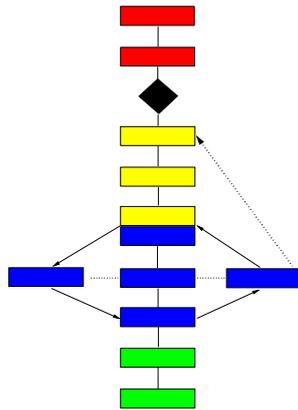


Work Breakdown Structure Guide

MITP
v5.1



Document Number MICG1WBS

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First Edition (September 1995)

This edition applies to Version C5.0 of Managing the Implementation of the Total Project (MITP), and to all subsequent releases and modifications until otherwise indicated in new editions.

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PREFACE About This Document

This document describes different aspects of the MITP technique Work Breakdown Structure (WBS).

For information about the MITP life cycle, the key techniques, and the support techniques, see the MITP Handbook. A glossary of terms may be found at the back of the MITP Handbook

Who Should Read This Document

The following people need to read and understand this document:

- **Project Manager**
The Project Manager owns the Work Breakdown Structure. (If it is a contracted deliverable, of course, then the client will eventually own it or a version of it.)
- **Planners and estimators**
At the start of the project the planners and estimators will create and develop the WBS.
- **Performers**
During the project, the performers will maintain the WBS. Essentially, the individual with assigned responsibility for a work element should be responsible for its breakdown, as part of the normal responsibility to plan.
- **Subproject Managers**
Any Subproject Managers will use the WBS to monitor and control their activities.
- **Risk assessor**
The risk assessor will use the WBS to help identify vulnerable activities.
- **Project assurance team**
The project assurance team will use to WBS when reviewing the project.
- **Project Office**
The Project Office uses the WBS to hold the history of project activity and to summarize actual versus plan in a logical way.

How to Use This Document

The table of contents provides a clear roadmap to the main topics outlined in this document:

- "What is Work Breakdown Structure?" in topic 1.0 provides an introduction to the WBS.
- "How Do You Use WBS?" in topic 2.0 provides more detailed guidelines for setting up and maintaining the WBS.
- "Work Breakdown Structure Checklist" in topic A.0 contains an important checklist with key points to remember during the life of the WBS.
- "Nouns" in topic B.0 contains a list of key words as a checklist in developing the higher levels of the WBS.
- "Verbs" in topic C.0 contains a list of key words to be used as a checklist in developing or reviewing the WBS.

ISO9000 Control Information

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1 What is Work Breakdown Structure?

This topic describes what the Work Breakdown Structure is and what it is not.

Note: The Procedures for Techniques are contained in the Project Control Book.

The Work Breakdown Structure is the heart of the Project Manager's planning database:

- It is the detailed representation of the scope of the project expressed in terms of work, resource and cost.
- It is a hierarchical structure showing, at a high level and singly, each major deliverable, while successively lower levels break down each deliverable into smaller and smaller pieces of work.
- All contractual deliverables must appear prominently in it (some call it the Contract Work Breakdown Structure or CWBS) and all intermediate deliverables must be present too.

Thus, the Work Breakdown Structure is the essential base for the following:

- Planning and estimating
- Risk management
- Change management
- Progress management

Subtopics

- 1.1 Structure of WBS
- 1.2 What Does WBS Look Like?
- 1.3 Why Do You Need A WBS?
- 1.4 Why Start With Deliverables Instead Of With Projects?
- 1.5 When Do You Use WBS?

1.1 Structure of WBS

A WBS is made up of work elements. In this and related documents the term work element means any single block or unit of work in the WBS, irrespective of size or position and whether it is further broken down or not.

The essential characteristics of a work element are that it must do the following:

- Represent a discrete package of work, other resources and cost.
- Deliver a distinct, identifiable product or result.
- Have definitive, verifiable completion criteria.
- Not duplicate in any way the work of another work element in a parallel branch of the WBS.
- Equal the sum of its direct "children" at the next level down in the WBS hierarchy.
- Be clearly assignable as the sole responsibility of a single party, organizational unit or individual.

