DEPENDENCY MANAGEMENT

Purpose

To provide a procedure and associated guidelines to facilitate the management of project dependencies.

Overview

Dependencies in this Phase are defined as *actions, deliverables or pre-conditions that are outside the immediate scope of the project or the project manager's span of control and that impact the project's successful completion.* They are not to be confused with the normal activities and logical relationships that exist between different project activities in a Work Breakdown Structure. Dependencies may be *internal* to the project and *external* to the project.

The identification, reporting and management of project dependencies is one of the more important tasks that the project team undertakes. All of the different project dependencies are generally not immediately apparent and may not be fully explored to determine their impact. The management of dependencies ensures that:

?? An effective process exists for managing existing dependencies;
?? New dependencies can be identified and an action plan agreed and implemented;
?? The impact of dependencies on the project plan is understood; and
?? There is effective communication between all of the dependency-related parties.

Dependency Management is contained within a separate Phase to:

?? Identify the many large and complex sets of dependencies which may exert significant influence on the project;
?? Enable separate input to the planning and monitoring process to facilitate dependency management;
?? Enable separate input to the stakeholder management process to facilitate the identification of project stakeholders; and
?? Enable a clear focus and a clear definition of dependency ownership and management responsibilities.

The outputs from this Phase are also captured in the traditional planning activities of Planning and Scheduling phase. When used in this way, the project planners are able to identify the impact of the dependencies on the critical path through the project plan. Any slippage on this path will result in overall delays to the project, requiring the dependency information to be kept up to date at all times.

Whilst the major focus of the project manager will be on the "incoming" dependencies i.e., the services/deliverables/products that are being relied upon to be available or completed when promised, it is also important to pay attention to the relationships that other projects have with the current project as the deliverables or outputs from the current project may be "incoming" dependencies for other projects.

Whilst the responsibility lies with the project affected (the deliverables "receiver"), any issues that arise may have an adverse impact on the current project in terms of, for example, re-work or re-allocation of staff. Where the dependencies form part of a major enterprise programme e.g., a multi-country ERP implementation, dependency management plays an even greater role in influencing project success.

Dependency Management Complexities
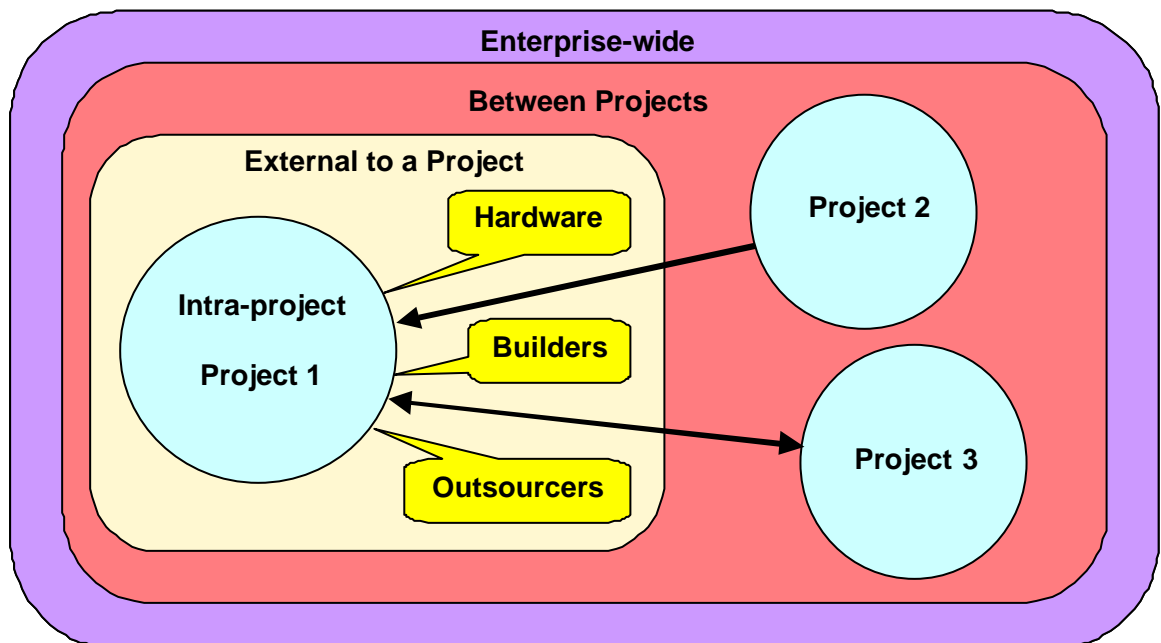
The management of dependencies may be complex as:

?? The dependencies may not be part of the formal project scope but are an addition in that a separate set of meetings and liaison responsibilities to address these types of dependencies may need to be created, resourced and managed which may not have been fully understood when the project was first initiated;

?? The "owner" of each dependency may not be aware of the influence or inter-relationship with the current project and this may need to be defined and communicated clearly;

?? The dependencies need to be integrated into the Work Breakdown Structure and project plans and clearly identified as dependencies; and

?? The dependencies need to be included and addressed as an integral part of the project monitoring and reporting.

Types of Dependencies

There are four main types of dependencies which are described below and are shown in Figure E1.

?? **Dependencies that are "internal" to a project ("intra-project")**. These types of dependencies:
   ?? are inside the organisation,
   ?? do not fall within the project manager's scope or span of control; and
   ?? can influence the project's outcome as their performance directly affects the successful outcome of the project.

