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| **Lessons learned  workshop Report** |
| **2022** **Author/Directorate**  |
| **Document Reference:**  |

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| **Cover Sheet** |
| **Prepared By** |

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| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Manager / Project Manager** |
| Staff managing projects must have training and /or skills that match he demands of the project level. All projects as a minimum should be managed by a project manager who has achieved competencies at the Certificate IV in Project Management level or holds equivalent knowledge and experience.   |

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| --- | --- |
| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Endorsed by Project Sponsor (Deputy Secretary or Deputy Commissioner)** |

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| --- | --- |
| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Endorsed by Senior Supplier / Asset Custodian** |

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| --- | --- |
| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Endorsed by Asset Owner**  |

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| --- | --- |
| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Stakeholder Endorsement**  |

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| **Name:**  | **Signature:**  | **Department:**  | **Date**  |
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| **PCG Endorsement** |

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| **PCG** | **Date** | **Minutes Doc Reference** |
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| **Version Control**  |

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| **Version #**  | **Doc Reference**  | **Author**  | **Comments**  | **Date**  |
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|  | **1. Introduction** |  |
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|  | The Lessons Learned Framework has been designed to capture valuable information from CAMMS projects to inform future projects. The Lessons Learned Workshop (LLW) is the primary mechanism used by the project team to achieve this. The information collected during the workshop process will be used to improve CAMMS processes and to safeguard against future risks. The LLW can be used as both a risk management and a project review tool. |  |
|  |  |  |
|  | **2. Project background** |  |
|  |  |  |
|  | Enter background information on the project.  This area is the opportunity to provide a narrative on anything a future reader of the document may need to know – specifically, detail if a project varied dramatically from the original business case and plan.  |  |
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|  | **3. Lessons learned workshop** |  |
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|  | **3.1 Invitees** |  |
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| **Stakeholders Workshop:** | **Date:** | **Attendance** |
| Name | Role |  |
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|  | **3.2 Lessons learned workshop structure** |  |
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|  | information and guidance on holding lessons learned workshop is provided on the PMO intranet site.  If you require more information, please contact the PMO. Lessons learned workshops are aligned to the Project Management Framework (PMF) in order to maximize repeatability of desired lessons and to avoid repeating unfavorable ones. |  |
|  |  |  |
|  | **3.3 Scope of the workshop** |  |
|  |  |  |
|  | Provide detail on what was discussed at the workshop.  For example, if lessons learned workshops are being held as intervals or stages throughout a project, specify which stage of the project the workshop was being held for.   |  |
|  |  |  |
|  | **Scope of the workshop –**  |  |
|  |  |  |
|  | **3.4 Limitations of the workshop** |  |
|  |  |  |
|  | As a workshop facilitator you may believe that there were factors that may influence the effectiveness or outcomes of the meeting.  These factors could include participation, who was in attendance, and who was not, and the knowledge they may have. The following factors influence the completeness or accuracy of the information obtained at the lessons learned workshops: |  |
|  |  |  |
|  | **Limitations of the workshop –**    |  |
|  |  |  |
|  | **4. Lessons learned summary** |  |
|  |  |  |
|  | Summarize the main points or recurring issues that were raised during the workshop.  This area can be used to validate and reinforce perceived issues a project experienced or disprove it.  The text below demonstrates how this section can be used (blue italics).  During the discussions in the lessons learned workshops there was an emphasis on the issues that have had the most enduring negative impact and continue to hamper the project.  They are:Deficiencies in project initiation * not based on concept of operations or strategic plan; operational response requirements not specified,
* stakeholder requirements not included in business case,
* business as usual or whole of life costs not included.

Limited Stakeholder engagement* Stakeholders not being engaged at the outset; which may have caused the apparent unwillingness of some stakeholders to engage with the project regarding items that will fall into their areas of BAU responsibility.

Lack of Organizational will and support* perceived lack of senior management awareness of CAMMS legislative obligations,
* perceived senior management lack of understanding and support of project deliverables,
* perceived senior management lack of confidence in Project Sponsor.
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|  | **Lessons learned summary –**   |  |
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|  | **5. Key lessons learned** |  |
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|  | Attempt to group the lessons learned.  Suggested groupings are in the Project Management Fundamental column.  |  |
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| **Project Management Fundamental** | **What didn’t work well** | **What worked well** | **Recommendations** |
| Strategic assessment |  |  |  |
| Requirements  |  |  |  |
| Proposal development (Business Case / Asset Proposal / Seed Funding Proposal) |  |  |  |
| Budget |  |  |  |
| Change control |  |  |  |
| Documentation and version control |  |  |  |
| Stakeholder Engagement |  |  |  |
| Communication |  |  |  |
| Procurement |  |  |  |
| Scope |  |  |  |
| Project Team |  |  |  |
| Governance |  |  |  |
| Transition to Business as Usual  |  |  |  |

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