Project Review Meeting Template

Project Review Meetings provide an opportunity to analyse and document project successes and difficulties, thereby providing a better foundation for future project work.

Introduction

When working on a project it can feel as though we haven't achieved anything:
Pausing and reviewing where we've got to helps us take stock, and recognise team members' contributions to the project.

It sometimes seems a project is never-ending:
Project review can be used to draw a project to a close and move on.

We often feel that we're reinventing the wheel each time we start a new project:
A good review process helps us remember the lessons from one project to the next.
It also helps keep the learning despite team members having moved on.

We never have time to document the project lifecycle properly:
Writing up outcomes form the project review meeting can act as a useful executive summary of the project.

It's hard to talk about things without apportioning blame…which isn't useful:
Stress that it's OK to speak openly. Project review isn't about blame - it's about learning for next time. Ensure absent team members are not blamed for any shortfalls of the project.

The project review meeting should use an objective facilitator. Project review can often touch on sensitive issues, especially when a project has experienced difficulties. It is critical that the facilitator be a neutral third-party who ensures all points of view are brought out and the tone stays positive.

Output

- Project Review Facilitator writes up document against the standard template / structure.
- Draft is circulated to all participants for further comment.

- Comments incorporated, and document publicly released to all involved, plus all members of the department involved, plus any other individuals identified during the debrief
- Any clear tasks that fall out of recommendations are assigned owners via the next departmental meeting / executive meeting. Ensure they're SMART:
    - Specific
    - Measurable
    - Attainable
    - Realistic
    - Timely

Project Review Meeting Agenda

The principals of the review are:
- What was supposed to happen?
- What actually happened?
- Why were there differences?
- What did we learn?

Why did we carry out the project?

Revisit Objectives and Deliverables - what did we set out to do?
- Changes made to scope

Were objectives met?
- Schedule

- Costs

- Quality of deliverables

- Customer satisfaction

What did we actually achieve?
- Objectives degree of completion

- Deliverables degree of completion

- Outstanding issues

What Went Well?
- Heroes
- Culture
- Process
- Content
- Technical

- **Why?**

- **Any good recommendations to take forwards?**

What could have gone better?
- People / Resource issues
- Communication / Process issues
- User Experience Issues
- Technical Build / Systems Integration issues
- Policy / Cultural Issues

- **Why?**

- **How can we improve that?**

What would we do differently next time?

- Aim for concise, specific, mutually agreed statements

Roundup / Score

- Rate your experience of the project out of ten?

- What would have made it a ten?

Each participant in the Project Review Meeting is asked to rate their experience of working on the project. They are also asked what would have given this project a higher score so any suggestions can be used for future projects. Averaging the scores gives a simple measure for rating project success over time.

If necessary scores and comments can be captured anonymously after the meeting.