

# PROJECT CLOSURE

(MATA KULIAH MANAJEMEN PROYEK PERANGKAT LUNAK)

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# PENGERTIAN PROJECT CLOSURE



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- **Project Closure** merupakan akhir dari kegiatan proyek. Pada intinya tahapan penutupan proyek ini adalah memberikan laporan tentang hasil apa saja yang diperoleh dari suatu rangkaian aktivitas proyek.
- Pada tahap ini harus diyakinkan bahwa semua *deliverable* proyek telah dipenuhi. Semua pekerjaan yang belum terselesaikan (*outstanding task*) harus segera dicatat dan kemudian diselesaikan.
- Setelah semua pekerjaan dinyatakan selesai dalam bentuk dokumen laporan resmi, maka langkah terakhir adalah pembubaran tim proyek.

# Mekanisme Project Closure



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- Manajer proyek melakukan serah terima hasil pekerjaan berupa:
  - Laporan pelaksanaan pekerjaan
  - Laporan penyelesaian pekerjaan
  - Berita acara penyelesaian pekerjaan
  - Berita acara serah terima pekerjaan
- Pembubaran tim proyek

# Project Termination in IT Industry



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- 40% of IT application development projects are canceled before completion.
- 33% of the remaining projects face significant cost and/or schedule overruns or changes in scope.

(Standish Group of Dennis, Massachusetts, 2001)

# Software Project Research



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- 31% canceled before completed
- 53% cost 189% of their original estimates
- 16% complete on time and on budget

(Study by Standish Group 2001 & 2009. Survey conducted on 365 IT executive project manager with 8380 projects.)

# The 10 Signs of Pending IT Project Failure



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1. Project manager don't understand user needs.
2. Scope is ill defined.
3. Project changes are poorly managed.
4. Chosen technology changes.
5. Business needs change.
6. Deadlines are unrealistic.
7. Users are resistant.
8. Sponsorship is lost.
9. Project lack people with appropriate skills.
10. Best practice and lessons learned are ignored.

# Project Success Criteria



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| Success Criteria |                                | Points |
|------------------|--------------------------------|--------|
| 1                | User involvement               | 19     |
| 2                | Executive management support   | 16     |
| 3                | Clear statement of requirement | 15     |
| 4                | Proper planning                | 11     |
| 5                | Realistic expectations         | 10     |
| 6                | Smaller project milestone      | 9      |
| 7                | Competent staff                | 8      |
| 8                | Project team ownership         | 6      |
| 9                | Clear vision and objectives    | 3      |
| 10               | Hard-working, focused staff    | 3      |
| Total            |                                | 100    |

# Project Closure



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1. Wrapping up the project
2. Performance evaluation
3. Retrospectives.



# Wrap-up Closure Checklist



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|    | Task  | Completed?<br>Yes/No |
|----|---|----------------------|
|    | <b>Team</b>   |                      |
| 1  | Has a schedule for reducing project staff been developed and accepted?                |                      |
| 2  | Has staff been released or notified of new assignment?                                |                      |
| 3  | Have performance reviews for team members been conducted?                             |                      |
| 4  | Has staff been offered outplacement services and career counselling activities?       |                      |
|    | <b>Vendors/contractors</b>  |                      |
| 5  | Have performance reviews for all vendors been conducted?                              |                      |
| 6  | Have project accounts been finalized and billing closed?                              |                      |
|    | <b>Customer/Users</b>   |                      |
| 7  | Has the customer signed-off on the delivered product?                                 |                      |
| 8  | Has an in-depth project review and evaluation interview with customer been conducted? |                      |
| 9  | Have users , project team, vendors, training, support, maintenance are satisfy?       |                      |
|    | <b>Equipment and facilities</b>   |                      |
| 10 | Have project resources been transferred to other project?                             |                      |
| 11 | Have rental or lease equipment agreements been closed out?                            |                      |

# Sample Team Evaluation and Feedback Survey



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|  |  | Disagree |   |   |   |   | Agree |  |  |  |  |
|--|--|----------|---|---|---|---|-------|--|--|--|--|
| Using the case below, asses each statement |  |          |   |   |   |   |       |  |  |  |  |
| 1  | The team shared a sense of common purpose, and each member was willing to work toward achieving project objectives | 1        | 2 | 3 | 4 | 5 |       |  |  |  |  |
| 2  | Respect was shown for other points of view. Differences of opinion were encouraged and freely expressed            | 1        | 2 | 3 | 4 | 5 |       |  |  |  |  |
| 3  | All interaction among team members occured in a comfortable, supportive atmosphere                                 | 1        | 2 | 3 | 4 | 5 |       |  |  |  |  |

# FINAL PROJECT

## (Laporan Yang Harus Dikumpulkan)



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1. **Pendahuluan:** latar belakang proyek, tujuan proyek, batasan proyek,
2. **Struktur organisasi proyek** (beserta penjelasan)
3. **WBS**
4. **Laporan aktivitas proyek** (jadwal dan resources)
5. **Diagram network**
  - 5.1 Waktu
  - 5.2 Resources
6. **Laporan biaya proyek**
7. **Laporan risiko proyek dan mitigasi risiko**
8. **Laporan hasil kerja**

# FINAL PROJECT

## (Laporan Yang Harus Dikumpulkan)



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### 9. Kesimpulan

- menyatakan keberhasilan proyek :
  - ✓ sesuai dengan scope, on time, dan on budget
  - ✓ deliverables memiliki kualitas sesuai kebutuhan
  - ✓ memastikan bahwa tujuan proyek berhasil dan tercapai
- menyatakan kegagalan proyek:
  - ✓ penyebab kegagalan
  - ✓ menjelaskan scope, time, atau budget yang tidak tercapai

# Contoh Laporan Resiko Proyek



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1. Hasil perhitungan
2. Tabel risiko

| No | Risk Name   | Impact |        |     | Probability |        |     |
|----|---|--------|--------|-----|-------------|--------|-----|
|    |   | High   | Medium | Low | High        | Medium | Low |
| R1 | Dokumen/arsip digital tidak dapat diakses                       |        | √      |     | √           |        |     |
| R2 | Proyek ini memiliki risiko terhadap kerusakan media penyimpanan | √      |        |     |             | √      |     |
|    | ... dst   |        |        |     |             |        |     |
|    |   |        |        |     |             |        |     |



# TERIMA KASIH