Applying Professional Responsibility
Twelfth Session
Agenda

0 Instructor Introduction 3 minutes
0 Agenda review 2 minutes
0 Chapter of the week 50 minutes
0 Q&A of chapter 10 minutes
0 Break 10 minutes
0 Exercises 25 minutes
0 Round table 15 minutes
0 Closure 5 minutes
Content

• Formulating Project Closeout
  ➢ Characteristics of the closing
  ➢ Types of project endings

• Close Project or Phase Process

• Close Procurements Process

• Balancing Stakeholders’ Interest at Project Closing

• Applying Professional Responsibility
Characteristics of the projects during Closing processes

- Low probability of not finalizing the project.
- Stakeholders have the least amount of influence.
- Costs are significantly lower.
- On a weak matrix organization the staff have the least amount of stress.
- Project Managers have the greatest amount of influence.
Projects come to an end due to:

- They’re completed successfully
- They’re canceled or killed prior to completion
- They evolve into ongoing operations and no longer exist as projects.

When is a project ready to be closed successfully?

"When the project meets or exceeds the stakeholders expectations and satisfies the goals of the project"
Four Types of Project Endings

Addition
• Project evolves to an ongoing operation.

Starvation
• Resources cut off from project prior completion.

Integration
• Resources of the project are distributed to other areas or assigned to other projects.

Extinction
• The process has been completed and accepted by the stakeholders.
Close Project or Phase

- Gathering project records and disseminating the information to **formalize** the acceptance of the product, service or result as well as to perform project closure. Another key function is to **archive** all project documents for historical reference.

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**Exam Spotlight**

Project closure occurs at the end of each phase of the project in order to properly document project information and keep it safe for future reference. You shouldn’t wait until project completion to perform the Close Project or Phase process but rather perform it at the end of every phase, no matter whether the project phase was completed successfully or ended for some other reason.
Project closure occurs at the end of each phase of the project in order to properly document project information and keep it safe for future reference.

Final product, Service or Result is concerned with obtaining formal acceptance; organizational process assets involves documenting and archiving formal acceptance.

Organizational Process Assets is where the formal sign-off of the acceptance of the product is documented, collected and archived for future reference.
Close Procurement

- This process is concerned with **completing** and **settling** the terms of the procurement.

**Exam Spotlight**

For the exam, remember that product verification, which determines whether all of the work of the project was completed correctly according to the contract or other procurement terms and satisfactory according to stakeholder expectations, is performed during the Closing processes. Product documentation is verified and accepted during the Verify Scope process. One more note: when projects end prematurely, the Verify Scope process is where the level of detail concerning the amount of work completed gets documented.
Close Procurement highlights

Inputs
- **Project Management Plan.** - Defines how the project is executed, monitored, controlled, and closed.
- **Procurement Documentation.** - Includes the contract itself and all the supporting documents that go along with it.

Outputs
- **Close Procurements.** - Determines whether the work described in contract was completed accurately and satisfactorily.
- **Organizational Process assets updates.** - Procurement file, Deliverables acceptance & Lessons learned documentation.
Balancing Stakeholders’ Interest at project closing

| Competing Needs | • The PM has to analyze **Stakeholder’s needs** against the project objectives to be able to make a decision.  
|                 | • The **negotiation** and **communication** play a key role. |
| Dealing with issues and problems | • The PM has to resolve issues and determine alternative solutions.  
|                 | • It is very useful to use techniques such like brainstorming and Delphi technique to find alternative solutions. |
| Balancing constraints | • Evaluate what is the most **critical** factor impacting the project from the triple constraint (Cost, Time and Scope) and the priorities established on the initial phase of the project. |
Applying Professional Responsibility

As a certified project management professional you are required to adhere to the PMI Code of Ethics and Professional Conduct.

To download the latest version of the Code of Ethics and Professional Conduct click on the following link or open the attached PDF file:

http://www.pmi.org/en/About-Us/Ethics/~/media/PDF/Ethics/ap_pmicodeofethics.ashx
PMI Code of Ethics & Professional Conduct

- Ensuring Integrity
- Accepting Assignments
- Laws and Regulation compliance
- Confidential Information
- Company Data
- Intellectual property

- Professional Demeanor
- Reporting Ethics Violation
- Perceiving Experiences
- Cultural Awareness
  - Cultural Shock
  - Diversity Training
  - Respecting your Neighbors

- Personal Gain
- Truthful Reporting
- Role delineation study

- Conflict of interests
- Association and Affiliations
- Vendor Gifts
- Stakeholder Influence
Responsibility
Is related to the act of making decisions that are good for the organization rather than ourselves, admitting our mistakes, being responsible for the decision we make and the consequences that results.

Ensuring Integrity
• To use correctly the project management process to ensure the quality of the product

Accepting Assignments
• Always report honestly your qualifications, experience and not accept assignments beyond your capabilities or experience

Laws and Regulation compliance
• To follow all applicable laws, rules and regulation that apply to your industry, organization or project

Confidential information
• Not to disclose sensitive or confidential information or use it in any way for personal gain

Company Data
• To ensure that the proper nondisclosure agreements are signed prior releasing data if applicable
**Fairness**
Includes avoiding favoritism and discrimination against others, avoiding and reporting conflict of interest situations and maintaining impartially our decision making process

**Conflict of Interest**
- Conflict of interest is when you put your personal interest above the interest of the project or when you use your influence to cause others to make a decision in your favor
- To report to the stakeholders any actions that can be considered as a conflict of interest

**Association and Affiliations**
- Report to the stakeholders whenever you identify a conflict of interest between your role as a PM and the associations you belong to.

**Vendor Gifts**
- To identify the company policy in regards to accepting gifts and adhere to it. If necessary inform the vendor about the policy

**Stakeholder Influence**
- Make sure that your personal interest are not above the interest of the project while dealing with powerful stakeholders (Eg. Promotion, rewards)
Respect

Involves the way we conduct ourselves, the way we treat others, listening to other’s viewpoints and conducting ourselves in a professional manner

Professional Demeanor

- Controlling yourself and your reactions in a questionable situation
- Influence and couch the team members of the project to conform the standards of conduct expected by the organization

Reporting Ethics Violations

- Report violations of the PMP code of conduct to maintain the integrity of the profession

Cultural Awareness

- Culture Shock
- Diversity Training
- Respecting your neighbors

Perceiving Experiences

- Always give the other the benefit of the doubt and ask for clarification
- Consider that your experiences are not someone else’s experiences therefore your perception and theirs might be different
Honesty
This area involves being honest about your own experience, not deceiving others, not making false statements and reporting the truth regarding project status.

Personal Gain
- Personal gain should never be a factor in any project decision
- Compromising the project for the sake of your personal gain shows a lack of integrity

Truthful Reporting
- Tell the truth regarding project status even when things do not look good
- The PM is responsible for truthfully reporting all the information to the stakeholders, customers, the project sponsor, and the public when is required.

Role Delineation Study
- Ensure Personal Integrity and professionalism
- Contribute to the project management knowledge base
- Enhance Personal Professional Competence
- Promote Interaction among team members & other stakeholders
Questions or comments
Break: 10 minutes
Round table

Elapsed time
100 minutes
Tips for the exam

Helpful Tips
• The purpose of Lessons Learned is to describe the project successes and failures and to use the information learned in future projects.

• A key activity that ensures customer satisfaction is documenting project requirements and meeting them.

• Multinational project managers manage relationships by building relationships based on mutual trust, acceptance and recognizing and respecting diverse cultures and ethnics belief
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• **Bibliography:**

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*Thank you!*