<Project Title>

Project Reflection

|  |
| --- |
| This template is provided free of charge by the Institute of Project Management under a GNU General Public License. |
| [By downloading and using this resource, you accept its terms and conditions of use.](http://www.gnu.org/licenses/)  |  |  |
| In short, you can redistribute and/or modify this template to your heart’s content, but without any warranty (real or implied) about its merchantability or fitness for a particular purpose. |
| This template is offered ‘as-is’. It is not supported by a help desk. Please visit http://microsoft.com for editing tips and tricks. |
| [You can contact us to learn how this or other project management assets might be customised for your project or organisation.](https://institute.pm/contact/) |

|  |  |
| --- | --- |
| Project Name: |  |
| Commenced: |  | Delivered: |  |
| Project Manager: |  |
| Project Sponsor: |  |
| Client Representative: |  |
| Review Date: |  |

1. PROJECT OVERVIEW
	1. Project description

<Briefly describe the background to the project and the problem it was intended to solve and/or the opportunity it was intended to realise.>

* 1. Intended outcomes

<List the outcomes intended to be achieved by the project. In other words, who is going to benefit from the project’s deliverables and how will they benefit? There could be multiple impacts planned (both positive and negative) for multiple stakeholders.>

* 1. Strategic objectives

<Detail how these outcomes align to the strategic objectives of the organisation that paid for the project. You can make specific reference to the organisation’s Purpose, Values, Strategic and/or Annual Plan(s) to evidence this.>

1. PROJECT PERFORMANCE
	1. Performance against baseline plans

|  | Planned | Actual | Variance |
| --- | --- | --- | --- |
| Scope  |  |  |  |
| Schedule |  |  |  |
| Budget |  |  |  |

<Provide details here on the information summarised in the table above. Be sure to explain any variances.>

* 1. Outcomes delivered

<Provide details of the benefits that have been achieved as a result of project implementation (those outcomes that can be seen and measured at this point in time). Be sure to include details of how these outcomes have been measured.>

* 1. Outcomes yet to be realised

<Detail which outcomes, as outlined in the project’s Business Case, have not been achieved as a result of implementation but have been identified for later realisation. Be sure to include details of when these will be achieved (including any prerequisites) and how they will be measured.>

* 1. Changes

<Where changes were authorised during the project (*eg* relating to scope, time, cost, quality), describe the effect of each change on the Project Plan and achievements against the intended project outcomes.>

* 1. Open actions

<List any unresolved project issues or risks that the organisation and/or client should be aware of.>

1. LESSONS LEARNED

**Very good** – We exceeded the expectations of our organisation and our stakeholders. We should apply this standard to future projects.

**Good** – We met the expectations of our organisation and our stakeholders. We should lock in learnings to ensure this continues.

**Poor** – We failed to meet the expectations of our organisation and our stakeholders. Focus should be placed upon improving in this area.

|  | What worked well? | What can be improved? | Overall rating |
| --- | --- | --- | --- |
| Stakeholder identification & engagement |  |  | Very goodGoodPoor |
| Business case development |  |  | Very goodGoodPoor |
| Scope definition & management |  |  | Very goodGoodPoor |
| Schedule development & control |  |  | Very goodAveragePoor |
| Cost estimating & control |  |  | Very goodGoodPoor |
| Procurement & contract management |  |  | Very goodGoodPoor |
| Risk identification, prioritisation & treatment |  |  | Very goodGoodPoor |
| Project team management & performance |  |  | Very goodGoodPoor |
| Project governance & change control |  |  | Very goodGoodPoor |
| Project delivery & handover |  |  | Very goodGoodPoor |
| Project documentation |  |  | Very goodGoodPoor |
| Other lessons learned |  |  | Very goodGoodPoor |

1. RECOMMENDATIONS / ACTION PLAN

<Describe the actions that you or the sponsoring organisation should take to ensure that project lessons are learned, shared and implemented to benefit future project delivery. Within the format suggested below, recommendations should be presented in order of priority, with the most important one listed first.>

* 1. Start

<As a result of the lessons learned, what should you or the sponsoring organisation **start** doing? What steps, actions or processes *didn’t* you do or follow in this project that, if implemented, would make future projects easier?>

* 1. Stop

<As a result of the lessons learned, what should you or the sponsoring organisation **stop** doing in future projects? There were, for example, decisions in this project that could have been made better; how will we ensure this happens?>

* 1. Continue

<As a result of the lessons learned, what should you or the sponsoring organisation **continue** doing? What did you do in this project that worked so well that it should be locked in as a practice in future projects?>

SIGNATURE Name & Title