PROJECT MONITORING AND REPORTING

Purpose

To provide increased project visibility through efficient and effective project monitoring and reporting.

Overview

Project monitoring and reporting involves:

?? The *monitoring* of actual project progress as compared to the planned project progress and the collection of key progress metrics such as risks, issues, changes and dependencies; and

?? The *reporting* of project status, costs and outputs and other relevant information, at a summary level, to the project sponsor, project steering committee and other project stakeholders.

Project monitoring typically involves tracking five variables:

?? Schedule - the estimated effort and duration versus the actual effort and duration;

?? Costs - the estimated cost versus the actual costs;

?? Deliverables - what products or components have been delivered and plan to be delivered;

?? Quality - how well are the deliverables being completed; and

?? Benefits - are the processes in place to achieve and to measure the lead indicators for benefits realisation.

The format and timing of project monitoring and reporting will vary in each organisation and will also depend upon such items as the size, duration, risk and complexity of the project.

Project Reporting Frequency and Project Size

For small projects, there is normally only a Project Sponsor and because small projects are generally less than three months in duration, a project review with the sponsor should occur either weekly or two-weekly.

For medium projects, there would normally be a steering committee and meetings would normally be held monthly.

For larger projects, there may be a project steering committee at executive level as well as other specialist steering committees such as an IT steering committee, so meetings might be monthly or quarterly. High-risk projects are subject to more change and turbulence and, as a result, the project reporting and review process may be more frequent and be demand driven. In large, high-risk projects, the steering committee may delegate the demand-driven reporting role to the Project Sponsor or a sub-committee, as it often is too difficult to convene the steering committee at short notice.

Sample reports have been included in a large number of the Execution Stage Phases. If the reports to be used as part of Project Monitoring and Reporting have not been selected as part of the Project Office tailoring, they should be selected now.
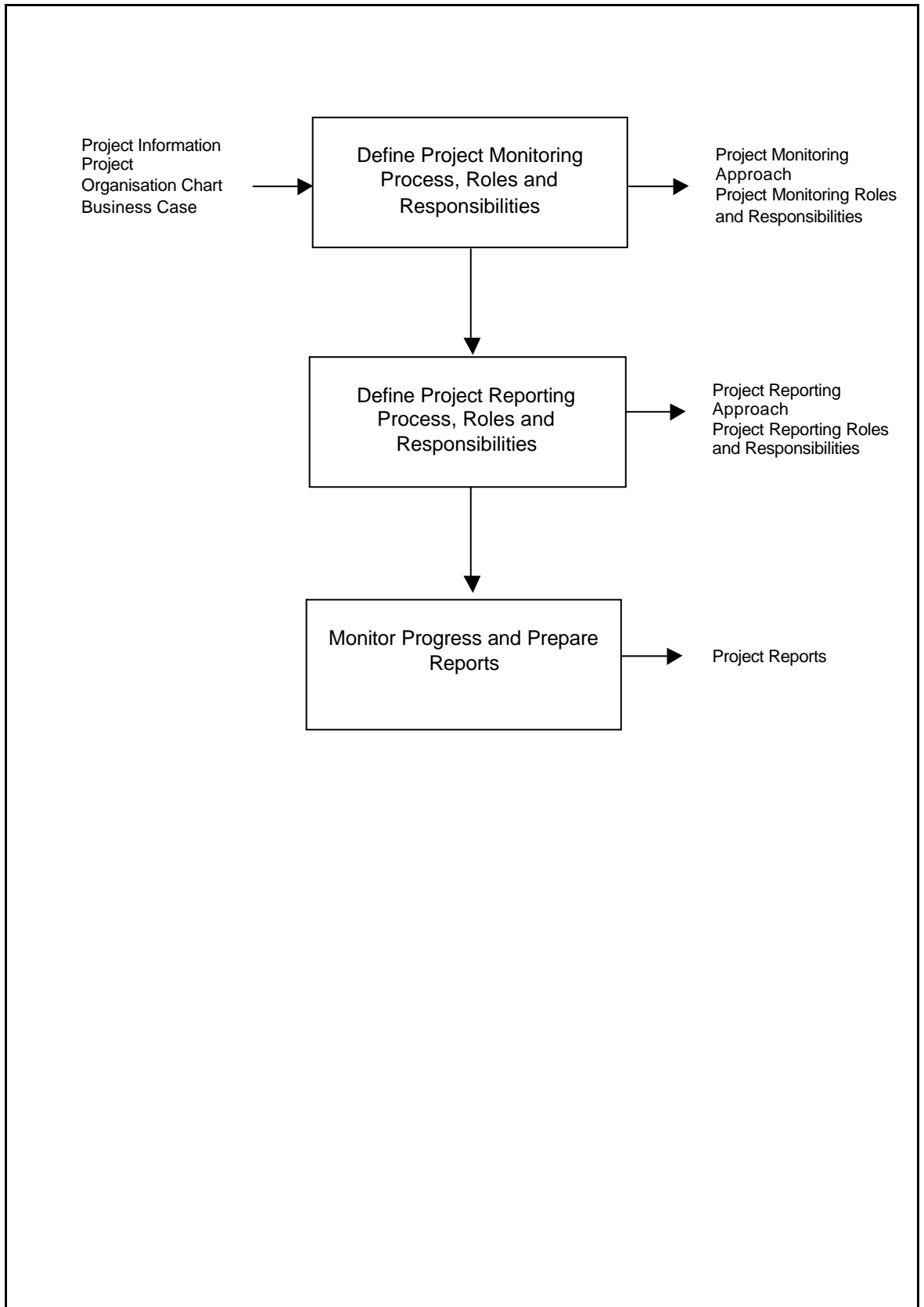
The roles and responsibilities for the project monitoring and reporting are defined.

This phase should be considered in conjunction with the Planning and Scheduling phase as the two phases are closely linked.

Summary

Inputs	Project Information
	Project Organisation Chart
	Business Case
	Issues
	Project Plans
	Risk Log
Tasks	Define Project Monitoring Process, Roles and Responsibilities
	Define Project Reporting Process, Roles and Responsibilities
	Monitor Progress and Prepare Reports
Interim work products	
Phase deliverables	Project Monitoring Approach
	Project Monitoring Roles and Responsibilities
	Project Reporting Approach
	Project Reporting Roles and Responsibilities
	Project Reports
Reference materials	Project Monitoring and Reporting Task/Responsibility Matrix
	Project Reporting Matrix
	Sample Detailed Reports
	Sample Summary Reports

Project Information
Project
Organisation Chart
Business Case

Define Project Monitoring Process, Roles and Responsibilities

Project Monitoring
Approach
Project Monitoring Roles
and Responsibilities

Define Project Reporting Process, Roles and Responsibilities

Project Reporting
Approach
Project Reporting Roles
and Responsibilities

Monitor Progress and Prepare Reports

Project Reports

1 Define and Implement Project Monitoring Process, Roles and Responsibilities

Purpose

To define the project monitoring process, to define the project monitoring roles and responsibilities and to implement and operate the process.

Overview

This task addresses the techniques and approaches to be used to monitor the project throughout its life cycle and the tracking of the five main project variables - schedule, costs, deliverables, quality and benefits.

There are a number of different techniques which can be used to monitor projects and two are suggested and discussed:

?? Critical Path Analysis which is defined as *a series or path of activities that defines the longest path through the project and therefore establishes the minimum duration of the project. It includes a path of activities with float less than or equal to zero.*

?? Variance Analysis which is defined as *any deviation of project work from what was planned in schedule, costs, deliverables, quality and benefits.*

Other techniques which may be used include the Program Evaluation and Review Technique (PERT). This is an event and probability based network analysis technique generally used in the research and development field where activities and durations between events are difficult to define at the planning stage, yet completion of these activities by specific dates is essential to the success of the project. Typically these projects involve large programmes, large organisations and extensive operations in many different locations.

The roles and responsibilities for each of the project monitoring tasks are defined.

