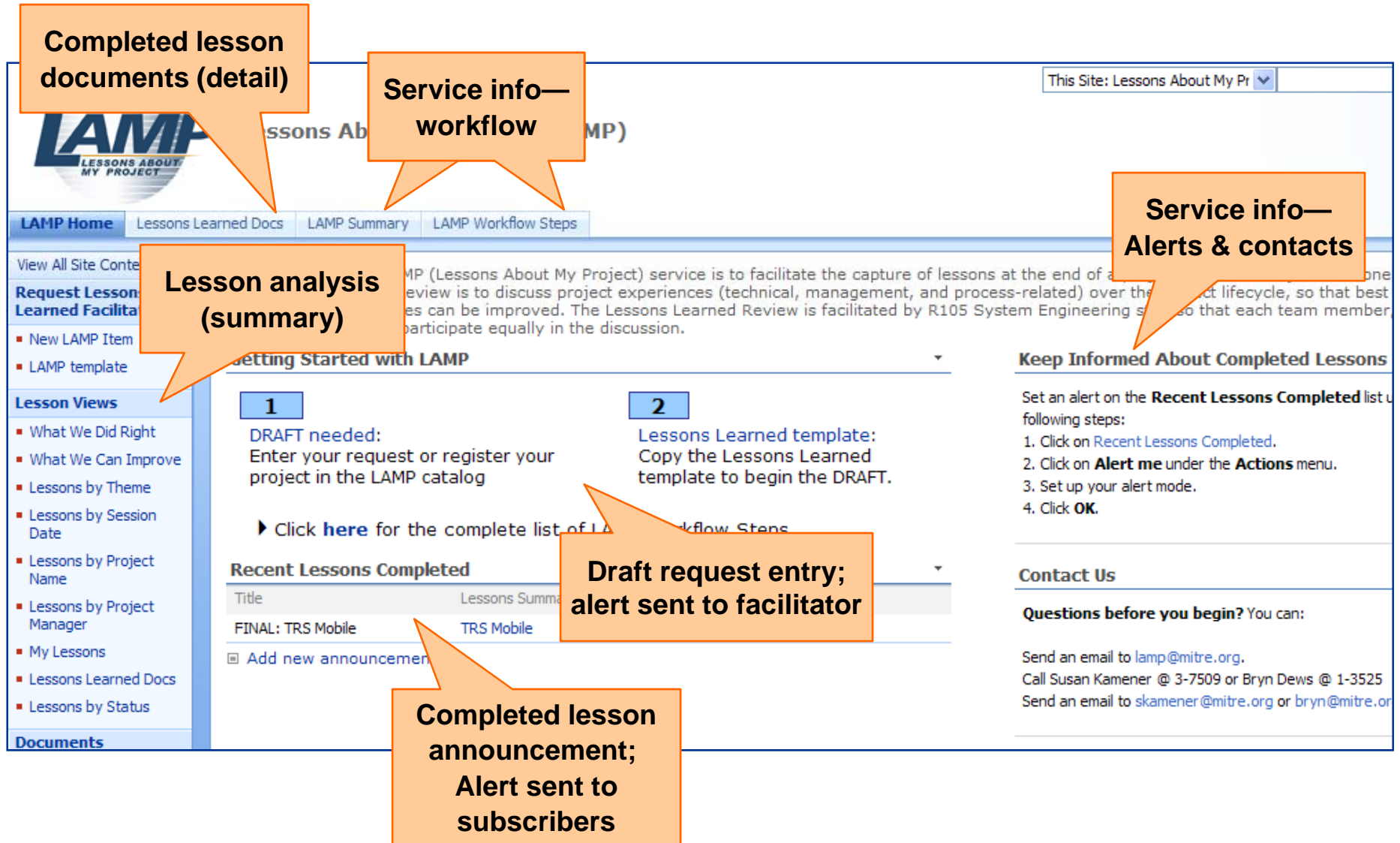


- **LAMP service packaged & delivered via SharePoint**
 - Web site developed using out-of-the-box capabilities
 - Service request entry by project manager
 - Automatic alerts for LAMP facilitators & staff interested in completed lessons
 - Repository for template & completed lesson details
 - Announcements of completed lessons
 - Views of lesson summaries
 - On-line service information—process summary, workflow steps, contacts

