Project Management (PRO)

Kandidatekursus CS/INF

Lecture 10: Handover and Operations

Part 3: Handover and Evaluation

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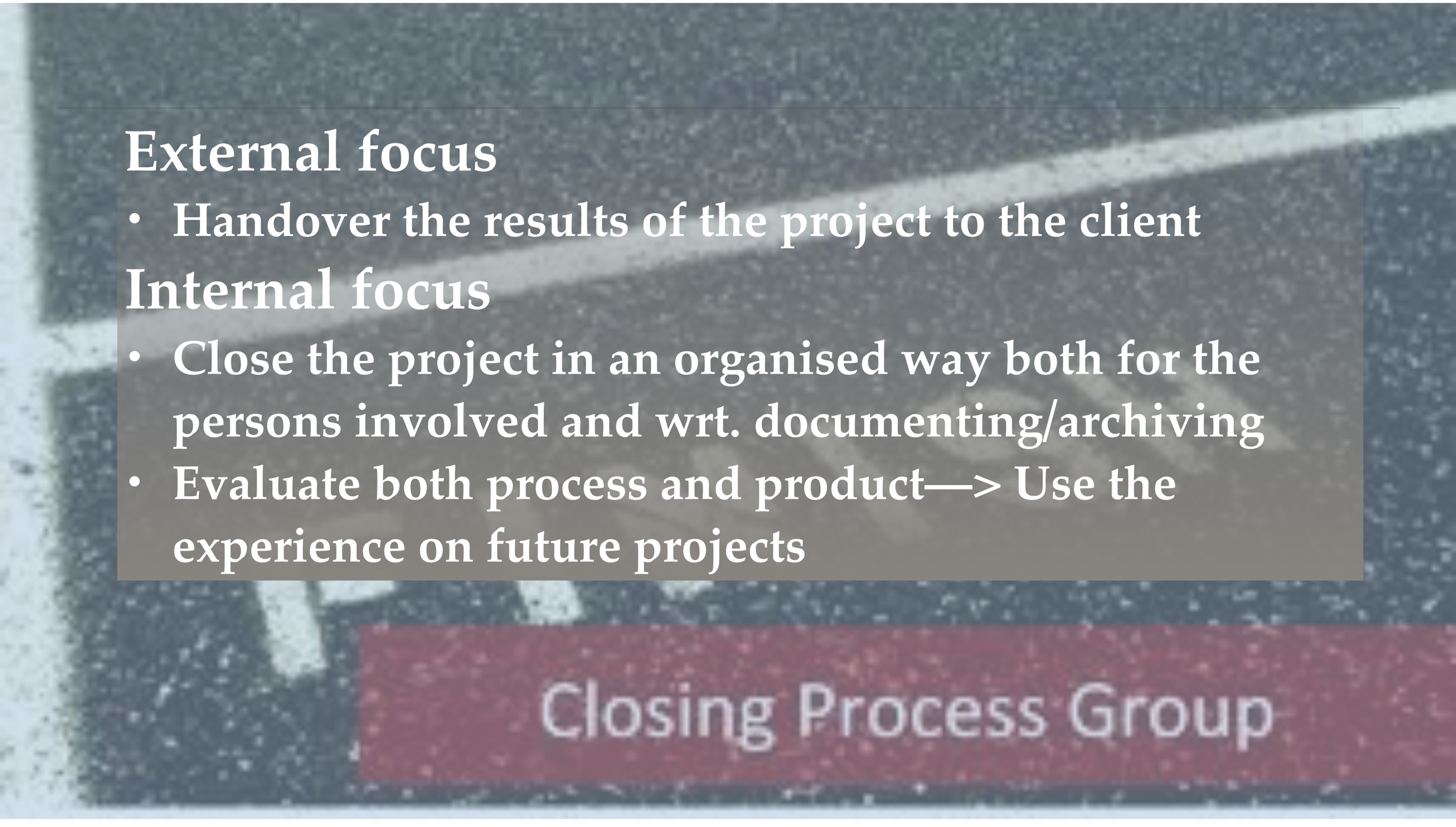
After this lesson you will

