Indian and Northern Affairs Canada
Affaires indiennes et du Nord Canada

TECHNICAL SUPPORT DOCUMENT

GUIDELINE FOR THE PREPARATION OF A PROJECT COMPLETION REPORT

May 1984

Canada

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GUIDELINE FOR THE PREPARATION OF A PROJECT COMPLETION REPORT

1.0 INTRODUCTION

Departmental project management policy in DRM 10-7/4, Project Management, requires a Project Completion Report to be prepared following final acceptance of the project (Milestone M13). This guideline provides information on what should be included in this report.

2.0 PURPOSE

The Project Completion Report is an historic reference document containing technical, financial, physical and administrative data on the construction phase of the project. It has various purposes, including:

a. providing a factual record of the actions that brought the project to completion;

b. identification of problems with project delivery which should be avoided and/or resolved in future projects;

c. provision of a summary of costs, rates of progress and administrative data necessary for capital project evaluations, functional reviews and similar studies;

d. formation of a statistical data base that can be used to update the Cost Reference Manual or prepare designs, specifications and cost estimates for similar facilities; and

e. an evaluation of how the completed project satisfies the need identified.

3.0 SCOPE

This guideline applies to all types of projects, including construction, major repair, and service projects (for example, the construction of a school, highway, or water supply system, or the installation of firefighting equipment).

4.0 PREPARATION

Prepare the report as work on the project advances and finalize it immediately after project completion. Essentially, preparation involves the collection, classification and summarization of all important documents produced during the project.

5.0 PRESENTATION

Select the report format on the basis of the size of the project. For a minor project, the Project Completion Report can range from a one-page summary to a bound manual; for a major project, the report may be a large file.

6.0 CONTENT

6.1 Summary

Provide a summary to introduce the project. It should contain:

a. the project name, location and number and the contract number(s);

b. a brief description of the project including implementation method (contract, day labour etc.);

c. the name of the individual or agency in charge of the design;

d. the name and address of the contractor(s);

e. the names of the project manager and project staff members;

f. the name and address of the firm or individual in charge of inspecting the construction;

g. the principal dates in the schedule, that is, the date of contract award, and construction start-up and completion;

h. a breakdown of costs, that is, the cost of planning, design, preparation of tender documents, the tender call, construction and inspection, as well as total cost; and

i. a synopsis that highlights areas of interest or problems in the project.

This summary can be in a narrative "management summary" format or on a one page form as presented in Appendix A.

6.2 Geographic Location

Provide a map, drawn to an appropriate scale, of the area where the project was carried out.

6.3 Table of Contents

Provide a table of contents describing the main body of the report as well as the various documents in the appendices.

6.4 Site

Describe the project site in terms of easily identifiable fixed points, for example, on _____ Reserve, on Highway ___ approximately ____ kilometres south of ___.

6.5 Purpose of the Project

Provide information on the purpose of the project, what needs it fulfils, and its advantages.

6.6 Description of Project

Provide a more detailed and quantified description than the one given in the summary. List the principal areas or parts of the project and the quantities (for example, specify installation of 850 m of 150 m diameter pipe).

6.7 Design

State whether the Department, PWC or consultants were responsible for the project design. For consultants, mention the firm name, address and position of those in charge.

6.8 Construction

For each project contract, provide the following information:

a. the type of contract (lump sum, unit price, etc. or how payment was to be made under terms of the contribution agreement;

b. class 'A' cost estimate of the construction;

c. the names of tenderers and the amount tendered by each or a copy of the Tender Abstract Form;

d. the name of the tenderer chosen and the date of contract award;

e. the date of construction start-up and a narrative summary of, for example, the various phases, problems, delays and their causes, complaints, change orders issued, names and addresses of subcontractors, the name of the laboratory(ies) responsible for testing, and the test results; and

f. the dates on which the interim certificate of completion and the final certificate of completion are signed, as well as the date on which the construction is finished.

6.9 Inspection of the Job Site

Identify the individual and/or firm responsible for inspecting the job site.

