
Overview

This standard is about reviewing the project and capturing lessons learned. You will need to work with stakeholders to establish criteria for reviewing the project and obtain information from valid sources. Project stakeholders may be internal or external to the organisation and include sponsors, clients, customers and all relevant groups/individuals with a relation to the project.

You will need to consult with stakeholders during the review and recommend improvements to future project management procedures. You will also need to present lessons learned to inform future practice.

Project Management National Occupational Standards (PMNOS) are based on the following project management lifecycle:

- A Establish and lead the project team, and work with stakeholders
- B Define and initiate the project
- C Develop the project management plan
- D Deliver the project
- E Close and review the project

This standard is part of area E 'Close and review the project'.

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Review the project and capture lessons learned

Performance criteria

- You must be able to:*
- P1 plan the most appropriate way for reviewing the project
 - P2 establish clear and precise **criteria** for reviewing the project
 - P3 obtain accurate information on the project from all valid sources
 - P4 review all relevant information relating to the project
 - P5 obtain feedback from the relevant **stakeholders** on the effectiveness of the project and their level of satisfaction with it
 - P6 recommend feasible changes or improvements to future project management procedures
 - P7 present the results of the review to the appropriate people, according to agreed procedures
 - P8 consider lessons learned and present them to inform future practice

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Knowledge and understanding

You need to know and understand:

- K1 the context of the project
- K2 relevant legislative, regulatory and organisational requirements
- K3 project review methods
- K4 suitable criteria for reviewing projects
- K5 how to obtain information and feedback on the project
- K6 sources of information and feedback on a project
- K7 relevant stakeholders to involve in the review process
- K8 recording and reporting procedures
- K9 ways of promoting and presenting results

Additional Information

Scope/Range

Stakeholders:

- 1 Sponsors
- 2 Clients or customers
- 3 Relevant groups/individuals interested in the project
- 4 Relevant groups/individuals affected by the project
- 5 Relevant groups/individuals who might affect the project

Feedback:

- 1 Projects in progress
- 2 Completed projects

Criteria:

- 1 Overall performance against original plans and schedule outcomes
- 2 Quality
- 3 Financial
- 4 Change management
- 5 External influences
- 6 Conformance to specification
- 7 Benefits realisation

Glossary

Context of the project

This phrase appears in the knowledge and understanding of the National Occupational Standards (NOS) and relates to the wider context of the project that the individual will need to know about, such as the project environment, the relationship to a wider programme of work and how the project fits with organisational strategies.

The sector in which the project manager works (e.g. software development, construction, manufacturing or process industries) will have its own specific context and this phrase is intended to convey this meaning.

Lessons learned

Documented experiences that can be used to improve the future management of projects.

Life cycle

A life cycle defines the inter-related phases of a project and provides a structure for governing the progression of work.

Project

A unique, transient endeavour undertaken to achieve planned objectives.

Project schedule

The project schedule shows how project activities and milestones are planned over a period of time. It is often shown as a milestone chart, Gantt or other bar chart, or as a tabular listing of dates.

Stakeholders

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