Executing Process Group

- "Those processes performed to complete the work defined in the project management plan to satisfy the project specifications"
- Results may require planning updates and re-baselining
- Change requests might be triggered

Executing Process Group
Direct & Manage Project Work

"The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives"

Executing Process Group
Direct & Manage Project Work

Includes but not limited to:

❖Perform activities to accomplish project objectives;

❖Create project deliverables to meet the planned project work;

❖Provide, train, and manage the team members assigned to the project;

❖Obtain, manage, and use resources including materials, tools, equipment, and facilities

❖Establish and manage project communication channels, both external and internal to the project team;

❖Generate work performance data, such as cost, schedule, technical and quality progress, and status to facilitate forecasting;

❖Manage risks and implement risk response activities;

❖Manage sellers and suppliers;

❖Manage stakeholders and their engagement; and

❖Collect and document lessons learned and implement approved process improvement activities.

❖Direct and Manage Project Work also requires review of the impact of all project changes and the implementation of approved changes: Corrective Actions, Preventive Actions and Defect Repairs

Executing Process Group
Direct & Manage Project Work

Inputs:

❖ Project management plan

❖ Approved change requests

❖ Enterprise environmental factors such as:

    ❖ Organizational, company or customer culture or structure

    ❖ Infrastructure

    ❖ Personnel administration

❖ Organizational process assets: not limited to

    ❖ Standardized guidelines and work instructions

    ❖ Issue and defect management procedures

    ❖ Project files from prior projects

    ❖ Issue and defect management database

Executing Process Group
Direct & Manage Project Work

Tools and techniques:
❖Expert judgment
❖PMIS
❖Meetings

Executing Process Group
Direct & Manage Project Work

Outputs:
- ❖ Deliverables
- ❖ Work performance data
  - ❖ Deliverable status
  - ❖ Schedule progress
  - ❖ Costs incurred
- ❖ Change requests
  - ❖ Corrective actions
  - ❖ Preventive actions
  - ❖ Defect repair
  - ❖ Updates
- ❖ Project management plan updates
- ❖ Project documents updates

Executing Process Group
Perform Quality Assurance

"the process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used"

Executing Process Group Perform Quality Assurance

Inputs:

❖ Quality management plan

❖ Process improvement plan

❖ Quality metrics

❖ Quality control measurements
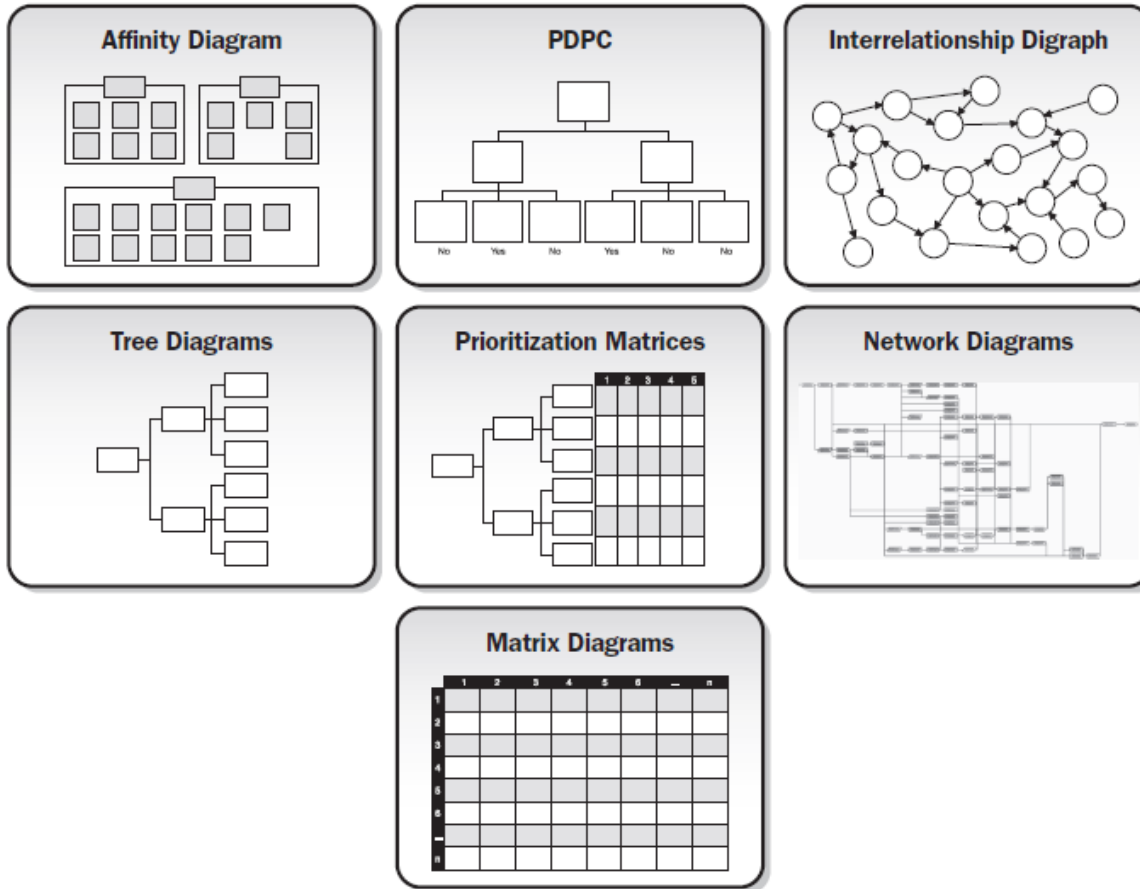
❖ Project documents