6.10 Cost of the Project

Provide a statement of expenditures showing the outlay for the planning, design, and construction phases; the cost of various changes; site supervision; inspection fees; charges for laboratory tests; travel expenses; and the total cost. In addition a Construction Cost Summary Report (see Appendix B) should be completed and forwarded to the Cost Engineering Section, Technical Services and Contracts (TS&C) Branch.

6.11 Lessons and Recommendations Report

Include a section for observations, suggestions, and recommendations on design, the materials used, the progress during construction, and so forth. Also include an appraisal of the designer's and the contractor's work and how well the final product satisfies the identified need. In commenting on the work of others, care must be taken to ensure that all opinions can be substantiated. This section summarizes the experience acquired during the project.

Where a particular activity or event should be brought to the attention of management, a single-page "Lessons and Recommendations Report" (see sample in Appendix C) should be completed and distributed. The sample summarizes any changes to original project plans affecting costs, time and quality, and notes remedial action taken or recommended.

6.13 Photographs

Provide photographs to illustrate certain characteristics of the project, including:

a. the site;

b. key stages or operations during construction; and,

c. the condition of the work at various times, particularly at project completion.

6.14 Appendices

Include appendices, with copies of such principal project documents as:

a. band council resolution approving the project;

b. project brief;

c. project authorization (Project Identification and Change Document (PICD));

d. submission to the Program or to Treasury Board;

e. acceptance of tender/contract for performance of work or the contribution agreement for Vote 15 projects;

f. construction schedule or day labour plan for Vote 15 projects;

g. change order(s);

h. interim certificate of completion of project;

i. final certificate of completion of project;

j. acceptance certificate; and

k. commissioning brief.

Other documents such as those listed below could also be included:

a. call for tenders;

b. tender acceptance;

c. acceptance of tender by telex;

d. acceptance of tender by letter;

e. request(s) for contract payment; and

f. correspondence between the contractor and the project manager.

For the various project contracts relating to design, supervision of work, construction, and so forth, include copies of the following:

a. specifications;

b. permits (Federal Fire Commissioner approval, building permit, various authorizations);

c. as-built drawings;

d. shop drawings;

e. list of major items of equipment;

f. lists of parts and maintenance instructions;

g. special reports (soil tests, laboratory results, inspection reports, consultant's progress report on the construction); and

h. copies of Capital Assets Inventory System forms.

7.0 DISTRIBUTION

Send copies of the Project Completion Report to:

a. the user (for example, the Indian band);

b. the Director, E&A, Regional Office;

c. TS&C Branch, Cost Engineering Section (Project Completion Report Summary and Construction Cost Summary); and

d. TS&C Branch, Project Management Section (Lesson Learned Report).

Appendix A

PROJECT COMPLETION REPORT
SUMMARY

Project Title: Project Number: _____

Contract Number: _____

Location: Project Manager: _____

Project Description:

Designed By: Address:

Contractor: Address:

Construction Inspection By:

Project Authorization Date (PICD): _____

Contract Award Date: _____

Construction Start-up Date: _____

Construction Completion Date: _____

Cost Breakdown: (Indicate Vote)

- Planning and Design .....$ (
- Tender Call (including preparation of documents) .....$ (
- Construction (contract value) ....$ (
- Inspection Costs .....$ (
- Miscellaneous Costs .....$ (

TOTAL $_____

Project Synopsis:

PREPARED BY: _____ DATE: _____

Appendix A (Cont'd)

PROJECT COMPLETION REPORT
SUMMARY (Example)

Project Title: Band Sewage Lagoon

Project Number: 12345
Contract Number: AB-25-83

Location: Elpaws Reserve

Project Manager: N.E. JUAN

Project Description: Phase I - Construction of a 4.7 hectare lagoon by contract. Design by Consultant.

