

Apply project risk management techniques

Templates

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Stakeholder Analysis Template

Project Name: Quay waterfront				
Prepared by: Anya English				
Date: 13/12/23				
Project Stakeholder	Specific Information Needs	Best Source of Information Needed	Planned Method of Delivery	Timing Considerations
Project Manager	- Scope of Work - Project drawing - specifications - delivery info	- Printed copy of Work - email for Site deliveries	- Deliverable driver - Team Taxi	- crane times - delivery times - Project time
Customer #1 Client.	- Scope of works - Progress claim	- emails - ITWox	- via the web	- invoicing - when contract approved
Customer #2	N/A	N/A	N/A	N/A
Customer #3	N/A	N/A	N/A	N/A
Performing Organisation	N/A	N/A	N/A	N/A
Project Team Members	Invoices / Progress claims - Project Scope.	- emailed - ITWox. - Printed.	- via the web - Deliverables drivers	- Project delay
Sponsor	N/A	N/A	N/A	N/A
Senior Executive	N/A	N/A	N/A	N/A
Other Internal Stakeholders Employees	→ Works to complete safety issues. SWMS. Safe work proc.	When-I-work - Whatsapp - email - messages	- via the web	How long it takes to do the work
Other External Stakeholders Union	- Workers outside of work hours.	- email.	- via the web	- compliance safety issues

Communications Plan Template

Project Name: Quay Waterfront						
Prepared by: Anya English						
Date: 13/12/23						
Key Stakeholders (Distribution Schedule)	Stakeholder Issues	Key Messages to Communicate	Communication Methods to be Used (written, one-on-one, electronic, meetings, etc.)	Description of Specific Communications (content, format, level of detail, etc.)	Timing Issues (see also Bar Chart, Project Schedule)	Other
Client	Payment Issue	any issues/changes in contract	emails ITWOX meetings	ITWOX → emailing/ communication platform	Payment issues	N/A
Senior Management	Disputes to contract	any disputes contract.	ITWOX emails meetings	meetings when applicable	signed contract payment dispute	N/A
Sponsor	Arisen Problems	Anything that arises	emails	professional	N/A	N/A
Project team members	Payment method	payments/invoices/issues/disputes.	ITWOX emails meetings	professional payments	Signed contract	N/A
Employees	casuals for work	Roster/paid work for each day	Emails Whatsapp	casual.	-where site is located	N/A
Subcontractors	Breakdown of hours	work for each day	ITWOX emails	professional detailed on project info	labour force	N/A
Suppliers	Availability	availability/deliveries	emails phone call	Professional	availability of supply	N/A
Unions	Fair Work	labour supply approval, site allowances	emails	Professional	safety/compliance issues	N/A
Government Agencies	Contract/Compliance	Contracts	emails	detailed of the contract agreements	N/A	N/A
News Media	Photos of Completed	Work completed	emails	Detailed of works	N/A	N/A
Community	Complaints of construction	upcoming work	emails	Detailed of works	N/A	N/A
Other	N/A	N/A	emails.	N/A	N/A	N/A

Communication Requirements Analysis Worksheet

Project Name: Quay waterfront				
Prepared by: Anya English				
Date: 13/12/23				
General Area of Communication Need	Information Needed, and for Whom?	Optimum Information Format(s)	How is this communication essential to success of project?	Decision to implement Yes/No
Project Organisation Relationships	N/A	N/A	N/A	N/A
Stakeholder Responsibility Relationships	How they will supply if/they can supply / Project size	- in person - meeting	Ensure that we have enough gear to supply complete the project	yes
Sponsor Relationships	N/A	N/A	N/A	yes
Senior Executive Relationships	meetings with client to keep work/good relationship	in person Professional lunch/dinner	to ensure a good relationship is remained	Yes
Disciplines, Departments, Specialties, etc.	Have the correct Tickets to complete Job from HR + PM	Saved on server + Hilti contract	ensure we have the correct labour supply to complete project	yes
Logistics of Project Staffing by Location	Rostering for employees	Definitiv	To ensure we have enough people to complete work	yes
External: Media	compliant work. Safe work proced. Photos of works	LinkedIn Formal/Prof.	relationship with client for good work, media happy.	yes.
External: Community	safe work proc work hours.	Social media signage around site fencing	ensuring safety, prioritising safety process. keep community happy	No.
External: Government, Regulatory Agencies	- compliance. - contracts - Breacing evidence - SWPS	prof. email	Ensure we are compliant Don't get fined / don't get a bad name	yes.
Other	N/A	N/A	N/A	N/A

