

Project Closure

Project Title:
PMO Web App.

Description:
Web Application

Sponsor:
ABC Tech

Version 1.1

DOCUMENT HISTORIC

Version	Author	Date	Modifications
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DOCUMENT APPROVAL

Date	Name	Function	Signature

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1. Information about the Closure Report

1.1. Justification

The project closure report aims, firstly, to evaluate the project and compare it to its initial success criteria. This assessment takes into account all project management areas (scope, time, cost, quality, human resources, communications, stakeholders, risk, procurement and integration). Particular attention is paid to the satisfaction of the sponsor and users as well as the performance and motivation of the team.

This closure report also provides feedback to the sponsor, the team members, suppliers and other stakeholders. The information contained in this document derives from a post-mortem meeting held at the end of the project and / or results of a project closure survey sent to members of the project team.

1.2. Description

The project closure report includes the project history as well as a final evaluation. It allows documenting project lessons learned including opportunities for reuse and opportunities for improvement. Project closure report must cover all project management areas.

Project closure report compares all project plans to reality. Any significant variance is highlighted and justified. The project closure report also shows the final state of the project and ensures that lessons learned are reported and that successes are communicated.

2. Project Closure Report Summary

Summarize the report contents. This section should include general and non-confidential information.

Project Title: PMO Web App	
Highlights – Project Description	
<ul style="list-style-type: none">Start date: 08/07/2020 and End date: 08/09/2020Total Duration: 45 daysTotal Cost: CAD \$ 96,421	
Highlights – Project Evaluation	
<ul style="list-style-type: none">Scope Management EvaluationTime Management EvaluationCost Management EvaluationQuality Management EvaluationRisk Management EvaluationSponsors and user SatisfactionTeam Performance and Motivation	
Highlights – Open Points	
<ul style="list-style-type: none">Support and Maintenance	
Lessons Learned	
Realizations	Problems
<ul style="list-style-type: none">CommunicationDocumentationProject Management toolsTeam ManagementData FlowIntegration Management	<ul style="list-style-type: none">Remote Working due to COVIDConflictsNew Software Knowledge and usageCommunication Gap

3. Project Description

3.1. Context

ABC Tech is fastest growing Company which specialized in AI and Robotics. There is a lack of methodology, in the company especially in the PMO department that have difficulties to monitor all projects and make sure that they all pass the gating system mandatory to the federal audits conducted on a monthly basis.

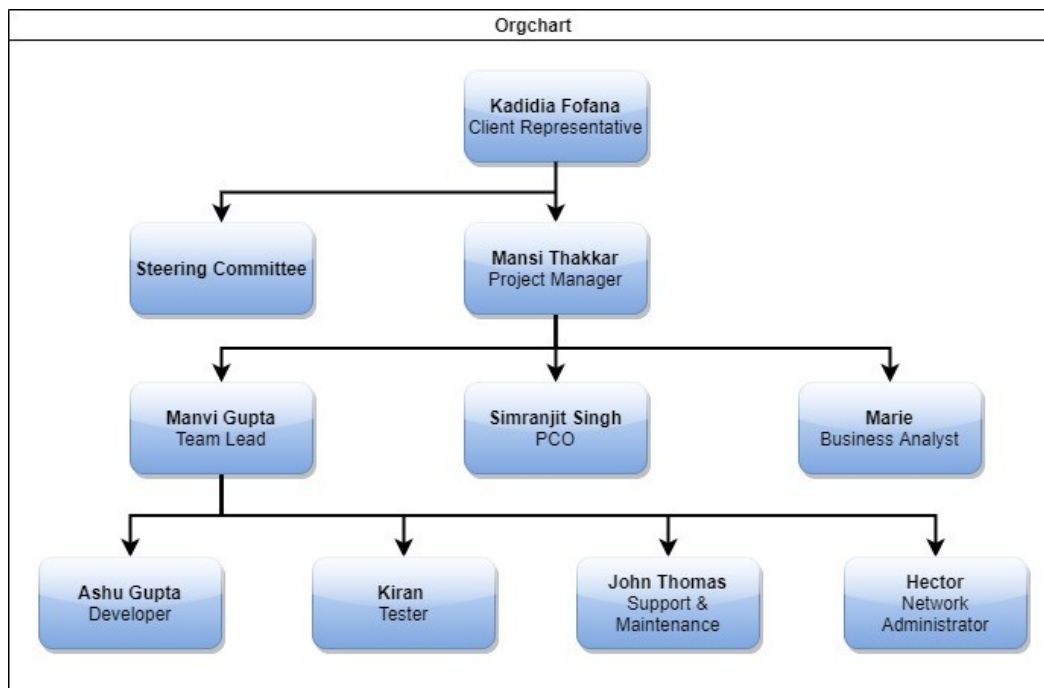
This project requires a proper methodology, especially in the PMO department with basic goals of monitoring all projects, making sure they pass all mandatory gating systems on a monthly basis for federal audits. So, a Customize web application tool is required for checking the above which will be prepared by a startup firm 'Paris Tech'.

