PMP® EXAM PREP
PMI Authorized Training Partner
BOOTCAMP
Session 8

<u>Attendance Alert</u>
Percipio Users: Name is based on your information in Percipio
Using Zoom: Enter your first and last name

PMP® Exam Prep
This course will assist learners in preparing for PMI's PMP Exam (2021 Update)

Scheduled Breaks

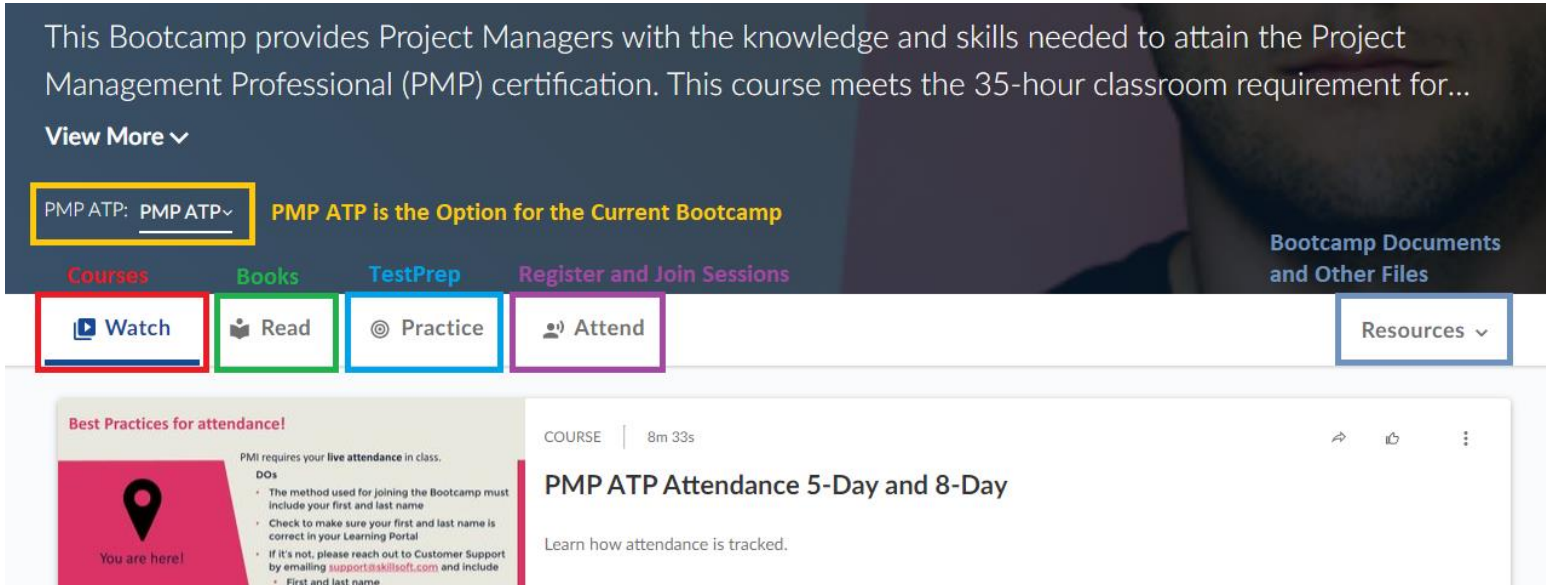
Session	Periodic breaks

For attendance purposes, please stay logged in during all breaks.

Accessing Your Bootcamp Resources – Percipio Users

Check Your Specific Bootcamp Channel for Your Resources

- Project Management Professional (PMP) ATP Bootcamp: 5 Day Cohort
- Project Management Professional (PMP) ATP Bootcamp: 8 Day UK Cohort
- Project Management Professional (PMP) ATP: 8 Day NA Cohort
- Project Management Professional (PMP) ATP: 8 Day Australia Cohort



Accessing Your Bootcamp Resources – All Other Users

Check Your Learning Portal for any Available Courses, Books or TestPrep exam

Check the Specific GitHub Link for Your Bootcamp Documents and Other Files

- Attending a 5-Day Bootcamp
- https://github.com/Skillsoft-Content/PMP5Day
- Attending an 8 Day Bootcamp
- https://github.com/Skillsoft-Content/PMP8Day

*Archive Resources Aug to Dec 2022	Add files via upload	3 days ago
*Archive Resources July 2022	Add files via upload	last week
5-Day Attendance and Certificates of...	Add files via upload	last week
Class Links	Add files via upload	last week
Documents (Syllabus, Exam Content ...	Add files via upload	yesterday
Lunch Break Videos	Delete Placeholder	1 minute ago
PMP Learner Kit Information	Delete PMP ATP Learner Kit Info Jan 6 2023.pdf	3 days ago
Slide Decks	Delete Placeholder	yesterday
Vocabulary Slides	Delete Placeholder	yesterday

5-Day

Current Bootcamp Docs and Other Files

*Archive Resources Aug to Dec 2022	Delete Placeholder	3 days ago
*NA Cohort Aug Sep Oct 2022 Bootc...	Delete Test.txt	4 months ago
*NA Cohort Jun Jul Aug 2022 Bootca...	Delete Test	4 months ago
*UK and APAC Cohort Jul Aug Sep 20...	Delete Test.txt	4 months ago
8-Day Attendance and Certificates of...	Delete Placeholder	3 days ago
Class Links	Add files via upload	4 days ago
Documents (Syllabus, Exam Content ...	Add files via upload	4 days ago
PMP Learner Kit Information	Delete Placeholder	3 days ago
Slide Decks	Create Placeholder	3 days ago
Vocabulary Slides	Create Placeholder	3 days ago

8-Day

Current Bootcamp Documents and Other Files

Logging In with Correct Name for Attendance is Your Responsibility

- Your name should be the same as in your Learning Platform (EX: Percipio, Skillport, etc.), Zoom account when joining through the Zoom app or client, or the name you input before joining directly using the Zoom link.

