ISSUE MANAGEMENT

Purpose

To provide a process, a procedure and associated guidelines to facilitate the management of all issues affecting the project.

Overview

In this Phase, the process for managing issues that affect the project and the associated roles and responsibilities are defined and agreed. Supporting guidance, forms and templates are created and the process is implemented and managed.

Issues are tracked and Issue Management Reports are prepared and distributed by the Project Office.

An issue is defined as any functional, technical or business-related event that arises during the course of a project that requires a satisfactory resolution for the project to proceed as planned and are outside the ability or scope of the project team to resolve. Generally issues require decisions to be made that are outside of the scope of day-to-day project tasks and their management.

The Issue Management Process is used to document and resolve major issues and/or problems that may occur during a project. The document is used to indicate to management that a decision must be made. Quite often policy decisions such as the creation of a new policy or an amendment of an existing policy can have a significant impact on a project.

Where the resolution of an issue results in a change to the project scope, benefits, requirements, timing or cost, a Change Request is raised so that the revision can be effectively planned, managed and implemented. Further information on changes is contained in Scope Management phase and Change Control.

Issues are different from risks. A project risk is defined as an uncertain event or condition that, if it occurs, has a positive or a negative effect on a project objective. An issue is known to have already occurred and needs an immediate resolution whereas a risk has a potential of occurrence. A risk if not mitigated could evolve into an issue. Further information on Risk Management is contained in Risk Management phase.

Issues may:

?? Exist prior to the commencement of the project e.g., if there is a known problem that must be addressed such as a new policy has to be created; or
?? Occur during the course of the project both internally to the project and externally such as a new regulation.

Any issues which cannot be satisfactorily resolved by the end of the project are input to Close phase to ensure that they continue to be addressed until conclusion as they may, for instance, relate to the business outcomes and benefits realisation from the project.

The Issue Resolution Form and Issue Resolution Log

The issue is documented on an Issue Resolution Form explaining what the problem or concern is together with any applicable background information to place the policy, scope, functional procedure, design or development issue in perspective. The process is then completed as follows:

?? The Issue Resolution Form is distributed to the appropriate level of senior management for analysis and discussion of the problem;
Alternative solutions to the problem are presented and a recommendation is made;
Rationale supporting the recommendation is prepared indicating the reasons that the chosen alternative is the most appropriate solution to the stated issue;
Assessment of the impact on all previously base-lined documents or deliverables; and
The resolution of the issue is documented and written formal approval indicated.

An Issue Resolution Log is used to control and monitor the flow of the Issue Resolution Forms. The maintenance of an overall Issue Resolution Log also provides a basis on which to identify dependent and duplicate issues.

### Issue Management Process

The Project Office provides a single contact point through which issues are directed. The Project Office ensures that issues are addressed to the correct person or group (e.g., steering committee) for a response and that they are resolved in a timely manner.

For the issue management process to be effective, issues must be raised and responded to in appropriate timeframes given their severity and impact. Where high impact issues are raised, it may be necessary to escalate issues using a fast track approach. It is important to agree procedures and protocols according to the requirements of the individual project.

As issues are identified, they are recorded on the Issue Resolution Log and an Issue Resolution Form prepared. For the issue management process to be effective so that issues are resolved in a timely manner, the Issue Resolution Forms must be presented to the Project Office as soon as is practical. This is especially important if the agreed issue resolution procedures require fast turnaround time.

An appropriate system for issue indexing and categorisation should be devised to facilitate the process of issue analysis and tracking. For example, a systems implementation project may involve the design and implementation of a number of application modules. For this project, an appropriate issue numbering scheme may use a combination of the application module and a unique issue number.

A fundamental aspect of any issue management process is the ability to track issues on the Issue Resolution Log and to identify those which are awaiting response, are closed or are outstanding. Issues awaiting a response should be reported by the Project Office on a regular basis to ensure that they are resolved in a timely manner. It is important to record the date the issue was raised, the individual or group to whom it was assigned and its priority on the Issue Resolution Log. This enables the efficient scheduling of work, concentrating on the oldest and highest priority issues. If an issue is not resolved within the agreed time frame, its priority can be raised to ensure that it assumes greater importance.

