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(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

STATUS REPORTS

DISCUSSION

What is “status” for a project?

How, when, and to whom do you report it?



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Changes???

Who do you **report** project changes to?

How do you report?

Systems and mechanics behind reports?



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Status Reports - We do them all the time

In almost every project
conversation

In monthly **meetings**

Weekly team meetings (**SCRUM**)

In quick bites

With short (ad hoc) reports



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Status Report Elements

Project name

Project's overall health

On Track

At Risk

In Jeopardy

High level variances

Time

Cost

Scope

People

Work completed since last report

Work to complete in next period

Exceptions (ie Change requests)



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Status Report Flaws

1: Lack of clear, actionable data

Many reports are full of vague updates like “progressing,” “on track,” or “being addressed” with no numbers, dates, or outcomes. Status reports must show measurable, objective progress.

2: Everything is always “green”

Overusing green status (on-time/on-track) hides issues. Projects marked green week after week suddenly turn red (with no warning) because no one wanted to report problems early.



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Status Report Flaws

3: Too much detail, not enough insight

Listing every activity clutters the message. Executives don't want a play-by-play—they want what's been accomplished, what's at risk, and what decisions are needed.

4: Missing Risks and Issues

Failing to include emerging risks, blockers, or unresolved issues prevents timely mitigation. Status reports must surface concerns—not just celebrate progress.



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Status Report Flaws

5: No clear ownership or accountability

Updates without names attached let problems float with no one responsible. Every task, issue, or delay should have a clear owner and deadline.

6: Inconsistent Format and Frequency.

Changing layout, terminology, or metrics erodes trust and slows comprehension. Stakeholders should know what to expect every time.



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Status Report Flaws

7: No trend or history view

Without comparing current status to past updates, you can't spot patterns (like chronic delays, recurring issues, or risks that keep escalating)

8: Ignoring stakeholder relevance

A status report should be tailored. Execs need high-level summaries. Functional teams need milestone clarity. Don't send the same thing to everyone.



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Status Report Flaws

9: Delayed or outdated information

If a report is delayed, stakeholders act on bad data—or worse, don't act at all. Timeliness is just as critical as accuracy

10: Failure to highlight decisions or escalations needed

Reports should always flag where leadership input, resources, or decisions are needed. If no one ever has to act after reading it, it's not a useful report