- Joining from Learning Portal: Check to make sure your first and last name is correct in your Learning Portal. If it is not, please reach out to Skillsoft Support for further assistance support@skillsoft.com in order to find out how it can be corrected.

- Joining through Zoom: If you join through Zoom using the Desktop Client or Phone App, please use a Zoom account created through Zoom that has your First and Last Name. If you join through the browser link, please enter your First and Last Name when prompted.

Issues With Staying Connected

- If you are having issues with Percipio or Skillport with being disconnected from the session, please contact Customer Support directly https://support.skillsoft.com/bootcamps for assistance.

- There is no need to notify us during the session that you have rejoined the session after being disconnected or that you have missed time. These messages will be dismissed if you have no question.

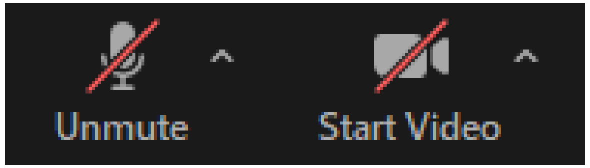
- If being disconnected is a regular occurrence, please ask for the Zoom details in the session through the Q&A so you can join directly through Zoom. These details are the same for all the sessions. So please make note of them in a file so you only need to ask once.

- Review the instructions in the PMP Bootcamp **5-Day and 8-Day Attendance Tracker and Certificate Request Process.docx** file to track each time you join and leave the session for whatever reason.

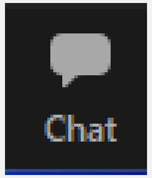
Ways to Participate in a Webinar

We are saving everyone's bandwidth usage by

disabling cameras and microphones



Find the Chat option in your Zoom command bar



Change the To: choice in the blue box to everyone.

Explore the Reactions option in your Zoom command bar

This is a fun way to provide quick and easy feedback

Using Zoom: Chat vs. Q&A

Please use the **Chat** to:

- Respond to instructor’s questions
- Share your preferred tools and techniques
- Communicate with other participants
- Questions do not go in the chat
- The chat may be slowed as needed, to minimize disruptions

Please use the **Q&A** for:

- Technical assistance – Begin with: Percipio or Non-Percipio student
- Guidance on how to access course material – Begin with: Percipio or Non-Percipio
- Clarification and questions on lecture points, if not answered by instructor

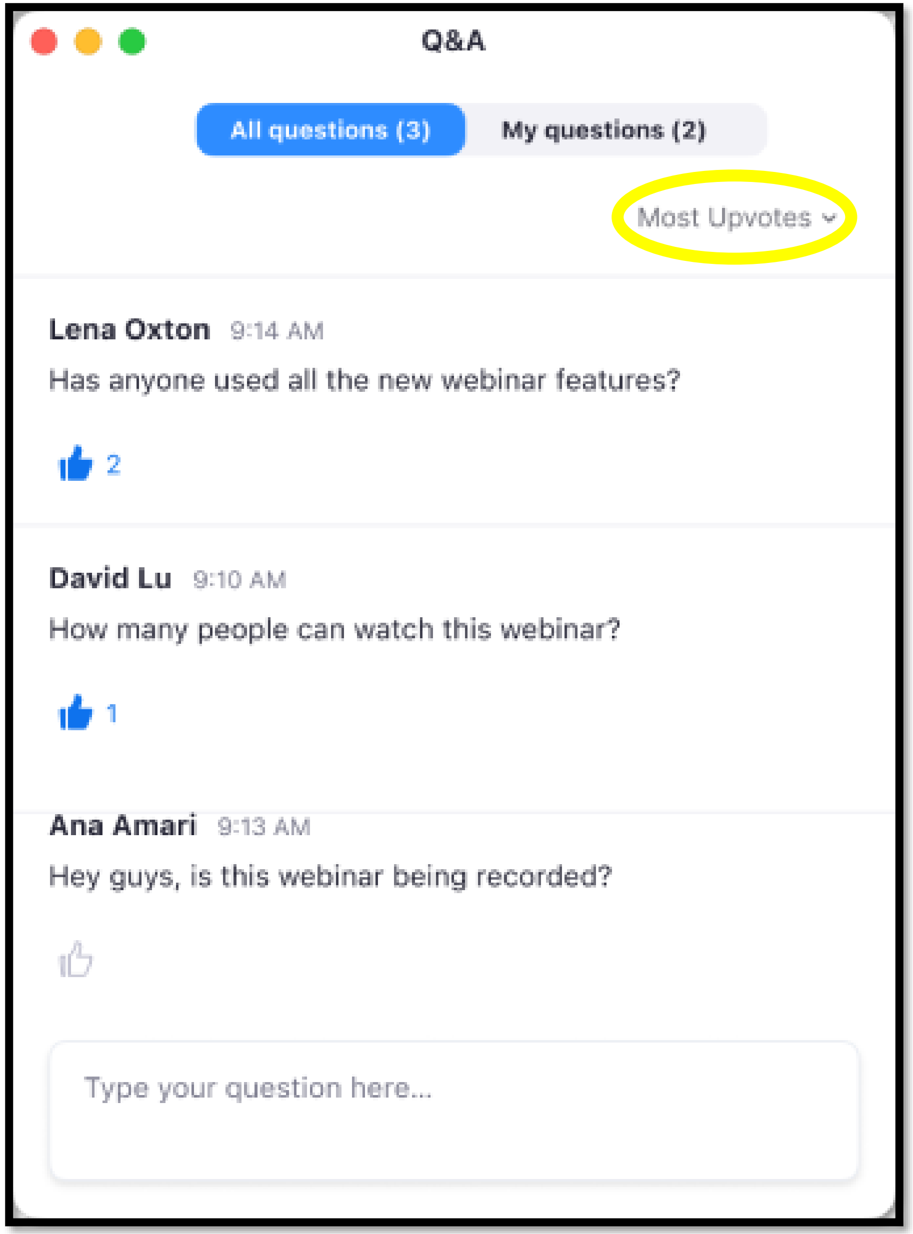
Please be very patient, the support team responds to many inquiries per session.

