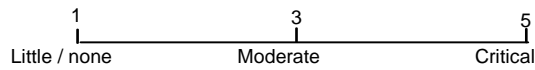


## Project Audit & Review Checklist

The following provides a detailed checklist to assist the PPO with reviewing the health of a project:

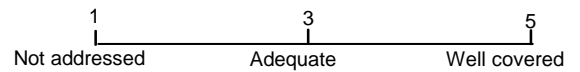
### Relevance (at this time)

(How relevant is this attribute to this project or audit?)



### Theory & Practice

(An indication of this attribute's strength or weakness)



Item	Attribute	Relevance	Practice	Assessment
<b>1</b>	<b>Project Planning</b>			
1.1	Does the project have a formal Project Plan?			
1.2	Are the key elements of a Project Plan present? a. Project Definition & Scope? b. Project Objectives? c. Cost / Benefit Analysis? d. Staffing Requirements? e. Time Line? f. Risk Analysis?			
1.3	Have all stakeholders been identified?			
1.4	Is a Stakeholder Management plan in place? Have project accountabilities & responsibilities been clearly defined?			
1.5	Have the scope, objectives, costs, benefits and impacts been communicated to all involved and/or impacted stakeholders and work groups?			
1.6	a) Have all involved stakeholders and work groups committed to the project? b) Have all necessary approvals been obtained?			
1.7	Has a project Communications Plan been developed?			
1.8	Are funding and staffing resource estimates sufficiently detailed and documented for use in planning and tracking the project?			
1.9	Does a documented project organizational policy & plan (i.e. governance model) exist?			
1.10	Have adequate resources been provided by management to ensure project success?			
1.11	Is current scope of the project substantially different than that originally defined in the approved project plan?			
1.12	Has the approach and development strategy of the project been defined, documented and accepted by the appropriate stakeholders?			

Item	Attribute	Relevance	Practice	Assessment
1.13	Have project management standards and procedures been established and documented?			
1.14	Is there a Steering Committee in place?			
1.15	Is the Steering Committee active in project oversight?			
1.16	Are there procedures in place to effectively manage interdependencies with other projects / systems?			
<b>2</b>	<b>Project Management</b>			
2.1	Have the key elements of a coherent project management strategy been established? a. Project tracking plan & methodology b. Project status reporting structure & process c. Change Management plan & tracking d. Issues Management process & tracking plan e. Risk Management Plan f. Software Quality Assurance g. Software Configuration Management			
<b>2.2</b>	<b>Project Scheduling &amp; Tracking</b>			
2.2.1	Has a structured approach been used to break work effort into manageable components?			
2.2.2	Are team members involved in the development of activity & task decomposition?			
2.2.3	Are individual tasks of reasonable duration (8–40 hrs)?			
2.2.4	Are milestone deliverables effectively tracked and compared to project plan?			
2.2.5	Does the detailed project plan identify individual responsibilities for the next 4–6 weeks?			
2.2.6	Have activity relationships and interdependencies within tasks been adequately identified?			
2.2.7	Are target dates established for each milestone deliverable?			
2.2.8	Are corrective actions taken when actual results are substantially different from detailed project plan? Describe.			
2.2.9	Are changes in deliverable commitments agreed to by all affected groups & individuals?			

Item	Attribute	Relevance	Practice	Assessment
2.2.1 0	Is the organization structure for both tracking & controlling project activities work products & costs (effort, schedule & budget) well defined and assigned to a specific individual?			
2.2.1 1	Are measurements and feedback mechanisms incorporated in tracking work effort & refining work estimating techniques?			
2.2.1 2	Have procedures for identifying variances from estimates & adjusting the detailed work program been established?			
2.2.1 3	Is project work proceeding in accordance with the original project schedule?			
2.2.1 4	If not, have all project delays been adequately accounted for, communicated to all stakeholders and adjustments made in overall project schedule?			
2.2.1 5	Is there general agreement & acceptance of the current status and progress of the project?			
2.2.1 6	Is PERT / Critical Path or equivalent methodology being used? Can you see the critical path on the plan?			
2.2.1 7	Is an industry recognized mechanized support tool(s) being used for project scheduling & tracking?			
2.2.1 8	Is it possible to track all classes of project work (e.g. scheduled, un-scheduled, defect repair, etc.)? Can you compare work done to the baseline?			
<b>2.3</b>	<b>Project Status Reporting</b>			
2.3.1	Is project status reviewed with senior management at appropriate intervals? What are they? a. Overall status b. Project performance (achievements & milestones) c. Open issues d. Risks e. Action items f. Cost & time performance against plan g. Quality metrics h. Beneficiaries involvement			
2.3.2	Are internal project status meetings held at reasonable intervals?			
2.3.3	Are sub-project reviews held at reasonable intervals?			

