|  |  |
| --- | --- |
| **<Project Name (in document properties)>** | |
| Project Owner | <Project Owner name (in document properties)> |
| Organisational unit | [Portfolio, Faculty or Directorate Name] |
| Version | [Version of the document]  [Each approval increments the version number by 1] |
| Approval status | [WIP | In review | Endorsed | Approved] [Add date & name of endorsement or approval] |

**Guidance**

The template contains pre-filled text in many sections. They can be retained as is or adapted as best suites the project.

Text <in brackets and in blue or red and smaller font> are guidance notes for that section and must be deleted before submitting the document for endorsement and approval.

Text in square brackets [] denote options or expected values to be used in that field or section. It must be replaced with a valid value and the text in brackets removed.

This text box must be removed before submitting the document for endorsement and approval.

APPROVALS

On approval of this Post-Implementation Review (PIR) Report, the following will take place:

* The Executive Sponsor approves in full the implementation done, accepts any potential follow-on actions and notes the recommendations.
* The Executive Sponsor also accepts the realisation of the output benefits and commits to continue the work to realise the outcome benefit.
* The project is closed and marked as complete in the project portfolio.
* The Project Manager and project team are released and not expected to perform any further activities related to this project (except for finalising any remaining contracts or invoices).
* The remaining funds are held available for three (3) months to pay any outstanding invoices (“financial closure” / “DLP”). After this period, any remaining capital funds are returned back to the University’s central funding pool for reallocation to other projects.
  + If the project has exceeded the funding available, the Executive Sponsor sources the necessary funds to cover any shortfall so that at the end of the three-month financial closure period the balance is $0.
* Any future major enhancements or new stages of implementation will be initiated as new projects.

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name, position** (or committee name) | **Date** | **Comments** |
| Author | [Project Manager] |  |  |
| Contribute |  |  |  |
| Review | [Specialist or working group] |  |  |
| Review | [Peer / colleague] |  |  |
| Endorse | [Benefits Owner(s)] |  |  |
| Endorse | [Business Change Manager] |  |  |
| Endorse | [Program Board] |  |  |
| Approve | [Executive Sponsor] |  |  |

<**Author** = the one who’s responsible for writing the document (typically a single person).  
**Contribute** = staff or external parties who have provided input to the document.  
**Review** = specialist or similar who can confirm the validity and accuracy of the information presented.  
**Endorse** = Manager or executive who can confirm the material presented is of good quality and ready to be presented for approval.  
**Approve** = Approving party as per the ACU Project Management Model and Delegations of Authority; a single approval is requested.>

**Document Version**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Name** | **Changes made** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

<For any edits, increment the version number by a decimal (starting from 0.1). Approvals will change the version number to the next whole number (starting from 1.0), any subsequent edits increment from there. E.g. 0.1 > 0.2 > 0.3 > 1.0 > 1.1 > 1.2 > 2.0, etc. When a new version is approved, remove the version numbering of any edits / drafts (decimal changes) and retain only the approved versions on the list.  
Please note that all approved versions will need to be retained in the project file.>

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PURPOSE OF THE DOCUMENT

A Post-Implementation Review (PIR) is conducted at the project completion to ensure that the project has met its objectives as stated in the Business Case and that the outputs meet the requirements of users and stakeholders. The review also considers the realisation of output benefits and the progress of the outcome benefit. It also gives recommendations, as appropriate, on how to optimise or enhance the value of the outputs.

This report is a core template to be completed in the Close phase of a project and is approved by the Project Owner or presented to the Project Board or Steering Committee for approval. It is also forwarded to the Executive Sponsor for noting. Any opportunity to learn and improve will allow the University to secure increased value from its investments in projects, both in time and funds, and this document is intended to provide an opportunity to capture and share this kind of information.

This report is to be read together with the Project Business Case and Project Initiation Document (PID) as the review has been based on what has been agreed to in those documents.

REALISATION OF THE BUSINESS CASE AND BENEFITS

1. Executive Sponsor’s comments

The Executive Sponsor of a project is accountable for the success of the business change introduced and realisation of the benefits. In this capacity, they have provided the following overall comments and reflection on the development of the Business Case and Benefits Realisation Plan, and the delivery of the change so far to enable the outcome to be achieved.

|  |
| --- |
| **Comments** |
|  |

1. Benefits realisation

*Review the benefits realisation against the Business Case. Bring data from section ‘Outcome’ (A.2) in the Business Case, add final result or the current measurement, and your commentary on the realisation of benefits and success of the business change. Review also the effectiveness of business change management as it’s an integral part of the success.*

The project was set up to produce outputs which enable an outcome to be realised. When the outputs are used as intended and in full and are supported by effective business change management and benefits realisation practice, the outcome and associated benefits to ACU are expected to be achieved.