Upvoting in the Q&A

- Questions will be visible to all participants
- Do you like a particular question? Click to upvote!
- Sort by "most upvotes" to see most popular questions
- Look at existing questions before typing a new one, to avoid duplicates
- Top questions will be selected and answered live (with instructor discretion)
- Priority will be given to managing technical issues.
- Not every question will be answered.

Great questions:

- are related to the course content
- include topics that everyone would benefit from learning
- are not spread across multiple posts



IS LIVE ATTENDANCE REQUIRED?

- YES, if you are taking this training to register for the PMP exam live attendance is required. However, this is the exception rule for the 8 Day Bootcamp – You are allowed to miss up to two sessions if you make up the sessions by watching their replays.
- If you miss more than 15 mins at any time (including during breaks) beyond the two sessions allowed, you will need to make it/them up by attending the live session(s) in a different 8-day cohort*.
- Check your Bootcamp documents for the PMP Bootcamp 5-Day and 8-Day Attendance Tracker and Certificate Request Process file that explains manually tracking your attendance and how to get your PDU Certificate.

*Please see the Bootcamp calendar at http://calendar.skillsoft.com/ for information about upcoming sessions.

IN CASE OF ABSENCE

You can access a replay online for a previous session by following these steps 24 to 48 hours after the session ends.

Step 1. Go to: https://github.com/Skillsoft-Content/PMPReplay

Step 2. Click on the PMP Replay Zoom Links file for the year you attended the Bootcamp. And then click the Download option.

Step 3. When the file opens, and you are prompted enter the following password. Those are zero's not the letter O. The password is case sensitive.

pmpB00tcampReplay!

Step 4. Locate the worksheet that corresponds with the Cohort you attended and use the provided link and password for the replay.

***Replays will be available for 1 year. They are not available for download.**

NO LIMIT FOR REPLAYS:

For the Bootcamp you are attending, there is no limit on requesting the replays for study purposes.

Certificates of Completion Video

Video in Percipio: PMP ATP Certificates of Completion (7:49 run time)

Video in GitHub: PMP ATP Certificates of Completion (7:40 run time)

Recap
Session 7

Mapping this course to the Student Workbook

	Business Environment Lesson 1	Start the Project Lesson 2	Plan the Project Lesson 3	Lead the Project Team Lesson 4	Support Project Team Performance Lesson 5	Close the Project/Phase Lesson 6
Topic A	(1A) Foundation	(2A) Identify and Engage Stakeholders	(3A) Planning Projects	(4A) Craft Your Leadership Skills	(5A) Implement Ongoing Improvements	(6A) Project Phase/Closure
Topic B	(1B) Strategic Alignment	(2B) Form the Team	(3B) Scope	(4B) Create a Collaborative Project Team Environment	(5B) Support Performance	(6B) Benefits Realization
Topic C	(1C) Project Benefits and Value	(2C) Build Shared Understanding	(3C) Schedule	(4C) Empower the Team	(5C) Evaluate Project Progress	(6C) Knowledge Transfer
Topic D	(1D) Organizational Culture and Change Management	(2D) Project Approach	(3D) Resources	(4D) Support Team Member Performance	(5D) Manage Project Issues and Impediments	
Topic E	(1E) Project Governance		(3E) Budget	(4E) Communicate and Collaborate with Stakeholders	(5E) Manage Project Changes	
Topic F	(1F) Project Compliance		(3F) Risks	(4F) Training, Coaching and Mentoring		
Topic G			(3G) Quality	(4G) Manage Conflict		
Topic H			(3H) Integrate Plans			

Project Management Institute

LESSON 5

SUPPORT PROJECT TEAM PERFORMANCE

- Implement Ongoing Improvements
- Support Performance
- Evaluate Project Progress
- Manage Issues and Impediments
- Manage Changes

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Manage Project Issues and Impediments

TOPIC D

Problem Vocabulary

Impediments, Obstacles and Blockers

Obstacle removal. Since it is the project team who generates the majority of business value, a critical role for the servant leader is to maximize delivery by removing **impediments** to their progress. This includes solving **problems** and removing **obstacles** that may be hampering the project team's work. By solving or easing these **impediments**, the project team can deliver value to the business faster.

Remove obstacles *(Step 5 in the Process for Leading Change)*

All change comes with **obstacles**. Sometimes the **obstacles** are outdated processes, sometimes they are based on the organizational structure, and sometimes they are people resistant to change. Regardless, all **obstacles** need to be addressed.

- PMBOK® Guide – 7th Edition

*'Impediment' and 'blocker' are synonyms; they both mean, "an **obstacle** that prevents the team from achieving its objectives."*

Issue or Impediment? Just Solve the Problem!

- **Issue**: A condition or situation that may have an impact on the project objectives.
- **Impediment**: An obstacle that prevents the team from achieving its objectives. Also known as a blocker.

