Project tracking Guidance Document

Document Control

Document History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Author** | **Change Status** |
| 0.1 | 02 Feb 2011 | André Pires | First Draft Version |
| 1.0 | 03 Feb 2011 | André Pires | First Issued Version |
| 1.1 | 07 Mar 2011 | André Pires | Updates/Corrections |
| 1.2 | 22 May 2012 | André Pires | Added Budget  |
| 1.3 | 29 May 2012 | André Pires | Added workplan |

Distribution

|  |  |  |
| --- | --- | --- |
| **Name** | **Title** | **Review/Approval** |
| Arun Budhwani | Associate Director ITS PMO | Approval |
| PMO Team Members | Project Managers | Review |

Document Repository

The latest version of this document and the Project Tracking Template document can be found on the PMO Website at

Table of Contents

[1 Introduction & Purpose 4](#_Toc326310169)

[2 Document Control 4](#_Toc326310170)

[3 Workplan 5](#_Toc326310171)

[3.1 Project Objective 6](#_Toc326310172)

[3.2 Owner 6](#_Toc326310173)

[3.3 Resource(s) 6](#_Toc326310174)

[3.4 Effort Days (Optional) 6](#_Toc326310175)

[3.5 Duration Days (Optional) 7](#_Toc326310176)

[3.6 Dependency (Optional) 7](#_Toc326310177)

[3.7 Target & Actual Date 7](#_Toc326310178)

[3.8 Status 7](#_Toc326310179)

[3.9 Comments 7](#_Toc326310180)

[4 Actions Log 8](#_Toc326310181)

[5 Risk Log 9](#_Toc326310182)

[6 Issues Log 10](#_Toc326310183)

[7 Decisions Log 11](#_Toc326310184)

[8 Lessons Learned Log 12](#_Toc326310185)

[9 Contacts Log 12](#_Toc326310186)

[10 Budget Detail 13](#_Toc326310187)

[11 Budget Summary 13](#_Toc326310188)

##

# **Introduction & Purpose**

This Project Tracking guidance document has been written to assist Project Managers in using the WCMC PMO Project Tracking spreadsheet.

The Project Tracking spreadsheet contains multiple tabs that gives the Project Manager a single repository for storing multiple logs to help manage a project.

The log should be created as soon as possible in the PMLC lifecycle, and be kept up to date so that it can be a single source of accurate information for the logs within.

Note that not all tabs will need to be used for all projects. The Project Manager will need to exercise their best judgment as to which tabs will be used, and which can be deleted. The advice given on each section should help in these selections.

Additional sections can also be added as needed by the Project Manager.

Note that the Project Manager can also tailor the tabs to suit their management style, but it is recommended that they try and keep these as they are to allow consistency across the PMO.

# **Document Control**

The first tab in the Project Tracking spreadsheet is the document control page. Here basic information on the project is listed to be able to identify which project this spreadsheet relates to.

Because the Project Tracking spreadsheet is a live document so document history tracking is not needed. Any changes that affect the project management plan should be tracked in the Project Tracking Spreadsheet and updated in the Project Management Plan, so that both docs are accurate.

# Workplan

The workplan tab is intended to be used for smaller, less complex projects where a MS Project schedule will not be used to track project tasks. This tab can be deleted for projects where an external project schedule is going to be used.

The Project Workplan should be drafted during the project Planning phase. During the Execution phase, the PM should use it to record status updates as applicable.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ref.** | **Project Objective** | **Owner**  | **Resource(s)** | ***(OPTIONAL)*** | **Target Date** | **Actual Date** | **Status** | **Comments** |
| **Effort Days** | **Duration Days** | **Dependency** |
| **1** | **List the project objective from the charter as headings** |  |  |  |  |  |  |  |  |  |
| 1.1 | List the tasks needed to achieve the objective under the objective | Person responsible for getting task done | Person/group who will carry out the task | Time to complete task | Period needed to complete task  |  If another task needs to be completed first, put task number here | When task is aiming to be completed by | When task was actually completed | Not startedCompleted In Progress Critical  | Notes to elaborate on any detail as needed |
| 1.2 | Add as many rows as necessary to list all tasks needed  |   |   |   |   |   |   |  |   |   |
| **2** | **Next objective from Charter..** |  |  |  |  |  |  |  |  |  |
| 2.1 | First task of new objective |   |   |   |   |   |   |  |   |   |

More details on each column are given below.

