STATE OF ALABAMA
OFFICE OF INFORMATION TECHNOLOGY

Procedure 440P1: Completing an IT Project Closure Report

VERSION NUMBER	Procedure 440P1-02
VERSION DATE	October 1, 2017
PROCEDURE TITLE	Completing an IT Project Closure Report
GOVERNING POLICY	This procedure is governed by the current Policy 440: IT Project Closure, regardless of revision.
TERMS AND DEFINITIONS	Office of Information Technology (OIT) – formed through the passage of Senate Bill 117, to focus on three statutory mandates: IT Strategic Planning, IT Governance, and IT Resource Utilization.
	IT Project Closure Report – an instrument prepared by the project manager or his/her designee at the conclusion of an IT project; contains key metrics, best practices, lessons learned, and other valuable information about the project; the IT Project Closure Report must be prepared and submitted to OIT as a part of project cessation.
	Automated Project Portfolio Management Solution – the centralized management of the processes, methods, and techniques used to analyze and collectively manage current or proposed projects.
OBJECTIVE	The objective of this procedure is to provide guidance on how to complete and submit an IT Project Closure Report to OIT. The IT Project Closure Report is part of the Closure Phase.
PURPOSE	This procedure's purpose is to provide instructions for completing the IT Project Closure Report.
SUPPORTING DOCUMENTS	The following documents support this Procedure: • Policy 440: IT Project Closure

- Template 440T1: IT Project Closure Report

EFFECTIVE DATE   This procedure shall be effective upon its approval by the Secretary of Information Technology, as evidenced by the signature of the Secretary being affixed hereto.

SUPERSEDES   This procedure supersedes version 440P1-01.

PROCEDURE   Completing an IT Project Closure Report

1   Introduction

1.1   Inputs
- The IT Project Closure Report Template, Template 440T1, is available on OIT's website.
- The IT Project Closure Report is submitted to OIT at the conclusion of a project.

1.2   Entry Criteria
- The IT Project Closure Report is completed using the IT Project Closure Document Template.
    - Template 440T1: IT Project Closure Report Template

2   Procedural Steps

Title Page
The first page of the IT Project Closure Report is a title page. It contains basic information about the project and is completed by the project manager or his/her designee.

The title page is completed as follows:
1. *Date*– enter the date that the IT Project Closure Report is submitted
2. *Requesting Agency* - enter the name of the state agency with responsibility for managing the project
3. *Project Number* – enter the project number for this project
4. *Project Name* – enter the project name for this project

2.1   Project Information
This section of the Report contains basic information about the project. The following information should be provided:
Project Name – enter the name of the project as it appears on the Project Initiation Document
Project Description – enter a brief overview of the purpose, scope, and objectives of the project
Project Manager – enter the name of the project manager

2.2 Project Reconciliation

The Project Reconciliation section of the IT Project Closure Report provides a side-by-side comparison of several key metrics of the project. The table format allows for a quick review of the project's success in adhering to its estimated budget, duration, and resource projections. The metrics listed below are displayed on the table in rows. For each metric, the project manager should provide three values and an explanation:

1. *Baseline* – the estimated value for a given measure as predicted during project initiation and planning
2. *Actual* – the actual value for a given measure as it played out during the project
3. *Variance* – the mathematical difference between the *baseline* and the *actual* values provided for each measure
4. *Explanation* – *the reason for the variance between baseline and actual*

Example:

	Baseline	Actual	Variance	Explanation
Start Date	*January 1, 2015*	*January 6, 2015*	*5 Days Late*	*Started project 5 days later than planned due to a delay in getting contract signed*
Finish Date	*April 30, 2015*	*April 15, 2015*	*15 Days Early*	*Made up for late start; finished project 15 days early due to faster than expected software development*
Total Duration	*119*	*99*	*20 Days Early*	*Finished project 20 days ahead of schedule (factoring in late start date and early finish date)*
Budget	*$1,650,000*	*$1,200,000*	*$450,000*	*Spent $450,000 less than anticipated due to savings in labor costs*
Resources (at Peak)	*11*	*8*	*3*	*At the peak of the project, we only had 8 employees due to difficulty in obtaining qualified engineers*
General Comments	*The project was completed ahead of schedule and under budget due to a savings in the labor rate and faster than expected development of the major software component.*			