Contract Change Control System Checklist and Worksheet

Project Name: Quay waterfront		
Prepared by: Anya English		
Date: 13/12/23		
Determine those responsible for approving or rejecting proposed contract changes: <i>Be sure to provide for appropriate review of all changes.</i> Director - Dan PM - Gav		
Define any types of changes qualifying for automatic approval without review: change of Delivery/truck company.		
Define steps by which contracts may be changed, including:		
Paperwork old versions archived, New versions are saved with correct version number and dated to correct date revised.		
Tracking systems version saved. Version numbers named with correct date (yy/mm/dd) i.e. 23/12/23		
Dispute resolution procedures All dispute correspondence to be saved onto the dispute folder in project. If big dispute, works to stop until dispute is resolved. i.e. Payment is made.		
Approval levels required Site manager / project manager approval and then director approval.		
Describe how contract changes will be integrated with the project's integrated change control system:		
Additional Remarks: N/A		
Submitted	Name/Title: Anya - CA	Date: 13/12/23
Approval	Name/Title: Gav - PM	Date: 13/12/23

Contract Performance Report Template

Project Name: Quay waterfront		
Prepared by: Anya English		
Date: 13/12/23		
Status of Vendor Performance, relative to project/contract objectives:		
Scope (On Scope? If not, how serious) Scope approved, variations are approved to be added to main works contract.		
Schedule (On schedule? Ahead or behind by how much, etc.) On time, delays have not affected the estimated completion date.		
Cost (On budget? Under or over by how much, etc.) \$20,000 over budget due to variations.		
Quality Compliance is considered in variations		
Progress Report (What is completed, what is in process, key changes made, etc.): Perimeter scaffold erect and dismantled. Handrail is what is remaining. 1 stair in basement to be dismantled.		
Forecasting (Estimate of future project status and progress): another 3 months. estimating March 2024. dismantle of basement stair 2 weeks.		
Other Issues or Comments: Client not wanting anymore variations, a few more varies to come up. Need SI before moving forward.		
Submitted	Name/Title: Anya - CA	Date: 15/12/23
Approved	Name/Title: Gray - PM	Date: 16/12/23

Generic Change Request Template

Project Name: Quay waterfront Newstead.		
Prepared by: Anya English		
Date: 18/12/23		
Person(s) Requesting Change: Project Site manager		
Change Number: CRO10		
Type of Change Requested: Transport company		
☐	Project Scope Change	☐ Project Budget Change
☐	Project Schedule Change	
☒	Project Procurement/Contract Change	☐ Other (specify)
Detailed Description of Change: Need to change transport companies because old company turning up late/not scheduling properly.		
Reason for Change Requested: Company not showing up on schedule time		
Effect on Project Cost: Cannot be estimated at this time		
☐	Projected Cost Overrun of approximately: % N/A	
☐	Estimated Cost Reduction of approximately: %	
Effect on Schedule:		
☐	Planned Project Completion Date: 18/3/24	
☐	New Project Completion Date: 15/3/24	
Additional Remarks:		
Approval	Project Manager: Gavin Heffernan	Date: 13/12/23
Approval	(Other): Anya English	Date: 13/12/23

