ASSUMPTION MANAGEMENT

Purpose

To provide a procedure and associated guidelines to facilitate the management of project-related assumptions made both before and during the project.

Overview

An assumption can be defined as a statement of belief concerning the outcome of a future event, i.e., they arise from an element of uncertainty. Assumptions are factors that, initially for project planning purposes, are assumed to be true, real or certain.

Assumptions should be based as much on fact as is reasonably possible at the time that the assumption is made. It is vital that areas of uncertainty are recorded and the accuracy of the assumption is increased as more data becomes available.

Assumptions and Constraints

Assumptions are forecasts about what may happen in the future, while constraints are limits on freedom of choice. A formal definition of a constraint is the state of being restricted or confined within prescribed bounds (Source: The American Heritage Dictionary of the English Language, Fourth Edition).

When determining assumptions, it may be important to consider any project-related constraints as they may drive the identification of further assumptions.

For example, assumptions may determine the scope of a project whilst constraints may reflect the assumed business and technology context such as any existing organisational agreements for the supply of certain types of technology components from one supplier (“We only use computer hardware from company X”). This may impact the project by restricting the choice of available technology components thus leading to an assumption such as “It is assumed that all computer hardware devices will be acquired from company X”.

Assumptions should be based as much on fact as is reasonably possible at the time that the assumption is made. It is vital that areas of uncertainty are recorded and the accuracy of the assumption is increased as more data becomes available.

Assumptions generally involve a degree of risk and thus may also be reflected in the Risk Log maintained in Risk Management phase.

During the early phases of a project, a number of assumptions may be made in three specific areas:

?? The development and contents of the business case;
?? The development of the project scope; or
?? The development and ongoing maintenance of the project schedule.

It is necessary to track assumptions to assess their impact on the project and to track their management to be able to challenge them and to develop contingency plans should they prove to be invalid.

Estimating assumptions are unique to each project and should be documented. They may include factors such as transaction counts, estimates of the number of database fields, tables and record volumes, numbers of users, network traffic patterns, volumes and capacity needs. These and other calculations will be used to assist in the generation of project estimates.
If during the project, any of these estimating assumptions prove to be invalid and impact the project plan, the Project Manager can use scope change mechanisms to revise the plan based on the new or amended assumptions.

The objectives of this Phase include:

?? Providing a standard means for recording assumptions and how they were derived;
?? Determining the ownership of the assumptions;
?? Evaluating the stability of and impact on the project if any of the assumptions prove to be true or false;
?? Defining the actions necessary to progress and monitor the assumptions;
?? Making provisions for conflicting assumptions; and
?? Scheduling when assumptions are to be validated and reviewed throughout the life of the project as well as after the project ends where the assumptions may affect the post-project benefits realisation process.
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Assumption Management phase

F1 Define Assumption Management Process, Roles and Responsibilities

F2 Implement Assumption Management Process, Roles and Responsibilities

F3 Identify and Manage Assumptions and Prepare Assumption Management Reports

Policy Documents
Business Strategies
Project Definition
Document
Budgets
Business Case
Risk Log
Dependency Log
Assumptions
Project Plans, Estimates and Costs
Performance Measures or Estimates
Resource Estimates
Procedure Documents

Assumption Management
Reporting Requirements
Assumption Management
System Requirements
Assumption Log
Assumption Form
Assumption Management Process Flow
Assumption Management Procedure
Assumption Management Roles and Responsibilities

New Assumption Form
Assumption Log (Updated)
Project Plans (Updated)
New Risk Identification Form
Risk Log (Updated)
Business Case (Updated)
Benefits Log (Updated)
Assumption Management Reports
1 Define Assumption Management Process, Roles and Responsibilities

Purpose

To define the assumption management procedures, roles and responsibilities and to prepare supporting forms and systems.

Overview

This task is used to define the process that is to be used to identify, evaluate, prioritise, assign, review and manage assumptions. The associated roles and responsibilities are defined and agreed.

An Assumption Form and Assumption Log are created.