- Know the **purpose** of the Handover and Evaluation stage
- **Handover**:
  - Know and be able to explain relevant concepts related to handing over (IT) projects to the client/organization
  - Be able to explain how you would recommend that handover is performed for (IT) projects, which employ a waterfall and an iterative project management model respectively
- **Evaluation (project learnings)**:
  - Be able to explain what experiences may be advantageous to collect, and how you recommend to implement, document and use project evaluations

The purpose of the Handover and Evaluation Stage



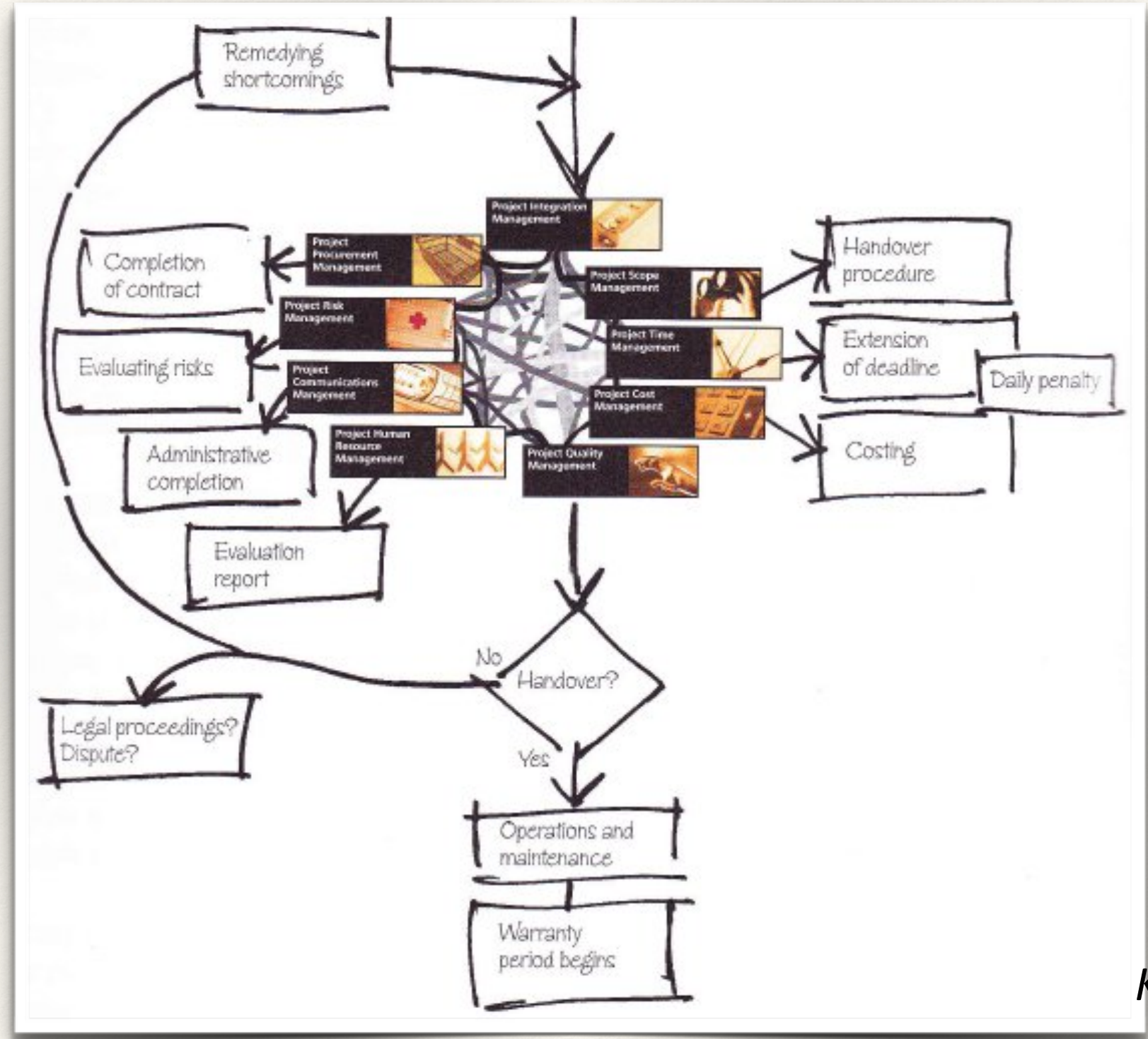
External focus

- Handover the results of the project to the client

Internal focus

- Close the project in an organised way both for the persons involved and wrt. documenting/archiving
- Evaluate both process and product—> Use the experience on future projects

Handover and Evaluation stage



Kousholt (2012e: 428)

Handover the results of the project to the client

Contracts

There should always be a **formal contract** before work is commenced

- **Without a contract you have no guidance when problems emerge**

Public (Danish) contract types (fixed price and time)

- AB92 (Building and construction) (Kousholt, 2012, 437)
- K01 (Standard contract for public IT procurements, typically COTS*) (Kousholt, 2012, 434; 440)
- K02 (Standard contract for IT development projects of longer duration)
- K03 (standard contract for iterative development of public IT projects)

Other contract forms

- Pre-project with a rough estimate (and a permission to adjust this for the real project)
- Incremental/Agile deliveries (with an option to terminate under way)
- Time and material (consumption)

Handover procedure in the contract (1/2)

In the contract it should be unmistakably clear:

- How the handover should be performed (**procedure**)
- What conditions the **product** must satisfy and when these conditions have been met. E.g. of conditions:
  - Comply with the requirements specification (pass all tests in the acceptance test)
  - Fulfilment of efficiency goals (e.g., when product comprises IT system+ organisational change)
  - Operating efficiency and response times
  - Education and support of users: courses, user manual, online help etc. (e.g., is attending the courses sufficient or must the users 'pass' with more than X points?)

- What should take place in case of **delays** in delivery
  - Penalty: per day or week; one per-thousand of the contract amount; max 10%
