





Content

- Types of Project Closure
- Wrap-up Closure Activities
- Post-Implementation Evaluation
- Retrospective
- Key terms

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Project Closure

- Conditions for Closure
 - Normal
 - Premature
 - Perpetual
 - Failed Project
 - Changed Priority
- Close-out Plan: Questions to be Asked
 - What tasks are required to close the project?
 - Who will be responsible for these tasks?
 - When will closure begin and end?
 - How will the project be delivered?



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Implementing Closedown

1. Getting delivery acceptance from the customer.
2. Shutting down resources and releasing to new uses.
3. Reassigning project team members.
4. Closing accounts and seeing all bills are paid.
5. Evaluating the project team, project team members, and the project manager.

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Wrap-up Closure Checklist

	Task	Completed? Yes/No
Team		
1	Has a schedule for reducing project staff been developed and accepted?	
2	Has staff been released or notified of new assignments?	
3	Have performance reviews for team members been conducted?	
4	Has staff been offered outplacement services and career counseling activities?	
Vendors/contractors		
5	Have performance reviews for all vendors been conducted?	
6	Have project accounts been finalized and all billing closed?	
Customer/Users		
7	Has the customer signed-off on the delivered product?	
8	Has an in-depth project review and evaluation interview with the customer been conducted?	
9	Have the users been interviewed to assess their satisfaction with the deliverables? With the project team? With vendors? With training? With support? With maintenance?	
Equipment and facilities		
10	Have project resources been transferred to other projects?	
11	Have rental or lease equipment agreements been closed out?	
12	Has the date for the closure review been set and stakeholders notified?	
	Attach comments or links on any tasks you feel need explanation.	

Creating the Final Report

- Execute Summary
- Review and Analysis
- Recommendations
- Lesson Learned
- Appendix

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Project Performance Evaluations

- Reasons for Poor-Quality Project Performance Evaluations:
 - Evaluations of individuals are still left to supervisors of the team member's home department.
 - Typical measures of team performance center on time, cost, and specifications.



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Project Performance Evaluation: Team

- Are standards and goals for measuring performance Clear, challenging, and attainable? Lead to positive consequences?
- Are responsibilities and performance standards known by all team members?
- Are team rewards adequate? Management believes teams are important?
- Is there a career path for successful project managers
- Does the team have discretionary authority to manage short-term difficulties?
- Is there a high level of trust within the organization culture?
- Are there criteria beyond time, cost, and specifications?

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Sample Team Evaluation and Feedback Survey

Using the scale below, assess each statement.

	Disagree					Agree				
1. The team shared a sense of common purpose, and each member was willing to work toward achieving project objectives.	1	2	3	4	5					
2. Respect was shown for other points of view. Differences of opinion were encouraged and freely expressed.	1	2	3	4	5					
3. All interaction among team members occurred in a comfortable, supportive atmosphere.	1	2	3	4	5					

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Project Performance Evaluation: Individual

- Responsibility for assessing performance
 - Functional organization or functional matrix: the individual's area manager.
 - The area manager may solicit the project manager's opinion of the individual's performance on a specific project.
 - Balanced matrix: the project manager and the area manager jointly evaluate an individual's performance.
 - Project matrix and project organizations: the project manager is responsible for appraising individual performance.

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Project Performance Evaluation: Individual

- Multirater appraisal or the "360-degree feedback"
 - Involves soliciting feedback concerning team members' performance from all the people their work affects.
 - This includes project managers, area managers, peers, subordinates, and even customers.



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Conducting Performance Reviews

- Begin by asking the individual to evaluate his or her own performance.
- Avoid drawing comparisons with other team members; rather, assess the individual in terms of established standards and expectations.
- Focus criticism on specific behaviors rather than on the individual personally.
- Be consistent and fair in your treatment of all team members.
- Treat the review as one point in an ongoing process.

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Retrospectives

- Initiating the Retrospective Review
- Selection of a Facilitator
- Managing a Retrospective
- Overseeing a Post-Project Retrospective
- Utilization of Retrospectives
- Archiving Retrospectives
- Concluding Retrospective Notes

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Key Terms

Performance review
Project closure
Team evaluation
Three hundred and sixty degree feedback

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