Predictive teams use the term issue log

Adaptive teams tend to use an impediment log.

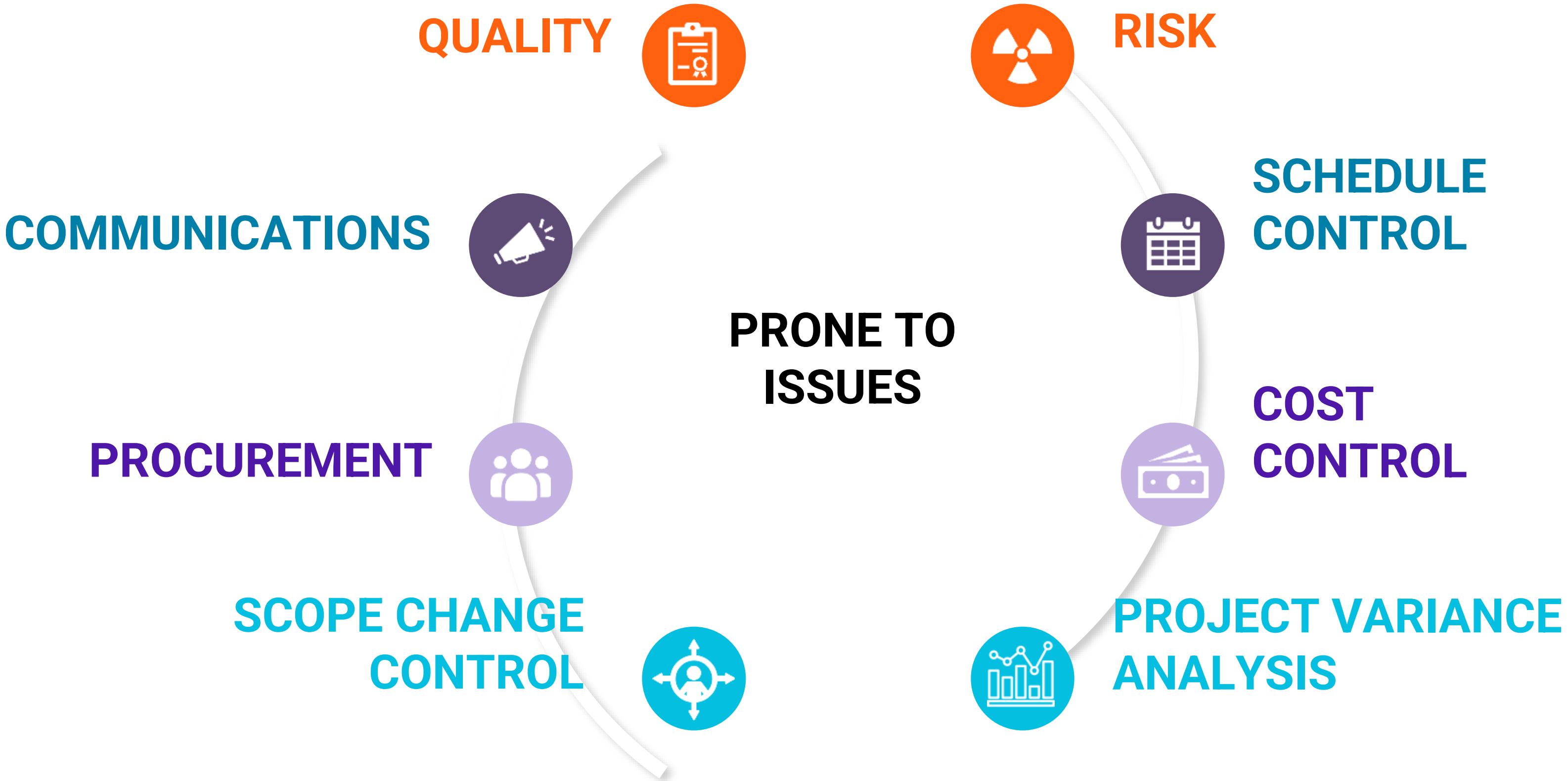
This term is related to Scrum.

Risks and Issues

- Focused on the future
- Can be positive or negative
- Are documented in the risk register
- Response is called a “risk response”

- Focused on the present
- Will always be negative
- Are documented in the issue log
- Response is called a “workaround”

Issues


QUALITY
RISK
COMMUNICATIONS
SCHEDULE CONTROL
PRONE TO ISSUES
PROCUREMENT
COST CONTROL
SCOPE CHANGE CONTROL
PROJECT VARIANCE ANALYSIS

Issue Resolution

Guidelines

Track problems, inconsistencies or conflicts and conduct investigation towards resolution

- As issues arise, promptly add them to the **issue log**.
- Assign an owner to each issue
- Give realistic due dates
- Discuss issues at every status meeting
- Limit open issues to a manageable number
- Don't hesitate to escalate if effects are major!

ID	Description	Opened	Due Date	Priority	Owner	Response	Status	Comments
25	Truck strike	15 Jan 20xx	01 Feb 20xx	High	A. Fen	TBD	Open	Tasks are on the critical path
26	Glazing service down	15 Jan 20XX	01 Feb 20xx	Med	Gen Contractor	working	open	Looking into another supplier
27	Josie Bynoe dissatisfied	15 Jan 20xx	01 Feb 20xx	High	A. Fen	working	open	Risks board withholding operating funds

Discover and Solve Impediments Using Scrum

Steps:

- Discover the problem/cause
- Solve it. The scrum master is responsible for finding a resolution with concerned parties:
    - Often involves dealing with conflict somewhere in the organization
    - Resolution can help the organization grow in agility

Remove Impediments

Overview

- Track impediments
- Reprioritize product backlog
- Use daily standup meeting
- Be a servant leader

Discussion

How does your team solve problems?

