



# **Project Completion Report PPM Version 2.0**

*<Solution Name>*

**U.S. Department of Housing and Urban Development**

*<Month, Year>*



## Solution Information

|  | Information              |
|--|--------------------------|
| Solution Name                                    | <Solution Name>          |
| Solution Acronym                                 | <Solution Acronym>       |
| Project Cost Accounting System (PCAS) Identifier | <PCAS Identifier>        |
| Document Owner                                   | <Owner Name>             |
| Primary Segment Sponsor                          | <Segment Sponsor Name>   |
| Version/Release Number                           | <Version/Release Number> |

## Document History

<Provide information on how the development and distribution of the Project Completion Report is controlled and tracked. Use the table below to provide the version number, date, author, and a brief description of the reason for creating the revised version.>

| Version No. | Date | Author | Revision Description |
|-------------|------|--------|----------------------|
|             |      |        |                      |
|             |      |        |                      |



## Contents

|     |   |    |
|-----|---|----|
| 1.  | General Project Information .....                     | 1  |
| 1.1 | Background .....                                      | 2  |
| 1.2 | Post-Implementation Review Objectives and Scope ..... | 2  |
| 1.3 | Post-Implementation Review Team Members .....         | 2  |
| 2.  | Findings .....  | 3  |
| 2.1 | Management Effectiveness.....                         | 3  |
| 2.2 | Cost .....  | 3  |
| 2.3 | Schedule.....   | 3  |
| 2.4 | Side-Effects .....                                    | 3  |
| 2.5 | Residual Risks.....                                   | 3  |
| 3.  | Administrative Closure and Accomplishments .....      | 4  |
| 3.1 | Performance Metrics .....                             | 4  |
| 3.2 | Customers and Users Satisfaction .....                | 5  |
| 4.  | Open Issues .....                                     | 6  |
| 5.  | Lessons Learned .....                                 | 7  |
| 5.1 | Recommendations .....                                 | 7  |
| 6.  | Contract Closure.....                                 | 8  |
|     | Appendix A: References.....                           | 9  |
|     | Appendix B: Key Terms .....                           | 10 |



# 1. General Project Information

<Please provide a high-level overview of the Project/Release information and complete the table below. Expand this section to include more information if needed for the project.>

Respond to each question. For each “No” response, include an issue in [Section 4 Open Issues](#).

|  |   |                    |  |
|--|---|--------------------|--|
| Planned Start Date   |   | Actual Start Date  |  |
| Planned Finish Date  |   | Actual Finish Date |  |
| Funding Sources:   |   |                    |  |
| Resources Used:  | <input type="checkbox"/> HUD Staff <input type="checkbox"/> Contractor <input type="checkbox"/> Other |                    |  |
| If “Other” is checked, specify resource(s) here.   |   |                    |  |
| Have all contracts/task orders closed?   | <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not Applicable               |                    |  |
| If “No” is checked, identify open contracts/task orders here and provide more details in <a href="#">Section 4 Open Issues</a> . |   |                    |  |
| Has the operations and maintenance handoff been completed?   | <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not Applicable               |                    |  |

| What was the original project budget? (in thousands) | What amounts were obligated (in thousands) and on what date(s)? |      |
|--|---|------|
|  | Amount  | Date |
|  |   |      |
|  |   |      |
|  |   |      |

|                           |  |
|---------------------------|--|
| Explanation of Variances: | <Explain any variances between planned and actual start/finish dates or planned and actual costs below.> |
|                           |  |



### 1.1 Background

<Explain the background to this project/release, including why it was launched and how it was implemented. You can also explain how the Post-Implementation Review was conducted and how its results are feeding this report.>

### 1.2 Post-Implementation Review Objectives and Scope

<A Post-Implementation Review is performed to confirm that the project/release has met the stated objectives; that customers, users and stakeholders are happy with the results; and that there have been no unexpected side-effects. It is also an important tool to correct course if needed and to improve the change/project/release process in future recurrences.

Explain here which elements of a review have been included and which others have been excluded. Some of the elements to define the scope may be:

- Change/project/release has accomplished the desired objectives.
- Users, customers and other stakeholders are satisfied with the outcomes.
- There are no unexpected or undesirable side-effects to functionality and service levels.
- The resources used to implement the change were as planned.
- The release and deployment plan worked correctly.
- The change was implemented on time and to cost.
- The remediation plan functioned correctly, if needed.>

### 1.3 Post-Implementation Review Team Members

<Include here the members of the team who participated in the Post-Implementation Review.

