



PROJECT **PERFECT**
Pty Ltd

Communication Management User Guide

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Version 1.0
1 Feb 09

Communication Management

Purpose of this document To guide project teams in setting up a “Communication Plan” and managing delivery of communication.

What is Project Communication Management Project Communication Management is the process required to:

- Inform people of progress against the work plan
- Ensure expectations of the outcome of the project are in line with reality
- Advise people of problems or issues that have been identified, and the actions being undertaken to resolve the situation
- Assist people become familiar with the new system or facilities

Exclusion Training of the users in how to use the system or facilities is specifically excluded. User training will be covered in a separate document. Also excluded is the preparation of a change management strategy and plan. Reference is however made in the appendix to a change management strategy. This is for information only and is not intended to provide sufficient information to actually undertake a change management process.

What is a Communication Plan The communication plan is a document that will address:

- To Whom – The audience for the communication
- Why – The reason for the communication
- What – The content of the communication
- How – The delivery media eg email, briefing
- Who – The person who is responsible for delivering the communication.
- Where – The deliverable for the communication eg Weekly Status Report
- When - At what time the communication will be delivered

Communication Plan Sections

**To Whom:
The Audience** The audiences for the communication are the stakeholders in the project. A stakeholder is any person who will be impacted by the project. Audiences typically include the following groups:

- Users of the new system of facilities
- The Project Team
- Management who approved the system
- Customers of the organisation
- Suppliers to the organisation
- IT Management
- HR Department who may need to evaluate or provide necessary skills
- Financial area responsible for project expenditure reporting
- Audit area
- Regulatory authorities

This is not intended to be a definitive list.

**To Whom:
Sub-groups** Within each “Audience” may be people who:

- Are supporters of the project
- Are opposed to the project
- Are neutral about the project
- Have a hidden agenda
- Feel threatened by the project
- See the project as an opportunity to further their own career
- Expect a completely different outcome
- Want to hijack the project for their own purpose
- Oversimplify the project
- Etc.

“Audiences” need to be viewed in more than one dimension if the “Sub-groups” are significant in terms of influence.

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Communication Plan Sections, Continued

**Why:
The Reason**

Communication should take place to fulfil a need. We should understand:

- The communication needs of the audience
- The purpose. What we are trying to accomplish with a piece of communication and how does this match back to the audience needs.

Before the forms of communication are determined, the Project Manager needs to understand why information is being delivered to a certain audience.

To turn the issue around, the Project Manager needs to understand what the Stakeholder is interested in hearing about. Equally important is what the Stakeholder is not interested in hearing about.

**What:
The Content**

Content should be what the receiver needs to know. This can be different to what we may want to talk about.

- Senior Management has a need to know if the project is going according to schedule, and if there are any exceptions they should be aware of.
- The Users of the system are concerned about the impact the new system will have on their working environment.
- The Sponsor wants a brief report on progress.
- The Program Director needs more detail.

Also many cases where conflicts arise on a project are not because of the actual problem. The conflict is because there was a surprise to find out certain information. It is important to understand what information needs to go to which people.

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Communication Plan Sections, Continued

**What:
Information
Types**

There are three information types:

- **Mandatory.** This is information that is required by the organisation. It includes status reports, financial reports, and legal requirements.
- **Informational.** This covers information people need to know to do their jobs.
- **Marketing.** Information that promotes the project or is designed to create a favourable attitude towards the project, or the deliverables of the project.

The first two types should always be available. The last type is optional, and may in fact cause overload. It can blur the first two types. If information is consistently useful, people will make an effort to absorb it. If some is irrelevant, they will start ignoring all the information.

**How:
The Channel**

The “Channels” of delivery fall into two categories – “Push” and “Pull”. “Push” is an active channel where the information is delivered to the end users in a format that forces them to receive and (hopefully) view the information. Examples are:

- E-mail
- Discussion List
- Briefings

“Pull” is a passive channel where people have to find the information for themselves. Examples are:

- Web site
 - Usage documents
 - Providing general access to project documents
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Communication Plan Sections, Continued

How:
“Push” or
“Pull”

Both have pros and cons:

- “Push” is better suited to short, sharp bursts of concise information. When providing “Push” it is best to provide the critical information at the beginning and detail later for those who are interested. The danger of “Push” is that if it is too detailed, it will be disregarded. The receiver may never get to critical information buried in the body of an email, or walk out on a briefing before important information is presented.
- “Pull” is better suited to detailed and comprehensive details. It is assumed that if people go looking for the information of their own volition, they are more likely to have a longer attention span than if they receive the information unsolicited. The danger of relying on “Pull” communication is that you never know if it was actually seen. Reports often sit on the bottom of an in tray until they are outdated. They never get read, only replaced by a more recent version at the bottom of the in tray.