ECO Coverage

2.15 Manage project issues

- Recognize when a risk becomes an issue (2.15.1)
- Attack the issue with the optimal actions to achieve project success (2.15.2)
- Collaborate with relevant stakeholders on the approach to resolve the issues (2.15.3)

1.7 Address and remove impediments, obstacles, and blockers for the team

- Determine critical impediments, obstacles, and blockers for the team (1.7.1)
- Prioritize critical impediments, obstacles, and blockers for the team (1.7.2)
- Use network to implement solutions to remove impediments, obstacles, and blockers for the team (1.7.3)
- Re-assess continually to ensure impediments, obstacles and blockers for the team are being addressed (1.7.4)

Manage Project Changes

TOPIC E

Interactive/Discussion

- *What constitutes a change in a project?*
- *Can a change can come from anywhere?*
- *How does the life cycle and development approach affect our response to change?*

Causes of Project Changes

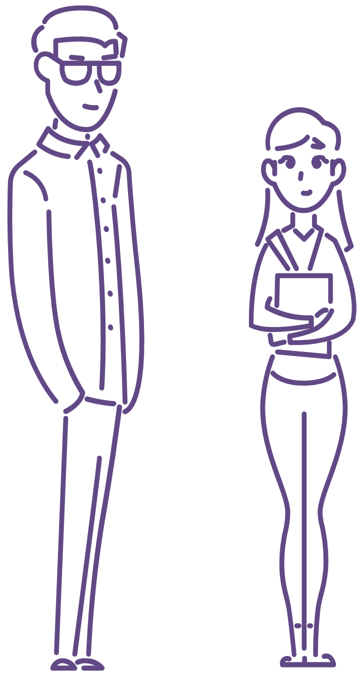
- Inaccurate initial estimates
- New regulations
- Missed requirements
- Specification changes

Are any of these also causes of changes in adaptive projects?

Be a Changemaker and a Change Leader

Which of the project management principles deal with the subject of change?

a. Be a diligent, respectful and caring steward
b. Recognize, evaluate and respond to system interactions
c. Navigate complexity
d. Create a collaborative project team environment
e. Demonstrate leadership behaviors
f. Optimize risk responses
g. Effectively engage with stakeholders
h. Tailor based on context
i. Embrace adaptability and resiliency
j. Focus on value
k. Build quality into processes and deliverables
l. Enable change to achieve the envisioned future state



Monitor the External Business Environment

Change can bring negatives as well as positives, such as opportunities to add or extend value!

- Monitor the external environment
- Remain vigilant for threats
- Constantly update the risk register and thresholds
- Use tools