Lessons Learned Documentation Template

Project Name: Quay Waterfront Newcastle.			
Prepared by: Anya English			
Date: 15/11/23			
Lesson Learned Number: LL101			
Lesson Learned Proposed Name: Transport			
Project Team Role: procurement / transport			
Process Group:*	☐ Initiating	☐ Planning	☒ Executing
	☐ Controlling	☐ Closing	
Specific Project Management Process Being Used: Transporting goods to site			
Specific Practice, Tool or Technique Being Used: Transport.			
What was the action undertaken? Transporting goods not a scheduled time			
What was the result? delays on site / agent holding site team up			
What might have been a more preferred result? Deliveries on time, keeping site team up to date			
What might have created the more preferred result? A different transport company.			
What is the specific Lesson Learned? Not to completely trust a transport company.			
How could one identify a similar situation in the future? With the Supplier			
What behaviour is recommended for the future? Not being late			
Where and how can this knowledge be used later in this current project? Booking Transport.			
Where and how can this knowledge be used in a future project? When booking a truck.			
Who should be informed about this Lesson Learned: (check one)			
☐	Executive(s)	☒	Project Manager(s)
☒	Other: Site team	☒	Project Team(s)
☒	All Staff		
How should this Lesson Learned be disseminated? (check all that apply)			
☒	e-mail	☐	Intranet/Web site
☐	Tip Sheet/FAQ	☐	Library
☒	Other: Staff management system meetings		
Have you attached reference(s), example(s) and/or additional material(s)?			☐ yes ☒ no
Name(s) of attachment(s):			
1.			
2.			

Project Change Control System Development Checklist and Worksheet

Project Name:	Quay Waterfront Newstead
Prepared by:	Anya English
Date:	13/12/23
Determine those responsible for approving or rejecting proposed project changes: <i>Be sure to provide for appropriate review of all changes.</i>	Dan - Director in charge of project. Gav - project manager
Define Roles and Responsibilities of approving person or body:	Project manager - Oversees project, ensures works are done correctly, efficiently. Tendering, quoting.
Get key stakeholder agreement on roles and responsibilities (list stakeholders):	Transport suppliers, scaffold supplier, employees, union
Define any types of changes qualifying for automatic approval without review:	Ordering more gear for a variation
Define steps by which contracts may be changed, including:	Paperwork versions saved with correct version number and date.
Tracking Systems	Transport tracked on WhatsApp.
Dispute Resolution procedures	All disputes documented under disputes folder
Approval levels required	Approval from PM and then director.
Describe how contract changes will be integrated with the project's integrated change control system:	

Project Change Request Tracking Report

Project Name: Quay Waterfront Newcastle				
Prepared by: Anya English				
Date: 13/12/23				
Project Manager: Gavin Keefe				
Project Change Request Administrator: Anya English				
Change Number	Change Name	Change Requestor	Status of Change	Comments
CR010	Transport Company	Anya / leading hand	Approved	1. changed due to delays/inefficiency 2. charged too much for tolls + fuel levy
				1.
				2.
				1.
				2.
				1.
				2.
				1.
				2.

Project Status Review Meeting Guideline Sheet

Project Name: Quay waterfront Newstead		
Prepared by: Anya English		
Date: 15/11/23		
Meeting Participants: Anya, Grav, Mich, MGR		
Date of Meeting: 15/11/23		
Status of Project Work to Date, Including Progress Reported This Period:		
Perimeter is complete → erect and dismantled.		
Special Problems or Issues to be Addressed:		
Issue:	Who Will Address:	
Bracing not being handed over	Mich + Grav	
Transport late constantly.	Grav + Anya	
Plans For Next Period:		
→ Bracing to be handed over properly		
→ Transport company change + reviewed.		
Other Notes and Concerns:		
N/A		
Status Report Forwarded to:		
Name: Grav	Title: Site manager	Date: 13/12
Name: Mich	Title: Safety manager	Date: 13/12
Name: MGR	Title: HR	Date: 13/12

Project Risk Prioritisation Worksheet/Template

Project Name:	Quay waterfront
Prepared by:	Anya English
Date:	13/11/23

By Rank:

Identified Risk	Low Risk (Check ✓)	Medium Risk (Check ✓)	High Risk (Check ✓)	Work Breakdown Structure Level
NEW -Transport [*] company same problems	✓			04- Activity impacted.
Trust in company -Transport		[*] ✓		03- outcome impacted
Rain/Weather delays		[*] ✓		03- outcome of project impacted
Transport company Cannot supply			[*] ✓	01- Project goal impacted

01 - Project goal impacted

02 - Outcome impacted

03 - output impacted

04 - Activity impacted

By Required Response:

Identified Risk	Can Be Handled Later (specify planned response)	Requires Immediate Response! (specify planned actions and who is assigned responsibility)
Transport company with same issues	give company a couple of months to prove themselves	
Weather delays		ensure weather is checked day before when rostering.
Not enough supply of transport		Talk with sales to ensure they can supply enough transport.