1.1.1 Which Elements Of Work, Resource Or Cost Are Excluded?

Nothing within the scope of the project can be excluded from the WBS.

As a corollary, it is clear that every item of work, resource or cost, whether direct or overhead, must be allocated to one or other of the work elements within the WBS. If no suitable element exists, then the WBS is wrong and must be changed. So, for example, you can expect to find elements which include or are devoted solely to the following:

- Project management
- Each subproject plan
- Project Control Book
- Overhead costs of accommodation
- A purchased subsystem
- Quality control procedures
- Project Office fax machine
- Orientation of new project staff
- A test facility
- Acquiring and equipping office space
- Creation of testing procedures
- Recruitment of staff
- New management structure
- A signed contract (if there is supplier involvement)

1.1.2 Boundaries of WBS

A WBS is not any of the following:

- A Bill of Materials or a catalogue of parts.
Although the names for higher-level work elements are usually written as nouns (things) rather than verbs (activities), each such element still represents just but only the work, resource and cost to deliver its product (the noun).

- A means for scheduling work
Some time sequences can be represented (more or less). For example, Program specification--Code and Unit Test--Integration Test. But overlaps and other dependencies, present in every project, are not evident from viewing the WBS.

1.2 What Does WBS Look Like?

The WBS can be represented in any of the following ways, none of them mandatory:

- A tree structure
This is perhaps the best way for understanding the WBS and is similar to an organization chart.
- An indented list
This is the quickest to type, easiest to maintain and the most compact form of the WBS.
- A collection of hierarchical lists
This form is easy to document.
- A collection of boxes within boxes within
This is not a very common form of WBS, but may be advantageous in certain projects.
- Combinations of the above
To serve the joint needs of comprehension, maintenance, divided responsibilities and compactness, it may be useful to create a WBS using combinations of the above forms.

For example, perhaps a tree structure at the high levels with indented lists at lower levels can be effective.

Note: New approaches to documenting will continue to appear.

1.3 Why Do You Need A WBS?

A Work Breakdown Structure provides the following:

- A single repository for the work elements of a project.
- A hierarchical approach helping to emphasize the typical sequence of build, test, assemble, test, integrate, test, and so on.
- Help to create a clear allocation of responsibilities for work, resource and cost.
- Help to identify areas of concentrated or focused risk.
- A logical structure for cataloguing all work elements.
- A standard framework which can be developed for similar projects, facilitating plan development and allowing comparisons to be drawn after completion.
- A numbering system, reflecting the hierarchy, which can be used as the reference system across the project.
- Clarity of understanding.

Note: An increasing number of contracts demand some form of Work Breakdown Structure as a specific deliverable

1.4 Why Start With Deliverables Instead Of With Projects?

It is a Work Breakdown Structure. However, note the following:

- Most projects exist to meet contracts (internal or external) which normally state deliverables, not projects. It is proper to give prominence to contractual deliverables.
- A list of deliverables is less likely to change than a Project Manager's view of how a project should be divided into subprojects.
- A deliverable can be more precisely defined than a subproject.
- Concentrating on deliverables and then their components seems, in practice, a more effective way of identifying all work in the project.
- In a competitive world it helps in identifying cost by component, as an aid to making decisions on the most cost-effective solutions.

1.5 When Do You Use WBS?

The following are the most common questions asked about the Work Breakdown Structure:

When is it first begun?

As soon as possible in the life of the project, and not later than the first day after the Project Definition Workshop.

When are its higher levels complete?

During the culminating stages of planning, at the point when the project plan is baselined.

An alternative view; at the end of the project, for there will always be change. In the higher levels change is less frequent; when it does happen, however, it usually has a more significant impact.

When is it changed?

As a result of an accepted change request, where the product or deliverable concerned is external.