1.1 Determine the organisation's current project monitoring processes, roles and responsibilities and systems.

Determine the organisation's current project monitoring process, roles and responsibilities and systems.

Determine whether any of these existing activities need to be included as part of the project monitoring approach.

1.2 Define the approach to be used to monitor the project schedule.

A project schedule consists of all of the activities and tasks designed to achieve the specific goals of the project, as defined by the project scope, whilst staying within the budget and optimising the use of resources.

Whilst an experienced Project Manager may have a certain intuition for progress slippage or may detect it in discussions with deliverable owners, there are also formal techniques which can be used to monitor the project schedule, two of which, Critical Path and Variance Analysis, are described below.

?? **Critical Path Analysis Approach** - Critical Path activities identified on the project schedule are used as the basis for monitoring the project schedule. A sample Critical Path Report is shown in Figure K1.

Figure K1: Sample Critical Path Report

	Task	Owner	Scheduled Start/ Actual Start	Scheduled Finish/ Actual Finish	Predecessor	Successor	Status
1	**Issue Management Process Review**	Bloggs	12/31/2002 / 1/1/2003	1/1/2003 / 1/9/2003		2	Green
2	**Design Issues Management Process**	Smith	1/1/2003 / 1/10/2003	1/2/2003 / 1/10/2003	1	3	Green
3	**Implement Issues Management Process**	Jones	1/3/2003 / 1/11/2003	1/3/2003 / 1/11/2003	2	4	Green
4	**Deliverable Review**	Martin	1/4/2003 /	1/5/2003	3		Red

Critical Path analysis is used to predict project duration by analysing which sequence of activities has the least amount of scheduling flexibility. Early dates are calculated by performing a forward pass using a specific start date and late dates are calculated by performing a backward pass starting from a completion date.

Shortening the duration of a task along the critical path typically leads to a shortening of the duration of the whole project. There are few exceptions where this will not occur, for example, when there is more than one critical path. Note, shortening a task that is not on a critical path will not compress the schedule.

Variances to the tasks on the critical path should be monitored and analysed to determine whether the critical path has changed or has been adversely affected as a result of the variances; and

?? **Variance Analysis Approach -** Variance Analysis identifies the difference between planned progress and actual activity and can be used to provide snapshot reports and trend analysis.

Variance analysis can be used as part of a trend analysis approach to determine whether the variance is a single occurrence or part of a consistent and repetitive pattern. The change management and scope control process should also be reviewed in conjunction with any identified variances which may be the result of a change request.

Where *schedule variances* are identified, actions may include:

?? evaluating key milestones and the project finish date for effects,
?? notifying team members of the potential effects on their upcoming tasks,
?? if a trend continues, assessing the impact on key milestones, project end date, resources and scope of work,
?? reassessing the reliability of other estimates provided from the same source,
?? determining the effect (if any) of variance on the contingency plan(s), and
?? assessing the variance effect on project risk.

Where *resource variances* are identified, actions may include:

?? identifying peaks and troughs in the resource histogram,
?? if a resource is continuously over-utilised, planning for relief in the future, and
?? if a resource is continuously under-utilised, planning to use this resource for additional work in the future.

Do not assume that more time and resources will always fix the problem.

Where scope variances are identified, actions may include assessing the relative quality of the work that has been performed. For example:

- ?? ultra high quality of performance may cause schedule delays or excess cost; or
- ?? low quality of performance may necessitate additional testing and rework.

Whilst both of these methods can be applied manually, a number of tools can be used to monitor the project schedule and can range from a simple spreadsheet to sophisticated project scheduling software such Microsoft Project. A sample Microsoft Project-generated schedule is shown in Figure K2. The choice of tool will depend in part on the size and complexity of the project and the degree of sophistication of tool functionality required.

Define the approach to be used to monitor the project schedule.

1.3 Define the approach to be used to monitor the project costs.

Monitoring the project costs enables an assessment of whether the project is operating within the approved budget.

One of the most common methods of monitoring project costs is simply to compare the amount spent on producing a deliverable at a point in time compared to the budgeted spend at the same point. This however makes the implicit assumption that production of the deliverable is in line with the schedule. This potential abnormality can be overcome through the use of a technique called Earned Value which takes a three-way view of planned achievement and cost with actual achievement and cost. This technique is discussed in the Project Finances.

The Earned Value approach may provide the Project Office and Project Manager advance warning that an individual deliverable may not be produced within the expected budget or that the project as a whole may not deliver within an agreed budget. Typically, there will be a pre-defined tolerance, within which there is no need to escalate or formally report on a budget variation.

An alternative approach is to adopt a process whereby the producer of each deliverable periodically updates the estimate of the time and/or effort required to complete an activity (often referred to as Estimate To Complete or ETC). By comparing the project budget to the sum of effort to date and ETC, again, there is advance warning of possible over-run.

Whilst there will always be concerns over work that is over-budget, the Project Manager should not be complacent about potential underspend as this may also be indicative of other issues such as poor quality, incomplete deliverables, poor estimates or incomplete cost recording.

Additionally, any known factors that are likely to impact future costs should be included in this monitoring process. For high-risk projects, monitoring a budget line item for project contingency should be considered. Background detail for developing project costs and specific budget line items is discussed in Project Finances phase.

Appropriate monitoring of project costs can be used to:

- ?? Centrally track project expenses relative to budget with an ability to drill down to provide details;
- ?? Align expense budgets and actual expense performance between projects and participating organisations;

Figure K2: Sample Microsoft Project-generated schedule

ID	ℹ	Task Name	Duration	Baseline Start	Start	Finish
1		**CRM Initiative Scope & Definition Program**	**75 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Mon 11/19/01**
2	✓	**Program Management**	**47 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Wed 10/10/01**
3	✓	**Program Planning**	**47 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Wed 10/10/01**
4	✓	**Begin Program Planning**	**47 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Wed 10/10/01**
5	✓	Define Control and Reporting Strategies, Standards, and Procece	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
6	✓	Define Work Management Strategies, Standards, and Procedures	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
7	✓	Establish Program Workplan	27 days	Tue 8/7/0	Tue 8/7/0	Wed 9/12/0
8	✓	Establish Finance Plan	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
9	✓	Define Resource Management Strategies, Standards, and Proced	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
10	✓	Establish Staffing and Organization Plan	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
11	✓	Create Project Orientation Guide	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
12	✓	Establish Physical Resource Plan	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
13	✓	Define Quality Management Strategies, Standards, and Procedur	17 days	Tue 9/18/0	Tue 9/18/0	Wed 10/10/0
14	✓	End Project Planning	0 days	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
15						
16		**CRM Initiative (90 day Evaluation)**	**75 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Mon 11/19/01**
17	✓	**Program Planning**	**27 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Wed 9/12/01**
18	✓	**Begin Project Planning**	**27 days**	**Tue 8/7/01**	**Tue 8/7/01**	**Wed 9/12/01**
19	✓	Establish Project Workplan	27 days	Tue 8/7/0	Tue 8/7/0	Wed 9/12/0
20	✓	Establish Staffing and Organization Plan	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
21	✓	Establish Physical Resource Plan	1 day	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
22	✓	End Project Planning	0 days	Wed 8/29/0	Wed 8/29/0	Wed 8/29/0
23		**Track 1- Product Configuration & Ordering Gathering (PC&O)**	**58 days**	**Wed 8/29/01**	**Wed 8/29/01**	**Fri 11/16/01**
24	✓	**"Foundation" Workshop (ABN)**	**11 days**	**Wed 8/29/01**	**Wed 8/29/01**	**Wed 9/12/01**
25	✓	Prepare Workshop Materials	4 days	Wed 8/29/0	Wed 8/29/0	Mon 9/3/0
26	✓	Conduct Workshop	5 days	Tue 9/4/0	Tue 9/4/0	Mon 9/10/0
27	✓	Document Workshop	2 days	Tue 9/11/0	Tue 9/11/0	Wed 9/12/0
28	✓	**Pre-Workshop Meeting (Managed Services)**	**9 days**	**Thu 9/13/01**	**Thu 9/13/01**	**Tue 9/25/01**
29	✓	Prepare Materials	8 days	Thu 9/13/0	Thu 9/13/0	Mon 9/24/0

?? Facilitate decision support relative to modifications to scope; and
?? Capture costs to reflect the project accounting approach that has been adopted e.g., to capture costs necessary for fixed asset or project capitalisation purposes.