  - Kousholt's recommendation: Use incremental deliveries to minimise the daily penalty amount (e.g. 2012e: 439)
  - General rules of compensation in Danish law are applicable

Handover procedure in the contract (2/2)

A **formal handover procedure** should always include an acceptance test and signing of a **handover acceptance document**

- At project start/contract signature it should be agreed who initiates the handover procedure and who performs the acceptance test (client or supplier?)

Any **shortcomings** or **defects** should be reported in the handover acceptance document

- AB92 (Building and construction): ”If the work has not been performed in accordance with the agreement, is not technically satisfactory, or is not in accordance with any directions the customer may have given, then there is a defect” (Kousholt 2012e, p. 433)
- K01 (Standard contract for public IT procurements): talks about **qualified defects**

Handover procedure– K01 example (Kousholt, p. 434)

- K01 - Standard contract for public IT procurements =procurement of standard products (COTS) with few special adaptations
- K01 recommends a handover acceptance test, performed by the supplier with the active participation of the client. The acceptance test is passed, when no **qualified defects** are found
- A qualified defect is defined when:
  - The majority of the **users** cannot use the system, or its functionality is reduced to a degree where it must be regarded as non-operational
  - The **utility** of the system is reduced to a significant extent, unless it only affects some of the relevant users, or the defect can be bypassed without considerable effort
  - The service target for **operating efficiency** is reduced by more than X %

$$\frac{\text{Available up-time}}{\text{Agreed up-time}} \times 100\ \%$$

  - Agreed **response times** are not satisfied. The response time for a transaction: the time it takes from the transaction is received from the network at the server till delivery of the response from the server to the network. Response times are measured with tools provided by the supplier.

Draft of the Final report

If you are interested in getting feedback to a draft of your final report, then email it to me (ninabr@ruc.dk) no later than nov 20^{h} at 23:55.

The description of the final individual report can be found on the introductory part of the PRO course on Moodle.

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