Where the work element is an internal one and the change does not affect the baseline plan of the Project Manager or Subproject Manager, then at his or her discretion.

When can it be discarded?

It is probably better never to dispense with it. It is a requirement of MITP that it is used on all MITP projects. Even after the project is concluded, the WBS can serve as a model--or lesson-- for others.

2 How Do You Use WBS?

This topic explains provides guidance for setting up a WBS, during phases 1 and 2 of the project:

- Identifying the project
- Establishing the project

Then there follows guidance on the following topics:

- Completing a WBS level
- Guidelines for size, width and depth of WBS
- Consistency of top down development
- Treatment of overheads
- Levels and numbering standards
- Sources of information for WBS
- How and where you hold the WBS
- How organization and cost structure affect WBS

Subtopics

- 2.1 Identifying The Project
- 2.2 Establishing The Project
- 2.3 Completing a WBS Level
- 2.4 Guidelines For Size, Width and Depth Of WBS
- 2.5 Consistency of Top Down Development
- 2.6 Treatment of Overheads
- 2.7 Levels and Numbering Standards
- 2.8 Sources of Information For WBS
- 2.9 How and Where Do You Hold WBS?
- 2.10 How may Project Organization and Cost Structure affect the WBS?

2.1 Identifying The Project

In the first phase of the project, it is important to do the following:

- Identify all (major) contractual deliverables.
- Decide how the WBS will be held and displayed, and whether or not a planning tool will be used.
- Decide on the numbering standard.
Alphabets help understanding but may not be acceptable in some PM tools, some of which impose their own standards. Alternatively, an alphabetic standard might not be acceptable if the client uses other standards.

Note: Remember to leave gaps for the inevitable changes.

- Decide how overheads will be handled.

2.2 Establishing The Project

In phase 2 of the project, do the following:

- Obviously, develop top down.
- At Project Startup, or earlier, generate the WBS down to level 2, if possible.
- Concentrate on identifying all areas of work.
Use short, sharp workshops which concentrate on only 2 to 3 levels-- the existing one and two further down. Creating one level at a time is the ideal, although seldom achieved. Those present must be those with responsibility for the deliverables.
- Think nouns for deliverables and components.
- Ensure that every deliverable listed in the contract has its own separate work element.
- Ensure that every major supplier deliverable has its own work element.
- Sticky notes are better than pens and flip charts or white board.
- Review jointly and rigorously against the rules for work elements.

For lower levels of the WBS :

- Avoid developing detail before it is needed.
Hypothetical schemes still take time to develop and the multiplication factor with each level is significant.
- Compromise by ensuring that no element breaks down into more than 20 further elements.
- Try to restrict the number of levels to five or fewer on medium-size projects.
- Where an area may become complex, as soon as possible assign the early work of breaking down the work structure to the person responsible for the work element, reconvening afterwards to review.
- Think verbs for what has to be done, but still ensure that each work element has a provable result.

Finally, follow these general rules:

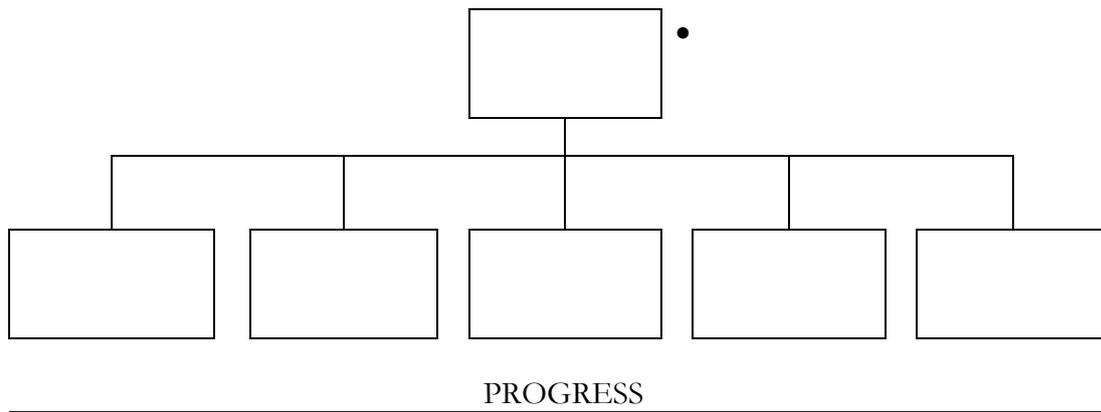
- Push responsibility down the hierarchy.
Should the Project Director really have responsibility for approving the technical design of a subcomponent?
- Always document a work element, with its completion criteria, before all its children at the next level down are documented.
Never try to expand the WBS more than one level below what is so documented. (The form to be used for documenting a work element is the Work Specification Form. For further information, see the MITP Planning and Estimating Guide)
- Always review with the individual responsible for the next higher level.
- Finalize the work element identities at a given level in a node only after you have reviewed and agreed that level.

