

Information Technology Project Management – Fifth Edition

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Project Implementation, Closure, and Evaluation

Chapter 14

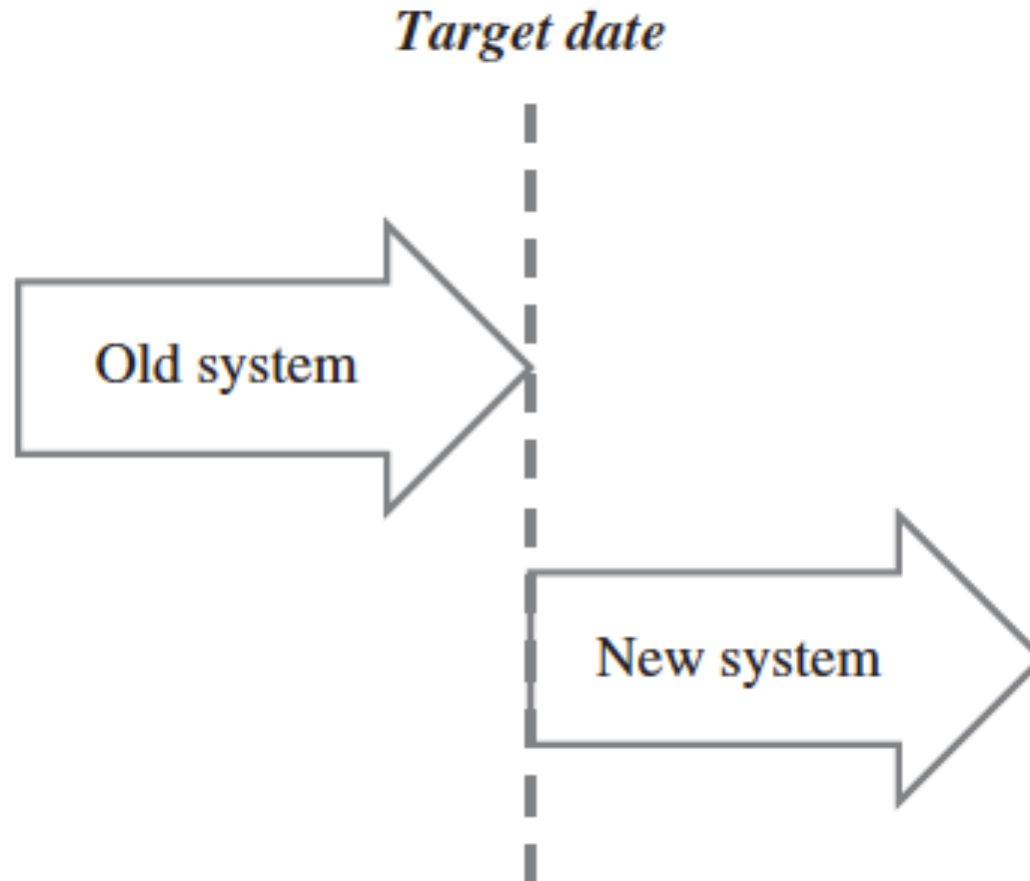
Learning Objectives

- ▶ Describe the three tactical approaches to information implementation and installation: (1) direct cutover, (2) parallel, and (3) phased. Compare the advantages and disadvantages of each approach.
- ▶ Describe the processes associated with project closure to ensure that the project is closed in an orderly manner.
- ▶ Identify the four different project evaluations or reviews: (1) individual performance review, (2) postmortem review, (3) project audit, and (4) evaluation of the project's MOV.

Project Implementation and Completion

- ▶ Project Implementation focuses on installing or delivering the project's major deliverable – the information system that was built or purchased
- ▶ Three general tactical implementation plans:
 - ▶ Direct cutover, Parallel, or Phased
- ▶ Post-mortem or close-out meeting following completion

