

Discussion 8 Closing

Discussion Topic:

As a project manager, you understand that projects close. This can be for a litany of reasons, but most projects are hopefully completed with successful outcomes. In this scenario, your project is shutting down and has been a success. However, you were not the only project manager, and you were only responsible for ensuring development and change management of the process. While the client is satisfied with your portion, it has come to your attention that there are things missing from the knowledge management database and the work breakdown structure for the software.

The system is lacking a well-defined support agreement and the client is asking if your software team will continue to deliver functionality for the next two years, or the projected lifecycle of this piece of software. Management has already discussed asking your team to head up a new project for a different client.

Use all you have learned up to this point to resolve this conflict and bring about a successful closure to the project. What will you do to ensure that the client maintains a high degree of satisfaction, the project successfully closes, and you are able to adhere to management's wishes and take on the new project?

My Post:

Hello class,

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Based on all I have learned to this point, to bring this project to a successful closure, I will focus on keeping both the client and the management satisfied and informed by proposing to implement the following series of steps based on standard administrative closure procedures.

1. Starting with rectifying any documentation gaps, this is a necessary step to administratively close the project (Lesson 15, p. 9). First, I will ask the technical leads to update the Work Breakdown Structure (WBS). This process includes the hierarchical decomposition of the total scope. Then, I will ask the team to reflect the final “as-built” state of the software, which requires populating the Knowledge Management Database with any missing technical documentation and updating the Lessons Learned Register. I will end this step by creating a Final Report that summarizes project performance and provides evidence for the completion of all the tasks, as well as evidence that the project scope and all quality objectives were met.
2. Next, to manage the client request for the team to deliver functionality for the next two years, I will clarify to the client the current project’s boundaries—what is included and what is excluded—and explain that the two-year functionality delivery is not included. I will further explain the differences between project work and operational work. For example, project work can be defined as temporary work that creates a product. On the other hand,

operational work can be defined as ongoing work that sustains functionality. Thus, the requested functionality delivery for the next two years is considered operational work. Therefore, this delivery of functionality needs to be negotiated within a separate agreement that will implement a new operational phase for long-term maintenance.

3. After clarifying the request for ongoing functionality, I will implement a transition and rollout plan that will satisfy management's wish for the team to move to a new project while still ensuring that the client remains supported. The plan will include a knowledge transfer to educate the client's internal operations team or a dedicated support team on how to use and troubleshoot the product. The plan may also include a period of support or a DevOps approach for collaboration between the development team and the operations team that will ultimately take ownership of the software functionality. Finally, the plan will include a resource reallocation plan that will manage the establishment of an operational support phase that does not require a full development team.
4. The last step consists of the final handover and closure that will be implemented once the Validate Scope process is finished and the client provides formal final acceptance. After this sign-off, I will audit stakeholder satisfaction and release the team to a new project. Following these administrative closure procedure steps, which are in accordance with PMP principles, will ensure that the project is successfully closed, the client maintains a high degree of satisfaction, management's wishes are adhered to, and resources are moved to a new project.

Following these administrative closure procedure steps, which are in accordance with PMP principles, should ensure that the project is successfully closed, the client maintains a high degree of satisfaction, management's wishes are adhered to, and resources are moved to a new project.

-Alex