

# Post Project Review

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**Project Name:**

**Agency:**

**Division:**

**Last Update Date:**

**Project ID:**

**SeRTS #:**

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## Prepared By

Document Owner(s)	Project/Organization Role

## Project Charter Version Control

Version	Date	Author	Change Description
		[Replace this text with the name of the Document Owner.]	Document created
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## TABLE OF CONTENTS

<b>1</b>	<b>PROJECT SUMMARY .....</b>	<b>3</b>
<b>2</b>	<b>PROJECT TEAM AND STAFFING.....</b>	<b>3</b>
<b>3</b>	<b>PROJECT DELIVERABLES (PLANNED VS. ACTUAL) .....</b>	<b>4</b>
<b>4</b>	<b>TRANSITION TO OPERATIONS.....</b>	<b>5</b>
<b>5</b>	<b>PROJECT COSTS.....</b>	<b>5</b>
<b>6</b>	<b>PROJECT SCHEDULE .....</b>	<b>6</b>
<b>7</b>	<b>LESSONS LEARNED .....</b>	<b>6</b>
7.1	LESSONS LEARNED APPROACH .....	7
7.2	LESSONS LEARNED FROM THIS PROJECT .....	7
7.3	LESSONS LEARNED KNOWLEDGE REPOSITORY .....	9
7.4	LESSONS LEARNED APPLIED FROM PREVIOUS PROJECTS.....	10
<b>8</b>	<b>PROCESS IMPROVEMENT RECOMMENDATIONS.....</b>	<b>10</b>
8.1	RECOMMENDATION #1 .....	11
<b>9</b>	<b>APPROVALS.....</b>	<b>11</b>

## 1 PROJECT SUMMARY

[This section should provide a summary of the project which was completed. It is important that this summary captures the scope of the project and contains enough detail to provide a full understanding of the project. Since this document will communicate what went right and wrong with project, as well as lessons learned and recommendations for future projects, it is imperative that this section provide enough background information to base the details in the rest of the document on.]

[Insert summary of the project.]

The objective of this project was [describe project objective(s)].

The scope of this project included [describe project scope].

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## 2 PROJECT TEAM AND STAFFING

[This section provides information about who the project team consisted of. This usually includes names, titles, project role, and contact information. This information is useful when questions may arise on future projects which are similar in nature. It also provides a useful list of points of contact should more information be needed on lessons learned from the project.]

The chart below provides information about the project team members:

Name	Title	Project Role	Agency
		Project Sponsor	
		Program Manager	
		Project Manager	BIT
		Technical Lead	BIT
		Developer	BIT
		Customer Agency Representatives	
		[Insert any other project team staff]	

[Project Name] project team members utilized standard project management methodologies to successfully complete the project. Effective communication, detailed planning, stakeholder involvement, project management tools, and organizational structure all played key roles in the project's success.

[Summarize the project team and staffing category. What previous lessons were used to make it successful? Stress good experiences or tasks.]

### 3 PROJECT DELIVERABLES (PLANNED VS. ACTUAL)

[This section describes the expected outcomes of the project as it was originally planned and compares these outcomes against the actual outcomes. This is beneficial in defining any occurrences of scope creep or whether a project may not have been completed as planned. This is helpful information for lessons learned and for future project teams conducting similar projects.

Adjust the planned deliverables in the table below to match the deliverables listed in the project charter.]

The [Project Name] project has been completed successfully. There were planned deliverables for each phase of this project as well as for the completed product. This section highlights the planned deliverables and compares them to actual deliverables as they occurred.