Where an Assumption Management system is to be used, the requirements are defined, any system components are purchased, installed and tested or the Assumption Management system is built and tested.

1.1 Determine how project assumptions are to be identified.

Determine how project assumptions are to be identified. Review documents produced before or early in the project such as:

- Project Definition Document;
- Business Case;
- Initial Project Plan;
- Organisation chart;
- Work Breakdown Structure;
- Risk Log;
- Supplier management-related documents;
- Stakeholder analysis; or
- Benefits Log.

Review any additional background documents which may include:

- Corporate strategic plan;
- Information systems and information technology plans;
- New product releases;
- Compliance requirements e.g., new regulations;
- Acquisition, merger or divestiture plans; or
- Other significant project documentation such as change management plans, new product development/release plans, infrastructure plans.

Meet with the project sponsor, project steering committee, senior management, business users and core functions such as the Purchasing Department to discuss project assumptions that may exist.

1.2 Determine how assumptions are to be prioritised.

Identify the assumption sensitivity which is a measure of how important the assumption being true is to the success of the project i.e., what is the impact of the assumption proving to be true. Sensitivity categories include:

- **High** - Crucial or vital;
- **Medium** - Important; and
- **Low** - Desirable.
Identify the assumption \textit{stability} which is a measure of the likelihood that the assumption will prove false or change during the course of the project. Stability categories include:

- **High** - It is highly likely that the assumption will change or be proved false;
- **Medium** - There is a possibility that the assumption will alter; and
- **Low** - It is unlikely that the assumption will alter.

Depending upon the nature and complexity of the project, the High, Medium and Low grades may be substituted with alternatives such as percentage probability or a numeric scale.

**1.3 Determine the criteria to be used to change assigned assumption prioritisations.**

Determine the criteria to be used to change assigned assumption prioritisations. For example, aged assumptions may automatically have their prioritisation value changed after a pre-defined period of time or assumptions that relate to project tasks that subsequently have become part of the critical path may require re-evaluation of their priority.

Prepare a list of criteria to be used to change the assigned prioritisation value of an assumption.

**1.4 Determine how assumptions are to be categorised.**

Determine how assumptions are to be categorised. Categories may be used to facilitate the allocation of assumption resolution actions and to define assumption ownership and should reflect the project tasks and project organisation structure. For example, assumptions may be categorised by:

- Source of origination;
- Project work streams that they impact; or
- Assumption owner.

**1.5 Define assumption ownership.**

Define the ownership of each assumption.

In the majority of cases, an assumption should be owned by the project or person who has the greatest interest in it being delivered to expectations. There may be exceptions to this general rule, e.g., the current project is one of eight initiatives dependent upon the commissioning of new computer hardware - there is little value in eight project managers managing the same assumption.

**1.6 Determine assumption recording, storage, distribution and tracking methods.**

Determine the means that are to be used to store, distribute and track assumptions.

These activities are in addition to the incorporation of assumptions within the project’s standard activities and Work Breakdown Structure. This enables the creation and maintenance of assumption-related data such as description of the assumption, how they were derived, additional assumption reporting content, ownership, contact names and addresses. Alternatives for a separate system may include:

- Word processing files;
- Spreadsheets;
- Simple database systems e.g., using Microsoft Access;
- Sophisticated database systems e.g., using ORACLE or DB2;
- Assumption tracking software packages; or
- Intranet or web-based storage and retrieval systems.
This information may already have been gathered as part of Start-up phase.

1.7 Define Assumption Management Reporting requirements.

Define Assumption Management Reporting requirements. Consider:

- Frequency of assumption reporting;
- Formats for assumption reporting;
- Audience for assumption reporting; and
- Distribution means for assumption reporting.

A sample Assumption Management Report is shown in Figure F4.

1.8 Determine Assumption Management system requirements.

Determine Assumption Management system requirements which may include:

- Features;
- Functionality such as types and nature of access required and reporting needs;
- Volumes of records and storage space requirements;
- Security;
- Interfaces; and
- Technology alternatives.

