



GSOE9820 – Engineering Project Management

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Never Stand Still

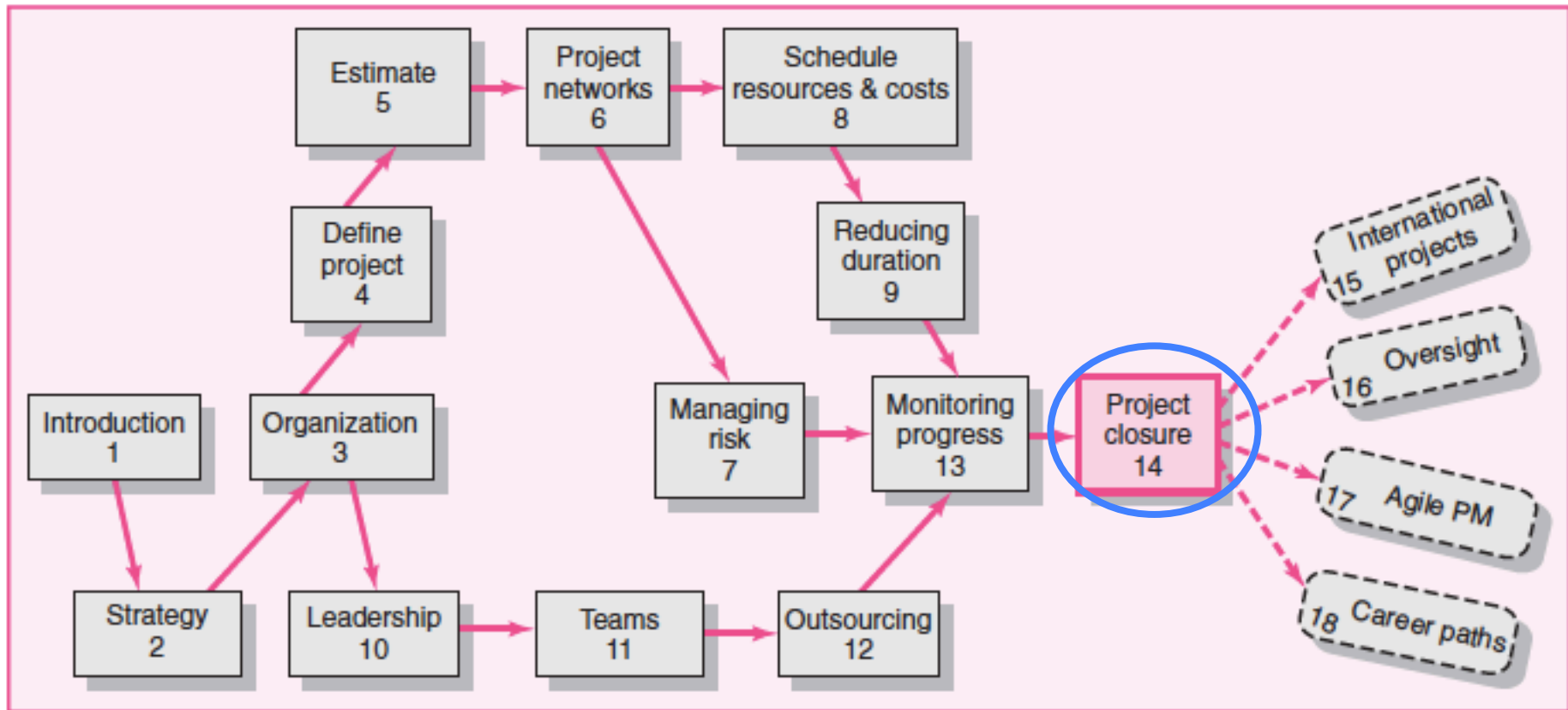
Faculty of Engineering

School of Mechanical and Manufacturing Engineering

Week 1G

Project Closure

Course Roadmap



Reference: Gray, C & Larson, E, Project Management, 5th Ed. McGraw-Hill

Project closure major activities



Major deliverables of project closure

Wrapping up the project

- Ensuring customer satisfaction
- Closing accounts, paying invoices, reassigning team, final report