The process for determining whether an issue has been closed is dependent upon the response and the nature of the issue. For example, an issue raised for the purpose of clarifying a point or obtaining an item of documentation can easily be closed on receipt of a comprehensive explanation or receipt of the document in question. Issues which identify unforeseen events can only be closed once further analysis has been undertaken to determine the impact of the event and to prepare and successfully implement a resolution.
## Summary

### Inputs
- Project Information
- Project Organisation Chart
- Issues
- Project Plans
- Risk Log

### Tasks
- Define Issue Management Process, Roles and Responsibilities
- Implement Issue Management Process, Roles and Responsibilities
- Manage and Track Issues and Prepare Issue Management Reports

### Interim work products
- Issue Management Reporting Requirements
- Issue Management System Requirements
- Issue Management Guidance and Training

### Phase deliverables
- Issue Resolution Log
- Issue Resolution Form
- Issue Management Process Flow
- Issue Management Procedure
- Issue Management Roles and Responsibilities
- Issue Management System
- Implemented Issue Management Process, Roles and Responsibilities
- Issue Management Reports
- New Change Requests
- Risk Log (Updated)

### Reference materials
- Issue Resolution Log
- Issue Resolution Form
- Issue Management Task/Responsibility Matrix
Issue Management phase

M1 Define Issue Management Process, Roles and Responsibilities

M2 Implement Issue Management Process, Roles and Responsibilities

M3 Manage and Track Issues and Prepare Issue Management Reports

Project Information
Project Organisation Chart

Issues
Project Plans
Risk Log

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

Issue Management System
Issue Management Guidance and Training
Implemented Issue Management Process, Roles and Responsibilities

Issue Management Reports
New Change Requests
Risk Log (Updated)
Define Issue Management Process, Roles and Responsibilities

Purpose

To define the issue management process flow and procedures, to define issue management 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 resolve issues. The associated roles and responsibilities are defined and agreed.

An Issue Resolution Form and an Issue Resolution Log are created.

Where an Issue Management system is to be used, the requirements are defined, system components are purchased and the Issue Management system is built and tested.

1.1 Determine the organisation’s current issue management processes, roles and responsibilities and systems.

Determine the organisation’s current issue management processes, roles and responsibilities and systems.

Determine whether any of the existing issue management processes, roles, responsibilities and systems need to be included as part of the Project Office issue management approach.

1.2 Define the criteria to be used to identify project issues.

An issue is defined as any functional, technical or business-related event that arises during the course of a project that requires a satisfactory resolution for the project to proceed as planned. Generally formal issues require decisions to be made that are outside of the scope of day-to-day project tasks and their management.

Mechanisms should be in place to ensure that the appropriate amount of communication between project team members and project managers takes place prior to a formal issue being raised to reduce the risk of issues that can be resolved within the project team being raised as formal issues.

Define the criteria that are to be used to identify project issues. For example, a project issue may occur if:

?? An event has occurred that cannot be resolved by a project team member or their immediate project manager; or
?? An event has occurred that has cross-project stream implications.

Define the project team roles and responsibilities for identifying issues.

1.3 Determine how issues are to be prioritised and their associated resolution timeframes.

Determine how issues that are raised are to be prioritised and their associated resolution timeframes. Prioritisation criteria may include:

?? Relevance of the issue to the realisation of the project objectives or a specific project task;
?? Impact of the issue on the project scope, milestones, timing, quality or budget;
?? Significance of the issue in relation to legal, regulatory and policy compliance;
?? Impact of the issue on third party or contractual agreements;
Current status of project activities that may be impacted by the issue;  
Impact of the issue on past or planned project analyses; or  
Complexity, uniqueness and potential schedule associated with resolving the issue.

Define the issue prioritisation categories and the associated issue resolution timeframes such as:

- **High** - Issues that require resolution within the next week. Failure to resolve the issue will lead to impact on project scope, milestones, timing, quality or budget;  
- **Medium** - Issues that require resolution within the next two weeks. Failure to resolve the issue may lead to impact on project scope, milestones, timing quality or budget; and  
- **Low** - Issues that require resolution within the next four weeks. Failure to resolve the issue may lead to impact on project scope, milestones, timing, quality or budget.

1.4 Determine the criteria to be used to change assigned issue prioritisations.

Determine the criteria to be used to change assigned issue prioritisations. For example, aged issues may automatically have their prioritisation value changed after a pre-defined period of time or issues 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 issue.

1.5 Determine how issues are to be categorised.

Determine how issues are to be categorised.

Categories may be used to facilitate the allocation of issue resolution actions and to define issue ownership and should reflect the project tasks and project organisation structure. For example, in a systems implementation project, issues may be categorised as:

- Scope and planning;  
- Technical design;  
- Business process design;  
- Procurement;  
- Data conversion;  
- Testing; or  
- Education and training.