The personnel that participated in the Post-Implementation Review are shown in the table below:

| Name | Position             |
|------|----------------------|
|      | Business Lead        |
|      | IT Project Manager   |
|      | System Administrator |
|      | IT Operations Lead   |
|      |                      |
|      |                      |
|      |                      |

Table 1: Post-Implementation Review Team Members



## 2. Findings

### 2.1 Management Effectiveness

*<Summarize how effectively the management needs of the customer and project were met: objectives of the project, strategies to accomplish each objective, activities specific to each objective, results per objective, and how objectives were evaluated upon completion.*

*Highlight the significance of approved changes to the baseline, their impact on the project, and how they were managed. Compare the baseline schedule to the actual schedule and describe discrepancies.*

*Identify and discuss specific issues that challenged the project/project team, and what measures were implemented to address the problems. Consider areas such as cost, schedule, scope, quality, risk, communication, implementation, transition, regulatory compliance, and overall project team performance.*

*Outline the main outputs delivered and broader outcomes achieved as a result of the project>*

### 2.2 Cost

*<Assess whether the project was completed within planned budget and that financial estimates were as predicted.>*

### 2.3 Schedule

*<Assess whether the change/project/release was executed within the scheduled timeframe. Check if all key milestones and deliverables were met in the predicted time.>*

The planned and actual completion date for each milestone is shown in the Table 2: Milestones Completion

| Milestone / Deliverable | Planned completion date | Actual completion date | Deviation [days] |
|-------------------------|-------------------------|------------------------|------------------|
|                         |                         |                        |                  |
|                         |                         |                        |                  |
|                         |                         |                        |                  |
|                         |                         |                        |                  |
|                         |                         |                        |                  |
|                         |                         |                        |                  |

Table 2: Milestones Completion

### 2.4 Side-Effects

*<Explain unexpected or undesired side-effects that might have been appeared as a consequence of the change/project/release Develop and describe the remediation plans for each of the side-effects identified.>*

### 2.5 Residual Risks

*<The purpose of this section is to evaluate how risks identified as part of the project/release have been mitigated through the selected countermeasures and which residual risks remain. Validate that all risks*



have been identified, that a plan exist to mitigate them and that individual risks have been mitigated if they occurred. Include any open risks as an issue in Section 4 Open Issues.>

### 3. Administrative Project Closure and Accomplishments

<Summarize project administrative closure activities such as procedures for transferring the project’s products or services to production and/or operations; verifying that all deliverables have been provided and accepted; obtaining stakeholder approval for all deliverables; and confirming that the project has met all stakeholder requirements. Also, discuss procedures for tracking and managing any outstanding issues, validating that completion and exit criteria have met, and addressing regulatory compliance items. Sample questions are listed in the table below.

Respond to each question. For each “No” response, include an issue in Section 4 Open Issues.>

| Question   | Response   |
|--|--|
| Has this solution been successfully deployed to the production/operations environment and are users successfully able to use the product or service? | <input type="radio"/> Yes <input type="radio"/> No |
| Have procedures been developed for proper and efficient hand-off of products or services to operations? If yes, describe each activity below.        | <input type="radio"/> Yes <input type="radio"/> No |
|  |  |
| Have all applicable PPM artifacts been completed/finalized and uploaded to the appropriate tool/archive?   | <input type="radio"/> Yes <input type="radio"/> No |

<Determine whether the implemented solution has achieved its proposed outcome and has provided the desired benefits in support of the mission and goals.>

| Objective/Requirement  | Initial State   | Target  | Outcome   | Deviation |
|--|---|---|---|-----------|
| Fix Form A to submit request to appropriate personnel for approval | Current request stays within system and does not email out to appropriate personnel | Email the request for approval to appropriate personnel | The form now emails to the appropriate approvals in a timely manner | N/A       |
|  |   |   |   |           |
|  |   |   |   |           |
|  |   |   |   |           |

Table 3: Initial, Projected and Real Outcomes of the Migration

#### 3.1 Performance Metrics

<Check that the system turns to be or continues to be fit for purpose as defined in the ITIL Service Level Agreement (SLA), Contract or other agreements. Metrics can describe performance factors like availability, capacity, continuity, or security. Provide metrics for as much areas as can be affected by the



