
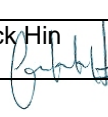


YOKOGAWA 	DOCUMENT NUMBER: SNW-EM-489
DOCUMENT TITLE: Project Closure	

HISTORY LOG				
Rev.	Date	Description of Changes	Originator	Approver
0	31 Mar 11	Initial	Jeffrey Foo	Lee Kock Hin
1	20-Sep-12	Approved	Jeffrey Foo 	Lee Kock Hin 

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1 Summary

A project is closed when all activities in the project scope are completed and the certificate of completion is signed by the customer.

Irrespective of whether there is site work or not in the project scope, after completion of FAT recovery, the Project FOB Close-out Report must be done. If there is site work in the scope, then there should be another report called Site work Close-out Report.

A Project Close-out Meeting is organized by the PM to review and discuss aspects of the project with PSC management and other PMs and/or Lead Project, Lead Solutions Engineers.

The PM will prepare the above Project Close-Out Report(s) for presentation and filing.

In addition to the close-out report(s), the project team members should update the completed project experience in their respective resume which is stored in the PSC portal.

2 Responsibilities

- Project Manager
- Lead Project Engineers
- Lead Solutions Engineers

3 Project Close-out Meeting

The following persons should be invited for the Project Close-Out Meeting:

- PSC Operations Head
- PSC Department Manager (including Sales Dept)
- PSC PMO Manager.
- PSC Engineering Manager.
- PSC Quality Manager
- Lead Engineers (Solutions / Project)
- Other interested parties, ie sales rep, other project teams etc.

4 Project Close-out Report

Toward the completion of the project, the Project Manager must initiate the preparation of the Project Close-Out Report. He must trigger Lead-Engineers to prepare their sections of the Project Closeout Report.

The Project Close-Out Report should include the following main sections:

- Project Background

- Project Summary
- Project Analysis
- Recommendations for Improvements

5 Project background

Please explain the following:

- How was the project secured?
- Strategic element pertaining to the job.
- Historical background pertaining to the job.

6 Project Summary

This section of the Project Close-Out Report provides a summary of the performance of the Project. The performance can be appraised through the comparison of the initial project objectives and the actual achieved results of the project. Summary of the projects should be made with reference to the relevant project documentation.

The following aspects should be considered:

- Cost
- Delivery
- Quality

7 Project Analysis

Project Analysis should cover (but is not limited to) the following aspects:

- Project scope of work, scope of supply
- Process overview (what the plant is producing)
- Project organization (at various stages of the project)
- Cost issues
- Project complexity
- Project rework
- Delivery issues
- Quality issues
- Specific issues

8 Project scope of work, scope of supply

Typical project scope may encompass the following:

- Project Management
- Project Engineering
- Solutions Engineering (System Engineering, if any)

- Solutions system ~ Hardware & Software
- Resale Item (Servers/Workstations, printers, switches etc)
- Training
- FAT
- Installation of system in Control Room
- Startup & SAT
- Removal / Relocation of existing /new Equipment (for Revamp projects)
- Documentation

9 Recommendations for Improvements

This section discusses experience and lesson learnt from the project. It summaries problems encountered in the project and their resolution. The intention is to develop and improve procedures to prevent recurrence of these problems on other projects.

Moreover, the method of organizing and conducting future projects can also be improved by recommending the continuation of the workflow processes that appear to be effective.

Such recommendations for improvement, if any, should be recorded below.

10 Experience gained

List of experience gained (lesson learnt) from this project.

11 Difficulties encountered

List difficulties encountered in this project.

12 Site issues

List pertinent site issues encountered.

13 End of Document