

4.3.3.2 Work Performance Data

Work performance data are the raw observations and measurements identified during activities being performed to carry out the project work. Data are often viewed as the lowest level of detail from which information is derived by other processes. Data is gathered through work execution and passed to the controlling processes of each process area for further analysis.

Examples of work performance data include work completed, key performance indicators, technical performance measures, start and finish dates of schedule activities, number of change requests, number of defects, actual costs, and actual durations, etc.

4.3.3.3 Change Requests

A change request is a formal proposal to modify any document, deliverable, or baseline. An approved change request will replace the associated document, deliverable, or baseline and may result in an update to other parts of the project management plan. When issues are found while project work is being performed, change requests are submitted, which may modify project policies or procedures, project scope, project cost or budget, project schedule, or project quality. Other change requests cover the needed preventive or corrective actions to forestall negative impact later in the project. Requests for a change can be direct or indirect, externally or internally initiated, and can be optional or legally/contractually mandated, and may include:

- **Corrective action**—An intentional activity that realigns the performance of the project work with the project management plan;
- **Preventive action**—An intentional activity that ensures the future performance of the project work is aligned with the project management plan;
- **Defect repair**—An intentional activity to modify a nonconforming product or product component; and/or
- **Updates**—Changes to formally controlled project documents, plans, etc., to reflect modified or additional ideas or content.

4.3.3.4 Project Management Plan Updates

Elements of the project management plan that may be updated include, but are not limited to:

- Scope management plan,
- Requirements management plan,
- Schedule management plan,
- Cost management plan,
- Quality management plan,
- Process improvement plan,