



Overview:

The PM Workbook Procedure is a detailed explanation on how to use the various tools within the PM workbook. In essence, the procedure document helps users to maximize the effectiveness of the PM Workbook and the tools it offers. By referring to the procedure below, it is possible for the user to examine sample data, read an explanation for each step, and derive a clear understanding about the purpose of the tools and the steps to be followed within each of them.

The PM Workbook was conceived, as a guide, to satisfy FSA's need for a comprehensive set of project management tools, that are also Solution Acquisition – Capability Maturity Model (SA-CMM) compliant. Usage of the tools is not mandatory and are presented here as well-developed example. FSA contractors may employ similar methods or techniques to achieve the same end, that of managing projects on schedule and within budgetary targets, while documenting project management activities and commitments.

- Section 1: Status Meeting Agenda and Minutes Procedure
- Section 2: Risk Matrix Procedure
- Section 3: Issue Matrix Procedure
- Section 4: Corrective Action Items List Procedure
- Section 5: Attendee and Contact List Procedure

Section 1: Status Meeting Agenda and Minutes Procedure

Purpose: This document contains the agenda for project team meetings and will be updated as needed. Meeting minutes can be entered in the space provided and correspond to the agenda topics.

Step 1: Enter Status Meeting Details

- a. Enter project team name in the space provided next to TO#.
- b. Enter the date of the meeting in the space provided next to "Date":
- c. Enter the time the meeting began and the time the meeting ended in the space provided next to "Time".
- d. Enter the location of the meeting in the space provided next to "Location".
- e. Enter the number of the meeting in the space provided next to "Session #".
- f. Enter the purpose of the meeting in the space provided next to "Purpose". Examples of this can be: Kick-off Meeting, Weekly Status Meeting, etc.
- g. Enter name of person facilitating meeting in space provided next to "Facilitator".

Step 2: Desired Outcomes of Meeting

It is the responsibility of the project lead to clearly and concisely define the desired outcomes of every meeting prior to calling the meeting. In the space provided briefly describe the expected outcomes of the meeting.



Step 3: Filling in the Agenda/Minutes table

- a. Topics 1-4: On the left hand side of the chart, under the heading labeled “topic” is a list of agenda topics typically covered at status meetings. Topics 1-4 can be considered “housekeeping”. These topics are administrative and should take only a few minutes of the meeting. The facilitator will typically be responsible for quickly covering these topics in the first few minutes of the meeting.
- b. Topics 5-11: Topics 5-11 correspond to components of the project management activity. The name of the person responsible for each topic will be entered in the column labeled “Responsibility” with the appropriate amount of allotted time entered in the column labeled “Time”.
- c. Topics 12 and 13: Before the close of the meeting, there should be a recap of the new action items addressed during the meeting. Any additional items should be entered into the space provided next to row # 13.
- d. Filling in the Meeting Minutes: During the meeting, each topic on the agenda will be covered. Each topic has a corresponding box in the column labeled “Meeting Minutes”. The assigned scribe will enter the discussion for each topic discussed in the space provided. Any action taken on that topic will be entered into the column labeled “Action Taken”.



Section 2: Risk Matrix Procedure

Contents:

Part I: - Purpose
- Definition of Risk

Part II: Using MS Excel's Filtering function

Part III: Steps to complete Risk Matrix

Part I:

Purpose – the Risk Matrix procedure serves as a guide for project teams to aid risk management effort. The effort focuses attention on risks and ways to mitigate them proactively.

Risk – to understand risk, project teams need to answer the following questions:

- What can go wrong?
- How likely is it?
- What are the consequences?
- What can be done to control the effects?

Risks are uncertain circumstances, which *may* adversely affect a project's budget, quality, schedule, performance, or system service. Risks are based on "what-ifs" and are usually not resolvable. However, they are manageable and precautions must always be taken after they are identified. Project Managers can mitigate risks by developing contingency plans (courses of pro-active actions to be taken if the risk occurs). Project Managers can also monitor the likelihood of risks occurring as the project progresses. If the likelihood of a risk is high for a given project, management may incorporate a contingency plan into the up front schedule and budget. Risks may be escalated to higher levels of management when project teams' ability to mitigate them is diminished.