## Project Objective

The Project Objective column, along with the Reference column, lists the project objectives from the Charter in sequential order.

Since objectives in the Charter tend to be high level, it may be helpful to break them down into a series of smaller tasks. For instance, the first objective taken from the Charter should have Reference number 1, and each smaller sub-objective should have reference numbers 1.1, 1.2, 1.3, etc.

It can also helpful to **bold the projects objectives** from the Charter and indent () smaller sub-objectives to show they roll up to a Charter objective. Breaking down high-level project objectives into smaller ones organizes the project into manageable steps.

## Owner

Once project objectives and sub-objectives are entered, an Owner should be assigned to each.

An Owner is the person responsible for providing status updates for the objective and ultimately ensures that it is accomplished. He or she does not have to be the person doing the actual work to complete the objective. He or she informs the PM of any roadblocks or issues and is the “go-to” person to ask for status updates.

## Resource(s)

The resource, or multiple resources, is listed to indicate who is doing the actual work to complete the objective.

## Effort Days (Optional)

Denoted in number of days, the Effort is the amount of work that resource(s) will do to complete an objective. For instance, if it takes a resource 7 hours to complete an objective, the Effort is 1 day (equivalent of a 7-hour work day).

## Duration Days (Optional)

The duration of an objective is the number of calendar days that is required before an objective will be completed. Since a resource is likely to be working on several things at the same time, although it may take him or her 7 hours of work to complete an objective, it may be over a 5 day duration.

## Dependency (Optional)

The dependency of an objective expresses its relationship with other objectives. For instance, if objective 1 cannot be completed before objectives 2 and 3 are, then objective 1 is dependent on objectives 2 and 3.

## Target & Actual Date

Target Date is the date that is being aimed for completing an objective. It is helpful to use Duration Days to estimate Milestone Dates. For instance, if the Project Start Date is Monday, May 1st and the Duration of the first objective is 5 days, then the estimated Milestone Date for the first objective is Monday, May 8th (taking into account weekends). Actual Date is the date that the task was actually completed on. This may vary from the target date.

## Status

During team meetings, Owners provide status updates on their assigned objectives. The PM updates the objective status:

Completed – Objective is completed; In Progress – Resources are working on completing the objective; Critical – There are roadblocks or issues hindering completion of the objective.

## Comments

The PM can use this field to make notes and elaborate on the status as needed. For instance, if the status is “Completed,” make note of the completion date. If the status is “Critical,” make notes on the specific roadblock or issue and general approach to resolve.

# Actions Log

The actions log is a simple to do list for this project, so the PM has a place to record these. It is helpful to keep a list of any actions that are underway, especially when managing multiple projects.

Please note that the actions tab is not a substitute nor should not take the place of project task tracking via the project schedule or similar. The actions tab is for smaller tasks which may be more low level than the project schedule can provide, and for any tasks the PM needs to remind himself to keep on top of for the project.

Guidance and example notes below

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ref** | **Action Title** | **Action Description** | **Assigned To** | **Priority** | **Status** | **Date Raised** | **Date Expected** | **Date Completed** |
| UniqueID | Short title to ID the action | List the details of the action that needs to be worked on | List who is assigned to complete this action | 1=high2=med3=low | Not StartedIn ProgressOn HoldComplete | mm/dd/yyyy | mm/dd/yyyy | mm/dd/yyyy |
| 1 | Website clarification with Vendor | Need to talk to Scott N about website options | André Pires | 2 | Open | 02/04/2012 | 02/08/2012 |  |
| 2 | PM Plan approval | John S is going to email PM plan approval to me for review and sign off | John Smith | 1 | Closed | 02/04/2012 | 02/05/2012 | 02/05/2012 |