- **Virtual face-to-face meeting**
 - Video teleconference between Bedford & McLean
 - Cisco MeetingPlace for remote audio & web sharing
 - PC tablet for facilitator note taking



The LAMP Service Site



The screenshot shows the LAMP Service Site interface with several callout boxes highlighting key features:

- Completed lesson documents (detail)**: Points to the 'LAMP Home' navigation tab.
- Service info—workflow**: Points to the 'LAMP Workflow Steps' navigation tab.
- Lesson analysis (summary)**: Points to the 'Request Lesson Learned Facilitator' section.
- Service info—Alerts & contacts**: Points to the 'Keep Informed About Completed Lessons' section.
- Draft request entry; alert sent to facilitator**: Points to the 'Recent Lessons Completed' table.
- Completed lesson announcement; Alert sent to subscribers**: Points to the 'Add new announcement' link.

The interface includes a navigation menu with tabs for 'LAMP Home', 'Lessons Learned Docs', 'LAMP Summary', and 'LAMP Workflow Steps'. The main content area is titled 'Getting Started with LAMP' and contains two numbered steps:

- 1** DRAFT needed: Enter your request or register your project in the LAMP catalog. Click [here](#) for the complete list of LAMP Workflow Steps.
- 2** Lessons Learned template: Copy the Lessons Learned template to begin the DRAFT.

The 'Recent Lessons Completed' table shows the following entry:

Title	Lessons Summary
FINAL: TRS Mobile	TRS Mobile

Below the table is a link to 'Add new announcement'.

The 'Keep Informed About Completed Lessons' section provides instructions for setting up alerts:

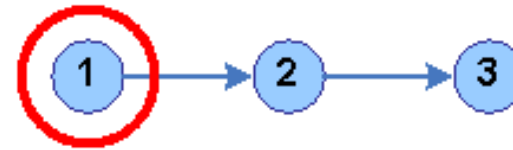
1. Click on [Recent Lessons Completed](#).
2. Click on **Alert me** under the **Actions** menu.
3. Set up your alert mode.
4. Click **OK**.

The 'Contact Us' section includes the following information:

Questions before you begin? You can:

- Send an email to lamp@mitre.org.
- Call Susan Kamener @ 3-7509 or Bryn Dews @ 1-3525
- Send an email to skamener@mitre.org or bryn@mitre.org

Lessons Learned Draft



1
DRAFT needed:
Enter your request or register your project in the LAMP catalog

Draft request by project manager

Lessons Learned List: New Item

OK Cancel

Attach File | Spelling... * indicates a required field

Project *	<input type="text"/> Entered by: project manager Enter the identifier for the project
Project Mgr	<input type="text"/> Entered by: project manager Identify the person responsible for implementing the project.

Your DRAFT Request is Complete! - Click OK at the top of the form.

The LAMP Service will contact you!

[Lessons About My Project \(LAMP\)](#)

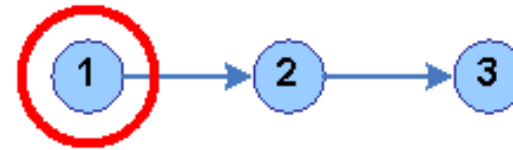
Cognos 8 Upgrade has been added

[Modify my alert settings](#) | [View Cognos 8 Upgrade](#) | [View Lessons Learned List](#)

Project:	Cognos 8 Upgrade
Project Mgr:	Henkle, Deirdre
LL Status:	1-Draft

Alert sent to facilitator

Lessons Learned Draft



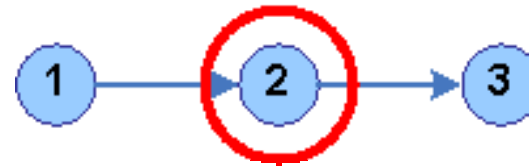
2
Lessons Learned template:
Copy the Lessons Learned
template to begin the DRAFT.