3.2. Deliverables & Quality Criteria

List the project deliverables as well as the quality criteria for their approval.

Deliverables	Quality Criteria
Documents	It should be clearly defined. (properly documented and function-able)
Web application (Output)	Should be working according to the client's requirement.
Training Material	Efficiency in terms of web application, resource requirements, organizational ethics.
Prototype	Describe the manner in which the end user will interact with the web application
Go-Live	Successful deployment and approval from client's internal end users.
Application layout	Easy to use and understandable
Application development	Consider best coding and engineering practices and optimize system performance.
Testing report	Prepare the traceability matrix to capture the testing results.

3.3. Organizational Structure



3.4. Project Scope & Cost

Cost Type	Amount (\$)
Internal resources	\$ 67,470
External resources (VPN Service)	\$ 2,708
Software (Cloud Service)	\$ 14,243
Contingency Budget (Remaining)	\$ 4,160
Recurring (Change Request)	\$ 7,840
TOTAL	\$ 96,421

Resource Type	Efforts (days)
Project Manager	23
PCO	21
Business Analyst	9
Team Lead	21
Developer	8
Tester	18
Network Administrator	5
Support and Maintanance	2
TOTAL	107 Days (Resources have worked parallely)

3.5. Important Dates

Stages	Milestones	Dates
Initiation	Start Date	08/07/2020
	Business Approval	22/07/2020
Planning	Planning Approval	29/07/2020
	Prototype Approval	31/07/2020
Execution	Design Approval	06/08/2020
	Development	21/08/2020
Monitoring & Control	Testing	01/09/2020
Closure	End Date	08/09/2020

4. Project Evaluation

4.1. Scope Management Evaluation

Objectives	Achieved (Yes /No)	Comments
Documented Client needs, expectation and feedbacks	Yes	Prepared high level Business Requirement Document with all necessary specification needed in the project.
Created Project Plan	Yes	Planned assumptions and decisions, communication among project stakeholders, and document approved scope, cost, and schedule baselines. Also Defines basic questions like why, what, who and when work to be done
Communicate Plans and progress regularly to ensure that completed project meets Stakeholders or clients expectation	Yes	Took approval on every defined milestones of the project
Created Project Status/ Tracking Reports	Yes	Weekly status reports of project was created and sent to client
Identify and managed changes in Project scope	Yes	1 week delay was faced in planning phase but managed and redefine the scope/ work accordingly
Documented the change request and updated the development Plan	Yes	Planned/ evaluated the change request and sent for approval to execute it as soon as possible.

4.2. Time Management Evaluation

Tasks/activities	Planned duration (days)	Actual duration (days)	Gap explanation if applicable
Business Requirement Document	6	6	-
Requirement Analysis	9	14	Lack of permission in Jira software which was mandatory to be used as asked by the client.
Design	6	4	Redefine new timelines to overcome the gap taken in planning phase.
Development	10	10	Backup resources were allocated by the work of change request so that to manage the work load and complete work on time.
Testing	11	10	After redefining scope and timelines execution and monitoring and control phases were going parallelly so to achieve our output on time
Deployment	3	2	Timeline was lessened and was utilized in final testing and approval
Training	2	2	-
Go live	2	2	-

4.3. Cost Management Evaluation

Budgeted Items	Planned cost (\$)	Actual cost (\$)	Variance (\$)	Gap explanation if applicable
Initiation	20400	20400	-	-
Requirement Analysis	11800	14080	2280	There was a delay in planning phase and so to overcome the gap Design phase was also worked simultaneously
Design	6300	6300	-	-
Development + Change Request	13,360	13360	-	Redefined the project scope with the necessary change request to be implemented.
Testing	12540	12540	-	-
Deployment	8930	8930	-	-
Training	1080	1080	-	-
Go Live	900	900	-	-

4.4. Quality Management Evaluation

Deliverables	Approved as planned (Yes/No)	Explanation (What quality criteria were absent? Was the deliverable accepted after some iterations?)
Business Requirement Doc.	Yes	After updation of the following points it was approved: <ul style="list-style-type: none"> Stakeholder analysis And In depth explanation of Business process flow
Project Plan Doc.	Yes	Few Changes were done in <ul style="list-style-type: none"> WBS Resource effort estimation
System Design Doc.	Yes	-
Risk & Issue Register	Yes	-
Change Request Evaluation Doc.	Yes	-
Status Reports	Yes	-
Testing Reports	Yes	-
Training Material	Yes	-
Web Application	Yes	-

4.5. Risk Management Evaluation

- We used a simple process to develop a Risk Register to manage the risk which is as follows: Identify --->Probability & impact ---> Moment of risk ---> Mitigation Action ---> Secondary Risk ---> Residual Risk ---> Monitoring and Review.
- After the process of evaluation and identification risk owner is assigned.
- Regularly review of risk is done and accordingly update all the documents and scope if needed.
- Risk Manager worked closely during all the phases of the project and monitored the risk well.
- The practice of risk management is very helpful during our project as this helps employees prepare for the unexpected and maximize project outcomes. Only weakness found was complex calculation to be done.

