***Instructions:*** *All staff and stakeholders involved in the PM process and change management should complete these surveys; the results should be reported anonymously.*

**Project Management Process Evaluation:**

|  |  |
| --- | --- |
| **Process Lessons Learned Questions** | **Observation / Responses** |
| **Project Execution Lessons** |
| Was the PM process effective in meeting the needs of the organization to accomplish this project? |  |
| What could we do to improve the PM process to better support project teams? |  |
| What did the Project Manager do well in leading the team through the PM process? |  |
| What could the Project Manager have done to improve the PM process even more? |  |
| What did we do well regarding project communication?  |  |
| What could we have done to improve project communication?  |  |
| What did we do well to ensure that stakeholders (e.g., sponsor, customer) had appropriate input? |  |
| What could we improve to ensure that stakeholders had appropriate input? |  |
| What did we do well to ensure that stakeholders had easy access to project information? |  |
| What could we improve to ensure that stakeholders had easy access to project information? |  |
| What did we do well to achieve customer satisfaction? |  |
| What could we improve in achieving customer satisfaction? |  |
| What did we do well in handover of the product to the customer? |  |
| What could we improve in handover of the product to the customer? |  |
| **Vendor Relationship Lessons** |
| What did we do well to ensure vendor cooperation? |  |
| What could we improve vendor cooperation? |  |
| What did we do to ensure vendor processes (procurements, RFPs, contracts, etc.) went well? |  |
| What could we do to improve vendor processes? |  |
| What did we do well in managing vendor communication and status?  |  |
| What could we improve in vendor communication and status? |  |
| **Internal Company Lessons** |
| What did we do well in handling internal communications for people outside the project team?  |  |
| How could we have improved the internal communications with people outside the project team?  |  |
| What did we do well in acquiring resources for the project? |  |
| What could we improve in acquiring resources for the project? |  |
| What did we do well in keeping management informed of project issues? |  |
| What could we improve in keeping management informed of project issues? |  |
| What did we do well in handover to operations? |  |
| What could we improve in handover to operations? |  |
| **Quality Lessons** |
| What did we do well in defining quality for the project? |  |
| What could we improve in defining quality for the project? |  |
| What did we do well in ensuring quality for the project? |  |
| What could we improve in ensuring quality for the project? |  |
| **Risk Lessons** |
| What did we do well in defining project risks? |  |
| What could we improve in defining project risks? |  |
| What did we do well in managing project risks? |  |
| What could we improve in managing project risks? |  |

**Change Management Lessons Learned:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Lesson Learned**  | **Agree** | **Disagree** | **N/A** | **Comments** |
| The change schedule was met. |  |   |   |   |
| The change came in on or under budget. |  |   |   |  |
| The deliverables on the change met their requirements. |  |   |   |  |
| The change met the business benefits expected. |  |   |   |  |
| The change fit with the corporate strategic objectives. |  |   |   |  |
| The team was happy with the change result. |  |  |  |  |
| Senior management was happy with the change result. |  |  |  |  |
| The change business case was convincing. |  |  |  |  |
| The change had clearly defined, measurable success criteria. |  |  |  |  |
| Roles and responsibilities on the change were defined and clearly communicated. |  |  |  |  |
| The change fit with the corporate strategic objectives. |  |  |  |  |
| The team defined measurable success criteria for the change. |  |  |  |  |
| The change met the desired business outcomes.  |  |  |  |  |

|  |  |
| --- | --- |
| **Questions** | **Comments** |
| What are the top three most effective things that were done on this change? |  |
| What are the top three least effective things that were done on this change? |  |
| For future project teams working on similar changes, what would you want them to learn from this change? |  |

**General Comments:**