If a database is to be used, consideration of the record keys necessary to organise and view the assumptions by owner, by project task, by priority, by review date or by similar requirement may be required.

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

1.9 Create an Assumption Log and Assumption Form.

Create an Assumption Log and Form. Ensure that the Assumption Log and Form can be used to record all of the information that is necessary for assumption management.

Determine information required for assumption management such as:

- Description of assumption and its project impact and relativity;
- Owner of the assumption, how communications will be maintained and with what frequency; and
- What actions need to be taken in relation to the assumption.

Devise nomenclature and standards to address such items as:

- Unique assumption numbering;
- Assumption status identifiers e.g., open, analysis in progress, resolution defined - pending approval, closed and archived;
- Date formats; and
- Foreign language requirements.

Appendix 1 contains a sample Assumption Log and Form. These forms may need to be tailored to meet the specific requirements of the project.
1.10 Create an Assumption Management Process Flow.

Create an Assumption Management Process Flow. The design of the process flow may be influenced by factors such as the project size, complexity and organisation structure. A sample Assumption Management Process Flow is shown in Figure F1 for an assumption management process that has two levels of escalation:

?? The first is to the Project Management team; and
?? The second is to the Steering Committee.

The Project Office updates the Assumption Log to record the progress of the assumption through each of the process flow steps.

1.11 Develop an Assumption Management Procedure.

Develop an Assumption Management procedure.

A sample set of steps is shown below, based on the detailed process flow shown in Figure F2. For smaller projects, the Steering Committee may be replaced with the Project Sponsor:

?? Submit Assumption Form - After identifying the assumption, the Submitter completes an Assumption Form (see Appendix 1) after discussing the assumption informally with Project Management. The Assumption Form is then submitted to the Project Office;

?? Log assumption - The Project Office assigns a reference number to the assumption, creates a brief description for reporting purposes, logs it in the Assumption Log and forwards it to the Project Manager;

?? PM Review and Assign Responsibility - The Project Manager reviews the Assumption Form, designates its type and assigns an owner. This owner will be added to the Assumption Form by the Project Office who will forward the form onto the owner for analysis;

?? Investigate Assumption and Recommend Action - The Assumption Owner investigates the assumption, which may involve liaising with other individual(s), such as the Submitter, Project Management and possibly entities outside the project. Based on the results of these investigations, the owner will recommend a course of action;

?? the recommended action plan is attached to the Assumption Form, which is forwarded to Project Management via the Project Office, who update the status;

?? Input to Planning and Scheduling - Project Management updates the project plans to ensure that the assumption is adequately addressed;

?? Risk Required ? - Project Management determine whether a risk needs to be raised and if required, raises a new risk;

?? Determine Approval - Project Management evaluates the assumption with its recommended action plan and determines the appropriate approval process for it. If the Assumption Form is within the approval authority of the Project Management team, a decision will be made there, otherwise it will be forwarded to the Steering Committee;

?? the Project Office will update the status of the Assumption Form and ensure it is forwarded to the Steering Committee, if necessary;

?? Review and Approve - The Assumption Form will be reviewed and an approval decision made by the relevant group (either the Steering Committee or the Project Management team) depending on the authority required. The decision will result in either approval of the action plan, change of assumption category or a request for modification to the recommended action plan;

?? if modifications are required, the Assumption Form is sent back to the Assumption Owner,

?? if the assumption category is changed, the reason for change will be documented on the Assumption Form,

?? if the assumption Form action is approved, the approver signs off the recommended action, and
Figure F1: Sample Assumption Management Process Flow