2.3 Completing a WBS Level

In reviewing the WBS it is necessary to consider how the parent work element is completed.

Each of the children will have its own, provable completion criteria and it is important that, when all children have met those criteria, the parent can be regarded as complete. This means that the parent must contain no independent work or resource; it is simply the sum of the children. In turn, this means that the last child must either be or contain the appropriate review or sign-off.

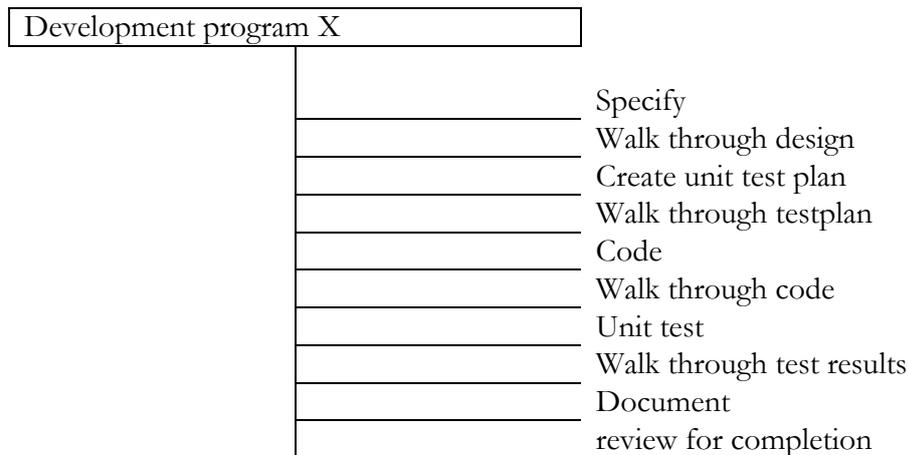
This is illustrated in the diagram below.



- Completion is here

Figure 1. Completing a WBS level

A rather old-fashioned example, probably beyond the bottom of a real WBS, is shown in the diagram below.



Note: While time is not represented well in the WBS, in limited circumstances a time flow from left to right can be (and should be) achieved. This is more

likely to be feasible at lower levels of the network. Figure 1 assumes this, purely for illustration.

2.4 Guidelines For Size, Width and Depth Of WBS

When creating a WBS there are temptations towards two extremes each of which needs to be avoided:

- Cramming as much as possible into the level immediately under a work element, which gives a wide, flat tree. Try to restrict to 15 and never have more than 20. Developing very logical, narrow structures, which are therefore very deep. Be

Most parts of a typical project will probably tend to fall within the limits suggested by the table below:

Lvl	Owner	Product	Work element name	Expansion factor	Typical duration	Typical effort
0	Project manager	Facility	Project	1 only	> 6 months	> 2 work-year
1	Subproject manager	Deliverable	Subproject	5 - 15	3 - 9 mths	10 mnths to 7 yrs
2	Team leader	Component	Work package	5 - 15	1 - 4 mths	5 - 15 wmnths
3	One, of 1 to 3 people	No name	Activity	5 - 15	1 - 5 wks	1 - 2 wmnths
4	One individual	No name	Task	5 - 15	1 - 3 weeks	1 - 3 wmnths

Note: Your project, however, is likely to have to transgress in some areas.

