

PROJECT MANAGEMENT CHECK LIST

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This document describes the process domains that are typically used in project management. Figure 1 below shows the flow diagram for a typical project.

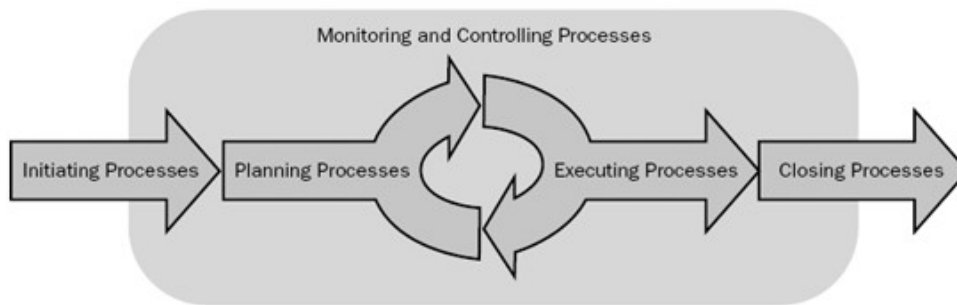


Figure 1 FLOW DIAGRAM FOR TYPICAL PROJECT

According to PMBOK® 5th Edition we have **47** Project Management processes, and these processes are distributed across **5** process groups (domains), and **10** knowledge areas:

- 1-Initiating: 2** processes
- 2-Planning: 24** processes
- 3-Execution: 8** processes
- 4-Monitoring & Controlling: 11** processes
- 5-Closing: 2** processes.

The Ten knowledge Areas are listed below:

- 1-Project Integration Management
- 2-Project Scope Management

- 3-Project Time Management
- 4-Project Cost Management
- 5-Project Quality Management
- 6-Project Human Resource Management
- 7-Project Communications Management
- 8-Project Risk Management
- 9-Project Procurement Management
- 10-Project Stakeholder Management 

The mapping of 47 processes, 10 knowledge areas and 5 process groups are outlined below in Table I.

Table I Project Management Process Groups and Knowledge Areas Mapping

Knowledge Areas	Process Groups				
	Initiating Process group	Planning Process group	Executing Process group	Monitoring & Controlling Process group	Closing Process group
Project Integration Management	Develop Project Charter	Develop Project Management Plan	Direct and Manage work	Monitoring & Controlling project work Perform Integrated Change Control	Close Project or Phase
Project Scope Management		Plan Scope Management Collect Requirement Define Scope Create WBS		Validate Scope Control Scope	
Project Time Management		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule		Control Schedule	
Project Cost Management		Plan Cost Management Estimate Costs Determine Budget		Control Costs	
Project Quality Management		Plan Quality Management	Perform Quality Assurance	Perform Quality Control	
Project Human Resource Management		Plan Human Resource Management	Acquire Project Team Develop Project Team Manage Project Team		
Project Communication Management		Plan Communications Management	Manage Communications	Control Communications	
Project Risk Management		Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Analysis		Control Risks	
Project Procurement Management		Plan Procurements Management	Conduct Procurements	Control Procurements	Close procurements
Project Stakeholder Management	Identify Stakeholders	Plan Stakeholder Management	Manage Stakeholder Engagement	Control Stakeholder Engagement	

A detailed checklist is show in the tables labeled “Performance Domains” I-V on the following pages.

CONTENT OUTLINE

The following table identifies the approximate proportion (%) of PM Man Hours from each domain required to support the project. This will vary on the complexity of the program/project, and the team involved.

Domain	Percentage of Hours on Project
I. Initiating the Project	13 %
II. Planning the Project	24 %
III. Executing the Project	30 %
IV. Monitoring and Controlling the Project	25 %
V. Closing the Project	8 %
Total	100%

Typically 5% of the project hours are allocated for PM. As an example 5,000 project total hours will require approximately 250 PM hours.