1. Identify Project Assumption and Complete Assumption Form
2. Pass to Project Management
3. Prioritise Assumption and Associated Resolution Timeframe
4. Assign Ownership
5. Analyse Assumption and Identify Action to be Taken
   - Yes: Steering Committee Review
     - Yes: Incorporate Updated Assumption Data into Planning and Scheduling
     - No: Close Assumption
   - No: Does a risk need to be raised?
     - Yes: Raise Risk
     - No: Analyse Assumption and Identify Action to be Taken
6. Change Assumption Status?
   - Yes: Update Assumption Status
   - No: Close Assumption
7. Incorporate Updated Assumption Data into Planning and Scheduling
8. Complete Resolution Actions
Figure F2: Sample Assumption Management Process Flow (Detailed)

Status Codes:

**OPN**: Assumption Opened
**ANL**: In Analysis
**PRW**: Project Management Review
**SRW**: Steering Committee Review
**CAN**: Assumption Cancelled
**RES**: In Resolution
**CLS**: Assumption Closed
1.12 Prepare an Assumption Management Task/Responsibility Matrix.

Prepare an Assumption Management Task/Responsibility Matrix that defines, for each part of the Assumption Management Process and Procedure, the associated roles and responsibilities. Figure F3 shows a completed sample Assumption Management Task/Responsibility Matrix.

Appendix 2 contains a sample Assumption Management Task/Responsibility Matrix.

Clearly indicate the role of the Project Office.

1.13 Install or build and test the Assumption Management system.

Where the need for an Assumption Management system has been determined, install or build and test the Assumption Management system in preparation for the loading of the initial content. Confirm that the system supports the Assumption Management Process that has been defined.

Configure the system to support the Assumption Management Task/Responsibilities Matrix that has been prepared.

1.14 Obtain formal written approval for the Assumption Management Process components.


Make any changes as necessary.

Obtain formal written approval for the Assumption Management Process components.
**Figure F3: Sample Assumption Management Task/Responsibility Matrix**

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<th>Completed By:</th>
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<td><strong>Owner</strong></td>
<td><strong>Task</strong></td>
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<tr>
<td>Project Manager</td>
<td>Record all assumptions at project level using the Assumption Form and the Assumption Log.</td>
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<td>Incorporate all new assumptions or amendments to existing assumptions into the Work Breakdown Structure and the project plans.</td>
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<td>Where the assumption generates a risk, raise a new risk following the Risk Management process.</td>
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<td></td>
<td>Generate separate reports on assumptions as part of the Project Monitoring and Reporting process.</td>
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<tr>
<td>Project Office</td>
<td>Review the Assumption Form and Log to ensure that entries are complete. If not, liaise with the originator/owner to complete the contents.</td>
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<td>Generate a report of new assumptions and those due for review in advance of the regular progress meetings.</td>
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<tr>
<td>Progress Meeting</td>
<td>Review each assumption at the regular project progress meetings.</td>
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<td>For new assumptions, determine the initial status, allocate ownership, responsibility and review impact.</td>
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<td>For assumptions due for review, the owner will update the meeting members on progress and actions to date. The management team will consider and reclassify/request further monitoring, as appropriate. If actions have resulted in the assumption no longer being true or the date of impact has been passed, then the assumption will be closed.</td>
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<td>Project Office</td>
<td>Review the meeting minutes and update the Assumption Form and Log with changes accordingly.</td>
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2 Implement Assumption Management Process, Roles and Responsibilities

Purpose

To implement the Assumption Management Process, Roles and Responsibilities.

Overview

This task is used to prepare and distribute any additional guidance materials and to complete any training required to support the Assumption Management Process, assign assumption management roles and responsibilities and provide access to the Assumption Management system.

2.1 Prepare Assumption Management training.

Determine project requirements for Assumption Management training. Where an Assumption Management system is to be used, the following training activities may need to be undertaken:

?? Identify personnel to be trained;
?? Determine training scope and strategy;
?? Develop training course materials; and
?? Conduct training sessions.

2.2 Prepare Assumption Management Guidance materials.

Prepare Assumption Management Guidance materials by collating and packaging the Assumption Management Procedure, Assumption Management Reports, Assumption Form, the Assumption Log and any additional material that has been prepared to support use of the Assumption Management system.