How:
Media Types

Below is a list of typical media.

- Written
- E-mail
- Web site
- Briefings
- Telephone/Tele conference
- Recorded message
- Video
- Sound (Cassette, CD, etc.)
- PowerPoint Presentation
- Meetings

Who:
The Messenger

Communication must provide a unified and consistent image of the project. In a large project there can often be considerable effort to maintain consistent output. The Project Manager must control what is being said, or they will spend considerable time addressing incorrect interpretations.

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Communication Plan Sections, Continued

Who: Another issue is the status of the person who delivers the message.
Importance Sometimes, it is relevant to have the message delivered by a senior executive. Not only does it indicate the importance of the message, it also ties the executive to the success of the project.

Where: Different information is suited to different deliverables. For example, a major announcement about the selection of a particular software package is better suited to a briefing by the CEO rather than the weekly status report.
The Deliverables Alternately, the identification of a proposed scope change should be mentioned in the “Weekly Status Report”, but the detail and justification is better contained in the “Project Team Scope Change Meeting” minutes

When: Information should be staged. It should be released in an orderly manner.
The Timing For example, assume a project has five major impacts on a business area. If there is a monthly newsletter, it is better to have one impact each month rather than five in the first month. If you do all the impacts in one month, the newsletter will be ten pages in month one and half a page in month two.

Progress Reporting

Overview There are probably as many formats for progress reports as there are companies in the world. Everyone has their own idea as to what should be included. We list below some of the considerations. There is a sample report at the end which you may wish to modify to suit your needs.

Frequency Depending on the size of the project, and the stage, reports may be anything from weekly to monthly. You should decide how quickly things change, and how often people want to see an update.

Financial Information Another sensitive area may be the financial reporting. In some projects, it is appropriate to circulate financial information to the same group as receive progress reports but in most cases it is not appropriate. In addition, unless you have a very slick financial reporting process, putting together financial information on a weekly basis can be extremely time consuming.

Lights For key criteria, it is useful to put in traffic lights.

- Green for no problems
- Yellow for some issues that are being managed
- Red for serious issues

Don't however assume that everyone has a colour printer. Put some indication on the light to show what it is in black and white.

Focus The progress report is not a running total of all progress made, and the justification for the project. It is a small window that is looking at the last and next reporting period. Focus your reporting on those two periods. By all means if there are significant problems they should be mentioned, but the reader should be able to see that what was supposed to happen in the last week, fortnight, month or whatever the reporting period, did happen. Equally they should be aware of what is due to happen in the next period.

Scalability

Project Size The amount of effort required for development of a “Communication Plan” is related to the size of the project, and the number of stakeholders. Obviously, the larger the project in terms of time and budget, and the larger the number of stakeholders, the more effort that will be needed for communication.

- Scalability** The size of the project will be:
- Small
 - Medium
 - Large
 - Very Large
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- Exceptions** It may be appropriate to consider other factors than the scalability above when considering the extent of Communication Management. This would be particularly appropriate under the following circumstances.
- There are a high numbers of stakeholders
 - Stakeholders are in many locations
 - There are only one or two stakeholders
 - There are several external stakeholders
 - There is a high level of sensitivity regarding the project
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Guidelines The following guidelines are an indication of what might be appropriate for each size of project. Example templates are available as an appendix.

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Scalability, Continued

	Small	Medium	Large	Very Large
Communications Mgmt Plan <ul style="list-style-type: none"> • Project Communication Needs • Audience • Sub groups • Communication Risks • Messages to Avoid • Communicators • Budget • Change Mgmt Strategy 	No	Yes Yes Yes	Yes Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes Yes Yes
Communication Schedule	Yes	Yes	Yes	Yes

Communication Plan Considerations

Points to consider

In preparing a plan, it is important to keep the following points in mind. These points are typical traps that less experienced project managers might fall in to.

Credibility

A project is full of uncertainty. It is likely that information generated will, in some cases, be wrong. If the information is not corrected, eventually the whole communication process will lack credibility. Information needs to be corrected, and the reason for the change from the initial position identified.

Example:

The project had announced in a project newsletter that they would go live at the beginning of March. Due to the number of problems identified in testing, the launch is now scheduled for early May.