Question: What is 15(4)? For that matter, what is 5(4)?

2.5 Consistency of Top Down Development

Two questions frequently arise:

1. "Must all work elements at the same level throughout the WBS be comparable in size and the importance of their product?"

This is really two questions; of the two, the importance of the product should take precedence. Nevertheless, it is desirable to achieve reasonable consistency at a level within the WBS, for it helps in the larger task of planning when the time comes to use the WBS as the base for a hierarchy of networks. It is not easy to fully achieve this goal.

2. "Must I develop every branch down to the same level?"

No. In planning and estimating, no branch should be developed further than is needed to achieve the accuracy desired now. Remember the multiplication factor and its power.

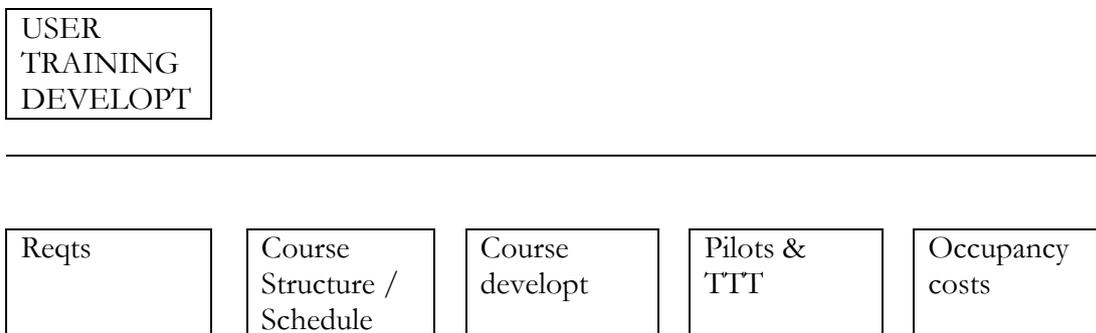
2.6 Treatment of Overheads

All costs are represented somewhere in the WBS. For direct costs, such as labour and parts, this is simple: the costs appear in the work element which assembles the machine.

How should overhead costs, such as office rental and telecommunications lines be treated? The primary principle is to support proper cost analysis, as follows:

- Consider in whose budget they should appear, according to the cost reporting and accounting requirements of the project.
- Assign as low as possible and sensible within the WBS.
- For such costs, create a work element with its own unique identification.

For example, consider the WBS represented in the diagram below.



Note: Some PM tools will, in summarizing a work element, take the sum of its children plus the (parent) work element itself. So you are allowed to place the overheads in the parent. This is not recommended: it is better that the overheads are separately identified. It also reduces the chance of overheads, hidden in a parent, being overlooked during estimating and later capture of actuals.

2.7 Levels and Numbering Standards

With regard to levels and numbering standards in the WBS, note the following:

- There is no consistency for the numbering of work elements as the WBS is developed downward: to some people the project is level 1; level 0, to others. However, the standard recommended here for the single project is the latter: level 1 is the first level of breakdown.
- Numbering standards for the work element id also vary:
 - In a manual system upper and lower case alphabetic letters, mixed with numbers, are more easily readable, memorable, and usually shorter. ("B.12.d.9")
 - Two-digit decimal numbering per level is acceptable, ("11249") especially if the levels are punctuated, as they should be, with "." or "-" and the leading zeros are included ("01.12.4.09")
 - If you use a planning tool you may have limited freedom. Some will number the WBS for you.

Note: In all the above examples, because the project is at level 0 there has been no need to devote part of the work element id to a superfluous, constant letter or numbers.

