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Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

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The goals of a configuration management system are:

- To develop a consistent process for the evaluation of changes
- To create an environment in which the decision to approve, suspend, modify, or reject a change request is based on it's overall project impact
- To establish standards so the decision to approve, suspend, modify, or reject a change request can be clearly communicated in a timely manner to the appropriate stakeholders

Know the characteristics of a configuration management system.
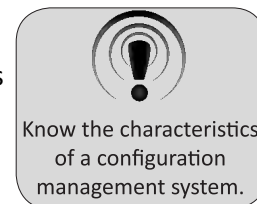
Configuration management activities include, but are not limited to:

- Configuration identification to establish the baseline and validate (verify) status
  Configuration identification is the basis for defining and verifying product configuration, labeling products, managing change, and maintaining accountability
- Configuration status accounting to provide documentation, storage, and access to project product data
  Configuration status accounting is the recording and reporting of data about the configuration item including item identification, proposed change status, and implementation status of approved changes
- Configuration verification and audits to provide verification of the project's results
  Performance of configuration verification and audits ensures that the functional requirements defined in the configuration documentation have been met, that the composition of a project's configuration items is correct, and that corresponding changes have been registered, assessed, approved, tracked, and correctly implemented.

9.12. Close Project or Phase (Closing Process Group)

The Close Project or Phase process involves the completion of activities across all process groups for the project, phase, or contract.

Once completed, the related project, phase, or contract information must be archived and all organizational resources released. The process is performed once or at predefined points in the project.

Activities necessary for administrative closure include, but are not limited to:

Know the Key Inputs, Tools & Techniques, and Outputs for Close Project or Phase.

- Activities required to meet completion criteria
  Ensuring that all documents have been updated, any outstanding issues have been resolved, and all costs have been charged to the project; confirming the delivery and formal acceptance of deliverables by the customer/sponsor; closing project accounts; releasing and/or reassigning human resources; reallocate physical resources
- Activities required to complete any outstanding contractual agreements
  Confirming that the work has been formally accepted; finalizing open claims; updating records; archiving appropriate information
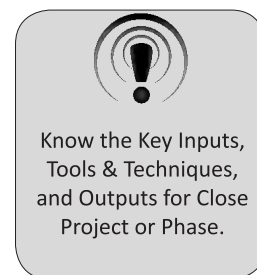
- Activities required to gather records, audit project success or failure, manage the sharing or transfer of project knowledge, determine lessons learned, and archive project information
- Activities required to transfer the results of the project to the next phase, production, or operations
- Activities required to gather suggestions for updating/improving organizational policies and procedures and sending them to the appropriate organizational unit
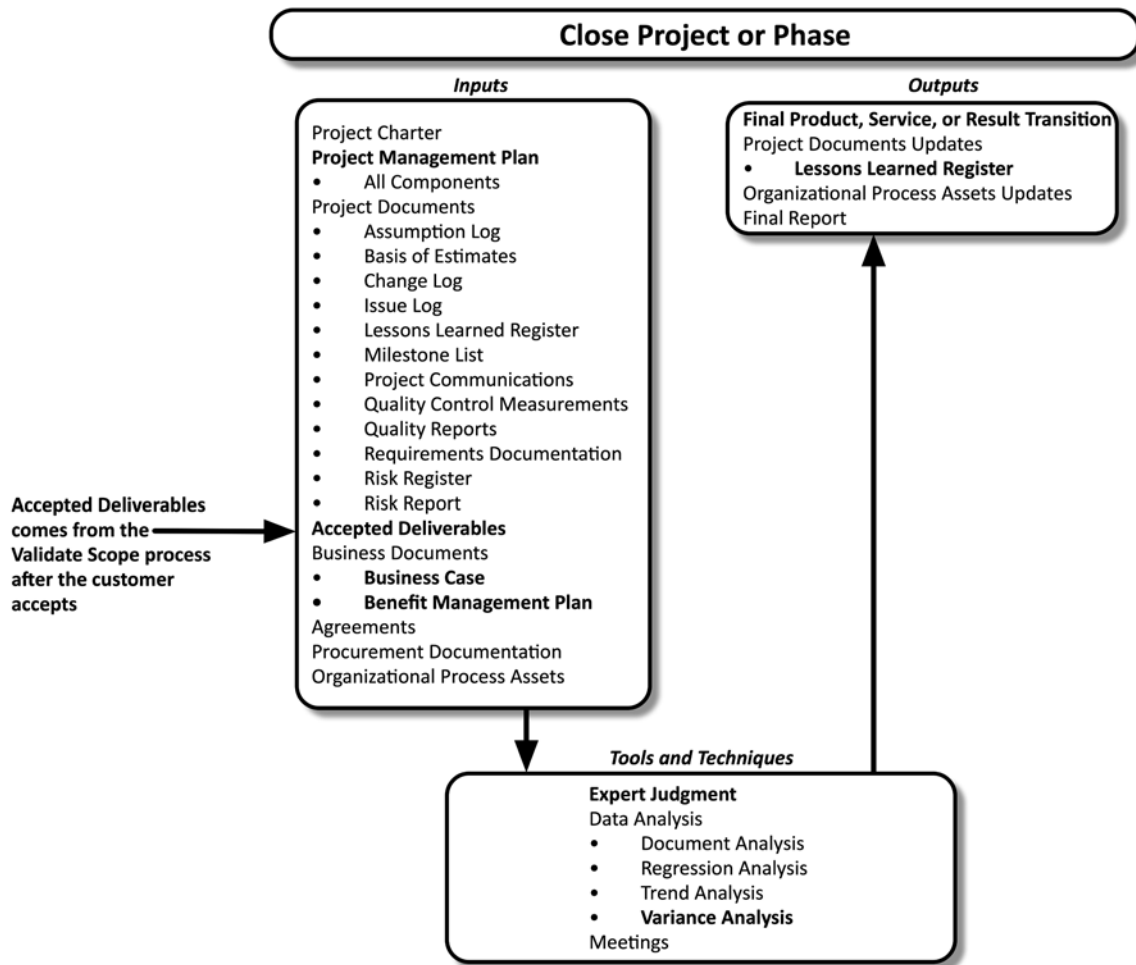
Close Project or Phase