The value of managing risk is the examination of future conditions and actions that enhance project success, and not simply reporting on the past.

Part II:

The Filtering function in the Excel worksheet, where the Risk Matrix resides, is a useful feature that provides the project team with a measure of useful analysis. For instance, if a project team wishes to know the number of documented risks that are of high priority, then a member of the team can run the filtering function to account for them.

To activate the filtering function in Excel, follow these steps:

- Highlight the entire header row of the matrix by clicking on Row 7 at the left-most margin
- Navigate mouse to the menu bar in Excel, click on Data, Filter, Autofilter



Project Management Workbook Procedure

The user will be presented with a drop-down box for each column in the Risk Matrix. Not all columns will benefit from the filtering function, those that do are: “Risk Category” *column C*, Level of Impact *column D*, Probability of Occurrence *column E*, Priority *column F*, and Risk Status *column K*.

To make use of the filtering function, the matrix must contain data. For example, the project team wishes to generate a list of risks assigned high priority. Assuming the Priority column has been populated with risk in various stages of maturity (i.e., low, medium, high), then it is possible to run the Autofilter , function by clicking on the drop-down box and selecting “High” from the list, which in turn generates the number of risks that match the search criterion. The user may disengage the filtering function by clicking on Data in the menu bar, Filter, and then Show All.



Part III: Steps to complete Risk Matrix

Step 1: “Description of Risk”

Comment: Provide a general description of the potential risk to the project and its performance goals. Also describe the probable results of the risk should it become a reality (i.e., impact of risk) and identify the FSA organization risk affects. The risk statement is made up of a condition and a consequence.

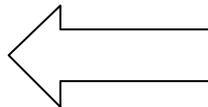
Example: [Obtained from FSA Enterprise Portal Strategy & Development Business Case]

The financial risk identified in the example can significantly alter the course of the project, if not managed appropriately. Project performance goals would be affected negatively.

The possible impact on the project is researched in the context of an overall risk strategy. Understanding the potential impact of risk on the project is critical to evaluating the effects of risk and its influence on various aspects of the project.

The FSA organization impacted by risk is a stakeholder in the risk mitigation effort. Whenever possible, the project team can choose to include the impacted organization in preparing a risk response.

No.	Description of Risk
1	<p>Financial <i>risk</i> – rework and more than expected customization may affect cost and lead to cost overruns. Potential conditions that may <i>impact</i> the project, such as re-planning delays affect business functions; service to customer and outside entities may be negatively affected. The risk would likely have the greatest impact on <i>CIO</i>.</p>
2	



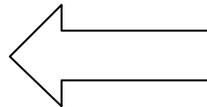


Step 2: “Risk Category”

Comment: Select from the following aspect that project risk affects: Cost, Schedule, Technological, Operational, or External.

The risk identified above is a Cost Risk. Cost overruns are typically caused by inadequate scope definition, incomplete cost estimates, inaccurate costing standards, overly optimistic benefits estimates, and in this particular example it is the potential for rework and web site customization over and above estimations and projections.

No.	Description of Risk	Risk Category
1	Financial <i>risk</i> – rework and more than expected customization may affect cost and lead to cost overruns. Potential conditions that may <i>impact</i> the project, such as re-planning delays affect business functions; service to customer and outside entities may be negatively affected. The risk would likely have the greatest impact on <i>CIO</i> .	Cost
2		



Step 3: “Level of Impact”

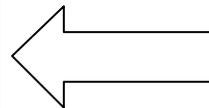
Comment: Score & denote scale and severity of impact:

- (3) Critical impact;
- (2) Medium impact;
- (1) Marginal impact.

It is feasible for FSA project teams to quantify the impact of risk. To do so, project teams can use the above numerical scale and corresponding severity statement. Employing risk quantification methods gives project teams the opportunity to focus on the true impact of each risk. This will also facilitate risk prioritization and provide impetus for project teams to consider appropriate responses.