2.8 Sources of Information For WBS

The main sources of information for developing the WBS are the very ones which will become part of the project baseline library (see the Planning and Estimating technique).

These include the following:

- Project Definition Report
- Statement of Requirements
- Technical Proposal
- Supplier proposals
- All Contracts.
- Some companies may have a library of Work Breakdown Structures for "typical" projects

2.9 How and Where Do You Hold WBS?

The working WBS can be held on paper, within a word processor ("Outline" mode is useful), or within a PC PM tool. According to the size of the project, and its organizational structure and responsibilities, it may be held in several places; that is, it may be distributed to the Subproject Managers.

In these cases it is a logical WBS.

2.10 How may Project Organization and Cost Structure affect the WBS?

2.10.1 Organization

As level 1 deliverables are likely to lead to the subprojects there is usually concord between the subproject structure and the deliverable-based structure. This may not, however, reflect all the organization. There may, for instance, be matrix management, which cannot easily be reflected by the WBS alone.

2.10.2 Cost Structure

More so, the cost structure will be different. A concept that you should be aware of is the cost control cube, which suggests a three-dimensional view of the work elements:

1. The WBS hierarchy of the work elements
2. The organizational hierarchy, along the second dimension
3. The cost structure, the third and simplest dimension

This concept is more used in projects where strong cost control is required. Some project tools support it.

A Appendix A. Work Breakdown Structure Checklist

This appendix comprises the WBS checklist to serve as a reminder of the key points related to the creation and management of the Work Breakdown Structure for a project.

Subtopics

- A.1 Purpose and Format
- A.2 Preparation
- A.3 Development
- A.4 Maintenance

A.1 Purpose and Format

- What other MTP activities will use the WBS as input?
 - Communications?
 - Cost estimating?
 - Scheduling?
 - Progress management?
- What format will be appropriate?
 - For its intended uses?
 - For the project?
 - For the organization?
- Does a WBS already exist for this project?
- Are there any suitable models from similar projects?
- Are there any Project Managers with experience of similar projects?

A.2 Preparation

- What are the major deliverables?
- What is the project organization?
- Is the technical proposal available?
- Have the technical performance measurements and risks been established?
- Is the supplier plan available?
- Who will be the key people doing the work?
- Who are the key technicians?
- What is the availability of these people to support the development of the WBS?
- How will the WBS be maintained and by whom?
- What is the appropriate method of coding to use?

A.3 Development

- Have the right people been involved?
- Can each task be assigned to one individual or organization?
- Can each task be identified with one source?
- Is each task measurable in terms of progress to completion?
- Can the position of each activity or task relative to the total project be clearly identified?
- Do I have unique tasks for each product required from a supplier?
- Is the level of detail right, allowing planning and control to be exercised by individual managers as appropriate?
- Are the intermediate levels of integration right?
- Do the intermediate levels of integration permit early enough testing?
- Is there any duplication of work?
- Has the WBS been tested for omissions?
- Does the WBS allow for easy flow of information upwards?
- Has the WBS been agreed and is it at the right level?

- Has the change control process been established?
- Has the nature and purpose of the WBS been communicated to the appropriate people?
- Is the coding clear, effective and understood?
- Are the critical interfaces clear and understood?

A.4 Maintenance

- Does the project milestone plan allow for further development, modification and publicity of the WBS?
- Is the change control process effective?
- Is there a process for updating the WBS with progress?
- Is there a process to ensure that completed items are closed off?
- Are these processes understood by the relevant people?
- Is the agreed WBS still valid?

B Appendix B. Nouns

The following nouns can be used as a checklist in developing or reviewing the higher levels of the Work Breakdown Structure.