Figure E1: Four Types of Project Dependency

For example, on a systems development or package software implementation project, two illustrations of this type of dependency may be:

?? A separate sub-team is completing the conversion (cleansing, correction, creation, conversion, balancing and reconciling) of the data from the old system for entry into the new system. This sub-project requires a different timeframe, resources and work tasks from the main project but without successful delivery of the data with the appropriate format and content at the planned time, the main project may not be able to complete system testing or to commence live production. The data conversion sub-project team dependencies must be integrated as part of the overall project plan; or

?? A separate IT group is responsible for the final testing and moving of all new or changed systems from the test environment to the production environment. The commencement of live production depends upon the successful execution of this transfer process and, whilst this group does not form part of the project team, the project will be dependent upon this group completing their work tasks as specified. To address this dependency, it may be necessary to add specific work tasks to the project plan to ensure that this separate IT group are integrated as part of the overall project plans e.g., are included as part of the test planning and execution.

?? **Dependencies that are "external to a project" and external to the organisation.** This type of dependency usually includes external suppliers such as:
  ?? architects and builders for new facilities such as call centres (re-architecting a building as part of a new central call centre project), distribution centres (a new warehouse with an automated picking system for a supply chain project) or new or changed manufacturing facilities (to support a new computer-based manufacturing project),
  ?? machinery and equipment suppliers,
  ?? computer hardware, software and network suppliers,
  ?? outsourcers,
  ?? regulators,
  ?? customers,
  ?? suppliers, or
  ?? trading partners.

  Quite often the successful delivery of items or services from these parties will be on the critical path of a project and, as such, must be included in the detailed planning and scheduling process. Additional meetings and liaison roles may also need to be defined.

?? **Dependencies between projects.** There may be several projects running concurrently within an organisation where the outputs from one project are dependent upon the timing and success of another project or can influence other projects.

  For example, the success of a new general ledger system may be tied to the success of the timely introduction of a new accounts payable system that provides most of the expense financial transaction input to the general ledger system (an input dependency). A new management and financial reporting sub-system cannot commence until the new general ledger system provides the appropriate data input at the requisite level of detail with the planned frequency and timing (an output dependency).
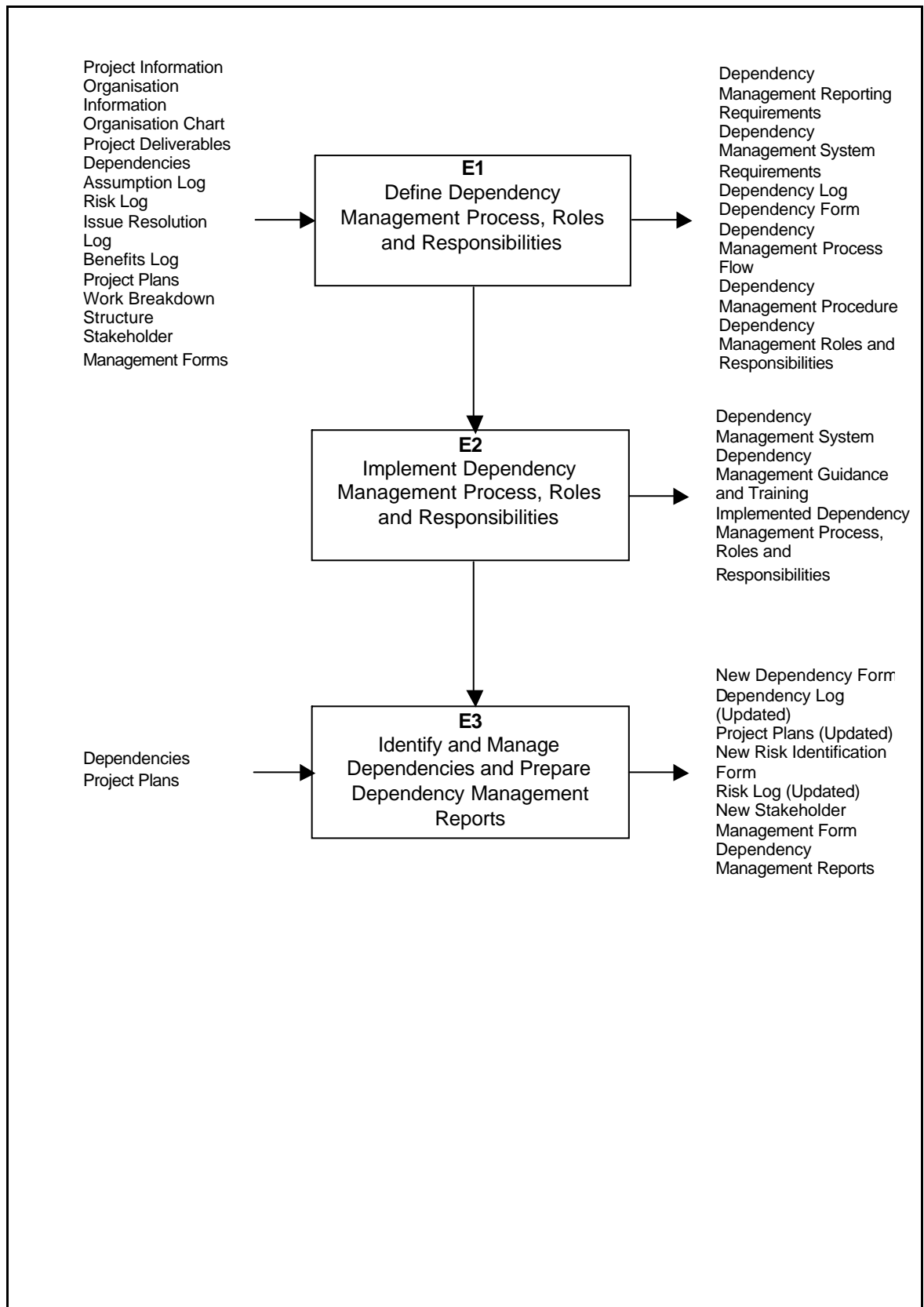
?? **Enterprise-wide project dependencies.** This type of dependency is similar to the "dependencies between projects" example above but may include **many** projects with multiple cross-dependencies which form part of an enterprise-wide programme such as a major change management programme, a Total Quality Management programme or a post-merger programme.