No.	Description of Risk	Risk Category	Level of Impact
1	Financial <i>risk</i> – rework and more than expected customization may affect cost and lead to cost overruns. Potential conditions that may <i>impact</i> the project, such as re-planning delays affect business functions; service to customer and outside entities may be negatively affected. The risk would likely have the greatest impact on <i>CIO</i> .	Cost	(3) Critical impact
2			



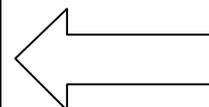
Step4: “Probability of Occurrence”

Comment: Record & quantify likelihood for risk occurrence:

- (3) Extremely Likely;
- (2) Possible;
- (1) Highly Improbable.

Given the wide variety of Cost Risks, such as: overruns by contractors, overruns by project team, under achievement of process improvements, unanticipated project quality costs, etc. It is, therefore, imperative to assess the probability for the risk’s occurrence.

No.	Description of Risk	Risk Category	Level of Impact	Probability of Occurrence
1	Financial <i>risk</i> – rework and more than expected customization may affect cost and lead to cost overruns. Potential conditions that may <i>impact</i> the project, such as re-planning delays affect business functions; service to customer and outside entities may be negatively affected. The risk would likely have the greatest impact on <i>CIO</i> .	Cost	(3) Critical impact	(2) Possible
2				





Step 5: “Priority”

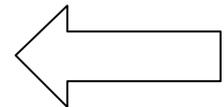
Comment: Enter priority of risk after Level of Impact and Probability of Occurrence are determined. Rate risk priority as:

- (3) High,
- (2) Medium,
- (1) Low.

Priority level is determined by this formula:
$$\frac{\text{Level of Impact} + \text{Probability of Occurrence}}{2} = \text{Priority}$$

Establishing risk priority is a way to communicate the reasoning behind the decision to identify a given risk and its importance to project performance. Identifying the risk priority ensures a common understanding by the project team members and provides further definition of the team’s effort to respond to the risk. Risk priority is clarified once the risk’s Level of Impact and Probability of Occurrence are known.

No.	Description of Risk	Risk Category	Level of Impact	Probability of Occurrence	Priority
1	Financial <i>risk</i> – rework and more than expected customization may affect cost and lead to cost overruns. Potential conditions that may <i>impact</i> the project, such as re-planning delays affect business functions; service to customer and outside entities may be negatively affected. The risk would likely have the greatest impact on <i>CIO</i> .	Cost	(3) Critical impact	(2) Possible	(3) High
2					



Step 6: “Mitigation Strategy / Response”

Comment: Provide alternative solutions for each risk; also describe when a combination of risks must be resolved simultaneously. Also, describe the team's response to risk by choosing from the following:

Avoidance, Control, Acceptance, Transfer, or Investigation.

In general, the purpose of risk identification and assessment is to conceive a mitigation strategy. The aim of the risk management process is to formulate an appropriate response to risk so as to minimize impact and/or probability of occurrence on project performance. A mitigation strategy may also involve shifting the timeframe when action must be taken. Risk mitigation capitalizes on responses generated through research or investigation and brainstorming activity by project teams to reduce or eliminate the effects of risk.

Also, describe the team's response to risk by selecting from the following “response types”:

- Avoidance,



- Control,
- Acceptance,
- Transfer,
- Investigation.

Organizations response to risk generally follows these characteristic ways: Avoidance, Control, Acceptance, Transfer, or Investigation.

Avoidance: Typically this type of risk response occurs during the project's planning phase when the project's objectives, scope, key success factors, work breakdown, and deliverables are being defined. Deferring risk response after project approval and commencement is a natural response, as the project had not, as yet, come to life. An example of risk avoidance is the use of a stable, established technical solution in preference to an untried, or complex new technology. An avoidance response is not necessarily the appropriate type of response, in that; it ignores the value of achieving a valuable objective by ignoring risk and hence compromising reward.

Control: Contrary to the above response, control-type responses occur at all points throughout the project's lifecycle. Control-based response is the most common type of response, which identifies an action that can be monitored and reported as part of the project's progress reporting mechanism. A control response does not imply the project team or management have the capacity to control occurrence of risk events. However, that does mean the action to mitigate risk can be controlled and tracked. The following statement typifies a control response: "This is the risk; this is what I'm going to do about it; this is the effect I expect my response to have; and this is when I expect to be able to review the situation."

