**CONSTRUCTION PROJECT DEBRIEF TEMPLATE**

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| **PROJECT TITLE** |
|  Mencken University Construction |
| **MODERATOR** | **DATE PREPARED** |  |
|  Valerie Jackson | March 19th  |  |
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| PROJECT OVERVIEW |
| What were the original goals and objectives of the project? |
| The original goal of the project was to construct three primary lecture halls according to the architect's specifications. These lecture halls are the inaugural constructions on the new university's campus; we will build successive university structures around these three lecture halls.  |
| What was/were the original criterion/criteria for project success?  |
| The original criterion for project success was to build three environmentally friendly lecture halls in the blueprint-specified brutalist architectural style, including concrete walls, custom stonework, etc.  |
| Was the project completed according to the original expectation? |
|  Yes, but completion was delayed by two months due to heavy snow throughout the month of March.  |
| Additional Comments |
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| PROJECT HIGHLIGHTS |
| What were the major accomplishments? |
| We met the architect and university board's expectations for constructing three eco-friendly, open-air lecture halls by following the architect’s specifications to the letter: That meant using custom stonework, recycled lumber, and other environmentally friendly materials wherever possible.  |
| What methods worked well? |
| We met with the architect and university board early on to ensure that, prior to commencing work, the crew and I understood the expectations, structural challenges, environmental standards, and interior and exterior aesthetic specifications.  |
| What helped you accomplish the project? |
| Being in constant contact with both the architect and the project manager from the outset helped us stay on track logistically and budget-wise. In addition, having a project manager who had studied architecture proved to be incredibly helpful. The PM was able to assist us in conveying some of the architect's more challenging designs.  |
| Additional Comments |
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| PROJECT CHALLENGES |
| What elements of the project went wrong?  |
| After the unexpectedly heavy snowfall in March, we discovered a drainage problem in lecture hall #2 and, therefore, had to adjust our retaining wall's drainage infrastructure.  |
| What specific processes need improvement? |
| We need to involve exterior-design craftspeople earlier in the process, so we can coordinate schedules. By doing so, we’ll have access to them when we're ready for them.  |
| How can we improve these processes in the future? |
| * We can involve exterior-design craftspeople earlier on in the project-planning process.
* We can get subcontractors to sign contracts as early as possible in order to guarantee that they are able to perform their work in a timely manner. In this way, we can stay on schedule regarding other (co-dependent) aspects of the project.
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| What were the key problems areas (i.e., budgeting, scheduling, etc.)? |
| * We had difficulty obtaining contract commitments from and coordinating schedules with the exterior-design craftspeople.
* We require more study of water drainage in a building such as lecture hall #2, so we can anticipate this kind of problem going forward.
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| List any technical challenges. |
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| Additional Comments |
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| POST-PROJECT TASKS / FUTURE CONSIDERATIONS |
| List any continuing development and maintenance objectives. |
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| What actions do you still need to complete, and who is responsible for completing them? |
| * Jane Williamson will complete the exterior-wood staining on all three halls in the next four days.
* John Liden will complete the parquetry woodwork in the foyer of lecture hall #3.
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| List any additional outstanding project items. |
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| Additional Comments |
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| PLANNING PHASE |
| **LESSON LEARNED** | **ACHIEVED?** | **COMMENTS** |
| The team documented the project plans and scheduling thoroughly.  | Y/N |  See above for the key problem areas.  |
| The project schedule contained all elements of the project.  | Y |   |
| We defined all tasks clearly. | Y |   |
| The stakeholders had adequate input during the planning process.  | Y |   |
| We gathered and documented the requirements clearly.  |  |   |
| The criteria were clear for all phases of the project. |  |   |
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| Additional Comments |
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| EXECUTION |
| **LESSON LEARNED** | **ACHIEVED?** | **COMMENTS** |
| The project reached its original goals.  | Y |  |
| Unexpected changes that occurred were of manageable frequency and intensity.  | N | See above for the key problems. |
| The team managed project baselines (i.e., time, scope, and cost) thoughtfully.  | Y |  |
| The fundamental project management processes (i.e., risk and issue management) were efficient.  | Y |   |
| The team tracked and reported the project’s processes in an accurate, organized manner.  | Y |   |
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| Additional Comments |
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| HUMAN FACTORS |
| **LESSON LEARNED** | **ACHIEVED?** | **COMMENTS** |
| The project manager reported to the appropriate parties. | Y |   |
| The project management was effective. | Y |   |
| We organized and staffed the project team adequately. | Y |  |
| Both the project manager and the team received proper training.  | Y |  |
| All team members communicated efficiently with one another. | Y |  |
| All functional areas collaborated effectively.  | Y |   |
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| Additional Comments |
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| OVERALL |
| **LESSON LEARNED** | **ACHIEVED?** | **COMMENTS** |
| The original cost projections were accurate.  | Y |   |
| We met the architectural objectives of the university.  | Y |  |
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| Additional Comments |
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| PROJECT CLOSE ACCEPTANCE |
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| **PROJECT MANAGER NAME** | **DATE** | **PROJECT MANAGER SIGNATURE** |
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| **SPONSOR NAME** | **DATE** | **SPONSOR SIGNATURE** |
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