



Introduction

“We don’t carry out ‘lessons learned reviews’ at the end of projects now. We carry out ‘lessons identified reviews’. We know we don’t learn”





Completion

Completer-finishers are in their element
Other role types anxious to start next project

Proper completion requires discipline, investment of time and resource





Documentation

The least exciting part of project.....

Purpose

- Evidence
- Guidance
- Future work





Documents should include

Formal items

- Correspondence, contracts, permissions, letters, memos

Communication documents

Individual notes/logbooks

- Professionally vital in case of negligence enquiry

Keep for the life of the product or 7 years, whichever is longer

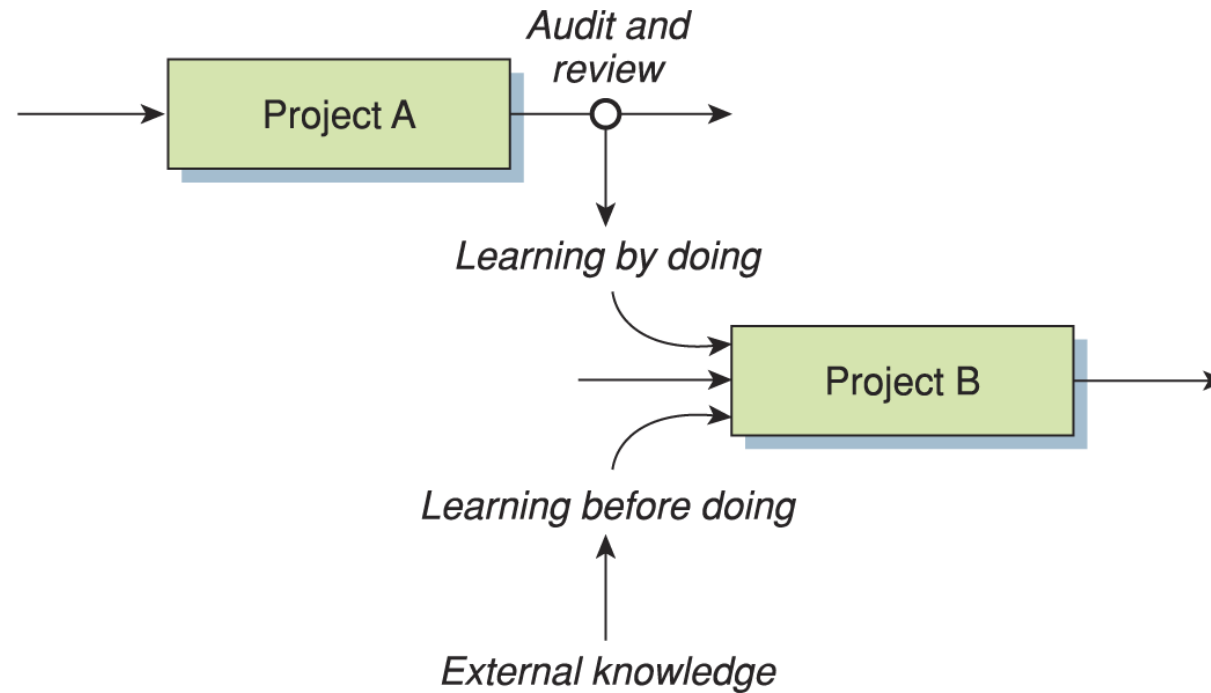
Need

- Policy for electronic documents needed (hard copy or consigned to data warehouse?)
- A guide of where any item is stored





Learning





Audit & review

Audit – internal

- Establish procedures
- Checking documentation
- Report irregularities

Review – external

- Overall performance
- Impact on the environment outside the project
- Suggest improvements





Audit & review

<i>Criteria</i>	<i>Audit</i>	<i>Review</i>
Financial	Accounting systems	ROI, cost variance
Time	Conformance to plan	Customer satisfaction
Quality	Quality procedures	Customer perceptions
Human resources	Conformance to policy	Team spirit, motivation
Environmental	Conformance to policy	EI assessment
Planning	Conformance to plan	Cost, techniques used
Control	Systems for control	Basis for improvement