Item	Attribute	Relevance	Practice	Assessment
2.3.4	Have adequate procedures been put in place for project coordination and status reporting across project boundaries (ie. interdependent software development among interfacing systems)?			
2.3.5	Do project teams & team members report on status / activities / progress?			
<b>2.4</b>	<b>Project Estimating</b>			
2.4.1	Are multiple estimation methods being employed?			
2.4.2	Are current project time & resource estimates reasonable based on the current project stage?			
2.4.3	Are actuals compared against estimates to analyze and correct variances?			
2.4.4	Are project team members involved in detailed estimating and scheduling?			
<b>2.5</b>	<b>Risk Management</b>			
2.5.1	Was an original risk assessment completed?			
2.5.2	Is there a process in place to monitor project risks?			
2.5.3	Has provision been made to reassess project risks at various project stages?			
2.5.4	Have all unresolved risks been documented? Have all unimplemented risk strategies been escalated to an issues log?			
<b>3</b>	<b>Quality Management</b>			
3.1	Does the project have a 'Quality Culture'?			
3.2	Is there a Quality Plan covering all Policies, Guidelines and Procedures?			
<b>3.3</b>	<b>Quality Assurance</b>			
3.3.1	Has an overall Quality Assurance Plan been developed for the project?			
3.3.2	Does the plan address key project elements? a. Project Planning? b. Project Management?			
3.3.3	Is there a set of procedures defining the scope, procedures and deliverables defining Quality Control?			
3.4	Are quality indicators and metrics defined?			

Item	Attribute	Relevance	Practice	Assessment
3.6	Is there a set of procedures to capture, analyze and act on quality metrics?			
<b>3.7</b>	<b>Software Configuration Management (SCM)</b>			
3.7.1	Has SCM been implemented for this project?			
3.7.2	Has an industry recognized SCM software version management & control tool been implemented?			
3.7.3	Is SCM version management and control effectively linked with the testing function to ensure integration and regression testing have been performed?			
3.7.4	Has an automated Change Management tool been implemented?			
3.7.5	Is the SCM function adequately staffed?			
3.7.6	Is the Testing Coordination function separate from the development staff?			
<b>4.0</b>	<b>Management Procedures</b>			
<b>4.1</b>	<b>Partnership Management</b>			
4.1.1	Is there a formal set of procedures (for status reporting, contract negotiation & review, time/invoice reconciliation, etc.) supporting Partnership Management?			
<b>4.2</b>	<b>Issues Management</b>			
4.2.1	Is there a formal set of procedures supporting Issues Management?			
4.2.2	Is there any form of automated support for Issues Management?			
4.2.3	Are issues raised, assessed, actioned, and resolved in a timely and efficient manner?			
<b>4.3</b>	<b>Stakeholder Management</b>			
4.3.1	Is there a formal set of procedures supporting Stakeholder Management?			
4.3.2	Is it standard practice to formally commit stakeholders to the project via agreements?			
4.3.3	Does a comprehensive set of Stakeholder Agreements exist? Do we have statements delineating what each stakeholder has agreed to do?			
<b>5.0</b>	<b>Resourcing</b>			

Item	Attribute	Relevance	Practice	Assessment
5.1	Are all resource assumptions documented?			
5.2	Does the project team have the skills necessary to successfully complete current project(s) and support the application?			
5.3	Have arrangements been made to obtain special expertise or competence by consulting or referencing: a. Similar projects? b. Published materials? c. Personnel with expertise? d. Outside experts?			
5.4	Have the personnel with the necessary skills and competence been identified and has agreement for their participation in the project been reached with the appropriate management?			
5.5	Is there a project organization chart showing the reporting relationships and responsibilities for each position?			
5.6	Has a proper project work location been established that will allow the team to work together with user personnel?			
5.7	Does the detailed work plan match the complexity of tasks with the capabilities of personnel?			
5.8	Has allowance been made for vacations, holidays, training (learning time for each team member), staff promotions & staff turnovers?			
5.9	Has adequate time for orientation & training of project staff been provided for in relation to technical nature of the Application and the experience levels of project personnel?			
5.10	Has appropriate allowance been made for the effect of the learning curve on all personnel joining the project who do not have the required prior industry, functional & technical expertise?			
5.11	Are the appropriate IT resources adequate to meet planned commitments?			
5.12	Are enough systems & user personnel assigned to the project?			
5.13	Are the people assigned to the project sufficiently qualified?			

Item	Attribute	Relevance	Practice	Assessment
5.14	Are project managers participating in the project adequately to know its true status first hand? a. Is a qualified person sufficiently involved in each critical area? b. Are communication lines working?			
5.15	Is a senior systems department representative allocated to each user department to provide liaison and support? Does the project have both a business team leader and a technical team leader?			
5.16	Do the project team have a good understanding of the existing and/or proposed hardware / software environments?			
5.17	Are project leaders committed to this project full time?			
5.18	Are project team members committed full-time?			
5.19	Is the Production Support function adequately resourced? Is the Production Support function resourced full-time?			
5.20	Is there a production support plan, with a plan for transition from development to production?			
<b>6.0</b>	<b>Beneficiaries</b>			
6.1	Is beneficiaries involvement adequate?			
6.2	Are the people assigned to the project sufficiently qualified?			
6.5	Are the project team members located locally to the beneficiaries?			