Assumption Management Guidance materials should provide the project team members with sufficient information to be able to:

?? Determine when to raise an assumption;
?? Make appropriate use of the Assumption Form throughout the Assumption Management Process;
?? Access and use the Assumption Log to track raised assumptions; and
?? Identify individuals who are responsible for different aspects of the Assumption Management process to whom they can refer for further assistance, when necessary.

2.3 Assign Assumption Management Roles and Responsibilities.

Identify and brief members of the project who are going to fulfil roles in the Assumption Management Process following the organisation’s formal human resource management processes, where appropriate.

Conduct orientation sessions for each member of staff separately to agree the job descriptions.

Distribute the Assumption Management Guidance. Complete the Assumption Management training. Provide access to the Assumption Management system.
3 Identify and Manage Assumptions and Prepare Assumption Management Reports

Purpose

To identify, manage and track assumptions and to prepare and distribute Assumption Management Reports.

Overview

Assumptions that may affect the project’s successful completion i.e., on time, to budget and to specification:

- May have been made but not consistently recorded;
- May not be widely known and their impact not fully understood;
- May not be valid or may be based on false or inappropriate grounds; or
- Their potential impact may not be fully understood.

Similarly, the assumptions that may underpin and affect the business case and project benefits realisation, both during and after the project’s completion, need to be fully understood. It is unlikely that all assumptions and their possible impact will have been recognised.

This task is used to initially identify and document the various types of assumptions and then maintain them over the course of the project. As the project progresses, the assumptions may change, be fulfilled or may prove to be of no relevance.

The assumptions made in relation to project estimating may receive the most focus during the project as the results of the project’s progress are updated on a daily basis, regularly testing the validity of the assumptions.

Some of the assumptions made in relation to the project Business Case may continue as part of the post-project benefits realisation process and thus may require ongoing post-project monitoring.

Assumption management reports are prepared and distributed to various audiences to provide a means of communicating the status of assumptions affecting the project.

3.1 Identify and document assumptions.

Review the documents produced, particularly before or during the initial phases of the project, to identify areas of uncertainty where assumptions may have been made.

Assumptions may be explicitly or implicitly stated in documents such as:

- Policy documents;
- Business strategies;
- Project Definition Document;
- Budgets;
- Business Case;
- Risk Log;
- Dependency Log;
- Project Plans, estimates and costs;
- Performance measures or estimates;
- Resource estimates; or
- Procedure documents.
Explicitly stated assumptions can often be simply recorded using the Assumption Form and the Assumption Log. However, implicitly stated assumptions may need to be drawn out and require further investigation.

Plan and complete any additional activities to identify any further assumptions to determine their full impact. Techniques may include interviews with key staff, workshops or structured walk-throughs. As the assumptions are identified, determine the source of the assumption and how they were derived. Define the owner of the assumption who may be different from the creator of the assumption.

Complete the assumptions identification and record all of the assumptions using the Assumption Form and Log (Appendix 1 contains a sample Assumption Log and Form). This Log allows the assumptions to be rigorously managed and provides an audit trail of how assumptions have been addressed and any potential review points.

Determine any further actions required such as:

- Updating the Dependency Log;
- Updating the Risk Log; or
- Determining the impact on the project schedule.

### 3.2 Review identified assumptions.

Experience has shown that assumptions tend to have the most impact on three specific project components:

- Business Case;
- Scope Definition; and
- Project Schedule.

Whilst there may be other areas of impact, they can usually be tracked directly to one of these three, e.g., an assumption is made that existing staff would perform a task proves incorrect and contractor staff have to be used instead. Whilst this has an impact on project costs (Project Finances), the change would be shown as different resources in the Project Schedule and as adjusted costs in the Business Case.

In reviewing and validating assumptions, consider such aspects as:

**Is the assumption valid?**

Whilst significant effort should not be spent trying to assess whether an assumption is really a dependency or a risk, there should be some confidence that the statement fits the definition of an assumption. Also, is the rationale behind the assumption reasonable? e.g., if a conversion ratio is used for sales leads to firm orders and it is significantly different to previous experience, the reasons why it is believed to be correct should now be robustly challenged.

