

1 Introduction

- Wrapping up a project:
 - Project implementation
 - Closure
 - Evaluation
- Project implementation
 - Cut over: stop using old system, start using new system
 - Parallel: start using new system while old system remains available.
 - Phased: both new and old systems coexist, with each phase/release workflows get moved from old system to new system.
- Project closure
 - Project may come to an end for a number of reasons:
 - * Normal end: The project is accepted by the stakeholders/users. It is on time and on budget, ec.
 - * Premature end: the project is pushed to production before all planned features are implemented.
 - * Perpetual projects: projects that do not seem to end. New features are constantly added, and the project outlives original team members.
 - * Failed projects: failures can happen for a variety of reasons, but often due to insufficient attention paid to people, process, or technology.
 - * Changed priorities: the organization pivots into another direction, perhaps funding another project.
 - Ultimate goal is to have project accepted by stakeholders/users. If not accepted:
 - * Determine exact reasons for rejection.
 - * Correct if feasible.
 - * Salvage anything useful.
 - Projects should have an official closing
 - * Clearly indicates to team members that this phase is done and they can move into the next project.
 - * Wrapup documentation created.
 - * Meeting with stakeholders to wrap up the project.
 - * Verify that all deliverables are complete.
 - * Verify that all project accounts are closed.

- * Verify that all project time-tracking codes are disabled.
- Evaluations
 - Evaluate individual team members.
 - * Let individuals evaluate themselves.
 - * Avoid comparing team members.
 - * Focus on behaviors not individuals.
 - * Be consistent and fair.
 - * Goal of evaluations is to improve performance on next project.
 - Evaluate the project.
 - * Review the original measurable-organizational-value proposal.
 - * Review project scope, budget, quality, etc.
 - * Review different iterations.
 - * Review project methodologies.
 - * Review project releases and release schedule.
 - * What went right.
 - * What went wrong.
 - * What should be improved.
 - Project Audit
 - * Have another internal and/or external team evaluate all bullet-points above.
 - * Eliminate bias in self-evaluations.