Further dependencies, in addition to those described above, can also be caused by a project's work tasks being completed concurrently in several locations, several states or several countries, each adding several layers of further complexity to be addressed.

Summary

Inputs	Project Information
	Organisation Information
	Organisation Chart
	Project Deliverables
	Dependencies
	Assumption Log
	Risk Log
	Issue Resolution Log
	Benefits Log
	Project Plans
	Work Breakdown Structures
	Stakeholder Management Forms
Tasks	Define Dependency Management Process, Roles and Responsibilities
	Implement Dependency Management Process, Roles and Responsibilities
	Identify and Manage Dependencies and Prepare Dependency Management Reports
Interim work products	Dependency Management Reporting Requirements
	Dependency Management System Requirements
	Dependency Management Guidance and Training
Phase deliverables	Dependency Log
	Dependency Form
	Dependency Management Process Flow
	Dependency Management Procedure
	Dependency Management Roles and Responsibilities
	Dependency Management System
	Implemented Dependency Management Process, Roles and Responsibilities
	New Dependency Form
	Dependency Log (Updated)
	Project Plans (Updated)
	New Risk Identification Form
	Risk Log (Updated)
	New Stakeholder Management Form
	Dependency Management Reports
Reference materials	Dependency Form
	Dependency Log
	Dependency Task/Responsibility Matrix

Dependency Management phase

Project Information
Organisation Information
Organisation Chart
Project Deliverables
Dependencies
Assumption Log
Risk Log
Issue Resolution Log
Benefits Log
Project Plans
Work Breakdown Structure
Stakeholder Management Forms

E1
Define Dependency Management Process, Roles and Responsibilities

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

E2
Implement Dependency Management Process, Roles and Responsibilities

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

Dependencies
Project Plans

E3
Identify and Manage Dependencies and Prepare Dependency Management Reports

New Dependency Form
Dependency Log (Updated)
Project Plans (Updated)
New Risk Identification Form
Risk Log (Updated)
New Stakeholder Management Form
Dependency Management Reports

1 Define Dependency Management Process, Roles and Responsibilities

Purpose

To define the dependency 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 dependencies. The associated roles and responsibilities are defined and agreed.

A Dependency Form and Dependency Log are created.

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

Any process to track and manage dependencies should form part of the normal project dependencies network and Gantt charts and is an essential step in identifying the critical path.

1.1 Determine how project dependencies are to be identified.

Determine how project dependencies 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 information such as Stakeholder Management Forms (for further information refer to Stakeholder Management phase); 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 and infrastructure plans.

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

1.2 Determine how dependencies are to be prioritised and their associated timeframes.

Determine how dependencies are to be prioritised and their associated timeframes (e.g., for deliverables) according to their impact on the current project. Impacts may be described as:

- **High** - Dependencies that require resolution within the next week;
- **Medium** - Dependencies that require resolution within the next two weeks; and
- **Low** - Dependencies that require resolution within the next four weeks.

Or

- **High** - mandatory to deliver a viable product. No work around solutions available;
- **Medium** - mandatory or highly desirable to deliver a viable product. Work around solution is possible; and
- **Low** - desirable but not necessary to deliver a viable product. May be future enhancement.

Factors that may affect the rating include:

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

1.3 Define the criteria to be used to change assigned dependency prioritisations.

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

1.4 Determine how dependencies are to be categorised.

Determine how dependencies are to be categorised.

Categories may be used to facilitate the allocation of dependency resolution actions and to define dependency ownership and should reflect the project tasks and project organisation structure. For example, dependencies may be categorised by:

- Project from which they originate;
- Project work streams that they impact; or
- Dependency owner.

1.5 Define dependency ownership.

Define the ownership of each dependency.

In the majority of cases, a dependency 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 actively chasing the same milestone.

1.6 Determine dependency recording, storage, distribution and tracking methods.

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

These activities are in addition to the incorporation of dependencies within the project's standard activities and Work Breakdown Structure. This enables the creation and maintenance of dependency-related data such as description of the dependency, rationale, additional dependency 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;
?? Dependency 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 Dependency Management Reporting requirements.

Define Dependency Management Reporting requirements. Consider:

?? Frequency of dependency reporting;
?? Formats for dependency reporting;
?? Audience for dependency reporting; and
?? Distribution means for dependency reporting.

Sample Dependency Management Reports are shown in Figures E6 and E7.

1.8 Determine Dependency Management system requirements.

Determine Dependency 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 dependencies by owner, 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 Dependency Management system. If so, complete the acquisition of the necessary items following the organisation's formal purchasing rules and processes.

