Quality Assurance Guidelines
For Projects at the
UNT Health Science Center

Section 4.6
Process for Post Project Review

for

Low QA Focus Projects
(Recommended)

V 1.1Release
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1. PURPOSE OF THE PROCESS

The Post Project Review process consists of activities performed by a project team at the end of the project's life cycle (or at the end of significant phases of work) to gather information on what worked well and what did not, so that future projects can benefit from that learning. This process might also be used some time after the project has finished, if the organization deems it useful. This process may be called by other names such as Lessons Learned, Project Completion Review, and Project Postmortem.

2. SCOPE OF THE PROCESS

Post Project Reviews are generally done at the end of any significant project or portion of a project. A project that runs longer than a year may conduct Post Phase Reviews at the each of each significant phase, for example, so that lessons are captured while they are still easily recalled. This process might be used with a project that completed some time ago, but for which the lessons were not gathered.
This process has been tailored for Low Focus projects, which represent a very high percentage of projects at the UNT Health Science Center. The table below identifies the characteristics of Low QA Focus projects:

Characteristic	Low Focus
Budget (with implied effort)	Less than $500,000
Organizations Involved	work group within agency
Time to Deliver	less than 6 months to operation
Impact on Agency	Minimal change, or extends systems now in use
Impact Outside Agency	Affects mostly internal operations of the agency
Technology	Standard, proven agency technology
Supplier Involvement	Good experience in the past working with this supplier
System Complexity	standalone system

In addition, templates and tables have also been tailored for the Low QA Focus type of project. In some case, templates and/or tables have been identified as optional.

2.1 Activities

Activity	Low QA Focus
Define the Process to Use	Use small team discussion of those involved
Build Data Gathering Instruments	Use a simple project summary form
Gather Information	Include just the team
Conduct Post Project Review Session	Hold an informal discussion
Distribute Lessons Learned	Update the minimal set of factors, based on this project's experience

2.2 Roles

The roles have been tailored for the Low QA Focus project.

Role	Low QA Focus
Moderator	Likely to be Project Manager
Meeting Participants	Project team
Scribe	Project Manager

2.3 Deliverables

The deliverables have been tailored for the Low QA Focus project.

Activity Deliverable	Low QA Focus
Review Approach	One sentence description in project plan
Surveys	Informal questions in a meeting
Review Summary	Notes from meeting
Lessons Learned	Notes from informal discussions
Process Change Requests	May be filed by Process Improvement Team.

3. ROLES IN THE PROCESS

Those who generally participate in the Post Project Review process are members of the project team, key stakeholders (e.g. Internal Audit, QAT, operational support staff, etc.), and users of the project deliverables or results.

It is recommended that an objective facilitator run the process. For a software development or deployment project, that might be someone from Quality Assurance or from a Process Group. For other projects, it might be someone from the Quality organization or an external facilitator. The project leader can run the session, if no independent participant is available.

The roles in the Post Project Review are described in the following table.

Role Names	Role Definitions
Moderator	One who organizes the sessions and facilitates any meetings
Project Lead	Person who represents the project overall; generally a member of the development organization which performed the project
Participant	One who provides input to the Post Project Review, based on experience with the project or its results
Scribe	One who gathers information from participants and documents the final report of the Post Project Review for this project