PERFORMANCE DOMAIN I: INITIATING THE PROJECT

Domain I	Initiating the Project – 13 %
Task 1	Perform project assessment based upon available information and meetings with the sponsor, customer, and other subject matter experts, in order to evaluate the feasibility of new products or services within the given assumptions and/or constraints. Task 1- 6 can be performed by ISO "Kick off meeting"
Task 2	Define the high-level scope of the project based on the business and compliance requirements, in order to meet the customer's project expectations.
Task 3	Perform key stakeholder analysis using brainstorming, interviewing, and other data-gathering techniques, in order to ensure expectation alignment and gain support for the project.
Task 4	Identify and document high-level risks, assumptions, and constraints based on current environment, historical data, and/or expert judgment, in order to identify project limitations and propose an implementation approach.
Task 5	Develop the project charter by further gathering and analyzing stakeholder requirements, in order to document project scope, milestones, and deliverables.
Task 6	Obtain approval for the project charter from the sponsor and customer (if required), in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.
	Knowledge and Skills: ^A <ul style="list-style-type: none"> • Cost-benefit analysis • Business case development • Project selection criteria (for example, cost, feasibility, impact) • Stakeholder identification techniques • Risk identification techniques • Elements of a project charter

^A In addition to domain-specific knowledge and skills, these specifications include a set of cross-cutting knowledge and skills used in multiple domains. The cross-cutting knowledge and skills list is found in the section on Cross-Cutting Knowledge and Skills.

PERFORMANCE DOMAIN II: PLANNING THE PROJECT

Domain II	Planning the Project – 24%
Task 1	Assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter/Contract/Purchase Order, lessons learned, and the use of requirement-gathering techniques (e.g., planning sessions, brainstorming, focus groups), in order to establish the project deliverables.
Task 2	Create the work breakdown structure with the team by deconstructing the scope, in order to manage the scope of the project.
Task 3	Develop a budget plan based on the project scope using estimating techniques, in order to manage project cost.
Task 4	Develop a project schedule based on the project timeline, scope, and resource plan, in order to manage timely completion of the project.
Task 5	Develop a human resource management plan by defining the roles and responsibilities of the project team members in order to create an effective project organization structure and provide guidance regarding how resources will be utilized and managed.
Task 6	Develop a communication plan based on the project organization structure and external stakeholder requirements, in order to manage the flow of project information.
Task 7	Develop a procurement plan based on the project scope and schedule, in order to ensure that the required project resources will be available.
Task 8	Develop a quality management plan based on the project scope and requirements, in order to prevent the occurrence of defects and reduce the cost of quality.
Task 9	Develop a change management plan by defining how changes will be handled, in order to track and manage changes.
Task 10	Plan risk management by developing a risk management plan, and identifying, analyzing, and prioritizing project risks in the risk register and defining risk response strategies, in order to manage uncertainty throughout the project life cycle.†
Task 11	Present the project plan to the key stakeholders (if required), in order to obtain approval to execute the project.

Task 12	Conduct a kick-off meeting with all key stakeholders, in order to announce the start of the project, communicate the project milestones, and share other relevant information.
	<p>Knowledge and Skills:^B</p> <ul style="list-style-type: none"> • Requirements gathering techniques • Work breakdown structure (WBS) tools and techniques • Time, budget, and cost estimation techniques • Scope management techniques • Resource planning process • Workflow diagramming techniques • Types and uses of organization charts • Elements, purpose, and techniques of project planning • Elements, purpose, and techniques of communications planning • Elements, purpose, and techniques of procurement planning • Elements, purpose, and techniques of quality management planning • Elements, purpose, and techniques of change management planning • Elements, purpose, and techniques of risk management planning

† This task was updated in August 2011 as a result of feedback from the project management community and validated by the PMP RDS Task Force and Certification Governance Council (CGC).

^B In addition to domain-specific knowledge and skills, these specifications include a set of cross-cutting knowledge and skills used in multiple domains. The cross-cutting knowledge and skills list is found in the section on Cross-Cutting Knowledge and Skills.