Evaluation of performance and management of project

- Individual, team and project manager
- Vendors and customers may provide input

Retrospectives

- Lessons learned to improve future performance
- May employ an independent facilitator

Types of project closure

Types	Description
Normal	A completed project.
Premature	An early completed project. Sometimes through changes in scope or response to environment.
Perpetual	Constantly changing, never ending. Needs firm decisions to close out.
Failed project	One that did not reach completion point, through varying reasons. Communication important.
Changed priority	Change in priority of project throughout development.

Wrapping up the project

Getting delivery acceptance from customer

Shutting down resources and releasing to new uses

Reassigning project team members

Closing accounts and ensuring full payments

Delivering the project to the customer

Closure checklist example

TABLE 14.1 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 counselling activities?	
Vendors/contractors		
5	Have performance reviews for all vendors been conducted?	
6	Have project accounts been finalised 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.		

Common components of the final report



Project evaluation

Assess how well the project team, team members and project manager performed

Team evaluation

- should emphasise the whole and not the parts

Individual evaluation

- focuses upon personal contribution and expertise and how well the person worked in the team

Challenges resulting in poor-quality evaluations

Evaluations of individuals are often left to supervisors of the team member's home department

Only measuring the team performance on the dimensions of time, cost and specifications/scope.

Team evaluation

The quality of the deliverables is the responsibility of the team.

Proper evaluation relies on having core criteria and expectations prior to the project commencement.

For example:

- Do standards of performance measurement exist?
- Is there a high level of trust from the organisational culture?
- Do the measurements go beyond time, cost and specifications?
- How will user and customer satisfaction be measured?

Sample team evaluation and feedback survey

TABLE 14.2 Sample team evaluation and feedback survey

		Disagree			Agree	
<i>Using the scale below, assess each statement.</i>						
1	The team shared a sense of common purpose and each member was willing to work towards 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

Tips for conducting individual performance reviews

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

Individual performance assessment

Multi-rater appraisal—the 360-degree review

- Involves soliciting feedback concerning team members' performance from all of the people that their work affects
 - Includes project managers, functional managers, peers, subordinates, and customers

Retrospectives

Lessons learned

- An analysis carried out during and shortly after the project life cycle to capture positive and negative project learning
- What worked and what didn't?

Goals of retrospectives

- To re-use learned solutions
- To stop repetitive mistakes
- To improve organisational learning

Barriers to organisational learning

- Lack of post-project time for developing lessons
- No post-project direction or support for teams
- Lessons become blame sessions
- Lessons are not applied in other locations
- Organisational culture does not recognise value of learning

