

Project Highlight Report Guidance

The essence of effective Project Management is transparency: only if Boards are fully informed can they make the right decisions, at the right time, for the right reasons. To fail to disclose material information, is to prepare to fail.

A Project Manager completes a Project Highlight Report and submits it to the Programme Manager, if the project is part of a Programme, and also to the PMO.

The Highlight Report is populated in part manually, by the Project Manager, in part automatically, from information and data contained in Project Book worksheets, and in part by automatic calculation. Some manual inputs are via drop-down select lists, and the remainder are direct entry. Where select lists are available, user scoring prompts are provided.

The table directly below refers and provides guidance on completion section by section.

Boards tend to favour less detail rather than more. Therefore, some initial input limitations have been set, but may be amended by the PMO if required. Changes should generally be global, across all projects, to maintain consistency, unless there is a reasonable case for exception.

Key Project Milestones: Current limit = 5. On a month by month basis, it should not be necessary to report on all of the milestones, all of the time. It should only be necessary to report on Milestones when the activities of which are actively being progressed, or due to be completed, during the reporting period.

Key Risks: Current limit = 5. The design intention is to report on up to the top 5 Risks. It should be necessary to report only on the highest risks identified by the Project, or on any risks that cannot be managed at Project level, or which may also impact other Projects, or Programmes in the Portfolio.

Key Issues: Current limit = 5. The design intention is to report on up to the top 5 Issues. It should be necessary to report only on the most significant Issues identified by the Project, or any issue that cannot be managed at Project level, or which may also impact other Projects or Programmes in the Portfolio.

Key Dependencies: Current limit = 5. The design intention is to report on up to the top 5 Dependencies. It should only be necessary to report on Dependencies that are either due to be met, or have been re-assessed in the current period as being likely to be met late, or not at all.

If the above limits are insufficient, PMs should submit a request for PMO to action. As a general rule, in order to maintain standards across the Portfolio, a change for one should be a change for all. Project specific change can be applied by the PMO, e.g., increasing Project Milestone limits,

Section	Filed / Column	Input Cell	Type	Rationale	Method	Notes
Header Row	Project Title	O3	One-Off	Self explanatory	Automated	Can be set up by the PMO when the project book is issued.
	Project Sponsor	BB3	One-Off	Self explanatory	Automated	Can be set up by the PMO when the project book is issued.
	Directorate	CK3	One-Off	Self explanatory	Automated	Select from List: Set up by the PMO when the project book is issued.
	Theme	DJ3	One-Off	Project Area	Automated	Select from List: Set up by the PMO when the project book is issued.
	Project Manager	EO3	One-Off	Self explanatory	Automated	Set up by the PMO when the project book is issued.
	Period From	FS3	Recurring	Self explanatory	Direct Entry	Start date of reporting period
	Period To	GM3	Recurring	Self explanatory	Direct Entry	End date of reporting period