Inputs

Project Charter
Project Management Plan
- All Components
Project Documents
- Assumption Log
- Basis of Estimates
- Change Log
- Issue Log
- Lessons Learned Register
- Milestone List
- Project Communications
- Quality Control Measurements
- Quality Reports
- Requirements Documentation
- Risk Register
- Risk Report
Accepted Deliverables
Business Documents
- **Business Case**
- **Benefit Management Plan**
Agreements
Procurement Documentation
Organizational Process Assets

Accepted Deliverables comes from the Validate Scope process after the customer accepts

Outputs

Final Product, Service, or Result Transition
Project Documents Updates
- **Lessons Learned Register**
Organizational Process Assets Updates
Final Report

Tools and Techniques

Expert Judgment
Data Analysis
- Document Analysis
- Regression Analysis
- Trend Analysis
- **Variance Analysis**
Meetings

Figure 9-9: Close Project or Phase Data Flow Diagram
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 4-14, Page 121

Close Project or Phase (Closing)		
Key Inputs	Project Management Plan	The project management plan integrates subsidiary plans (those representing the knowledge areas identified by the Project Management Institute, Inc.), baselines from the planning processes, the project life cycle, the development approach, and management reviews. Supporting detail is included to validate that the project is ready for completion.
	Accepted Deliverables	Accepted deliverables are deliverables that have fulfilled the acceptance standards and have been approved and signed off by authorized personnel. They may include work performance documents, authorized product specifications, and delivery receipts.
	Business Case	The business case, which usually describes the business need and contains a cost-benefit analysis, is used to justify the creation of the project and is the basis for the project charter. The business case is referenced to ensure that the approved deliverables align with the proposed project results.
	Benefits Management Plan	The benefits management plan describes the alignment of the project with organizational business goals, the targeted benefits, and the manner in which the benefits are transitioned and measured.
Key Tools & Techniques	Expert Judgment	Expert judgment is judgment based on expertise acquired in a specific area. It is important to consider expertise related to audit policy and procedure, management control, regulatory and legislative directives, legal, and procurement.
	Variance Analysis	Variance analysis is used to compare the proposed project results to the actual project results.
Key Outputs	Lessons Learned Register	The lessons learned register is a record of the challenges, problems, and successes of the project (what worked and didn't). This repository contains detailed and important project knowledge. It is updated to reflect new knowledge that can be helpful for the next phase of the project, or the next project in the organization.
	Final Product, Service, or Result Transition	The final product, service, or result transition refers to the delivery or availability of the product, service, or result to a different group or organization for operation, maintenance, and support. The final product, service, or result is the main work or purpose of the project.