Phase	Planned Deliverable	Actual Deliverable	Summary
Start-up	<ul style="list-style-type: none"> <li>• Kick-off Presentation/Materials</li> <li>• Updated Work Schedule</li> <li>• Project Charter</li> </ul>	•	
Requirements	<ul style="list-style-type: none"> <li>• Project Management Plan</li> <li>• Project Work Schedule</li> <li>• Requirements Analysis</li> <li>• Business Requirements Document</li> <li>• Functional Specifications Document</li> <li>• Data Conversion Plan</li> <li>• Development Environment</li> <li>• Monthly Status Report</li> </ul>	•	
Design	<ul style="list-style-type: none"> <li>• Technology Architecture Plan</li> <li>• System Security Plan</li> <li>• Transition Plan</li> <li>• Knowledge Transfer Plan</li> <li>• Design Specifications</li> <li>• Test Environment</li> <li>• Change Control Log</li> <li>• Monthly Status Report</li> </ul>	•	
Development	<ul style="list-style-type: none"> <li>• Test Plan</li> <li>• Training Plan</li> <li>• Data Conversion Software</li> <li>• Test Scenarios</li> <li>• Issues Log</li> <li>• Change Control Log</li> <li>• Weekly Status Report</li> </ul>	•	
Testing	<ul style="list-style-type: none"> <li>• Training Materials</li> <li>• Test Scripts</li> <li>• Test Results Report</li> <li>• Production Environment</li> <li>• Project Deliverable Acceptance Form</li> <li>• Change Control Log</li> <li>• Weekly Status Report</li> </ul>	•	

Implementation	<ul style="list-style-type: none"> <li>• Training Materials</li> <li>• User Manual</li> <li>• Application Support Manual</li> <li>• Systems Administration Manual</li> <li>• Help Desk Manual</li> <li>• Application Software</li> </ul>	•	
Close Out	<ul style="list-style-type: none"> <li>• Project Summary Report</li> </ul>	•	

In summary, all documented project deliverables have been met by the [Project Name] project team. All stakeholders have submitted their feedback and acknowledged that there are no deliverables which were missed or omitted for this project.

#### 4 TRANSITION TO OPERATIONS

[This section describes the transition of the project to operations upon completion. This section should include any difficulties or challenges faced during this transition. This section should also highlight what went right during the transition so future projects may reference and use best practices to improve project performance.]

[Include a transition to operations summary. Include what went right and areas for improvement.]

#### 5 PROJECT COSTS

[This section should describe how the planned or budgeted costs for the project compare with the actual costs. Costs may be affected by scope creep, poor planning, schedule delays, progressive elaboration, or many other factors. This section should highlight whether or not costs were controlled adequately and if there were additional or excessive costs the reasons should be stated. It is important to communicate why costs were met or may have been higher than planned so future projects can benefit from this information in building a more effective project management methodology within the organization.]

The budget cost for the [Project Name] project was set at \$[n,nnn]. This cost was broken out by project phase in the following chart with actual costs compared to the planned/budgeted cost.

Project Phase	Estimated Cost	Actual Cost	Explanation of Variance
Project Initiation	\$0	\$0	
Project Planning	\$0	\$0	
Requirements	\$0	\$0	
System Design	\$0	\$0	
Project Execution	\$0	\$0	
Build	\$0	\$0	
Test	\$0	\$0	
System Accept	\$0	\$0	
Implementation	\$0	\$0	
Project Close-Out	\$0	\$0	
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	

Total actual costs of the [Project Name] project amounted to \$[n,nnn]. The [Project Name] project was [insert a summary of the project costs including the good, bad, and areas for improvement.]

## 6 PROJECT SCHEDULE

[This section describes the project’s planned schedule or timeline and how the project measured against this plan. This information is helpful in identifying and understanding what may have contributed to project delays or allowed the project to complete early or on time. This can then be used by the team members on future projects or be referenced by other project teams for use on future projects. Archiving project information during the project closure phase is one of the best ways for an organization to improve its project management methodologies and effectiveness.]

[Insert a project schedule summary.]

Summary Milestone Schedule			
Project Phase	Scheduled Completion	Actual Completion	Comments
Initiation			
Requirements			
Design			
Development			
Testing			
Implementation			
Close Out			

[Insert a summary of what went right and areas for improvement for each phase.]