Template downloaded
by project manager

Lessons Learned for [name] Project The purpose of Lessons Learned is process improvement. These improvements can be used as processes related to similar projects in the future. Here is a summary of what can be improved in the future.
Session Date: Session Attendees: Facilitator:
Top Summary Points [to be completed by team during session] Tbd
Process Improvement What We Did Right <ul style="list-style-type: none">• Text here• Text here What We Can Improve <ul style="list-style-type: none">• Text here• Text here
Product Development What We Did Right <ul style="list-style-type: none">• Text here• Text here What We Can Improve <ul style="list-style-type: none">• Text here• Text here
Testing What We Did Right <ul style="list-style-type: none">• Text here• Text here

Documents
■ Shared Documents

Working Session



Process Improvement
 What We Did Right
 • Gathered high level requirements from stake

What We Can Improve
 • When gathering requirements, focus more on
 • When gathering require
 • Start the project at the b
 assessment/research – E
 • Need to use more generi
 captured.

Product Selection
 What We Did Right
 • Brought in 6 different v
 • Good review of what w

What We Can Improve
 • Using the Gartner and F
 selections for demos.
 • Need to have tighter age
 together before vendor c
 • Send requirements or at

Capture detailed lessons

Top Summary Points
 What We Did Right
Project Management
 Got right people on team.
 Team flexible and easy to work with.
 Identified scope creep and held the line.

Project Planning
 Identified stakeholders early and involved them.

Communications
 Set and communicated clear project goals at outset.

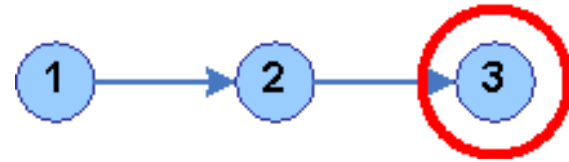
What We Can Improve
Project Planning
 Earlier market analysis, use to select vendors.
 Meet with team before vendor meetings to ensure bett

Project Management
 Have clear agenda/goals for demonstrations.

Analyze themes for summary:

- CM (change management)
- Communications
- Design
- Development
- Environment
- Inter-team Coordination
- Process
- Project Management
- Project Planning
- Project Team
- Requirements
- Scope
- Testing
- Training
- User Involvement
- Vendor Support

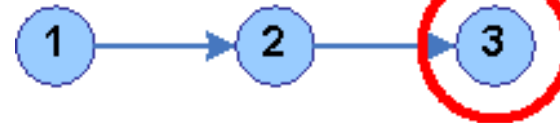
Outcomes--Detail



Document Name	Status
LL_CMS_Summary	FINAL
LL_CTR	FINAL
LLHelpDesk020115	FINAL
LogMgtTool	FINAL

Completed document uploaded to document library

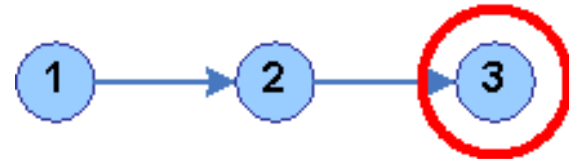
Outcomes--Summary



What We Did Right	 Project Planning Identified stakeholders early and involved them. Project Management Got right people on team. Team flexible and easy to work with.
What We Can Improve	 Project Planning Earlier market analysis, use to select vendors. Meet with team before vendor meetings to ensure better focus/outcomes in demonstrations. Project Management
Themes	<input type="checkbox"/> Enter themes <input type="checkbox"/> CM <input checked="" type="checkbox"/> Communications <input type="checkbox"/> Design <input type="checkbox"/> Development <input type="checkbox"/> Environment <input type="checkbox"/> Inter-team Coordination <input type="checkbox"/> Process <input checked="" type="checkbox"/> Project Management <input checked="" type="checkbox"/> Project Planning

Top summary & themes added to original request

Outcomes--Posting



Attach File | Delete Item | Spelling... * indicates a required field

Title * FINAL: TRS Mobile

Lessons Summary Link
Type the Web address: (Click here to test)
http://communityshare.mitre.org/sites/r105_sys/lamp/Lessons%20|
Type the description:
TRS Mobile
Link to the project lessons that have been completed.

