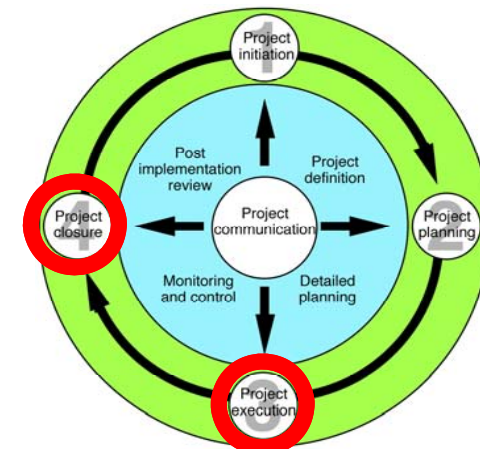




Module 5: The Closing Stage

Overview

- The closing stage of a project comprises all the final processes needed to close out a project and deliver final products and reports to the stakeholders.
- This stage ensures that all documents and deliverables are organized and handed over to the relevant stakeholders / business units.
- Also, any remaining contractual obligations, payments, vendor evaluations, etc... is done during the project closing stage.
- In addition any lessons learnt during the project must be documented during this stage for future reference



The Closing Stage

PM Knowledge Areas – Relevant Processes



- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Perform Integrated Change Control
- **Close Project or Phase**



- Collect Requirements
- Define Scope
- Create WBS
- Verify Project Scope
- Control Project Scope



- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Estimate Activity Durations
- Develop Schedule
- Control Schedule



- Estimate Costs
- Determine Budget
- Control Costs



- Plan Quality
- Perform Quality Assurance
- Perform Quality Control

The Closing Stage

PM Knowledge Areas – Relevant Processes



Project Human Resources Management

- Develop Human Resource Plan
- Acquire Project Team
- Develop Project Team
- Manage Project Team

Project Risk Management

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- Monitor and Control Risks

Project Procurement Management

- Plan Procurements
- Conduct Procurements
- Administer Procurements
- **Close Procurements**

Project Communication Management

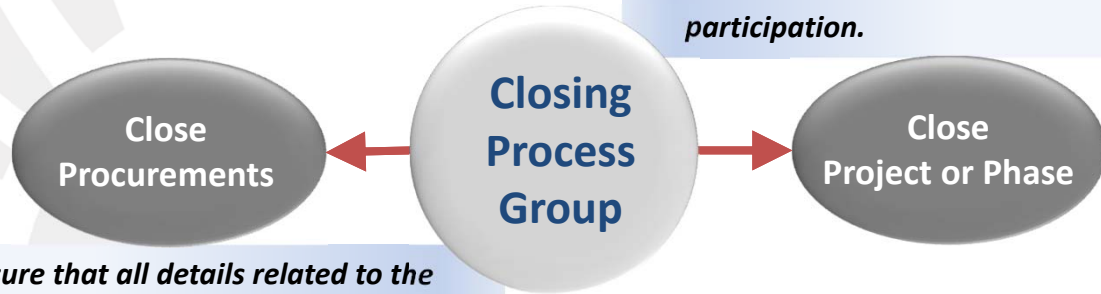
- Identify Stakeholders
- Plan Communications
- Manage Communication
- Manage Stakeholder Expectations
- Report Performance

The Closing Stage

Closing Process Groups



Looking back over the various phases of the project as the entire undertaking comes to an end is an important task. Project managers must make sure no pieces have been left undone. During this phase the project manager will meet with team leaders to close out all work orders related to individual team participation.



It is important to be sure that all details related to the procurement process throughout the project have been properly documented. It is common for some goods and services to change throughout a project; all necessary paperwork regarding substitutions and any resulting change in budgetary allotment must be reflected. Closing out invoices and preparing the final report in a timely manner gives a good impression about the project and the due diligence of the project manager.