Executing Process Group Perform Quality Assurance

Tools and techniques:

❖Quality management and control tools

  ❖Affinity Diagrams

  ❖Process decision program charts (PDPC)

  ❖Interrelationship digraphs

  ❖Tree diagrams- Systematic Diagrams

  ❖Prioritization matrices.

  ❖Activity network diagrams.

  ❖Matrix diagrams

❖Quality audits

  ❖Identify all good and best practices being implemented;

  ❖Identify all nonconformity, gaps, and shortcomings;

  ❖Share good practices introduced or implemented in similar projects in the organization and/or industry;

  ❖Proactively offer assistance in a positive manner to improve implementation of processes to help the team raise productivity; and

  ❖Highlight contributions of each audit in the lessons learned repository of the organization.

❖Process analysis

Executing Process Group
Perform Quality Assurance

Executing Process Group Perform Quality Assurance

Outputs:

❖Change requests

❖Project management plan updates

❖Project documents updates

❖Organizational process assets updates

Executing Process Group
Acquire Project Team

"the process of confirming human resource availability and obtaining the team necessary to complete project activities"

Executing Process Group
Acquire Project Team

Inputs:

❖ HR management plan:

　　❖ Roles and responsibilities defining the positions and competencies that the project demands

　　❖ Project organization charts indicating the number of people needed for the project

　　❖ Staffing management plan delineating the time periods each project member will be needed

❖ Enterprise environmental factors: not limited to

　　❖ Existing information for HR who is available, their competency levels, their costs…etc

　　❖ Personnel administration policies

　　❖ Organizational structure

❖ Organizational process assets

Executing Process Group
Acquire Project Team

Tools and techniques:
- ❖ Pre-assignments
- ❖ Negotiations
  - ❖ Functional managers
  - ❖ Other project management teams
  - ❖ External organizations
- ❖ Acquisition (from outside sources)
- ❖ Virtual teams
- ❖ Multi-criteria decision analysis
  - ❖ Availability
  - ❖ Cost
  - ❖ Experience
  - ❖ Ability
  - ❖ Knowledge
  - ❖ Skills
  - ❖ Attitude
  - ❖ International Factors

Executing Process Group
Acquire Project Team

Outputs:
- ❖ Project staff assignments
- ❖ Resource calendars
- ❖ Project management plan updates

Executing Process Group
Develop Project Team

"the process of improving competencies, team member interaction, and overall team environment to enhance project performance"

