

What is an Issue?

A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements. Issues cover any event that **has** happened, was not planned, and requires management attention. A process model is attached at the end of this document.

Issue Identification

- Issues may be raised at any time during the duration of the project by any stakeholder
- When a risk is triggered or realized then it becomes an issue
- Issue Types:
 - Resources – Carleton resource availability or skill levels
 - Technology – performance of technology, introduction of new technology
 - External – Vendors, contractors, suppliers
 - Other – organization, regulatory, policies, security
 - Project Management – Plans , estimation, communication
 - Internal – stakeholders, other projects

The issues management information is kept up to date in Eclipse under each project's risks and issues tab. This information is considered the issue log.

Issues Analysis

Issue analysis involves analyzing the impact of the issue in order to come up with a response or to develop a plan to address the issue. The tables below provide a guide to this analysis.

All issues identified are evaluated based on the criteria below:

Severity (Objectives / Project)		Impact (Time and/or Budget)	
Low	Little or no impact to project objectives	Minor	Issue may impact the Schedule and/or Budget
Moderate	Could impact a project objective	Moderate	Issue will impact the Schedule and/or Budget
High	Will probably impact multiple project objectives	Major	Issue will impact the Schedule and/or Budget and threaten the successful execution of the project
Extremely High	Will result in project failure or severe business impact	Severe	Issue will render the successful execution of the project impossible

Issue Rating

Impact Level	Issue Severity Level			
	Extremely High	High	Moderate	Minor
Severe	Extremely High	Extremely High	High	Moderate
Major	Extremely High	Extremely High	High	Moderate
Moderate	High	High	Moderate	Low
Minor	Moderate	Moderate	Low	Low

Issue Responsibility Matrix (who is responsible and what to do)

Severity	Impact			
	Severe	Major	Moderate	Minor
Extremely High	To be managed by Senior Management with a detailed Plan	To be managed by Senior Management with a detailed Plan	Detailed management planning and attention is required	Need Senior Management attention
High	Detailed management planning and attention is required	To be managed by Senior Management with a detailed Plan	Detailed management planning and attention is required	Need Senior Management attention
Moderate	Detailed management planning and attention is required	Detailed management planning and attention is required	Need Senior Management attention	Manage by routine procedures
Low	Need Senior Management attention	Need Senior Management attention	Manage by routine procedures	Manage by routine procedures

Definitions:

Managed by Senior Management with a detailed plan – Project Manager notifying the Sponsor and designate and producing a detailed strategy to handle the issue indicating who will do what. This may also include a Manager from CCS.

Detailed management planning and attention is required – Project Manager notifying the Sponsor’s delegate or the Project Director and/or CCS Technical Manager and producing a detailed strategy to handle the issue and who will do what.

Need Senior Management attention – Meeting with Project Director or CCS Manager and Project Director to produce a detailed strategy and notifying the Sponsor of the issue and plan to move forward.

Manage by routine procedures – Project Manager manages issue as he/she deems appropriate and captures details where appropriate; i.e.; Eclipse, Status Reports.

It is important that an owner be assigned for each issue. Information regarding the response to the issue is kept up to date in Eclipse.

Process Flow