1. *Start Date* – the day project activities began
2. *Finish Date* – the last day of project activities
3. *Total Duration (in Days)* – the number of days the project lasted
4. *Budget* – the total cost in dollars of the project
5. *Resources (at Peak)* – the total number of staff working on the project at its peak
6. *General Comments* – provide any additional comments or remarks to further clarify the data contained in the table

2.3 Project Resources

This section lists the resources that were utilized during the life of the project. For each resource, the project manager should provide the following information:

1. *Resource Classification* – list the role or classification of each resource type (e.g. Business Analyst, Developer, etc.)
2. *Count* – list the total number of each Resource Classification who worked on the project (2 Business Analysts, 6 Developers, etc.)
3. *Resource Disposition* – provide a brief explanation of each Resource Classification's disposition at the end of the project (e.g. 2 Business Analysts returned to their

program areas, 4 Developers (contractors) were released; 2 developers (merit) will stay on to maintain the system)

4. *Effective Date* – list the effective date of the disposition of each Resource Classification

2.4 Lessons Learned

The Lessons Learned section is intended for the project manager to provide feedback gathered from the project team about the effectiveness of the project. The section is divided into two categories:

1. *What Worked Well on this Project?* – lists best practices for the project; those activities, processes, or strategies that went smoothly and helped the project meet its goals and objectives
2. *What Did Not Work Well on this Project?* – lessons learned from plans that did not go as well as intended

2.5 Project Deliverables Checklist

Enter the title of each formal deliverable required as part of the project in this section. The project manager should check either "Yes" or "No" to indicate receipt of each deliverable. For each "No" response, the project manager must include an issue in ISSUES / POST IMPLEMENTATION PLANS section to indicate that the deliverable is outstanding and plans for its disposition.

2.6 Issues/Post Implementation Plans

This section is provided for the project manager to identify all significant issues or implementation plans that are incomplete at the time the IT Project Closeout Report was prepared. Each Issue/Action Item should be listed in the first column followed by a description of its planned disposition, disposition date, and a High/Medium/Low priority rating.

2.7 Customer Approval

The Customer Approval section is included to capture the formal approval for the project to be closed by the agency's stakeholders. A stakeholder's signature certifies that the product /service has been delivered and sufficiently meets the stated business goals of the project and that all project artifacts have been received. The project manager must sign along with each stakeholder. The project manager should enter the printed name, title, and date signed for each stakeholder.

3 Verification/Supporting Data

3.1 Output

The completed IT Project Closure Report is submitted to OIT at the formal closure of the project. For agencies with access to OIT's automated project portfolio management solution, the completed Report should be submitted using this solution. For agencies without access to OIT's automated project portfolio management solution, the completed Report should be submitted in PDF format via email.
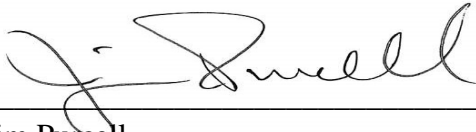
3.2 Responsibility/Authority

OIT has reviewed and approved this procedure and has the authority to ensure compliance with this procedure.

3.3 Deviation/Tailoring

There should not be any deviation of entire sections to this procedure. Individual line items within the sections may be added or deleted, as mentioned in the procedural steps above. If deviations of entire sections are desired, approval from OIT is required.

The undersigned, as Acting Secretary of Information Technology of the State of Alabama, exercising the power vested in that Office by the laws of this State, declares this procedure to be available for adoption as of the __1st_ day of __   October   , 20_17__ .

_____

Jim Purcell
Acting Secretary of Information Technology

DOCUMENT CHANGE HISTORY

Version	Release Date	Comments
440P1-01	April 12, 2016	Initial version
440P1-02	October 1, 2017	Updated version to correct changes made to the IT Closure Report Template and to incorporate use of an automated project portfolio management solution.