The newsletter could say

“Due to a number of problems we are delaying the launch for ten weeks.”

It would be better to say:

“Last month we told you we intended to go live at the beginning of March.

During this month we started testing and it has highlighted the complexity of the processes involved. We had allowed two weeks to complete testing but now find the testing is likely to take six weeks.

We were faced with the option of cutting short the testing to meet the deadline, or completing a more comprehensive test program to ensure the final deliverable would not cause problems in production. We put a proposal to management to delay the launch so that we could be confident the bulk of problems for users were eliminated. Management agreed and we will now launch at the beginning of May.”

In this case, the credibility of the team is validated, and a real reason put forward for the delay. The support of the end users is retained, and the users can see the delay will make their life easier.

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Communication Plan Considerations, Continued

Certainty of Information

Following on from the last point, the credibility of the project can also suffer if information that is not certain is put forward without qualification. If the information is not concrete, it should be held back and only allude to information soon being available.

Example:

A Business Analyst on the project team is not performing as well as required. The Project Manager is looking to replace the person. This will help resolve a growing level of animosity between the business and the project team.

Rather than say:

“The problem will soon be resolved.”

It is better to say:

“The problem has been recognised and options are being examined prior to a decision being made. More information will be available within the next three weeks.”

Exception Reporting

If all is going well, it only takes a sentence to say so. In fact, for most status reporting, people want to know the exceptions. To wade through ten pages telling you everything is going well, is a waste of time for the person who produced the report, and the person reading the report. The focus should always be on what is not going to plan, and what you are doing about it.

Example:

“We are on budget for all areas except testing. The testing is currently 40% over budget. We have put forward a request to the Steering Committee for a budget increase of \$30,000 to cover the expected blow out.”

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Communication Plan Considerations, Continued

Provide Solution

Much of the reporting will relate to difficulties the project is experiencing. This is normal for all projects. Problems should always be presented in such a way that there is a clear path forward. The last example regarding budget blow out is an example of providing the solution.

If there is no solution at the time, it is appropriate to outline the path forward. If the problem only is stated, it will usually generate requests for more information.

Example:

“There was a request for additional reports from Accounts Payable. These are not in scope and will cause a delay if incorporated. A meeting will be held next Tuesday with the Steering Committee to discuss the problem.”

If the second sentence is not in the report, it will generate questions as to what is happening.

Frequency

The frequency of each piece of communication needs to be a balance between keeping people informed, and information overload. As a guide, look at the content, and ask the question how often does the information undergo significant change in the eyes of the receiver?

Another aspect is the effort required to update the information. If information is churned out just because there has been a minor change, it is a waste of time for the project team.

Example:

Project Status can change in a few days from being on schedule to suddenly being ahead or behind. The Project Director may want a weekly report of project status. On the other hand, the IT Steering Committee may be happy to review the situation fortnightly, and the Exec Team may only want to know monthly.

Feedback

Information flow should not be one way. The Project Team needs to have the opportunity to receive feedback from the stakeholders. The team needs to know if the information is being understood in the manner in which it is intended. They need to know other concerns the stakeholders might have.

Written communication and presentations are not the most effective way to get feedback. They tend to be talking *at* the audience rather than talking *with* the audience. A better method is to mix in discussion groups and personal briefings with key players.

It is useful, but not necessarily effective to have a passive, or “Pull” channel such as an email address for comments and questions. It is better to have an active or “Push” channel where discussion is forced rather than voluntary. Ensure in a communication plan there is an opportunity for feedback.

Meetings

Effective Meetings Meetings are an integral part of project communication. In order for them to be effective, they need to be properly organised and managed.

Attendees People should be at a meeting for a purpose. The meeting should focus on a number of issues that require the attendance of the majority of the people. They should not have people attending who only find a small part of the meeting relevant. It is a waste of their time. If the meeting does have a number of people who are not involved for the majority of the time, you should consider breaking the meeting into shorter sessions with only the involved people attending each session.

Agendas In general, all meetings are more effective if they have an agenda. Not only does it focus people on what is the scope of the meeting, it focuses the convener on what they expect to achieve. The effort required can be as little as outlining the topics in an email. Exceptions to this situation are where it is a regular meeting with a standard agenda, or where there is only one topic to be discussed. The first meeting, of what will become a regular meeting with a standard agenda, should have an agenda and it should be available until the format of the meeting is clearly understood by the attendees.

Agenda Contents The agenda should be circulated in advance, and cover the following:

- Name of the meeting
- Venue
- Time
- Attendees
- Topics to be covered
- Any reference material

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Meetings, Continued

Minutes

Minutes should be produced for all meetings. The minutes need to cover.

