Closing Process Group Artifacts

4.6 Close Project or Phase

4.6.2 Expert Judgment (Tools and Techniques)

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4.6.2 Expert Judgment (Tools and Techniques):

According to the PMBOK 5th ed, expert judgement is used to develop the project charter to assess various inputs. Expert judgements can include but not limited to: other departments, consultants, stakeholders, subcontractors, subject matter experts, and project management office (PMO). The project managers must take in all relevant inputs from these groups that relate directly or indirectly to the project. The more inputs from diverse, valid and project-related sources, there are less risks, better rapport and more effective communication. (PMI,2013). Utilizing experts or subject matter experts are a valuable source of information that can assist project teams in closing a project or phase.

In my work environment, most projects initially rely heavily on the resources at hand. This would include subject matter experts (SME), or the people that have the experience and knowledge dealing with the task on hand. The subject matter experts can provide insight and counseling to project managers and stakeholders to provide a path and illuminate risks, required resources and time lines. They can utilize one of the quality tools to provide the best course of action. Then, supervision can adequately make a better-informed decision on whether to continue with the resources on hand, or recruit additional help to assist.

In regard to estimating activity durations, this process typically is reserved for top management. In the military, estimates are more often than not, already complied with and channeled down to bases or groups to be executed. However, there are smaller projects that need to be managed and specific activities, or work to be done, supervision needs to know how long it will take. Subject matter experts and other expert judgement are the first ones to provide

management with their inputs and insight. The more input, the better uncertainties can be addressed and the less chance for scope creep.

Reference List

Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge* (PMBOK Guide, 5th ed) Newton Square, PA: PMI Inc.