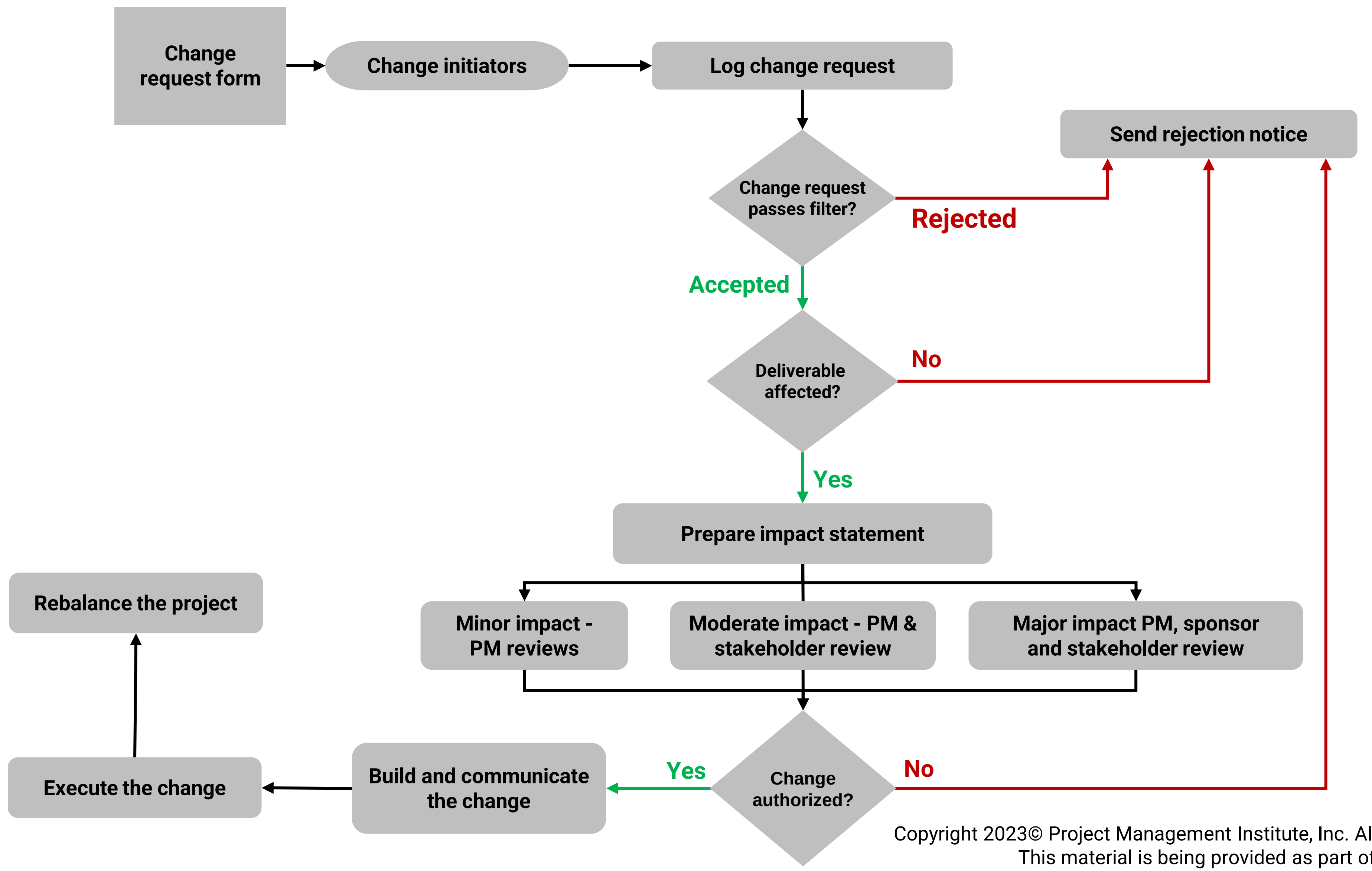
- **PESTLE**
- **TECOP**
- **VUCA**

Manage Change

Overview and Controls

Overview	Controls
Perform Integrated Change Control linear **process**	• Perform Integrated Change Control process • Change request process • Change control board (CCB) • Artifact management (updates)
Feedback and development **cycle**	• Product owner role - key decision maker and runs backlog • Everyone participates in backlog refinement • Use demos to understand requirements • No changes allowed during a sprint
Any of the above	

Change Management Process Flowchart



Change Requests

Four Types

Can you think of examples of each kind for the Shawpe project?

- **Corrective action** - Adjusts the performance of the project work with the project management plan
- **Preventive action** - Ensures future performance of the project work with the project management plan
- **Defect repair** - Modifies a nonconformance within the project
- **A change** - Modifies a project baseline

Change Control Systems

Change Control Board

Forms, tracking methods, processes, and approval levels required for authorizing or rejecting requested changes.

One approval level may be the **Change control board (CCB)** which handles *some* change requests based on the approval levels documented in the change management plan.

Manage Contract Changes and Resolve Problems

- Work with the vendor to manage contract changes
- Work with partners in the organization (procurement, finance, functional departments) and take action within the project manager's or team's domain/threshold
- Legal problems that are serious enough to cause issues may need expert help

Contract Change Control System

The system used to collect, track, adjudicate and communicate changes to a contract

- Might be a component of the integrated change control or a separate organizational system
- Specifically dedicated to control contract changes
- Specifies contract change
- Includes documentation, dispute-resolution processes and approval levels

Types of Contract Changes

Which kinds of changes do you think are more likely to cause conflict? Why? How can these be avoided?

Component	Description
Administrative changes	Non-substantive changes, usually about contract administration method
Contract modification	Substantive change to contract requirements or product requirements
Supplemental agreement	An additional agreement related to the contract but negotiated separately
Constructive changes	Changes made by the buyer through action or inaction
Termination of contract	Vendor default or buyer's need changes

Legal Concepts When Managing Disputes

Seek legal advice if the terms of a contract have not been met.

Negotiate settlements to arrive at a final equitable settlement of all outstanding issues, claims, and disputes by negotiation.

Legal Issue	Description
Warranty	A promise, explicit or implied, that goods or services will meet a pre-determined standard. The standard may cover reliability, fitness for use, and safety.
Waiver	A legally binding provision in which one party in a contract agrees to forfeit a claim without the other party becoming liable, even inadvertently.
Breach of contract	Failure to meet some or all the obligations of a contract. It may result in damages paid to the injured party, litigation or other ramifications.
Cease and desist (C&D) letter	A letter sent to an individual or a business to stop (cease) allegedly illegal activities and to not undertake them again (desist). Often used as a warning of impending legal action if it is ignored.

Process, Adjudicate and Communicate Claims

- Contested changes and potential constructive changes, including:
  - Lack of agreement on compensation for change
  - Lack of agreement that change occurred
- If not resolved, handle through alternative dispute resolution (ADR) established in contract
- Settlement through negotiation is preferred
- The ”last resort” is litigation

Update Project Management Plan

Based on the scope of changes, you may need to update:

- Scope
- Time lines
- Work packages
- Team member assignments

Agile teams might remove lower-value deliverables from the scope to make room for the change.

ECO Coverage

3.3 Evaluate and address external business environment changes for impact on scope

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market) (3.3.1)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment (3.3.2)
- Recommend options for scope/backlog options (e.g., schedule, cost changes) (3.3.3)
- Continually review external business environment for impacts on project scope/backlog (3.3.4)

2.10 Manage project changes

- Anticipate and embrace the need for change (e.g., follow change management practices (2.10.1)
- Execute change management strategy according to the methodology (2.10.3)
- Determine a change response to move the project forward (2.10.4)

End of Lesson 5

LESSON 6

CLOSE THE PROJECT/PHASE

- Project/Phase Closure
- Benefits Realization
- Knowledge Transfer

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Learning Objectives

- Define the reasons and activities related to the closure of a phase or a project.
- Explain the benefits gained from a project or phase, and how they are managed, sustained, etc.
- Examine the reasons for knowledge transfers and how they relate to the closure of a phase or project.

