

FUKUSHIMA ACCIDENT REQUEST FOR PROPOSAL

Expert Judgement – Close Project

Benjamin Srock

Embry-Riddle Aeronautical University Worldwide Campus

Capstone Project

PMGT 690

Stephen Onu, Ph.D.

Fukushima Daichii Reactors Accident Request for Proposal

Benjamin Srock, Erin England, Joy Johnson, Kristin Dexter, Michael Bramer, Rafael Appe,

Scott Speaks

Embry-Riddle Aeronautical University Worldwide Campus

Anatomy of Project Organizations

PMGT-612

Dennis Sherman Ph.D.

March 5, 2017

Table of Contents

List of Tables	4
Close Project	5
Process Summary	5
Close Project in a Global Setting	5
Application on a Failed Project.....	6
Fukushima Daiichi Applicability	7
References.....	10

List of Tables

Table 14 - Project Closing Checklist 7

Close Project

Process Summary

Close project, or close phase in some cases, consist of the process of formally finalizing all the tasks and activities that were assigned to the project team, delivering the results to the customer or organization department, and releasing the team and organization resources to a new project or to pursue a different process, of phase if deemed necessary (PMI, 2013).

During the close out of the project, project managers must remain vigilant, and ensure the team and stakeholders are still focused on the tasks that are still open and need to be accomplished. This phase is characterized for a higher level of anxiety, as team members and stakeholders start looking forward to the next project, and if not properly controlled, can lead to delays to the project (Turner, 2009;2011). In addition to the final project goal to be delivered efficiently and within the proposed schedule, the close out phase has additional tasks that do not meet the project end goal but are still equally important to be performed. Team members during the different stages of the project made significant contributions, and in some cases sacrifices, in order for the project to be delivered on time and within budget. This is the time to recognize those efforts to the team members. It will help close the project in a climax and the team will look forward to working together on the next project.

Lastly, this is the time to look back and conduct a lesson learned meeting and evaluate what worked efficiently, and what needs to improve on the next, similar project. This will help the team to grow their team interpersonal skills, and develop a better relationship with stakeholders and top management on future endeavors.

Close Project in a Global Setting

Closing a project in a global setting will have similar steps as a typical close out project

phase. The main challenge of a global setting is the spectrum of management skills and company resources required to keep the different teams focused on the common goal (Cleland, Gareis, & Books, 2010). In a global setting, for example, multinationals have a headquarters' project team then a local project team at whatever foreign nation the project is being conducted. In addition to the local project team having the responsibility to close the project locally and deliver the final product to the customer, payoff contractors and subcontractors, they have to conduct final meetings with headquarters and provide all the data related to every phase of the project.

The amount and quality of data collected by the onsite team and transmitted to the headquarters team will be of extreme value. Based on the data that depicts the performance of the team and the outcome of the project, headquarters will be able to make a decision in terms of investment on that particular region (Cleland, et al. 2010). A successful project in a foreign country will make it easier for the team to convince higher level executives in investing in the region and further projects. In extreme cases, that can translate to investment in infrastructure, which brings indirect benefits to the region, as development of new supporting business and markets in order to sustain the progress of the organization in that area.

Application on a Failed Project

Projects can fail for many different reasons. Poor planning, lack of communication, lack of visibility, poor resources and stakeholder selections and allocation, poor corrective actions and quality management controls are just a few of the many reasons that can lead to project failure (Nielson, 2014). During this time, the project is to a point that is considered failing and there are corrective actions taken to prevent the complete failure of the project especially unplanned events. When closing a project that is failing, the team will have three challenges during the lessons learned phase of the closure: identify the events the led the project to failure, then

identify the events, tasks, and decisions that prevented the project to fail, and then, create measures to prevent further damage in future projects.

Although the last challenge of creating measures to prevent further damage is typical of any lesson learned, in a failed project, the team will have to explore in more depth what it could have done to prevent the project to reaching a point of being almost impossible to save. Special attention will have to be given to the training department, and quality assurance, since those two departments are critical for the project (Kerzner, 2013). Properly trained personnel and involved stakeholders should be able to accomplish their assigned tasks with a minimal margin of error. The quality assurance plan and assigned personnel should be the main tool to detect errors and inefficient processes and provide corrective actions to restore the project as it progresses and prevent total failure.

Fukushima Daiichi Applicability

The Fukushima accident was a catastrophic event that will take decades to be fixed. In addition of a broad analysis of the issues that led to the accident, there is the need to develop a proper framework that is sustainable for the decades ahead of the different projects involved in the environmental cleanup and the two reactors decommissioning process (Suzuki, 2014).

Due to the limitations of resources and time availability for this project, our team took upon the task of re-evaluating different hiring and training practices that took place during the years preceding the accident, and developing solutions for TEPCO to be implemented when hiring and training personnel. The main strategy adopted by the group since the beginning of the project is to work closely with TEPCO subject matter experts in the nuclear field, and with Japanese government environmental protection agencies in order to assess the needs of the project. Once the data is acquired, the training material created and the hiring processes created,

the project manager will meet with the project team and follow a checklist created for the project.

Table 1 - Project Closing Checklist

<i>Fukushima Daichii Project Closing Checklist</i>		
	Y	N
<i>1. Review all phases of project are in compliance with government rules and regulations</i>		
<i>2. Review Training Material (Project Team)</i>		
<i>3. Review Training Material with client</i>		
<i>4. Review Hiring Processes and Procedures (Project Team)</i>		
<i>5. Review Hiring Processes and Procedures with Client</i>		
<i>6. Client Accepted Training Material and Implemented Changes</i>		
<i>7. Monitor Execution of Project for Effectiveness</i>		
<i>8. Client Approves and Accepts Final Deliverable</i>		
<i>9. Payoff any Balance with External Stakeholders and Close Contracts</i>		
<i>10. Create Backup File of Project</i>		
<i>11. Transfer Project Files to Client</i>		

<i>12. Conduct Lessons Learned Meeting</i>			
<i>13. Conduct Performance Reviews</i>			

The checklist above provides the project manager and his team with some tasks to be accomplished in order to finalize the project. By using a predetermined checklist, the team can stay on track during this critical phase of the project and not miss any item that can potentially delay the project team to be reassigned to the next project, any stakeholder to receive their proper payment, and the client receiving the final product and the files associated with the project. Using the overall team expertise, the client’s feedback, and the project scope statement documents will ensure the final deliverable is exactly what is required by the customer.

References

Cleland, D. I., & Gareis, R. (2006). *Global project management handbook: planning, organizing, and controlling international projects*. New York: McGraw-Hill.

PMBOK. (2013). *Project Management Body of Knowledge*. (5th, Ed.) Newton Square, Pennsylvania:

Project Management Institute, Inc.(n.d.). Retrieved from <http://programme->

recruitment.com/project-tools/project-management-document-templates/project-planning-

[document-templates](http://recruitment.com/project-tools/project-management-document-templates/project-planning-document-templates)