



# CDC UNIFIED PROCESS LESSONS LEARNED



## POST PROJECT SURVEY – NYSEG SENECA CAES PROJECT

*[The following survey is intended as a guideline, and provides sample questions that may be administered to solicit feedback on a project. The Project Manager should review the questions to determine which ones are appropriate to include for the selected target audience. The respondents should be encouraged to provide not only a numerical rating (where 1=Not at All or Poor; 2=Adequate or Satisfactory; and 3=To a great extent or Excellent), but also provide their comments as to what worked well, what could have been done better, and recommendations for conducting future projects.]*

<b>Project Name: CAES – Phase 1</b>		
<b>Date: 8/20/2012</b>		
<b>NYSEG Responses</b>		
QUESTIONS	RATING	COMMENTS
PRODUCT EFFECTIVENESS		
How well does the product or service the project produced meet the defined project requirements?	3	The final report was very thorough but unfortunately the results did not recommend going forward
How well does the product or service the project produced meet your needs?	3	A high quality analysis was completed and will be of use to others who may be considering CAES technologies.
To what extent were the objectives and goals outlined in the Business Case met?	2	All objectives and goals were met.
What is your overall assessment of the outcome of this project?	2	Unfortunately the results did not come out as we had hoped, but the results were very thorough and eye opening.
COST/SCOPE/SCHEDULE/QUALITY MANAGEMENT		
How well did the scope of the project match what was defined in the Project Proposal?	2	There were some changes as the project progressed, but overall matched well with the proposal.
How satisfied are you with your involvement in the development and/or review of the Project Scope during Project Initiation and Planning?	2	NYSEG Project Management team developed the scope and initial project plan.
Was the Change Control process properly implemented to manage changes to Cost, Scope, Schedule, or Quality?	2	Changes and scope modifications were documented along with the supporting reasoning.
Were changes to Cost, Scope, Schedule, or Quality, effectively managed?	2	Yes
Was project performance validated or challenged? If yes, were the estimates effectively revised and were current and future tasks re-scheduled?	2	Yes, tasks were rescheduled as necessary.
How closely did the initial Project Schedule compare with the actual schedule?	2	Major deliverables were provided on original schedule.
How did the estimated Project Budget compare with the total actual expenditures?	3	Overall project Phase 1 costs were under budget.
How effectively was the Quality Management Plan applied during Project Execution?	2	WorleyParson's Project Manager reviewed everything thoroughly.
How effective was the quality assurance process?	2	WorleyParson's Project Manager reviewed everything thoroughly.
How effective were project audits?	2	Post Phase 1 project audit successfully completed without major findings.
How effective were Best Practices & Lessons Learned from prior projects utilized in this project?	3	NYSEG and the project team relied heavily on years of experience and an understanding of the project requirements.
RISK MANAGEMENT		
How well were team members involved in the risk identification and mitigation planning process?	2	All project team members were involved in risk management.
To what extent was the evolution of risks communicated?	2	Risks and mitigation measures were communicated to all active team members.
How accurate was the Risk Management Plan/Log?	NA	
How accurately and timely was the Risk Management Log updated or reviewed?	NA	
COMMUNICATION MANAGEMENT		
How effective were the communications materials in providing and orienting team members about the details of the project?	2	Team communications were a priority and were implemented on a continuing basis throughout Phase 1.
How satisfied were you with the kick-off meetings you participated in?	2	A major effort was made to have full team project kick-off meetings. Meetings were well attended and productive.
How efficient were project team meetings conducted?	2	Efficient and promoted two way communications.