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Change Requests

Change Requests / Exceptions

Risk / Issue description

Date / Time reported

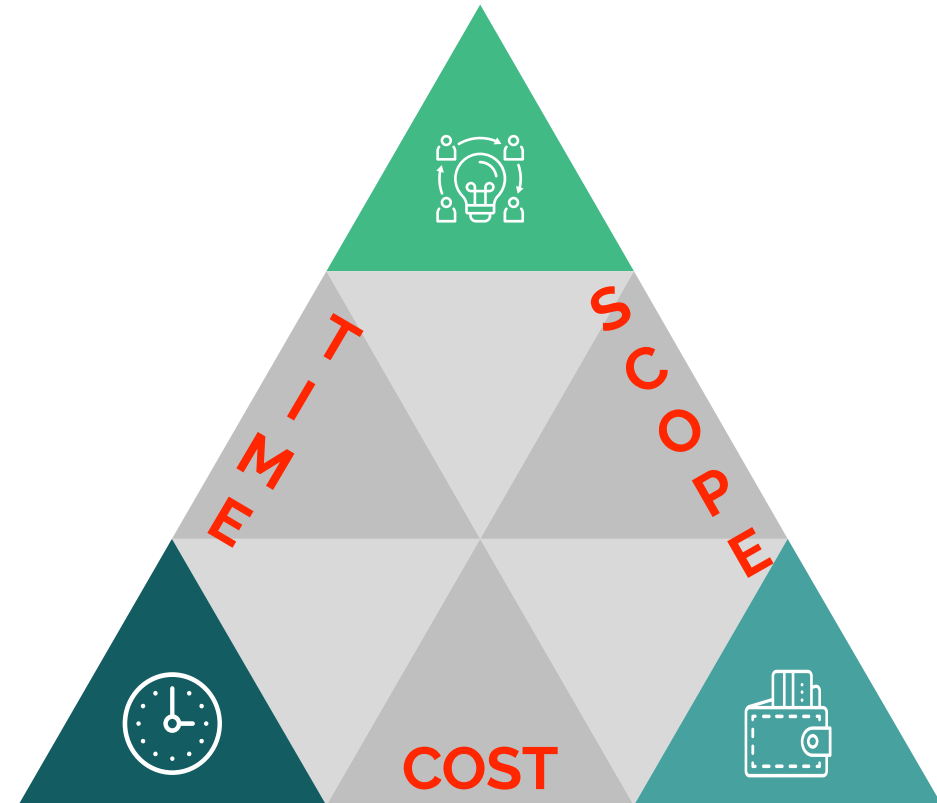
Priority / severity of issue

Impacts

Owner

Action plan

Change request



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Requesting Change

What is the **issue / opportunity / risk?**

What if we do nothing?

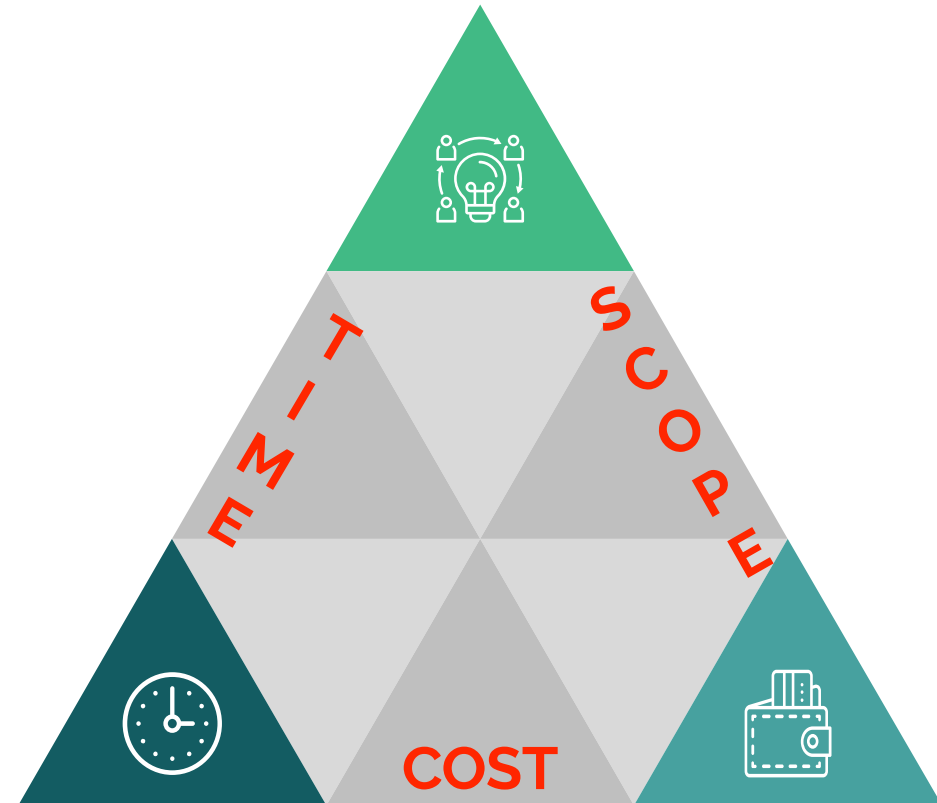
How will this impact time / cost / scope?

What changes could we make...

...to our budget?

...to our schedule?

...to our scope?