The table below summarises how well the benefits have been achieved from the outputs and the outcome, as agreed to in the Business Case. When well defined and delivered, all output benefits are realised in full at the project closure. The outcome benefit may have already been partially realised but in many projects the realisation starts only after the project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcome** | **Benefit class[[1]](#footnote-2)** | **Targeted** | **Achieved** |
|  |  |  |  |
| **Outputs** | **Benefit class** | **Targeted** | **Achieved** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |
| --- |
| **Comments about benefits realisation** |
|  |
| **Comments about business change management** |
|  |

1. Development of the Project Business Case

The table below outlines the changes done to the Project Business Case since its initial approval. This indicates how the opportunity or need for the change or the project environment and priorities have developed over time and how the project has responded to that.

|  |  |  |
| --- | --- | --- |
| **Version** | **Date approved** | **Reason for change** |
|  |  |  |
|  |  |  |
|  |  |  |

1. Business needs or opportunities

*Review the expression of the development of the business need or opportunity and the definition and management of the business requirements.*

Every project is underpinned by a distinct business need for improvements or a new opportunity to change practices or services. The definition of them frames the delivery of the change. This section discusses the effectiveness of this definition and the development and management of respective business requirements.

|  |  |
| --- | --- |
| **Business opportunity or need – Initial Business Case** | **Effectiveness of the definition** |
|  |  |
| **Business opportunity or need – Final Business Case** (last approved) | **Reasons for a changed definition** |
|  |  |

Business Requirements express the future state from the outcome perspective in the parts of the University impacted by the change: what exactly do they need to succeed in the future. They also define the actual delivery from the project. The requirements may change as the project progresses – often because the surrounding priorities change or the stakeholders’ understanding of the impacts of the change increase.

|  |  |  |  |
| --- | --- | --- | --- |
| **Effectiveness and accuracy of the Business Requirements Definition (BRD)** | | | |
|  | | | |
| **Major changes done to during the project, and reasons** | | | **Impact to delivery** |
|  | | |  |
| **Requirements implemented** | | |  |
|  | **Must have** | **Should have** | **Could have** |
| **%** |  |  |  |

1. Quality expectations

*Reflect back to the quality expectations in the Project Business Case and review the delivery against them. If an expectation has been met to the full satisfaction of the Executive Sponsor, the achievement is marked as ‘Yes’. Likewise, if an expectation has not been met at all, mark it as ‘No’. Any partial achievements should primarily be compared against the corresponding quality criteria or passing of test cases and marked as a % figure.*

The following quality expectations were set for the project in the Project Business Case. The table below summarises how well the expectations were met.

| **Quality expectation** | **Priority** | **Achieved?** | **Comments** |
| --- | --- | --- | --- |
| Conformity |  | [Yes / Partially / No, or % of related quality criteria] |  |
| Usability / understand-ability |  |  |  |
| Efficiency |  |  |  |
| Maintainability |  |  |  |
| Reusability |  |  |  |
| Flexibility |  |  |  |
| Reliability / accuracy |  |  |  |
| Portability |  |  |  |
| Audit-ability / security |  |  |  |
| Job impact |  |  |  |

DELIVERY OF THE PROJECT

This part reviews the project performance against the PID: quality, time, cost, changes / re-baselining, stakeholders & communications, dependencies.

1. Project Owner’s and Project Manager’s comments

The Project Owner is accountable and Project Manager responsible for the success of the project delivery. In this capacity, they have provided the following overall comments and reflection on the development of the project from planning through to closure, and the delivery of the outputs and associated benefits.

|  |
| --- |
| **Project Owner’s comments** |
|  |
| **Project Manager’s comments** |
|  |

1. Project Initiation Document (PID)

The table below outlines the changes done to the PID since its initial approval. This indicates how the project environment and priorities, or the project delivery have developed over time and how the project has responded to that. Each change would also cause the project to re-baseline, creating the new approved budget, timeline, scope and/or quality expectations the project has been reported against.

|  |  |  |
| --- | --- | --- |
| **Version** | **Date approved** | **Reason for change** |
|  |  |  |
|  |  |  |
|  |  |  |

1. Delivery of the outputs

The following outputs had been agreed to be delivered by the project.

| **Outputs delivered by the project** | **Comments about the delivery** |
| --- | --- |
|  |  |
|  |  |
|  |  |

1. Meeting the acceptance criteria

The Project Owner had set the following acceptance criteria for this project. The table below summarises how they have been met.