A variety of budget monitoring templates can be used and can range from a simple spreadsheet to sophisticated project budgeting software. The choice of the templates and tools will depend in part on the size and complexity of the project. A sample spreadsheet template for tracking project budget is show in Figure K3.

Define the approach to be used to monitor the project costs.

Figure K3: Sample Project Budget Monitoring Template

Budget by Month	Jan	Feb	Mar	Apr
Internal Personnel	37,375	37,375	37,375	37,375
External Personnel	88,000	88,000	88,000	96,000
Expenses - Travel	17,643	17,643	17,643	9,643
Expenses - Standard	6,675	6,675	6,675	3,908
Monthly Totals	149,693	149,693	149,693	146,926
Program Cumulative Total	149,693	299,386	449,079	596,005

PMO Budget Analysis

Month	Planned Cumulative	Actual Cumulative	Variance	Variance %
Jan	149,693	150,000	(307)	0%
Feb	299,386	350,000	(50,614)	-17%
Mar	449,079	440,000	9,079	2%
Apr	596,005	600,000	(3,995)	-1%
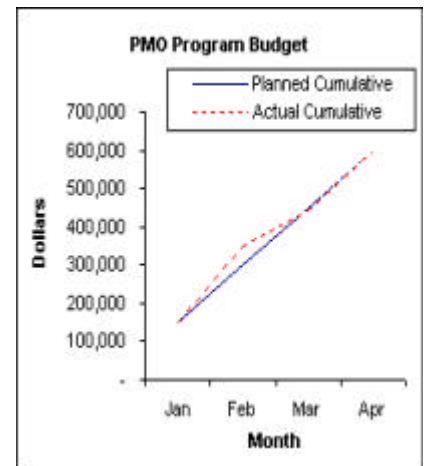
1.4 Define the approach to be used to monitor the project deliverables.

There are two specific aspects that are monitored when considering project deliverables:

?? Were they produced when planned (e.g., through tracking progress against the project schedule and the use of appropriately skilled resources); and
?? Were they of the expected quality (e.g., through a deliverables checklist which describes the deliverables format and content, the quality acceptance criteria and the responsibilities for formal sign-off and approval).

Depending upon the approach taken within the project, there may be a need to track the total cost of each deliverable or the estimated cost to complete. This is addressed in Project Finances and Supplier Management phase.

A level of automation can be introduced if the key deliverables have been defined as milestones using an automated planning and scheduling tool such as Microsoft Project. By running a query against the plan and processing the results in a spreadsheet, a chart can be produced showing achievement of milestones to date and the outlook for those not yet due. (A sample is shown in Figure K4).

Whatever reports are selected, the Project Manager (supported by the Project Office) should review the information and take appropriate steps where issues/potential issues are identified.

These issues may include:

- ?? Deliverables not produced in time for review;
- ?? Deliverables not being reviewed in accordance with the quality plan;
- ?? Level of re-work required following a Quality Assurance review;
- ?? ETC or expected delivery date is inconsistent with the baselined plan;
- ?? Impact of change requests not fully understood or planned for;
- ?? Assumptions or dependencies are incorrect; or
- ?? Resources are not available or if available, are not of the appropriate level.

Project Managers will rarely rely solely on reports to form an opinion. In many cases, the reports used will be discussed with team/workstream leaders. The Project Office can further assist the Project Manager by analysing the issues to formulate action plans, e.g., were the estimates produced by a particular team member, is a particular tool in use such as a code generator or test manager and experience levels with the tool are low.

Define the approach to be used to monitor the project deliverables.

Figure K4: Sample Overdue Tasks to Date

Sub-Project	ID	Task	% Complete	Weeks Overdue
When the Home and Motor Insurance products are ready for delivery	14	When (4) Legal Contract/Long Form Agreement is delivered	0.00%	4
	19	When (38) Compliance sign-off from Acme is delivered	0.00%	1
	25	When (33) Co-branded screen designs are delivered	0.00%	2
	27	When (34) System Change Specification is delivered	0.00%	4
	30	When (20) Technical Interface is delivered	0.00%	1
	35	When (39) Technical Build - Co-branded site is	0.00%	2
	49	When (35) Call Centre Procedures are delivered	0.00%	3
	50	When (36) Financial Processes are delivered	0.00%	4
	59	When (22) Management Information Database Design	0.00%	2
	60	When (23) Management Information Database Build is	0.00%	2
	64	When (25) Building Process is delivered from Acme	0.00%	1
When the Personal Loans product is ready for delivery	73	When the proposition has been delivered to all potential suppliers	0.00%	1
	74	When letters of intent have been signed off by suppliers	0.00%	1
	75	GO - NO GO Decision point for Personal Loans	0.00%	1
	83	When Personal Loans product has been scoped and	75.00%	1
	84	When Personal Loans data structure has been	50.00%	1
	90	When Personal Loans prototype has been built	75.00%	1
	91	When Personal Loans prototype has been signed off by Marketing and Compliance	25.00%	1
	92	When (111) Personal Loans specifications have been	50.00%	2
	93	When Personal Loans specifications have been	50.00%	2
	96	When Personal Loans has been reworked and retested	0.00%	1
When the Financial Planning Toolset is ready for delivery	134	When the Goals wizard build is complete	75.00%	1
	154	When Data Model is complete	0.00%	2
	155	When Logical Data Model complete	0.00%	3

1.5 Define the approach to be used to monitor the business outcomes and benefits.

The purpose of business case monitoring is to position the project to realise the planned business outcomes and benefits.

To achieve the planned post-implementation results, early focus is required on the tasks to be incorporated as part of the project to ensure successful business outcomes (e.g., preparation of training courses and content for user education) and the development of systems/processes, to measure benefits and key performance indicators (e.g., creation of databases to begin the collection of data to measure benefits or the addition of functionality or system features to allow benefits reports to be produced).

Separate reporting may be required to plan for and monitor the progress of these specific business outcomes and benefits measure enablers as they may be in addition to the base project requirements (e.g., for a new call centre incorporating, as part of the development project, a database and reports which show call centre traffic volumes by time period, average wait times before calls are answered and staff loading).

Monitoring the business outcomes of a project may also include monitoring the value drivers and key performance indicators for the benefits line items in the business case to provide input to executive dashboard reporting. A sample Benefits Tracking Report is shown in Figure K5 which shows monthly tracking against historical baseline values for the value-drivers and key performance indicators.

Define the approach to be used to monitor the business outcomes including the system processes and tools required to implement the reporting capabilities.

Depending upon the stage of the project and the implementation approach to be used (e.g., big-bang versus phased delivery), the indicators used may be actual benefit values or in the case of benefits yet to accrue, early indicators that both the project and the business are on track to receive the planned benefits.