By Area of Expected Impact:

Area of Impact	Identified Risks affecting this area	Level of Risk: High, Medium, Low	Basis for High-Risk Assessments
Cost	transport pricing	Medium	
Schedule	transport times	Medium	
Functionality			
Quality			

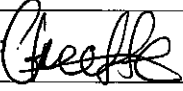
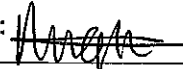
Project Risk Categorisation Worksheet

Project Name: Quay Waterfront Newstead
Prepared by: Anya English
Date: 13/11/23
<i>NOTE: List all identified project risks within each category. Retain this information for reference throughout the risk management process:</i>
Technical, quality, or performance risks—such as reliance on unproven or complex technology, unrealistic performance goals, changes to the technology used or to industry standards during the project. New Eba, changing employees rates. weekly wages going up but stuck in contract for prices.
Project-management risks—such as poor allocation of time and resources, inadequate quality of the project plan, poor use of project management disciplines. Allocation of hours for tasks are not being met.
Organisational risks—such as cost, time, and scope objectives that are internally inconsistent, lack of prioritisation of projects, inadequacy or interruption of funding, and resource conflicts with other projects in the organisation. Not enough allocation time for leading hand to do documentation
External risks—such as shifting legal or regulatory environment, labour issues, changing owner priorities, country risk, and weather. Force majeure risks such as earthquakes, floods, and civil unrest generally require disaster recovery actions rather than risk management. → union — delays, employees rates → wet season - weather delays

Project Risk Review Matrix

Project Name: Quay Waterfront				
Prepared by: Anya English				
Date: 11/10/23				
Meeting Date: 14/12/23				
Purpose of Meeting: Transport - New company.				
CHANGES IN RISK FACTORS: Notes				
Identified Risk	Changes in Probability Of Occurrence	Changes in Priority	Changes in Ownership/ Responsibility	Changes in Needed Response
Trust in new company	Minor risk - something need to wait and see	Not a priority	N/A	No response required
rates too high	Minor risk - client stops paying	Not a priority	CA	Need to ensure rates are fair and similar across all vary's
Not good Scheduling	Moderate risk - possibility is high	is a priority to check	CA + HR	To be checked at every claim day/EOM
NO contract signed with them	Minor	Not an issue	N/A	N/A
Additional Notes/Comments/Agreements/Next Steps:				

Project Change Request Template

Project Name: Quay Waterfront Newstead		
Prepared by: Anya English		
Date: 16/11/23		
Changes are being made to the following:		
☐ Project Charter	☐ Project Management Approach	
☐ Scope Statement	☐ Work Breakdown Structure	
☐ Performance Measurement Baselines	☐ Major Milestones and Target Dates	
☐ Key Staff	☐ Risk Management Plan	
☐ Scope Management Plan	☐ Schedule Management Plan	
☐ Cost Management Plan	☐ Quality Management Plan	
☐ Staffing Management Plan	☐ Communications Management Plan	
☐ Risk Response Plan	☒ Procurement Management Plan	
Changes to Supporting Detail? (explain): Changes to who is doing the transport loads / transport company. Hired Transport driver 4T truck		
Description of Changes being made: 1. Different transport company <i>Risk Issues Prompting Changes:</i> previous company not staying on schedule <i>Corrective Action:</i> Old company fired, new company introduced		
2. New/hired Transport driver <i>Risk Issues Prompting Changes:</i> Not enough availability for small loads <i>Corrective Action:</i> Hired a specific Cogent truck driver.		
3. Different transport company. <i>Risk Issues Prompting Changes:</i> Not enough availability. <i>Corrective Action:</i> Had a meeting expressing our needs / agreeing to a rate and amount of work to keep a business agreement		
Stakeholders being notified:		
Name/Title: Gavin - PM	Signature: 	Date: 16/11/23
Name/Title: Anya - CA	Signature: 	Date: 16/11/23

