Project Planning and Management (PPM) V2.0

User Guide

Close Out Phase

Version 1.0

January 2014

Contents

1. How Did We Get to the Close Out Phase?

To be in the Close Out Phase of a project, the project must have satisfied all requirements and participated in and passed the control gate reviews that took place within the Execution & Control Phase. As a reminder, the Operational Readiness Review during the Execution & Control Phase is required. All other control gate reviews occurring within that phase are a result of what the Technical Review Sub-committee (TRC) would prefer based on project type, project health, and other characteristics. In addition, as the Close Out Phase starts, deployment of the service or solution has already taken place.

2. Close Out Phase Overview

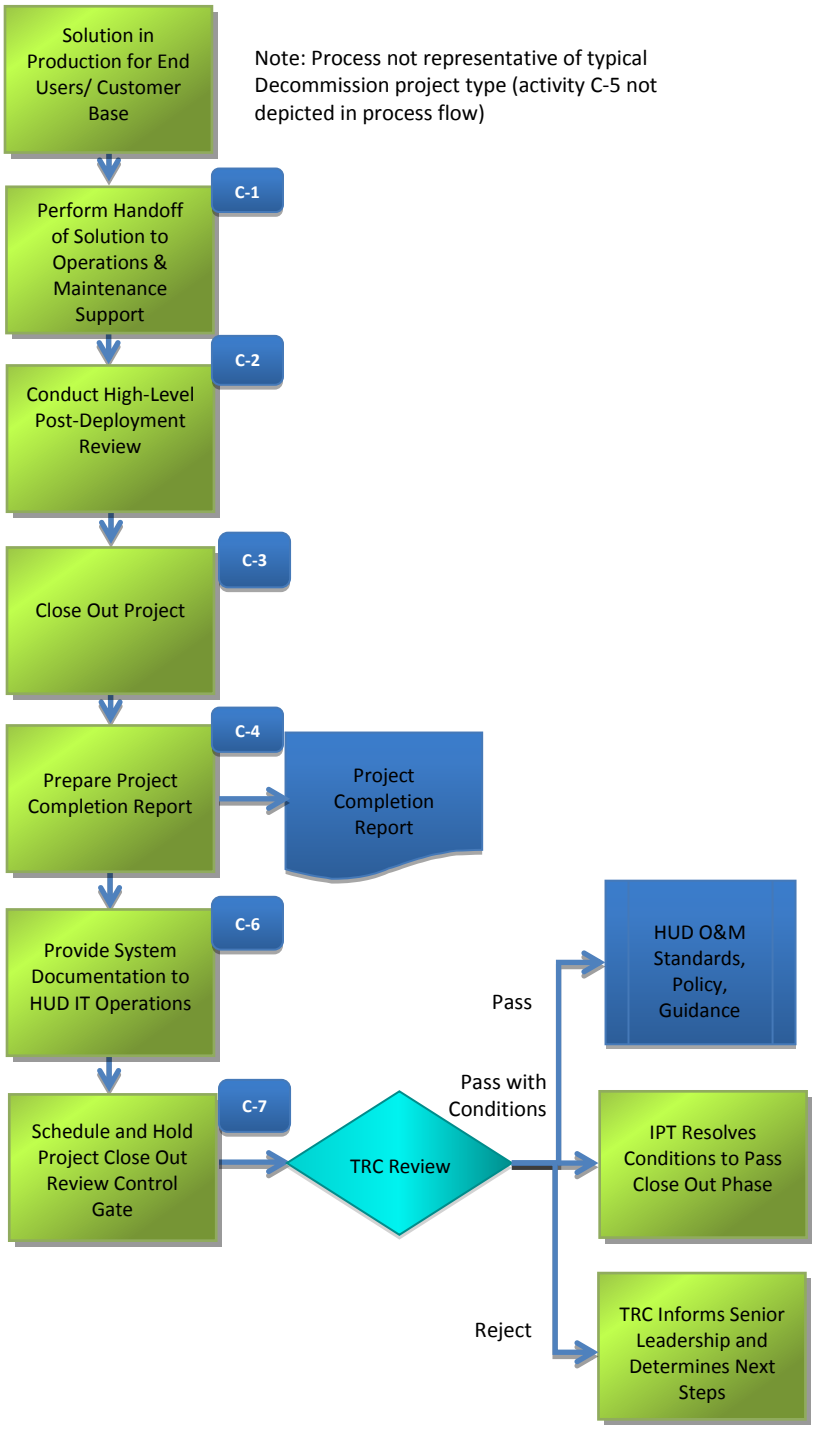
2.1 Close Out Phase Description

The Close Out Phase consists of actions and activities performed across all project management processes to formally complete the project or contractual obligation. At project closure, the following may occur:

- Obtain acceptance by the customer to formally close the project
- Conduct a post-project review
- Record impacts of project tailoring to any process
- Document lessons learned
- Conduct any contract close out activities
- Archive all relevant project documents
- Release Integrated Project Team (IPT) resources

Once the phase tasks and activities are completed and the resulting deliverable is created, the IT Project Manager (IT PM) submits it to the TRC for the Close Out Phase control gate, the Project Close Out Review.