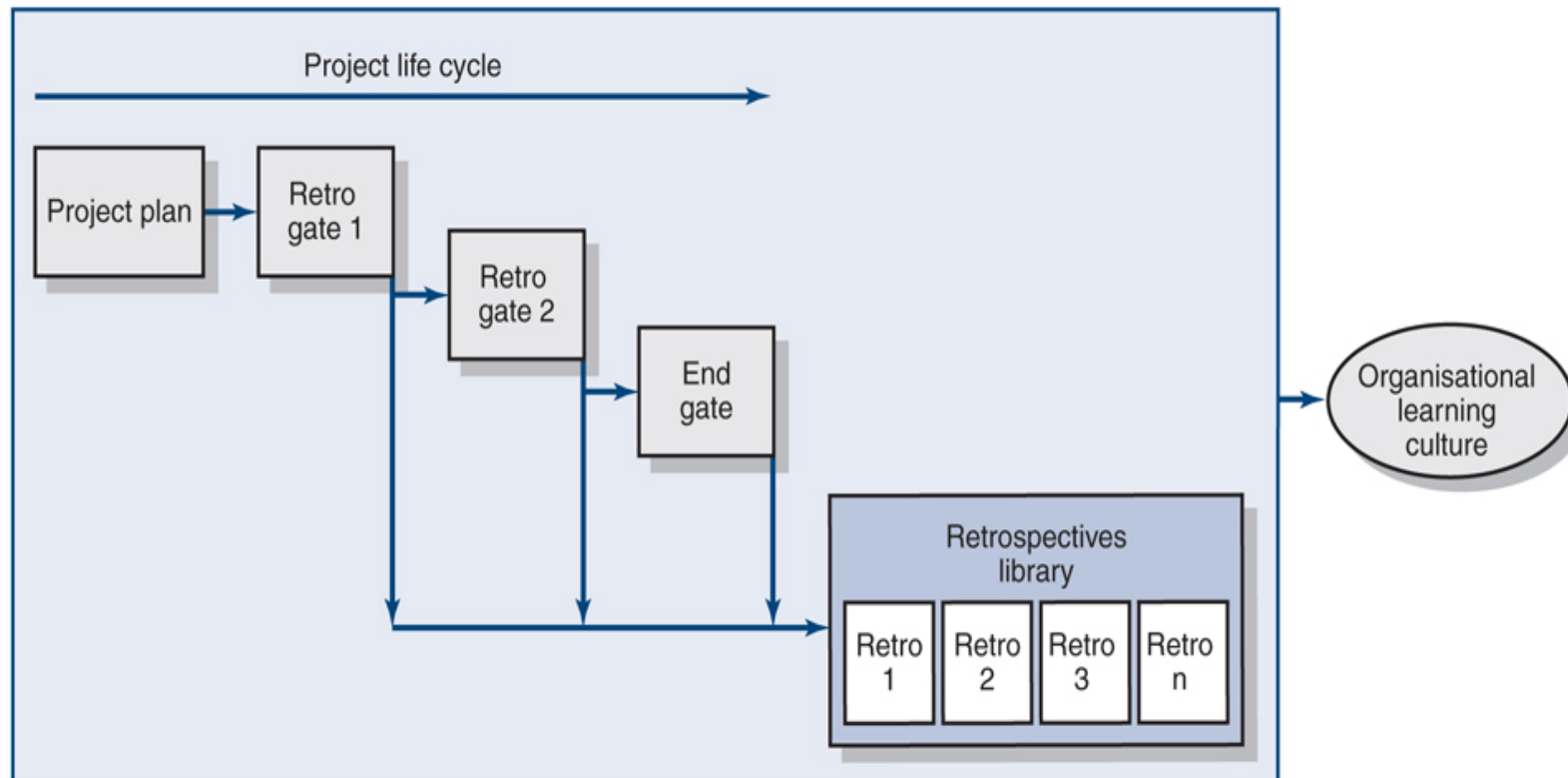
The value of retrospective analyses

To make retrospectives effective:

- Use an independent facilitator to guide the project team through the analysis project activities
- Include a minimum of three in-process learning gates during the life project cycle
- Designate a team member as owner for each point in the retrospective
- Develop an easy-to-use learning repository to ensure future utilisation of retrospective lessons
- Mandate use of retrospectives as part of the normal process for all projects

The retrospectives process

Figure 14.2 RETROSPECTIVES PROCESS



Initiating the retrospective review

Have automatic times or points when reviews will take place. Avoid surprises.

Conduct reviews carefully and with sensitivity.

Review staff must be independent from the project.

Review reports need to be used and accessible.

Reviews support organisational culture.

Project closures should be planned and orderly.

Certain 'core conditions' must be in place to support team and individual evaluation.

Conduct individual and team evaluations separate from pay or merit reviews.