1.9 Create a Dependency Log and Dependency Form.

Create a Dependency Log and Form. Ensure that the Dependency Log and Form can be used to record all of the information that is necessary for dependency management.

Determine information required for dependency management such as:

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

Devise nomenclature and standards to address such items as:

?? Unique dependency numbering;
?? Dependency 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 Dependency Log and Form. These forms may need to be tailored to meet the specific requirements of the project.

1.10 Create a Dependency Management Process Flow.

Create a Dependency 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 Dependency Management Process Flow is shown in Figure E2 for a dependency 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 Dependency Log to record the progress of the dependency through each of the process flow steps.

1.11 Develop a Dependency Management Procedure.

Develop a Dependency Management procedure.

A sample set of steps is shown below, based on the detailed process flow shown in Figure E3. For smaller projects, the Steering Committee may be replaced with the Project Sponsor:

?? **Submit Dependency Form** - After identifying the dependency, the Submitter completes a Dependency Form (see Appendix 1) after discussing the dependency informally with Project Management. The Dependency Form is then submitted to the Project Office;
?? **Log Dependency** - The Project Office assigns a reference number to the dependency, creates a brief description for reporting purposes, logs it in the Dependency Log and forwards it to the Project Manager;
?? **PM Review and Assign Responsibility** - The Project Manager reviews the Dependency Form, designates its type and assigns an owner. This owner will be added to the Dependency Form by the Project Office who will forward the form onto the owner for analysis;
?? **Investigate Dependency and Recommend Action** - The Dependency Owner investigates the dependency, which may involve liasing 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 Dependency 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 dependency is adequately addressed;

