



**Ministry of Education
Information & Technology Management Branch
Project Support Office**

Project Issue Management Process

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Table of Contents

Approvals	i
Review History	i
Document Change Record	i
Distribution	i
Table of Contents	ii
1.0 Document Purpose	1
2.0 Related Documents	1
3.0 Purpose and Objectives	1
4.0 Scope	1
5.0 Policy	1
6.0 Procedures	3
6.1 Initiate issue	3
6.2 Validate Issue	3
6.3 Analyze Issue	3
6.4 Plan Issue Resolution	4
6.5 Control Issue	4
6.6 Monitor Issue Resolution	4
6.7 Close Issue	4
6.8 Process Diagram	4

1.0 Document Purpose

The purpose of this document is to provide project managers with the standard process for managing issues on ITMB projects.

2.0 Related Documents

Automated Project Items Control using PVCS Tracker, describes the process for recording and tracking risks, issues, change requests and quality control items using *PVCS Tracker*.

Project Change Management Process, describes the process for managing changes on ITMB projects.

3.0 Purpose and Objectives

Issues are unplanned or unexpected problems that arise during the course of a project. Issues are always associated with some degree of impact to the project and therefore need to be assessed and resolved in a timely fashion either within or outside of the project's boundaries.

The purpose of defining issue management procedures is to assist the project team to identify, assess, monitor and resolve project issues. This will ensure that the issues are dealt with in an orderly and timely manner without further impact to the project.

The primary objectives of issues management are to:

- manage each issue from identification as a concern through to closure;
- allow each issue to be resolved and monitored based upon direction from the appropriate authority;
- communicate the impact of issues to appropriate personnel; and
- allow less significant issues to be managed with a minimum of overhead.

4.0 Scope

An issue is an unplanned or unexpected problem that arises during the course of a project. A valid issue may impact project scope, schedule, cost, resources, integration or quality and is generally beyond a particular project work group's authority or capacity to resolve.

An issue differs from a risk in that an issue is an actual fact, while a risk is an event that may or may not occur in the future.

The project team executes the issue management process under the direction of the Project Manager.

5.0 Policy

The use of the formal issue management procedure will be required when any issues are discovered.

The PSO supports the issue management process. The role of the PSO in the issue management process is determined, with the project manager, once the project is approved.

The documentation and tracking of all issues will be managed using the defined procedure and facilitated by the use of PSO templates or *PVCS Tracker*.

When resolution of an issue requires a change to the scope, schedule or cost of the project, the change management process must be followed to control and implement the resolution.

Use the *Issue Assessment Grid* to identify the importance of a specific issue with regard to its priority and potential negative impact on the project. An issue with high severity and high priority is an urgent and critical issue; it may cause the project to stop until the issue is resolved. In contrast, if the issue is ranked as medium severity and medium priority, monitoring the issue management process should be sufficient. Low severity and priority issues should be handled outside the issue management process.

Issue Assessment Grid

S E V E R I T Y	May impact quality of a major deliverable or productivity of a large project staff segment.	Low Priority High Severity	Medium Priority High Severity	High Priority High Severity	Critical Priority High Severity
	May impact quality of sub-components of deliverables or productivity of a smaller project staff segment.	Low Priority Medium Severity	Medium Priority Medium Severity	High Priority Medium Severity	Critical Priority Medium Severity
	Does not impact major deliverable. May affect smaller deliverables or productivity of small project staff segments.	Low Priority Low Severity	Medium Priority Low Severity	High Priority Low Severity	Critical Priority Low Severity
		Has no direct or immediate impact on deadlines. Resolutions may or may not be necessary (best efforts acceptable)	May impact future or less critical deadlines. Eventual resolution required (usually within 10 working days).	Failure to resolve may result in critical deadlines being missed. Resolution required as soon as possible (within 3 working days).	Failure to resolve will result in critical deadlines being missed. Immediate resolution required.
		PRIORITY			

Issue severity will not change over the life of an issue, but the priority can be adjusted upward as time passes without a resolution. For example, an issue may have high severity if not resolved, but its priority may be medium because there is enough time to resolve it. However, if the issue is not resolved in time, it may become high priority.

6.0 Procedures

The PSO supports the issue management process. The project manager works with the PSO to:

- implement this process for initiating issues, recording status, monitoring and communicating issue status; and
- ensure that all issues are managed and report issue status as part of the project control process.

To further define the issue management process, each issue will be tracked through:

1. Initiation - identify and document the issue
2. Validation - verify the issue is valid and requires management
3. Analysis - assess priority and severity and assign responsibility to investigate alternatives
4. Planning - investigate and recommend a course of action
5. Control - decide on a course of action
6. Implementation - execute and monitor implementation of the approved course of action
7. Closure - verify that action is complete, issue is resolved and close issue

6.1 Initiate issue

Action	Responsibility
1. Identify and record the issue. 2. Report the issue to the Project Manager.	Project Team Member

6.2 Validate Issue

Action	Responsibility
1. Identify member of the management team as the issue owner. 2. Validate issue with project team members as appropriate.	Project Manager

6.3 Analyze Issue

Action	Responsibility
1. Analyze priority and severity of issue and update the issue record with the analysis and target date for resolution.	Project Manager
2. Assign responsibility to investigate the issue and action alternatives 3. Update the issue record with the assignment.	Issue Owner