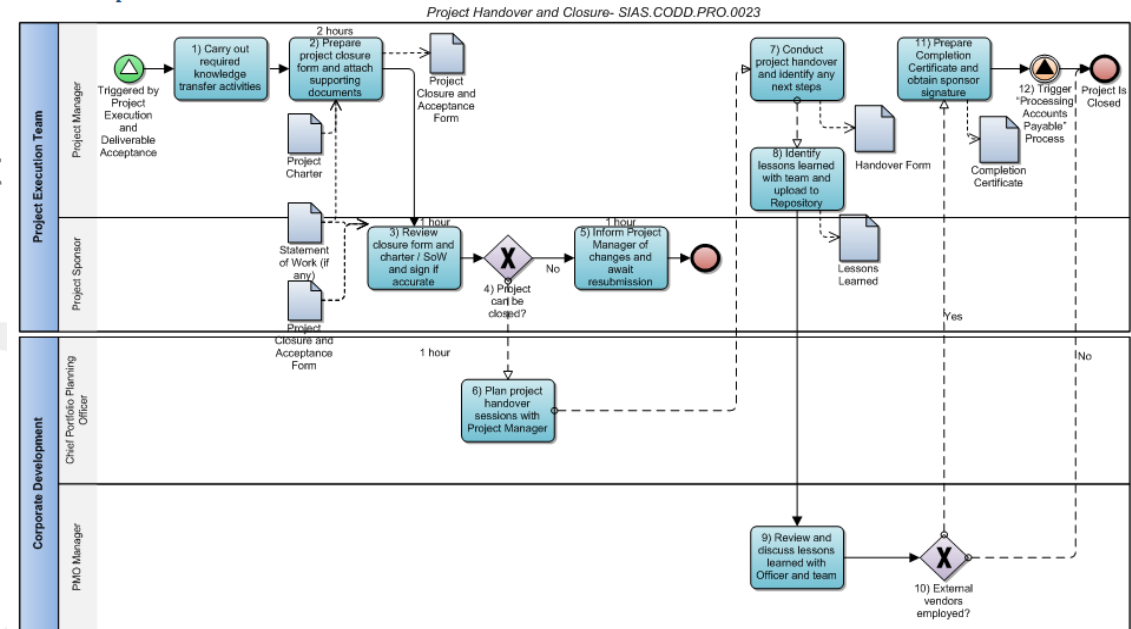
The Closing Stage *Closing Process Groups*



Some of the key actions to be done during project close out are:

- Carry out required knowledge transfer activities
- Prepare project closure form and attach supporting documents
- Conduct project hand over sessions
- Document lessons learnt
- Produce final completion certificate with sponsor approval
- Process any remaining payments and release any remaining funds

Process Map



Sample GCAA project handover and closure process



Module 5: The Closing Stage



The Closing Stage Closing Process – Sample GCAA Forms



Completion Certificate

FINAL COMPLETION CERTIFICATE
UAE GENERAL CIVIL AVIATION AUTHORITY

PART – I

Project Name: _____ Date: _____
 Project Code: _____ Contractor/Consultant Name: _____
 Reference No: _____

DESCRIPTION OF WORK PERFORMED

[Provide a short description of the work that was performed as part of this project]

FINAL PAYMENT DUE FROM COMPANY TO THE SUPPLIER IS _____ UNITED ARAB EMIRATES DIRHAMS

PART – II

The above Project has been completed in accordance with the provisions of the Project Charter and Statement of Work, and accepted on behalf of the General Civil Aviation Authority in apparent good order, with effect from _____, and any final payment is now due.

Any performance bond which is in the General Civil Aviation Authority's possession may now also be released.

For and on behalf of

UAE General Civil Aviation Authority

Name _____
 Designation Project Sponsor, *[Insert Designation]*
 Signature _____
 Date _____

Sample GCAA Final Completion Certificate

Handover Form

1. Project Information:

| | |
|--|---|
| Project Code | <i>[The code of the Project as per the Project Charter]</i> |
| Project Name | <i>[Full working title of the Project]</i> |
| PMO Officer | |
| Handover Department Executive Director | <i>[The Handover Department Executive Director]</i> |