Figure K5: Sample Benefits Tracking Report
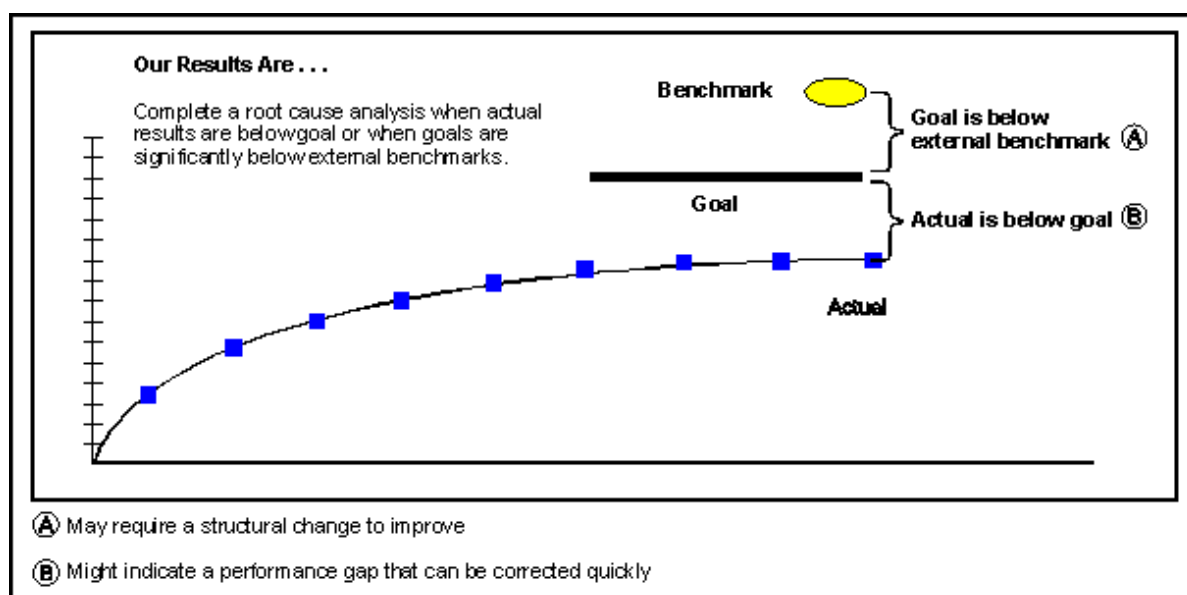
1.6 Prepare a Project Monitoring and Reporting Task/Responsibility Matrix.

Prepare a Project Monitoring and Reporting Task/Responsibility Matrix that defines, for each project key performance indicator, the associated roles and responsibilities. Appendix 1 contains a sample Project Monitoring and Reporting Task/Responsibility Matrix.

Clearly indicate the role of the Project Office.

2 Define Project Reporting Process, Roles and Responsibilities

Purpose

To define the project reporting process, to define the project reporting roles and responsibilities and to implement and operate the process.

Overview

There are two main groups of project reports to be prepared:

?? Detailed reports including:
   ?? resource management,
   ?? dependency management,
   ?? assumption management,
   ?? stakeholder management,
   ?? project finances,
   ?? risk management,
   ?? issue management,
   ?? task/schedule management,
   ?? scope management and change control,
   ?? quality management, and
   ?? knowledge and office management; and
?? Summary executive level reports.

The reporting requirements at the detailed level are described within each Execution Stage Phase. For example, in the Issue Management phase sample reports are provided which can be generated using simple spreadsheet data manipulation techniques. Examples of some detailed reports are included in Appendix 3.

Summary executive level reports are the consolidation of relevant and timely information for a specific audience. Some of these reports may take the form of graphical "dashboards" whilst others may be largely text-based. Graphical images supported by explanatory text are often the most effective way of presentation.

However, no two projects will be the same and a wide variety of summary reports could potentially be required for the various audiences. A framework for addressing some of the recurring points is discussed to provide guidance and each project will have its own specific needs.

2.1 Determine the organisation's current project reporting processes, roles and responsibilities.

Determine the organisation's current project reporting processes, roles and responsibilities.

Determine whether any of these existing activities need to be included as part of the project reporting approach.

2.2 Determine consolidated reporting requirements.

If all of the Project Office Execution Stage Phases have been deployed, much of the information required to design any summary reports may have been defined in the Communications Management and Stakeholder Management phase.

If no information is available, develop a reporting plan and timetable. A sample Project Reporting Matrix is shown in Figure K6 which can be used in discussions with the Project Manager and other project staff to develop the reporting plan and timetable. An example is included as Appendix 2.

Figure K6: Sample Project Reporting Matrix

Reports Submitted to	Level 1 ✍ Workstream/Team Leaders	Level 2 ✍ Project Manager	Steering Committee/ Project Sponsor
Purpose	?? Status and progress of individual tasks and deliverables ?? New and outstanding issues and risks	?? Status of business unit tasks and deliverables ?? Milestones completed and upcoming ?? New and outstanding issues ?? New and outstanding risks	?? Progress report on key milestones and activities ?? Status of critical milestones and activities ?? Project costs (forecasted versus actual) ?? New issues/risks ?? Status of reported issues/risks
Level of Detail	Task level detail	Work stream level detail	Program level detail
Responsibility (to prepare)	Individual project team members	Business Unit Project Manager	Project Manager
Frequency	Weekly	Weekly	Two-weekly
Format	?? Project status report e-mailed to Project Manager ?? Verbal presentation during weekly team meeting or as determined by Project Manager	?? Project status report e-mailed to Project Office prior to meeting ?? Verbal presentation during meeting	?? Executive dashboard/KPI indicator report delivered during the two-weekly presentation

When determining the frequency of reports and the data collection, consider:

- ?? Audience;
- ?? Reporting needs;
- ?? Length of project;
- ?? Geographic distribution of project team members;
- ?? Number of dependencies on external workgroups;
- ?? Size of Project Team;
- ?? Management requirements; and
- ?? Project Sponsor requirements.

The quality and detail of the progress data is related to the duration of the project update cycle - the longer the update cycle, the less detail and quality can be reported. Progress data collected too frequently may cause a heavy workload which in turn impacts summary reporting.

Determine the consolidated reporting requirements.

2.3 Define and agree consolidated report formats and content.

Having defined "what" is to be communicated, to whom and how frequently, define the precise content, its source and method of presentation.

Summary (or consolidated) reports should be exactly that, i.e., they collate information that is available already and do not create new facts and figures. The sources should always be the detailed reports from the individual Project Office Execution Stage Phases, e.g., Risk Management.

Some areas commonly included in summary reports are:

?? Deliverables progress;
?? Project variances;
?? Issues;
?? Risks;
?? Change control;
?? Milestones;
?? Benefits realisation; and
?? Budget and cost analysis.

The types of facts that are normally reported about these areas often include:

?? Progress against planned tasks and percentage complete for projects;
?? Highlighting and explaining any slippage from a project perspective;
?? Major milestones completed;
?? Next major milestones to be completed;
?? Incurred project costs and forecast for next period;
?? Progress against Benefits Realisation targets or KPIs;
?? Risks, issues and change requests requiring executive action; and
?? Program/project dependencies.

"Traffic Lights" may be used to indicate confidence, stability or quality of a process or element of the project. This is sometimes referred to as "RAG Status" - derived from the Red, Amber and Green of traffic lights. Whilst there are many definitions of what these mean and how to interpret them, the following is a common basis:

?? **Green** - Project areas are proceeding as planned and no issues or problems are foreseen;
?? **Amber/Yellow** - There are issues that could potentially affect the project requiring caution and management intervention may be required; and
?? **Red** - Known issues exist that are impacting the project. Management intervention is required to remedy the position or to facilitate a solution.

Define and agree the consolidated report formats and content. Examples of some "standard" summary reports are included in Appendix 4.

2.4 Define the sources and means used to prepare each report.

Depending upon the specific project and the range of tools used to monitor and manage the project together with the Project Office processes, the sources and means used to prepare reports may include:

?? Simple spreadsheet and spreadsheet-generated graphics;
?? Sophisticated reporting tools or databases; or
?? Web-based project management and reporting tools.

Define the sources and means used to prepare each report.

Determine whether components need to be purchased to create the project monitoring and reporting system. If so, complete the acquisition of the necessary items following the organisation's formal purchasing rules and processes.

Where the need for a project monitoring and reporting system has been determined, install or build and test the system in preparation for the loading of the initial content.

2.5 Prepare Task/Responsibility Matrix.

Update the Project Monitoring and Reporting Task/Responsibility Matrix that defines the associated roles and responsibilities for reporting.