6.4 Plan Issue Resolution

Action	Responsibility
<ol style="list-style-type: none"> 1. Investigate, recommend the best approach and estimate the effort to resolve the issue. 2. Escalate unresolvable issues. 3. Update issue record with findings, recommendations or other information. 	Issue Owner, Assigned Team Member

6.5 Control Issue

Action	Responsibility
<ol style="list-style-type: none"> 1. Review the recommendation. 2. Approve the recommendation, identify alternative action or escalate the issue. 3. Initiate a change request, if required. 4. Assign the task of implementing the resolution. 5. Update issue record with decision and assignment information. 	Project Manager

6.6 Monitor Issue Resolution

Action	Responsibility
<ol style="list-style-type: none"> 1. Track implementation at status meetings. 2. Communicate issue status to project team members. 	Project Manager

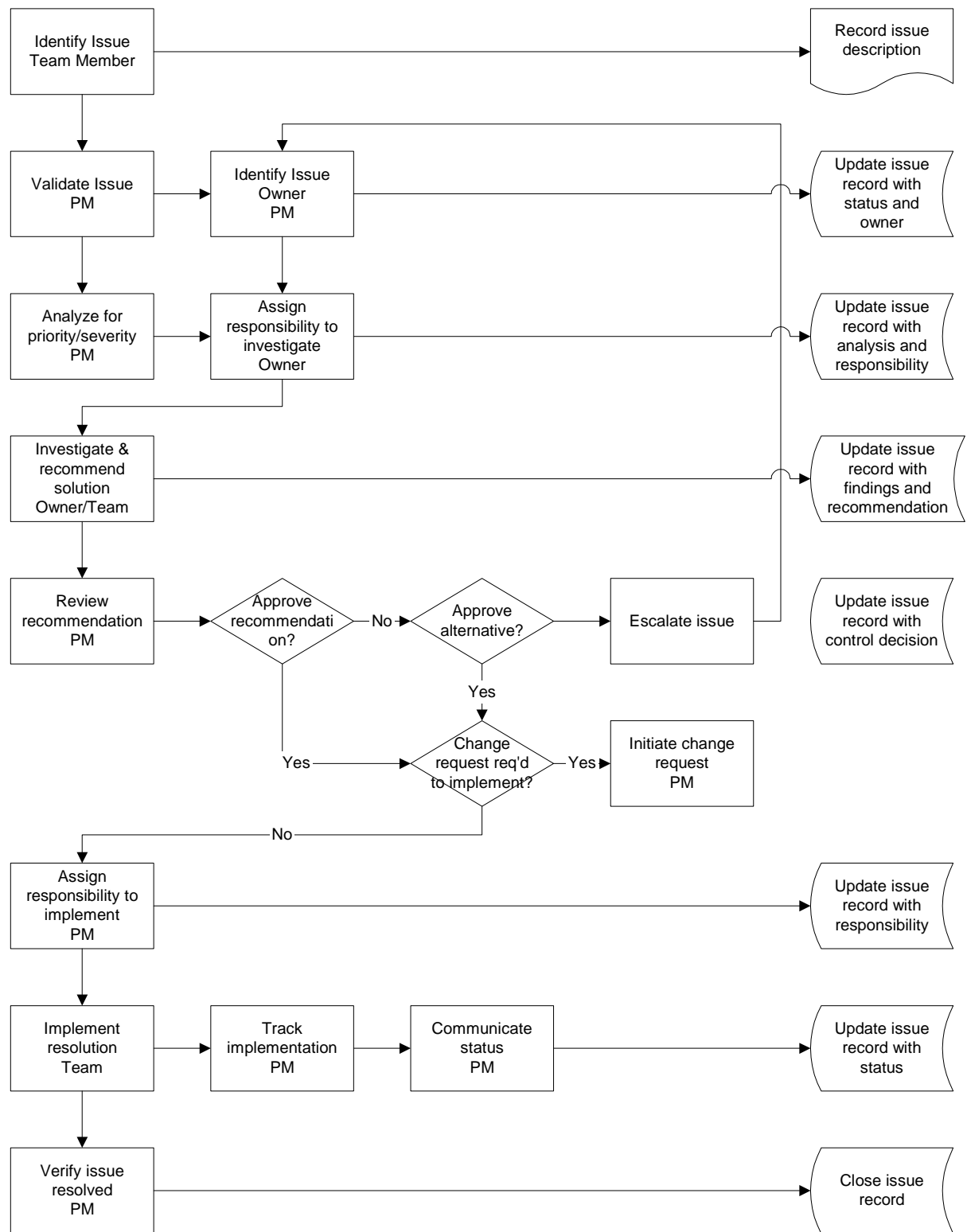
6.7 Close Issue

Action	Responsibility
<ol style="list-style-type: none"> 1. Verify that issue is resolved. 2. Close issue record. 	Project Manager

6.8 Process Diagram

The overall flow of the issue management process is presented in the following diagram.

Issue Management Process Flow



Appendix A: Forms and Templates

Project Issue Log (for Manual Issue Management)

ID	Title	Status	Submit Date	Submitter	Priority	Severity	Target Date	Assigned To:	Close Date	Owner	Source	Description	Notes
1													
2													
3													
4													
5													