|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Project Closure Report | | | |  | | |
| Project Name |  | Id |  | | Version |  |
| 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… | | | | | |
| Reason for Closure  *Why is the project being closed? Is this premature or according to plan?* |  | | | | | |
| Outcomes & Benefits  *Was the project successful in achieving its objectives? If not, why not? What has been achieved to date as a result? What benefits are likely to be realised from here?* |  | | | | | |

| Administrative Closure Checklist | 🗹 | Comments |
| --- | --- | --- |
| Project deliverables/product handed over to new owner | 🞏 |  |
| Benefits Realisation plans/processes handed over to program manager/sponsor | 🞏 |  |
| 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* | *1* | *6* | *4* | *3* | *Copy & paste quotes from surveys here* | *PM’s response to feedback* |
| How well was the project 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 stakeholders satisfied with the quality of completed products/processes? |  |  |  |  |  |  |  |
| Did stakeholders perceive a positive, open, collaborative team culture? |  |  |  |  |  |  |  |
| How well was information managed, including sending of status reporting? |  |  |  |  |  |  |  |
| Were stakeholders satisfied with the amount of comms/engagement? |  |  |  |  |  |  |  |
| Were stakeholders satisfied with the quality of comms/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?* |
|  |  |

Record of Authorisation

|  |
| --- |
| Additional general comments |
|  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Endorsement by Steering Committee Members | | | | | |
| Name | Title & Organisation | Record of endorsement | Optional comments | Date |
|  |  | Choose an item. |  | Click or tap to enter a date. |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Authorisation by Project Sponsor | | | | | |
| Name | Title & Organisation | Record of approval | Optional comments | Date |
|  |  | Choose an item. |  | Click or tap to enter a 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? |
|  |