The post-implementation review

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FINALISE AND REVIEW PROJECT

The purpose of this phase is to ensure that benefits will be realized; assess whether the project objectives have been met; ensure that lessons from the project are recorded and communicated for future use; and the project is closed down with documents archived and appropriate communications sent.

The Post-Implementation Review is a key component of the Project's Finalization stage. It should take place within 4 to 6 weeks of the project's end. However, it can also be held for the end of a Project Stage, or during a Project as a health-check. Feedback on delivery of the project should be used to help future projects.

Valuable learning points should be recorded and shared within the organization. The PIR should primarily focus on the performance of the project against its objectives; and the management of the project against the agreed project management methodology.

There are 2 key documents in the Finalization phase:

- Post-Implementation Review
- Project Closure Report

As you perform the post-implementation review, certain methods and practices will help you obtain the best possible information:

- Define the scope of the review beforehand-The last thing you want to do is to create a political problem. Given the number of people often

involved in a project, it's easy to hurt someone's feelings when reviewing the project's success. Clarify your objectives for the review, and make your intentions clear – this will better ensure that people share their experiences openly and honestly. Then make absolutely sure that you stick to these intentions, and that people's egos aren't unnecessarily bruised by the process!

- Review key documents– Gather together the key project documents. This will help you assess the project planning process, as well as the actual benefits achieved through the project.

- Consider using independent reviewers– Where possible, use outside people in your review process to get an objective, unclouded view of the project. Some people recommend using only independent people in the review, however, you can learn a lot from the perspectives of those who were directly involved in the project – this is why the best strategy is probably to have a balance.

- Use appropriate data collection– Collect information in the most appropriate way, for example, by using interviews and surveys. Also, test the deliverable yourself; to make sure you get firsthand information.

- Deliver appropriate reports– Report your findings, and publicize the results. Remember that the PIR is designed to help project managers conduct more effective projects in the future, as well as to measure and optimize the benefits of the specific project being reviewed.

- Present recommendations– Present the detailed recommendations to the organization and the project leaders, as well as to customers and

other stakeholders. Include as many people as necessary so that you keep and apply the best-practice information in the future.

Manage the Implementation Process

Irrespective of the size and scope of a specific project, it must be managed in a professional manner, following the processes outlined in the Project Plan.

Monitor the Supplier / Service Provider's performance by:

- Confirming the supply of all deliverables.
- Confirming that the Supplier is meeting agreed targets in terms of project cost and timescale.

During the project implementation, if deficiencies are noted in the project deliverables, be prepared to stop the works. Some deficiencies may warrant action against the supplier.

During the course of a project, it may be necessary to change the scope of the project, or a deliverable within the project. It is essential that such changes are agreed to, and signed off on by the client. Use the Change Request Form to document and sign off on the change action.

Maintain the ongoing Project Status Record and provide Project Status Reports on a regular basis to management.

Project closure statement

Title	Best suits	Purpose
Project Review & Evaluation Report	Large or complex projects	A useful tool to assist a Project Sponsor and/or Steering Committee to: • determine if the appropriate project management framework has been selected and appropriately applied enabling any deficiencies to be remedied • provide

Title	Best suits	Purpose
		validation of a decision to ' stop' the project
		• make an informed decision about closing the project and capturing the lessons learnt

FINALISING THE PROJECT

Evaluate and Test Project for Acceptance

Once the project works have been completed, a program of evaluating / testing must be carried out as defined in the Project Plan.

Providing the test results prove satisfactory, the project can be accepted. The acceptance procedure will have been defined in the Project Plan.

Advice Acceptance-In the advice acceptance we have to look further about the advice of workers lower management and as well as upper management. Than we needs to take decision according to advices of colleagues of a management and than we run up the finalising of project in statement.

Establish Final Project Costs-In this we have to look up the finance of our business than we needs to finalise the project costs. The project costs it's the main needs of run up the business so we have concerned with the financial management to look up the further decision and than makes the decision of costs according to our profit budget.

Facilitate Project Sign-Off

Provide a report to management showing:

- Results of Acceptance Evaluation / Auditing /Testing
- Final Costs of the Project
- That all risk issues have been completely met and no longer offer a threat to the project

RISK ISSUES AND MANGING

As soon as project issues are identified, they should be documented. Once documented, a plan of action must be defined by the project team and approved to deal with the issue. The action required to resolve the issue may result in a change of scope or requirements, so that needs to be defined, negotiated and approved. Once the action has been agreed upon, it should

be implemented as soon as possible to get the project back on track and the outcome should be documented. Often times there are multiple issues happening at the same time so the action plans need to take this into account so as to not impact the actions related to other issues.

Managing Project Risks

Similar to issues, the project manager must identify and document project risks as early as possible. It is best to identify potential risks at the beginning of the project that can have a large impact on the project. Once risks are identified, it is important to engage the entire project team to come up with ways to deal with project risks. The risks must also be assessed quantitatively in terms of their probability and impact. This assessment can also include an estimate of cost that the risk may incur to the project. Risks can then be prioritized so that the team can determine which the most important risks to mitigate first are. The final step is to determine the method for handling each project risk to best control the impact to the project, and then to take action based on the risk management plan.

Tracking Issues and Risks

Tracking project issues and risks can be done in a variety of methods. They can be tracked on paper, or using a spreadsheet, or using more sophisticated project management software. Our product provides the ability to track Issues and Risks and generate reports including Issue Logs and Risk Logs. By using online project management software to track project risks and issues, your entire project team can be provided with visibility into the project risks and issues at any time.

Review Project Outcome

Forward Completion Report to Management

The Project Completion Report calls for a review of the project outcomes in terms of:

- Objectives Met

- Risk Management Issues

- Project Costs

- Project Time Scale Variations

- Stakeholders Expectations