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**Date:** *8/20/2012*  
**NYSEG Responses**

QUESTIONS	RATING	COMMENTS
How timely were Progress Reports provided to the Project Manager by Team Members?	2	Meetings and reports were timely.
How actively and meaningfully were stakeholders involved in the project?	2	A concentrated effort was made to keep stakeholder involvement at a high level.
Were stakeholder communications adequate and effective?	2	We believe that they were.
How well were your expectations met regarding the frequency and content of information that was conveyed to you by the Project Manager?	2	Timely and accurate reporting from all project team leaders.
How well was project status communicated throughout your involvement in the project?	2	Communication channels were open and communications were frequent.
How well were project issues communicated throughout your involvement in the project?	3	Problems and issues were identified and communicated quickly and effectively.
How well did the Project Manager respond to your questions or comments related to the project?	3	Project team leaders were very responsive and attentive.
How useful was the format and content of the Project Status Report to you?	2	Timely and accurate reporting from all project team leaders.
How useful and complete was the project document repository?	3	WorleyParsons managed this information, and all necessary documents were available when needed.
<b>ACCEPTANCE MANAGEMENT</b>		
How effective was the acceptance management process?	3	Team members were flexible and responsive as issue were identified and they were very supportive in resolving issues.
How well prepared were you to receive project deliverables?	2	NYSEG was prepared to receive and evaluate all project deliverables and to respond to questions throughout the project.
How well defined was the acceptance criteria for project deliverables?	2	The project had a well defined schedule.
Was sufficient time allocated to review project deliverables?	2	Generally adequate time for most reviews. There were some time constraints near the end of the project but reviews were completed in time to support major milestones.
How closely did deliverables match what was defined within the Project Scope?	2	There were some changes as the project progressed but the quality and timing of the deliverables was very good.
How complete and timely were the materials you were provided to decide whether to proceed from one project lifecycle phase to the next? If materials were lacking, please elaborate.	3	Materials were of high quality and were provided in a timely manner.
<b>ORGANIZATIONAL CHANGE MANAGEMENT</b>		
How effectively and timely was the organizational change impact identified and planned for?	NA	There were no major organizational changes.
Was sufficient advance training conducted and/or information provided to enable those affected by the changes to adjust to and accommodate them?	NA	
Overall, how effective were the efforts to prepare you and your organization for the impact of the product/service of the project?	2	Project team members were actively engaged throughout the project.
How effective were the techniques used to prepare you and your organization for the impact of the changes brought about by the product or service produced by the project?	2	Some changes were made on short notice due to schedule constraints but overall performance was acceptable.
<b>ISSUE MANAGEMENT</b>		
How effectively were issues managed on the project?	2	The project team managed issues effectively and in a timely manner.
How effectively were issues resolved before escalation was necessary?	NA	There was no escalation.
If issue escalation was required, how effectively were issues resolved?	NA	
How effectively were issues able to be resolved without impacting the Project Schedule or Budget?	2	Overall schedule and budget were maintained.
<b>PRODUCT IMPLEMENTATION &amp; SUPPORT</b>		



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## POST PROJECT SURVEY – NYSEG SENECA CAES PROJECT

**Project Name:** CAES – Phase 1

**Date:** 8/20/2012

**NYSEG Responses**

QUESTIONS	RATING	COMMENTS
How effective was the documentation that you received with the project product/service?	3	WorleyParsons and their data base system kept all team members informed in a timely manner.
How effective was the training you received in preparation for the use of the product/service?	2	The Encompass system worked well and required little formal training.
How useful was the content of the training you received in preparation for the use of the product/service?	2	The training helped facilitate use of the system.
How timely was the training you received in preparation for the use of the product/service?	2	Training was timely.
How effective was the support you received during implementation of the product/service?	3	Support from the team was very timely and professionally managed.
<b>PERFORMANCE OF THE ORGANIZATION</b>		
How effectively and consistently was sponsorship for the project conveyed?	2	A concerted effort was made to keep the project team informed of NYSEG management plans.
<b>PERFORMANCE OF THE PROJECT TEAM</b>		
Overall, how effective was the performance of the Project Manager?	3	All of the team project leads did an excellent job helping to manage the project.
How well did the Project Team understand the expectations of their specific roles and responsibilities?	2	For the most part expectations were well communicated.
How well were your expectations met regarding the extent of your involvement in the project (effort, time commitments, etc.)?	3	Very satisfied with the timeliness and attention to detail from the project team members.
How effective was each Project Team member in fulfilling his/her role?	3	Everyone performed their job very well.
How effective was Project Team member training?	NA	
<b>GENERAL QUESTIONS</b>		
What were the most significant issues on this project?	3	Cavern design issues drove the cycle designs, schedule, and costs. These issues were the fundamental cost driver. Market price forecasts for electricity also were very significant and were the single largest factor in deciding not to pursue the project. CES did an excellent in market price forecasting and dispatch modeling.
What were the lessons learned on this project?	3	Make sure you have an accurate cost estimate before proceeding, and making sure you have a good grasp on the technical performance and limitations for the air storage medium/
What on the project worked well and was effective in the delivery of the product?	3	Good teamwork.
What other questions should we have asked? What other information would you like to provide to us about this project?	3	We should have performed preliminary dispatch and financial modeling early in the project so that design and cost considerations were better defined and used to drive the day to day project decision making.