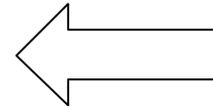
Acceptance: It is not always possible to devise a positive, controlling response to an identified risk. At times, it is neither possible (control is outside the project team's influence) nor cost effective to do so. In such a case, the risk is simply accepted and response deferred in favor of future action. Documentation and assessment of this response remains important, despite the limited capacity to reduce the risk, as the risk's probability of occurrence may change and intensify over time.

Transfer: To increase the likelihood of risk mitigation, risk may be assigned to parties who are best equipped to deal with it and those who would garner success in eliminating or reducing it. Such transfer response typically includes sub-contracting or specialist suppliers who may possess the expertise, experience, and suitability to reduce risk exposure.

Investigation: In the absence of an identifiable, clear solution to a risk, further research is required. Investigation is sometimes necessary to define the level of risk more accurately or, to develop contingency plans before a response is clearly identified.



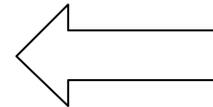
No.	Level of Impact	Probability of Occurrence	Priority	Mitigation Strategy / Response
1	(3) Critical impact	(2) Possible	(3) High	Avoid/reduce rework through standards developed in strategy component of this initiative and by performing Application Development QAs (IV&V and SI&T) activities. Response Type: Control.
2				



Step 7: “Target Completion Date”

Comment: Enter planned completion date of solution to mitigate risk.

No.	Probability of Occurrence	Priority	Mitigation Strategy / Response	Target Completion Date
1	(2) Possible	(3) High	Avoid/reduce rework through standards developed in strategy component of this initiative and by performing Application Development QAs (IV&V and SI&T) activities. Response Type: Control.	03-15-2001
2				



Step 8: “Jeopardy Date”

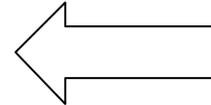
Comment: Enter date when risk must be absolutely resolved.

Explain any schedule variance from Target Completion Date. Unmitigated risks reaching Jeopardy Date evolve into issues; thus risk can either be transferred to the issue matrix or force the team into re-planning project parameters.

Comparing the target completion date of risk mitigation to jeopardy date provides the project team with a measure of control over project risk. Quantifying schedule variance yields useful information about response status, the date at which the response was implemented, and its expected completion. This measure may also be used track the risk owner’s progress. Documenting dates will establish historical patterns that improve future risk response.



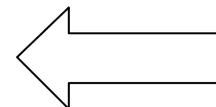
No.	Priority	Mitigation Strategy / Response	Target Completion Date	Jeopardy Date
1	(3) High	Avoid/reduce rework through standards developed in strategy component of this initiative and by performing Application Development QAs (IV&V and SI&T) activities. Response Type: Control.	03-15-2001	04-01-2001 Schedule variance was result of overall project schedule delays. Risk was mitigated prior to Jeopardy Date on: 03-28-2001
2				



Step 9: “Team Assigned”

Comment: Record name of team assigned to mitigate risk. Also, identify the team lead or the person charged with mitigating a specific risk, and include contact information.

No.	Mitigation Strategy / Response	Target Completion Date	Jeopardy Date	Team Assigned
1	Avoid/reduce rework through standards developed in strategy component of this initiative and by performing Application Development QAs (IV&V and SI&T) activities. Response Type: Control.	03-15-2001	04-01-2001 Schedule variance was result of overall project schedule delays. Risk was mitigated prior to Jeopardy Date on: 03-28-2001	XYZ Team Tom Jones (Lead) 202-555-1234 tom.jones@ed.gov
2				





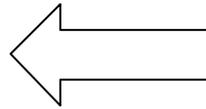
Step 10: “Risk Status”

Clarify risk status:

- Open,
- Closed,
- In Progress (under investigation)
- Deferred.

