

Terms of Reference For [Project Name]

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Role	Name	Signature	Date
Project Sponsor			
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1 Executive Summary

Summarize the Terms of Reference document by outlining the project vision, objectives, scope, deliverables, structure, plan, risk, issues and assumptions.

2 Project Definition

Provide a brief description of the purpose of the project, the solution it will provide, the steps undertaken to this point to initiate it, and the general timeframes for delivery.

2.1 Vision

Describe the vision of the project by creating a short, concise and achievable statement of what the project will achieve. Examples of vision statements include:

- *“To procure and relocate to new work premises with capacity for 50 additional staff”*
- *“To deliver a reliable, functional financial management system to the customer”*
- *“To successfully introduce new financial products and services to the marketplace”*

2.2 Objectives

List three to five specific objectives to be achieved by the delivery of this project. Each objective listed should be Specific, Measurable, Achievable, Realistic and Time-bound (SMART). Examples include:

- *“To deliver new financial accounts payable and receivable processes, reducing processing timescales by at least 30%”*
- *“To build and relocate to brand new work premises with 50% more space, 30 more parking spaces and 20% fewer operational costs than the existing premises”*
- *“To relocate the existing technology infrastructure at the new building premises within two days elapsed time and with no impact on customer service delivery”*
- *“To provide a new customer complaints service to enable customers to issue complaints online and receive a direct response from the company within 24 hours”*
- *“To install new accounts payable and receivable and payroll system modules within the existing accounting system, thereby achieving 99.5% system up-time”*

2.3 Scope

Provide a comprehensive description of the scope of the project outcome. To create the scope statement, consider the areas within the business that will be affected by the delivery of the project.

2.4 Deliverables

List each of the key project deliverables in the following table:

Deliverable	Components	Description

3 Project Organization

This section will allow you to define the customers, stakeholders, key roles, general responsibilities and overall structure of the project.

3.1 Customers

List each of the customers who will use the deliverables produced by the project. Customers may be individuals or groups inside or outside the company.

Customer Group	Customer Representative

3.2 Stakeholders

List the key project stakeholders who have a key interest in the project, using the following table:

Stakeholder / Group	Stakeholder Interest

3.3 Roles

List the key roles involved in delivering the project, such as the Project Sponsor, Project Manager and Review Group. Then identify the resource likely to fill each of those roles by listing their names, organizations and assignment details where possible.

Role	Resource Name	Organization	Assignment Status	Assignment Date

3.4 Responsibilities

Summarize the primary responsibilities for each key role listed above. (You will create a detailed list of responsibilities later when you create detailed Job Descriptions for each role.)

3.5 Structure

Depict the reporting lines between each of the roles listed above, with a Project Organization Chart.

4 Implementation Plan

In this section, you will summarize your approach towards implementing the project by describing the overall project plan.

4.1 Approach

Describe in brief how the project will be initiated, planned, executed and closed by completing the following table:

Phase	Overall Approach

4.2 Schedule

To provide the Customer and Project Stakeholders with confidence that the project implementation has been well thought through, depict a summarized Project Plan listing the phases, activities and timeframes involved in undertaking the project.

4.3 Milestones

List any important project milestones and describe why they are critical to the project. A milestone is an important event within the project, such the achievement of a key project deliverable, or an external event that impacts the project.

Milestone	Date	Description

4.4 Dependencies

List any external dependencies that are likely to impact or be impacted by the project.

Project Activity	Impacts	Is Impacted by	Criticality	Date

4.5 Resource Plan

Summarize the resources involved in undertaking the project by listing the roles, start dates, end dates and effort required.

Role	Start Date	End Date	% Effort

4.6 Financial Plan

Summarize the financial resources required to undertake the project by completing the following table:

Expenditure Category	Expenditure Item	Expenditure Value

4.7 Quality Plan

Briefly describe the quality management processes required to ensure project success.

Process	Description
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4.8 Completion Criteria

The final step in defining the approach towards implementation of the project is to define the criteria for completion of the project.

Process	Description

5 Project Considerations

Within this section, list the risks, issues, assumptions and constraints identified to date.

5.1 Risks

List any apparent risks associated with the project by completing the following table.

Risk Description	Risk Likelihood	Risk Impact	Action to be Taken to Mitigate Risk

5.2 Issues

Summarize the highest priority issues associated with the project by completing the following table.

Issue Description	Issue Priority	Action to be Taken to Resolve Issue

5.3 Assumptions

Identify any key assumptions made about the project up to this point.

5.4 Constraints

Note of any major project constraints that have been identified to date.

6 Appendix

6.1 Supporting Documentation

Attach any documentation you believe is relevant to the Terms of Reference, including:

- *Curricula Vitae (CVs) for key project staff*
- *Completed and approved Business Case*
- *Completed and approved Feasibility Study*
- *Research materials*
- *Supplier quotes*
- *Detailed financial planning spreadsheets*
- *Other relevant information or correspondence*