



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Procedure for Stage 8 Post Project Evaluation

Procedure No. 017

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INTRODUCTION

It is widely accepted that all those who are party to a project have an unwritten responsibility to review the finished project, and to benefit from any lessons that might be learnt from it.

A Post-project evaluation provides an opportunity to review the project with the benefit of hindsight. It reviews all project stages and the problems that have arisen thereby providing lessons for the future. It also reviews areas that have gone particularly well in order to identify ingredients for success. Its objective is to get maximum benefit from accrued experience, not to apportion blame.

The purpose of this procedure is to give outline guidelines as to the content, format, timing etc of the evaluation report.

Scope

This procedure applies to all large construction projects carried out under the National Development Plan (NDP).

Responsibility

It is the responsibility of the Project steering committee to ensure that the post-project evaluation is carried out in a timely manner and in accordance with this procedure. A difficulty with evaluation by project participants is that they often find it difficult to be objective about their own decisions, for this reason it is recommended that the report be carried out by an independent person if this is possible.

PROCEDURE

1.0 Post Project evaluation objectives

The objective is to learn lessons for application to future projects and to pass them onto other departmental projects or departments Project evaluation

techniques are an essential aid to improving project performance and achieving best value for money (VFM).

Evaluations must provide the HSE with recommendations for improvement including .

- measure the success of the project in achieving its planned objectives
- identify the reasons for any problems that have arisen
- determine what remedial actions should be taken and
- record the lessons which have been learnt to improve performance on subsequent projects

2.0 Timing for post project evaluation

Time is not usually critical at this stage. However, the earlier the post-project evaluation is done, the earlier the lessons are available for subsequent projects. In particular, the evaluation should be completed sufficiently early to ensure that:-

- Knowledge is still live;
- Those involved with the project are still available; and
- Outstanding obligations are identified and steps taken to ensure they are fulfilled.

3.0 Parties involved in post project evaluation

The evaluation requires the active participation of all parties to the project as part of their final duties and this should be set out in their terms of appointment.

An occupancy review should also be performed one to two years after the building has been occupied. The result of this review is an addendum to the post-project evaluation. It records how successfully the completed project meets the requirements of the occupiers and identifies any further work required.

An occupancy review has the following objectives to:

- Consider whether the objectives of the users have been met. If those objectives changed, or were anticipated to change during the course of the projects, to assess whether those changes were accommodated;
- Confirm that the building functions in use as planned;
- Ensure that any outstanding work, including defects, have been remedied; and
- Ensure that key lessons learnt on occupation are put into practice without delay for the benefit of future and continuing major projects.

4.0 Topics for evaluation

The list below are topics which maybe reviewed during project evaluation. However, the list is not exhaustive and will need to be reviewed depending on the projects stage and its contract strategy. In addition, the list may also need amendment to reflect the scope and requirements of the particular project.

The suggested topics for evaluation are as follows:

Project Definition

User requirements

Project objectives

Project brief

Planning, social and environmental impact assessments

Project Organisation and management

Project management team

Project organization structure

Risk assessment

Approved budget

Cost, time, quality and change control procedures

Contract strategy

Project evaluation plan

Procurement plan

Procurement procedures

Detail design

Reporting systems

Contractual claims

Availability of funds

Approval locally

Approval at National level

Statutory and other external factors

Planning approval

Building regulation approval

Health and safety regulations

Site access

Inflation

Interest rates

Currency exchange rates

VAT

Design development

Selection Process

Design team responsibilities

Design brief

Design process

Design programme

Design elements

The design

Estimating Data

Q-cost reports

Stage 3 cost reports

Tender reports

Project programme

Equipping budgets

Site Conditions

The site
Conditions above and below ground
Susceptibilities – flooding, bad weather
Labour availability
Existing services
Existing buildings
Environmental impact assessment

Construction and Commissioning

Contractors
Site management responsibilities
Health and safety measures
Permits to work
Construction methods
Long delivery, short supply items
Commissioning methods
Handover procedures
Operating manuals
As built drawings

5.0 Recommendations based on post project evaluation

The executive summary included in the report should include recommendations for reducing the possibility of problems occurring on future projects. It should also highlight aspects of project management which have worked particularly well or not and state the evaluation was sufficient for its intended purpose or whether a more detailed evaluation is required.

The evaluation can also provide the Client with assurance that the works have been completed in accordance with contract, the consultants and contractors have discharged their responsibilities and that all potential liabilities have been recognized and quantified. It will expose any shortfall in these areas and

enable the sponsor to recognize where commitments still exist and/or damages might be recoverable.

Appendices

Appendix 1	Format for evaluation report
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INTRODUCTION

1 EXECUTIVE SUMMARY

2. PROJECT SUMMARY DETAILS

3. HISTORICAL BACKGROUND

4. FEEDBACK SUMMARY REPORT

- 4.1 Tender Procedure
- 4.2 Contract
- 4.3 Project Team
- 4.4 User Groups
- 4.5 The HSE
- 4.6 Communications
- 4.7 The Design Team
- 4.8 Programme & Decanting
- 4.9 Quality
- 4.10 Construction
- 4.11 Commissioning
- 4.12 Safety
- 4.13 General Maintenance
- 4.14 Professional Fees
- 4.15 Feedback from Users

5. CONCLUSION

6. APPENDICES

- 6.1 Project Team Questionnaire

6.2..... Main Contractor

Questionnaire

6.3..... Design Team Questionnaire

6.4..... User Group Questionnaire

6.5..... Equipping Evaluation