Risk status is part of the risk response plan and has four classifications: open, closed, in progress (under investigation), or deferred. An open risk is that to which response implementation is under way but is not completed; a closed risk is one which has been eliminated or no longer possess significant impact on the project; a risk in progress or under investigation is one that requires further research and evaluation, and to which a clear response is not yet known; a deferred risk is one that has been postponed to a future date when the facts are available to devise an appropriate response, also a deferred risk is that which posses no immediate threat to project performance goals.

No.	Target Completion Date	Jeopardy Date	Team Assigned	Risk Status
1	03-15-2001	04-01-2001 Schedule variance was result of overall project schedule delays. Risk was mitigated prior to Jeopardy Date on: 03-28-2001	XYZ Team Tom Jones (Lead) 202-555-1234 tom.jones@ed.gov	Closed on 03-28-2001.
2				





Section 3: Issue Matrix Procedure

Contents:

- Part I: Purpose
Instructions**
- Part II: Understanding Issues**
- A. Before you begin . . .**
 - B. Definition of an Issue**
 - C. Issue Management Process**
 - D. Key Performance Factors**
- Part III: Using MS Excel's Filtering function**
- Part IV: Steps to complete Issue Matrix**
-

Part I:

Purpose – the Issue Matrix procedure serves as a guide for project teams to bolster their efforts in issue management and tracking process. The Issue Matrix helps project teams focus on issues, communicate them to affected parties, manage their scope, and consider the means to resolve them.

Instructions – The Issue Matrix Procedure is designed to facilitate the use of the Issue Matrix. To that end, the user will find that comments in the Excel document (denoted by a red triangle in the upper right-hand corner) correspond directly with the comments listed here for each step within the procedure.

Part II: Understanding Issues

A. Before you begin: A few questions to set the stage for the Issue Management Process.

To understand an issue, project teams need to answer the following questions:

- What has gone wrong?
- What are the available solutions?
- What are the consequences?
- What can be done to control the effects?

B. Definition of an Issue

An issue is an outstanding item that impacts or inhibits the progress of a project, such as an obstacle that prevents a deliverable from being completed. Many types of issues can impact a project (e.g., technology, legal, regulatory, resource, cost and duration/time). Issues are often described in terms of their impact on project scope, cost and schedule. Issues that are raised and left unresolved can cause significant problems and result in project delays, rework, and dissatisfaction for the project teams.

An issue is NOT a team member's difference of opinion, complaint, request or day-to-day concern.



C. Issue Management Process

The issue management process provides an approach to:

- Record and manage issues raised and resolved within each project
- Ensure the appropriate level of management review is applied to all outstanding issues
- Ensure timely and efficient resolution of issues
- Ensure that stakeholders are informed, and if applicable, participate in the resolution

All IT project managers and team members embarking on acquisition projects engage in the issue management process at the project-level throughout the life of the project. Each team member is responsible for identifying and resolving issues. The project manager is to decide whether the Issue Matrix will be updated by each team member, or whether an Issue Manager is designated for maintaining the Issue Matrix.

D. Key Performance Questions

The project team may revisit these questions at any time during the issue management process to measure the success of the process.

- How many issues are open?
- Which issues are high priority and what is being done to resolve them?
- What are the top 5 issues?
- Which issues cross multiple projects?

Part III: Using MS Excel's Filtering function

The Filtering function in the Excel worksheet, where the Issue Matrix resides, is a useful feature that provides the project team with a measure of useful analysis. For instance, if a project team wishes to know the number of documented issues that are of high priority, then a member of the team can run the filtering function to account for them.

To activate the filtering function in Excel, follow these steps:

- Highlight the entire header row of the matrix by clicking on Row 8 at the left-most margin
- Navigate mouse to the menu bar in Excel, click on Data, Filter, Autofilter

The user will be presented with a drop-down box for each column in the Issue Matrix. Not all columns will benefit from the filtering function, those that do are: "Priority" *column E*, "CM Action Required" *column H*, "Bus. Case / SAP Updates" *column I*, and "Issue Status" *column L*.