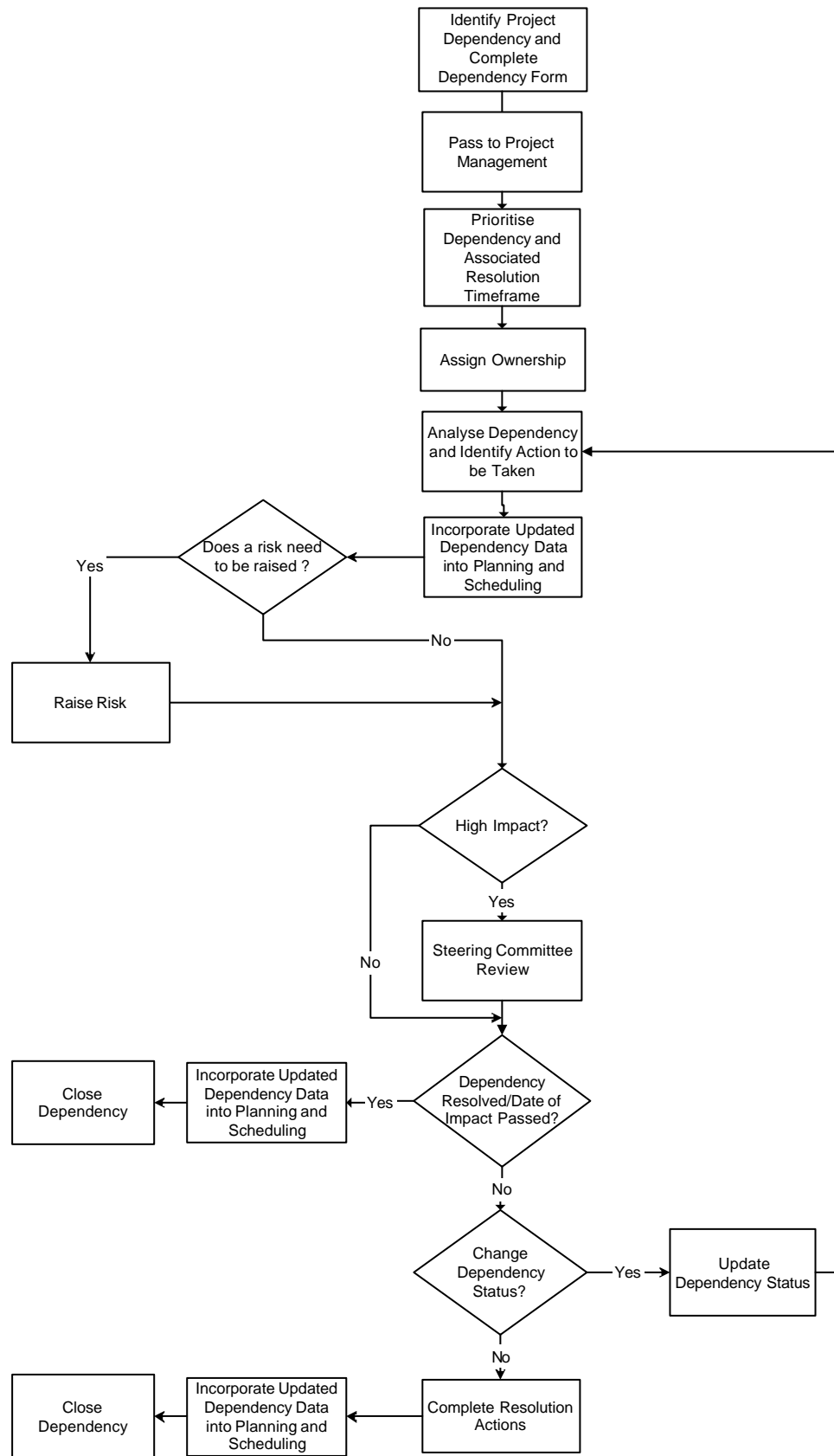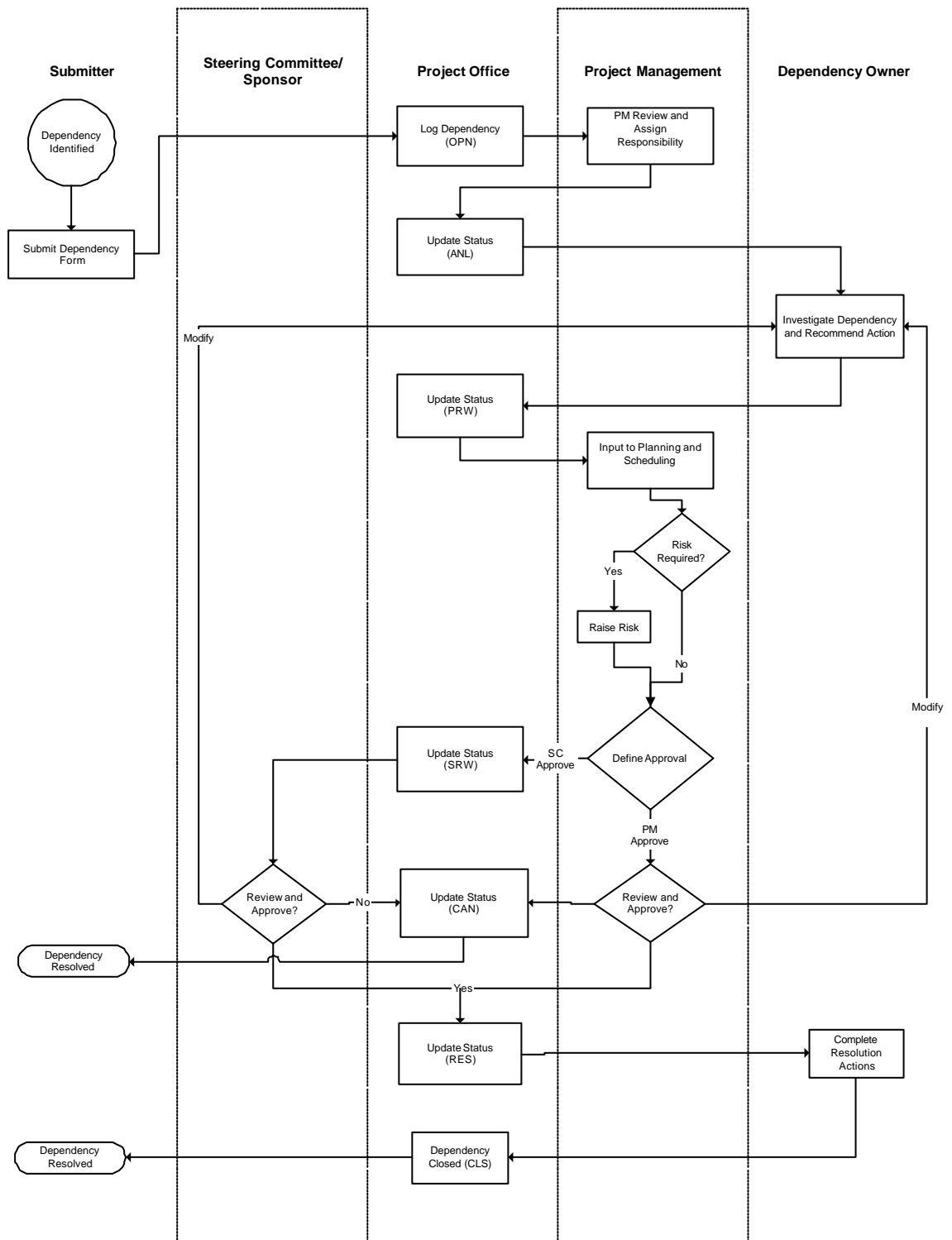*Figure E2: Sample Dependency Management Process Flow*

Figure E3: Sample Dependency Management Process Flow (Detailed)

Status Codes:

OPN: Dependency Opened	**SRW**: Steering Committee Review	**RES**: In Resolution
ANL: In Analysis	**CAN**: Dependency Cancelled	**CLS**: Dependency Closed
PRW: Project Management Review		

?? **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 dependency with its recommended action plan and determines the appropriate approval process for it. If the Dependency 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 Dependency Form and ensure it is forwarded to the Steering Committee, if necessary;

?? **Review and Approve** - The Dependency 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 dependency category or a request for modification to the recommended action plan:

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

   ?? if the dependency category is changed, the reason for change will be documented on the Dependency Form,

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

   ?? the Project Office then updates the Dependency Form with the new status and, if action is to be taken forwards the Dependency Form to the Dependency Owner;

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

?? **Dependency Closed** - Once the recommended actions have been completed or the dependency has expired, the Project Office updates the Dependency Form status and relevant documentation is filed.

1.12 Prepare a Dependency Management Task/Responsibility Matrix.

Prepare a Dependency Management Task/Responsibility Matrix that defines, for each part of the Dependency Management Process and Procedure, the associated roles and responsibilities. Figure E4 shows a sample Dependency Management Task/Responsibility Matrix.

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

Clearly indicate the role of the Project Office.

