

## Learn from the experience

Learn from your projects by:

- 5.1 Carrying out post completion reviews for all projects.
- 5.2 Ensuring contracts continue to be adequately monitored up to completion.
- 5.3 Ensuring reviews are complete and cover all relevant issues.
- 5.4 If the team works well together, and is successful, then keep it together for the next project.

**The following pages will show you how.**

## Carrying out post completion reviews for all projects

- For all projects hold post completion workshops attended by all members of the team.
- Make sure the workshops are held shortly after completion of the project on site (e.g. within 4 to 6 weeks).
- However, where a service is to be re-tendered or there is a requirement to test the market for alternative suppliers, the most appropriate time for review would be when work commences on the preparation of the specification and contract documents for the next agreement.
- Review the extent to which the key success factors and Project Objectives were achieved. Identify the reasons why they were achieved, or why they were not achieved.
- The purpose of a post completion review is to learn lessons from the management and delivery of the contract that can be taken forward for future exercises. The success of future projects can be improved by the results of constructive analysis of performance on completed contracts. So ensure findings, warts and all, are reported back to all those who can benefit from the knowledge, including the decision-makers.
- The impact of the project on the service benefits and outcomes will only be established after a period in operation. Therefore, the post completion review should include recommendations to the Sponsor and the authority about any requirements about timing or content of a full post project evaluation.

## Ensuring contracts continue to be adequately monitored up to completion

- Post completion review does not remove the need for continuous monitoring of the contract throughout its duration. This allows any problems to be identified early on and corrective action to be taken to ensure successful completion of the contract.
- It is, however, essential that the costs of carrying out reviews do not outweigh the potential benefits and become an intolerable burden. Sufficient attention to ensuring that adequate details are obtained from normal monitoring procedures during the course of the current contract will ensure that post contract reviews do not represent a major demand on resources.

## Ensuring reviews are complete and cover all relevant issues

- As a contract approaches completion there are a number of issues that need to be addressed. These include an assessment of the following:
  - ▶ the achievement of the aims and objectives of the contract/project (e.g. how does the building deliver the service it was built for?);
  - ▶ performance of the contractor (see Appendix 12 within the Supporting Information);
  - ▶ performance of the project team (see Appendix 13);
  - ▶ quality of the service, end product, goods supplied;
  - ▶ timeliness of completion and/or delivery;
  - ▶ financial outturn;
  - ▶ the impact on further projects of any findings from the project review.
- Compile a standard questionnaire to ensure that all issues are adequately covered and distribute them to all relevant parties for completion.
- Use the Construction Industry Council's "Design Quality Indicators" (DQIs) to undertake an end-user post-occupancy evaluation. [www.dqi.org.uk](http://www.dqi.org.uk)
- Coupled with the completion of the key performance indicators for your project, you should then have a good idea of whether your project has been successful, and of the areas that need to be addressed for future schemes.

## 5.4

**If the team works well together, and is successful, then keep it together for the next project**

- If it can be demonstrated that the team has worked well together and has delivered a successful project, why not reward them by giving them another one. This will only be possible if you have a strategic partnering arrangement in place, but will provide you and your partners with considerable benefits.

### **Why do all this?**

- Provides valuable feedback for use in the planning and development stages of other projects/services.
- Identifies what would we do differently and why next time.
- To repeat what we did well, and improve on what we did badly.
- To do things better!