*change/project/release as defined in the PPM artifacts (e.g., Project Charter, Project Management Plan), SLA, and contract/agreement.>*

To ensure the stability of the services provided after the project, the key performance indicators (KPIs) from the Service Level Agreement (SLA) results were reviewed before and after the implementation of the project. Results are shown in the Table 4: Performance Metrics.

| Metric | SLA | Initial | Final/Current | Status |
|--------|-----|---------|---------------|--------|
|        |     |         |               |        |
|        |     |         |               |        |
|        |     |         |               |        |
|        |     |         |               |        |

Table 4: Performance Metrics

### 3.2 Customers and Users Satisfaction

*<Surveys are conducted to sense whether customers and users perceive the results of the project/change/release as satisfactory. While customers are the final receivers of the services, users are those who directly interact with the interfaces of the service.*

*If a survey is not necessary due to the nature of the release, specific stakeholder feedback may be sufficient to document the success of the release.>*





## 4. Open Issues

*<List any open issues and the agreed-upon resolutions after discussion with Operations and other Stakeholders have concluded.>*

| Issue # | Open Issue Description | Assigned To | Agreed-Upon Resolution |
|---------|------------------------|-------------|------------------------|
|         |                        |             |                        |
|         |                        |             |                        |
|         |                        |             |                        |



## 5. Lessons Learned

*<Summarize project lessons learned including the cause of issues and the reasoning behind the corrective action chosen. Identify and discuss specific issues that challenged the project/project team. Sample fields are listed in the table below.>*

| ID # | Date of Lesson Learned | PPM Phase Impacted | Category <sup>1</sup> | Impact | Problem/Success Description | POC Name | Lessons Learned and Recommendations | Background/Other |
|------|------------------------|--------------------|-----------------------|--------|-----------------------------|----------|-------------------------------------|------------------|
|      |                        |                    |                       |        |                             |          |                                     |                  |
|      |                        |                    |                       |        |                             |          |                                     |                  |
|      |                        |                    |                       |        |                             |          |                                     |                  |
|      |                        |                    |                       |        |                             |          |                                     |                  |

### 5.1 Recommendations

*<include both project/release-specific recommendations and recommendations to improve the overall IT change/project/release management processes. Recommendation must be as much actionable as possible.>*

To solve the problems detected in this Post-Implementation Review and to improve results in future changes and projects, the following recommendations are given:

- 1.
- 2.
- 3.
- 4.

---

<sup>1</sup> **Suggested Categories:** scope, time, cost, quality, human resources, communications, risk, procurement, infrastructure, security, system integration, requirements, architecture/design/specifications, development, testing, implementation, training and documentation, configuration management, legal and policy, and other



## 6. Contract Closure

<Summarize project contract closure activities such as formally closing all contracts associated with the completed project. Sample questions are listed in the table below.>

Respond to each question. For each “No” response, include an issue in [Section 4 Open Issues](#).

| Question   | Response  |
|--|---|
| Have all tasks been completed and all work products accepted by the GTR/GTM?   | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Have all procedures from OCPO been followed and completed regarding contract and task order closeout?                              | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Have all resources (including, but not limited to, staff, contractors, hardware, software, and tools) been appropriately released? | <input type="radio"/> Yes <input type="radio"/> No            |
| Have all products and documentation been turned over to the appropriate group or organization?                                     | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Have all financial requirements under the contract been satisfied?   | <input checked="" type="radio"/> Yes <input type="radio"/> No |



## Appendix A: References

*<Insert the name, version number, description, and physical location of any documents referenced in this document. Add rows to the table as necessary.>*

Table 5 below summarizes the documents referenced in this document.

| Document Name                                   | Description                         | Location  |
|---|-------------------------------------|---|
| <i>&lt;Document name and version number&gt;</i> | <i>&lt;Document description&gt;</i> | <i>&lt;URL to where document is located&gt;</i> |
|   |                                     |   |
|   |                                     |   |

**Table 5 - References**



## Appendix B: Key Terms

Table 6 below provides definitions and explanations for terms and acronyms relevant to the content presented within this document.

| Term          | Definition   |
|---------------|--|
| <Insert term> | <Provide definition of terms and acronyms used in this document> |
|               |  |
|               |  |

Table 6 - Key Terms