Executing Process Group
Develop Project Team

Inputs:
- ❖Human resource management plan
- ❖Project staff assignments
- ❖Resource calendars

Executing Process Group Develop Project Team

Tools and techniques:

❖ Interpersonal skills

❖ Training

❖ Team building activities:

     ❖ Forming

     ❖ Storming

     ❖ Norming

     ❖ Performing

     ❖ Adjourning

❖ Ground rules

❖ Co-location (tight-matrix – war room)

❖ Recognition and rewards

❖ Personnel assessment tools: Various tools are available such as attitudinal surveys, specific assessments, structured interviews, ability tests, and focus groups

Example Partnership Ground Rules

- Be honest
- Be open to new ideas
- Listen to others
- Respect confidentiality
- Be up front
- Don't judge
- See the opportunities ahead
- Speak your mind

Figure 1

Executing Process Group
Develop Project Team

Outputs:

❖ Team performance assessments
- ❖ Improvements in skills that allow individuals to perform more effectively
- ❖ Improvement in competencies that help the tem to perform better as a team
- ❖ Reduced staff turnover rate
- ❖ Increased team cohesiveness where team share information and experience

❖ Enterprise environmental factors updates

Executing Process Group
Manage Project Team

"the process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance"

Executing Process Group
Manage Project Team

Inputs:
- ❖ Project staff assignments
- ❖ HR management plan:
  - ❖ Roles and responsibilities
  - ❖ Project organization
  - ❖ The staffing management plan
- ❖ Team performance assessments
- ❖ Work performance reports
- ❖ Issue Log
- ❖ Organizational process assets: such as
  - ❖ Certificate of appreciations
  - ❖ Newsletters
  - ❖ Websites
  - ❖ Bonus structure
  - ❖ Corporate apparel

Executing Process Group Manage Project Team

Tools and techniques:

❖ Observation and conversation

❖ Project performance appraisals

❖ Conflict management: where the characteristics of conflicts are

    ❖ Natural and forces searches for alternatives

    ❖ Team issue

    ❖ Openness resolve conflict

    ❖ Conflict resolution should focus on issue not personalities

    ❖ Should focus on the present not the past

    ❖ Conflict resolution methods:

        ❖ Withdrawing/ avoiding

        ❖ Smoothing/ accommodating

        ❖ Compromising/ Reconciling

        ❖ Forcing

        ❖ Collaborating/ Confronting/ problem solving

❖ Interpersonal skills:

    ❖ Leadership

    ❖ Influencing

   ❖ Effective decision making

Executing Process Group Manage Project Team

Outputs:

❖ Enterprise environmental factors update
  ❖ Input to organizational performance appraisals
  ❖ Personnel skills update
❖ Organizational process assets updates:
  ❖ Historical information and lessons learned documentation
  ❖ Templates
  ❖ Organizational standard processes
❖ Change requests
❖ Project management plan updates

HR Notes

❖ Halo Effect
❖ Expectancy Theory
❖ Perks (perquisites)
❖ Fringe benefits
❖ Theory of X and Y McGregor's
❖ Maslows' Hierarchy of needs

Self Actualization

Esteem

Social

Safety

Physiological
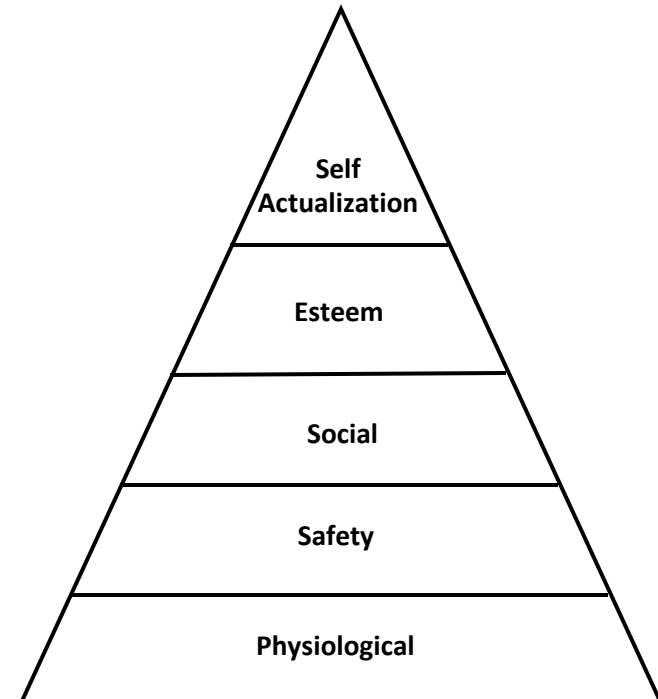
Executing Process Group
Manage Communications