In a new product launch, issues may be categorised as:

- Market;  
- Regulatory;  
- Customer;  
- Fulfilment;  
- Advertising; or  
- Manufacturing.

1.6 Define issue analysis outcomes and issue escalation levels.

Define issue analysis outcomes and issue escalation levels. Issue analysis outcomes may include:

- A requirement to raise a project risk as the issue has introduced a new risk to the project;  
- Defining an appropriate issue resolution solution that requires review and approval;  
- Defining an appropriate issue resolution solution that has an impact on the project scope or project milestone for which a Change Request needs to be raised; or
A requirement to escalate the issue. Escalation may be required when an effective resolution of an issue cannot be found or an issue resolution solution requires consultation with a broader audience, decisions and approvals from more senior project or senior management personnel.

Define the number and types of issue escalation levels. The number and type of issue escalation levels is influenced by a number of factors including:

- Possible breadth of issue impact;
- Project visibility;
- Size, duration and complexity of the projects for which issue management is being provided; and
- Project organisation structure.

Define the roles and responsibilities for issue analysis, issue resolution solution review and approval and issue escalation.

1.7 Determine how change requests and issue resolutions are to be linked.

Change requests are often generated by the issue management procedure. However, where the impact is direct and unavoidable, a change may be raised without an issue being raised. If the change relates to a newly identified issue, then the Change Request Form and the Issue Resolution Form may need to be raised together for faster, joint approval.

Determine how change requests and issue resolutions are to be linked.

A single issue may result in two change requests:

- A high priority change request to achieve a short term solution; and
- A lower priority change request which contains a more complete solution.

1.8 Determine issue recording, storage, distribution and tracking methods.

Determine the means that are to be used to record, store, distribute and track issues. Alternatives may include:

- Word processing files;
- Spreadsheets;
- Simple database systems e.g., using Microsoft Access;
- Sophisticated database systems e.g., using ORACLE or DB2;
- Issue 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.

1.9 Define Issue Management Reporting requirements.

Define Issue Management Reporting requirements. Consider:

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

A sample Issue Management Report is shown in Figure M1.
1.10 Determine Issue Management system requirements.

Determine Issue Management system requirements which may include:

- Features;
- Functionality such as types and nature of access required, reporting needs;
- Volumes of records and 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 issues by originator, by project task, by priority, by due date or by similar requirement may be required.

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

1.11 Create an Issue Resolution Log and Issue Resolution Form.

Create an Issue Resolution Log and Form. Ensure that the Issue Resolution Forms and Log can be used to record all of the information that is necessary for issue management.

Determine information required for issue management such as:

- For issue identification and tracking:
  - a unique number assigned to each issue for tracking purposes,
  - name of the issue originator,
  - issue title,
  - description of the issue,
  - relationship between the issue and tasks in the project plan,
  - issue category that provides an indication of the area of the project to which the issue relates,
  - references to supporting materials and evidence e.g., a testing issue may need to be supported by test results that provide contextual or background information,
  - priority of the issue,
  - status of the issue,
  - date the issue is raised,
  - date the issue is to be resolved by, and
  - date resolution action completed;
- For issue analysis and resolution options:
description of the impact of the issue on the project,
description of how the issue may be resolved,
description of the impact of implementing the resolution recommendation,
description of resolution actions to be taken,
change request required,
risk action required, and
resolution actions taken; and

For issue ownership and approval:
issue assignee,
issue resolution implementer,
issue reviewers, and
resolution authoriser.

Devise nomenclature and standards to address such items as:

Unique issue numbering;
Issue 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 Issue Resolution Log and Form. These forms may need to be tailored to meet the specific requirements of the project.


Create an Issue Management Process Flow.

A sample Issue Management Process Flow is shown in Figure M2 for an issue resolution 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 Issue Resolution Log to record the progress of the issue through each of these steps.
1.13 Develop an Issue Management Procedure

Develop an Issue Management procedure.