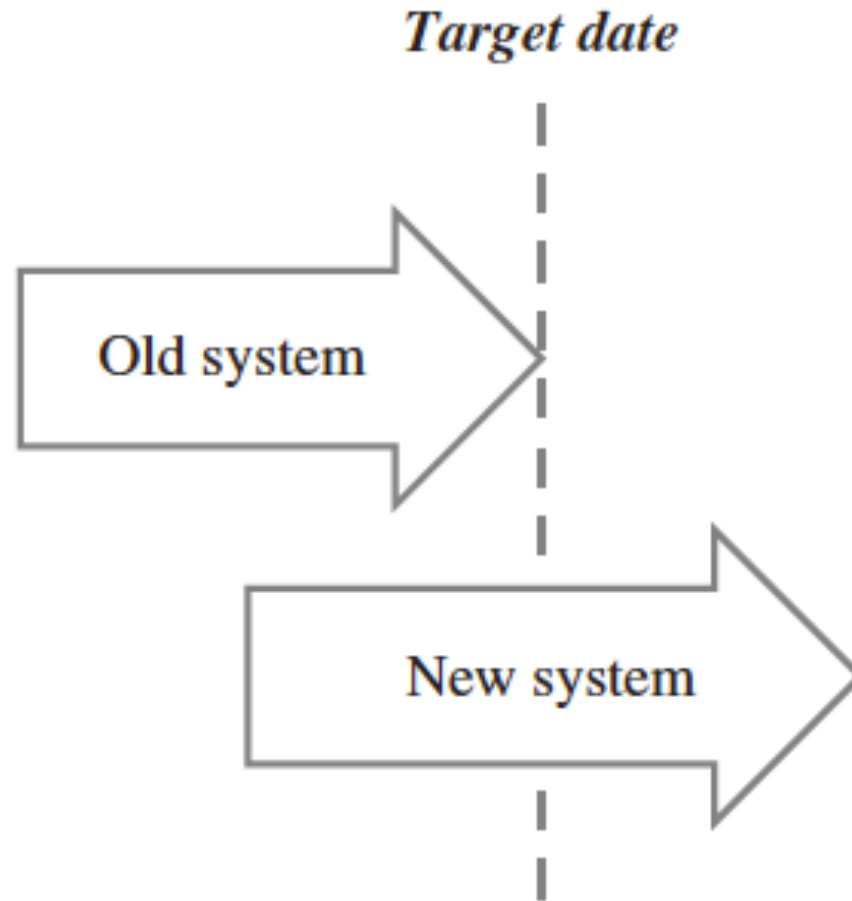
Product Release or System Implementation: **Direct Cutover**



Product Release or System Implementation: **Direct Cutover**

- ▶ Old system is shut down and new turned on
- ▶ May be appropriate when:
 - ▶ Quick delivery is critical
 - ▶ Old system so poor it must be replaced ASAP
 - ▶ System not mission critical
- ▶ Risks associated with direct cutover:
 - ▶ Not always painless – like walking a tightrope without a safety net
 - ▶ May result in major delays, frustrated users, lost revenues, and missed deadlines
 - ▶ Places more pressure and stress on project team

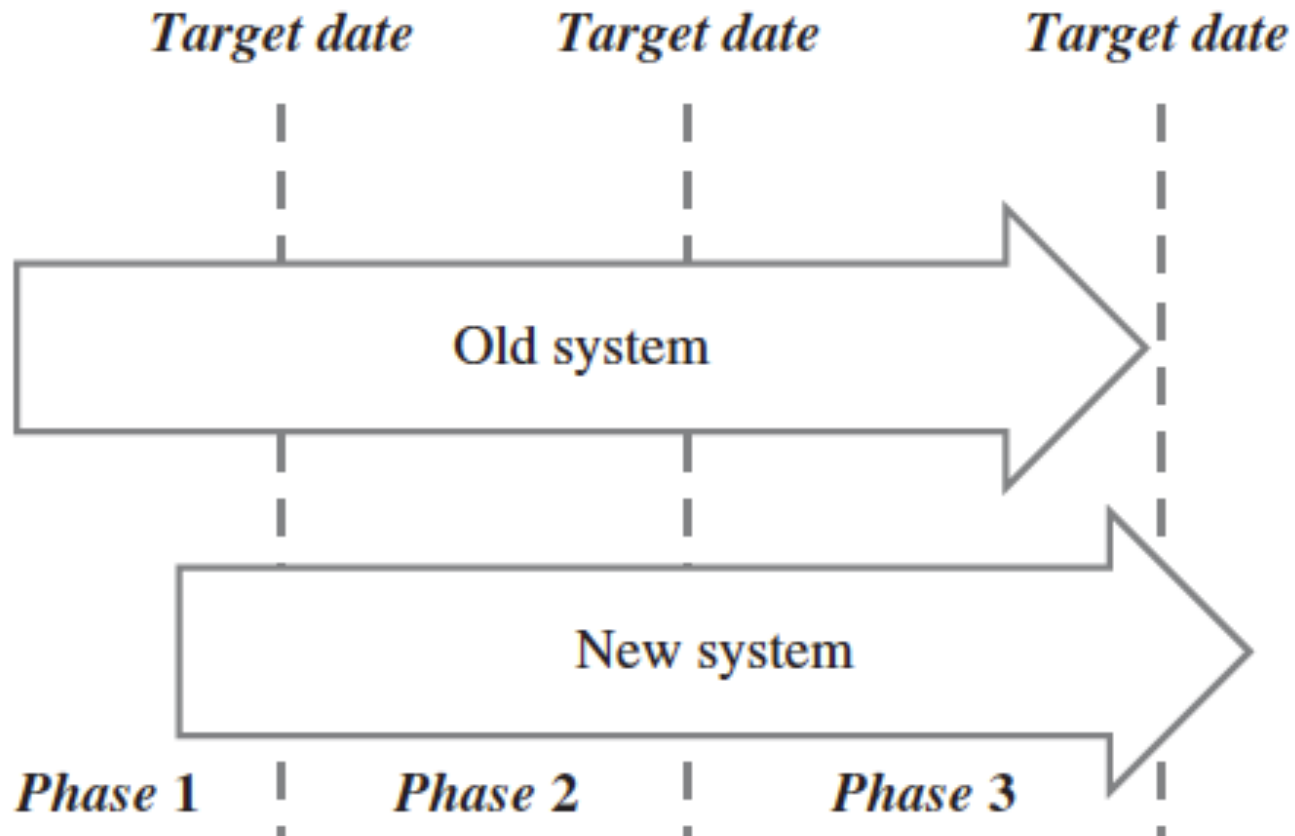
Product Release or System Implementation: Parallel