- Name of the meeting
- Venue
- Time
- Attendees
- Apologies
- Topics covered
- Action Items
- Next Meeting (if applicable)

It is important that if there are action items, a mechanism is put in place to follow up the actions. If there is no subsequent meeting on the same topic, it is likely that the actions will be forgotten.

Weekly Status Report

A standard format for a weekly status report is attached.

Appendix A – Example Communication Management Plan

Project: Business Improvement Program

Communication Management Plan

Prepared by: Neville Turbit

Issue: 1 Revision: 3

7 November 2008

Document Revision History

Who	Version	Date	Description
Neville Turbit	1.0	7 Nov 08	First draft

Communication Overview

**Project
Communication
Needs**

Instructions:

Outline the general needs of the project in terms of what communication will achieve for the project.

Example

This particular project will have considerable impact on users in Accounts Payable. Their job will change significantly and they need to be prepared for the change. In addition, we have a broad group of stakeholders who need to be kept informed of progress on the project, and also any particular impacts we identify for those stakeholders.

Audience

Instructions:

Define the groups of stakeholders who will form the particular audiences.

Example:

Audience	Sub-Group
Business Users	Supportive of the changes
Business Users	Opposed to the change
Suppliers	Using e-commerce
Suppliers	Using traditional purchasing processes
Etc	

Audience Needs

Instructions:

Define the information needs of particular audiences.

Example:

Audience	Information Need
Business Users	Progress of the project Impact on their area Training

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Appendix A – Example Communication Management Plan, Continued

Audience Needs (continued)

Audience	Information Need
Program Director	Progress of the project Issues to be resolved
Sponsor	Progress of the project Cost to date and projected Issues to be resolved
Etc	

Communication Risks

Instructions:
Identify the particular risks related to communication. These should then be included in the normal project risk assessment process.

Example:

- There will not be enough tangible information available early enough to prepare users for the changes
- The large number of people opposed to the change will overwhelm any message put out by the team.

Messages to be Avoided

Instructions:
Any particular messages that should not be broadcast.

Example:
In a particular project, the delivery of new PC's is dependant on a decision as to who will be successful in the current tender. This means that the delivery of PC's will be just prior to the go live date. This is later than we would like. There are two messages to avoid:

- Any information to users regarding the timing of equipment deployment.
- The fact that we are on a tight schedule as there is the risk the tenderers will use this information to drive us to a decision earlier than we might wish.

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Appendix A – Example Communication Management Plan, Continued

Communicators

Instructions:

Who will be responsible for communicating particular information?

Example:

- We will ask the CEO to brief the Branch Managers on the project progress during the monthly conference call.
- Each Branch Manager will be responsible for keeping the customer service people up to date.

This is different to the person responsible for creating information and ensuring it is distributed. That person is identified in the “Communication Schedule”

Approvals

Instructions

Identify any specific approval processes

Example:

Any document issued outside the team will need to be approved by the Project Manager

Budget

Instructions:

If there is a specific budget for communication it should be detailed. This is only likely on “Large” or “Very Large” projects.

Example:

There is a budget of \$25k for communication. This is based on having a part time PR consultant for four days a month during the project

Developing a Change Management Strategy

Instructions:

Depending on the extent of change involved in the project, it may be appropriate to prepare a “Change Management Strategy”. The “Change Management Strategy” will include a “Communication Plan”.

The decision to develop a strategy will be determined by the amount of change generated by the project, and how difficult it will be to manage people’s expectations.

It is outside of the scope of this document to produce a “Change Management Strategy” however a list of possible topics is included as an appendix.

Appendix B - Example Communication Schedule

Audience	Reason	Event	Responsible	Medium	Timing	Content
Project Team	Ensure all the team are aware of their role in the next phase	Kick Off Meeting	Project Manager	Meeting	Start of each Phase	Walkthrough of Phase Plans covering R&R's, Tasks, Milestones, Deliverables, QA, Issues, Risks etc.
Program Director, Sponsor	Keep informed of progress	Weekly Report	Project Manager	Report	Weekly	Report to cover milestones in the last and next week if they have been achieved, outstanding issues that have passed the date for resolution and brief comments on any points that should be brought to the attention of the Program Director and/or Sponsor/Project Owner.
Program Director, Sponsor	Monitor Expenditure	Expenditure Report	Project Mgr.	Report	Monthly	Report will monitor expenditure against budget.
Program Steering Committee	Keep informed of progress	Steering Committee Meeting	Program Director	Meeting	Fortnightly	Outline of progress in the last two weeks and any issues that need to be raised at this level
Other Project Managers in the Program	Cross project dependencies	Program Team Meeting	Project Manager	Meeting	Weekly	Progress to date and any issues relating to the dependencies between teams