Narratives & Assessments	Project Description	C14	One-Off	For Board context	Direct Entry	Why the project has been commissioned
	PMs Overall Summary	C40	Recurring	For Board context	Direct Entry	PM's subjective assessment as to overall progress
	Decisions /Steer from Board	DJ40	Recurring	Signposting to Board	Direct Entry	Decisions that can only be taken at Board level
	Scope Assessment	DJ14	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Benefits Assessment	FD14	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Time Assessment	DJ27	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Cost Assessment	FD27	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Scope Score	ER14	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Benefits Score	GM14	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Time Score	ER27	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Cost Score	GM27	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
	Overall Score This Period	CU14	Calculated	For Board information	Automated	Select from List: Project Manager's subjective assessment
	DOT (Direction of Travel)	CZ27	Calculated	For Board information	Automated	Select from List: Project Manager's subjective assessment
	Overall Score Last Period	CU40	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment
Lifecycle Stage	CU52	Recurring	For Board information	Direct Select	Select from List: Project Manager's subjective assessment	
Finance Costs	Budget	P62	One-Off	For Board information	Direct Entry	Business case value
	Spend	AA62	Recurring		Direct Entry	Spend to date
	Forecast	AL62	Recurring		Direct Entry	Estimated turnout
	Variance	AW62	Calculated		Automated	Budget v Forecast
	DOT (direction of travel)	BI62	Calculated		Automated	Budget vs Forecast Trend
Finance Income	Planned	CB62	One-Off		Direct Entry	Business case value
	Actuals	CM62	Recurring		Direct Entry	Income generated to date
	Forecast	CX62	Recurring		Direct Entry	Estimated turnout
	Variance	DI62	Calculated		Automated	Planned v Forecast
	DOT (direction of travel)	DU62	Calculated		Automated	Planned v Forecast Trend
Finance Savings	Planned	EN62	One-Off		Direct Entry	Business case value
	Actuals	EY62	Recurring		Direct Entry	Savings accrued to date
	Forecast	FJ62	Recurring		Direct Entry	Estimated turnout
	Variance	FU62	Calculated		Automated	Planned v Forecast
	DOT (direction of travel)	GG62	Calculated	Automated	Planned v Forecast Trend	
Monthly Burn Rate	Monthly Burn Rate	GM62	Recurring	Direct entry	The monthly average of project spend to date (full project cost)	
Project Milestones	Descriptions	C70:C86	One-Off	For Board information	Automated	Milestone name
	Baseline Start (date)	BM70:BM86	One-Off			Planned start date
	Baseline End (date)	CA70:CA:86	One-Off			Planned end date
	Actual Start (date)	CO70:CO86	One-Off			Actual start date
	Actual End (date)	DC70:DC86	One-Off			Actual end date
	% Complete	DQ70:DQ86	Calculated			Self explanatory
	Slippage (days))	EE70:EE86	Calculated			Estimated (or calculated if you have the functionality)
	Comments	ES70:ES86	Recurring			Self explanatory
Key Risks (top 5 max)	Descriptions	C94:C110	One-Off	For Board information	Automated	Risk description
	Potential Impact	BM94:BM110	Variable			What is likely to happen if the risk is realised (becomes an issue)
	Owner Name	DC94:DC110	One-Off			The individual responsible for monitoring, and mitigation
	Likelihood (score)	DT94:DT110	Variable			Select from List: The likelihood that the risk will convert to become an issue
	Impact (score)	ED94:ED110	Variable			Select from List: The assessed impact if the risk converts to become an issue
	Score (individual item total)	EN94:EN110	Calculated			Overall risk score (each individual risk)
	Mitigating Actions	FH94:FH110	Variable			What is to be done to obviate or reduce the impact of each risk
	Due Date	GO94:GO110	Variable			When the effects of mitigating actions should be known

Key Issues (top 5 max)	Descriptions	C119:C135	One-Off	For Board information	Automated	Issue discriptions
	Current Impact	BM119:BM135	Variable			The impact that the issue is causing at the time of entry
	Owner Name	DC119:DC135	One-Off			The individual responsible for resolving the issue
	Impact (score)	DT119:DT135	Variable			Select from List: Assessed impact score for the issue
	DOT (score - direction of travel)	ED119:ED135	Variable			Select from List: Impact Trend
	Score (individual item total)	EN119:EN135	Calculated			Overall risk score (each individual issue)
	Management Actions	FH119:FH135	Variable			The intervention planned to resolving the issue
	Due Date	GO119:GO135	Variable			When the issue rsults of the intervention should be known
Key Dependencies (top 5 max)	Descriptions	C143:C159	One-Off	For Board information	Automated	Dependency descriptions
	Dependent Project	AU143:AU159	One-Off			The project that this project is dependent upon
	Enabling Project	BI143:BI159	One-Off			The project that this project is enabling
	Impact if Late, or Not Met	BW143:BW159	Variable			What is the likely outcom e if the dependency is not met, on time or at all
	Owner Name	DC143:DC159	One-Off			The individual responsible for managing the dependency
	Impact (score)	DT143:DT159	Variable			Select from List: Assessed impact score for the dependency
	DOT (score - direction of travel)	ED143:ED159	Variable			Select from List: Dependency Trend
	Score (individual item total)	EN143:EN159	Calculated			Overall risk score (each individual dependency)
	Management Actions	EX143:EX159	Variable			How dependency progress will be monitored / managed
	Due Date	GO143:GO159	Variable			When the dependecy is due to be met - include in plan to drive schedule