Product Release or System Implementation: Parallel

- ▶ Old and new systems run concurrently
- ▶ May be appropriate when problems arise or the failure of the system can have a major impact on the organization
- ▶ Provides a safety net or backup in case of problems
- ▶ Can increase confidence in the new system
- ▶ Takes longer and requires more resources than direct
- ▶ Places more pressure on the users

Product Release or System Implementation: Phased



Product Release or System Implementation: Phased

- ▶ System is introduced in modules or in different parts of the organization incrementally
- ▶ Allows for an organized and managed approach for implementing system modules or a system/upgrades in different departments or geographical locations
- ▶ Experience with early implementation can guide and make later implementations go more smoothly
- ▶ Takes longer and may cost more than the direct cutover approach
- ▶ Problems encountered during early phases can impact the overall implementation schedule

Project Closure

- ▶ Normal – as planned
- ▶ Premature – early even if not complete
- ▶ Perpetual – runaway, never ending
- ▶ Failed – unsuccessful – cost of completion outweighs the benefits
- ▶ Changed Priorities – due to resource constraints, misjudged value, needs changes, “starvation”

Realities of Project Closure

- ▶ Team members are concerned about future jobs
- ▶ Bugs still exist
- ▶ Resources are running out
- ▶ Documentation attains paramount importance
- ▶ Promised delivery dates may not be met
- ▶ The players may possess a sense of panic

Project Closure: Project Sponsor Acceptance

- ▶ Shortsighted vs. Knowledgeable Sponsors
- ▶ Likelihood of acceptance improved when:
 - ▶ Acceptance criteria clearly defined in the early stages of project
 - ▶ Completion of all project deliverables and milestones thoroughly documented

Project Closure: The Final Project Report

- ▶ **The Final Project Report includes:**
- ▶ Project Summary
- ▶ Project Description
- ▶ Project MOV
- ▶ Scope, Schedule, budget, and quality objectives
- ▶ Comparison of planned vs. actual

- ▶ **And 12 more suggested items on page 313 of the text.**

Project Closure: The Final Meeting and Presentation

- ▶ The Final Meeting and Presentation
 - ▶ Communicates that the project is over
 - ▶ Formally transfers the product or system from the project team to the sponsoring organization or to the customer
 - ▶ Acknowledge contributions
 - ▶ Getting formal signoff

Project Closure: Administrative Closure

- ▶ Closing the Project – requirements include:
 1. Verifying that all deliverables and open items are complete.
 2. Verifying the project sponsor or customer's formal acceptance of the project.
 3. Organizing and archiving all project deliverables and documentation.
 4. Planning for the release of all project resources (i.e., project team members, technology, equipment, facilities, etc.).
 5. Planning for the evaluations and reviews of the project team members and the project itself.
 6. Closing of all project accounts.
 7. Planning a celebration to mark the end of a (successful) project.

Project Evaluation: Individual Performance Review

- ▶ Individual Performance Review
 - ▶ An individual review of each team member's performance by the project manager
 - ▶ Avoid “Why can't you be more like....?”
 - ▶ Focus on specific behaviors, not the individual.
 - ▶ Be consistent and fair.
 - ▶ Reviews should provide a consensus on improving performance.

Project Evaluation: Project Close-out Review

- ▶ Postmortem Review – Between Project Manager and Project Team
 - ▶ Review the initial project's MOV.
 - ▶ Review the project scope, schedule, budget, and quality objectives.
 - ▶ Review each of the project deliverables.
 - ▶ Review the various project plans and Project Management Body of Knowledge (PMBOK) areas.
 - ▶ Review the project team performance.

Project Evaluation: Project Audit

- ▶ Project Audit
 - ▶ Preferably performed by an outside Auditor who should:
 - ▶ Have no direct involvement or interest in project.
 - ▶ Be respected and viewed as impartial and fair.
 - ▶ Be willing to listen.
 - ▶ Present no fear of recrimination from special interests.
 - ▶ Act in the organization's best interest.
 - ▶ Have broad base of project and/or industry experience.

Project Evaluation: Final Assessment of Project's MOV

- ▶ Evaluating Project Success – The MOV
 - ▶ Did the project achieve its MOV?
 - ▶ Was the sponsor/customer satisfied?
 - ▶ Was the project managed well?
 - ▶ Did the project manager and team act in a professional and ethical manner?
 - ▶ What was done right?
 - ▶ What can we do better next time?