Appendix 1 contains a sample Project Monitoring and Reporting Task/Responsibility Matrix.

3 Monitor Progress and Prepare Reports

Purpose

To monitor project progress and to prepare and distribute reports.

Overview

This task is used to monitor progress of the project schedule, costs, deliverables, quality and benefits.

Detailed and summary reports are prepared and distributed to provide project status and background project information to enable focus on any project management decisions to be made.

3.1 Monitor project progress.

Information is received from the different tracking areas such as planning and scheduling, issue management and scope management and control.

Using the selected techniques, project progress is monitored throughout the project life cycle focusing upon:

?? Schedule;
?? Costs;
?? Deliverables;
?? Quality; and
?? Benefits;

3.2 Prepare and distribute reports.

Prepare the detailed and summary reports following the report preparation schedule.

Review the contents of each report before distribution to ensure correctness and distribute the reports to the agreed list of recipients.

3.3 Project close.

Additional types of reports may be required at project close to:

?? Produce summary information for the whole project;
?? Enable audit of project data such as costs;
?? Enable final accounting accruals or entries;
?? Provide input to fixed assets registers; and
?? Provide data for post-project review "lessons learnt" and knowledge transfer.

Define, produce and distribute any additional final reports.

When the project is closed, ensure that any final project reports are prepared and distributed and any other final reporting tasks are addressed in the Close phase.

Appendix 1: Project Monitoring and Reporting Task/Responsibility Matrix

Purpose

To document the project monitoring and reporting roles and responsibilities.

Completion Instructions

1. **Task** Describe the task that is to be completed.

2. **Assigned role** Describe the role that has been assigned to complete the task.

3. **Responsibilities** Describe the responsibilities associated with the assigned role.

PROJECT MONITORING AND REPORTING TASK/RESPONSIBILITY MATRIX		
Organisation:	**Date:**	
Completed By:	**Page of**	
Task	**Assigned role**	**Responsibilities**
(1)	(2)	(3)

Appendix 2: Sample Project Reporting Matrix

Event/Activity	Objective	Medium	Contributor(s)	Audience	Frequency
Programme Management Decision Meeting	?? Review progress against plans and milestones ?? Review new Risks, Issues, Dependencies and Assumptions ?? Review action on old Risks, Issues, Dependencies and Assumptions ?? Change Management review ?? Agree team briefing content	Meeting, review of project reports and registers. Conference call facility if required.	Programme Management Team, with draft/verbal progress reports	N/A	Weekly (9am Friday)
Team Briefing	Update all project staff on project progress with a focus on an upbeat message	Informal presentation	Programme Sponsor or suitable deputy	All programme staff	Weekly (11.45am Friday)
Emergency Decision Meeting	To progress a Risk, Issue, Dependency or Assumption that cannot wait until the regular Friday meeting.	Brief meeting with conference call if required.	Raiser of Risks, Issues, Dependencies and Assumptions with details of issue etc, options, proposed solution and decision sought.	Programme Management Team Meeting will only be held when essential. 30 minutes should be marked in diaries and the meeting called by 6pm previous day.	9am daily.
Decision Notification	To communicate decisions from Programme Management meetings	Lotus Note	Project Office	All programme staff	Daily

Event/Activity	Objective	Medium	Contributor(s)	Audience	Frequency
Programme Status Summary	To provide an overview of the current status of the programme as a whole with a focus on plans, Risks, Issues, Dependencies and Assumptions and financials.	1 or 2 page graphic with some explanatory text.	Project Office, drawing on individual Project Status Summary reports	?? Programme Sponsor ?? Key Stakeholders ?? Notice board	Weekly - Tuesday
Project Status Summary	To provide an overview of the current status of an individual project a focus on plans, Risks, Issues, Dependencies and Assumptions (particularly those that need to be escalated) and financials.	1 or 2 page graphic with some explanatory text.	Project Manager or Project Office	?? Programme Management Team	Weekly - Monday
High Level Plan	Communicate totality of work to all programme staff	Wallpaper schematic chart	Project Office	All programme staff	As Required
Programme Library Update	Inform all staff of new additions to the Programme Library	Lotus Note/Intranet	Project Office	All programme staff	Weekly - Monday
Decisions and Assumptions	Draw the attention of all staff to key decisions taken and assumptions made	White Board	Project Office	All programme staff	Weekly - Monday + as required
Business Management Team Meeting	To set and review progress against the business strategy.	Meeting	Business Management team	N/A	Monthly

Appendix 3: Sample Detailed Reports

Change Request Log

Change Request Detailed Report

Issues Matrix by Priority and Type

Issues Aging Report

Issues Detail Report

Risk Report

Risks Input

Business Case Tracking Report

Benefits Realisation Dashboard

Figure 1: Change Request Log

Change Number	Change Request Title	Owner	Initiator	Status	Project Workstream Owner	Priority	Change Type	Date Entered	Date Due	Date Resolved
Project No. 1 Project title: InVision tool implementation										
1	Notification Change	J. Bloggs	L. Smith	Approved	Business unit 1	High	Other	24 Sept. 2002	24 Sept. 2002	24 Sept. 2002
2	Change Request Security Modification	J. Bloggs	L. Smith	Approved	IT	Medium	Technology	19 Oct. 2002		7 Dec. 2002
3	Limit CR Manager List	J. Bloggs	L. Smith	Approved	IT	Medium	Technology	19 Oct. 2002		7 Dec. 2002
5	InVision Log-ins: eliminate unused IDs	J. Bloggs	L. Smith	Approved	IT	Medium	Technology	23 Oct. 2002		7 Dec. 2002
Project No. 16 Project title: Release One Planning										
1	Integrating Price Yield Module	D. Other	H. Brown	Submitted	Acme Supplies	High	Business Requirements	1 Oct 2002		
Project No. 18 Project title: FastTrack										
1	Cancellation of FastTrack launch	C. Mee	A. Jones	Approved	IT	High	Technology	6 Nov. 2002		7 Dec. 2002
Project No. 20 Project title: Planning and Scoping										
2	Modify Issue screen	D. Hogg	T. Smith	Update Plan	Business unit 1	High	Other	6 Dec. 2002	10 Dec. 2002	
3	Change action items screen	D. Hogg	N. Other	Update Plan	Business unit 1	High	Other	6 Dec. 2002	9 Jan. 2003	

Figure 2: Change Request Detailed Report

Change Number	Change Request Title	Owner Initiator	Date Entered Date Due Date Resolved	Status Priority Change Type	Project Workstream Owner	Detailed Description	Business case
Project No. 1 Project title: InVision tool implementation							
1	Notification Change	J. Bloggs L. Smith	24 Sept. 2002 24 Sept. 2002 24 Sept. 2002	Approved High Other	Business unit 1	A change has been made to the URL of the email section of PIV.ini which is supposed to fix the error with email alerts	Resolves existing problem
2	Change Request Security Modification	J. Bloggs L. Smith	19 Oct. 2002 7 Dec. 2002	Approved Medium Technology	IT	Change request capability is being added to Project Office and Project Manager users	Project Office and Project Manager users will be able to enter their own change requests
3	Limit CR Manager List	J. Bloggs L. Smith	19 Oct. 2002 7 Dec. 2002	Approved Medium Technology	IT	Limit the list of names available in the CR Manager slot to CR Managers	Eliminates search for CR Managers as they will be automatically identified
5	InVision Log-ins: eliminate unused IDs	J. Bloggs L. Smith	23 Oct. 2002 7 Dec. 2002	Approved Medium Technology	IT	Log in Ids that were created initially when resources were entered have been deleted	Some actual InVision users may have had their login deleted.