A sample set of steps is shown below, based on the detailed process flow shown in Figure M3. For smaller projects, the Steering Committee may be replaced with the Project Sponsor:

?? **Submit Issue Resolution Form** - After identifying that there is an issue, the Submitter completes an Issue Resolution Form (IR) (see Appendix 1) after discussing the issue informally with Project Management. The IR is then submitted to the Project Office;

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

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

?? **Investigate Issue and Recommend Action** - The Issue Owner investigates the issue, 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, which may involve doing nothing, providing the Submitter with information, or raising a Change Request, for example. If the recommended action has a significant impact on costs, time, resources or the project plan, a Change Request must be raised to ensure the action is given adequate scrutiny;

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

?? **Determine Approval** - Project Management evaluates the issue with its recommended action and determines the appropriate approval process for it. If the IR 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 IR and ensure it is forwarded to the Steering Committee, if necessary;

?? **Review and Approve** - The IR 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, cancellation of the issue (if it is regarded that the issue is insignificant or does not require action) or a request for modification to the recommended action;

?? if modifications are required, the IR is sent back to the Issue Owner,

?? for cancellation, the reason for cancellation will be documented on the IR,

?? if the IR action is approved, the approver signs off the recommended action, and

?? the Project Office then updates the IR with the new status and if action is to be taken forwards the IR to the Issue Owner;

?? **Complete Resolution Actions** - The Issue Owner works with the relevant individual(s) to complete the recommended actions;

?? if a Change Request is raised, the change control number is entered on the IR to facilitate tracking; and

?? **IR Closed** - Once the recommended actions have been completed, the Project Office updates the IR status and relevant documentation is filed.
Figure M3: Sample Issue Management Process Flow (Detailed)

Status Codes:

**OPN**: Issue Resolution Form Opened  
**ANL**: In Analysis  
**PRW**: Project Management Review  
**SRW**: Steering Committee Review  
**CAN**: Issue Cancelled  
**CHA**: Change Required  
**RES**: In Resolution  
**CLS**: Issue Closed
1.14 Prepare an Issue Management Task/Responsibility Matrix.

Prepare an Issue Management Task/Responsibility Matrix that defines, for each part of the Issue Management Process and Procedure, the associated roles and responsibilities. Figure M4 shows a sample completed Issue Management Task/Responsibility Matrix.

Appendix 2 contains a sample Issue Management Task/Responsibility Matrix that can be used as a basis for preparing this matrix.

Clearly indicate the role of the Project Office.

1.15 Install or build and test the Issue Management system.

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

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

1.16 Obtain formal written approval for the Issue Management Process components.


Make any changes as necessary.

Obtain formal written approval for the Issue Management Process components.
### FIGURE M4: SAMPLE ISSUE MANAGEMENT TASK/RESPONSIBILITY MATRIX

<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise Issue</td>
<td>Project Team Member</td>
<td>Raise all project issues with the project manager.</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
<td>When there is a problem that cannot be resolved through day-to-day management, including at the progress meetings or the issue is outside the scope of the project team to resolve, raise a formal issue. Complete the Issue Resolution Form and send to the Project Office. Ensure the issue is entered into the next project progress report.</td>
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<tr>
<td></td>
<td>Project Office</td>
<td>Provide guidance and training to project managers about how to raise a formal issue. Distribute the Issue Resolution Forms and provide access to the Issue Resolution Log. Receive Issue Resolution Forms and check for completeness. As necessary, request additional information from the issue originator. Assign a unique number to the issue and categorise appropriately. Update the Issue Resolution Log with relevant information about the issue. Review the Risk Log and transfer risks that have materialised as issues. Distribute the Issue Resolution Forms to the Project Steering Committee who is responsible for assigning appropriate resources to develop a solution to the issue.</td>
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<tr>
<td>Analyse Issue and</td>
<td>Project Steering</td>
<td>The Project Steering Committee should understand the issue and any recommendations that have been provided, liaising with the issue originator as necessary, and confirm that the proposed “Issue Assignee” is appropriate. The Project Steering Committee ensures that issues are resolved, calling upon project and external resources as necessary. Hand-over the Issue Resolution Form to the Project Office within an agreed timeframe.</td>
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<tr>
<td>Recommend Solution</td>
<td>Committee</td>
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</tr>
<tr>
<td></td>
<td>Project Office</td>
<td>Follow-up on outstanding forms that have been sent to the Project Steering Committee for initial analysis and assignment. Collect the updated Issue Resolution Form and distribute to the Issue Analyst to develop a resolution.</td>
</tr>
<tr>
<td></td>
<td>Issue Assignee</td>
<td>Develop resolution. Liaise with issue originator, as necessary to better understand the issue. Update the Issue Resolution Form and send back to the Project Office.</td>
</tr>
<tr>
<td>Review Issue</td>
<td>Project Office</td>
<td>Follow-up on outstanding issues that are being analysed. Collect updated Issue Resolution Forms and send to Project Steering Committee.</td>
</tr>
<tr>
<td>Resolution Solution</td>
<td>Project Steering</td>
<td>The Steering Committee may:</td>
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<tr>
<td></td>
<td>Committee</td>
<td>✅ Approve the issue resolution solution, update the form and send to the Project Office;</td>
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<td></td>
<td>✅ Require further analysis, update the form and send back to the Project Office;</td>
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<td>✅ Update the Issue Resolution form with a change request and send back to the Project Office;</td>
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<td></td>
<td>✅ Update the Issue Resolution Form with an Escalation Request and send back to the Project Office.</td>
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<td></td>
<td></td>
<td>The Steering Committee may also raise a project risk.</td>
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<td></td>
<td>Project Office</td>
<td>Follow-up on issues that are under review. Collect updated Issue Resolution Forms and send to the Issue Resolution Implementer, raise a Change Request and close the issue, send back to the Issue Assignee for further analysis, send to the Programme Steering Committee</td>
</tr>
<tr>
<td>Task</td>
<td>Assigned Role</td>
<td>Responsibilities</td>
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<tr>
<td>Implement Issue Resolution Solution</td>
<td>Issue Resolution Implementer</td>
<td>Implement the detailed resolution and update the Issue Resolution Form. Return the form to the Project Office within the agreed period, together with a circulation list indicating who needs to be copied with the resolution. The assigned resource should inform the Project Office of the status of any issues that are unresolved.</td>
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<tr>
<td>Review Implemented Solution</td>
<td>Project Office</td>
<td>Circulate copies of the issue resolution to the appropriate project members and distribution list.</td>
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<td></td>
<td>Selected Project Team Members</td>
<td>Communicate any issues or concerns with the implemented solution to the Project Office within an agreed period of time.</td>
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<td>Project Office</td>
<td>Follow-up on any issues raised by the project team members with the implemented solution. Communicate concerns to the Project Steering Committee.</td>
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<tr>
<td>Sign-off</td>
<td>Project Steering Committee</td>
<td>Review any comments that the project team members have with the implemented solution. Sign-off implemented solution. Return the completed form to the Project Office.</td>
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<tr>
<td>Close Issue</td>
<td>Project Office</td>
<td>File the completed form and notify the issue assignee. Update the Issue Resolution log status with the resolved date and determine whether a Change Request needs to be raised.</td>
</tr>
</tbody>
</table>
2 Implement Issue Management Process, Roles and Responsibilities

