During the Project Closure / Maintenance phase of a project, the Project Management Office (PMO) conducts a survey to gather feedback on the project to improve performance on subsequent projects. This survey will assist the PMO in gathering project sponsors and team member's thoughts and perspectives on the project, and will be integrated with other stakeholder's input into the companion Post Project Review by the PMO.

Your replies to this survey will be kept strictly confidential.

Note: In any table, select and delete any blue line text; then click Home→Styles and select "Table Text" to restore the cells to the default value.

Post Project Review Survey Questionnaire

Section 1: General Project Issues

Question	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applic-able
How clearly defined were the objectives for the project?	☐	☐	☐	☐	☐	☐
How clearly defined were your objectives for your work tasks?	☐	☐	☐	☐	☐	☐
How clear were you as to your role in the project?	☐	☐	☐	☐	☐	☐
How adequately involved did you feel you were in the project?	☐	☐	☐	☐	☐	☐
How well do you believe that executive management supported this project?	☐	☐	☐	☐	☐	☐
Do you feel appreciated, recognized and rewarded for your efforts?	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

Section 2: Project Communications

Question	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applic-able
How efficient and effective were project team meetings?	☐	☐	☐	☐	☐	☐
How efficient and effective were any technical meetings?	☐	☐	☐	☐	☐	☐
The executive sponsor provided needed guidance and support for the project?	☐	☐	☐	☐	☐	☐
The project manager provided needed guidance and support for the project?	☐	☐	☐	☐	☐	☐
The project team had a good understanding of my contributions to this project?	☐	☐	☐	☐	☐	☐
My individual responsibilities and deliverables were achievable?	☐	☐	☐	☐	☐	☐
The roles and responsibilities of the team members were clear?	☐	☐	☐	☐	☐	☐
The team member's deliverables were delivered accurately and on time?	☐	☐	☐	☐	☐	☐
Project related meetings made good use of my time?	☐	☐	☐	☐	☐	☐
Project issues were managed professionally?	☐	☐	☐	☐	☐	☐
Project issues were resolved effectively by the right people and in a timely manner?	☐	☐	☐	☐	☐	☐
I was empowered to participate in discussions regarding issues that impacted my work?	☐	☐	☐	☐	☐	☐
The status of project problems, risks, delays and cost increases were communicated appropriately and in a timely manner?	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

Section 3: Scheduling and Estimating

Question	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applic-able
To what degree do you feel the entire team was committed to the project schedule?	☐	☐	☐	☐	☐	☐
Did you feel that adequate time was allocated to conduct all phases of the project?	☐	☐	☐	☐	☐	☐
Decisions about schedule changes were discussed by all the people impacted by the change?	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

Which of the following estimating issues did you personally have and what was the impact?

Question	Your Response
I was diverted to work on another project full-time or part time.	*Identify the project name, for how long were you diverted, and what was the impact on your work on the project?*
I over / under estimated the amount of time I would have each week to work on this project.	*Identify the other work that interfered, the amount of time per week the other work took up, and the impact this other work had on calendar slippage on this project in days, weeks or months.*
My estimate for particular tasks was not accurate.	*Describe the type of tasks, how "off" was the estimate in days / weeks, what would help to develop better estimates in the future.*
I unexpectedly had to do some re-work.	*Describe why there was work to redo. Was there something in the system design or functional specifications that changed to force you to redesign? What could have helped to prevent the problem?*

Section 4: Design and Implementation

Question	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applic-able
How effective was the architecture/system design process?	☐	☐	☐	☐	☐	☐
How effective were the functional specifications?	☐	☐	☐	☐	☐	☐
How effective were the design specifications?	☐	☐	☐	☐	☐	☐
How effective were design reviews?	☐	☐	☐	☐	☐	☐
How well were design and other project-related decisions documented?	☐	☐	☐	☐	☐	☐
How effective has interaction/cooperation between technical teams been?	☐	☐	☐	☐	☐	☐
Were the appropriate people were involved in defining the project plan?	☐	☐	☐	☐	☐	☐
Were the appropriate people were involved in defining the project's functional specifications?	☐	☐	☐	☐	☐	☐
Were project problems were tracked and communicated effectively?	☐	☐	☐	☐	☐	☐
Were the appropriate people were involved when needed to review draft deliverables?	☐	☐	☐	☐	☐	☐
Considering time constraints, the right tradeoffs were made between features, quality, resources and schedule impact on the project?	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

Section 5: Test Processes

Question	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applic -able
How useful was your unit testing?	☐	☐	☐	☐	☐	☐
How useful was the user acceptance testing?	☐	☐	☐	☐	☐	☐
Were the "bugs" found during user acceptance testing properly communicated back to the design people?	☐	☐	☐	☐	☐	☐
Did the user acceptance testing consume too much of your time?	☐	☐	☐	☐	☐	☐
To what degree did you have adequate tools you needed for testing?	☐	☐	☐	☐	☐	☐
Were the results from these testing tools and testing software helpful?	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

Section 6: Training and Documentation

Question	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Not Applic -able
The project management forms and templates were effective.	☐	☐	☐	☐	☐	☐
The project management forms and templates are about right in scope and size.	☐	☐	☐	☐	☐	☐
Was any training that was given completely effective?	☐	☐	☐	☐	☐	☐
Would you recommend substantially more training on future projects?	☐	☐	☐	☐	☐	☐
Does the training program need process improvement?	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐

Section 7: General Process Questions

Question	Your Response
What communication, organization, and/or structural problems were encountered? How could we have done better in these areas?	
To what degree have you observed any personal conflicts that interfered with the progress on the project?	
Which project elements were helpful and should be repeated on future projects?	
Is there anyway in which you think that the development process hampered this project? If so, how?	
What were your main frustrations during the project?	
What was the key factor that you believe impacted the schedule, resources, requirements scope, and/or quality of the installed product? How was the impact felt?	
What did you like best about the project team?	
What did you like least about the project team?	

Section 8: Approval

Your Name		Role	
Signature		**Date**	