



LECTURE 11: Evaluating, Directing and Closing Out The Project

Objectives of Project Evaluation

1. **Provide Visibility** – clearly evaluate interrelationships between cost, schedule and technical performance for entire project.
2. **Identify probs before they occur** – possible probs can be avoided / min. effects
3. **Identify opportunities** – exploit before opportunity is lost (cost reduction/technical advanced)

Project Evaluation Process

3 STEPS:

1. **Determine Status** – actual work accomplished, current & anticipated technical results, resources expended (time, labor, money)
2. **Compare Status to plan** – schedules, budgeted & current estimated costs
3. **Identify variances** – current & future cost, schedule/technical performance.

Methods & Practices

6 METHODS & PRACTICES:

1. First-hand Observation
2. Interpretation of verbal and written reports
3. Graphic Displays
4. Project Evaluation Review
5. Project Performance Review
6. Project Control Center

Project Direction

1. Direction through **Action Assignments**
2. Directions through **Task Work Orders, Contracts and Similar Documents**

Reporting to Management & Customer

1. **Reports to Management:**
 - Major Project Register
 - Monthly Progress Report
 - Critical Project Review
2. **Reports to the Customer:**
 - Periodically reporting
 - Written Report

Project Close-out / Extension

Close-out Plan:

1. **Contract** – completion of delivery & customer acceptance of products/services, other contractual requirements
2. **Work Authorization** – Close-out work orders
3. **Financial** – Closing Project books/account
4. **Personnel** – Reassignment/termination of people assigned to PO/PT
5. **Facilities** – Close office & facilities
6. **Records** – Deliver the Project File and records to responsible manager.

Project Extension

Each extension must be:

1. Planned
2. Scheduled
3. Controlled
4. Close-out efficiently