Engineers are frequently required to report their progress (or lack of progress) being made toward completion of projects on which they are working. Your individuals “progress reports” are required in written form (Note: your team progress reports will be in an oral presentation format, given later). Although some companies may provide specific guidelines for a report, a number of factors will influence your written approach.

An office memorandum format addressed to the attention of your manager (me) and/or client is required. Reports should be brief and to the point, to respect the addressees time. Realize that the person reading the memo may not have the same knowledge or familiarity of the problem as you. Use good business language, no contractions, no slang. Run a spell checker. You may write somewhat different letters for your manager and client. While always being truthful to your manager and client, you may only want your manager to see some problems or concerns, especially those related to personnel issues or group behavior.

Include the following sections:

**Introduction:** Briefly identify yourself, your team, your project, and goal.

**Work Accomplished to Date:** As needed for a given audience, provide information about key activities and decisions from project inception to the present. Address specifically the work that you have accomplished since your last correspondence or presentation. Use visual aids as appropriate. In particular, include sketches, flow charts, tables, graphs, etc. to enhance your communication.

**Work Remaining to be Accomplished:** Highlight key actions by your group and you, specifically, which are needed to complete the project on-time by listing milestone dates, using a Gantt chart, etc. Pay most of your attention to activities planned for the near future. Indicate specifically whether you and your team are on-schedule or off-schedule. If you are off-schedule explain how you plan to correct this.

In the memo to your manager highlight potential problems, technical or personal, and how they will be resolved.

**Use/Availability of Resources:** Address the status of resources, paying particular attention to the “big five,” money, time, talent, facilities, and equipment. Use this section to highlight any problems as appropriate for the audience.

**Summary/Questions:** Conclude with a summary of the progress and confidence in meeting the schedule, and then politely ask the reader for questions.

**Provide Reports to:**

- Manager/Instructor
- Client
- Technical Advisors