

[Company Name]

**** Example ** Terms of Reference**

[Project Name goes here]

June 2009

Contents

1	INTRODUCTION	3
1.1	This document	3
1.2	Management Summary	3
2	BACKGROUND	3
3	OBJECTIVES AND SCOPE	3
4	APPROACH	3
5	PROJECT STRUCTURE	3
5.1	Roles and responsibilities	3
6	TIMESCALES, RESOURCES AND COSTS	4
7	DELIVERABLES	4
8	QUALITY CONTROL	4
8.1	Standards	4
8.2	Review/sign-off responsibilities	4
9	ASSUMPTIONS.....	4
10	PROJECT RISKS.....	4
11	SIGN-OFF SHEET.....	5
11.1	Sign-off Criteria.....	5
11.2	Sign-Off	5

Author

This document was prepared by [..].

Version History

Version:	Issued:	Comments:



1 INTRODUCTION

1.1 THIS DOCUMENT

This document forms the Terms of Reference for the [Project Name goes here] project. The Terms of Reference introduces and explains the project by defining:

- The project's specific objectives and scope.
- The approach that will be taken.
- The project structure including roles, responsibilities and reporting lines.
- The project deliverables, together with the associated quality requirements and related activities.
- The expected timescales for the project supported by outline project plans.
- The specific assumptions on which the project has been planned.
- An assessment of the risks associated with the project.

1.2 MANAGEMENT SUMMARY

[]

2 BACKGROUND

[Explain why the project was defined and where the organisation is at this stage.]

3 OBJECTIVES AND SCOPE

The objective of the [Project Name goes here] project is [..]

The project covers *[in scope]* but specifically excludes *[out of scope]*.

4 APPROACH

[Describe how the project will be undertaken]

5 PROJECT STRUCTURE

5.1 ROLES AND RESPONSIBILITIES

The following roles and responsibilities are envisaged for this project:

5.1.1 PROJECT SPONSOR (*[NAME IF AVAILABLE]*)

- To own the overall objectives of the project, to ensure the business requirements are met.
- To address issues at a senior level if appropriate support is not being provided to the project.
- To act as a champion for the project within the organisation.
- To ensure that any recommendations for action made by the project are brought to the attention of the programme management team and a prompt decision taken.

5.1.2 PROJECT MANAGER (*[NAME IF AVAILABLE]*)

The role of the Project Manager comprises the following tasks:



- Set out the tasks that the project team will follow, organised into an agreed and logical project plan.
- Report to the project sponsor on progress against this plan, including on consumption of resources (cost effort and time) and on estimates for the achievement of project milestones.
- Manage any issues arising which impact, or threaten to impact, project progress.
- Communicate with all stakeholders regarding the project (e.g. give presentations at company meetings explaining the project and reporting on progress).
- []

6 TIMESCALES, RESOURCES AND COSTS

[Usually at Terms of Reference stage these are fairly 'broad brush', and are refined when the project plans are resented, discussed and approved by the project sponsor]

7 DELIVERABLES

Outlined below are project deliverables. The list of deliverables has been developed on the assumption that the information and the appropriate resources will be made available.

- Terms of Reference (this document).
- Progress reports
- *[Other specific things that the project will produce, especially those which are the objectives of the project!]*

8 QUALITY CONTROL

8.1 STANDARDS

The project deliverables will be to [Company Name] project standards.

8.2 REVIEW/SIGN-OFF RESPONSIBILITIES

The deliverables associated with the project will be subject to the following review and sign-off:

Deliverable	Project Sponsor	Project Manager
Terms of Reference (<i>this document</i>)	S	A
Progress Reports	R	A
Project issues log	R	A

A - Author

R - Reviewer

S - Review and sign-off

9 ASSUMPTIONS

This Terms of Reference document has been prepared based on the following assumptions:

- *[List assumptions and indicate (where possible) the impact of them being found to be false]*

10 PROJECT RISKS

[List anything that has been identified that could go wrong, and say what is being done to minimise the risk or impact ("mitigation")]



11 SIGN-OFF SHEET

11.1 SIGN-OFF CRITERIA

A sign-off of this document indicates a general acceptance of the scope and the approach of the project, as documented herein. Copies of this signed-off document will be distributed as appropriate. The original signed-off document will be filed within the project library.

11.2 SIGN-OFF

I certify that I have read and understood the contents of this Terms of Reference document and agree that it fully defines and reflects all requirements with respect to the project.

Name	
Signature	
Position	