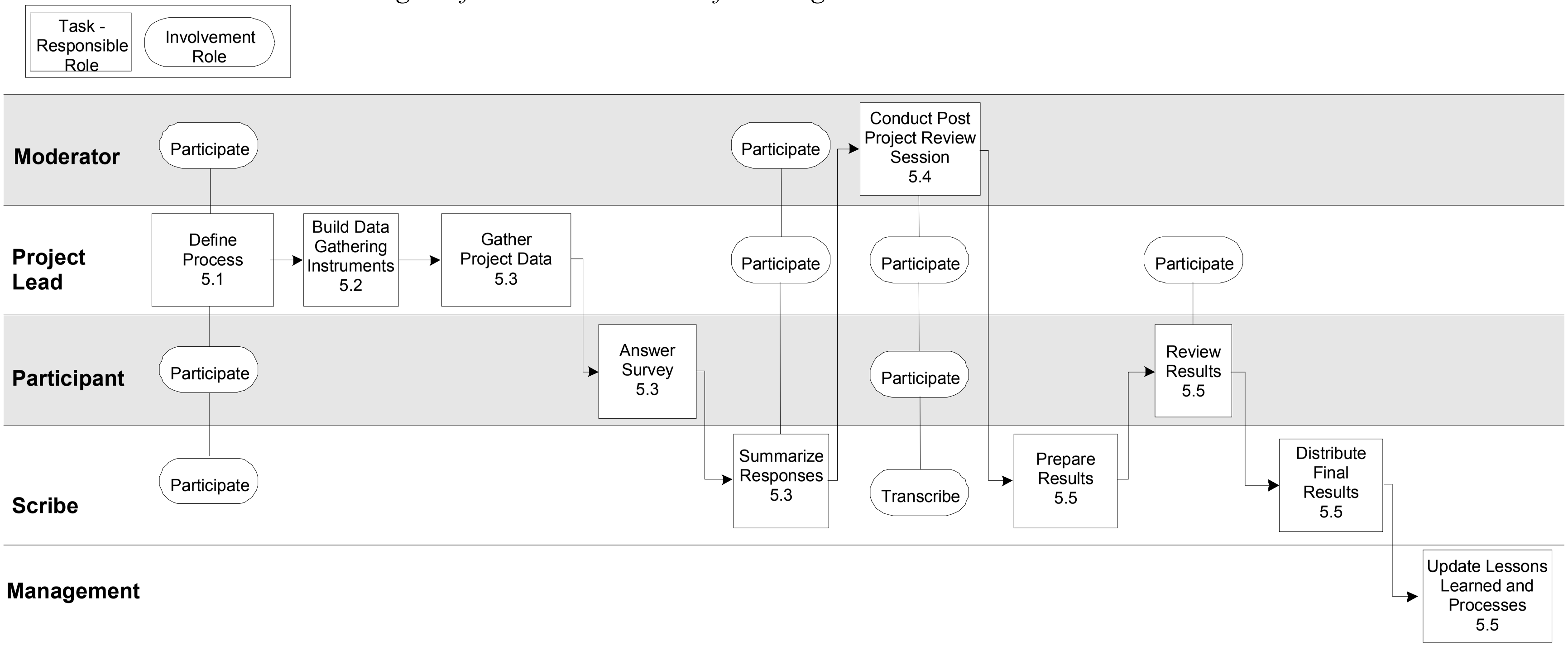
4. OVERVIEW OF THE PROCESS

The deliverables from this process include items that can be gathered from the tools in use for managing the project, as well as items from the Post Project Review Session. The project estimates of effort, original and final schedules, project budget and actual costs, and staffing profiles are best gathered from the project tracking tools. Any data which exists in a reusable form should be collected from that form, rather than requiring some project team member to generate that.

Those items that benefit from discussion and consensus forming should be the subject of the Post Project Review Session – what went well, when needs to be changed, what risks occurred as problems, what risks to watch for in the future.

The diagram that follows shows the workflow for this process.

Note: The numbers in each rectangle refer to activities in the following section.



Lessons Learned from the Post Project Review should be archived so that it is easy for project team members, process improvement teams, and managers to find useful information. Updating a risk factor table (see the Process for Analyzing and Managing Risk",) would be an example of lessons learned.

5. ACTIVITY DESCRIPTIONS

The following sections provide details on each activity – a description of the purpose, entry and exit criteria, deliverables, and the sequence of tasks to be done. Tasks are shown along with the roles generally responsible and/or involved in those tasks.

