



PROJECT CLOSING

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INTRODUCTION

The **Project Closure Phase** is the fourth and last phase in the *project life cycle*. In this phase, you will formally close your project and then report its overall level of success to your sponsor.

Project Closure involves handing over the deliverables to your customer, passing the documentation to the business, cancelling supplier contracts, releasing staff and equipment, and informing stakeholders of the closure of the project.



Objective of Project Closing

Project closure processes ensure the successful completion of the project. Therefore, once the project deliverables are completed and delivered, accepted by the customer, project closure processes take place to close the project.

Close Project or Phase

Inputs

- .1 Project charter
- .2 Project management plan
 - All components
- .3 Project documents
 - Assumption log
 - Basis of estimates
 - Change log
 - Issue log
 - Lessons learned register
 - Milestone list
 - Project communications
 - Quality control measurements
 - Quality reports
 - Requirements documentation
 - Risk register
 - Risk report
- .4 Accepted deliverables
- .5 Business documents
 - Business case
 - Benefits management plan
- .6 Agreements
- .7 Procurement documentation
- .8 Organizational process assets

Tools & Techniques

- .1 Expert judgment
- .2 Data analysis
 - Document analysis
 - Regression analysis
 - Trend analysis
 - Variance analysis
- .3 Meetings

Outputs

- .1 Project documents updates
 - Lessons learned register
- .2 Final product, service, or result transition
- .3 Final report
- .4 Organizational process assets updates

Figure 4-14. Close Project or Phase: Inputs, Tools & Techniques, and Outputs

CLOSE PROJECT OR PHASE: INPUTS

1. PROJECT CHARTER

The project charter documents the project success criteria, the approval requirements, and who will sign off on the project



2. PROJECT MANAGEMENT PLAN

All components of the project management plan are an input to this process.



3. Project documents:

Project documents are used on the project but are not considered part of the Project management plan. They could include

Assumption log:

This records all the assumptions and constraints that guided the technical specifications, estimates, schedule, risks, etc

The basis of estimates:

The basis of estimates is used to evaluate how the estimation of duration, cost, resources, and cost control compared to the actual results

Change log:

This records the status of all change requests throughout the project or phase

Issue log:

Again to a final check to make sure all issues have been dealt with.

Lessons learned register:

The team will have been recording lessons learned throughout the project.

Milestone list:

The milestone list shows the final dates on which the project milestones have been accomplished.

Project communications:

Project communications include any and all communications that have been created throughout the project.

Quality control measurements:

The quality control measurements document the results of Control Quality activities and demonstrate compliance with the quality requirements

Quality reports:

quality report may include all quality assurance issues managed or escalated by the team, recommendations for improvement

Requirements documentation:

Requirements documentation is used to demonstrate compliance with the project scope

Risk register:

The risk register provides information on risks that have occurred throughout the project.


Risk report:

The risk report provides information on the risk status and is used to check that there are no open risks at the end of the project.



4. ACCEPTED DELIVERABLES

Accepted deliverables may include approved product specifications, delivery receipts, and work performance documents. Partial or interim deliverables may also be included for phased or canceled projects.



5. BUSINESS DOCUMENTS

They are documents created outside the project, which result in a project being initiated.

- ***Business case.***

The business case documents the business need and the cost-benefit analysis that justify the project.

- ***Benefits management plan.***

The benefits management plan outlines the target benefits of the project



6. AGREEMENTS

In this case, “agreements” means the contracts that were issued for the project and recorded in the Procurement Management Plan. The actual requirements for formal procurement closure are included in the Procurement Management Plan and can be checked against the terms and conditions of the contracts.



7. PROCUREMENT DOCUMENTATION

To close the contract, all procurement documentation is collected, indexed, and filed.



8. ORGANIZATIONAL PROCESS ASSETS

The organizational process assets that can influence the Close Project or Phase process include:

- Project or phase closure guidelines or requirements (e.g., lessons learned, final project audits, project evaluations, product validations, acceptance criteria, contract closure, resource reassignment, team performance appraisals, and knowledge transfer).
- The configuration management knowledge base containing the versions and baselines of all official organizational standards, policies, procedures, and any project documents.