Purpose

To implement the Issue 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 Issue Management Process, assign Issue Management roles and responsibilities and provide access to the Issue Management system.

2.1 Prepare Issue Management training.

Determine project requirements for Issue Management training. Where an Issue 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 Issue Management Guidance materials.

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

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

- Determine when to raise a formal issue and how to manage informal issues;
- Make appropriate use of the Issue Resolution Form throughout the Issue Management Process;
- Access and use the Issue Resolution Log to track raised issues; and
- Identify individuals who are responsible for different aspects of the Issue Management process to whom they can refer for further assistance, when necessary.

2.3 Assign Issue Management Roles and Responsibilities.

Identify and brief members of the project who are going to fulfil roles in the Issue 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.

2.4 Distribute Issue Management guidance.

3 Manage and Track Issues and Prepare Issue Management Reports

Purpose

To manage and track issues and to prepare and distribute Issue Management Reports.

Overview

This task is used to manage project issues, manage the Issue Resolution Log and follow-up on any outstanding issues.

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

3.1 Manage project issues.

Work with the project to manage project issues and their resolution using the Issue Management Process and procedures. Project Office tasks may include:

?? Collating raised issues and validating information;
?? Assigning an issue categorisation;
?? Assigning an issue tracking number and updating the Issue Resolution Log;
?? Distributing issues for analysis and recommendations for resolution;
?? Collating completed issue analyses and resolution recommendations;
?? Distributing resolution recommendations to appropriate project team members;
?? Ensuring that change requests and risk actions are raised, as necessary;
?? Obtaining sign-off for resolution; and
?? Closing the issue and updating the Issue Resolution Log.

3.2 Review the Issue Resolution Log and Issue Resolution Forms.

Review the Issue Resolution Log on a regular basis. Follow-up on any issues that are outstanding to check their progress.

Make any changes to the issue prioritisation value of outstanding issues using the list of criteria that has been developed. Communicate these changes to the relevant project team members or issue owners.

Regularly review the Risk Log. Remove any risks that have materialised as issues from the Risk Log. Ensure that an entry exists on the Issue Resolution Log.

Review the Issue Resolution Forms and confirm that Change Requests have been raised, where necessary.