**Does it duplicate or conflict with other assumptions?**

Eliminate any duplicate assumptions having agreed with the sources of both that they are indeed duplicates. Where two or more assumptions appear to conflict with each other, they should be resolved e.g., an assumption is made by two different projects that the same resource will be reduced as a result of the project and thus are duplicated and overstate benefits.
### Assumption Management

**Where will the effect of an assumption be felt?**
Does the assumption affect the Project Schedule or the Business Case? Do the outcomes differ if the assumption is proved to be correct or incorrect?

**Does this assumption have a direct impact on other project controls?**
Document the impact this assumption has on any project Risks, Issues or Dependencies and link the assumption to them.

**Does the assumption impact a benefit?**
Where there is a direct link between an assumption and a benefit required to achieve the Business Case, record this link.

**Assess the impact**
Consider the sensitivity of the assumption i.e., the magnitude of its impact if it proves to be correct or incorrect. Also, assess the stability or volatility of the assumption. Both of these factors may be the primary factors in determining the amount and frequency of management attention this assumption may need to receive.

**Determine review frequency**
Determine how frequently an assumption should be tested. It is possible that the review frequency will change during the life of the project.

Complete a detailed walk-through of each identified and documented assumption to:

- Confirm the rationale, relativity and reasonableness of the assumption;
- Determine the likely impact of the assumption and whether each assumption relates to benefits, risks, issues or dependencies;
- Confirm ownership of the assumption as this may change as the project progresses;
- Determine each assumption’s sensitivity and stability; and
- Determine the frequency for review and review dates.

Update the Assumption Log and Form with any identified changes.

### 3.3 Manage assumptions.

Track existing assumptions as there can be many-to-many relationships between assumptions and benefits. Define and allocate an identifier to track these relationships. Review the Assumption Forms and Log on a regular basis.

Review assumptions that are crucial or which have an imminent impact date. Schedule the next review date on which the status of assumptions are to be reviewed.

Assess the impact on the project of new or changed assumptions. Consider:

- Whether an assumption has been proved false;
- Whether an assumption has been realised; and
- What the impact of the assumption is on the success of the project objectives.

### 3.4 Prepare Assumption Management Reports.

Prepare Assumption Management Reports which may include:

- How individual risks/dependencies and assumptions are linked to each other and how they impact each other;
How many assumptions have been resolved and how many are unresolved in the reporting period and for the project life;
How many assumptions have been raised for the reporting period and the project life;
Assumptions classed by level of sensitivity and/or stability;
Key risk or assumption “themes” that are emerging from the project;
How individual assumptions are linked to other projects; or
How assumptions from other projects within an overall programme may affect a specific project.

Figure F4 shows a sample Assumption Management Report that illustrates, by month for a twelve month period, the number of new assumptions, the number of assumptions that have been resolved and the total number of assumptions remaining open.

Figure F4: Sample Assumption Management Report

3.5 Distribute Assumption Management Reports.
Distribute the Assumption Management Reports to the agreed list of recipients together with appropriate graphics or packs to provide the Assumption Management Report audience with an overview of project assumptions.

3.6 Conduct or attend assumption-related meetings.
As necessary, arrange and conduct or attend assumption-related meetings.

3.7 Project close.
When the project is closed, ensure that any open assumptions are included in the formal project close tasks which are addressed in Close phase. These open assumptions may have an impact on the business outcomes and benefits realisation from the project.
Appendix 1: Assumption Log and Form

Assumption Log

Assumption Form
Appendix 1

Assumption Log

Purpose

To maintain a master list/control log of all assumptions.

Completion Instructions

1. **Assumption number** Assign the next available sequential number. The assigned number is also documented on the Assumption Form.

2. **Assumption title** Specify the title of the assumption. This title should correspond to the assumption title on the Assumption Form.

3. **Date raised/initials** Indicate when the assumption is raised by recording the date and the initials of the person raising the assumption.

