



Module 8

Project Closure

This module will focus on giving an overview of the project lifecycle from initiation to closure.

It will outline the goals of the project manager and project teams as well as the project objectives.

The initiation, planning, implementation, and closure of a project are necessary phases that assist the project in traversing its "life cycle."

Learning Outcomes

1. Understand various types of project closures.
 2. Evaluate the steps needed to ensure smooth transition or close out of a project.
 3. Identifying stakeholders needed to assist with project closing process groups.
 4. Update project management plan components for closure.
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Readings

- Lecture
- Chapters 14 & 15 in *Engineering project management*
- Project Management Institute. (2017). Part 2: The standard for project management: 6. Closing process group. In *A guide to the project management body of knowledge® (PMBOK® guide)*. (6th ed.). (pp. 633-635). PMI Publications.

Lecture

▼ What is the Closing Process Group?

The Closing Process Group consists of the process(es) performed to formally complete or close a project, phase, or contract. This Process Group verifies that the defined processes are completed within all of the Process Groups to close the project or phase, as appropriate, and formally establishes that the project or project phase is complete.

▼ When does project closing take place?

When the project team has appropriate assurances that all work contracted in the statement of work and scope has been completed.

▼ What is required to initiate a formal completion of a project?

The project team must have assurances that the agreed-upon processes have all been executed, and all stakeholders must also arrive at the conclusion that the project is complete.

▼ What may hinder the closure of a project?

Without appropriately checking, scope elements may not be sufficiently completed.

Change requests that were submitted and approved may be missed.

There may be processes that management has overlooked.

Stakeholders may not understand that the project has been appropriately completed due to lack of communication.

▼ Failure to appropriately close a project can...

damage the credibility of the project management team with issues for which they bear no responsibility.

Instances like this can create a never-ending project or an orphan project that is transitioned to a new project team due to the damage in credibility.

▼ Why is communication required at the close of a project?

Need to communicate at appropriate points to kill processes, stage processes, handoff processes, and finally, produce transition points for stakeholders to manage and maintain the newly intercepted and completed project.

▼ What is the purpose of phase gates?

To establish a review process that can ensure all required work within the phase has been completed and all deficiencies have been appropriately addressed before moving on to the next phase.

▼ An example of conducting administrative closure?

For instance, if there was an external party contracted to create, develop, or organize the design in a specific aspect of the project, this gate phase review will allow stakeholders to engage the project team and close out that piece of the contract.

▼ What is in the statement of work?

Contained within the statement of work, the project manager will develop procedures to ensure that the closing is smooth.

▼ What should be in each portion of the phase gate?

A piece of the contract assigned to it so that contract closures can be carried out.

▼ No project can be closed without a contract first having been...
appropriately shut down.

▼ What are some steps in closing down a project?

Performance reporting needs to be notated and submitted.

All records and indexes should be archived within the knowledge management database to ensure that lessons learned can inform future work and projects.

Any final procurement should be noted and documented.

It is common for goods and services to change hands throughout the course of any project or system lifecycle development. All paperwork regarding these changes and substitutions should be noted within the budget allotments by the process closing groups.

Closing invoices should be presented in the final report to be transitioned to the stakeholders.

▼ What is the closing process group responsible for?

Delivering the final products in all reports to the associated stakeholders.

▼ What is the final act in the project closing process?

The project group will hand off the project and release all resources collected.

▼ What does the final project phase require?

The documentation of project work, analysis of success or failure, and analysis of the project management process.

▼ What should be included in a project's knowledge database and documentation?

The project report must contain the project scope in both its original and final form.

The project must include documentation that discusses how and why change requests were requested and the responses to these requests.

The database must be updated with the appropriate budgetary information in both its original and final form. Again, this should include discussion of how and why it is changed over the course of the project.

The documentation must contain scheduling information that discusses the original and final scope, statement of work, and project schedule. All milestones in their original and changed format must be showcased and discussed.