## 7 LESSONS LEARNED

[Capturing lessons learned is an integral part of every project and serves several purposes. While the finalization of a formal lessons learned document is completed during the project closeout process, capturing lessons learned should occur throughout the project lifecycle to ensure all information is documented in a timely and accurate manner. The lessons learned document serves as a valuable tool for use by other project managers within an organization who are assigned similar projects. This document should not only describe what went wrong during a project and suggestions to avoid similar occurrences in the future, but it should also describe what went well and how similar projects may benefit from this information. This document should be communicated to the project sponsor and Project Management Office (PMO) for inclusion in the organizational assets and archives as part of the lessons learned database.]

The purpose of the lessons learned section for the [Project Name] project is to capture the project’s lessons learned in a formal document for use by other project managers on similar future projects. This document may be used as part of new project planning for similar projects in order to determine what problems occurred and how those problems were handled and may be avoided in the future. Additionally, this document details what went well with the project and why, so that other project managers may capitalize on these actions. Project managers may also use this

document to determine who the project team members were in order to solicit feedback for planning their projects in the future. This document will be formally communicated with the organization and will become a part of the organizational assets and archives.

## 7.1 Lessons Learned Approach

[The lessons learned approach describes how the document will be created, what it will consist of, and how lessons will be categorized. It is important that the lessons learned approach is covered in the initial stages of project planning. The reason for this is that a methodology along with an appropriate set of tools should be established to capture these lessons throughout the project's lifecycle. A project journal is one example of a tool to capture these lessons. If no thought is given to lessons learned until project closeout then it is likely that many lessons and details will be omitted from the document. The contents of the lessons learned document should also be determined ahead of time. They should be detailed enough to provide value for future use and the contents should be consistent with other lessons learned documents or organizational standards. The categorization of lessons learned is another consideration. Many organizations categorize lessons by project lifecycle phase or by the knowledge area that the lesson applies to.]

The lessons learned from the [Project Name] project are compiled from results of a survey conducted at the end of the project. Lessons learned were also gathered from both realized and unrealized risks in the project risk register as well as through interviews with project team members and other stakeholders as necessary. The lessons learned from this project are to be used as references for future projects and contain an adequate level of detail so that other project managers may have enough information on which to help base their project plans. The lessons learned in this document are categorized by the project knowledge area. These knowledge areas consist of: procurement management, risk management, integration management, quality management, time management, cost management, scope management, human resource management, and communication management.

NOTE: Some knowledge areas may not contain lessons learned if none were documented throughout the project lifecycle and through the post-project survey.

## 7.2 Lessons Learned From This Project

[The lessons learned must be communicated in a consistent manner. In addition to the categorization and description of the lesson, it is important to state what the impact was and provide a recommendation for project managers to consider on future projects.]

The following chart lists the lessons learned for the [Project Name] project. These lessons are categorized by project knowledge area and descriptions, impacts, and recommendations are provided for consideration on similar future new construction projects. It is important to note that not only failures or shortcomings are included but successes as well.

Category	Issue Name	Problem/Success	Impact	Recommendation
<b>Procurement Management</b>				
<b>Purchase &amp; Acquisitions Planning</b>				
<b>Contracting Planning</b>				
<b>Seller Responses Request</b>				
<b>Sellers Selection</b>				