4.6. Sponsor & Users Satisfaction

- Due to Covid pandemic all were working remotely even meetings were held online by video conferencing with share screen.
- During all the defined milestones there was proper involvement of sponsors, stakeholders and the team members which gave valuable feedback on the work done or on the status of the projects.
- There was bit lack of communication with client when any confusion or support needed and asked through mail. We got support but it took time to get feedback on queries.

4.7. Team Performance & Motivation

- We are a startup firm and all the team members were motivated since very beginning for the opportunity to work with such a big organization and make some name in their respective fields.
- Despite working remotely all were dedicated to their work which helped us as a team to complete this project.
- To keep motivated and maintain the morale, all employees were specified about their performance goals from beginning of the project. Once the Goal was achieved they were to be recognized at the end of the project in front of whole team and will be awarded for their excellent job.
- Not only recognition but also some resources would be re-signed for another projects with our organization with good payscale.

5. Open Points

5.1. Deliverables Approval

Deliverable	Planned approval date	Details why not approved
Business Requirement Doc.	23/07/2020	-
Project Plan Doc.	12/08/2020	-
System Design Doc.	06/09/2020	-

5.2. Change Request

Change Request	Planned approval date	Details why not approved
New Feature of resources usage to be added	Planned: 23/08/2020 Approved: 25/08/2020	-

5.3. Open Points

Open Point	Planned approval date	Details why not approved
Support and Maintenance	08/09/2020	- (Also in future if need)

6. Lessons Learned

#	TOPIC	ACHIEVEMENTS	PROBLEMS / OPPORTUNITIES OF IMPROVEMENT
1.	SCOPE MANAGEMENT	Timely Understand and defined Scope as per the phases.	Redefining Scope due to change request was done successfully but could be done more efficiently if it was in initial phase of execution.
2.	TIME MANAGEMENT	Completed different phases of the project although we have faced delay in planning and execution phase	We have to redefine the time line due to the lack of permission in Jira software which was mandatory and the change request.
3.	COST MANAGEMENT	Planned Cost with the help of Excel and Gantt Project Software	In the planning phase problem occurred with Jira software in cost management which took about 1 week extra time
4.	QUALITY MANAGEMENT	We have achieved the quality of our project which was defined initially and also redefined after change request.	If we would have got more time allocated then we have an opportunity through code coverage and peer code review.
5.	HUMAN RESOURCES MANAGEMENT	The resources hired were well experienced in their respective task but during change request we have adjusted the resources so that the work load would be well distributed among them.	There was the phase where the problem arose between the resources work allocation due to change request but used the backup resources at the end of execution phase to complete the task on time.
6.	STAKEHOLDERS & COM. MANAGEMENT	Worked remotely with all the stakeholders through out the project despite of Pandemic like Covid.	Because of Covid there was a delay in getting the feedback on our queries and outcomes.
7.	RISK MANAGEMENT	Predefined risks and also the arising risk in different phases were mitigated with proper actions within time.	We got in-depth knowledge to mitigate the risks which was occurred during the project despite of having any particular tool to manage it.
8.	PROCUREMENT MANAGEMENT	With the help of suppliers and the co-ordination between the team, we were able to procure all the resources on time.	Because of this project to benefit both the parties we got the long term relationship with the suppliers.
9.	INTEGRATION MANAGEMENT	We able to implement the best practices recommended by the industry to achieve our goal	Despite of not having Integration expert in team we understood the process very well and performed all the work in proper process flow.
10.	SPONSOR & USERS SATISFACTION	During all the defined milestones there were involvement of sponsor and users and got valuable feedback to achieve the desired result.	Well interacted with the users and sponsors during the project despite of working remotely through out the project
11.	TEAM PERFORMANCE & MOTIVATION	Our Team was motivated from the very beginning about the project and at various times ,there was overtime required at different phases in the project which they truly complied with	There were issues while working in team but gradually everyone came to terms.

7. Recognition of Work

7.1. Recognition of Work

- All the team members are individually recognized who invested their time off the clock for 3 months to push the project to completion, collaborating effectively with others who might have been problematic in nature, creating some powerful solution to a problem, etc.
- Also, reinforce their success by unexpectedly celebrating these important wins – by hiring again for the next project and with good salary package.
- All the team members are praised publicly and shared the credit for success as a team.

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