2.2 Close Out Phase High-Level Process Flow



3. Close Out Phase Key Activities and Descriptions

Close Out Phase activities depict the work that project teams will perform across most project types. Project Planning and Management (PPM) templates are where the output of the work performed by the IPT and any associated vendor support is documented. The following key activities summarize the work that is performed in the Close Out Phase.

- **C-1 Perform Handoff of Solution to Operations & Maintenance Support**
  The official handoff from the project team to the operations and maintenance support team occurs within this activity. This handoff can be to HUD IT Operations or an external vendor who has been contracted to provide technical support for the operations and maintenance component of the solution life cycle. The IT PM must ensure all HUD IT Operations standards and guidance are being followed.

- **C-2 Conduct High-Level Post-Deployment Review**
  Usually a post-deployment review takes place after a period of sustained operation of the new solution. For this activity, the IT Project Manager, along with the IPT, perform a high-level post-deployment review and conduct a quick review of the solution that was released into the production environment to determine if it has been operating as expected. The team seeks to ascertain the degree of success from the project (in particular, the extent to which it met its objectives, delivered planned levels of benefit, and addressed the specific requirements as originally defined). The team examines the efficacy of all elements of the installed solution to see if further improvements can be made to optimize the benefit delivered, and to learn lessons from the project that can be used to improve future project work and solutions.

- **C-3 Close Out Project**
  In this activity, the IPT performs all necessary activities to close out the project. The major components of project close out include administrative close out and contract close out activities. Project administrative closure activities include 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. Administrative closure activities also include tracking and managing any outstanding issues, validating that completion and exit criteria have met, and addressing regulatory compliance items. Contract closure activities include formally closing all contracts associated with the completed project.

  During close out, internal IPT resources must be formally released. The IT PM provides IPT member performance assessments to be included in their annual performance plans. It also includes releasing all external personnel who were delivering contract support services and working with security to remove both technology and physical accesses. In addition, all relevant project documents must be archived. Project documents include formal deliverables, status reports, meeting minutes, project plan, contract and acquisition information, and other relevant project records. The IT PM needs to work with the Program Management Office (PMO) within

the Office of Customer Relationship and Performance Management (OCRPM) to determine where project documents should be archived.

- **C-4 Prepare Project Completion Report**
  The Project Completion Report documents the finalization of project activities and includes lessons learned content for the benefit of subsequent projects. It also asks for information on project administrative and contract closure activities. Within the lessons learned section, projects need to identify the specific issues that challenged the project team and the reasoning behind the corrective action chosen. Lessons learned are a valuable tool for future projects and should be maintained and communicated by the PMO within OCRPM.

- **C-5 Complete Post-Decommission Report (if applicable)**
  In this activity, for Decommission project types, the IT Project Manager and IT Operations IPT member complete the Post-Decommission Report. The Post-Decommission Report documents the tasks performed to dispose of the solution. It details the lessons learned from the decommission process and describes the location of all data, software components, and documentation that were archived. If data, software components, or hardware and peripherals were migrated or integrated into other solutions, the report specifies the disposition details.

- **C-6 Provide System Documentation to HUD IT Operations**
  This activity is where project documents tagged as "system" are transferred over to HUD IT Operations for reference in the operations and maintenance portion of the solution's life cycle. The IT PM should work with the IT Operations IPT member to determine the correct repository for system information. Refer to the Project Tailoring Agreement (PTA) for the project type for the classification of project, system, and/or business by PPM artifact to determine which artifacts to move to IT Operations.

- **C-7 Schedule and Hold the Project Close Out Review Control Gate**
  In order to pass through the Close Out Phase and officially transition to an operations and maintenance mode, a project team needs to receive approval from the TRC through a control gate. During this activity, the IT PM schedules a control gate review meeting using the TRC's scheduling process. The lead time on this effort is approximately two weeks which should be built into the project schedule lead times. The two weeks provides the TRC members the chance to review the work completed and prepare comments ahead of the meeting. During this activity, the IT PM should also ensure all deliverables are signed and reviewed by the proper team members prior to submission.

4. Project Type Differentiators

Close Out Phase differentiators may exist based on the type of project the team is following to achieve the desired solution. The table below summarizes where differences exist by project type.