Figure 3: Issues Matrix by Priority and Type

Priority

Type	High	Medium	Total
High	3	0	3
Medium	1	0	1
None	6	2	8
Total	10	2	12

Figure 4: Issues Aging Report

Issues Aging Report
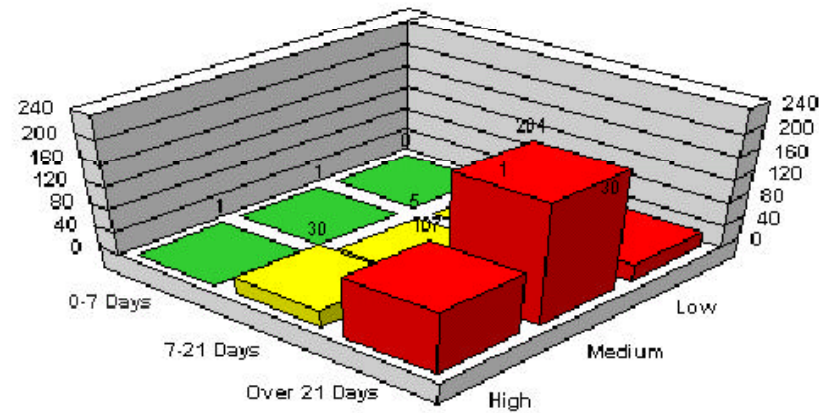
Figure 5: Issues Detail Report

Issue Number	Issue Title	Owner Initiator	Date Entered Date Due Date Completed	Status Priority	Detailed Description	Resolution
Project No. 1 Project title: InVision tool implementation						
3	Custom Reports	J. Bloggs L. Smith	24 Sept. 2002	Analysis High	Cannot upload custom reports	29 Sept. 2002 - SME is researching problem. Should have response by 1 Oct 2002
Project No. 20 Project title: Planning and Scoping						
7	Need to migrate customer contract detail	J. Bloggs L. Smith	19 Oct. 2002 7 Dec. 2002	Analysis High	Examine need to migrate existing customer detail to system X for the Advanced Pricing module to use	29 Oct. 2002 - Need to determine whether this is part of the data architecture draft v2.0
20	Validate Business Unit pricing in new pricing database	J. Bloggs L. Smith	23 Oct. 2002 7 Dec. 2002	Analysis High	Need to be able to run extract price plan on the Business Unit's legacy system but ensure alignment with new pricing database	1 Nov. 2002 - database supplier contacted. Expect data extract solution to be documented by them by 8 Nov. 2002. 8 Nov. 2002 - received data extract solution from supplier. Review in progress to determine impact. Estimate response to solution by 12 Nov. 2002.

Figure 6: Risk Report

Statistics - Present Period				
7/19/02	**HIGH**	**MEDIUM**	**LOW**	**TOTAL**
New Risks	1			1
Closed Risks	1			1
Risks Transferred to Issues				0
Statistics - Previous Period				
7/12/02	**HIGH**	**MEDIUM**	**LOW**	**TOTAL**
New Risks			1	1
Closed Risks				0
Risks Transferred to Issues				0
Risk Level Changes				

7/12/01	Number of Risks	Cross-Release			2002.07			2002.10			2003		
Risk Type		H	M	L	H	M	L	H	M	L	H	M	L
Project Governance	11	6	2			1		1	1				
Organisational	4	1	1					2					
Technical	2	2											
Deployment	6	1	3	1				1					
Resource and Staffing	3	1				1		1					
Functional / Process	12	4	2	2		2					1	1	
Totals	**38**	**15**	**8**	**3**	**0**	**4**	**0**	**5**	**1**	**0**	**1**	**1**	**0**

Risk Level Summary	H	M	L
	21	14	3

High Risk - Potential to significantly impact project quality, schedule or

Medium Risk - Potential to moderately impact project quality, schedule or

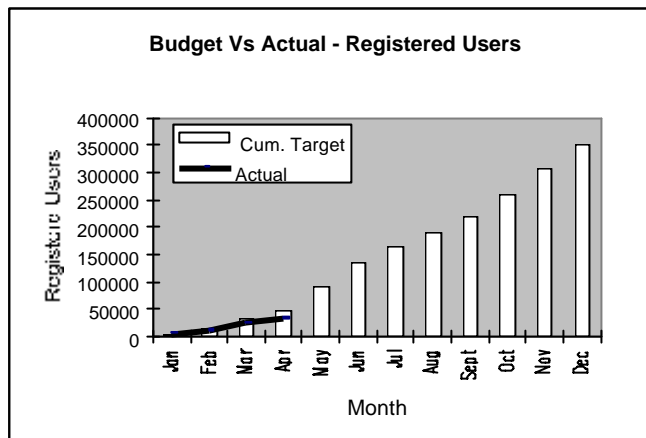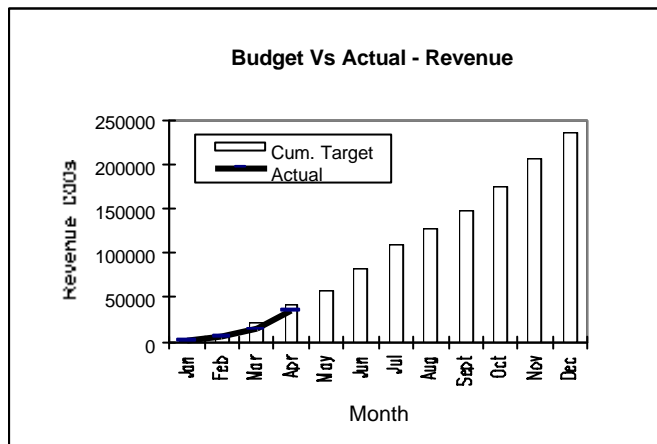Low Risk - Potential to minimally impact project quality, schedule or

	A	B	C	D	E	F	G	H	I	J	K	L
1	**Risks input**	Graphic: Heatmap, aged analysis										
2	Risk No.	Description	Date Raised	Raised By	Owner	Owning Project	Impact H/M/L	Probability H/M/L	Target Date	Action	Mitigation Status	Status
3	1	IT infrastructure problems in Maastricht may cause slippage if they continue in the short term.	January 7, 2002	PB	PB	Project X	M	H	February 3 2002			
4	2	Staff turnover has grown over the last three months and key knowledge may be lost	January 10 2002	AH	MF	Project N	L	M	January 31 2002			
5	3	Prototyping may overlap with the interface development thus causing design changes.	January 11 2002	MF	MG	Project X	M	H	January 15 2002			
6	4	Scope Creep may occur in the procurement area if agreement is not reached on inventory queries	May 15, 2002	AR	AR	Project X	H	M	January 31 2002			
7	5	Local Company buy in may not occur within the required timescales	February 1 2002	MG	MG	Project L	H	H	March 1 2002			
8	6	Late policy decisions at Steering Committee level may impact the programme progress	February 13 2002	PC	PB	Project N	M	L	April 3 2002			
9	7	Buy in of back office staff to corporate vision low as communication has been insufficient to date	February 25, 2002	PC	PB	Project X	L	H	February 28 2002			
10	8	Spend volume specification data not available or insufficient	March 4 2002	PC	PB	Project Y	L	M	April 3 2002			
11	9	Lack of management review a problem	March 4 2002	AH	AH	Project N	H	L	March 8 2002			
12	10	No audit trail will cause problems later	April 6 2002	AH	AH	Project N	H	M	May 9 2002			
13	11	No documented version control	April 11 2002	PB	MG	Project X	M	M	May 1 2002			
14	12	Slippage in project Y will impact the start date of Project X	April 11 2002	MG	MG	Project Y	M	H	July 1 2002			

Figure 8: Business Case Tracking Report

Business Case Tracking Report
As of:

