

## PROJECT ASSESSMENT SUMMARY FORM

Project:

Project Manager:

Project Sponsor:

Project Documents reviewed:

Date:

### Summary of Results

Project Planning Probability of Success Indicator (PSI): /70

Assessment

*Colour*

**Red = In trouble**

**Blue = No plan exists**

**Amber = Some problems**

**Green = On target**

### Areas of Concern

### Recommendations

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### Introduction

This project plan review is based upon only the documents and interview data collected.

This is a review of the project plan. **It is not a review of the project manager or his performance.**

### Purpose.

The purpose of this review is to identify areas of concern in the project, which could cause problems during the project or put the final deliverable at risk. The comments are intended to be positive and constructive and to assist the project manager to achieve the project goals.



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**PROJECT MANAGEMENT QUALITY ASSURANCE**

**Structured Project Management Audit**

Part 1: Project Planning                      Max Probability of Success Indication (PSI): 70%.

Project Name & No. \_\_\_\_\_

Project Sponsor: \_\_\_\_\_

Project Manager: \_\_\_\_\_

**Step 1. Visualise the Goal. (Max PSI: 20)**

1.     **Definition of the Project Goal or Final deliverable (PSI: 6)**
  - Does the goal statement comprehensively describe what is to be done in terms of:

	Functionality?	Y/N
	Effort (Cost)?	Y/N
	Time?	Y/N
	Quality?	Y/N
  - Is the goal statement:

	Simple?	Y/N
	Measurable?	Y/N
	Achievable	Y/N
	Realistic ?	Y/N
	Timely ?	Y/N

**PSI:**
  
2.     **Deliverables, Sub-Goals (PSI: 4).**
  - Are All deliverables, which will result from the project listed?                      Y/N
  - Are all significant consequences<sup>1</sup>, which will result from the project listed?                      Y/N

**PSI:**
  
3.     **Project Completion Criteria (PSI: 2)**
  - Is there an indicator of when we know that the project is over?                      Y/N

**PSI:**
  
4.     **Project Deliverables Quality Acceptance Criteria (PSI: 2)**
  - Is there an indicator to the customer/client that the project is over?                      Y/N

**PSI:**
  
5.     **Assumptions/Dependencies/Critical Success Factors (PSI: 3)**
  - Have all the assumptions upon which the project is based been explicitly listed?                      Y/N
  - Have all the dependencies with other projects been identified and listed?                      Y/N
  - Have all critical success factors affecting the project been identified & listed?                      Y/N

**PSI:**
  
6.     **Project Stakeholders (PSI: 3)**
  - Have all Stakeholders with an interest in the project been identified & listed?                      Y/N
  - Have all their needs been captured in the project goal statement?                      Y/N
  - Have all requirements consequent from their needs been included in the goal statement?                      Y/N
  - Have they reviewed and approved the project scope and Goal(s) etc?                      Y/N

**PSI:**

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<sup>1</sup> This included business benefits/impacts e.g. reduced costs, additional revenues, enhanced customer service etc

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**Step 2: Make a list of Jobs to be done. (Max PSI: 20)**

- 7. Work Breakdown Structure (PSI: 10)**
- Does a list of ALL the tasks to be done to complete the project exist? Y/N
  - Does the WBS contain an estimate of the Effort (work) that each task requires? Y/N
  - Does the WBS list all assumptions made? Y/N
  - Does the WBS contain project management effort of 8 – 12% of total project effort? Y/N
- PSI:**
- 8. Gantt (or other) Chart (PSI: 6).**
- Does a visual chart or representation showing work tasks phased over time exist? Y/N
  - Does it show the main phases of the project? Y/N
  - Does it show the length of these phases & how do they relate to each other? Y/N
  - Does it show the amount of work/effort in each phase? Y/N
- PSI:**
- 9. Milestones. (PSI:4)**
- Do a series of project milestones exist depicting key points/dates in the project? Y/N
  - Does these milestones indicate project reviews, requiring project sponsor input? Y/N
- PSI:**

**Step 3. There must be one Leader. (Max PSI: 10)**

- Does the Project have a Project Leader/Manager? Y/N
  - Does he/she have adequate authority to deliver the project? Y/N
  - Has the project managers' authority & responsibility been explicitly defined? Y/N
  - Does he/she have the primary responsibility for the planning, implementation and delivery of the project deliverables? Y/N
  - Is this responsibility integrated into his/her performance objectives? Y/N
  - Does he/she actively manage/have control of, the work of ALL project team members<sup>2</sup>? Y/N
  - Does a project organisation structure clearly define project members roles etc? Y/N
- PSI:**

**Step 4: Assign People to Jobs. (Max PSI: 10)**

- 10. Resources (PSI: 5)**
- Does every job in the project plan have a human being's name against it? Y/N
  - Where generic names do exist for tasks scheduled for action beyond a 6 to 8 week horizon, is assignment action being taken to resolve into specific human beings? Y/N
  - Have project team members been type-categorised (SPM's type 1,2,3,4,5 etc)? Y/N
  - Have project assignments been based upon individual strengths & weaknesses? Y/N
- PSI:**
- 11. Resource Loading (PSI: 5).**
- Have these resources been phased over time? Y/N
  - Has team members' availability to this project been accurately determined? Y/N
  - Have team members "day-job" taken into account against scheduled project tasks? Y/N
  - Have people been scheduled less than 90% of their available time? Y/N
  - Have company, public, & team members annual holidays been factored into the project plan?<sup>3</sup> Y/N
- PSI:**

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<sup>2</sup> This control includes the work of those project team members not under direct supervision (e.g. personnel from other departments, contractor companies etc) and any other contributor (including senior managers) whose work (or lack of work) may/will impact upon the delivery of the project leaders' deliverable.

