Conducting Post Project Reviews

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- Post Project reviews occur when representatives across the completed or cancel project meet to discuss:
  - What went right
  - What went wrong
  - What could have been improved
- This information is carried forward to other projects to benefit from the experiences of the completed/cancelled project

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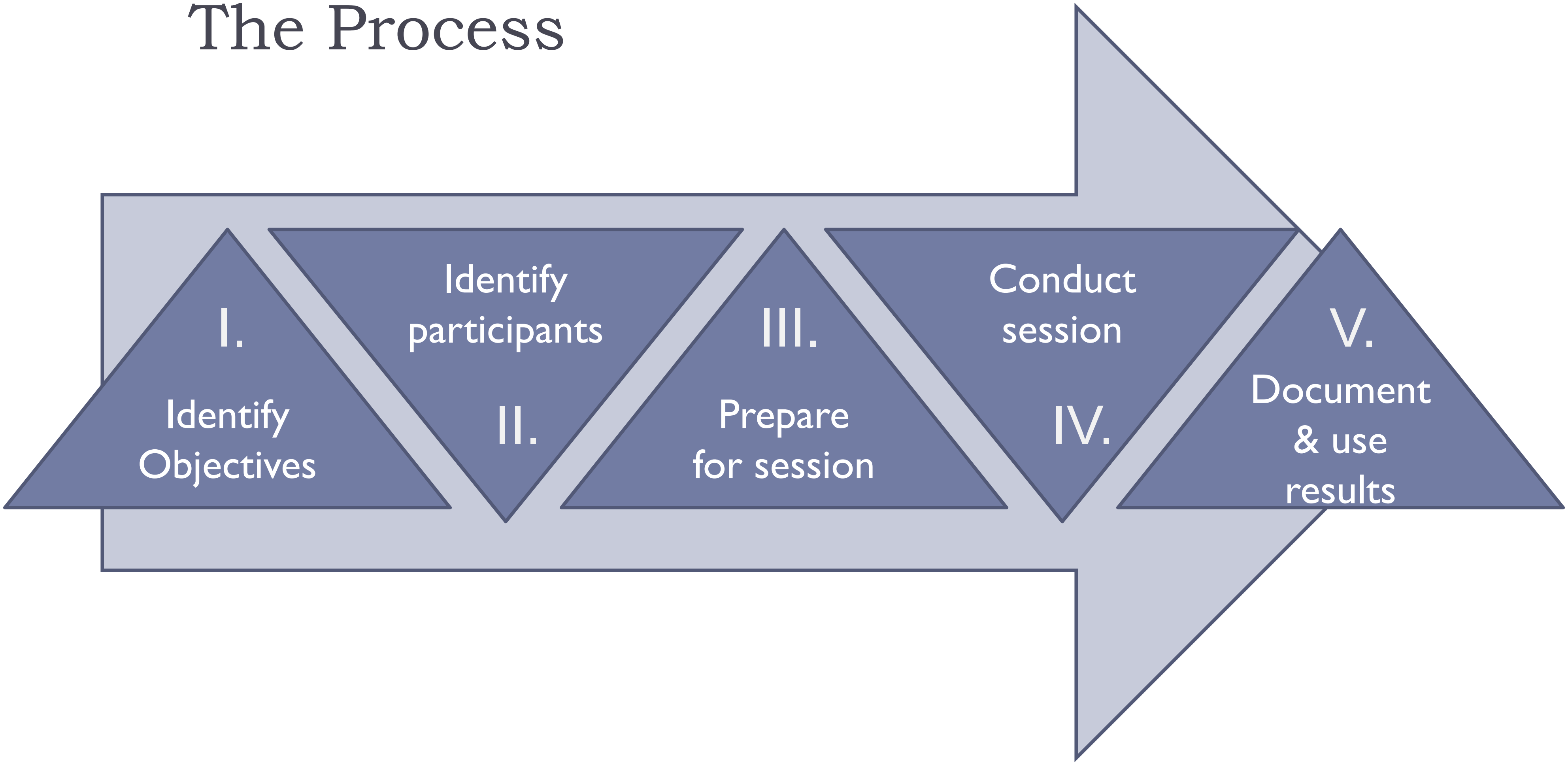
The Process



I. Identify Objectives

- Plan to have a post project review at the beginning of the project.
- Include post project review activity in the project schedule.
- Develop a post project review checklist.
- The goal is to learn from mistakes and successes to apply to future projects.

II. Identify Participants

- At least one person from each major organization participating on the project. Examples of major organizations include:
    - Planning
    - Development
    - Test
    - Configuration
    - Quality Assurance
- Participants should have strong knowledge of the processes used for the project. Best candidates are team leaders.

II. Identify Participants 2

- Managers and project leaders in positions of evaluating the performance of team members should NOT participate on the review team.
- Participants should offer constructive feedback and perceptions for a comprehensive post project review.
- Each representative's participation is critical to the success of the post project review. Each organization must be heard and each must feel that the final results have their commitment.
- Sometimes, QA can facilitate the post project reviews. It should be someone who can lead and be a good listener.

III. Prepare for the session

- Define tasks for the session. Typical tasks may include:
  - Developing a checklist
  - Develop a survey   Everyone must respond to the post review checklist focusing on what went right, wrong and what can be improved.

IV. Conduct the session

- Plan enough time
  - Depending on the project, a good session could take anywhere from 2-3 hours to 2 days
  - No outside business
  - Focus solely on the project
- The Session is a working meeting
  - Each representative must present his/her responses from the checklist/survey (Focus is what went right, wrong, things that did not meet customer expectation, and what can be improved.)

IV. Conduct the session 2

- Encourage full participation from everyone. Questions should be encouraged.
- Identify things that could eliminate what did not go well.
- Identify possible approaches to address the problems and the things that do not go well.

V. Document and use results

- Document the results of the session.
- Identify what went well, what went wrong, & what improvements need to be made.
- Identify possible solutions for each problem.
- Present the results.
- Implement the "what went well" by reviewing these lessons learned at the beginning of new projects and using what can be used.

V. Document and use results 2

- Archive the lessons and include a project task/activity to review previous projects' lessons learned at the beginning of every new project.
- Include a project task/activity to conduct post project reviews.

Conclusions

- How do you know what project experiences to carry forward?
  - Carry those experiences that work well and help meet customer expectations
- What's so important about project experiences?
  - Project Experiences make or break projects. Good experiences lead to completed project whereas bad ones, lead to project cancellations.

Conclusions 2

- Post project reviews ask the questions
  - What worked well?
  - What didn't work well?
  - What improvements can be made to improve future projects?