Post Project Review activities are a part of the work breakdown structure of the project, and get scheduled like any other work items.

5.1 DEFINE THE PROCESS TO USE

Purpose: Select and communicate to those involved the approach to be used for this Post Project Review. **Use small team discussions of those involved.**

Entry Criteria:
- Project work is complete
- A Moderator has been selected
- A review schedule has been prepared

Roles	Tasks
Moderator and Project Lead	Discuss the alternatives for performing the Post Project Review, and select appropriate elements. Potential components include: • kickoff meeting to describe the process • survey for each person to complete; might be tailored from a standard organization format • Post Project Review session to discuss results • report circulated for comment/correction • report archived in process assets library Distribute information about the approach to all involved

Exit Criteria:
- There is agreement on approach.
- All involved have been notified of the next steps

5.2 BUILD DATA GATHERING INSTRUMENTS

Purpose: Identify information to be gathered and use a simple project summary form

Entry Criteria:

- Project records are complete and accessible
- Participants can be reached through a common medium

Roles	Tasks
Moderator and Project Lead	1. Review the kinds of information generally gathered for projects of this type in this organization in Post Project Reviews 2. Identify existing sources and data. Items to consider include: • initial budget; final cost • initial staffing estimates, profiles; actual staffing profiles • initial effort estimates; final effort values • initial work product size estimates; final values • initial milestone and schedule; final values • number of requirements changes • rework statistics • product quality targets; actual values • initial risk list; final results of risk management • any other relevant measures of process or product 3. Review local templates for gathering post-project information from participants (example: survey templates, Appendix B) 4. Identify information to be gathered from project participants and stakeholders. Candidate items include: • success rating by team, management, customers • key things that were done right on the project • key things that were done wrong and should be changed • risks that were not detected and became problems • risks for which mitigation actions were ineffective 5. Develop a survey and distribute to participants, with notice of when to complete, to have information included in Post Project Review Session. 6. Develop a summary form for analyzing the data from the survey

Exit Criteria:

- Sources of project history data identified
- Survey prepared and distributed for participant feedback

5.3 GATHER INFORMATION

Purpose: Collect data for Post Project Review Session and project history database; include just the team.

Entry Criteria:
- Summaries are complete and agenda is ready for Post Project Review Session

<table>
<tr><th>Roles</th><th>Tasks</th></tr>
<tr><td>Moderator</td><td>Gather all of the project history data and ensure that it is complete and ready for the organization project history database</td></tr>
<tr><td>Participants</td><td>Complete the survey or use the risk management tools to enter personal responses to lessons learned items</td></tr>
<tr><td>Moderator</td><td>1. Review the results of all individual responses
2. Generate a summary report in areas that can be summarized; build lists of those items that require discussion and consensus (things done right, things done wrong, risks missed, etc.)
3. For any data that appears to be suspect, review with the provider and reach agreement on a resolution (or remove suspect data)
4. Set agenda for the Post Project Review Session and distribute an announcement of the meeting to all participants. A possible agenda includes:
• review of summary information gathered thus far
• using results of surveys, facilitated discussion of things done right; group ranking of most important, recommendations for how to ensure they continue to be done in future projects
• facilitated discussion of things done wrong; group ranking of most important
• brainstorm causes of these problems and how to ensure they don’t happen again
• review of risk management effectiveness, what was missed; brainstorm factors to include, ways to adapt mitigation
• structured discussion of lessons learned, using an organization structure, such as a risk factor table or another lessons learned taxonomy, to identify lessons to add
• collect any other comments participants want recorded</td></tr>
</table>

Exit Criteria:
- All participants have provided individual input
- Agenda for Post Project Review Session has been published

5.4 Conduct Post Project Review Session

Purpose: Review project results with participants; hold an informal discussion

Entry Criteria:
- Most participants are able to attend the session
- Summaries of surveys are ready for the session