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Appendix B - Example Communication Schedule, Continued

Developing a Change Management Strategy (continued)

Audience	Reason	Event	Responsible	Medium	Timing	Content
IT Working Party	Keep informed of progress	IT Working Party Meeting	Project Manager	Meeting	Fortnightly	Progress and any impacts on the Working Party
All IT Staff	Advise of the purpose and impact of the Project	IT Briefing	Program Director	Aquatorium Meeting	When held	Overview of the project, reason for undertaking, and outcome.

Appendix C – Checklist of Communication Events

Typical Events Set out below are the typical communication events that might be undertaken in a project. It is unlikely all will be used in any one project. The events selected should be driven by the identification of the stakeholders on a particular project, and the particular needs of that group.

Other Events This is not intended to be a definitive list. There may be specific events for a project such as a User Department Meeting or a quarterly address by the CIO. If it makes sense, they should be included. Also, the audience for particular events may be different from project to project. The audience in the table below is only indicative.

Stakeholders & Users For the purpose of the table below, we have included “Users” as part of the “Stakeholder” group. Some events are intended for all stakeholders (including “Users”) and others only for “Users” (not other stakeholders).

List of Events

Event	Medium	Audience	Content/purpose
Business Case	Report	Snr Mgmt	Cost justification for the project
Project Charter	Report	Project Team	How the project will be managed
Kick Off Meeting	Meeting	Project Team & Stakeholders	Purpose and approach to the phase
Weekly Status Reports	Report	Program Director, Sponsor	Progress in the last week & plans for the next
Team Meetings	Meeting	Project Team	Update on status of individuals within the team
Expenditure Report	Report	Program Director, Sponsor	Expenditure against budget
Project Variation	Report	Program Director, Sponsor	Approval for changes to scope, budget, timing etc.
Project Team Meetings	Meeting	Project Team	Progress and any issues
Action Items	List	Project Team	Deadlines for completion of particular tasks

Event	Medium	Audience	Content/purpose
User Briefings	Meetings	Stakeholders	Manage expectations
Prototype reviews	Workshop	Stakeholders	Obtain feedback & manage expectations
Requirements Gathering	Workshop & Interviews	Stakeholders	Gain requirements & manage expectations
Newsletter	Report	Stakeholders	Advise progress & manage expectations
Web Site	Intranet	Stakeholders	Advise progress & manage expectations
Executive Briefings	Meeting	Snr. Mgmt	Advise progress
Steering Committee Meeting	Meeting	IT Snr Mgmt	Advise progress & escalate major issues for resolution
Change Training	Training	Stakeholders	Improve ability to cope with change
Deliverable Training	Classroom Training	Users	How to use the system
Electronic Training	Computer based	Users	How to use the system
Manuals	Paper Based	Users	How to use the system
FAQ's	Intranet or Paper Based	Users	How to use the system
Feedback web address	Email	Stakeholders	Opportunity to provide information, suggestions etc.
Recorded message	Telephone	Project Team & Stakeholders	Immediate information eg Conversion status
Tele Conference	Telephone	Project Team & Stakeholders	Current status and feedback
Video presentation	Video	Stakeholders	Current status or major developments
Discussion Lists	Intranet	Stakeholders	Answer questions, discuss developments or user support

Event	Medium	Audience	Content/purpose
Surveys	Paper based or Intranet	Stakeholders	Feedback on particular issues
Train the trainer	Training	Users	Provide experts who can train other users
Glossary	Intranet, paper or computer based	Project Team & Stakeholders	Develop common terminology for the project
Issue Log	Intranet, paper or computer based	Project Team & Stakeholders	Alert people to issues raised on the project and actions to resolve
Voicemail	Telephone	Stakeholders	Short status report
Risk Log	Intranet, paper or computer based	Everyone	Alert people to risks raised on the project and actions to mitigate
Change List	List	Project Team	List of documents modified/generated in the last week
Brown Bag Lunches	Meeting	Stakeholders	Update of the project status and opportunity for feedback
Press Release	Paper based	Stakeholders	Major announcements
Hotline	Telephone	Users	Obtain information on the project
Decision List	Paper or computer based	Project Team & Stakeholders	Advise decisions made in the last period with reference to other docs
Promotional Items	Many	Stakeholders	Branded goods given away to promote the project
Celebrations	Function	Project Team & Stakeholders	Celebrate an achievement and reward participants
Roadshows	Meeting	Stakeholders	Promote the project
Testimonials	Many	Users	Promote the project and deliverables

