

Project Workbook Information	
The project workbook allows project managers, team members, sponsors, and stakeholders to easily track and monitor project activities. Any of these worksheets can easily be broken out into separate documents.	
Suggested Sheets for All Projects	
<b>Data</b>	Filling out the Data sheet completes the header portion of all remaining sheets in the project workbook.
<b>Minicharter</b>	The Project Minicharter sheet can be used as a charter for small projects or a summarization of a full charter for larger projects.
<b>Stoplight</b>	The Stoplight Report sheet contains a status report that can be used to keep sponsors, team members, and stakeholders informed of project progress.
<b>Budget</b>	The Budget sheet allows you to track original budget, expenditures to date, and any cost variance.
<b>CBA</b>	The Cost/Benefit Analysis sheet allows you to review the proposed project and potential alternatives and make a project selection based on a greater ROI (return on investment).
<b>Risks</b>	The Risk Management Matrix sheet allows you to identify, qualify, quantify, and prioritize risks (events that might happen; the uncertainty of a project), create mitigation and contingency plans, and assign risks owners.
<b>Issues</b>	The Issues Log sheet allows you to identify and monitor project issues (unplanned events that have happened).
<b>Action</b>	The Action Items sheet allows you to track and monitor action items assigned to team members. Action items are tasks that must be done but are too insignificant from a time perspective to track in your project schedule.
<b>Miles</b>	The Deliverable Milestones sheet allows you to identify major deliverable milestones and the due dates, objectives, assumptions, and constraints relevant to that deliverable milestone.
<b>WBS</b>	The Work Breakdown Structure sheet includes the activities that must be completed during a project, the effort required, all relevant dates, and the resources assigned to do the work.
<b>Roster</b>	The Roster sheet provides contact information for all those involved on the project.
<b>R&amp;R</b>	The Roles and Responsibilities sheet shows the primary role of team members, any deliverables in which they are involved, and the percentage of time they are expected to work on the project.
<b>RAM</b>	The Resource Assignment Matrix sheet shows you what type of resource is responsible for, or somehow involved with, each deliverable. The tasks listed are <i>samples</i> ; you should update the RAM with tasks appropriate for your project.
<b>RCM</b>	The Resource Commitment Matrix sheet shows how many effort hours each person on the project has been allocated by month.
<b>A&amp;C</b>	The Assumptions and Constraints sheet allows you to track project assumptions and constraints.
<b>Decision</b>	The Decision Log sheet allows you to track all major decisions made during the course of the project.

<b>Comm</b>	The Communication Plan sheet allows you to detail your communication plan: how you are going to communicate, whom you will be communicating with, how often, in what format, etc.
<b>Stake</b>	The Stakeholder Analysis sheet allows you to identify stakeholders, their role, and their requirements.
<b>Expectations</b>	The Expectations sheet allows you to identify and track the expectations of various stakeholders.
<b>Chg Log</b>	The Change Control Log sheet allows you to track all change requests that are in process or finalized.
<b>Deliver</b>	The Deliverable Acceptance Log sheet allows you to track the status of deliverable acceptances.
<b>PERT</b>	The PERT Analysis sheet allows you to perform PERT analysis on WBS tasks.
<b>Delphi</b>	The Delphi Exercise sheet allows you to develop estimates for WBS tasks through the Delphi technique.
<b>TimeSum</b>	The Timesheet Totals sheet allows you to track effort hours of your entire team by individual and by month.
<b>Timesheet</b>	The Timesheet can be used by each team member to submit effort hours by activity, by month.
<b>Size Est</b>	The Initial Project Size Estimate sheet allows you to estimate, at high-levels (40,000 ft. view), the size of a project. This estimate should not be considered final as requirements and technical specifications typically have not been fully developed yet.
<b>Res Load</b>	The Resource Loading sheet allows you to identify the work effort required, the duration, and the allowed commitment level of each person assigned to the project.
<b>Qual Metrics</b>	The Project Quality Metrics sheet allows you to identify critical success criteria, related quality metrics, and their priority.

**Project**  
**Project #**  
**Project manager**  
**Sponsor**  
**Project artifacts**  
**Last updated**

## Project Minicharter

<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	
<b>Background</b>			
<b>Business need and business benefits</b>			
<b>Objectives</b>			
<b>Scope</b>	<b>In Scope</b>	<b>Out of Scope</b>	
<b>Deliverables</b>	<b>Deliverable</b>	<b>Due Date</b>	
<b>Flexibility matrix</b>	<b>Scope</b>		
	<b>Schedule</b>		
	<b>Cost</b>		
<b>Key considerations</b>	<b>Assumptions &amp; Constraints</b>	<b>Risks</b>	
		<b>Category</b>	<b>Risk Description</b>

<b>Success criteria</b>	1 -		
	2 -		
	3 -		
	4 -		
	5 -		
<b>Signatures</b>			
<b>Sponsor</b>	Signature		
	Printed name		
	Date		
<b>Project manager</b>	Signature		
	Printed name		
	Date		