Top 5 Risks				Risk Owner	Likelihood	Impact	Score	Risk Mitigation Actions	Due Date	
Top 5 Issues				Issue Owner	Impact	DOT	Score	Issue Resolution Actions	Due Date	
							0			
							0			
							0			
							0			
							0			
Top 5 Dependencies		Dependent Proj / Prog	Enabling Proj / Prog	Assessed Impact If Late, or Not Met	Dependency Owner	Impact	DOT	Score	Dependency Management Actions	Due Date
								0		
								0		
								0		
								0		
								0		

[Project Name]
Project Pro Forma

Project Title:	[Project Name]	Project Manager:	
Proposed Start Date		Proposed End Date	
Directorate / Service area:	Select	Budget	
Project Description			
Delivery Approach			
Funding			

[Project Name]

Project Start-up Checklist

Project Start-up Checklist			
Project Name:	[Project Name]		
Project Sponsor:			
Project Manager:			
Project Level:			
Area	Checklist Questions	Answer	Comments / Notes
Governance	Does this project need Executive Approval?		
	Is this project being delivered in Partnership or collaboration with any external organisations or Associations? If yes, what governance arrangements or agreements are in place?		
	Do you have a Project Sponsor?		
	Do you have a Project Board? Who are the Board members?		
	Do you have ToR for this Board?		
	Do you have a standard agenda / slide deck for the Project Board meeting? If yes what are the points of discussion?		
	Has an EIA been done? (was it EIA screening or full?)		
	Has a DPIA been done?(was it DPIA screening or full?)		
	Do you have any concerns with the current Governance or processes in place for this project?		
Are there any aspects of project governance that you feel you need additional information or training on?			
PM Controls	Are you using the Project Management Workbook?		
	Are you aware of monthly Highlight Reporting Requirements?		
Stakeholder Management & Communication	Have you identified all key stakeholders for the project? How did you do this?		
	Is there a communications plan which clearly states what, who, when and how communications will be carried out?		

Change Management	Will the project involve any significant change for people (internal and/or external), systems or processes?		
	If yes, do you have a change management plan and if not, how are the changes being managed?		
Project Planning	Do you have a detailed project plan for the current stage of the project, showing tasks, milestones, assigned resources, end date and slippage etc.?		
	Has there been any formal tolerance levels planned into the project? e.g. +/- 10% on time, cost, quality agreed by the Project Board?		
Dependencies	Have you identified all dependencies for this project? How did you do this?		
	Are there any interdependencies with other projects or external parties that could impact upon successful delivery?		
	How are dependencies recorded? How do you manage dependencies and ensure they are up to date?		
Risk Management	Have you identified all risks for this project? How did you do this?		
	How are you recording and managing risks for the project?		
	Do you have mitigating actions for identified risks? How do you manage these actions?		
	Do you understand the Corporate Risk Management process and how to escalate a project risk to a higher level if required?		
Benefits Management	Have you identified measurable benefits for this project?		
	How are benefits being recorded and managed for this project?		
	How often are the project benefits reviewed and discussed at the Project Board meeting?		
	Are the expected benefits of this project currently on track to be delivered? If not, are they still achievable?		
Information Management	Where do you store all your project documents and associated logs and reports etc.? Are they in an appropriate order in case anyone had to find anything?		
	Who has access to your project documents?		
	Do you keep multiple copies in different locations? If so, why & how do you ensure version control?		
	Do you keep a record of the lessons learned throughout the project?		

Budget	Is there a budget associated with this project?		
	Do you manage the project budget? If not who does?		
	How do you record and manage the budget?		
Resources	Do you know how much working time you have allocated to work on this project and does it feel the right amount i.e. do you spend more or less time than allocated?		
	Do you have a Project Team i.e. those that are completing the tasks to deliver the project?		
	How will you manage the Project Team e.g. Project Team meetings, allocation of tasks etc.?		
	Do you have a resource plan that tells you which resources are required and when?		
	Have you got all the relevant resources assigned that you need?		
Training	Have you undertaken any formal or informal Project Management training?		
	Are there any areas of Project Management that you would like to receive additional information or training on?		