3.3 Prepare Issue Management Reports.

Prepare Issue Management Reports which may include:

?? How individual risks and issues are linked to each other and how they impact each other;
?? How many issues have been resolved and how many are unresolved in the reporting period and for the project life;
?? How many issues have been raised for the reporting period and the project life;
?? Issues by level of criticality/impact/type of issue or resolution;
?? Key risk or issue “themes” that are emerging from the project;
?? How individual issues are linked to other projects; or
How issues from other projects within the overall programme may affect this project.

Figure M5 shows a sample Issue Management Report that illustrates, for a four month period, the number and status of outstanding issues, the number of new issues and the number of issues that have been closed.

Figure M5: Sample Issue Management Report

Figure M6 shows a sample Issue Management Report that illustrates, for a three month period, an aged analysis of open issues.

Figure M6: Sample Aged Analysis of Open Issues Report

3.4 Distribute Issue Management Reports.

Distribute the Issue Management Reports to the agreed list of recipients together with appropriate graphics or packs to provide the Issue Management Report audience with an instant overview of project issues which may affect their work.

Issue Management Reports provide a source of information that should be used by project management and the Project Steering Committee on an ongoing basis to address the important and pertinent issues affecting the project.

3.5 Project close.

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

Appendix 1: Issue Resolution Log and Form

Issue Resolution Log

Issue Resolution Form
Appendix 1

Issue Resolution Log

Purpose

To maintain a master list/control log of all Issue Resolutions.

Completion Instructions

1. Issue number Assign the next available sequential number. The assigned number is also documented on the Issue Resolution.

2. Issue title Specify the title of the issue. This title should correspond to the issue title on the Issue Resolution.

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

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

5. Date 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.
### ISSUE RESOLUTION LOG

<table>
<thead>
<tr>
<th>Issue number</th>
<th>Issue title:</th>
<th>Date raised/initials</th>
<th>Date resolved/initials</th>
<th>Date actioned/initials</th>
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Appendix 1

Issue Resolution Form

Purpose

To document any issues which are identified during the course of the project.

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

Completion Instructions

1. **Issue number** Assign the issue an identifying number. This should be assigned as the next available number on the Issue Resolution Log.

2. **Issue title** Give a brief descriptive title to the issue. This title should correspond to the title on the Issue Resolution Log.

3. **Date raised** Date the issue is raised.

4. **Raised by** Name of person who raised the issue.

5. **Priority** Identify the issue priority e.g., prioritisation categories in use may include:
   - **High** - Issues that require resolution within the next week. Failure to resolve the issue will lead to impact on project scope, milestones, timing, quality or budget;
   - **Medium** - Issues that require resolution within the next two weeks. Failure to resolve the issue may lead to impact on project scope, milestones, timing quality or budget; and
   - **Low** - Issues that require resolution within the next four weeks. Failure to resolve the issue may lead to impact on project scope, milestones, timing, quality or budget.

6. **Source of issue** Describe the origination of the issue and record the person's initials.

7. **Date for resolution** Date by the issue needs to be resolved.

8. **Description of issue** Describe the issue.

9. **Supporting details (cross-reference)** Describe any additional data or background information relating to the issue.

10. **Alternatives** Describe feasible options to assist decision makers in the issue resolution process.

11. **Recommendation and rationale** Recommend how the problem should be resolved based on available information.

12. **Impact assessment** Indicate the effect of the recommended alternative.

13. **Resolution** Describe the decisions taken.

14. **Approved by/date** Management should approve the Issue Resolution by initialling and dating the form.

15. **Action taken** Indicate the resultant actions taken from the reached resolution.

16. **Action date** The responsibility for and date of initialising the action.
<table>
<thead>
<tr>
<th><strong>Issue Resolution</strong></th>
<th><strong>Organisation/Reference</strong></th>
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<tbody>
<tr>
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<td><strong>Issue title:</strong></td>
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<td><strong>Date raised:</strong></td>
<td><strong>Raised by:</strong></td>
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<td><strong>Source of Issue:</strong></td>
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<td><strong>Alternatives:</strong></td>
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<td><strong>Recommendation and rationale:</strong></td>
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<td><strong>Impact assessment:</strong></td>
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<td><strong>Resolution:</strong></td>
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<tr>
<td><strong>Action taken:</strong></td>
<td><strong>Action date:</strong></td>
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</table>
Appendix 2: Issue Management Task/Responsibility Matrix

Purpose

To document the issue 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.
<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned role</th>
<th>Responsibilities</th>
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</thead>
<tbody>
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