CLOSE PROJECT OR PHASE: TOOLS AND TECHNIQUES

1. EXPERT JUDGMENT

Expertise should be considered from individuals or groups with specialized knowledge or training in the following topics:

- Management control,
- Audit,
- Legal and procurement, and
- Legislation and regulations.

DATA ANALYSIS:

Data analysis techniques that can be used in project closeout include:

Document analysis:

This is used to extract information to record in the Lessons Learned.

Regression analysis:

This technique analyzes the interrelationships between different project variables that contributed to the project outcomes to improve performance on future projects.


Trend analysis:

Trend analysis can be used to validate the models used in the organization and to implement adjustments for future projects



2. MEETINGS

Meetings, such as close-out reporting meetings, customer wrap-up meetings, lessons learned meetings, and celebration meetings, may be used to confirm that the deliverables have been accepted, to validate that the exit criteria have been met, to formalize the completion of the contracts, to evaluate the satisfaction of the stakeholders, to gather lessons learned, to transfer knowledge and information from the project, and to celebrate success.






CLOSE PROJECT OR PHASE: OUTPUTS

1. PROJECT DOCUMENTS UPDATES


All project documents may be updated and marked as final versions as a result of project closure and archived in the organizations records management system.





2. FINAL PRODUCT, SERVICE, OR RESULT TRANSITION

A product, service, or result, once delivered by the project, may be handed over to a different group or organization that will operate, maintain, and support it throughout its life cycle.



3. FINAL REPORT

“The final report provides a summary of the project performance. It can include information such as:

- ▣ Summary level description of the project or phase.
- ▣ Scope objectives, the criteria used to evaluate the scope, and evidence that the completion criteria were met.
- ▣ Quality objectives, the criteria used to evaluate the project and product quality, the verification and actual milestone delivery dates, and reasons for variances.
- ▣ Cost objectives, including the acceptable cost range, actual costs, and reasons for any variances.
- ▣ Summary of the validation information for the final product, service, or result.
- ▣ Summary of any risks or issues encountered on the project and how they were addressed.”

4. ORGANIZATIONAL PROCESS ASSET UPDATES

Organizational process assets that are updated include:

Project documents:

Documentation resulting from the project's activities; for example, project management plan; scope, cost, schedule, and project calendars; and change management documentation.

Operational and support documents:

Often, especially in the case of Information Technology projects, the project team operates, supports and maintains the product or service. This is the time when the support documentation is handed over to the support department

Project or phase closure documents:

These are formal documents that record completion of the project or phase and the transfer of the completed project or phase deliverables to others, such as an operations group or to the next phase




Activities performed during the Project Closing Phase

The project closing phase has six major activities as follow:

1. The project is finished


During project closure phase, deliverables that need to be completed, payments that need to be made to the suppliers, requirements check whether they all have been met etc. are done. Because these are criteria for project completing and project closure.





2. The final product is delivered.


During project execution phase, all deliverables of the project might have been completed. And when it comes to project closing phase, the final product must have been delivered and accepted by the customer.






3. Report final project performance of resources.

Employee salary increases are determined mainly based on the employee performance in most of the organizations. Therefore, upon project closing and completion, the final performance of the project team members must be reported. And overall project performance of a project resource must be taken into account when promoting, determining salary increases etc.



4. Lessons learned is gathered throughout the project.


The latest versions of Lessons Learned are compiled during project closing phase. After collecting inputs from stakeholders, and finalizing the lessons learned, this final document is archived in the organizational process assets of the company.





5. The project is closed after getting final sign-off and administrative work is completed.


Project closing includes written approvals, documentation, and communication with different parties. For instance, sign-off of the customer is acquired, payments to the suppliers are completed etc. There will be procedures and paperwork within the organization for the official project closure.





6. Celebration!

Success must be appreciated and celebrated. If the project has been finalized and closed successfully, the project team must be rewarded and this success must be celebrated. This will encourage all employees in the organization for future successes.





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