Standard Board Agenda

Standard Board Agenda	
No.	Item
1	Apologies
2	Review of Decisions and Actions
3	Project Update (key activities since last Board meeting and current status)
4	Review of key Risks, Assumptions, Issues and Dependencies (RAID)
5	Review of Project Finances - costs, spend, savings and income (planned and actuals)
6	Review of Project Benefits (financial and non-financial benefits)
7	Actions and Decisions from this Board
8	AOB

[Project Name]

Top 5 Risks Summary

Risk Description	Owner	Likelihood	Impact	Score	Mitigating Actions	Due Date

Risk Matrix

Risk Type

Worksheet Protection Guidance

Risk Log

Risk resoring not to be completed until mitigating actions have been completed. If mitigation has not been action then the risk remains at the same score that the original assessment identified.

Ref.	Date raised	Risk Description	Risk Type	Risk Owner	With no controls Likelihood (1 - 5)	With no controls Impact (1, 2, 3, 5 & 7)	Original Risk Score	Current Controls	Rescore with current controls in place Likelihood (1 - 5)	Rescore with current controls in place Impact (1, 2, 3, 5 & 7)	Current Risk Score	What else can be done to reduce the risk further? Mitigating Actions	Action Owner	Due Date	Rescore following implementation of mitigation Likelihood (1 - 5)	Rescore following implementation of mitigation Impact (1, 2, 3, 5 & 7)	Target Risk Score	Status	Top 5 Risk
001					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
002					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
003					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
004					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
005					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
006					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
007					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
008					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
009					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
010					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
011					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
012					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
013					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
014					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
015					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
016					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
017					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
018					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
019					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
020					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
021					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
022					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
023					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
024					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
025					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
026					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
027					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
028					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
029					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
030					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
031					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
032					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
033					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
034					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
035					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
036					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
037					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
038					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
039					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
040					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
041					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
042					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
043					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
044					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
045					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
046					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
047					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
048					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
049					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		
050					Select	Select	#VALUE!		Select	Select	#VALUE!			Select	Select	#VALUE!	Select		

Top 5
Top 5
Top 5
Top 5

[Project Name]

Top 5 Issues Summary

Issue Description	Owner	Impact Classification	Direction of Travel	Score	Mitigating Actions	Due Date

Worksheet Protection Guidance

Issue Log Date Raised

Ref.	Date Raised	Issue Description	Impact Classification	Direction of Travel	Score	Owner	Mitigating Actions	Due Date	Current Status	Date Closed	Comments	Top 5 Issue
001			Select	Select	#VALUE!				Select			
002			Select	Select	#VALUE!				Select			
003			Select	Select	#VALUE!				Select			
004			Select	Select	#VALUE!				Select			
005			Select	Select	#VALUE!				Select			
006			Select	Select	#VALUE!				Select			
007			Select	Select	#VALUE!				Select			
008			Select	Select	#VALUE!				Select			
009			Select	Select	#VALUE!				Select			
010			Select	Select	#VALUE!				Select			
011			Select	Select	#VALUE!				Select			
012			Select	Select	#VALUE!				Select			
013			Select	Select	#VALUE!				Select			
014			Select	Select	#VALUE!				Select			
015			Select	Select	#VALUE!				Select			
016			Select	Select	#VALUE!				Select			
017			Select	Select	#VALUE!				Select			
018			Select	Select	#VALUE!				Select			
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030			Select	Select	#VALUE!				Select			
031			Select	Select	#VALUE!				Select			
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034			Select	Select	#VALUE!				Select			
035			Select	Select	#VALUE!				Select			
036			Select	Select	#VALUE!				Select			
037			Select	Select	#VALUE!				Select			
038			Select	Select	#VALUE!				Select			

039			Select	Select	#VALUE!				Select			
040			Select	Select	#VALUE!				Select			
041			Select	Select	#VALUE!				Select			
042			Select	Select	#VALUE!				Select			
043			Select	Select	#VALUE!				Select			
044			Select	Select	#VALUE!				Select			
045			Select	Select	#VALUE!				Select			
046			Select	Select	#VALUE!				Select			
047			Select	Select	#VALUE!				Select			
048			Select	Select	#VALUE!				Select			
049			Select	Select	#VALUE!				Select			
050			Select	Select	#VALUE!				Select			

