|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Closure Report | | | | | | | | Version: |
| Project Name | |  | | | | | | Id: |
| Project Manager | |  | | | Email: | | | Phone: |
| Project Sponsor | |  | | | Email: | | | Phone: |
| Elevator Pitch *Summarise the project in three short sentences.* | | This project was about…  It was important to do because…  Now that it’s finished… | | | | | | |
| Summary | | | | | | | | |
| Project Outcomes  *Why is the project closing? Was it successful in achieving its objectives? If not, why not? Did the project close prematurely? What outcomes were achieved? What benefits are likely to arise from the project?* |  | | | | | | | |
| Planned finish date: |  | | Actual finish date: |  | | Variance: |  | |
| Planned cost: |  | | Actual cost: |  | | Variance: |  | |

| Administrative Closure Checklist | | 🗹 | Comments | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project deliverables/product handed over to new owner | | 🞏 |  | | | | | |
| Benefits Realisation plans/processes in place | | 🞏 |  | | | | | |
| Bonds returned/recovered; cost accounts reconciled and closed | | 🞏 |  | | | | | |
| Team members off-boarded & released with thanks | | 🞏 |  | | | | | |
| Stakeholders informed of project closure and outcomes | | 🞏 |  | | | | | |
| Open risks and issues handed over | | 🞏 |  | | | | | |
| User manuals/training material/warranties/etc. handed over | | 🞏 |  | | | | | |
| Secure/private/confidential data dealt with appropriately | | 🞏 |  | | | | | |
| Contractors’ final payments made or arrangements made | | 🞏 |  | | | | | |
| Contracts discharged with thanks / disputes handed over | | 🞏 |  | | | | | |
| Assets returned | | 🞏 |  | | | | | |
| Documentation archived | | 🞏 |  | | | | | |
| Stakeholder Feedback (survey form at Appendix A) | Stakeholders’ scores (#) | | | | | | Stakeholder comments | Project Manager comments |
| 1 | | 2 | 3 | 4 | 5 |
| *Example* |  | | *1* | *6* | *4* | *3* | *Copy & paste quotes from surveys here* | *PM’s response to feedback* |
| How well do you think the project was managed overall? |  | |  |  |  |  |  |  |
| How well was scope defined upfront and controlled throughout the project? |  | |  |  |  |  |  |  |
| How well was time managed? |  | |  |  |  |  |  |  |
| How well was cost managed? |  | |  |  |  |  |  |  |
| How well was quality managed? |  | |  |  |  |  |  |  |
| Are you satisfied with the quality of completed products & processes? |  | |  |  |  |  |  |  |
| Did the team demonstrate a positive, open, collaborative culture? |  | |  |  |  |  |  |  |
| How well was information managed, including sending of status reporting? |  | |  |  |  |  |  |  |
| Were you satisfied with the amount of communication and engagement? |  | |  |  |  |  |  |  |
| Were you satisfied with the quality of communication and engagement? |  | |  |  |  |  |  |  |
| How well were risks and issues managed? |  | |  |  |  |  |  |  |
| How well were opportunities captured? |  | |  |  |  |  |  |  |
| How well was procurement / contract administration managed? |  | |  |  |  |  |  |  |

| Review Topic | Evaluation of project performance | Lessons learned for future projects |
| --- | --- | --- |
| Integration | *How well was the project planned, executed and controlled? Was there enough time for planning?* | *What was learned about project management in general?* |
|  |  |
| Governance | *Was there sufficient oversight over the project? Was the governance structure kept appropriately informed in order to provide adequate decisions, guidance and support to the project team?* | *What was learned about governance management?* |
|  |  |
| Scope | *Were all agreed items of scope delivered? Was there much uncontrolled change (scope creep)?* | *What was learned about scope management?* |
|  |  |
| Time | *Did the project finish on schedule? Was time managed well throughout the project?* | *What was learned about time management?* |
|  |  |
| Cost | *Did the project finish within budget? Was cost managed well throughout the project?* | *What was learned about cost management?* |
|  |  |
| Quality | *Is the product ‘fit for purpose’? Are stakeholders (e.g. client, end users) happy with the product?* | *What was learned about quality management?* |
|  |  |
| Human Resources | *Did the team perform well together? Were team members clear about their roles/responsibilities?* | *What was learned about HR management?* |
|  |  |
| Communication | *Was confidential data handled appropriately? Were documents archived appropriately for future reference?* | *What was learned about communication management?* |
|  |  |
| Risk | *Were risks managed throughout the project? Were there any issues? How were these managed?* | *What was learned about risk management?* |
|  |  |
| Procurement | *Did the team procure the right goods/services? Would you recommend these to future PMs?* | *What was learned about procurement management?* |
|  |  |
| Stakeholders | *Did the right information reach the right people at the right time? Were stakeholders satisfied with the outcomes of the project and the way in which the project was managed?* | *What was learned about stakeholder management?* |
|  |  |

General Comments

|  |
| --- |
| Any other comments? |
|  |

Record of Authorisation

|  |  |  |  |
| --- | --- | --- | --- |
| Authorisation | | | |
| Name of authoriser: | Governance Role: | Signature | Date |

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Appendix A – Project Evaluation Form

Use the form below to collect feedback from key stakeholders as an input to project evaluation and identifying lessons learned.

Project Evaluation Form – seeking your feedback

Thank you for taking a moment to provide the project team with your insights and perspective on how the project was managed, to support continuous improvement.

|  |  |  |  |
| --- | --- | --- | --- |
| Name of project being evaluated |  | |  |
| Project Manager |  | Role/organisation: | Email: |
| Your Name |  | Role/organisation: | Email: |
| Please return this form to |  | Phone: | Email: |

| Stakeholder Feedback | Tick the box that most reflects your view of the project (🗹) | | | | | Comments |
| --- | --- | --- | --- | --- | --- | --- |
| 1 –  Strongly Disagree | 2 –  Disagree | 3 –  Unsure | 4 –  Agree | 5 –  Strongly Agree |
| The project was well managed overall | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Scope was well defined upfront and well controlled throughout the project | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Time was well managed | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Cost was well managed | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Quality was well managed | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| The completed products / services / results are ‘fit for purpose’ | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| The team worked well together and had a positive and collaborative culture | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Information was managed well, including provision of status reports | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| I am satisfied with the amount of communication and engagement undertaken | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| I am satisfied with the quality of communication and engagement undertaken | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Risks and issues were pro-actively managed throughout the project | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Procurement/contractors were well managed, in accordance with policy | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |
| Suppliers/contractors performed well and represented value for money | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |  |

## General Comments

|  |
| --- |
| What did you most like or appreciate about the way that the project was managed? |
|  |
| What could be done better next time? |
|  |
| Any other comments? |
|  |