IT PROJECT MANAGEMENT

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Finalizing the Project Management Processes

Closing Out Vendor Contracts

Auditing vendors' work and deliverables

- Before a vendor can send you a payment request, you must ensure that the vendor has completed all of the stated requirements on the testing.

- For such a vendor relationship, where the responsibilities include creating quality testing software, the audits would include making sure that a vendor

  - Performs all appropriate testing phases

  - Documents all issues discovered during testing

  - Assigns each issue a priority — low, medium, high, critical

  - Completes and distributes all required performance reports to the appropriate stakeholders

  - Creates and distributes the appropriate reports from the testing issues database

Table 16-3 **Vendor Audit of Software Testing for Vendor Testy McTesty**

Deliverable	Date Completed	Notes
Unit Testing	02/01	Two outstanding low-priority issues to be resolved by Technical Team by May 2.
Functional Testing	03/02	No outstanding unresolved issues.
Integrated Testing	04/02	One outstanding medium-priority issue to be resolved by Interface Team by May 15.
Volume Testing	04/04	Conforms to stakeholder requirements.
Testing Summary and Documentation	05/20	All documentation completed in appropriate format.
Testing Sign-off Sheets	05/22	All sign-off sheets completed by appropriate stakeholders

Paying the bills

- Regardless of whether you work for a large firm, a small company, or work as an independent contractor who outsources some work to other independent contractors, you have a payment system in place.

- Before you pay your vendors, be sure the appropriate audits, inspections, and performance reports have been successfully completed and distributed to the appropriate stakeholders. As with all other aspects of project management, be proactive.

- Set the expectations at the beginning of the project and follow your well-documented communication plan to ensure all appropriate stakeholders have been communicated with regarding all deliverables that must be successfully completed before payments can be made

Completing the Project (Or at Least Transferring It to Someone Else)

- The activities leading up to your system activation (or go-live) include the necessary steps to prepare your operational team or production team for the transition. These steps may include
    - **Getting the help desk up to speed:** Begin involving the help desk associates in informational meetings toward the end of your project so that they can be prepared to support the system.
    - **Engaging the help desk personnel in the system activation support:** These associates can get great information from your project team, end users, and other stakeholders as they provide end-user support during the go-live process. For example, they log user problems, answer user questions, resolve issues, and more.
    - **Getting the operational staff off and running:** You need to ensure that the operational staff understands what kind of training they will need to provide ongoing support for the software. You won't necessarily need to provide this training, but you need to provide input on this vital subject.

- Facilitating at least one turnover meeting with some of your key team members, the help desk staff, the appropriate members of the organization's operational team, and any other pertinent stakeholders: During turnover meetings, you and other stakeholders could review the system documentation and answer questions.

- Making sure that your system documentation is complete, concise, and correct: You and your team have built the system and someone on your team should have been assigned the task of completing system documentation.

- Don't forget that someone also needs to be assigned the ongoing task of keeping the system documentation up to date. That most likely will not be someone from your project team, but just remember to remind the operational staff that it needs to be done

Celebrating!

- You've all worked hard to accomplish your goals and exceed stakeholder expectations. Take the time to show everyone — your team members and other stakeholders — how much you appreciate them. Project team members will be grateful and will remember that you are the type of project manager who values your team, which is an important impression to leave because you will undoubtedly form new project teams for your future projects. No one wants to work for a software project manager who doesn't show appreciation for the team.

- Celebrate your success, not just because it's good for the team, and your image as a leader, but because it gives you an opportunity to let other project managers and executives know what your project was all about — and what a fantastic job you did. Under the auspices of tooting your team members' horns, you can legitimately toot your own horn — which is never a bad political move if you do it without being a brag.

Releasing project team members from the project team

- As with all other aspects and phases of project management, be proactive in disbanding your team. Don't wait until you're at the project closing festivities and say, "Hey, by the way, you can sleep in tomorrow.

- Begin reviewing other software project opportunities if they are private consultants or contractors. Start ramping up for their next project if they work for an organization that has another project ready to begin. Continue working with you on the next project you manage because they really liked the way you showed your appreciation at the project closing celebration! Of course, they want to work with you because you are a model software project manager. Begin managing their own software projects after learning superior project management skills and techniques from such a superb teacher — that's you.

Writing evaluations

- You may be expected to write employee evaluations on all project team members. Make sure you know these expectations right from the start so that, again, you can be prepared for this by keeping employee documentation throughout the project.

- Employee evaluations can be an unbelievably time-consuming pastime. If you have a large team and you have to do evaluations for all of them, develop a system, and don't procrastinate.

Receiving evaluations

- You may find it beneficial to ask the team to evaluate your performance as the software project manager. After all, these people know your work characteristics better than anyone else, and if you're evaluating them, they should be able to evaluate you.