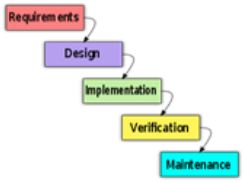
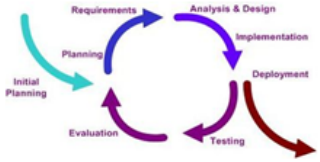
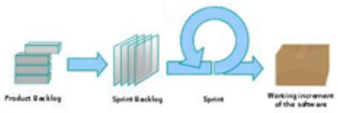
PPM V2.0 Project Type	Close Out Phase Differentiators
Modifications/Enhancements to Existing System	None

Custom Development	None
Commercial-off-the-Shelf/ Government-off-the-Shelf (COTS/GOTS)	None
Software-as-a-Service (SaaS)	None
Decommission	This project type does not require a Project Completion Report and instead requires the Post-Decommission Report. The Post-Decommission Report documents the tasks performed to dispose of the solution. It details the lessons learned from the decommission process and describes the location of all data, software components, and documentation that were archived. If data, software components, or hardware and peripherals were migrated or integrated into other solutions, the report specifies the disposition details.

5. Iterative Development Differentiators

Iterative and incremental development utilizes both an iterative design approach and other rapid methodologies for development. The approach has been widely suggested for large development efforts and is currently promoted as the optimal path to take when executing custom development projects in the federal government.

The most popular approaches project teams take when delivering a custom-developed solution include:

	Waterfall	Iterative	Agile
Overview	▪ Majority of software features delivered in one release at the end (often after 3-12 months) ▪ Sequential process where each stage is completed before proceeding to the next 	▪ Working solution is extended and refined through a set of incremental changes ▪ Multiple releases managed in parallel with each at different points of development lifecycle 	▪ Adheres to basic Iterative principles (e.g., refinement of working solution) ▪ Places even greater emphasis on flexibility and co-development of product with product owner 
Key differences	▪ No scope changes due to sequential execution of development phases ▪ Testing occurs once development is completed	▪ Scope is flexible but changes do not occur mid-sprint ▪ Testing occurs during defined phase at end of each iteration	▪ Scope changes occur at any time based on business feedback ▪ Testing is performed continuously during development
When to use	▪ Large, complex systems with high technical risk ▪ Rollout of new architecture/ replacement of core technologies ▪ Premium quality prioritized over predictable timelines	▪ Complex development tasks (e.g., front-end applications with numerous user interactions) ▪ Known technology/architecture ▪ Volatile/changing requirements ▪ Fast time to market required	▪ Numerous, small feature increments ▪ Known technology/architecture ▪ Volatile/changing requirements ▪ Fast time to market required

Source: NGMS Iterative Operating Model and Playbook, July 2013

PPM V1.0 followed a more traditional waterfall approach to custom development. With the changes in the industry, PPM V2.0 has been constructed to account for all three types of development including the more popular iterative and agile approaches.

When a project follows an iterative or agile approach for custom development, there are no major impacts to the Close Out Phase. In the Project Completion Report, the IPT may choose to document lessons learned related to the iterative or agile approach at HUD.

6. Artifact Subject Matter Experts and Signoffs

The following table lists the resulting set of deliverables that may get completed as part of the Close Out Phase based on the project type being followed. In addition, it references the actual source template content owner and the artifact-by-artifact signoffs needed before submission for a control gate. The purpose of signoffs is to ensure that the IPT member(s) who are responsible and accountable for the specific functional knowledge support the work effort and resulting deliverable that the work effort produced.

PPM V2.0 Close Out Phase Artifacts	Subject Matter Expert (SME)/Template Owner	Signoffs Prior to Control Gate Submission (SME)
Project Completion Report	OCRPM – EPMD/PMO	*IT Project Manager *Business Lead

Post-Decommission Report	IT Operations	*IT Project Manager *IT Operations IPT

Note: All items submitted will require a summary-level signature from the IT Project Manager. If the artifact is a project management document by nature, then it will call out a specific signature required by the IT Project Manager at the artifact level.

7. Program vs. Project Level Artifacts in the Close Out Phase

It is important to recognize that some of the outputs of activities performed during a project can be leveraged and implemented at a higher level than the project level. At HUD, this can mean a "program-level" or "initiative-level." Many times teams spend unnecessary efforts producing documentation at too low a level, when in fact, the information can be leveraged at a higher level. In the Close Out Phase, no artifacts are eligible for this benefit. The primary deliverable, the Project Completion Report, is specific to a project and needs project-level information.

8. What's Needed for the Next Phase?

Once a project has received a "pass" or "pass with conditions" vote from the TRC for the Project Close Out Review, the project has officially been completed and all PPM requirements have been fulfilled. The solution is then formally in the operations and maintenance part of its life cycle and is subject to all policy and other rules at HUD governing operations and maintenance of IT solutions. This applies both when HUD is performing the operations and maintenance activities and when the activities are performed by an external vendor. In a "pass with conditions" vote, the TRC will determine how and when it would like the project to address the deficiencies identified.