To make use of the filtering function, the matrix must contain data. For example, the project team wishes to generate a list of issues assigned high priority. Assuming the Priority column has been populated with risk in various stages of maturity (i.e., low, medium, high), then it is possible to run the Autofilter , function by clicking on the drop-down box and selecting "High" from the list, which in turn generates the number of issues that match the search criterion. The user may disengage the filtering function by clicking on Data in the menu bar, Filter, and then Show All.



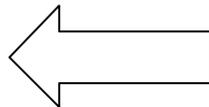
Part IV: Steps to complete the Issue Matrix

Step 1: “Description of Issue”

Comment: Provide a general description of the issue and its effects on the project’s performance. Also provide information regarding which specific project parameters (e.g., schedule, costs, performance, quality) are influenced and identify the affected FSA organization.

Example: The issue described below is fictitious. The issue is XYZ Network Systems Company has contracted with FSA to deliver a number of network servers. XYZ informs FSA that delivery of servers will be delayed, which has an impact on the ABC company that maintains FSA’s legacy systems.

No.	Description of Issue
1	<p>The vendor (XYZ Network Systems Company) reports that delivery of network servers will experience a delay of six months.</p> <p>If servers are not delivered on time, the impact on project schedule will be serious. The delay will have a negative impact on contractual agreement with ABC, Inc., the contractor in charge of maintaining the legacy systems.</p> <p>CIO is the affected organization.</p>
2	

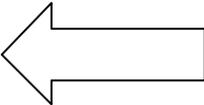




Step 2: “Date Identified”

Comment: Indicate the date on which the issue was first identified. By recording this date, the project team, in effect, starts the clock of the issue management process, which means that a resolution to an issue is now a goal of the project team.

No.	Description of Issue	Date Identified
1	The vendor (XYZ Network Systems Company) reports that delivery of network servers will experience a delay of six months. If servers are not delivered on time, the impact on project schedule will serious. The delay will have a negative impact on contractual agreement with ABC, Inc., the contractor in charge of maintaining the legacy systems. CIO is the affected organization.	10-01-2000
2		

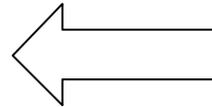




Step 3: “Updates from Status Meetings”

Comment: Refer to Item 11 of the Status Meeting Agenda tab in the PM Workbook and record any changes, updates, or discussions pertaining to any part of the issue management process.

No.	Description of Issue	Date Identified	Updates from Status Meetings
1	<p>The vendor (XYZ Network Systems Company) reports that delivery of network servers will experience a delay of six months.</p> <p>If servers are not delivered on time, the impact on project schedule will serious. The delay will have a negative impact on contractual agreement with ABC, Inc., the contractor in charge of maintaining the legacy systems.</p> <p>CIO is the affected organization.</p>	10-01-2000	<p>Bob Hoskins volunteered to contact rival server manufacturers to improve delivery time frame.</p>
2			





Step 4: “Priority”

Comment: Issue priority correlates with its potential impact; therefore, top priority issues are those that affect the service, schedule, costs, performance, or quality. These issues are addressed and communicated with the high priority and attention that their potential impact demands.

Priority is determined as follows:

HIGH – the issue may have one or more of the following results

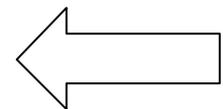
- Stop the progress of the project if unresolved
- A change order revising the scope of the project
- Postponement of a release
- Significant cost overrun for the project

MEDIUM – the issue may have one or more of the following results

- Stop the progress of one development team if unresolved
- Moderate schedule variance

LOW – the issue does not meet any of the criteria for medium or high priority, but Requires the agreement or participation of more than one team to resolve.

No.	Description of Issue	Date Identified	Updates from Status Meetings	Priority
1	<p>The vendor (XYZ Network Systems Company) reports that delivery of network servers will experience a delay of six months.</p> <p>If servers are not delivered on time, the impact on project schedule will serious. The delay will have a negative impact on contractual agreement with ABC, Inc., the contractor in charge of maintaining the legacy systems.</p> <p>CIO is the affected organization.</p>	10-01-2000	Bob Hoskins volunteered to contact rival server manufacturers to improve delivery time frame.	High
2				

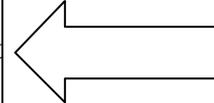




Step 5: “Resolution Approach”

Comment: List all possible options conceived by the project team to resolve a given issue. Communicate resolution options to all appropriate parties at Status Meetings.