Project/Phase Closure

TOPIC A

Why Projects or Phases Close

Fulfillment

Stakeholders accept deliverables based on **acceptance criteria** established at the beginning of the project in the **project management plan**

Acceptance criteria may be modified during a project life cycle

Use the **requirements traceability matrix** to ensure completion and approval of all requirements

At the end of an iteration, the team and stakeholders assess the product/service against their mutually agreed **definition of done (DoD)**

Final acceptance occurs prior to product release.

***Acceptance criteria** and **definition of done (DoD)** express the same status of stakeholder satisfaction with the product. Teams may use the terms interchangeably.*

Why Projects or Phases Close

Premature or Forced Closure

Can anyone share an example of a forced project or phase closure?

- Requirements/needs change
  - Project/deliverable is no longer feasible
    - (Internal) Organization makes a change to the business case.
    - (External) A legal or regulatory change prohibits progress.
  - Project/deliverable is no longer desirable
- Impediment encountered
  - Financial support is not available to complete the requirements
  - Risks with significant consequences make successful completion impossible

Close Project or Phase Activities

- Acceptance of deliverables or product by customer
- Transition of deliverables or product to customer
- Notify enterprise and organizational functions; update OPAs
- Prepare **final report**
- Conclude external obligations, including legal, regulatory, contractual — e.g., transfer of liability, closure of all accounts in financial system
- Archive project information
- Release resources (human, financial and physical assets)

These activities are part of the Close Project or Phase process and are typically included in the project management plan and in the WBS, under the project management function.

Transitions
(Handovers)

- Some organizations use a rollout or transition plan.
- *This is **not** a project management plan component.*

Deliverables are handed to the customer or owner. Transition/handover specifications for deliverables are in the **project management plan**.

A tailored solution that delivers value — most likely in an incremental way — to the organization.

Every iteration output is handed to the product owner.

Transition / Handover Readiness

Ensure your customer is ready for change and success!

Readiness may require additional change management activities to **ensure adoption** and **overcome resistance.**

Especially critical if an existing product or service is being upgraded.

Assess the readiness of all parties:

End Users

The Business

Project Team

Support Staff

Transition / Handover Activities

Effective transitions or handovers of deliverables or products enable end-user awareness, increasing the likelihood of successful adoption and, therefore, of **benefits realization**.

Transition requirements can include:

- Training on the new product or service
- Documentation for the product/deliverable
- Effective communication between the project team and the organization
- Post-implementation support (aka “hypercare”)

Where are the transition requirements recorded in a predictive project?

Interactive / Activity

Do you remember the difference between ***explicit*** *and* ***tacit*** *knowledge?*

Discuss the importance of transferring both kinds of knowledge from the project team to the customer.

Give an example of how your team has done it in the past.

Paying and Closing Contracts

DO

- Notify the appropriate entity (usually accounts payable) when work has been fulfilled and contracts can be paid
- Pay suppliers or vendors in accordance with contract terms

Some payments may have been made during the project and the contract may have been closed

DON'T

- Delay payments until project or phase closure, unless specified in the contract

Finalizing Contracts

Archiving contracts means collecting, indexing and filing:

- Contract schedule
- Scope
- Quality
- Cost performance
- Contract change documentation
- Payment records and financial documents
- Inspection results
- “As-built” or “as-developed” documents, manuals, troubleshooting and technical documentation

ECO Coverage

1.8 Negotiate project agreements

- Verify objective(s) of the project agreement is met (1.8.3)

2.17 Plan and manage project/phase closure or transitions

- Validate readiness for transition (e.g., operations team or next phase) (2.17.2)
- Conclude activities to close out project or phase (e.g., final lessons learned, retrospectives, procurement, financial, resources) (2.17.3)

Benefits Realization

TOPIC B

Early and Long-Term Benefits Realization

Some benefits are immediate while others could take a few months to years!

Benefits accrue at various stages depending on:

- Project life cycle used
- Nature of the project work
- Intended outcomes

Can you identify a type of project in which value is delivered very early?

And a project in which value is delivered months or even years after transition?

Benefits Transition and Sustainment

Responsibilities

- Handover/transition
- Review of the **benefits management plan**

Any improvement or modification to delivered benefits is a new project

Any improvements or modifications to delivered benefits are proposed as work for the next/future iteration and placed/reprioritized on the backlog

Organizations and teams tailor solutions for benefits realization and sustainment — e.g., post-implementation support (aka “**DevOps**” or “hypercare”)

Benefits Transition and Sustainment

An Explanation

Project Team	Customer	Product Owner or Project Manager
Delivers benefits to customer organization	• Ensures continued generation of improvements and delivered benefits • Captures additional customer inputs	Works with customer to identify work required for desired improvements
Provides planned performance data	Compares actual performance to planned performance, including KPIs	Uses metrics chosen with team to measure performance
Works with business owner to suggest benefits realization metrics, including frequency and monitoring responsibilities	Implements benefits realization metrics at suitable intervals, tailored to needs	Collaborates with team to determine suitable metrics
Determines if any remaining risks might prevent benefit achievement	• Identifies risks, processes and tools needed to ensure continued benefits realization • Monitors risks affecting delivered benefits	Monitors risks on impediments log and collaborates with team about response
Provides technical information required to use the product or service	Updates technical information – e.g., FAQs	Collaborates with team to update technical information

Benefits Management Plan

A **business document** developed by the organization to define potential benefits from the project effort

- Is a major input to authorizing the project
- Examines the requested benefits and determines if both the tangible and intangible business value will be realized from the project
- Determines the time frame for short- and long-term benefits realization
- Identifies a benefits owner responsible for achieving the benefits, including:
  - Metrics or measurements to be used
  - Which individuals or groups measure results

In the plan, determine whether any remaining project risks might prevent benefit achievement.