PERFORMANCE DOMAIN III: EXECUTING THE PROJECT

Domain III	Executing the Project – 30 %
Task 1	Obtain and manage project resources including outsourced deliverables by following the procurement plan, in order to ensure successful project execution.
Task 2	Execute the tasks as defined in the project plan, in order to achieve the project deliverables within budget and schedule.
Task 3	Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is being performed according to required quality standards.
Task 4	Implement approved changes according to the change management plan, in order to meet project requirements.
Task 5	Implement approved actions and follow the risk management plan and risk register, in order to minimize the impact of negative risk events on the project.†
Task 6	Maximize team performance through leading, mentoring, training, and motivating team members.
	Knowledge and Skills: ^c <ul style="list-style-type: none"> • Project monitoring tools and techniques • Elements of a statement of work • Interaction of work breakdown structure elements within the project schedule • Project budgeting tools and techniques • Quality standard tools • Continuous improvement processes

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PERFORMANCE DOMAIN IV: MONITORING AND CONTROLLING THE PROJECT

Domain IV	Monitoring and Controlling the Project – 25 %
Task 1	Measure project performance using appropriate tools and techniques, in order to identify and quantify any variances, perform approved corrective actions, and communicate with relevant stakeholders.
Task 2	Manage changes to the project scope, schedule, and costs by updating the project plan and communicating approved changes to the team, in order to ensure that revised project goals are met.
Task 3	Ensure that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques (e.g. testing, inspection, control charts), in order to satisfy customer requirements.
Task 4	Update the risk register and risk response plan by identifying any new risks, assessing old risks, and determining and implementing appropriate response strategies, in order to manage the impact of risks on the project.
Task 5	Assess corrective actions on the issue register and determine next steps for unresolved issues by using appropriate tools and techniques in order to minimize the impact on project schedule, cost, and resources.
Task 6	Communicate project status to stakeholders for their feedback, in order to ensure the project aligns with business needs.
	<p>Knowledge and Skills:^D</p> <ul style="list-style-type: none"> • Performance measurement and tracking techniques (for example, Earned Earned (EV), Critical Path Management (CPM), Program (or Project) Evaluation and Review Technique (PERT) • Project control limits (for example, thresholds, tolerance) • Project performance metrics (for example, efforts, costs, milestones) • Cost analysis techniques • Variance and trend analysis techniques • Project plan management techniques • Change management techniques and integrated change control processes

^D In addition to domain-specific knowledge and skills, these specifications include a set of cross-cutting knowledge and skills used in multiple domains. The cross-cutting knowledge and skills list is found in the section on Cross-Cutting Knowledge and Skills.

	<ul style="list-style-type: none">• Risk identification and analysis techniques• Risk response techniques (for example, transference, mitigation, insurance, acceptance)• Problem solving techniques (including root cause analysis)• Reporting procedures
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PERFORMANCE DOMAIN V: CLOSING THE PROJECT

Domain V	Closing the Project – 8 %
Task 1	Obtain final acceptance of the project deliverables by working with the sponsor and/or customer, in order to confirm that project scope and deliverables were met.
Task 2	Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan, in order to facilitate project closure.
Task 3	Obtain financial, legal, and administrative closure using generally accepted practices, in order to communicate formal project closure and ensure no further liability.
Task 4	Distribute the final project report including all project closure-related information, project variances, and any issues, in order to provide the final project status to all stakeholders.
Task 5	Collate lessons learned through comprehensive project review, in order to create and/or update the organization's knowledge base.
Task 6	Archive project documents and material in order to retain organizational knowledge, comply with statutory requirements, and ensure availability of data for potential use in future projects and internal/external audits.
Task 7	Measure customer satisfaction at the end of the project by capturing customer feedback, in order to assist in project evaluation and enhance customer relationships.
	<p>Knowledge and Skills:^E</p> <ul style="list-style-type: none"> • Contract closure requirements • Basic project accounting principles • Close-out procedures • Feedback techniques • Project review techniques • Archiving techniques and statutes • Compliance (statute/organization) • Transition planning techniques

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CROSS-CUTTING KNOWLEDGE AND SKILLS

All Domains	Cross-Cutting Knowledge and Skills
	<ul style="list-style-type: none"> • Active listening • Brainstorming techniques • Conflict resolution techniques • Cultural sensitivity and diversity • Data gathering techniques • Decision making techniques • Facilitation • Information management tools, techniques, and methods • Leadership tools and techniques • Negotiating • Oral and written communication techniques, channels, and applications • <i>PMI's Code of Ethics and Professional Conduct</i> • Presentation tools and techniques • Prioritization/time management • Problem-solving tools and techniques • Project management software • Relationship management • Stakeholder impact analysis • Targeting communications to intended audiences (for example, team, stakeholders, customers) • Team motivation methods