\*Source: NYS Project Management Guidebook



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<b>Project Name: CAES – Phase 1</b>		
<b>Date: 8/6/2012</b>		
<b>Customized Energy Solutions Responses</b>		
QUESTIONS	RATING	COMMENTS
PRODUCT EFFECTIVENESS		
How well does the product or service the project produced meet the defined project requirements?	3	The final report was very thorough but unfortunately the results did not recommend going forward
How well does the product or service the project produced meet your needs?	3	It was an excellent opportunity to demonstrate our Dispatch and Economic Model.
To what extent were the objectives and goals outlined in the Business Case met?	3	All objectives and goals were met.
What is your overall assessment of the outcome of this project?	2	Unfortunately the results did not come out as we had hoped, but the results were very thorough and eye opening.
COST/SCOPE/SCHEDULE/QUALITY MANAGEMENT		
How well did the scope of the project match what was defined in the Project Proposal?	2	There were some changes as the project progressed.
How satisfied are you with your involvement in the development and/or review of the Project Scope during Project Initiation and Planning?	NA	We were not involved in the development of the Project Scope.
Was the Change Control process properly implemented to manage changes to Cost, Scope, Schedule, or Quality?	NA	Our contract was basically a Fixed Price, not to exceed contract.
Were changes to Cost, Scope, Schedule, or Quality, effectively managed?	2	Yes
Was project performance validated or challenged? If yes, were the estimates effectively revised and were current and future tasks re-scheduled?	2	Yes, tasks were rescheduled as necessary.
How closely did the initial Project Schedule compare with the actual schedule?	2	Fairly close.
How did the estimated Project Budget compare with the total actual expenditures?	3	Ours was a Fixed Price.
How effectively was the Quality Management Plan applied during Project Execution?	3	NYSEG's Project Manager reviewed everything thoroughly.
How effective was the quality assurance process?		
How effective were project audits?		
How effective were Best Practices & Lessons Learned from prior projects utilized in this project?	3	NYSEG and the project team relied heavily on years of experience and an understanding of the project requirements.
RISK MANAGEMENT		
How well were team members involved in the risk identification and mitigation planning process?	3	All project team members were involved in risk management.
To what extent was the evolution of risks communicated?	3	Very well.
How accurate was the Risk Management Plan/Log?	NA	
How accurately and timely was the Risk Management Log updated or reviewed?	NA	
COMMUNICATION MANAGEMENT		
How effective were the communications materials in providing and orienting team members about the details of the project?	3	NYSEG Management did a excellent job of communicating with team members.
How satisfied were you with the kick-off meetings you participated in?	3	Jim Rettberg and Lisa Hoffman did an excellent job.
How efficient were project team meetings conducted?	3	Very efficient.
How timely were Progress Reports provided to the Project Manager by Team Members?	3	Very timely.