Designed By: Municipal Services Section, E&A Program

Address: Regional Office

Contractor: U. Gottit Construction

Address: 167 North Road
Moose Lip, NWT

Construction Inspection By: Geo Dirt Inspections
761 South Drive, Moose Lip, NWT

Project Authorization Date (PICD): September 14/82

Contract Award Date: September 20/83

Construction Start-up Date: October 7/83

Construction Completion Date: July 5/84

Cost Breakdown: (Indicate Vote)

- Planning and Design	$ 12,750.00	(10)
- Tender Call (including preparation of documents)	$ 195.00	(10)
- Construction (contract value)	$136,117.00	(10)
- Inspection Costs	$ 20,371.00	(10)
- Miscellaneous Costs	$ 10,287.00	(15)
TOTAL	$179,720.00	

Project Synopsis: Project initially started as a 2 cell lagoon to be built through Vote 15 by the band. The second cell was deleted (to be considered later) before construction began. During clearing and grubbing operations the band wanted out. The project then went Vote 10 with a contract awarded to U. Gottit Construction for $125,000. Prior to the start of work the remaining cell was rotated 90% due to poor soil conditions found on-site. Work was stopped for freeze up on November 23 and was restarted March 15. Work was completed on July 5, 1984.

PREPARED BY: N.E. Juan

DATE: February 10, 1984

Appendix B

PROJECT COMPLETION REPORT
CONSTRUCTION COST SUMMARY

PROJECT TITLE: PROJECT NUMBER:

REGION: RESERVE: VOTE:

PROJECT SPECIFIC INDEX: _____

ZONE: ____URBAN ____RURAL ____REMOTE ____SPECIAL ACCES

ACCESS: ____ROAD ___AIR ____RAIL ____WATER ____WINTER ROA

CONSTRUCTION COST INFORMATION

ITEM	DESCRIPTION	QUANTITY	UNIT PRICE	TOTAL

Appendix C

LESSON LEARNED REPORT

PROJECT TITLE:

PROJECT NO: _____ DATE SUBMITTED: _____

BRIEF DESCRIPTION OF ACTIVITY OR EVENT:

COST (IN '000 DOLLARS*):

CONTRACT:	INCURRED	_____	AVOIDED	_____	NO CHG.	_____
PROJECT:	INCURRED	_____	AVOIDED	_____	NO CHG.	_____

TIME (IN CALENDAR DAYS*):

CONTRACT:	LOST	_____	GAINED	_____	NO CHG.	_____
	LOST	_____	GAINED	_____	NO CHG.	_____

*Indicate Estimated (E) or Actual (A)

QUALITY: IMPAIRED _____ IMPROVED _____ NO CHG. _____

ACTION TAKEN:

ACTION RECOMMENDED:

LESSON LEARNED:

PREPARED BY: _____

Appendix C (Cont'd)

LESSON LEARNED REPORT
(Example)

PROJECT TITLE: Band Sewage Lagoon

PROJECT NO: 12345 DATE SUBMITTED: May 10, 1984

BRIEF DESCRIPTION OF ACTIVITY OR EVENT: Design consultant was not consulted on rotating sewage lagoon 90° due to poor soil conditions.

COST (IN '000 DOLLARS*):

CONTRACT:	INCURRED	$15,000(A)	AVOIDED	_____	NO CHG.	_____
PROJECT:	INCURRED	$17,500(E)	AVOIDED	_____	NO CHG.	_____

TIME (IN CALENDAR DAYS*):

CONTRACT:	LOST	10(E)	GAINED	_____	NO CHG.	_____
PROJECT:	LOST	12(E)	GAINED	_____	NO CHG.	_____

*Indicate Estimated (E) or Actual (A)

QUALITY: IMPAIRED _____ IMPROVED X NO CHG. _____

ACTION TAKEN: Upon encountering poor soil conditions (different from those identified by design consultant) site supervisor decided that the lagoon orientation should be shifted 90°. Design consultant was not consulted about the soils change or the switch in orientation.

ACTION RECOMMENDED: The design consultant should have been called in immediately when soil conditions were noted as different. Any extra costs caused by poor site information or a poor design could then have been attributed to the design firm and not absorbed by DIAND.

LESSON LEARNED: 1. Site supervisors must contact project managers immediately upon noting changes in conditions that will affect the design. 2. The design consultant should be retained for, or have made part of his/her contract, the provision of site inspection/advisory services during the construction phase.

PREPARED BY: N.E. Juan