The Program Manager's Blog
Playin' Xperience

<Client Name>

<Project Name>

PRJ.LL – Lessons Learned

Document status

version	date	summary of changes	(approved by)

Summary of changes

List of main changes applied to previous version:	

Attachments:

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Contents

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1 INTRODUCTION

1.1 AIM

The purpose of the lessons learned document for the XYZ 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.
This document will be formally communicated with the organization and will become a part of the organizational assets and archives.

1.2 REFERENCES

List supporting documentation with appropriate references:

Example:

- *[DOC 1]*
  - *"Financial Products" – Excel Document*
  - *Version 1.0 of 22/11/2007*

Supporting evidence must also include the minutes of key meetings where necessary.

1.3 CLIENT CONTACT DETAILS

Client contact details for the project are listed below.

List the contact persons chosen by the Client for these activities, such as:

- Name, Surname and any other useful details
- Role/company position
- Department
- Role and responsibilities

Example:

- Name: Paolo Rossi – Paolo.Rossi@Cliente.it, Tel 011.12312311
- Company role: Marketing manager
- Department Marketing
- Role in project/activity: Functional Requirements Manager

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1.4 DEFINITIONS

1.4.1 GLOSSARY

List any technical words used in the document, with the relevant definition

Example:

Record	*A record is a contract which has not yet come into force*
Funding	*Funding refers to…*
..	*..*

1.4.2 ACRONYMS/ ABBREVIATIONS

List acronyms and abbreviations used in the document, with the relevant definition

BAM	*Business Activity Monitoring*
BPM	*Business process management*
BPM	*Business Process*
BRL	*Business Rule*
EAI	*Enterprise Application Integration*
EPC	*Event Process Chain*
KPI	*Key Performance Indicator*
...	*…*

1.5 DOCUMENT STRUCTURE

This document is divided into the following sections:

❐ **INTRODUCTION**
This section describes the aims, main references and document structure.

❐ **LESSONS LEARNED**
This section contains the core contents of the lessons learned document.

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2   LESSONS LEARNED

This section contains the approach, the lessons learned from the current project, the note on how the information included in this document will be stored and accessed in the future, what lessons were applied from previous projects and the process improvement recommendations.

2.1   Approach

The lessons learned from the XYZ Project are compiled from project journal entries throughout the project lifecycle.

Lessons learned were also be gathered from both realized and unrealized risks in the project risk register as well as through interviews with project team members and other stakeholder 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 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 communications management.

NOTE: some knowledge areas may not contain lessons learned if none were documented throughout the project lifecycle.

2.2   Lessons from the current project

The following chart lists the lessons learned for the XYZ 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
Procurement Management	Contract Requirements	The PM was not fully engaged in the contract process.	All requirements were not included in the initial contract award. A contract modification was required which added a week to the project.	PM must be fully engaged in all contract processes. This must be communicated to both PM and contract personnel.
Human Resources Management	Award Plan	There was no plan for providing awards and recognition to team members.	Toward the end of the project morale was low among the project team. There was increased conflict and team members were asking to leave	The PM should institute and communicate an awards/recognition program for every project.

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			the project.	
Scope Management	*Scope Creep*	*Stakeholders continuously tried adding to the project scope throughout the project lifecycle.*	*The PM did not have a plan for addressing scope creep and allowed some requirements to be added until the sponsor stopped it. Overall project delay of 3 weeks was the result.*	*The PM must have an approval process for any proposed scope changes and communicate this process to all stakeholders.*

2.3   Storing and accessing policy

The lessons learned for the XYZ 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 (20xx) and the type of project for future reference.

This information will be valuable for any project manager assigned to a new similar project in the future.

2.4   Lessons Learned applied from previous projects

The XYZ Project used the following lessons learned from past projects:

1. The addition of a risk associated with planning cost and schedule based on external dependencies was determined during the planning process by consulting the lessons learned from the project ABC.
2. The planning of acceptable quality standards was based on lessons learned from the project DEF. By planning for quality standards the project team was able to avoid schedule and cost overruns by clearly communicating acceptable quality standards to all contractors involved with the project.

2.5   Process improvement recommendations

As indicated in the lessons learned chart above, the XYZ Project did not have a process for reviewing and approving requested changes in requirements or project scope.

Not only is this a lesson learned for similar future projects; but the organization must ensure that all project managers are aware of the need for this process to be included in the planning of all future projects.

Therefore, it is recommended that prior to work beginning on any new project, the project manager must brief the project sponsor on the process for requesting and approving changes to project scope.

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