1.13 Install or build and test the Dependency Management system.

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

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

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

Discuss and agree the Dependency Management Process Flow and Procedure, Dependency Management Task/Responsibility Matrix, the Dependency Form, Dependency Log, Dependency Management Reporting requirements and Dependency Management System, where built.

Make any changes as necessary.

Obtain formal written approval for the Dependency Management Process components.

Figure E4: Sample Dependency Management Task/Responsibility Matrix

mig Municipal Infrastructure Grant	DEPENDENCY MANAGEMENT TASK/RESPONSIBILITY MATRIX	
Organisation:	**Date:**	
Completed By:	**Page of**	
Owner	**Task**	
Project Manager	Record all dependencies at project level using the Dependency Form and the Dependency Log. Incorporate all new dependencies or amendments to existing dependencies into the Work Breakdown Structure and the project plans. Where the dependency generates a risk, raise a new risk following the Risk Management process. Generate separate reports on dependencies as part of the Project Monitoring and Reporting process.	
Project Office	Review the Dependency Form and Log to ensure that entries are complete. If not, liaise with the originator/owner to complete the contents. Generate a report of new dependencies and those due for review in advance of the regular progress meetings.	
Project Steering Committee	Review each dependency at the regular project progress meetings. For new dependencies, determine the initial status, allocate ownership, responsibility and review impact. For dependencies 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 dependency no longer being true or the date of impact has been passed, then the dependency will be closed.	
Project Office	Review the meeting minutes and update the Dependency Form and Log with changes accordingly.	

2 Implement Dependency Management Process, Roles and Responsibilities

Purpose

To implement the Dependency 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 Dependency Management Process, assign dependency management roles and responsibilities and provide access to the Dependency Management system.

2.1 Prepare Dependency Management training.

Determine project requirements for Dependency Management training. Where a Dependency 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 Dependency Management Guidance materials.

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

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

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

2.3 Assign Dependency Management Roles and Responsibilities.

Identify and brief members of the project who are going to fulfil roles in the Dependency 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 Dependency Management Guidance. Complete the Dependency Management training. Provide access to the Dependency Management system.

3 Identify and Manage Dependencies and Prepare Dependency Management Reports

Purpose

To identify, manage and track dependencies and to prepare and distribute Dependency Management Reports.
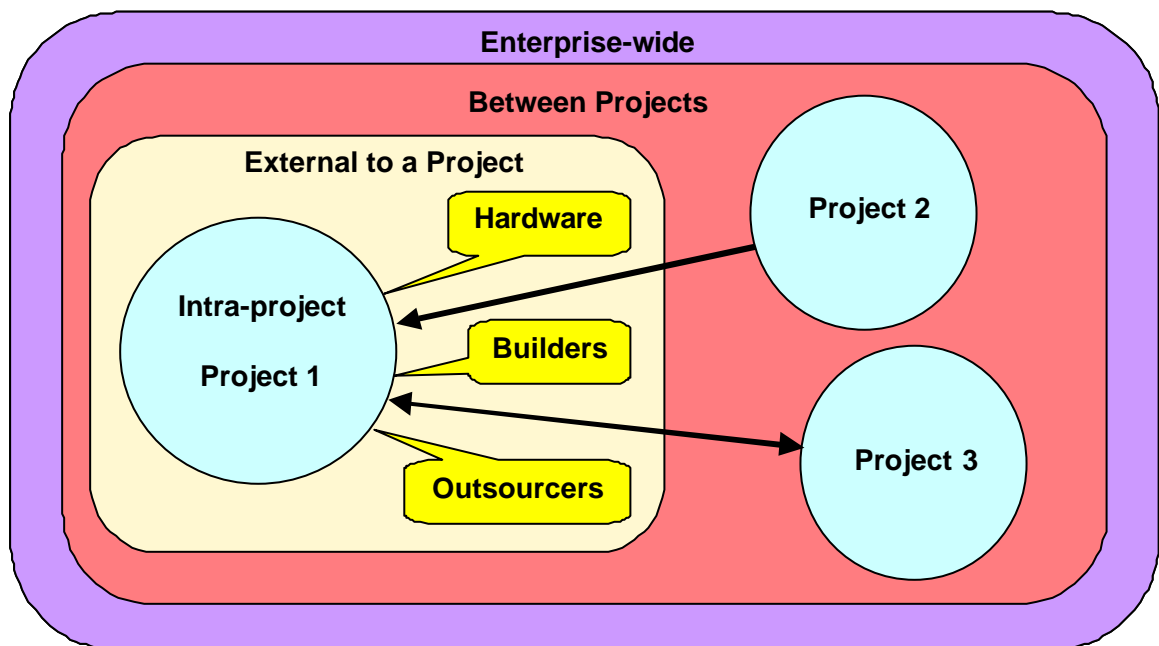
Overview

This task is used to initially identify and document the various types of dependencies and then maintain them over the course of the project.

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

There are four main types of dependencies (depicted below in Figure E5) which are:

?? Dependencies that are "internal" to a project ("intra-project");
?? Dependencies that are "external to a project" and external to the organisation;
?? Dependencies between projects; and
?? Enterprise-wide project dependencies.

Figure E5: Four Types of Project Dependency

3.1 Identify and document dependencies.

Identify dependencies that are "internal" to a project ("intra-project"). These types of dependencies:
?? Are inside the organisation;
?? Do not fall within the project manager's scope or span of control; and
?? Can influence the project's outcome as their performance directly affects the successful outcome of the project.