| **Acceptance criteria** | **Achievement and comments** |
| --- | --- |
|  | [Yes / Partially / No, or % of the related criteria] |
|  |  |
|  |  |

1. Business impact (business change)

The solution implemented was predicted to have the following business impacts within staff, students and external parties. The tables below summarise the effectiveness of the change management. Any recommendations for further action are provided in section [C.3 Recommendations](#C3_Recommendations).

|  |  |  |
| --- | --- | --- |
| **Staff impacted** | **Impact category** | **Effectiveness of change management** |
|  |  |  |

|  |  |  |
| --- | --- | --- |
| **Students impacted** | **Impact category** | **Effectiveness of change management** |
|  |  |  |

|  |  |  |
| --- | --- | --- |
| **External parties impacted** | **Impact category** | **Effectiveness of change management** |
|  |  |  |

1. Project environment

The project environment has a big influence on how a project can be set up and delivered. Starting the in the Business Case, and reviewed during the project planning phase, the project has taken environmental factors into account. This section summarises the effectiveness of assessments done and how successful the project was in responding to changes in its environment.

|  |
| --- |
| **Comments about the management of dependencies** |
|  |
| **Comments about the management of constraints** |
|  |
| **Comments about the management of assumptions** |
|  |

1. Project organisation

The way a project is organised and controlled plays a significant part in its success. Selecting the right stakeholders and governance model and applying projects controls in a way that best enables the Project Manager to lead the delivery is an area which often evolves throughout the project. Learning from this will help future projects to make optimal choices and the right support given to them by the rest of the University.

1. Project governance and stakeholder interaction

A key success factor in projects is the right governance model (not too light, not too heavy), communications and stakeholder interactions. Where open, robust discussions and clear decisions take place, the project is better equipped to deliver high-quality outputs. The table below introduces the observations and comments given by selected key stakeholders.

|  |  |
| --- | --- |
| **Executive Sponsor’s comments** | **Recommendations** |
|  |  |
| **Project Owner’s comments** | **Recommendations** |
|  |  |
| **Project Manager’s comments** | **Recommendations** |
|  |  |

1. Project team and supplier work

They key focus of the project team and suppliers is to develop and deliver high quality outputs in an efficient manner. The selection of team composition in both ACU and potential suppliers plays a key role in the effectiveness of the work, and should always be balanced against the business requirements and skills required.

|  |  |
| --- | --- |
| **Composition and effectiveness of the project team and selected suppliers** | **Recommendations** |
|  |  |

1. Project controls and reporting

Project controls help the Project Manager to perform their role and assure that the project is managed adequately and will remain within the approved limits given to it for scope, quality, risk, time and budget.

|  |  |
| --- | --- |
| **Comments about tools, templates and processes** | **Recommendations** |
|  |  |
| **Comments about data and reporting** | **Recommendations** |
|  |  |

1. Project management practice

The following sections are for the review of the implementation work as compared to the plans. It is used to understand the accuracy of the initial planning and effectiveness of the change control throughout the project.

1. Schedule management

The project schedule was developed during the planning phase based on the known business requirements and solution, and what was approved in the Project Business Case. Throughout the project, the Project Manager has actively maintained the schedule and updated the baseline when changes to the project were approved by the governance group. The table below summarises key milestones in the project and the initial planned schedule for them, and the final approved baseline and actual completion of each milestone.

| **Milestone** | **First baseline** | **Final baseline** | **Actual date** | **Comments** |
| --- | --- | --- | --- | --- |
| Project Business Case approved | [dd mmm yy] | [dd mmm yy] | [dd mmm yy] |  |
| Planning completed, PID approved |  |  |  |  |
| Initial Go-Live |  |  |  |  |
| Delivery finalised |  |  |  |  |
| Output benefits measured |  |  |  |  |
| Project closed, PIR approved |  |  |  |  |
| Outcome benefits realised |  |  |  | The current forecast is marked as the final baseline. |

1. Financial management

The initial financial approval for the project was given in the Project Business Case. As the project progressed, the financial position and estimates were refined and have led to the actual spend differing from the initially approved budget (initial baseline). The table below identifies this initially approved project implementation budget to cover the expenses (initial baseline), and the final approved budget (final baseline) and the actual spend.

|  |  |  |  |
| --- | --- | --- | --- |
| **FINANCIAL MODEL** | **Initial baseline** | **Final baseline** | **Actual spend** |
| Implementation cost (capex) |  |  |  |
| Implementation cost (opex) |  |  |  |
| **Total $** |  |  |  |

| **Comments about the financial estimation and position of the project** |
| --- |
|  |