2. List of Documents Handed Over:
[Please list all documents handed over to the Executive Director and his team]

| Sr. No | Document Name |
|--------|---------------|
| | |
| | |
| | |

3. Handover Checklist (To Be Completed by Executive Director):

| | | |
|---|---|---|
| Have you received all the documents listed in section 2. above? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | Comments, if any: |
| Do you have a full understanding of the objective of the project? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | Comments, if any: |
| Do you have a full understanding of the content and deliverables of the project? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | Comments, if any: |
| Do you have a full understanding of the next steps required from your department? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | Comments, if any: |
| Have all items within the scope of work been completed to your satisfaction? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | Comments, if any: <i>E.g. any items that have not been completed as per the scope and why</i> |

4. Comments:
[Any comments which the Executive Director, CODD Director or PMO Officer have in relation to the handover process]

Sample GCAA Project Handover Form

The Closing Stage Closing Process – Sample GCAA Forms



Project Closure and Acceptance Form

| 1. Project Details | | | |
|-----------------------------------|--|--|--|
| Project Name: | | | |
| Project Code: | | | |
| Project Manager: | | | |
| Chief Portfolio Planning Officer: | | | |

| 2. List of Deliverables | | | |
|--|------------------|--------------------------------|----------|
| The below deliverables should be attached to this form as supporting documents with deliverable acceptance forms | | | |
| Sr. No | Deliverable Name | Date of Deliverable Acceptance | Comments |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

| 3. Sign-off | |
|--|------|
| By signing below, the parties agree that all necessary deliverables have been suitably completed and the Project can be closed | |
| Project Manager Signature | Date |
| | |
| Engagement Manager Signature | Date |
| | |
| Project Sponsor Signature | Date |
| | |

Sample GCAA Project Closure and Acceptance Form

Lessons Learned

| 1. Project Details | | | | |
|--------------------|-------------|--|--|--|
| Project Name: | | | | |
| Project Code: | | | | |
| Project Manager: | | | | |
| PMO Officer: | | | | |
| Budget Variance: | (Detail no) | | | |
| Timeline Variance | (Detail no) | | | |

| 2. Project Close-Out Discussion | | | | |
|--|------------------------------|---------------------------------|---------------------------------|----------------------------|
| Any other comments regarding lessons learned from the project: | | | | |
| | | | | |
| List this project's key successes | | | | |
| | | | | |
| Description | | | | |
| Use the list below to identify areas of success or improvement | | | | |
| Project Management | Technical Management | Human Factors | Overall | |
| 1. Project Planning | 11. Technical Requirements | 17. Communication | 24. Stakeholder Satisfaction | 25. Technical Success |
| 2. Resource Management | 12. Preparing Specifications | 18. Team Experience | 19. Interaction with Sponsor | 26. Service Quality |
| 3. Risk Management | 13. Documentation | 19. Interaction with Sponsor | 20. Interaction with Management | 27. Service Accepted |
| 4. Change Management | 14. Testing | 20. Interaction with Management | 21. Management Support | 28. On Time |
| 5. Procurement | 15. Rollout | 21. Management Support | 22. Quality of Meetings | 29. Within Budget |
| 6. Budgeting | 16. Training | 22. Quality of Meetings | 23. Vendor Interaction | 30. Benefits Obtained |
| 7. Quality Assurance | | 23. Vendor Interaction | | 31. Met Project Objectives |
| 8. Progress Reporting | | | | |
| 9. Interdependency Management | | | | |
| 10. Implementation | | | | |
| List areas of potential improvement: | | | | |
| | | | | |
| Improvement Area | | | | |
| | | | | |

| 3. Approvals: | | | | |
|---------------|----------|-------------|-------------|-----------|
| Prepared by: | | | | |
| Date | Author | Designation | Signature | |
| | | | | |
| Reviewed by: | | | | |
| Date | Revision | Author | Designation | Signature |
| | | | | |

Sample GCAA Lessons Learnt Form



Module 5: The Closing Stage

Closing Activities *Team Activity 13*



For the same project:
**“Automation of Enterprise
Project Management Process”**
**Prepare the closing and
handover documents including
lessons learnt**