When key stakeholders are identifying desired project benefits, let them suggest how the benefits should be measured.

Benefits Owner

- Works with project manager/team lead during the project to ensure planned benefits are managed as they are delivered
- Assists in transitioning the requested benefits to the receiving organization
- Ensures that measurement metrics and methods are established and monitored
- Reports to management on the realized results (value) of the delivered benefits

A benefits owner may be a business analyst, sponsor or operations manager.

The product owner is responsible for making sure project work reaps benefits for the organization.

Verify Benefits Realization

- Using the chosen metrics, the product owner reports on progress for each tangible benefit
- For intangible benefits, a subjective (qualitative) determination may be more useful
- Reporting should include:
  - For tangible benefits—progress toward being met
  - Any benefits at risk of not being realized as planned
  - Any resulting negative impact on strategic objectives
  - Potential ending of the project team's support

In a predictive project, once the transition is complete, who is responsible for verifying that benefits are realized?

ECO Coverage

3.2 Evaluate and deliver project benefits and value

- Document agreement on ownership for ongoing benefit realization (3.2.2)
- Verify measurement system is in place to track benefits (3.2.3)

Knowledge Transfer

TOPIC C

Knowledge Management During Closing

- **Conduct retrospectives** or final **lessons learned** meetings
- **Archive** all project information
- **Finalize lessons learned register**
- **Add** the lessons learned to the knowledge management/**lessons learned repository**
- **Transition** knowledge from project team to the customer

Conduct Project Retrospective

- Internalize learning about the work product and process
- Capture key successes and challenges
- Consider qualitative (people's feelings) and quantitative (measurements) data
- Use data to find root causes, design countermeasures, and develop action plans for next time
- Praise, congratulate and motivate the team

An agile team might conduct a final retrospective, while a project manager holds a final "all-hands" meeting for the team in a predictive life cycle. These are similar ceremonies for closing a project or phase.

Finalize Lessons Learned

Include the following topics from the project's lessons learned register in the final report:

- Scope changes
- Schedule impacts
- Risks and issues
- Stakeholder relationships
- Vendor relationships
- Artifacts
- Recommendations

Consolidating Lessons Learned

The following categories of lessons learned information are especially important at the end of a project:

- Scheduling
- Conflict management
- Sellers
- Customers
- Strategic
- Tactical

Transfer these into the **lessons learned repository.**

Final Report: Summary of project or phase performance result

Description	Describe activity undertaken, including deliverables or milestones
Scope objectives	Document scope evaluation criteria and give evidence of met completion criteria
Quality objectives	Describe evaluation criteria for project and product quality. Verify objectives are met, give actual milestone delivery dates and reasons for any variances
Cost objectives	Restate acceptable cost range, give actual costs and reasons for any variances
Validation information	Include required approvals for final product, service or result—e.g., user satisfaction survey results
Schedule objectives	Verify project objectives were completed on time; report on any variance and effects of the variance
Benefits realization	State how the final product, service or result achieved the business needs and expected benefits; if partial, give details of variance and fulfillment schedule
Risks or issues encountered	List risks and issues and state how they were addressed

ECO Coverage

2.16 Ensure knowledge transfer for project continuity

- Confirm approach for knowledge transfers (2.16.3)

End of Lesson 6

DAILY PMP BOOTCAMP SURVEY

LOOK FOR THE SURVEY LINK IN THE CHAT

Our goal is to provide the best possible Bootcamp experience for a live streaming webinar, with hundreds of participants.

For each Bootcamp session,

- Let us know **what you liked** about the experience – your comments really matter.
  - Please include a thank you **to the mentor(s)** working off camera.
- If you have **recommendations**, share those too!

We sincerely value your opinion!

Survey Scale

This Scale: 0 not at all likely- 10 extremely likely

skillsoft

On a scale of 0-10, how likely are you to recommend this bootcamp to someone else?

This Scale: 0 not at all likely - 10 extremely likely

0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

ISSUE LOG

ISSUE LOG

An issue is a current condition or situation that may have an impact on the project objectives. An issue log is used to record and monitor information on active issues. Issues are assigned to a responsible party for follow up and resolution.

CHANGE CONTROL BOARD (CCB)

CHANGE CONTROL BOARD (CCB)

A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating such decisions.

ACCEPTANCE CRITERIA

ACCEPTANCE CRITERIA

A set of conditions that is required to be met before deliverables are accepted.

DEFINITION OF DONE (DoD)

DEFINITION OF DONE (DoD)

A team's checklist of all the criteria required to be met so that a deliverable can be considered ready for customer use.

FINAL REPORT

FINAL REPORT

A summary of the project’s information on performance, scope, schedule, quality, cost, and risks.

BENEFITS MANAGEMENT PLAN

BENEFITS MANAGEMENT PLAN

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program. It also describes how and when the benefits of a project will be derived and measured. Both the business case and the benefits management plan are developed with the benefits owner prior to the project being initiated. Additionally, both documents are referenced after the project has been completed. Therefore, they are considered business documents rather than project documents or components of the project management plan.

DevOps

DevOps

A collection of practices for creating a smooth flow of delivery by improving collaboration between development and operations staff.

BUSINESS DOCUMENT

BUSINESS DOCUMENT

An input that includes the business case for the project and the benefits management plan.

LESSONS LEARNED REGISTER

LESSONS LEARNED REGISTER

A project document used to record knowledge gained during a project. The knowledge attained can be used in the current project and entered into the lessons-learned repository for subsequent use.

LESSONS LEARNED REPOSITORY

LESSONS LEARNED REPOSITORY

A central store of historical lessons learned information from various projects across jurisdictions.