



# Project Management

MGT 30725

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# Lesson 12 – Project Close-Out

## Agenda

- Elements of Close-Out
- Evaluation about project closure

# Project Closing

## Why do projects end?

- Objective has been met;
- Objective cannot be met
- Need no longer exist
- With project closing is associated 2 main questions:  
when to end and how to end a project?

# Evaluation of project Closing

**Should be based on at least following aspects**

- Economical valuation - is projects continuance economically reasonable?
- Evaluation of projects costs and schedule - when all projects costs and performance data are known, should project be terminated or continued?
- Customers objectives - are customers existing objectives still under projects fulfillment?
- Contractual and ethical considerations - is projects premature termination by contract possible? Is projects termination ethical?

# Main Procedure in project Closing

## Contract Closure Procedure

- Verifying project scope
- performing formal acceptance and handover of the final product, service, or result to the customer
- making project final documentation and presenting project performance overview to the customer

# Main Procedure in project Closing

## Administrative Closure Procedure

- Making sure the project is finalized across all processes.
- Gathering and disseminating lessons learned.
- Dismissing project organization and transferring responsibilities and other resources.
- Archiving project information

# Main Procedure in project Closing

## Project Final Report - Documentation for Project Signoff Meeting

- Project description:
  - Project background
  - Project objectives
  - Project organization
  - Project performance
  - Deliverables description (if deviations from plan then their reasons); Overview of planned and used resources

# Main Procedure in project Closing

## Project Signoff meeting

- To get final signoff from project sponsor and any key stakeholder or to obtain formal project acceptance from customers and management. A formal signoff documents that the sponsor is satisfied, objectives are met, and the project is truly complete. A content of that meeting
  - Project acceptance review;
  - Final metrics review;
  - Acknowledgment the contributions of team members;
  - Sharing the key lessons learned;
  - Discussing related projects for the future



# Main Procedure in project Closing

## Project Acceptance Review

- During the meeting the attendees review the results of the product acceptance reviews and tests that are reported in the iteration assessment and using the product acceptance criteria from the Product Acceptance Plan determine the following
  - Physical audit results - Has the customer received all the project deliverables?
  - Functional audit results - Did the results of the product acceptance reviews and test demonstrate that the product satisfies its requirements? Has any required customer training been completed? If required, has on-site installation been successfully completed?

# Main Procedure in project Closing .

## Project Acceptance Review

### ■ The Approval Decision

- **Project Accepted** - The customer representative agrees that the project deliverables have satisfied the acceptance criteria, and the customer takes possession of the delivered product and support materials
- **Conditional Acceptance** - The customer representative agrees to accept the results of the project, subject to the completion of specified corrective actions
- **Project Not Accepted** - The project fails to achieve the product acceptance criteria, and requires additional work and another project acceptance cycle to be carried out

# Main Procedure in project Closing

- **Recognize and rewards.**
  - Evaluate - provide each team member with a performance evaluation: highlight contributions the member made
  - Identify skills the member updated
  - Recommend new roles the member might be ready for
  - Celebrate!. Team needs and deserves a celebration. A team dinner, a team outing, gift certificates, or other rewards are minor costs that generate a large return in terms of morale and job satisfaction

# Main Procedure in project Closing

## ■ Lessons Learned.

- What does it Do ?
  - Identifies what worked and what didn't
  - Recommends ways to improve performance on future projects.
- What is the benefit.
  - Future projects benefit from documented lessons learned
- What tools do they use?
  - Lessons learned survey
  - Lesson learned management report