

Post-Project Review Survey

[Project Name]

During the Close Out phase of a project, the Project Management Office (PMO) conducts a survey to gather feedback on any lessons learned throughout the course of the project. These may be items that went right or items which could be improved upon for future projects.

Note: This survey is not intended to collect exhaustive data on every item of the project. This survey will assist the PMO on gathering project team members' perspective on the project.

Section 1: General Project Issues and Communication

The following questions pertain to general project issues and communication.

1. How clearly defined were the objectives for the project?

___ Very ___ Somewhat ___ Not Very ___ Not at All

Comments: _____

2. How clearly defined were the objectives for your work?

___ Very ___ Somewhat ___ Not Very ___ Not at All

Comments: _____

3. How clear were you on your role in the project?

___ Very ___ Somewhat ___ Not Very ___ Not at All

Comments: _____

4. How adequately involved did you feel in project decisions?

___ Very ___ Somewhat ___ Not Very ___ Not at All

If you did not feel involved, what decisions did you feel left out of?

5. How efficient and effective were project team meetings?

___ Very ___ Somewhat ___ Not Very ___ Not at All

What would you change?

6. How efficient and effective were technical meetings?

____ Very ____ Somewhat ____ Not Very ____ Not at All

What would you change?

7. To what degree do you feel the entire team was committed to the project schedule?

____ Very ____ Somewhat ____ Not Very ____ Not at All

What if any issues were there?

8. To what degree have any personal conflicts interfered with the progress of the project?

____ Very ____ Somewhat ____ Not Very ____ Not at All

If there were personal conflicts or issues, please describe the nature of the conflict.

9. What communication, organization, and structural problems were encountered? How could we have done better in these areas?

10. How well do you feel the high-level management supports this project?

____ Very ____ Somewhat ____ Not Very ____ Not at All

Comments: _____

11. Do you feel appreciated, recognized and rewarded for your effort?

____ Very ____ Somewhat ____ Not Very ____ Not at All

If you did not feel appreciated, recognized, or rewarded; what suggestions do you have for recognition?

Section 2: Schedule Estimation Issues

Which of the following estimation issues did you personally have and what was the impact?

_____ **I was diverted to work on another project full-time or part-time.**

Project: _____ Diverted for how long? _____

Impact on your project work: _____

_____ **I over/under-estimated the amount of time I would have each week to work on this project.**

The other work that interfered was: _____

The amount of time per week other work took up was: _____

Impact on the calendar schedule: Slip of ____ days ____ weeks ____ months

_____ **My initial schedule did not include some pieces of technical design or coding work that I subsequently realized I had to do.**

Describe briefly: _____

Impact (additional hours of work): _____

_____ **My estimates for particular tasks were not accurate.**

Describe the type of task: _____

How "off" was the estimate (days, weeks): _____

Was it difficult to estimate these tasks? If so, please explain.

What would help produce better estimates in the future on similar projects?

_____ **I unexpectedly had to re-do some work.**

Describe why there was work to redo (Did something in the system design change that forced you to redesign? Was there a spec misunderstanding? etc.):

Impact on your schedule: _____

What could have helped prevent the problem?

Knowing what you know now, how would you do the scheduling/estimating process differently next time to avoid any problems noted above?

Section 3: Design, Implementation, Test Processes

1. How effective was the architecture/system design process?

Very Somewhat Not Very Not at All

Comments: _____

2. How effective were the functional specs?

Very Somewhat Not Very Not at All

Comments: _____

3. How effective were the design specs?

Very Somewhat Not Very Not at All

Comments: _____

4. How effective were the design reviews?

Very Somewhat Not Very Not at All

Comments: _____

5. How well were design and other project-related decisions documented?

Very Somewhat Not Very Not at All

Comments: _____

6. How effective has interaction/cooperation between technical teams been?

Very Somewhat Not Very Not at All

Comments: _____

7. How useful was your unit testing?

Very Somewhat Not Very Not at All

Comments: _____

Did you take unit testing into account in your schedule? _____

8. Was the [website, application, system] well documented?
____ Very ____ Somewhat ____ Not Very ____ Not at All

Comments: _____

9. To what degree did you have the tools you needed for testing?
____ Very ____ Somewhat ____ Not Very ____ Not at All

Comments: _____

10. Were the results from these testing tools and testing software helpful?
____ Very ____ Somewhat ____ Not Very ____ Not at All

Comments: _____

Section 4: Perceived Project Life Cycle, Development, or Process Issues

1. Is there any way in which you think the development process hampered this project? If so, how?

2. Were the project management forms and templates effective? Please explain what worked best and what could be improved regarding the project management forms and templates.

Section 5: Closing

1. Which project elements were helpful or should be repeated on future projects?

2. Looking back over the course of the project, was there any training or skills development that would benefit the BIT staff for future projects?

3. What were the main sources of frustration during the project?

4. If we had to do this project again, what is the one thing that you would change (related to process, not to technical solutions)?

5. For the next project, how could we improve on the way the project was conducted?

6. Other comments:

Thank you for your comments.