Rating Impacts for a Risk

Project Name:					
Prepared by:					
Date:					
Evaluating Impact of a Risk on Major Project Objectives (ordinal scale or cardinal, non-linear scale)					
Project Objective	Very Low .05	Low .1	Moderate .2	High .4	Very High .8
Cost	Insignificant Cost Increase	<5% Cost Increase	5–10% Cost Increase	10–20% Cost Increase	>20% Cost Increase
Schedule	Insignificant Schedule Slippage	Schedule Slippage <5%	Overall Project Slippage 5–10%	Overall Project Slippage 10–20%	Overall Project Schedule Slips >20%
Scope	Scope Decrease Barely Noticeable	Minor Areas of Scope Are Affected	Major Areas of Scope Are Affected	Scope Reduction Unacceptable to the Client	Project End Item Is Effectively Useless
Quality	Quality Degradation Barely Noticeable	Only Very Demanding Applications Are Affected	Quality Reduction Requires Client Approval	Quality Reduction Unacceptable to the Client	Project End Item Is Effectively Unusable

The impacts on project objectives can be assessed on a scale from Very Low to Very High or on a numerical scale. The numerical (cardinal) scale shown here is non-linear, indicating that the organization wishes specifically to avoid risks with high and very-high impact.

Risk Brainstorming Session Worksheet

Project Name: Quay Waterfront Newstead				
Prepared by: Anya English				
Date: 16/11/23				
Session Facilitator: Gavin Keelfe				
Title/Position: Project Manager				
Participating Group: MG, Mick, Anya, Dan, Gav				
Location: Head office - Cogent scaffolding Banyo				
Identified Risk	Probability of Occurrence	Potential Impact	Proposed Actions	Identified by Whom?
Transport availability	Moderate	^{Schedule} Gear not delivered to site on time	Get a back up transport company	Anya
Transport availability	Moderate	^{Schedule} Gear not delivered to site on time	Employee a truck driver	Anya
Wet weather delays	Moderate	^{COST} delays on site	check weather before rostering	MG.
union delays	high	delays on site cost	Hopefully hear rumors and roster accordingly	MG.

Risk Identification – SWOT Analysis

Project Name: Quay Waterfront Newstead.
Prepared by: Anya English
Date: 16/11/23
Project Manager: Gavin Keefe
SWOT Analysis Facilitator: Anya
SWOT Analysis Participants: Gav, Anya, MG, Mick
SWOT Analysis Recorder: Anya
Date of SWOT Analysis: 16/11/23
Project Strengths: (What potential strengths exist about the project, the project team, the sponsor, the organisation structure, the client, the project schedule, the project budget, the product of the project, etc.?) 1. Good target hours 2. Nice amount of variations 3. Project team relationship 4. Good Structure of work 5. Good breakdown of hours / target hours
Project Weaknesses: (What potential weaknesses exist about the project, the project team, the sponsor, the organisation structure, the client, the project schedule, the project budget, the product of the project, etc.?) 1. Project budget low 2. No sponsor 3. New/inexperienced leading hand. 4. New/inexperienced HSR. 5.

Project Opportunities: (What potential opportunities exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

1. Variations
2. build relationship with new client.
- 3.
- 4.
- 5.

Project Threats: (What potential threats exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

1. Wet Weather Season
2. union delays/ marches
3. Variation disputes
- 4.
- 5.

Risk Management Plan Template

Project Name:	Destination Gold Coast Stage 2
Prepared by:	Anya English
Date:	15/12/23
Description of Risk Management Methodology to be Used:	
Approaches	Consultation, assessing the risk, regular review
Tools	HSE_PRO_002-V1 Risk management and Assessment procedure.
Data Sources	Incidents on site - Whatsapp. - Leading hand + HSR - Site visits.
Roles and Responsibilities:	Leading hand HSR Mich - safety manager
Risk Management Action #1:	Incident report - crushed finger
Team Leader	→ created an incident report instantly and did correct safety measures
Team Members	→ did inspections to ensure compliance
Support	→ work cover → suitable duties → Mich → Rehab team → Return to work process

