

EXHIBIT 15.3**LESSONS LEARNED PROJECT CLOSING DOCUMENT****PROJECT CLOSING DOCUMENT:**

Project Number:

Closing Date:

As your project comes to a close, please capture continuous improvements, lessons learned and issues to consider for future projects. Please focus on the positive aspects that would help other teams in the future and you would like to see done again (+) and on things that could be changed/improved upon in the future (Δ). These learnings will be entered into a database for future reference to help all associates.

Criteria	Plan	Actual	Learnings (+/Δ)
Outcome <ul style="list-style-type: none"> • Future state achieved? • Success measure (attach graph/data) 			
Schedule <ul style="list-style-type: none"> • Milestones • Completion 			
Cost (Cap Ex)			
Hours required: <ul style="list-style-type: none"> • Project Manager • Sponsor • Core team members • SMEs 			

Risks and Countermeasures	
Anticipated	Unanticipated

Communication Plan Implementation	
What worked well (+)	What did not work (Δ)

Other Learnings	
What worked well (+)	What did not work (Δ)

Source: Elaine Gravatte, D.D. Williamson.

lessons learned process makes continual improvements in its project management processes. The best lessons learned are only of value if they are used!

Closure of a project entails ensuring that all work has been accomplished, all resources have been reassigned, and all documentation is complete. The project manager and team can review the project charter, WBS, and schedule to make sure that everything that was promised was delivered. They can review the issues log and risk