"the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance to the communications management plan".

Effective communication distribution techniques include:
- Sender receiver models
- Choice of media
- Writing style
- Meeting management techniques
- Presentation techniques
- Facilitation techniques

Executing Process Group Manage Communications

Inputs:

❖Communications management plan

❖Work performance reports

❖Enterprise environmental factors

❖Organizational process assets

Executing Process Group Manage Communications

Tools and techniques:

❖ Communication technology
❖ Communication models
❖ Communication methods
❖ Information management systems
❖ Performance reporting

    ❖ Analysis of past performance,
    ❖ Analysis of project forecasts (including time and cost),
    ❖ Current status of risks and issues,
    ❖ Work completed during the period,
    ❖ Work to be completed in the next period,
    ❖ Summary of changes approved in the period

Executing Process Group Manage Communications

Outputs:

❖ Project communications
❖ Project management plan updates
❖ Project documents updates
❖ Organizational process assets updates
    ❖ Stakeholder notifications.
    ❖ Project reports
    ❖ Project presentations
    ❖ Project records.
    ❖ Feedback from stakeholders
    ❖ Lessons learned documentation

Executing Process Group
Manage Stakeholder Engagement

"the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle"

Executing Process Group
Manage Stakeholder Engagement

Inputs:

❖Stakeholder management plan

❖Communications management plan

❖Change log

❖Organizational process assets

Executing Process Group
Manage Stakeholder Engagement

Tools and techniques:

❖Communication methods

❖Interpersonal skills:

     ❖Building trust

     ❖Resolving conflicts

     ❖Active listening

     ❖Overcoming resistance to change

❖Management skills:

     ❖Presentation skills

     ❖Negotiating

     ❖Writing skills

     ❖Public speaking

Executing Process Group
Manage Stakeholder Engagement

Outputs:

❖Issue log

❖Change requests

❖Project management plan updates

❖Project documents updates

❖Organizational process assets updates

Executing Process Group
Conduct Procurements

"The process of obtaining sellers responses, selecting a seller and awarding a contract"

Executing Process Group Conduct Procurements

Inputs:

❖Procurement management plan

❖Procurement documents

❖Source selection criteria

❖Seller proposals

❖Project documents

❖Make-or-buy decisions

❖Procurement statement of work

❖Organizational process assets

Executing Process Group Conduct Procurements

Tools and techniques:
❖ Bidder conferences
❖ Proposal evaluation techniques
❖ Independent estimates
❖ Expert judgment
❖ Advertising
❖ Analytical techniques
❖ Procurements negotiations

Executing Process Group
Conduct Procurements

Outputs:
- ❖ Selected sellers
- ❖ Agreements
  - ❖ usually includes items such as:
    - ❖ SOW or deliverables
    - ❖ Schedule baseline
    - ❖ Performance reporting
    - ❖ Period of performance
    - ❖ Seller's place of performance
    - ❖ Payment terms
    - ❖ Penalties
    - ❖ Fees/ Incentives
    - ❖ Place of delivery,
    - ❖ Inspection and acceptance criteria,
    - ❖ Warranty,
    - ❖ Product support,
    - ❖ Limitation of liability
  - ❖ Resource calendars
  - ❖ Change requests
  - ❖ Project management plan updates
  - ❖ Project documents updates