Identify dependencies that are "external to a project" and external to the organisation. This type of dependency usually includes external suppliers such as:

?? Architects and builders for new facilities such as call centres (re-architecting a building as part of a new central call centre project), distribution centres (a new warehouse with an automated picking system for a supply chain project) or new or changed manufacturing facilities (to support a new computer-based manufacturing project);
?? Machinery and equipment suppliers;
?? Hardware, software and network suppliers;
?? Outsourcers;
?? Regulators;
?? Customers;
?? Suppliers; and
?? Trading partners.

The successful delivery of items or services from these parties may be on the critical path of a project and must be included in the detailed planning and scheduling process.

Identify dependencies between projects. There may be several projects running concurrently within an organisation where the outputs from one project are dependent upon the timing and success of another project or can influence other projects.

Identify enterprise-wide project dependencies. This type of dependency is similar to the "dependencies between projects" example above but may include many projects with multiple cross-dependencies which form part of an enterprise-wide programme such as a major change management programme, a Total Quality Management programme or a post-merger programme.

Identify any additional dependencies and complexities. These may be caused by a project's work tasks being completed concurrently in several locations, several states or several countries, each adding several layers of further project complexity and additional dependencies to be addressed.

As each dependency is identified, enter the relevant information on a Dependency Form and make an entry in the Dependency Log. Ensure that the rationale for the dependency is clearly stated and that the ownership of the dependency is clearly identified and responsibility for its delivery is formally agreed.

Determine the impact on the project schedule and if any further actions are required such as:

?? Creating liaison roles and responsibilities;
?? Raising a new risk; or
?? Creating new or amending existing Stakeholder Management Forms.

3.2 Manage project dependencies.

Manage the project dependencies and their resolution using the Dependency Management Process and Procedures. Project Office tasks may include:

?? Collating raised dependencies and validating information;
?? Assigning a dependency categorisation;
?? Assigning a dependency tracking number and updating the Dependency Log;
?? Distributing dependencies for analysis and recommendations for resolution;
?? Collating completed dependency analyses and resolution recommendations;
?? Distributing resolution recommendations to appropriate project team members;
?? Ensuring that risk are raised, as necessary;
?? Ensuring that new dependencies are fed into the Stakeholder Management process;
?? Obtaining sign-off for resolution; and

?? Closing the dependency and updating the Dependency Form and Log.

3.3 Review the Dependency Log and Dependency Forms.

Review the Dependency Forms and Log on a regular basis. Follow-up on any dependencies that are outstanding to check their progress.

Make any changes to the dependency prioritisation value of outstanding dependencies using the list of criteria that has been developed. Communicate these changes to the relevant project team members.

3.4 Prepare Dependency Management Reports.

Prepare Dependency Management Reports which may include:

?? How individual risks and dependencies are linked to each other and how they impact each other;
?? How many dependencies have been resolved and how many are unresolved in the reporting period and for the project life;
?? How many dependencies have been raised for the reporting period and the project life;
?? Dependencies classed by level of criticality/impact/type of dependency or resolution;
?? Key risk or dependency "themes" that are emerging from the project;
?? How individual dependencies are linked to other projects; or
?? How dependencies from other projects within an overall programme may affect a specific project.

Figure E6 shows a sample Dependency Management Report that illustrates, by month for a twelve month period, the total number of open dependencies, the number of new dependencies and the number of dependencies that have been completed.
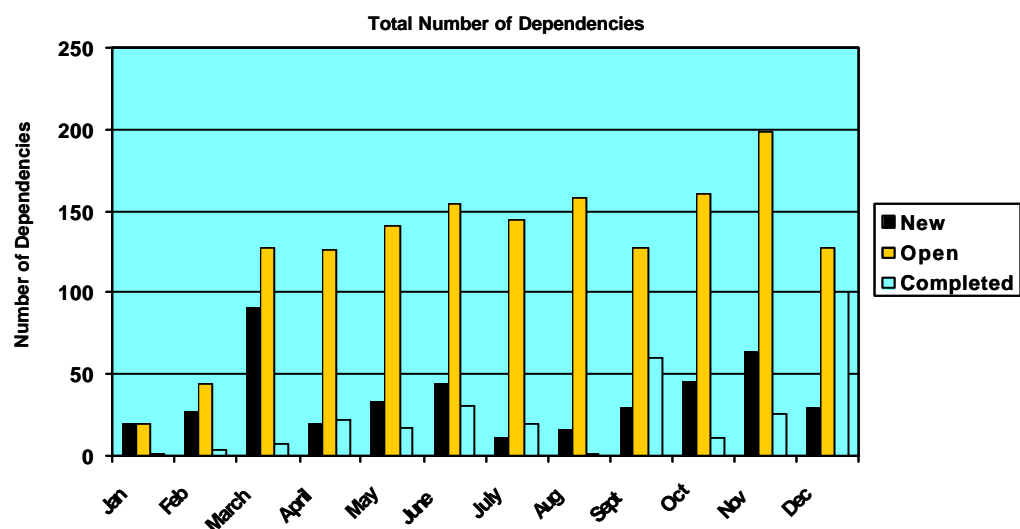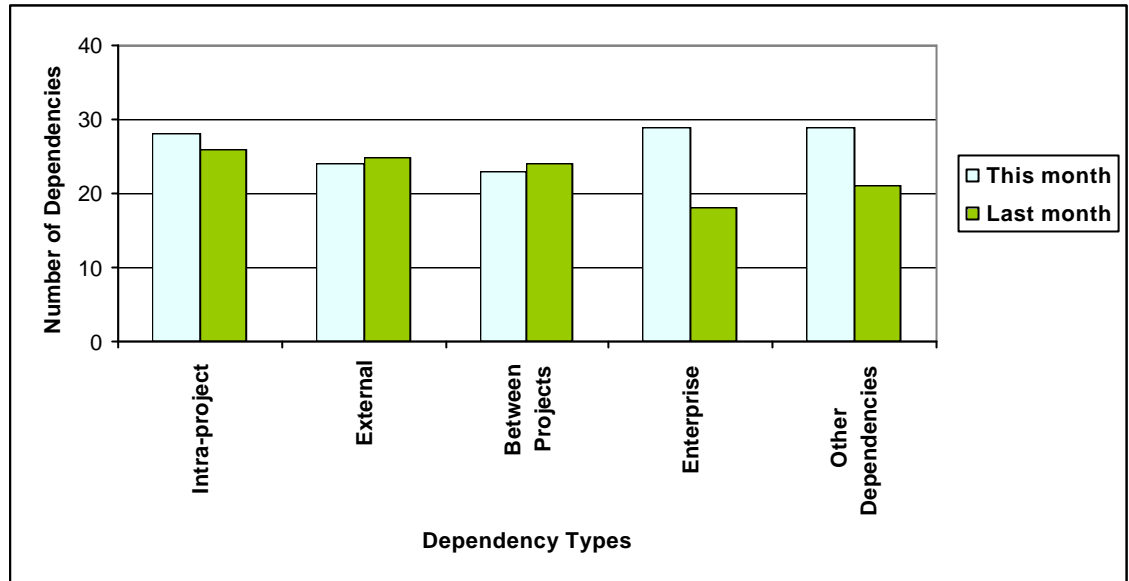
Figure E6: Sample Dependency Management Report