4. **Date resolved/initials** Indicate when the assumption is resolved by recording the resolution date and the initials of the person who approved the resolution of the assumption.

5. **Date resolution actioned/initials** Indicate when the resolution took effect by recording the date on which the resolution action was initiated and the initials of the person who actioned it.
<table>
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<th>Assumption number</th>
<th>Assumption title</th>
<th>Date raised/initials</th>
<th>Date resolved/initials</th>
<th>Date resolution actioned/initials</th>
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Appendix 1

Assumption Form

Purpose

To document any assumptions that impact the project.

This form provides a mechanism for recording and controlling these assumptions and their resolution. Some assumptions may require decisions to be made that are outside the scope of the project.

Completion Instructions

1. **Assumption number** Assign the assumption an identifying number. This should be assigned as the next available number on the Assumption Log.

2. **Assumption title** Give a brief descriptive title to the assumption. This title should correspond to the title on the Assumption Log.

3. **Category** Identify the category that the assumption is associated with. Assumption may be grouped in relation to their nature, e.g. Planning, External.

4. **Other identifiers** Give the reference number of any linked benefits, risks, dependencies or issues from the respective logs. Note that this may be a many-to-many relationship. For example, for risks, assumptions may be made to identify potential risks. Also, in mitigating risks, assumptions may be made.

5. **Description of assumption** Give a description of the assumption and how it was derived.

6. **Date raised** Date the assumption is raised.

7. **Raised by** Name of person who raised the assumption. This is not usually the person who derived the basis of or rationale for the assumption.

8. **Owner** Name of the person who owns the assumption.

9. **Progress manager** Name of the person who is responsible for managing the assumption progress, i.e. ensuring it is endorsed or refuted.

10. **Impact date** The date on which the assumption will be resolved or impact the project objectives. This may be in relation to the project schedule e.g., completion of a phase or milestone rather than an actual calendar date.

11. **Sensitivity** Identify the assumption sensitivity which is a measure of how important the assumption being true is to the success of the project i.e., what is the impact of the assumption proving to be true. Sensitivity categories include:

   - **High** - Crucial or vital;
   - **Medium** - Important; and
   - **Low** - Desirable.

12. **Stability** Identify the assumption stability which is a measure of the likelihood that the assumption will prove false or change during the course of the project. Stability categories include:

   - **High** - It is highly likely the assumption will change or be proved false;
   - **Medium** - There is a possibility the assumption will alter; and
   - **Low** - It is unlikely the assumption will change or be proved false.
Low - It is unlikely the assumption will alter.

13. Review frequency  Indicate the frequency with which the assumption should be reviewed. e.g., daily, weekly or monthly.

14. Review date  Enter the date on which the assumption is to be reviewed.

15. Notes  Provide information relating to the assumption, related actions and progress.

16. Outcome  Provide description of how the uncertainty has been resolved, reasons behind endorsement or refutation.

17. Status  Indicate the status of the assumption. Status values may include:
   ?? Registered - assumption has been registered but not yet reviewed;
   ?? Endorsed - assumption has been agreed and actions to track and manage are in progress;
   ?? Refuted - it has been agreed that the assumption is false; or
   ?? Closed - the uncertainty from which the assumption arose has been resolved, the impact date of the assumption has now passed and actions taken were adequate.

18. Date last status changed  Provide the date on which the status of the assumption was changed.

19. Date resolved  Date on which the assumption was resolved.

20. Distribution list  Names of people to whom the assumption information should be distributed. (i.e. those who will be effected by or can influence the nature/outcome of the assumption).

* H/M/L grades can be substituted with tighter controls, such as percentage probability or a numeric scale, depending on the nature and complexity of the project.
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<thead>
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### Description of assumption:

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Appendix 2: Assumption Management Task/Responsibility Matrix

Purpose
To document the assumption management 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.
### ASSUMPTION MANAGEMENT TASK/RESPONSIBILITY MATRIX

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