Overseeing a retrospective

Process methods and review

- reviews the strategic intent, selection criteria, business case, project deliverables

Organisational review

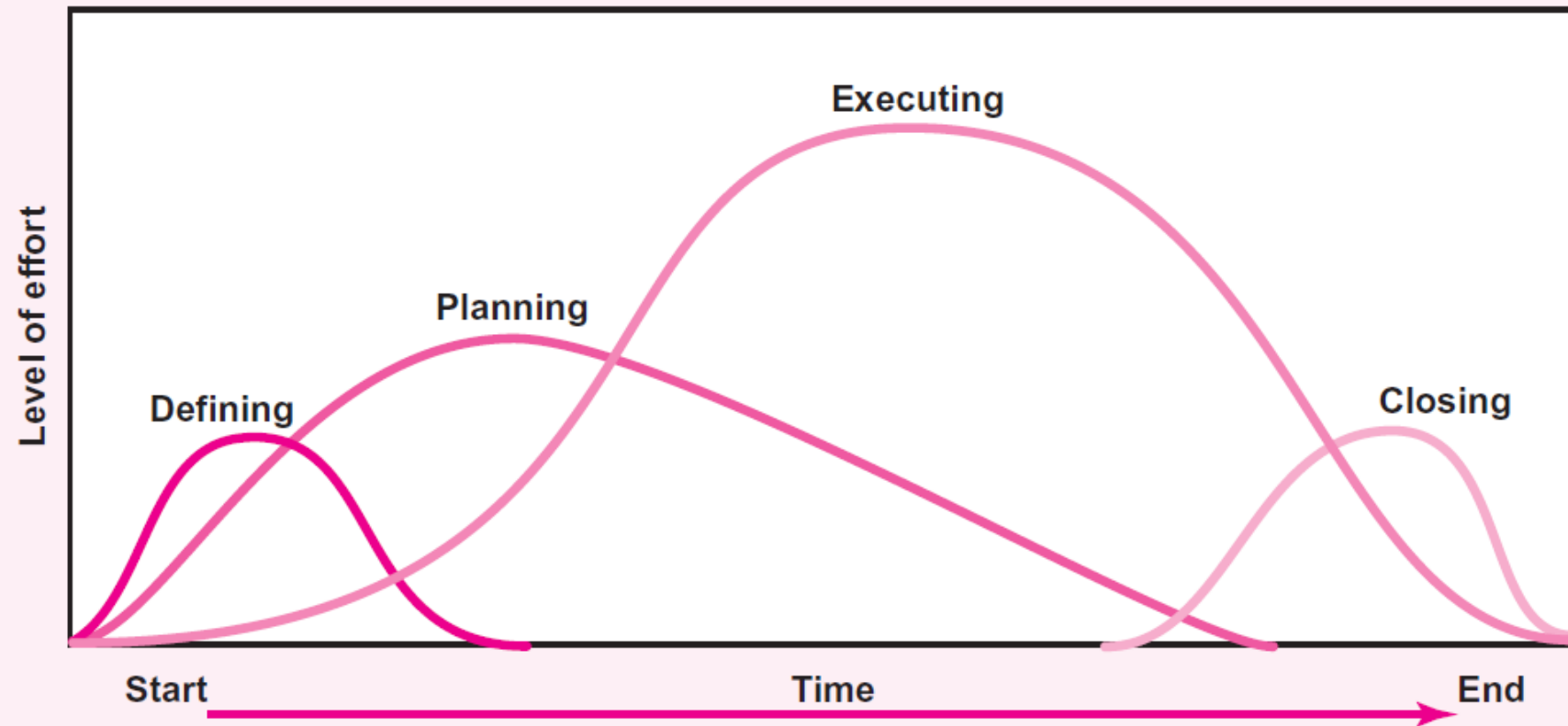
- maintains a big picture perspective
- reviews resource allocation and use, support of senior management, organisational culture dimensions



What is Project Management?

The complete set of tasks, techniques, tools applied during project execution.





Defining

1. Goals
2. Specifications
3. Tasks
4. Responsibilities

Planning

1. Schedules
2. Budgets
3. Resources
4. Risks
5. Staffing

Executing

1. Status reports
2. Changes
3. Quality
4. Forecasts

Closing

1. Train customer
2. Transfer documents
3. Release resources
4. Evaluation
5. Lessons learned

Dimensions of project management