Risk Management Action #2: Progress claim	
Team Leader	ensure that progress claim matches the work completed on site
Team Members	Ensure dockets are up to date with accurate information
Support	WhatsApp Procore
[Add sections as needed]	
Budget:	Meet the labour hours for labour on the Progress claim. e.g. Labour for the month \$6000 Progress claim labour is more than by at least 20%.
Timing: (Describe how risk management will relate to the project life cycle, and at what points it will be reviewed during the execution of the project) Any disputes with progress claims may delay payment, resulting in works stopping	

Risk Response Plan Template

Project Name: <u>Destination Gold Coast Stage 2</u>
Prepared by: <u>Anya English</u>
Date: <u>19/12/23</u>
Description of Risk Identified: <u>Rain Delays during wet season → losing out on work hours. Money/labour loss</u>
Person(s) Responsible: <u>MG, Anya, Nick, Chev, Steve</u>
Results from Risk Analysis: <u>Ensure that hours are being tracked correctly and that before rostering, the weather prediction is analysed.</u>
Agreed Responses (avoidance, transference, mitigation, acceptance):
Response #1 <u>Weather prediction isn't always accurate.</u> <u>i.e. Rain and there is no rain, or, No rain and there is rain</u>
Response #2 <u>The workers are supplied gumboots and squeegies to not have any more delays</u>
Response #3
Residual Risk Level: <u>High</u>
Action Steps: <u>Ensure that weather is checked before rostering, Progress claim tracks correctly. Tendering process this accounted for.</u>
Budget & Time for Response: <u>Budget included in tender</u>
Contingency/Fallback Plans: <u>There is stuff for boys to do while in sheds. SWPs, inductions, safety information.</u>

Schedule Change Control System Development Checklist and Worksheet

Project Name: Destination Gold Coast stage 2.
Prepared by: Anya English
Date: 15/12/23
Determine those responsible for approving or rejecting proposed schedule changes: <i>Be sure to provide for appropriate review of all changes.</i> Leading hand – for 1hr or less Director – for more than a week. Project Manager – for a week or less
Define categories of schedule changes qualifying for automatic approval without review: leading hand – for hour or less. crane/rain/delivery delays
Describe how schedule change control will be integrated with the integrated change control system: into procore, site diary
Define steps by which schedule documents may be changed, including:
Paperwork → documented on leading hands end.
Tracking Systems Procore – site diary, whatsapp updates.
Dispute Resolution Procedures site diary – procore
Approval Levels Required When directors get involved.

Schedule Change Request Template

Project Name: Destination Gold coast stage 2		
Prepared by: Anya English		
Date: 15/12/23		
Person(s) Requesting Change: contract Administrator, client side		
Change Number: 006		
Detailed Description of Schedule Change: Wishes for the rate to change the rate of HR. to \$75 a lm H-\$1-20lm, S-\$5lm L-day labour		
Reason for Schedule Change Requested: Too much tracking each month. Base rate for lm - one charge		
Effect on Project Cost:		
☐ Projected Cost Overrun of approximately: %		
☐ Estimated Cost Reduction of approximately: 35%		
Overall Effect on Schedule:		
☐ Planned Project Completion Date: 15/11/24		
☐ New Project Completion Date: 15/11/24		
Additional Remarks: We will lose money on this change, however we will make it back on quotes/variation		
Approval	Project Manager: Gavin Keefe	Date: 15/11/23
Approval	(Other): Steve O'Brien	Date: 15/11/23

Workaround Planning Worksheet

Project Name:	Quay waterfront Newstead
Prepared by:	Anya English
Date:	16/11/23
Description of Emerging Risk Identified:	lack of availability from current transport company
Person(s) Responsible:	Anya, Mich, Gav
Results from Risk Analysis (if applicable):	N/A
Description of Plan to Respond (avoidance, transference, mitigation, acceptance):	meeting with new transport company to make an agreement, Hire a cogent employee for smaller loads.
Description of Residual Risk Level:	
Action Steps:	Recruitment process. meetings with truck companies
Budget & Time for Response:	Salary of \$85 000. instant response, making interviews etc.
Contingency/Fallback Plans:	Hire an employee that is already with cogent on the tools.
Additional Notes:	N/A