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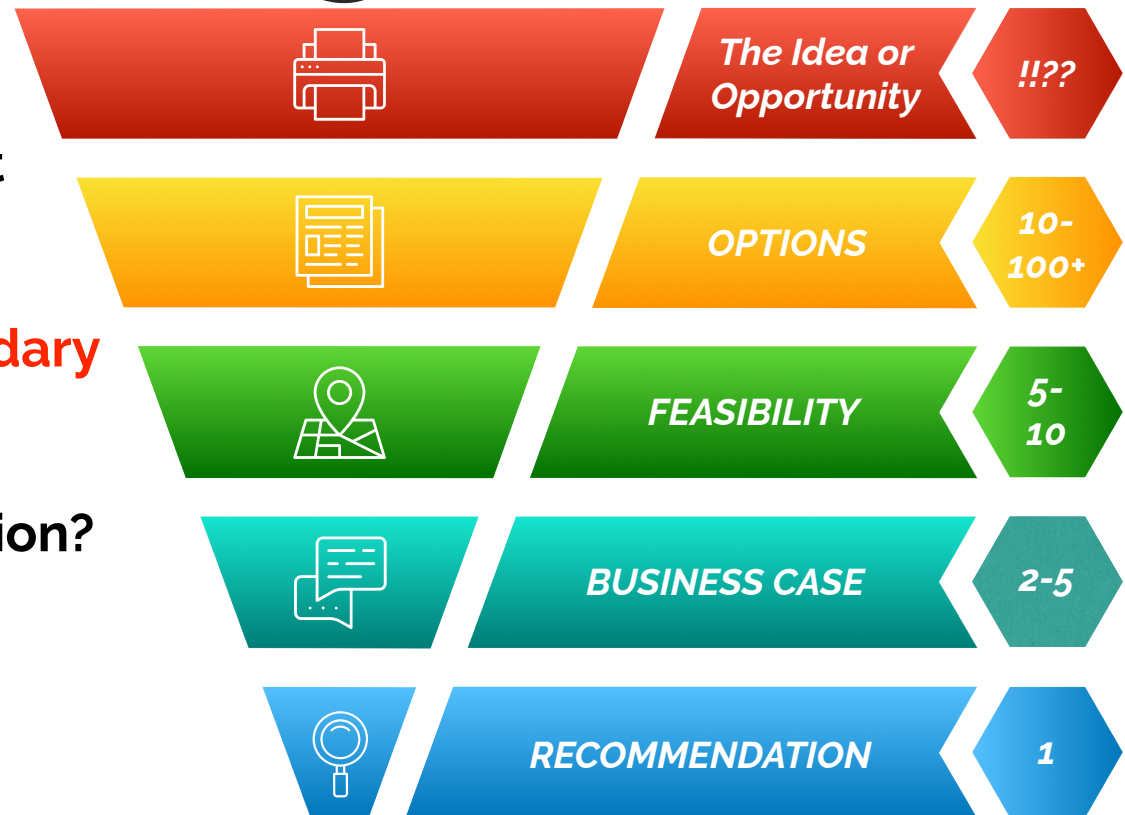
Requesting Change



How will these changes impact project outcomes?

Are there any residual / secondary risks?

What is the recommended option?



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Project Name or ID:

PROJECT STATUS: SCOPE

At Risk ▼

PROJECT STATUS: TIME

On Track ▼

PROJECT STATUS: BUDGET

On Track ▼

PROJECT STATUS: PEOPLE

On Track ▼

P
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U
R
E

Status Submitted By:

DATE

NAME

EMAIL

SUPPORTING
DOCUMENTATION

SPI

SPI = EV / PV

SV

SV = EV - PV

Days ▼

TIME AHEAD OR BEHIND (+/-)

CPI

CPI = EV / AC

CV

CV = EV - AC

\$ AMT AHEAD OR BEHIND (+/-)

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Key Points: Status



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KNOW and be prepared to talk status to stakeholders.

When reporting status - talk to the **constraints** each project faces

Communicate. Communicate. Communicate.