

# 18 Lessons Learned

## 18.1 Project Lessons Learned

When required, the PM is responsible for maintaining lessons learned through the life of a project and documenting those lessons learned on the Final Project Report.

For CMAR or similar projects, or at the direction of the Director, the PM should maintain an ongoing list of lessons learned throughout the project in the Project Lessons Learned Template (Appendix 18.1). These lessons learned are identified throughout the project and may originate from any project team member. The PM documents the information in a Project Lessons Learned form available on the PMIS.

The log includes a lesson learned assessment of the following areas:

- Project team organization
- Scope definition
- Contract Strategy (Project Delivery Method)
- Design
- Changes
- Procurement
- Construction
- Safety
- Commissioning
- Risk management
- Asset Management Handover
- Any other areas as appropriate to the project

Following completion of the project, a final facilitated Lessons Learned workshop is held with project team members and key stakeholders. During the final Lessons Learned workshop, the PM collects and documents project processes that worked well, along with those that require improvement on future projects in the Workshop Projects Lessons Learned Template (Appendix 18.2). The PM opens for discussion and documents whether the overall objectives of the project were achieved.

The lessons learned workshop of the post-project reviews should include questions such as:

- What worked well—or did not work well—either for this project or for the project team?
- What needs to be repeated or done differently?
- What surprises did the team encounter?
- What project circumstances were not anticipated?
- Were the project goals attained? If not, what changes need to be made to meet goals in the future?