No.	Date Identified	Updates from Status Meetings	Priority	Resolution Approach
1	10-01-2000	Bob Hoskins volunteered to contact rival server manufacturers to improve delivery time frame	High	A) Obtain equipment from XYZ’s competitor. B) Renew ABC Inc.’s contract as failsafe step. C) Adjust project schedule. D) Escalate issue to top management. <i>Report any solutions at weekly Status Meetings.</i>
2				



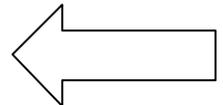


Step 6: “Constraints to Approach”

Comment: Explain the limitations of options generated in the previous column.

Please note the resolution options in the ‘Resolution Approach’ column correspond to the constraints in the ‘Constraints to Approach’ column.

No.	Updates from Status Meetings	Priority	Resolution Approach	Constraints to Approach
1	Bob Hoskins volunteered to contact rival server manufacturers to improve delivery time frame	High	A) Obtain equipment from XYZ’s competitor. B) Renew ABC Inc.’s contract as failsafe step. C) Adjust project schedule. D) Escalate issue to top management. <i>Report any solutions at weekly Status Meetings.</i>	A) Requires new contracting arrangement, which may take more than six months to organize. B) Costs will be substantial. Such funding will require DSG/IRB approval. It may not be possible to extend contract due to shortage of resources. C) Accept delay and adjust project schedule, will substantially increase costs. D) Escalating issue is premature. Issue owner is to negotiate with XYZ’s competitors and XYZ itself to discover resolution to this issue.
2				

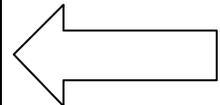




Step 7: “CM Action Required”

Comment: As issues are resolved, they may result in changes to scope and/or Business Case. If resolution to an issue requires change to the scope and/or Business Case, then the Configuration Management process must be invoked. If the “yes” option is selected, follow the project’s CM process.

No.	Priority	Resolution Approach	Constraints to Approach	CM Action Required
1	High	A) Obtain equipment from XYZ’s competitor. B) Renew ABC Inc.’s contract as failsafe step. C) Adjust project schedule. D) Escalate issue to top management. <i>Report any solutions at weekly Status Meetings.</i>	A) Requires new contracting arrangement, which may take more than six months to organize. B) Costs will be substantial. Such funding will require DSG/IRB approval. It may not be possible to extend contract due to shortage of resources. C) Accept delay and adjust project schedule, will substantially increase costs. D) Escalating issue is premature. Issue owner is to negotiate with XYZ’s competitors and XYZ itself to discover resolution to this issue.	No
2				

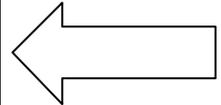




Step 8: “Business Case / SAP Updates”

Comment: Indicate by answering Yes or No whether updates to the Business Case and/or System Acquisition Plan are necessary. If a resolution triggers the CM process, then updates to the Business Case and the System Acquisition Plan must be made.

No.	Resolution Approach	Constraints to Approach	CM Action Required	Bus. Case / SAP Updates
1	A) Obtain equipment from XYZ's competitor. B) Renew ABC Inc.'s contract as failsafe step. C) Adjust project schedule. D) Escalate issue to top management. <i>Report any solutions at weekly Status Meetings.</i>	A) Requires new contracting arrangement, which may take more than six months to organize. B) Costs will be substantial. Such funding will require DSG/IRB approval. It may not be possible to extend contract due to shortage of resources. C) Accept delay and adjust project schedule, will substantially increase costs. D) Escalating issue is premature. Issue owner is to negotiate with XYZ's competitors and XYZ itself to discover resolution to this issue.	No	No
2				

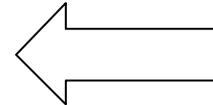




Step 9: “Target Resolution Date”

Comment: Project team is to assign a Target Resolution Date. This date is fixed and represents a deadline to guide the project team’s efforts to resolve an issue efficiently. If the date passes without incident, then the issue may be closed.