## Stoplight Report

<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	

	Deliverables									
	1	2	3	4	5	6	7	8	9	10
<b>Schedule</b>										
<b>Scope</b>										
<b>Cost</b>										
<b>Risk</b>										
<b>Issues</b>										
<b>Planned completion</b>										
<b>Est. completion</b>										

### Management Alert

ID	Situation Requiring Management Attention	Action Plan	Owner

### Accomplishments During Reporting Period

ID	Description of Accomplishment	Planned Completion	Date Completed	Owner	Comments

Deliverables	Title/Description		Title/Description
1		6	
2		7	
3		8	
4		9	
5		10	

Budget			
Project		Project #	
Project manager		Sponsor	0
Project artifacts		Updated	
Budget Status			
<b>Approved Budget</b>	<b>Planned Expenditures to Date</b>	<b>Actual Expenditures to Date</b>	<b>Variance</b>
\$0.00	\$0.00	\$0.00	\$0.00
	<b>Planned Remaining Budget</b>	<b>Actual Remaining Budget</b>	<b>Variance</b>
	\$0.00	\$0.00	\$0.00
<b>Additional \$ needed</b>			
Budget Details			
Internal Expenses			
<b>Salaries</b>	<b>Hourly Rate</b>	<b># Hours</b>	<b>Total Cost</b>
Type of resource	\$0.00	0.00	\$0.00
Type of resource	\$0.00	0.00	\$0.00
Type of resource	\$0.00	0.00	\$0.00
Type of resource	\$0.00	0.00	\$0.00
Type of resource	\$0.00	0.00	\$0.00
Type of resource	\$0.00	0.00	\$0.00
<b>Other Internal Expenses</b>			<b>Total Cost</b>
Type of expense			\$0.00
Type of expense			\$0.00
Type of expense			\$0.00
<b>Total Internal Expenses</b>			<b>\$0.00</b>
External Expenses			
<b>Consulting Costs</b>			<b>Total Cost</b>
Type of consulting			\$0.00
Type of consulting			\$0.00
Type of consulting			\$0.00
<b>Capital Expenditures</b>			<b>Total Cost</b>
Type of expense			\$0.00
Type of expense			\$0.00
Type of expense			\$0.00
<b>Total External Expenses</b>			<b>\$0.00</b>

Total Budget

\$0.00



Cost/Benefit Analysis						
Project		Project #				
Project manager		Sponsor				0
Project artifacts		Updated				
Project Development and Maintenance Costs						
Description	FY01	FY02	FY03	FY04	FY05	Total
<b>Cost of Project Development</b>						
Salaries						
Other internal expenses						
Consulting costs						
Capital expenditures						
<b>Total project costs</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Cost of Support</b>						
Operational costs						
Nonrecurring costs						
Recurring costs						
<b>Total ongoing support costs</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits/Savings						
Current Process	FY01	FY02	FY03	FY04	FY05	Total
Total annual price						
New Process						
Total annual price						
Annual savings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cumulative savings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cumulative costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Cumulative total net savings</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Future Value						
Present Value	Interest Rate		# Periods		Future Value	
					\$0.00	
Present Value						
Future Value	Interest Rate		# Periods		Present Value	
\$0.00					\$0.00	

Net Present Value		
Period	Cash Flow	Present Value
1		
2		
3		
4		
5		
<b>Totals</b>	\$0.00	\$0.00
<b>Project development cost</b>		\$0.00
<b>Net present value</b>		\$0.00



14				0								
15				0								



12								
13								
14								
15								

**Action Items**

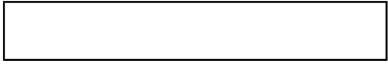
<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	

ID	Action Item	Owner	Status	Date Entered	Planned Completion	Actual Completion
1	What is the item to be completed?	Who manages this issue?				
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

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**Deliverable Milestones**

<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	

<b>ID</b>	<b>Milestone</b>	<b>Description</b>	<b>Planned Completion</b>	<b>Actual Completion</b>	<b>Objectives</b>	<b>Assumptions</b>	<b>Constraints</b>
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							

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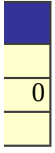


13	Develop scope management plan																		
14	Develop risk management plan																		
15	Develop change management plan																		
16	Develop cost management plan																		
17	Develop schedule management plan																		
18	Develop technical specifications																		
19	Develop technical architecture																		
20	Conduct project procurement																		
21	Finalize project budget																		
22	Finalize return on investment																		
23	Ongoing project management																		

Execution																			
1	Develop training materials																		
2	Execute communication plan																		
3	Develop software																		
4	Develop new business processes (to be)																		
5	Deploy new software																		
6	Conduct training																		

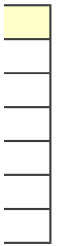
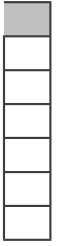
Closing																			
1	Get deliverable acceptance																		
2	Close out contracts																		
3	Finalize budget																		
4	Finalize return on investment																		
5	Conduct closure survey																		
6	Conduct/document lessons learned																		
7	Archive project																		

