# Project Closing Report

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| --- | --- | --- | --- | --- | --- |
| Project Name |  | | | Date Submitted |  |
| Executive Sponsor |  | Business Owner |  | Project Start Date |  |
| Strategic Goal |  | Project Manager |  | Project End Date |  |

# Project Summary

State the project scope and goals.

# Lessons Learned

The lessons learned should be based on responses from the closing survey. List the major questions from the survey below and group the answers into 3 categories related to the project’s Process, Communication and Resource lessons.

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| --- | --- | --- | --- |
|  | **Process** | **Communication** | **Resources** |
| **What things worked well and were effective in delivering the project’s results?** |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | **Process** | **Communication** | **Resources** |
| **If we did this project again, what would we would change or do differently (related to process; not to technical solutions)?** |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  | **Process** | **Communication** | **Resources** |
| **What bottlenecks or hurdles impacted the project and how we could improve going forward?** |  |  |  |
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# Outstanding Items: State the outstanding activities that must be done to finalize the project.

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| --- | --- | --- |
| **Outstanding Item** | **Responsible Person/People** | **Completion Date** |
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**Operational Hand-Offs:** List the operational items or processes to be completed.

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| --- | --- | --- |
| **Operational Hand-off** | **Responsible Person/People** | **Completion Date** |
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**Document Management**

| **List the location where the project documents are stored for future access.** |
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**Project Acceptance** (Electronic approval is acceptable. Save email acceptance with closing report)

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| --- | --- |
|  |  |
| **Business Owner** | Date |
|  |  |
| **Executive Sponsor** | Date |

Suggested Project Closing Process

The closing process requires that the positive and negative aspects of completing the project be reviewed, and can therefore become contentious. To minimize the tension and give people the opportunity to provide honest and constructive feedback, it’s suggested that an anonymous closing survey be completed by all stakeholders and that the results be summarized and reviewed in the Lessons Learned section of the closing report. All the survey responses can be captured in an appendix of the closing report.

Below is a series of questions that can be used in the closing survey. Best practices suggest that there should be only about 10 survey questions, so each project manager should determine those that are appropriate for their project.

Answer Options: 5. Strongly Agree, 4. Somewhat Agree, 3. Neither Agree or Disagree, 2. Somewhat Disagree, 1. Strongly Disagree Highest score is 5, Lowest is 1.

1: Overall, I was satisfied with the project.

2: I understood my role and responsibilities on the project.

3: Members of the team worked well together.

4: I felt adequately involved and informed in project decisions.

5: Communications were effective and timely within the project team.

6: Communications were effective and timely among the various departments involved.

7: The project was successful.

8: The project met expectations.

9: The project delivered the anticipated value and benefits to the organization.

10: The project schedule, key deliverables, and milestone dates were well-documented and communicated to the project team.

The next three questions are free text (participants don’t answer 1-5)

11: What three things worked well and were effective in delivering the project’s results?

12: If we had to do this project again, what would you would change or do differently (related to process; not to technical solutions)?

13: Please share your thoughts on any bottlenecks or hurdles that impacted the project and how we could improve going forward. Feel free to add any comments or suggestions that could help in the future.