Roles	Tasks
Moderator	Calls session to order and conducts it according to the agenda. Methods used to facilitate the consensus-building portion of the session include: • nominal group technique, starting with the lists gathered from individual participant surveys before the session – ask team about what went right; record that information; ask how to preserve it (if not already in processes) and document that – ask team what went wrong – use voting technique to get team to select top N ideas to improve – for each, ask how to avoid next time; if not already in processes, document that advice • facilitated completion of tables using risk management information gathering tools or other Lessons Learned taxonomy – review final project risk list and gather the end of project details for each risk (level of satisfaction, cost of the action, etc.) – elicit from project team any major problems that arose and how they might have been detected as risks early in the cycle; mark those as risks that emerged; if this is a complex project, go through each category to prompt people for ideas
Participants	Describe experiences and provide recommendations for how to improve the work of the project
Scribe	Record all meeting proceedings and capture ranked lists from the discussions

Exit Criteria:
- Participants agree that all key input has been provided

5.5 Document Results from Session

Purpose: Build the permanent record of lessons learned from this project; update the minimal set of factors, based on this project's experience

Entry Criteria:
- Team input is complete

Roles	Tasks
Scribe	• Work with organization management to consolidate items from the Post Project Review session into a form that fits the organization Lessons Learned collection (may be risk factors or other taxonomy) • Write process change requests to handle changes recommended by the project team • Distribute all results to participants for review.
Participants	• Review draft results and provide feedback to scribe.
Scribe	• Make recommended modifications as appropriate. • Archive results with project artifacts.
Project Lead	• Ensure useful records from project are placed in project history database • Determine how best to distribute key results of the Post Project Review and use those channels (example: brown bag seminars, presentations to quality councils, presentations at technical seminars)

Exit Criteria:
- Participants have reviewed draft results and provided feedback.
- Project history data is archived in an approved location
- Updates have been provided to a maintainer

6. Measures

Measures that can be used to determine the effectiveness of Post Project Reviews include the following.

Process Change Requests – **(Optional)** The measure should include the number of recommended changes, as well as an indication of the level of importance to the project team, any indication of when each change is needed, and recommendations for the content of the change.

Lessons Learned Updates – **(Recommended)** The measure should include a count of the number of lessons (e.g. risk factors) being added or changed in the organization's collection.

Level of Participation* – (Optional*) Measure the participation of the project members and stakeholders in the Post Project Review process, to understand the percent coverage of those who could have constructive input to improving the processes.

7. VERIFICATION ACTIVITIES

The following management verification activities are appropriate for Post Project Reviews:

- Ensure that the project manager and project team are performing Post Project Reviews per process for Low QA Focus Projects.
- Review the results of the Post Project Reviews, to identify actions needed by management, so that processes and project conditions are continuously improving.

8. DOCUMENT CONTROL

Revision	Date	Description
1.0	2/1/00	Incorporate Quality Assurance Guidelines
1.1	3/01/01	Tailor for Low Focus

A. SUPPORTING TEMPLATES

Please see the following items, accessible separately:

- **Post Project Review Questionnaire Annotated Template – Short – (Recommended) -** short set of questions that might be tailored into a survey for participants to complete before a Post Project Review Session
- **Post Project Review Questionnaire Annotated Template – Long** – (**Optional**) full set of questions that might be tailored into a survey for participants to complete before a Post Project Review Session
- Risk Factor Tables – collections of risk factors for given types of projects, organized in categories, with cues to help identify risks to a project; these should be extended with lessons learned on organization projects. See Section 4: Analyzing and Managing Risks for the Risk Factor Tables.

B. SUPPORTING CHECKLISTS

Please see the following checklists, accessible separately:

- **Post Project Review Preparation Checklist** – **(Recommended) -** items to consider when checking that a project team has a good plan for a Post Project Review
- **Post Project Review Completion Checklist** – **(Recommended) -** items to consider when checking that a project team has conducted a useful Post Project Review and has completed processing of the information gathered