1. Project change control

A well-defined and controlled project delivers to the agreed Project Business Case and associated Project Initiation Document (PID). However, it is common that changes are made to projects because of e.g. changes in priorities, project environment or issues encountered. The table below summarises all changes proposed in chronological order (of submission) and their impact to the project.

| **ID or date** | **Change title** | **Change type** | **Document revised** |
| --- | --- | --- | --- |
| **Approved changes** | | | |
|  |  | [Scope, quality, schedule, budget] | [Business Case, PID, another document] |
|  |  |  |  |
| **Rejected changes** | | | |
|  |  |  |  |
|  |  |  |  |

1. Risk and issue management

Effective risk and issue management ensures the project can respond to uncertainties and sudden events in a manner that minimises any adverse impact to the delivery and outputs. The more complex a project is, the more common is it for it to face a number of risks and encounter issues, and even simple projects are likely to come across some.

The table below summarises the volumes of risks and issues. The categorisation is as of at the closure of each of them. The detailed information is stored in the risk and issue registers maintained by the Project Manager.

| **Number of items by rating / priority** | **Low** | **Moderate / Medium** | **High** |
| --- | --- | --- | --- |
| **Risks and issues closed** | | | |
| Risks eventuated and resolved |  |  |  |
| Risks expired (not eventuated) |  |  |  |
| Issues closed |  |  |  |
| **Risks and issues transferred to operations** | | | |
| Active risks |  |  |  |
| Open issues |  |  |  |

|  |  |
| --- | --- |
| **Project Manager’s comments** | **Recommendations** |
|  |  |

1. Quality management

The following quality criteria were agreed to for this project and the fulfilment of the criteria allows the Executive Sponsor to approve the completion of the project delivery.

| **Output** | **Expected performance** | **Level achieved and comments** |
| --- | --- | --- |
|  |  | [Yes / Partially / No, or % of related quality criteria] |
|  |  |  |
|  |  |  |

LESSONS AND RECOMMENDATIONS

1. Lessons learned

While all project deliveries should follow a set methodology, continuous improvement helps the University to better achieve its goals. The tables below summarise key learnings taken during this project. They follow the Start / Stop / Continue model and are categorised by the aspect of the project applicable.

1. Continue doing

These are things that worked especially well in this project and should be done in or replicated to all similar projects in the future. They helped the stakeholders be effective in their direction or contribution to the project, the project team and suppliers to deliver high quality outputs efficiently, and the Project Manager to lead the project well.

| **Category[[2]](#footnote-3)** | **What worked well?** | **What positive impact did it have?** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

1. Change ways

These are things which were done in the project but if they would have been organised or performed differently, their positive impact would have been bigger. These may provide suggestions for improvements in processes, work practices, interactions and tool or templates used.

| **Category** | **What was done in this project?** | **How to improve or what to change?** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

1. Stop doing

These are things which were part of this project but – in hindsight – either lowered the quality or efficiency of the delivery or stakeholder interactions, or caused unnecessary time and expense spent. Based on the learnings from this project, these should either have been left out of the project or be redesigned and performed very differently.

| **Category** | **What was done in this project?** | **How did it impact the project?** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

1. Start doing

These are things which were not part of this project but – if included – would have improved the delivery and interactions in the project. They may provide suggestions for improvements in processes, work practices, interactions and tool or templates used.

| **Category** | **What should be added to projects?** | **How will it improve future projects?** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

1. Follow-on actions

At the project closure, the following issues or activities are still outstanding and are handed over to the Executive Sponsor to oversee their resolution or completion. The subject matter expertise and staff required are sourced from the applicable operational teams.

| **Reference** | **Activity or issue open + reason** | **Action and team recommended** |
| --- | --- | --- |
| [Issue number, PO number, etc, if applicable] |  |  |
|  |  |  |
|  |  |  |

1. Recommendations

To gain further value from the project outputs and optimise the value of the resulting change outcome, the project recommends the Executive Sponsor and Benefit Owner(s) consider the following action or enhancements in the future. They are seen to provide added use or value from the solution provided through the project.

| **Recommended action or enhancement** | **Added value it would provide** |
| --- | --- |
|  |  |
|  |  |
|  |  |

1. Increase revenue, Retain revenue, Avoid cost, Reduce cost,  
   Improve student experience, Improve staff experience, Maintain student experience, Maintain staff experience, Reputation. [↑](#footnote-ref-2)
2. Governance, Business Case (project definition), Benefits realisation, Communications, Business change, Reporting, Project management, Organisation, Tools & templates [↑](#footnote-ref-3)