Expires * 1/29/2009
Calculated: 1 m

Recent Lessons Completed	
Title	Lessons Summary Link
FINAL: TRS Mobile	TRS Mobile
<input type="checkbox"/> Add new announcement	

Announcement entered & displayed on site

[Lessons About My Project \(LAMP\)](#)

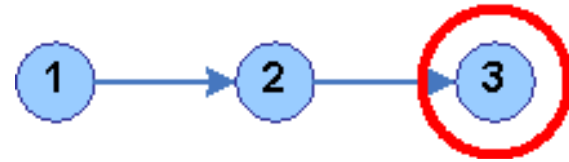
FINAL: TRS Mobile has been added

[Modify my alert settings](#) | [View FINAL: TRS Mobile](#) | [View Recent Lessons Completed](#) | [Mobile View](#)

Title:	FINAL: TRS Mobile
Lessons Summary Link:	TRS Mobile

Subscribers receive an alert about completion

Outcomes--Views



Lesson Views

- What We Did Right
- What We Can Improve
- Lessons by Theme
- Lessons by Session Date
- Lessons by Project Name
- Lessons by Project Manager
- My Lessons

Lessons Learned List

Use this list to request Lessons Learned facilitation for a project and view top summary points of past lessons.

New - Actions - Settings - View: **What We Did Right**

LL Date	What We Did Right	Project	Link to Document
12/9/2008	<p>Communications Intra-team communications were done very well. Project manager was great in keeping extended team members informed throughout the entire project.</p> <p>Project Management The project manager kept the project moving forward despite the indecision of centers. Held weekly status meetings with R10E and Purchasing team members. Meetings were very informative. Recorded issues. Decisions were recorded in requirements and design documents.</p> <p>CM CM forms were clear, concise and easy to follow. CM calendar was coordinated with other projects that</p>	iProcurement LRP	iProcurement LRP

Lessons by Theme

The purpose of the LAMP (Lessons About My Project) service is to facilitate the review of project experiences (technical, management, and process) that best practices can be promoted and processes that need improvement. The Lessons Learned Review is facilitated by R105 System Engineering staff so that all team members, including the Project Manager, can participate equally in the discussion.

What we did right & What we can improve

Select Theme for Related Lessons

- CM
- Communications
- Design
- Development
- Environment
- Inter-team Coordination
- Process