Project Charter

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<b>Contract Administration</b>				
<b>Contract Closure</b>				
<b>Human Resources Management</b>				
<b>HR Planning</b>				
<b>Project Team Acquisition</b> - Skills - Skill Level				
<b>Project Team Development</b>				
<b>Project Team Management</b> - Gaining Commitment - Turnover/Re-Assignment				
<b>Scope Management</b>				
<b>Scope Definition</b> - Requirements - Design o Conceptual o Logical o Physical - Functional Specs				
<b>Scope Verification</b>				
<b>Scope Control</b>				
<b>Quality Management</b>				
<b>Quality Planning</b>				
<b>Quality Assurance</b> - Project Metrics – Measure of Success - Defect Management				
<b>Quality Control</b>				
<b>Cost</b>				
<b>Cost Estimating</b>				
<b>Cost Budgeting</b>				
<b>Cost Control</b>				
<b>Time</b>				
<b>Activity Defining</b>				
<b>Activity Sequencing</b>				
<b>Activity Resource Estimating</b>				
<b>Activity Duration Estimating</b>				
<b>Schedule/WBS</b>				

Development				
Schedule Control				
<b>Communications</b>				
Communications Planning				
Information Distribution				
Performance Reporting				
Stakeholder Management				
<b>Integration</b>				
Project Life Cycle				
Project Charter Development				
Project Management Plan Development				
Project Execution				
Project Monitoring & Change Control				
Lessons Learned Process				
<b>Risk</b>				
Risk Planning				
Risk Identification				
Risk Response				
Risk Monitoring & Control				

### 7.3 Lessons Learned Knowledge Repository

[The Lessons Learned Knowledge Base contains historical information from previous projects. It is part of the organizational project assets and provides a valuable source of information to be used by similar projects in the future. All project lessons learned and other historical information need to be transferred to this knowledge/database in order to provide one centralized repository for ease of use. This should also include information on issues and risks as well as techniques that worked well which can be applied to future projects. Most lessons learned knowledge/databases contain large amounts of information, so it is important that there is a system for cataloging this information.]

The lessons learned for the [Project Name] project will be contained in the organizational lessons learned knowledge base maintained by the project management office (PMO). This information will be cataloged under the project's year ([2012]) and the type of project ([new construction]) for future reference. This information will be valuable for any project manager assigned to a [new construction] project in the future.

## 7.4 Lessons Learned Applied From Previous Projects

[The lessons learned document might also state which historical lessons learned were used on this project. This information not only shows the value of the documentation of such lessons, but it also shows which lessons are consistently applied by other similar projects. It is important to reference not only what the lesson was but from which project it was associated with. ]

The [Project Name] project utilized several lessons learned from past projects:

1. [Insert description of what was used and from which project.]

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## 8 PROCESS IMPROVEMENT RECOMMENDATIONS

[It is important that once lessons learned are collected and documented that the organization approves and implements any process improvements identified. It is important for organizations to strive for continuous improvement and this portion of the lessons learned process is an integral step.

This section should highlight any recommendations and lessons learned which would be of use on future projects. This is a valuable part of the project closeout phase and organizational project archives. In the project planning phase one of the first steps is to research organizational archives to identify useful information for planning and executing a project. These recommendations and lessons learned are one of the most important pieces of project success in any effective project management group.]

The [Project Name] project was an example of a carefully planned and successfully executed project. However, it is not without its recommendations or lessons learned. Throughout each project life cycle, lessons are learned and opportunities for improvement are discovered. As part of a continuous improvement process, documenting lessons learned helps the project team discover the root causes of problems that occurred and avoid those problems in later project stages or future projects.

The objective of gathering lessons learned is for better planning of later project stages and future projects, improving implementation of new projects, and preventing or minimizing risks for future projects.

[Items to focus on are as follows:

- What worked well – or didn't work well – either for this project or for the project team?
- What needs to be done over or differently?
- What surprises did the team have to deal with?
- What project circumstances were not anticipated?
- Were the project goals attained? If not, what changes need to be made to meet goals in the future?

Could include the top three significant project successes, other notable project successes, and project shortcomings and solutions.]

## 8.1 Recommendation #1

[Insert recommendations and additional recommendation sections as needed.]



## 9 APPROVALS

Approved by the Project Sponsor:

Date: \_\_\_\_\_

Approved by: \_\_\_\_\_

Project Sponsor  
[Project Sponsor Title]