No.	Constraints to Approach	CM Action Required	Bus. Case / SAP Updates	Target Resolution Date
1	A) Requires new contracting arrangement, which may take more than six months to organize. B) Costs will be substantial. Such funding will require DSG/IRB approval. It may not be possible to extend contract due to shortage of resources. C) Accept delay and adjust project schedule, will substantially increase costs. D) Escalating issue is premature. Issue owner is to negotiate with XYZ’s competitors and XYZ itself to discover resolution to this issue.	No	No	01-01-2001
2				

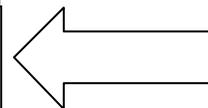


Step 10: “Issue Owner”

Comment: The project team designates an Issue Owner, so that issue resolution alternatives are researched, discussions are coordinated/facilitated, issue solutions recommended (Status Meetings), and the issue matrix is updated. For each issue there is an owner who is ultimately responsible to perform the stated tasks.

Include the issue owner’s contact details.

No.	CM Action Required	Bus. Case / SAP Updates	Target Resolution Date	Issue Owner
1	No	No	01-01-2001	Bob Hoskins 202-555-1615 bob.hoskins@ed.gov
2				





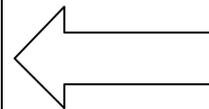
Step 11: “Issue Status”

Comment: Classify the issue status as (N) New – issue is identified, introduced in Status Meeting, the priority, owner, target date are agreed upon. (O) Open – issue is recognized and reviewed to facilitate their resolution, but no solution has been identified. An open issue is said to be in progress or under investigation. Record the order of priority in keeping with the classification below. (C) Closed – issue no longer poses a threat to project performance parameters. Ensure resolution is documented and communicated. Record the date of issue closure.

Open issues are classified to facilitate monitoring, determining status, and whether they need to be escalated are considered in the following order:

- (1) Overdue Issues
 - High priority
 - Medium priority
 - Low priority
- (2) Issues Due in the Next Month
 - High priority
 - Medium priority
 - Low priority
- (3) Remaining High Priority Issues
- (4) As requested by meeting attendees or project manager

No.	Bus. Case / SAP Updates	Target Resolution Date	Issue Owner	Issue Status
1	No	01-01-2001	Bob Hoskins 202-555-1615 bob.hoskins@ed.gov	In Progress; issue resolution alternatives are being examined by Bob Hoskins
2				





Section 4: Corrective Action Items Log

Purpose: This document contains a record of all action items that have occurred during the project team's status meetings. The action items log can be completed during or after the status meeting takes place.

Step 1: Enter the date the action item is identified in the column labeled "date identified."

Step 2: Enter a description of the Action Item in the column labeled "Action Item".

Step 3: Enter any comments about the Action Item in the space provided under the column labeled "Comments". If there are no comments, leave the space blank.

Step 4: All Action Items must be assigned to individuals. Enter the name of the person responsible for the Action Item in the column labeled "Responsibility".

Step 5: Enter the category of the Action Item (or select?) Do we want a dropdown box?

Step 6: Enter the status of the Action Item into the column labeled "status/date resolved." If the Action Item is resolved, then enter the date it was resolved.

Section 5: Attendee and Contact List



Project Management Workbook Procedure

Purpose: The attendee list serves two purposes: first, it is a team roster, including relevant information (role, phone #, e-mail address) of all the project team members. Second, it is also an attendance list which tracks participation at team meetings. This information can further be used as a metric.

Step 1: Fill in member information

- a. Enter the name in the column labeled “member”.
- b. Enter role in the column labeled “role”.
- c. Enter phone number in the column labeled “phone number.”
- d. Enter e-mail address in the column labeled “e-mail.”

Step 2: Tracking Attendance

Every meeting is assigned a number in the Status Meeting Agenda (page one of the PM Workbook). At each meeting, enter the date in the space provided next to the session number. Then enter either “Yes” or “No” for each member listed. Repeat this step at every meeting.