

General Terminology

Keywords used PMBoK

- Expert Judgement
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets
- What Process is & what process is not!

Expert Judgment (Discussion)

- Stakeholders
- SME
- Industry Experts
- Consultants
- Professional & Technical Associations
- Industry Groups
- Other units within organization

Project Documents

- **Customer documents** (input or supply from customer)
- **Work document** (FS, SRS, Design, Testcases)
- **Planning documents** (Schedule, cost, scope mgmt plan, Basis of estimation, Task Attributes)
- **Process documents** (how to follow the process)
- **Report Artifacts** (issue/ risk/ reports/ forecast etc)
- **Team/Risk Management Artifacts** (Issue/ Risk)
- **List of Action taken** which worked & not worked
- **Recommendation** (Corrective, Preventive action, Defect repair request)

OPA (Organizational Process Assets)

Any or all process related assets from any or all of the organizations involved in project that can influence project's success. OPA can be plans, policies, procedure, guidelines, org knowledge base (historical info, lessons learned), completed schedule, risk data, EV data. Updating OPA is responsibility of project team members.

OPA (Organizational Process Assets)

Process & Procedures

1. Org standard processes such as standard, policies (safety, health, ethics, project management), standard product LC, standard project LC, quality policy & procedures (process audit, improvement targets, checklists, standard process definition for costing, budgeting, scheduling, communication, requirement development, designing, testing)
2. Standard guidelines work instructions, proposal evaluation criteria and performance measurement criteria
3. Template (risk, WBS, project schedule, contract template, scope, usecase, costing, budgeting, reporting etc)
4. Guidelines and criteria for tailoring OSSP to satisfy the specific needs of the project
5. Org communication requirements (specific communication technology available, allowed communication media, record retention policies, security requirements)

OPA (Organizational Process Assets)

Process & Procedures

6. Project closure guidelines or requirements (final project audits, project evaluations, product validations, acceptance criteria)
7. Financial controls procedures (time reporting, expenditure and disbursement reviews, accounting codes, standard contract provisions)
8. Issue and defect management procedure (issue and defect control, identification, resolution, tracking process)
9. Change control procedure (steps, policies, who/how/when of change request)
10. Risk control procedure (risk categories, probability definition and impact ,probability and impact matrix)
11. Procedure for prioritization, approving and issuing work authorization

OPA (Organizational Process Assets)

Corporate Knowledge base

1. Process measurement DB (collect data of product and process)
2. Project files (scope, cost, schedule, quality baselines, performance measurement baselines, project calendars, project schedule network, risk register, planned response actions, define risk impact)
3. Historical information and lessons learned knowledge bases (project records/documents, project closure info, results of previous project decision & performance, previous project risk plan/performance information)
4. Issue and defect management databases (issues/defect status, control info, issue/defect resolution, action item results)
5. Configuration management KB (baseline of all versions of company standards, policies, procedures, project documents)
6. Financial database (labour hours, incurred costs, budgets and project cost overrun)

EEF (Enterprise Environmental Factors)

What is?

Internal or external environmental factors that influences project's success

What does it do?

these may enhance or constrain project management options and may have +/- influence on the outcome

1. Organizational culture, structure and processes [few org process where project does not have control]
2. Government or industry standards (e.g. regulatory agency regulations, code of conduct, product standards, quality standards, and workmanship standards)
3. Infrastructure (e.g. existing facilities and capital equipment) [Org infra which cannot be changed]
4. Existing human resource (e.g. skills, disciplines, and knowledge, such as design, development, law, contracting, and purchasing) [Whatever is there you need to work with this. It is more EEF and less OPA]
5. Personnel administration (e.g. staffing and retention guidelines, employee performance reviews and training records, overtime policy, and time tracking) [Org HR policies cannot be changed by project]

EEF (Enterprise Environmental Factors)

6. Company work authorization systems [If project has to use org WAS then it may enhance or constraint options]
7. Marketplace condition
8. Stakeholder risk tolerances
9. Political climate
10. Organization's established communications channels
11. Commercial database ((e.g. standardized cost estimating data, industry risk study information, and risk databases)
12. Project management information systems (e.g. an automated tool, such as scheduling software tool, a configuration management system, and information collection and distribution system, or web interfaces to other online automated systems)

Type of Plans (Discussion)

- Scope Management Plan
- Time Management Plan
- Cost Management Plan
- Quality Management Plan
- Human Resource Management plan
- Risk Management Plan
- Risk Response Plan
- Communication Management Plan
- Procurement Management Plan
- Configuration Management Plan
- Change Management Plan
- DR & BCP
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Process is NOT....

- Process is not plan (Schedule, Risk, Procurement)
- Process is not methodology (Prince2, PMP, Scrum)
- Process is not model (CMMI, OPM3, ISO)
- Process is not Standard (IEEE standard)
- Process is not checklist (Code review, Design Review, Readiness Review)
- Process is not manual (QMS, OMS, HR Manual)
- Process is not best practice (Standup meeting, TDD, Requirement Prioritization, Product Backlog, Sprint Planning)
- Process is not law (traffic law, criminal law, gravitational law)
- Process is not framework (.NET, Eclipse, IDE)
- Process is not knowledge area (IM, SM, TM etc)
- Process is not process area (RD, REQM, PP, TS, VER etc)
- Tailored process and OSSP are different

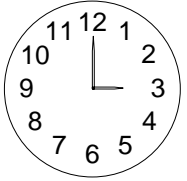
A Process is ...

Process is a list of activities which tells what, who, when, how. – with respect to dependency of activity, skill, resource required and decide when the process is complete

Plan & Activity

- Plan is not design
- Plan is about what activity, when and who will do, dependency of activity on other activity or resource
 - Activity can be directly related to the work for making a product (Plan activities)
 - Activity can be making sure that above activities are happening (monitoring activities)
 - Activity can be making sure that mitigate/remove/avoid the risk about above activities (risk management activities)
 - Activity can be making sure that product of above activities is as desired (quality activities)
 - Activity can be making sure that resource required are available on time (HR activities)
 - "defining activity of making sure that activities planned are happening"
 - "defining activity which take care about the risk around the planned activities"
- How do you measure that activity is done ?
- How did you come to know that activity is rightly done?

Exercise



5 Minutes

Write down 10 EEF & 10 OPA from your recent project

Chillies & Discussions !