# Risk Log

A project risk can be defined as any uncertain event that *may* have an impact on project time, cost, quality or scope. These should be recorded in the risk log as soon as they are identified, so that appropriate risk mitigation can be formulated to try and stop the risk becoming an issue. There should be a risk management strategy documented in the Project Management Plan, for risk escalation. Guidance doc an example text below:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ref.** | **Date Raised** | **Risk Title** | **Risk Description** | **Risk Response** | **Probability of Risk becoming an Issue** | **Impact**  | **Priority** | **Trigger** | **Last Update** | **Action/ Notes** | **Status** | **Date Closed** |
| UniqueID | mm/dd/yy | Short title for risk. Helpful when referring to risk in status docs. | Full description of risk with any information that may help with planning mitigating actions | List action (Avoid – eliminate all uncertainty.Mitigate – reduce uncertainty.Transfer – move uncertainty to another area.Accept – accept risk)Also give full description of actions to be performed to deal with this risk | High=1Med=2Low=3 | Impact of risk becoming an issueHigh=1Med=2Low=3 | Priority is worked out by multiplying at risk probability & impact.Highest=1 | What event must occur to trigger the implementation of the mitigation action. | mm/dd/yy | Any updates or notes on the risk response | Inactive – risk identified but doesn’t exist yet.Open – risk is active.Closed | mm/dd/yy |
| 1 | 02/02/12 | Vendor hasn’t given end date as yet | The vendor has not yet given us a completion date for installing the software despite being asked for this many times | This has been escalated to the PE, who is contacting vendor on 02/10 to demand they commit to an end date | High | High | 1 |  | 02/02/12 |  | Open |  |
| 2 | 03/02/12 | No UNIX resource identified | As of 02/02 we have not got a named UNIX rep | PE to get this by 04/02 | Low | High | 3 |  | 02/04/12 | Dan Green named as UNIX rep | Closed | 02/04/12 |

# Issues Log

A project issue can be defined as any event that has occurred that *will* impact project time, cost, quality or scope. **Note that any changes to project variables are considered issues and are tracked here.** As with risks, all issues should be recorded as soon as they are identified so that they can be managed to try and negate the effect of the issue. A plan for issue escalation and resolution should be included in the Project Management Plan. Guidance notes and example text below:

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ref.** | **Date Raised** | **Status** | **Issue Title** | **Issue Description** | **Priority** | **Severity** | **Owner** | **Last Update** | **Action/Notes** | **Date Closed** |
| UniqueID | mm/dd/yy | OpenClosed | Short title for risk. Helpful when referring to risk in status docs later | Full description of issue with any information that may help with resolving the issue | Rank which issue is the most urgent and should be solved first.1= highest2= medium3= low | Rank how bad the consequence would be if the issue is left unsolved1= highest2= medium3= low | Name of who is responsible for this issue | mm/dd/yy | Any updates or notes on the risk response | mm/dd/yyy |
| 1 | 02/02/12 | Open | Budget is insufficient to complete project | Project budget was expected to be enough to complete project. Due to extra days now needed due to storm, budget is insufficient.  | 1 | 1 | John Smith | 02/02/12 | John Smith to talk to Project Sponsor to see if any further budget can be released. |  |
| 2 | 02/04/12 | Closed | Procurement Process may exceeded scheduled time | Procurement was scheduled for 3 weeks. Week 3 ends today and they are not complete  | 1 | 2 | Sally Frost | 05/02/12 | Have agreed with steering committee to run Testing in parallel with training, so will more than make up the time lost in procurement in that phase. Close | 05/02/12 |