Event	Medium	Audience	Content/purpose
Informal walkaround	Discussion	Project Team & Stakeholders	Gauge the grass roots feeling about the project and address misconceptions
Mailing Lists	Paper or computer based	Stakeholders	Update on project status and manage expectations
Advisory Groups	Meetings	Stakeholders	Advise on implementation and roll out
Contact Tree	Paper or computer based	Users	Who to contact for what information
Self service help	Computer based	Users	FAQ's, Prior help issues, system hints to assist users
Q&A Sheets	Paper based	Users	Assistance with a new system

Appendix D – Change Management Strategy Topics

Expectations	Expectations now and desired. Example: There is an expectation that Business will not have a heavy involvement in the specification of the new system. In reality, they will be heavily involved. We need to change the expectation.
Measurement	How changes in attitude will be measured. Example: We will carry out a survey at the start of the project to establish attitudes to the project. The areas we will cover relate to impact on jobs, training requirements, skills required etc.
Key Influencers	Who are the people who will lead the attitude to the project and deliverables?
Training	Training could cover both training related to the deliverable, and general training on coping with change.
Demonstrations	Demonstrations of the deliverables. It often helps to demonstrate the system to people to both gain feedback and obtain their support.
Feedback	Feedback mechanism. How you will obtain feedback from stakeholders.
Personal Impacts	What are the likely personal impacts on participants, and how will they be handled. Example: It is expected that the Project Team will be required to work over several weekends leading up to the implementation. We will offer the team members the option of time in lieu, or payment at overtime rates for the weekend.
Likely Negative Outcomes	Even with the best intentions, communication is not going to solve every problem. You need to understand what is not going to be fixed by communication, and what you will do about it. Example: The project team will be disbanded progressively over a two-month period starting from the go live date. It is likely that at least half will be made redundant. In order to prepare for this, we will discuss future prospects with all the team two months before launch date and develop a transition program for each person. We will have a budgeted amount to use as a bonus for people who stay to the end of their agreed period.

**Crisis
Communication**

How will communication be carried out in a crisis? A crisis may be a significant delay to the project, the inability to work with a key supplier, resignation of a key person etc. Most of the difficulty experienced in managing a crisis can be traced back to the lack of a process to manage the crisis. A well thought out plan to manage a crisis will ensure that when there is an adverse development, people know how to cope with it.

Example:

If there is a significant development on the project, the CIO will call together those identified in the Project Charter as category 1 and 2 stakeholders. They will be briefed on the development and presented with options for discussion. At the end of the meeting, the CIO will determine which option is to be implemented, and the stakeholders present will be responsible for briefing their own departments within the next working day

Appendix E – Example Project Status Report

PROJECT STATUS REPORT

Project Title:	XYZ Project	Project No.:	10001664
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Customer:	IT	Project Manager:	P. Manager	Date:	01/02 /06	Period:	4
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Project Description:
Enhancements to ABC System to meet legislative requirements

Overall Status:	On Schedule	Current Phase
		Project Planning

Deliverable from this Phase:	Due	Delivered	
1 Scope Management Process	25/01/06	21/05/06	G
2 Risk Management Process	5/02/06		G
3 Etc			G

Key Accomplishments / Milestones for this period:
Achieved
<ul style="list-style-type: none"> Communications Plan completed and signed off by Business area
Not Achieved
Nil
Plans for next period:
<ul style="list-style-type: none"> Deliver Risk Assessment Begin recruiting BA for Project Begin preparation of Quality Plan

Resource Status:	
BA to be recruited	Y

Budget Status:	
On budget	G

Actions Overdue	Due Date	Remediation Planned
Signing contract with Vendor	1/1/07	To be signed on Tuesday. No impact on supply of services.

Scope Variations	Cost	App'd	Finish
	Original Estimate: \$190k	\$190k	
1 Additional reports (7 rpt)	Variation Estimate: \$20k	\$20k	
	Revised Estimate: \$210k	\$210k	
	Effort this Period: \$35k		
	Effort to Date: \$50K		
	Balance: \$160k		
	Estimate to Complete: \$160k		

<p>Prepared by Project Manager:</p> <p>Name: Signature : Date:</p>