	Original Plan	Current Value	Variance	Comments
Benefits:				
Metro Market Channel Sales	15,649,670	15,649,670	-	
Growth Markets Channel Sales	56,423,372	56,423,372	-	
Global Markets Channel Sales	34,973,265	36,450,000	1,476,735	Average sale amount projected to be greater than plan.
Solutions Channel Sales	8,321,716	8,321,716	-	
Service Provider Channel Sales	15,265,009	15,265,009	-	
Government Channel Sales	12,969,237	12,969,237	-	
Non-assigned Channel Sales	20,865,489	20,865,489	-	
Sales cycle improvements	36,583,034	36,583,034	-	
Total Inflows	201,050,792	202,527,527	1,476,735	
Implementation Costs:				
Hardware	7,798,614	7,798,614	-	
Software/Development	51,468,408	50,668,407	(800,001)	Cost for product functionality, phase I, projected to be $800k less than plan.
Professional Services	22,493,142	22,493,142	-	
Staff Project Team Costs	15,369,223	15,369,223	-	
Bonuses	8,022,175	8,022,175	-	
General Expenses	11,602,351	11,602,351	-	
Other Contractor Expenses	7,585,510	7,585,510	-	
End User Training Costs	5,346,066	5,346,066	-	
Contingency Fund	9,102,962	9,102,962	-	
Total Outflows	138,788,450	137,988,449	(800,001)	
Program Value	62,262,342	64,539,078	2,276,736	

Figure 9: Benefits Realisation Dashboard

Budget Vs Actual - Revenue

Cum. Target
Actual

Revenue £000s

Month

Budget Vs Actual - Registered Users

Cum. Target
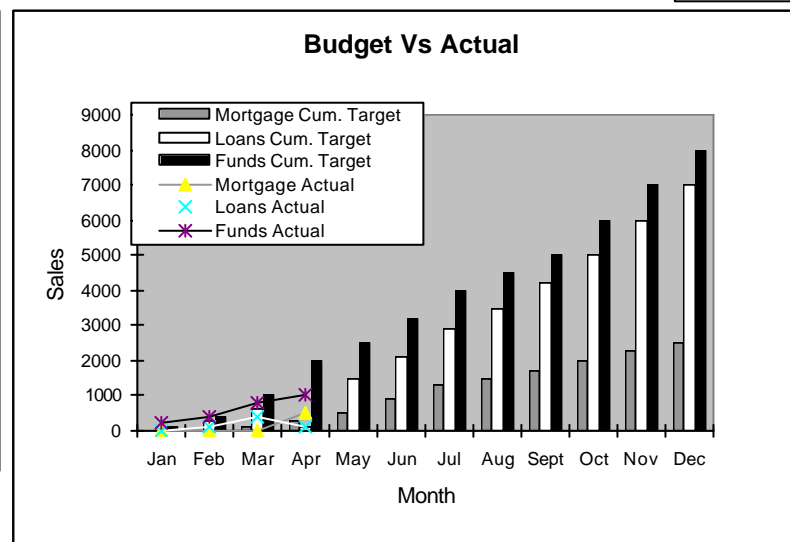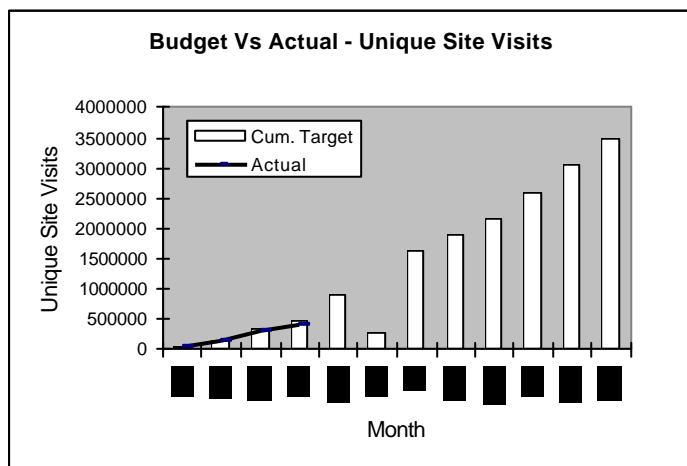Actual

Registere Users

Month

Commentary

Site visits are largely on track.

Only 8% of visitors register, need to incentivise registration.

On target for purchases per registered user.

The reduced number of registered users is directly impacting profitability. This is being tackled - see above.

Budget Vs Actual - Unique Site Visits

Cum. Target
Actual

Unique Site Visits

Month

Budget Vs Actual

Mortgage Cum. Target
Loans Cum. Target
Funds Cum. Target
Mortgage Actual
Loans Actual
Funds Actual

Sales

Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec

Month

Key Assumptions

Visit Target of 3,400,000 in year 1

10% unique visitors become registered users

5% registered users make a purchase

Annual revenue targets of £235,000:
-   Mortgages earn £20 per sale
-   Loans earn £15 per sale
-   Funds earn £10 per sale

Appendix 4: Sample Summary Reports

Genius Implementation Dashboard

Executive Dashboard (from Project InVision)

Project Summary Report Aligned to Seven Keys

Figure 1: Genius Implementation Dashboard

GENIUS Implementation Project
23 June 2002
Aggregate Project Report

PROJECT SNAPSHOT	Last month	Current month
Progress	Monitor	Monitor
Financials	Monitor	Management action
Controls	On schedule	On schedule
Overall	Monitor	On schedule

Red - Management action req.
Amber - Monitor
Green - On schedule

FINANCIALS - Cost codes
Graphic: thermometer

Description	Budget	Actual total	% total
Document design	8000		-
Initial setup	2400	593	25%
Project initialisation	3856	3856	100%
Initial product design	19200	4185	22%
Data conversion analysis	16000	1267	8%
Document requirement analysis	1600		-
Data conversion sware	64000	64000	100%
Finalise system setup	5600		-
Data conversion execution	20000		-
General consultancy	40000	982	2%
Project Management	40000	7088	18%
Mod 03	8000	208	3%
Mod 04	48000	1405	3%
Mod 09	12000	1147	10%
Mod 12	12000	742	6%
Mod 13	24000	24000	100%
Mod 17	7200		-
Mod 18	48000		-
Mod 23	8000	8000	100%
Mod 24	9600		-
Initial training	5600	2103	38%
TP training	4000		-
Training plan def	1600		-
SEE/Change training	800		-
T course custom	8000		-
Trainer training	12000	12000	100%
Total	429456	131576	31%