Mission, clients	Secretarial, word processing
Brand name, products, services	Mail, phone, fax, telex, bleep
Prices	Workstations
Image, client satisfaction	Cabling, LANs
Business plans	Service hours, service levels
Industry specialization	Inter-department agreements
Agencies, partners, joint ventures	Application systems
Suppliers, contractors	Office systems
Contracts, agreements	Corporate and data models
Standards, compliance	AD methods, languages, tools
Publications, brochures	Hardware, software, middleware
Organization, management	Communications network
Employment Ts & Cs	Systems and network management
Recruitment, redundancy	Monitoring and control systems
Numbers of staff, IT users	Support, maintenance
Employee:Contractor ratio	Security - physical, system
Job specs, levels	Funds, capital structure
Experience, skills	Balance sheet, P & L account
Education, courses	Orders, inventory, WIP
Locations, buildings	Budgets
Travel, transport, parking	Cash flow
Working environment	Leases, rents
Business processes, methods	Salaries, allowances, perks
Shifts, overtime	Interest rates
Time periods, cutoffs	Profitability, ROI
Volumes, peaks, variation	Productivity, utilization
Seasonal patterns, growth	Quality management processes
Guides, procedures, instructions	Business controls
Forms, stationery, supplies	Contingency plans
Files, storage	Reviews, audits

C Appendix C. Verbs

The following verbs can be used as a checklist in developing or reviewing the upper and lower levels of the Work Breakdown Structure. Some, you may justifiably argue, are not verbs at all; others are there to surprise.

Acquire	Analyze	Accept	Abuse	Accommodate	Announce
Agree	Assure	Assemble	Archive	Account	Approve
Assess	Build	Broadcast	Authorize	Administer	Audit
Assume	Code	Clean	Carry	Bankrupt	Celebrate
Benchmark	Copy	Close	Change	Book	Commit
Borrow	Cut	Commission	Check	Budget	Communicate
Brief	Design	Connect	Collate	Catalogue	Compensate
Budget	Disprove	Convert	Damage	Centralize	Consult
Call	Document	Corrupt	Degenerate	Comply	Contract
Collect	Encounter	Customize	Duplicate	Consolidate	Correspond
Configure	Forecast	Demolish	Enter	Contact	Delay
Define	Gather	Demonstrate	Help	Copyright	Disband
Equip	Infringe	Discover	Infect	Deviate	Discharge
Estimate	Inspect	Dispose	Maintain	Exceed	Dispute
Fit	Interview	Distribute	Miss	Expedite	Forestall
Introduce	Measure	Disturb	Monitor	Feed	Fund
Justify	Mistake	Fallback	Neglect	File	Hear
Learn	Model	Install	Operate	Formalize	Investigate
Lend	Object	Load	Predict	Index	Meet
Lose	Obsolete	Move	Prevent	Insure	Motivate
Order	Overrun	Package	Purge	Invoice	Oppose
Overlook	Procure	Present	Receive	Pay	Penalize
Plan	Prototype	Prove	Recover	Post	Phase
Price	Read	Publish	Request	Propagate	Promote
Project	Refurbish	Reject	Schedule	Reconcile	Publicize
Propose	Reinvent	Remove	Secure	Record	Recruit
Qualify	Rework	Reproduce	Ship	Report	Renegé
Reduce	Simulate	Shut	Steal	Reserve	Resign
Research	Specify	Stock	Substitute	Tabulate	Resolve
Scope	Standardize	Store	Supply	Telephone	Resource
Select	Test	Train	Survey	Track	Review
Sign	Tool	Transfer	Target	Travel	Steer
Size	Validate	Transmit	Tune	Undermine	Sue
Try	Verify	Transport	Upgrade	Warn	Talk
Visit	Write	Warehouse	Waste	Write off	Trim

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Readers Comments

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Version C5.0

Publication No. MICG1WBS

Overall, how satisfied are you with the information in this book?

Legend:

- 1 Very satisfied
- 2 Satisfied
- 3 Neutral
- 4 Dissatisfied
- 5 Very dissatisfied

	1	2	3	4	5
Overall satisfaction					

How satisfied are you about the information this book contains:

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Complete					
Easy to find					
Easy to understand					
Well organized					
Applicable to your task					

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