[Project Name]
Action and Decision Log

Ref.	Type	Programme	Project	Date Raised	Description	Responsible	Due Date	Status	Updates/ Comments
001	Select	Select							
002	Select	Select							
003	Select	Select							
004	Select	Select							
005	Select	Select							
006	Select	Select							
007	Select	Select							
008	Select	Select							
009	Select	Select							
010	Select	Select							
011	Select	Select							
012	Select	Select							
013	Select	Select							
014	Select	Select							
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016	Select	Select							
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028	Select	Select							
029	Select	Select							
030	Select	Select							
031	Select	Select							
032	Select	Select							
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034	Select	Select							
035	Select	Select							
036	Select	Select							
037	Select	Select							
038	Select	Select							
039	Select	Select							
040	Select	Select							
041	Select	Select							
042	Select	Select							
043	Select	Select							
044	Select	Select							
045	Select	Select							
046	Select	Select							
047	Select	Select							
048	Select	Select							
049	Select	Select							
050	Select	Select							

[Project Name]

Top 5 Dependencies Summary

Dependency Description	Dependent Proj/Prog	Enabling Proj/Prog	Impact if Dependency Late or Not met	Owner	Impact Score	Direction of Travel	Score	Actions	Due Date

Worksheet Protection Guidance

Dependencies List

Cell Ref.	Programme/ Project	Dependent Programme/ Project	Enabling Programme/ Project	Description	Internal/ External	Dependency Type	Impact if Late or Not Met	How this will be managed	Owner	Due Date	Impact	Direction of Travel	Score	Status	Top 5 Dependency
D1					Select						Select	Select	#VALUE!	Select	
D2					Select						Select	Select	#VALUE!	Select	
D3					Select						Select	Select	#VALUE!	Select	
D4					Select						Select	Select	#VALUE!	Select	
D5					Select						Select	Select	#VALUE!	Select	
D6					Select						Select	Select	#VALUE!	Select	
D7					Select						Select	Select	#VALUE!	Select	
D8					Select						Select	Select	#VALUE!	Select	
D9					Select						Select	Select	#VALUE!	Select	
D10					Select						Select	Select	#VALUE!	Select	
D11					Select						Select	Select	#VALUE!	Select	
D12					Select						Select	Select	#VALUE!	Select	
D13					Select						Select	Select	#VALUE!	Select	
D14					Select						Select	Select	#VALUE!	Select	
D15					Select						Select	Select	#VALUE!	Select	
D16					Select						Select	Select	#VALUE!	Select	
D17					Select						Select	Select	#VALUE!	Select	
D18					Select						Select	Select	#VALUE!	Select	
D19					Select						Select	Select	#VALUE!	Select	
D20					Select						Select	Select	#VALUE!	Select	
D21					Select						Select	Select	#VALUE!	Select	
D22					Select						Select	Select	#VALUE!	Select	
D23					Select						Select	Select	#VALUE!	Select	
D24					Select						Select	Select	#VALUE!	Select	
D25					Select						Select	Select	#VALUE!	Select	
D26					Select						Select	Select	#VALUE!	Select	
D27					Select						Select	Select	#VALUE!	Select	
D28					Select						Select	Select	#VALUE!	Select	
D29					Select						Select	Select	#VALUE!	Select	
D30					Select						Select	Select	#VALUE!	Select	
D31					Select						Select	Select	#VALUE!	Select	
D32					Select						Select	Select	#VALUE!	Select	
D33					Select						Select	Select	#VALUE!	Select	
D34					Select						Select	Select	#VALUE!	Select	
D35					Select						Select	Select	#VALUE!	Select	
D36					Select						Select	Select	#VALUE!	Select	
D37					Select						Select	Select	#VALUE!	Select	
D38					Select						Select	Select	#VALUE!	Select	
D39					Select						Select	Select	#VALUE!	Select	
D40					Select						Select	Select	#VALUE!	Select	
D41					Select						Select	Select	#VALUE!	Select	
D42					Select						Select	Select	#VALUE!	Select	
D43					Select						Select	Select	#VALUE!	Select	
D44					Select						Select	Select	#VALUE!	Select	
D45					Select						Select	Select	#VALUE!	Select	
D46					Select						Select	Select	#VALUE!	Select	
D47					Select						Select	Select	#VALUE!	Select	
D48					Select						Select	Select	#VALUE!	Select	
D49					Select						Select	Select	#VALUE!	Select	
D50					Select						Select	Select	#VALUE!	Select	
D51					Select						Select	Select	#VALUE!	Select	

Dependencies Mapping