Budget vs Actual

MILESTONE MONITOR

RISKS

Impact			
H	1	3	2
M	1	2	5
L	1	2	2
	L	M	H

Probability

Aged Analysis of Open Risks

- This month
- Last month
- Previous month

No of Open Risks vs No of days since raised (30, 60, 90, 120, >120)
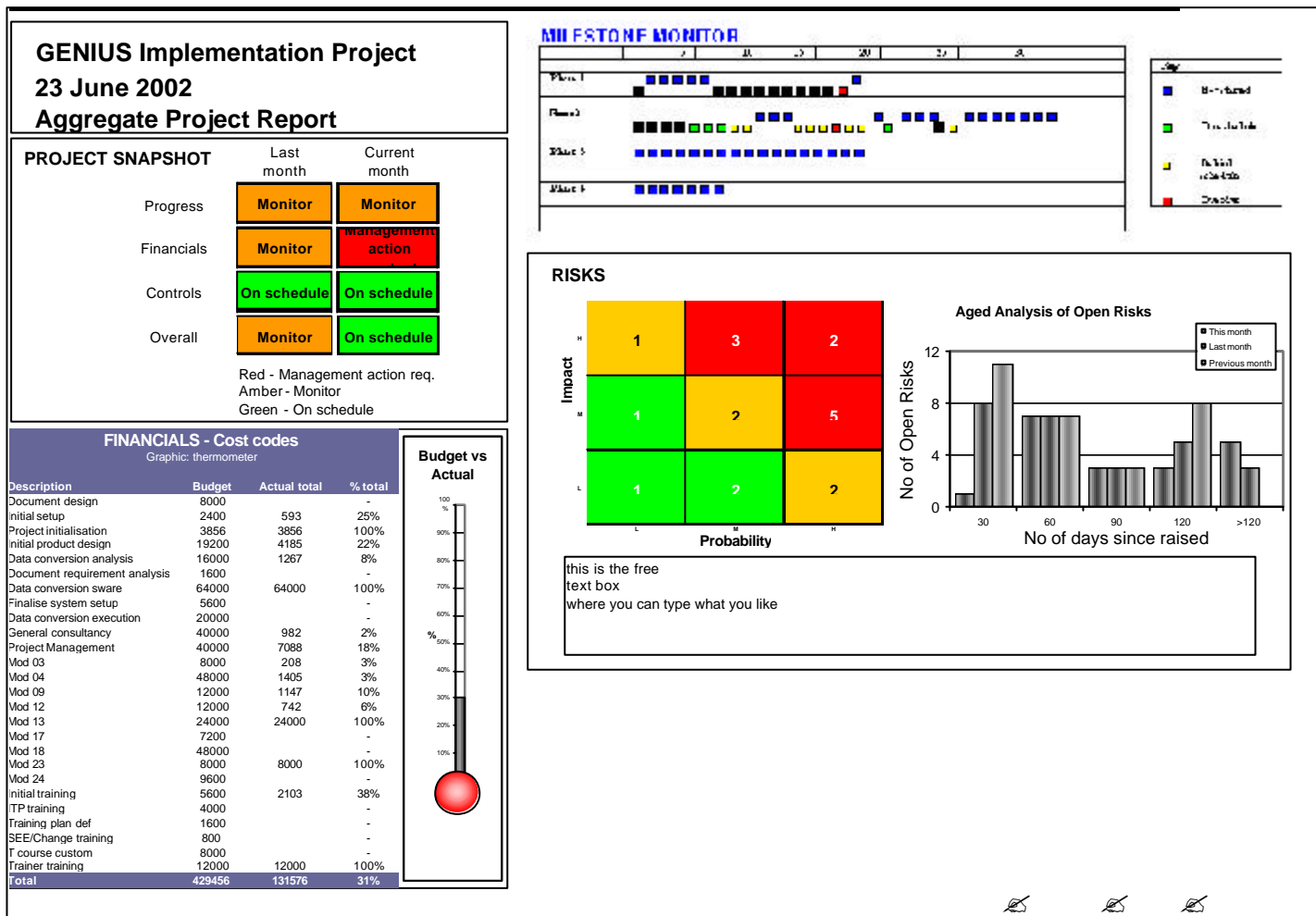
this is the free
text box
where you can type what you like

*Figure 2: Executive Dashboard (from Project InVision)*
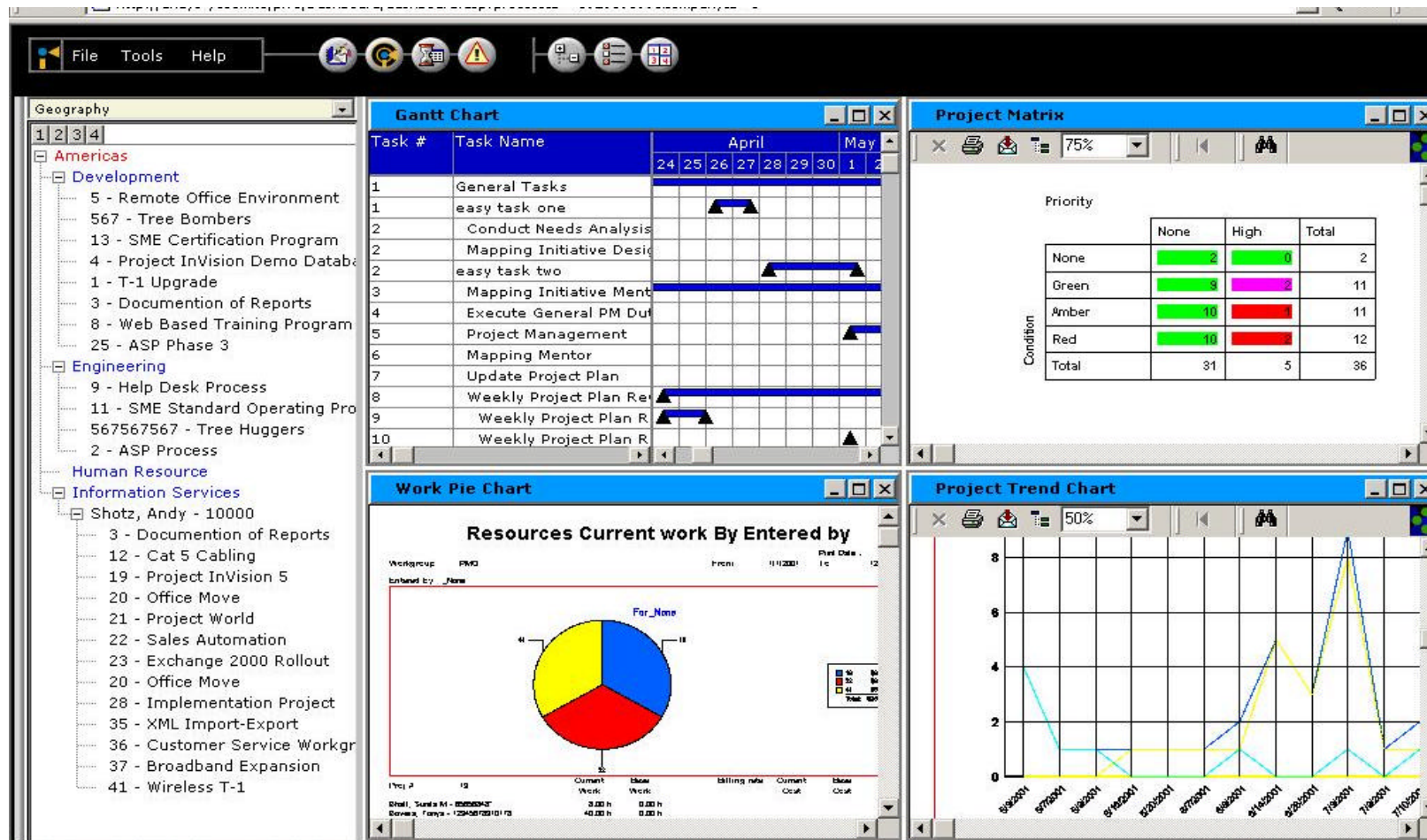
Figure 3: Project Summary Report Aligned to Seven Keys

The Seven Keys to Project Success:

Stakeholders are Committed: Identifying, evaluating, informing, and influencing individuals and groups who are affected by or who influence the project.

Business Benefits are Realised: Estimating, measuring, and monitoring the benefits the client will gain from the project. Benefits are understood as including the expected result and the associated costs, both financial and non financial, of achieving that result.

Work and Schedule are Predictable: Controlling the production and acceptance of project services and deliverables, and ensuring their provision to specified performance and acceptance requirements.

Team is High Performing: Identifying, mobilising, and developing the people required for the project team. Obtaining and maintaining appropriate space, equipment, and other resources required to successfully complete the project.

Scope is Realistic and Managed: Agreeing, maintaining, and amending the boundaries of the project.

Risks are Mitigated: Identifying and evaluating risks and issues. Developing avoidance, mitigation, and resolution activities to counteract those risks and issues.

Delivery Organisation's Benefits are Realised: Establishing, agreeing, and monitoring the benefits (such as financial reward, knowledge transfer, and skill development) that PricewaterhouseCoopers, acting as the delivery organisation, will gain from the project. Maintaining and protecting the delivery organisation's interests in relation to the project

7 keys	Status	Action Required
Stakeholders are Committed	R	Last two steering group meetings cancelled. Sponsor to call members individually
Business Benefits are Realised	G	
Work and Schedule are Predictable	A	Need to ensure business unit resource are available to project full time, not part time
Team is High Performing	A	Morale is low. Energise team and stakeholders with presentation and social event
Scope is Realistic and Managed	G	
Risks are Mitigated	A	Decisions awaited from regulator that could increase scope
Delivery Organisation's Benefits are Realised	R	There is a dispute over achievement of last month's targets and payment of performance bonus