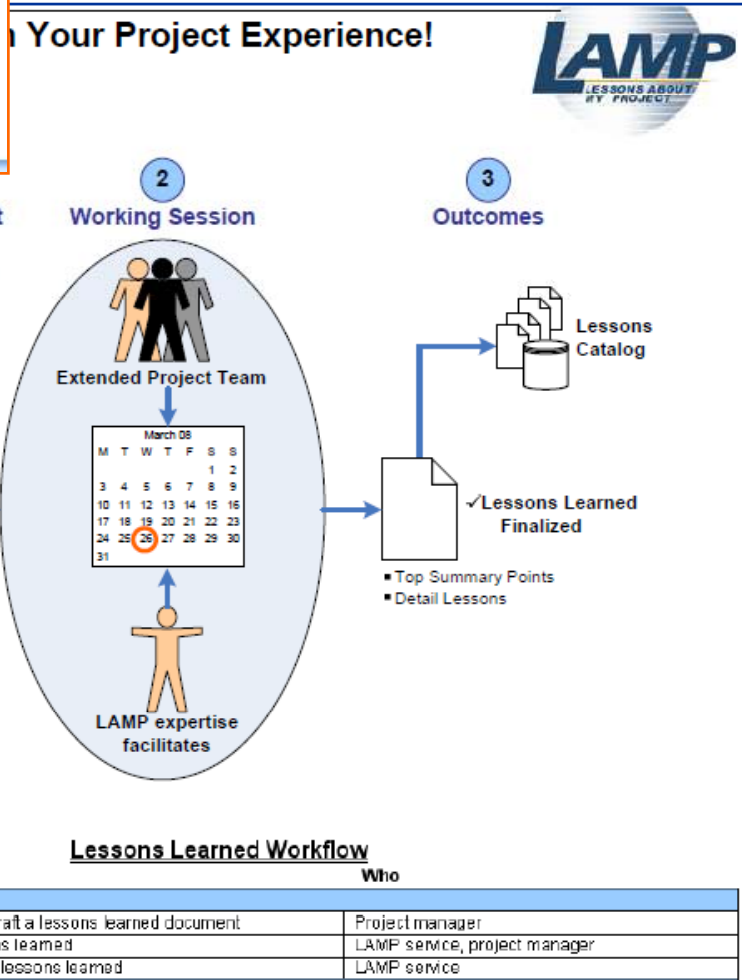
Lessons Learned List

LL Date	What We Did Right	What We Can Improve	Project	Link to Document
11/18/2008	<p>Communications On Call escalation worked as expected. The Calling Tree laminated cards were helpful for connecting with the appropriate folks (since many key systems were affected)..Office Communicator was essential. Setting up Help Desk message with outage info (probably) saved a lot of potential phone</p>	<p>Communications We need a more comprehensive call tree for Computer Operations since they act as the communication "hub" during a major event and are typically first responders.</p> <p>Process We need to better define a system shut down protocol and procedures for the department. This would allow operations staff and manager to make an informed</p>	0M422 Outage-ISIS Data Center Operations	Lessons Learned Doc

Service Information



Service overview PDF



Service Information



LAMP Lessons About My Project () **Online service instructions**

[LAMP Home](#) [Lessons Learned Docs](#) [LAMP Summary](#) [LAMP Workflow Steps](#)

LAMP Workflow Steps

Use the LAMP Service to cast some light on your project experience.

New ▾ Actions ▾ Settings ▾

Who	Action	How
Task : 1-Lessons Learned DRAFT (7)		
Step : 1a: Enter DRAFT Request (2)		
Project Manager	Initiate request for assistance.	Go to the LAMP Service home page—FastJump = LAMP. Select Draft Needed under Getting Started with LAMP 1 .
Project Manager	Identify your project.	Enter your project information in the following fields then click OK : Project, Project Mgr Note: If you are not listed in the Project Mgr lookup, close all your browsers and begin again.
Step : 1b: Complete DRAFT (2)		
Project Manager	Save a copy of the LAMP template.	Select Lessons Learned Template under Getting Started with LAMP 2 . Save the file to a local folder.

Lessons To-date

- **LAMP Service**
 - **Uploaded since launch in March 2008: 54**
 - **Conducted for large projects**
 - **Increase in lessons at the end of major phases**
 - **Need to market to medium-sized projects (majority of projects executed)**

- **Themes Uncovered**
 - **Project Management and Project Planning are improving, but still need more emphasis**
 - **Developed a MITRE-specific project management class with emphasis on Planning and Estimating**

 - **Inter-team Coordination needs the most improvement**
 - **Working on a Rollout Coordination site in response to this theme**

Questions??



Acronyms

AMP	Accelerate My Project
CI&T	Corporate Information and Technology
FFRDC	Federally Funded Research and Development Centers
ISIS	Information Systems, Infrastructure & Services
ISTEP	ISIS Systems Technology and Engineering Projects
LAMP	Lessons About My Project
WIIFM	What's In It For Me