

 <p><b>Office of Systems Integration</b> "SERVING CALIFORNIA"</p>	<p><b>PMO PROCEDURE</b></p> <p><b>Control Number: OSI-AP-08-15</b></p>
<p><b>Project Closing Procedure</b></p>	<p><b>Effective Date: August 28, 2008</b></p>

## 1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure includes the processes used to formally terminate all activities of a project or project phase. These Close processes are performed once all defined project objectives have been met, reassigns and/or releases project resources, and the customer has formally accepts the project's product.

## 2.0 Definitions and References:

- 2.1 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.
- 2.2 Post Implementation Evaluation Report (PIER): A PIER is created at the completion of an IT project and describes the results of the project, including actual completion dates and costs, objectives achieved, lessons learned, and corrective actions for any objectives not achieved. The format of the PIER is dictated by the OCIO.
- 2.3 Request for Formal Acceptance Letter: This is a memorandum from the Project Manager to the Sponsor requesting that the sponsor formally accept that the project is complete. This would normally be signed by the Director.
- 2.4 Other References:
- 2.4.1 Project Management Body of Knowledge (PMBOK) Third Edition , Project Management Institute (PMI).
  - 2.4.2 Office of Systems Integration, Best Practices Website (BPWeb) <http://www.bestpractices.osi.ca.gov>
  - 2.4.3 Post Implementation Evaluation Report (PIER) Template - SIMM Section 50: [http://www.cio.ca.gov/Government/IT\\_Policy/SIMM.html](http://www.cio.ca.gov/Government/IT_Policy/SIMM.html)

### 3.0 Roles and Responsibilities:

- 3.1 Contract Manager: The Contract Manager is responsible for managing and tracking the Prime Contractor and consulting contracts for the project. This includes negotiating amendments, reviewing work authorizations and invoices, and ensuring that all contractual terms and deliverables are met.
- 3.2 Financial Analyst: The Financial Analyst is responsible for managing and tracking project budget/costs, coordinating/preparing budgetary documents, (e.g., Special Project Reports, Advance Planning documents, OSI Budget Change Proposals and Supplementary Premise Information) reviewing budget/contract expenditures, and collecting and reporting financial metrics.
- 3.3 Project Manager: The Project Manager is responsible for obtaining customer and management sign-off, close out any open action items, close out any financial accounts, develop a Post Implementation Evaluation Report, archive all project documentation, conduct lessons learned, assist with contract closeout, assist in resource transition from the project and celebrate success.
- 3.4 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders.
- 3.5 Project Team: The Project Team is responsible for performing the tasks defined for them in the project staffing plan and project master plan. Team members will consist of people having various skills sets, at varying levels of performance, from multiple organizations within the public and private sectors. Team membership will be determined by the needs of the project and will fluctuate as the project continues. Team members will consist of permanent, limited term and contracted employees at all levels within the project.
- 3.6 Quality Manager: The Quality Manager is charged with overseeing and ensuring both product and process quality for the project. The Quality Manager provides insight into the project and contractor methods of doing business by reviewing process and product activities for adherence to standards and plans.

4.0 Procedure:

Note: Not all project activities are sequential and many are iterative based on the project needs.

**ACTIVITY****DESCRIPTION****1. Collect Contract Documentation**

The Contract Manager begins the tasks to close out the contract. To close a contract, it is important to collect all of the pertinent documentation for review. This will include all of the original contracts and supporting documentation such as schedules, contract changes, and performance reports.

**2. Complete Contractor Final Review**

The Contract Manager performs the Contractor Final Review which includes a formal completion review of all requirements, deliverables and change orders. The project will review all contracts and verify that all requirements and deliverables specified in each contract have been met and that any change to the contract requirements or deliverables has been documented, approved and completed.

**3. Formal Acceptance**

The Project Manager, on behalf of the Project Sponsor, will draft the Formal Acceptance letter only after all contractual obligations have been met and verified. The formal Acceptance letter provides the contracted company or organization with a formal written notice that the contract is complete. Standard language for acceptance and closure is usually found in the original contract.

**4. Administrative Closure**

The Project Manager begins the administrative closure process by preparing the closure documentation of the project deliverables for the customer as well as taking other administrative actions to ensure that the project and its assets are redistributed.

**5. Financial Closure and Audit**

The Financial Analyst begins the Financial Closure process of completing and terminating the financial and budgetary aspects of the project. This closure process includes both (external) contract closure and

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(internal) project account closure.

A financial audit will be conducted at project closure by performing a thorough examination of a project including a detailed overview of the project's financial procedures, budgets, records, etc.

## **6. Archiving**

The Project Manager ensures that all documentation related to the project has been archived, both hard and soft copies. A summary report of all archived project record information collected needs to include information such as a description of the project, a project organization chart, budgeted and actual cost, and budgeted and actual schedule.

## **7. Personnel and Facilities**

The Project Manager handles this closure process with the reassignment and reallocation of agency personnel and equipment that have been used during the project.

## **8. Complete Closeout Phase Review and Lessons Learned**

The Project Manager will hold a lessons learned session which is a valuable closure and release mechanism for the project team. It allows for an exchange of observations of the project's performance to aid with future projects of a similar nature.

## **9. Celebrate Project Success**

Celebrate the success of completing a project! It is important to recognize teams that have met this goal. When success in a project is achieved, be certain to provide some recognition to the team. Informal, formal recognition or Superior Accomplishment Awards can be done.

## **10. Complete PIER**

The Project Manager along with the Project Team will complete the PIER document. The PIER is created at the completion of an IT project and describes the results of the project, including actual completion dates and costs, objectives achieved, lessons learned, and corrective actions for any objectives not achieved. The format of the PIER is dictated by the OCIO.

## 5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

<b>Date</b>	<b>Revision Number</b>	<b>Change</b>
	1.0	New Procedure