Figure E7 shows a sample Dependency Management Report that illustrates the movements in difference dependency types for this month and last month.

Figure E7: Sample Dependency Movement Report

3.5 Distribute Dependency Management Reports.

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

3.6 Conduct or attend dependency-related meetings.

As necessary, arrange and conduct or attend dependency-related meetings to monitor progress of the dependencies and their deliverables.

3.7 Project close.

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

Appendix 1: Dependency Log and Form

Dependency Log

Dependency Form

Dependency Log

Purpose

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

Completion Instructions

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

2. **Dependency title** Specify the title of the dependency. This title should correspond to the dependency title on the Dependency Form.

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

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

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.

mig	**DEPENDENCY LOG**		Page of		
Reference Number:			**Date:**		
Organisation:			**Version No:**		
Dependency number	**Dependency title:**		**Date raised/ initials**	**Date resolved/ initials**	**Date resolution actioned/ initials**
① 1	② 2		③ 3	④ 4	⑤ 5

Dependency Form

Purpose

To document any dependencies that impact the project.

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

Completion Instructions

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

2. **Dependency title** Give a brief descriptive title to the dependency. This title should correspond to the title on the Dependency Log.

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

4. **Other identifiers** Give the reference number of any linked benefits, risks, issues or assumptions from the respective logs.

5. **Description of dependency** Give a description of the dependency and its implications for the project.

6. **Date raised** Date the dependency is raised.

7. **Raised by** Name of person who raised the dependency.

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

9. **Progress manager** Name of the person who is responsible for managing the dependency, i.e. ensuring it is tracked and ultimately closed.

10. **Owning project** The name of the project that the dependency originates from.

11. **Priority** Identify the dependency priority e.g., prioritisation categories in use may include:
    ?? **High** - Dependencies that require resolution within the next week;
    ?? **Medium** - Dependencies that require resolution within the next two weeks; and
    ?? **Low** - Dependencies that require resolution within the next four weeks.

12. **Impact date** Enter the date on which the dependency will be resolved or will impact the project. This can be in relation to the project schedule, e.g. by completion of a phase or milestone rather than an actual calendar date.

13. **Review date** Enter the date on which the dependency is to be reviewed.

14. **Review frequency** Indicate the frequency with which the dependency should be reviewed e.g., daily, weekly or monthly.

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

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

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

18. **Date last status changed** Date on which the status of the dependency was changed.

19. **Date resolved** Date on which the dependency was resolved.

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

mlg	**DEPENDENCY FORM**	**Organisation/Reference**
		Page **of**

Dependency number: **1**	Dependency title: **2**	Category: **3**

Other identifiers

Benefits: **4** Risk:	Issue: Assumption:

Description of dependency:

   5

Date raised: **6**	Raised by: **7**	Owner: **8**

Progress manager: **9**	Owning project: **10**
Priority: **11**	Impact date: **12**
Review date: **13**	Review frequency: **14**

Notes:

   15

Outcome:

   16

Status: **17**	Date last status changed: **18**
Date resolved: **19**	

Distribution list:

   20

Appendix 2: Dependency Management Task/Responsibility Matrix

Purpose

To document the dependency 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.

mig	Municipal Infrastructure Grant	DEPENDENCY MANAGEMENT TASK/RESPONSIBILITY MATRIX	
Organisation:		**Date:**	
Completed By:		**Page of**	
Task	**Assigned role**	**Responsibilities**	
① 1	② 2		③ 3