9.12.1. Project Files and the Contract File

Project files are created throughout the project, then organized and archived during the closing of the project. **Project files** are any project documents that record what occurred, what decisions were made, and what changes were approved. **Financial records and legal documents** are examples of project files.

The contract file is created during Conduct Procurements and Control Procurements. It contains documentation associated with the **contract**, **approved contract changes, and formal acceptance.**

> Know important project closing considerations such as product verification, lessons learned, updating of records, reporting, archiving, and formal acceptance of components.

9.12.2. Closing the Project

Close Project or Phase typically occurs when the customer or sponsor formally accepts the product, service, or result of the project. After the project is closed, any additional work is warranty work or new work.

9.12.3. Lessons Learned

Lessons learned (the challenges, issues, and successes of the project) are entered in the lessons learned register, which can be updated throughout the project and during the Close Project or Phase.

> Know definition and importance of lessons learned (post mortem).

Lessons Learned at the End of the Phase or Project

During the Close Project or Phase process, feedback is solicited regarding what worked and didn't work on the project, as well as what could have been done to maximize the positive and minimize or eliminate the negative.   This information is then recorded and tabulated.

There are several methods used to solicit feedback:

- A meeting or open discussion may be conducted
- A questionnaire may be distributed for completion
  Anonymous completion is often an option to ensure that team members express their opinions honestly and completely without fear of negative consequences.
- A combination of a meeting/open discussion and a questionnaire
  The combination often results in broader and more detailed feedback.

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9.12.4. Control Procurements and Close Project or Phase

From a process standpoint, the Control Procurements process should occur before the Close Project or Phase Process, but there are situations where that sequence does not work due to the impact that timing and resource usage has on the closing of the contract and on the closing of the project or phase.

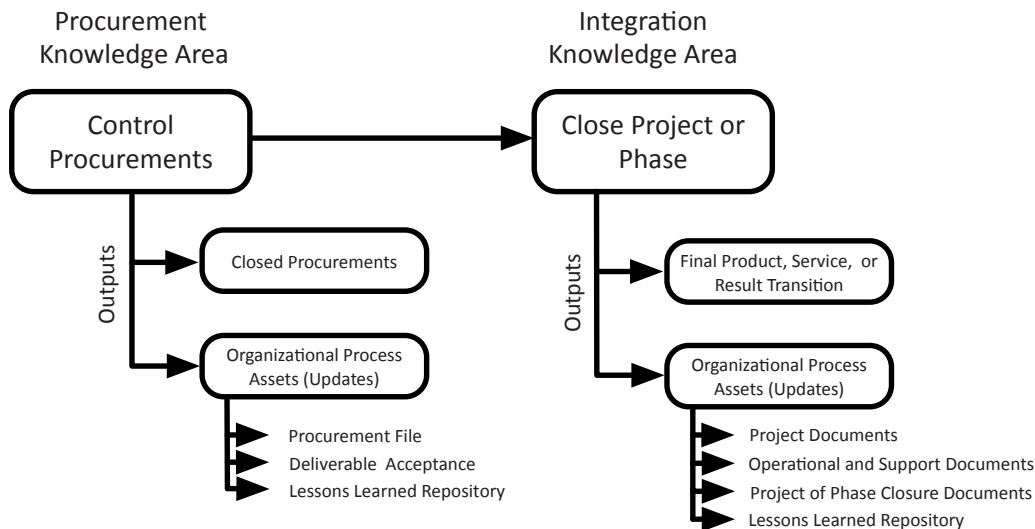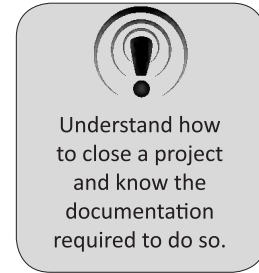Figure 9-10: Control Procurements and Close Project or Phase Interaction shows the ideal sequence.

> Understand how to close a project and know the documentation required to do so.

Figure 9-10: Control Procurements and Close Project or Phase Interaction

Sequence for Closure
The sequence of closing activities for the project is:

1. Close out any contracts with outside vendors.
2. Deliver any required reports associated with closure (organizational process assets updates).
3. Complete any Close Project or Phase activities.
4. Gather and record lessons learned.
5. Complete the archives of any project files (organizational process assets updates).
6. Release resources for other projects

Note that variations can occur from organization to organization.