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**Project Name:** CAES – Phase 1

**Date:** 8/6/2012

**Customized Energy Solutions Responses**

QUESTIONS	RATING	COMMENTS
How actively and meaningfully were stakeholders involved in the project?	3	Jim Rettberg kept the stakeholders informed on a regular basis.
Were stakeholder communications adequate and effective?	3	I believe so.
How well were your expectations met regarding the frequency and content of information that was conveyed to you by the Project Manager?	3	Jim Rettberg and Lisa Hoffman kept us informed on a regular basis.
How well was project status communicated throughout your involvement in the project?	3	Excellent
How well were project issues communicated throughout your involvement in the project?	3	Excellent
How well did the Project Manager respond to your questions or comments related to the project?	3	Jim was very responsive to our questions or comments.
How useful was the format and content of the Project Status Report to you?	3	All issues and areas of interest were addressed.
How useful and complete was the project document repository?	3	All necessary documents were available when needed.
<b>ACCEPTANCE MANAGEMENT</b>		
How effective was the acceptance management process?	3	Very good
How well prepared were you to receive project deliverables?	NA	
How well defined was the acceptance criteria for project deliverables?	3	The project had a well defined schedule.
Was sufficient time allocated to review project deliverables?	3	Yes
How closely did deliverables match what was defined within the Project Scope?	2	There were some changes as the project progressed.
How complete and timely were the materials you were provided to decide whether to proceed from one project lifecycle phase to the next? If materials were lacking, please elaborate.	NA	
<b>ORGANIZATIONAL CHANGE MANAGEMENT</b>		
How effectively and timely was the organizational change impact identified and planned for?	NA	There were no major organizational changes.
Was sufficient advance training conducted and/or information provided to enable those affected by the changes to adjust to and accommodate them?	NA	
Overall, how effective were the efforts to prepare you and your organization for the impact of the product/service of the project?	3	Jim kept us well informed.
How effective were the techniques used to prepare you and your organization for the impact of the changes brought about by the product or service produced by the project?	2	Some changes were made on short notice.
<b>ISSUE MANAGEMENT</b>		
How effectively were issues managed on the project?	3	Very effectively.
How effectively were issues resolved before escalation was necessary?	NA	There was no escalation.
If issue escalation was required, how effectively were issues resolved?	NA	
How effectively were issues able to be resolved without impacting the Project Schedule or Budget?	2	Overall schedule and budget were maintained.
<b>PRODUCT IMPLEMENTATION &amp; SUPPORT</b>		
How effective was the documentation that you received with the project product/service?	3	NYSEG kept us well informed
How effective was the training you received in preparation for the use of the product/service?	NA	
How useful was the content of the training you	NA	



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**Project Name:** *CAES – Phase 1*

**Date:** *8/6/2012*

**Customized Energy Solutions Responses**

QUESTIONS	RATING	COMMENTS
received in preparation for the use of the product/service?		
How timely was the training you received in preparation for the use of the product/service?	NA	
How effective was the support you received during implementation of the product/service?	3	NYSEG was responsive to our needs.
PERFORMANCE OF THE ORGANIZATION		
How effectively and consistently was sponsorship for the project conveyed?	3	Jim Rettberg did a good job of keeping us informed of NYSEG managements plans.
PERFORMANCE OF THE PROJECT TEAM		
Overall, how effective was the performance of the Project Manager?	3	Jim Rettberg did an excellent job as project manager.
How well did the Project Team understand the expectations of their specific roles and responsibilities?	2	For the most part expectations were well communicated.
How well were your expectations met regarding the extent of your involvement in the project (effort, time commitments, etc.)?	2	The project deliverables required more effort than our company initially estimated.
How effective was each Project Team member in fulfilling his/her role?	3	Everyone performed there job very well.
How effective was Project Team member training?	NA	
GENERAL QUESTIONS		
What were the most significant issues on this project?	3	Cavern design issues
What were the lessons learned on this project?	3	Make sure you have an accurate cost estimate before proceeding.
What on the project worked well and was effective in the delivery of the product?	3	Good teamwork.
What other questions should we have asked? What other information would you like to provide to us about this project?	3	We did not have any unanswered questions and we were happy to be chosen to participate in the project.

\*Source: NYS Project Management Guidebook