<sup>3</sup> Are project members scheduled to be in more than one location, or to do more than one task at any one time?

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**Step 5: Manage Expectations/Allow a Margin for Error/Have a fallback position/Contingency etc. (Max PSI: 10)**

**12. Risk Management. (PSI: 5)**

- Have all risks to the project been identified? Y/N
- Have all risks been prioritised, based upon their project impact & their probability of occurrence? Y/N
- For each risk, is there a risk management action to overcome, mitigate or avoid? Y/N
- Are risk management actions appropriate to manage the risk & attain the goal? Y/N
- Have the risk management actions/contingent tasks been entered into the WBS? Y/N

**PSI:**

**13. Manage Client/Customer Expectations (PSI: 3)**

- Have different project plan options/flavours been developed in anticipation of negotiations with the projects' client (i.e. customer or management) Y/N
- Can the various project options developed, deliver the project goals? Y/N
- Have the different project options been negotiated with the project stakeholders and has sign-off been achieved regarding the project option? Y/N

**PSI:**

**14. Backup Plan/Contingency/Margin for Error. (PSI: 2)**

- Has contingency been planned to manage/address a job running overtime/a QA failure/a missed or late deliverable/a dependency mis-match? Y/N
- Has the effect of adding more people been factored into the project plan? Y/N

**PSI:**

**Step 6. Manage with an Appropriate Leadership Style (PSI: 10) [LEADERSHIP]**

*FOC: Since this is not a review of the project manager or his/her performance, either (a) the project manager can rate this out of 10 or (b) give it a nominal value, which – again – let the project manager either choose or agree with.*

**15. Trust placed in each project team member (PSI: 5)**

- Has the project manager defined the trust he places in each team member? Y/N
- Has the project manager defined the management style/requirement necessary for each team member? Y/N

**PSI:**

**16. The ETP 'Lazy Project Manager' Style (PSI: 5)**

- Does the project manager include in his personal work calendar/diary, the management tasks & time required to appropriately manage each team member? Y/N
- Does the project manager adopt/operate a dynamic management style? Y/N

**PSI:**

**Step 7. Know What is Going On (PSI: 10) [MANAGEMENT: Directing Operations]**

**17. Using the Project Plan as Instrumentation (PSI: 4)**

- Does the project manager's daily work practice include checking on tasks starting; tasks finishing and tasks in progress? Y/N
- Does the project manager use the PM tool to record daily progress on current project jobs / tasks? Y/N
- Does the project manager daily seek, explode and complete the detailed planning of project tasks coming into focus in the next 6-8 weeks into single man-day tasks? Y/N
- Does the project manager routinely categorise the status of the Project (e.g. by colour code etc<sup>4</sup>)? Y/N

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<sup>4</sup> For example: Red = In trouble; Blue = No plan exists; Amber = Some problems; Green = On target)



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- Was there a proper plan at the outset of the project? Y/N
- Was the plan maintained as time progressed? Y/N
  
- Did the project always have a project manager? Y/N
  - Who? \_\_\_\_\_
- Did the project manager change since the project started? Y/N
- How was the amount of project management required on the project  
 How was this calculated? \_\_\_\_\_
- Did the project manager have sufficient time available to run the project? Y/N
- Did the project manager take proper ownership of the project? Y/N
  
- Was project demand (work to be done) matched to supply (people to do the work)? Y/N
- Was this done at the beginning of the project? Y/N
- Was it maintained over its life to date? Y/N
  - How do you know? \_\_\_\_\_
  
- Did the project plan have contingency in it? Y/N
  - Was this used? Y/N
  - Was there enough? Y/N

**PSI:**

**22. Top 3 Priority Project Issues for Resolution.**

- 1.)
- 2.)
- 3.)

**23. Project Planning Probability of Success Indicator (PSI).**

- |   |                |
|---|----------------|
| Goal PSI: (20 max)  | Project Score: |
| List of Jobs (20 max)   | Project Score: |
| One project leader (10 max)                                     | Project Score: |
| Resources Assignment (10 max)                                   | Project Score: |
| Managing Expectations/Contingency/<br>Margin for Error (10 max) | Project Score: |

Total Project Planning PSI Score:

- |                               |                |
|-------------------------------|----------------|
| Leadership style: (10 max)    | Project Score: |
| Monitoring / control (10 max) | Project Score: |
| Reporting (10 max)            | Project Score: |

Total Project Implementation PSI Score:

**Total Project PSI :**

**24. Any other relevant issues.**