# Decisions Log

The decisions log is where any important project decisions can be tracked, so that there is a record and traceability of these. This can often be useful for the PM when changes get queried. Note that decisions may or may not lead to changes to project, and if so, these would also be recorded in the issues log.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Ref.** | **Date Raised** | **Decision** | **Agreed By** | **Last Update** | **Action/Notes** |
| UniqueID | mm/dd/yy | List the decision made in as much detail as is needed. | Name of whom agreed the decision | mm/dd/yy | Any actions or notes arising from the decision |
| 1 | 02/02/12 | ITS infrastructure have offered us slightly used servers at half the price of new ones. They have full warranty as per the new ones and are in perfect condition. Decision has been made (02/01) to buy these to save on project budget | Project Steering Committee | 02/02/12 | PM will update budget and PM plan to show changes. PM Plan will be circulated at end of procurement phase for approval. |
|  |  |  |  |  |  |

# Lessons Learned Log

The purpose of this document is to help the project team share knowledge gained from experience so that the entire organization may benefit. This document should not only describe what went wrong during a project and suggestions to avoid similar occurrences in the future, but it should also describe what went well and how similar projects may benefit from this information. The information in this log will feed into the lessons learned report during the project close phase.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref.** | **Date logged** | **Author** | **Background** | **Lesson Identified** |
| UniqueID | mm/dd/yy | Name of person who logged lesson – usually PM | Record any background that led to the lesson learned. E.g. In the case of a lesson learned by something going wrong on a project, list the issue that occurred. | Record the lesson identified. |
| 1 | 02/03/12 | John Smith | Original quotes for server hardware when securing budget for this project were significantly lower than those being given now (33% less on quote, circa 2k GBP). The reason is that the original quotes were only for the hardware, but didn't give cost of peripheral devices needed to enable the hardware to work with the SAN etc. | When writing the business case during the project planning phase, the PM should drill down into each cost to ensure that they have captured the full cost of using the equipment, including any ancillary devices or software to control the equipment. Should also cross-check this with IT department to get agreement that all factors have been considered. |

# Contacts Log

The Contacts Log is just a convenient place to store any external contact details per project, and means that all this information is in a single location. It is pretty self-explanatory so no guidance or example text is necessary.

# Budget Detail

The budget Detail tab is a three year breakdown of the project budget, segregated into three areas (Capital, Professional services, Operating). The example below is for the capital area, but the same approach is taken to filling out each of the other sections as needed.

|  |  |  |  |
| --- | --- | --- | --- |
| **Capital Budget** | **2012** | **2013** | **2014** |
| **No.** | **Type** | **Item** | **Provided By** | **Estimated Quantity** | **Actual Quantity** | **Unit Cost** | **Estimated FY Cost** | **Actual FY Cost** | **Estimated FY Cost** | **Actual FY Cost** | **Estimated FY Cost** | **Actual FY Cost** |
| Unique ID | Description of cost type | Description of cost detail | Who provided item/ service | n | n | $n | $n | $n | $n | $n | $n | $n |
| 1 | Terminal Server | IBC JCSXXX41 | ITS | 2 | 3 | $2,000 | $4,000 | $6,000 | $0 | $0 | $0 | $0 |
| 2 | VM Space | VM space for backups | ITS | 2 | 2 | $350 | $700 | $700 | $700 | $700 | $700 | $700 |
| 3 |   |   |   |   |   |   |   |   |   |   |   |   |
| **Total Capital Budget** |  |  |  |  |  | **$4,700** | **$6,700** | **$700** | **$700** | **$700** | **$700** |

Notes:

Updating the year in cell H4 to the 1st year of the 3 year budget will cause the following years to automatically update.

Like all tabs in the tracking spreadsheet, his is a generic template - the PM can tailor this page to suit the project.

The ‘Total Project Budget’ section at the bottom of the page will sum all 3 areas into one line automatically

# Budget Summary

The budget summary tab is simply and aggregation of the budget detail tab, and collects all it’s information from that tab. As such, this tab should not be edited directly. The summary is broken down year on year for the 3 years being covered in the budget, and by budget type (Capital, Professional services, Operating), as well as a total budget summation.