Legend	
<b>Creates the deliverable</b>	C1: primary creator; C2: contributor
<b>Input required</b>	I
<b>Reviews the deliverable</b>	R
<b>Approves the deliverable</b>	A
<b>Notified when the deliverable is complete</b>	N
<b>Owens the deliverable upon completion</b>	O



QA Analyst











## Assumptions and Constraints

<b>Project</b>		<b>Project #</b>			
<b>Project manager</b>		<b>Sponsor</b>	0		
<b>Project artifacts</b>		<b>Updated</b>			
<b>ID</b>	<b>Description</b>	<b>Comments</b>	<b>Type</b>	<b>Status</b>	<b>Date Entered</b>
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

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**Decision Log**

<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	

ID	Decision Description	Comments	Owner	Status	Date Entered
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

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## Communication Plan

Project		Project #				
Project manager		Sponsor	0			
Project artifacts		Updated				
ID	Communication	Description	Frequency	Format	Owner	Recipient/Attendees
1	What type of communication is this?	What is the description of the contents/purpose of this communication?			Who sends?	Who gets?
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						

17						
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**Stakeholder Analysis**

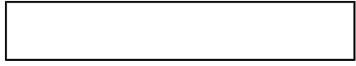
<b>Project</b>		<b>Project #</b>	
<b>Project Manager</b>		<b>Sponsor</b>	
<b>Project Artifacts</b>		<b>Updated</b>	

<b>ID</b>	<b>Stakeholder</b>	<b>Role</b>	<b>Impact</b>	<b>Influence</b>	<b>Risk Tolerance</b>	<b>Needs</b>
1						
2						
3						
4						
5						
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7						
8						
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10						
11						
12						
13						
14						
15						



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**Deliverable Acceptance Log**

<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	

<b>ID</b>	<b>Deliverable Description</b>	<b>Comments</b>	<b>Evaluator</b>	<b>Status</b>	<b>Date of Decision</b>
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					



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## Delphi Exercise

<b>Project</b>		<b>Project #</b>	
<b>Project manager</b>		<b>Sponsor</b>	0
<b>Project artifacts</b>		<b>Updated</b>	

<b>Task</b>	<b>Sample task here</b>									
<b>Team members</b>	Name 1	Name 2	Name 3	Name 4	Name 5	Name 6	Name 7	Name 8	<b>Total</b>	<b>Average</b>
<b>Most likely</b>									0	#DIV/0!
<b>Minimum</b>									0	#DIV/0!
<b>Maximum</b>									0	#DIV/0!

<b>Task</b>	<b>Sample task here</b>									
<b>Team members</b>	Name 1	Name 2	Name 3	Name 4	Name 5	Name 6	Name 7	Name 8	<b>Total</b>	<b>Average</b>
<b>Most likely</b>									0	#DIV/0!
<b>Minimum</b>									0	#DIV/0!
<b>Maximum</b>									0	#DIV/0!

<b>Task</b>	<b>Sample task here</b>									
<b>Team members</b>	Name 1	Name 2	Name 3	Name 4	Name 5	Name 6	Name 7	Name 8	<b>Total</b>	<b>Average</b>
<b>Most likely</b>									0	#DIV/0!
<b>Minimum</b>									0	#DIV/0!
<b>Maximum</b>									0	#DIV/0!

<b>Task</b>	<b>Sample task here</b>									
<b>Team members</b>	Name 1	Name 2	Name 3	Name 4	Name 5	Name 6	Name 7	Name 8	<b>Total</b>	<b>Average</b>
<b>Most likely</b>									0	#DIV/0!
<b>Minimum</b>									0	#DIV/0!
<b>Maximum</b>									0	#DIV/0!

<b>Task</b>	<b>Sample task here</b>									
<b>Team members</b>	Name 1	Name 2	Name 3	Name 4	Name 5	Name 6	Name 7	Name 8	<b>Total</b>	<b>Average</b>
<b>Most likely</b>									0	#DIV/0!
<b>Minimum</b>									0	#DIV/0!
<b>Maximum</b>									0	#DIV/0!













Initial Project Size Estimate				
Project				Project #
Project manager				Sponsor 0
Project artifacts				Updated
		Scope Estimate		
		Technology Systems Impacted		
		1 to 2	3 to 5	6 or more
# of Business Requirements	Less than 50	Automatically do; no approval needed		
	51 - 100			
	100 or more			Approval required
		Cost Estimate		
		# of Resources Involved		
		Less than 10	11 to 50	51 or More
# of Business Requirements	Less than 50	Automatically do; no approval needed		
	51 - 100			
	100 or more			Approval required
		Cost Estimate		
		# of Resources Involved		
		Less than 10	11 to 50	51 or More
Benefit	Low			Avoid
	Medium			
	High	Automatically do; no approval needed		







