

Final Product, Service, or Result Transition

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Close Project or Phase

Project closure is the last phase of the project management process. Upon the end of implementation phase, preliminary acceptance of the project result is accomplished; yet minor items may still be open, summarized on a list of open points, LOP (sometimes also referred to as list of open items). Still following the basic project control cycle, we continue applying all the tools of implementation phase in this last phase, until the LOP can be officially closed. Our major activities in order to close the project phase are:

- Resolve all open points of the LOP
- Support settlement of open claims
- Prepare the final presentation of the project results
- Get final acceptance of the project results
- Handover the project results to the customer and/or user, combined with an official

celebration

- Close all project controlling tools
- Complete and close all reports or documents
- Generate final project reports for your own organization, the customer, and other

stakeholders

- Call for feedback of team members, your control board, the customer, and other

stakeholders

- Carry out a lessons learned workshop, including a final risk assessment
- Handover to the team that takes care of the warranty period or further customer support
- Release resources and support them to find new assignments
- Close all project accounts and carry out the final project calculation

Before re-assignment of the Project Team Members, make sure to conduct a formal Lessons Learned Meeting. Prior to this meeting distribute a brief “Lessons Learned Questionnaire” to all Project Stakeholders. Ideally, the questionnaire should solicit uniform, objective responses. It is also recommend for formal completion or de-commissioning step involving a meeting with the customer and Project Sponsor. The purpose of the meeting is to review the final acceptance document(s) and obtain final approval that the project is complete and objectives have been attained.

The project team needs to identify any follow-on actions – usually the result of change requests not able to be satisfied during the project. These unfulfilled requests still need to be addressed and may lead to another project. As part of the decommissioning process, project managers need to reconciliation of the project budget, such as the allocating unspent funds to the completion of the list of follow-on actions. Finally, a final project review and documentation of the “Lessons Learned” from the project. The results of the review and the Lessons Learned should be archived with the rest of the project documents. Below is an example of a closure checklist which is part of the final product, service or result transition process:

Closeout Checklist

Task		Yes	No	Comments
Team				
1	Was the project completed on time?	X		Project was completed in less than 82 days

Have the carpenters been paid and

2 released? X

Have the plumbers been paid and

3 released? X

Have the electricians been paid and

4 released? X

Landscapers have been paid partially.

Landscapers will fix plants run over by

5 Have the landscapers been paid and released? X lawn mower

Have the painters been paid and

6 released? X

Vendors /Contractors

All contractors received A+ rating.

Have performance reviews been

7 conducted with contractors? X lawn mower accident

Yes, less petty cash fund for minor

8 Have all accounts been closed? X repairs

Have all parties involved signed non-

disclosure agreements stating they will

not discuss the location of the alternative

All agreements have been signed and

notarized. One copy was given to Bruce

9 Bat Cave? X and one copy to the Project Manager.

			Yes, all contractors provided positive feedback except the painters. Painters complained that the paint selected was too thin and required multiple coats.
10	Have all contractors been interviewed and provided feedback?	X	

Equipment

11	Has all equipment been removed from the property	X	All equipment has been removed and verified by the Task Leaders.
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Customer

12	Has Bruce Wayne been interviewed by the Project Manager?	X	Bruce was happy that the Bat Cave was built in accordance with the Scope and Project Requirements
13	Has customer signed off on product?	X	Bruce was happy with the pre closing inspection and signed off on product at closing.
14	Has the management team been interviewed and given feedback by Bruce Wayne?	X	Yes, all positive feedback
15	Has the crime rate in Gotham City Dropped due to the alternate Bat Cave.		Too early to tell but the Penguin was captured last night.
15	Mail Customer Survey (form 985) after closing?		Will mail December 2014.

References

Larson, E. & Gray, C. (2014). *Project Management: The Managerial Process* (6th ed.). New York, NY. McGraw Hill Education.

Project Management Institute (PMI). (2004). *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, Pa: Project Management Institute.