## Project Management Assessment Checklist

## Requirements: Organization and Completeness

* Are all internal cross-references to other requirements correct?
* Are all requirements written at a consistent and appropriate level of detail?
* Do the requirements provide an adequate basis for design?
* Is the implementation priority of each requirement included?
* Are all external hardware, software, and communication interfaces defined?
* Have algorithms intrinsic to the functional requirements been defined?
* Does the SRS include all of the known customer or system needs?
* Is any necessary information missing from a requirement? If so, is it identified as TBD?
* Is the expected behavior documented for all anticipated error conditions?

## Requirements: Correctness

* Do any requirements conflict with or duplicate other requirements?
* Is each requirement written in clear, concise, unambiguous language?
* Is each requirement verifiable by testing, demonstration, review, or analysis?
* Is each requirement in scope for the project?
* Is each requirement free from content and grammatical errors?
* Can all of the requirements be implemented within known constraints?
* Are any specified error messages unique and meaningful?

## Requirements: Quality Attributes

* Are all performance objectives properly specified?
* Are all security and safety considerations properly specified?
* Are other pertinent quality attribute goals explicitly documented and quantified, with the acceptable tradeoffs specified?

## Requirements: Traceability

* Is each requirement uniquely and correctly identified?
* Can each software functional requirement be traced to a higher-level requirement (e.g., system requirement, use case)?

## Requirements: Special Issues

* Are all requirements actually requirements, not design or implementation solutions?
* Are the time-critical functions identified, and timing criteria specified for them?
* Are all significant consumers of scarce resources (memory, network bandwidth, processor capacity, etc*.*) identified, and is their anticipated resource consumption specified?
* Have internationalization issues been adequately addressed?

**Analysis Phase**

* Has a cost/benefit analysis been performed?
* Have constraints and issues been identified?
* Have the critical success factors been documented?
* Have all alternatives been evaluated?
* Has a risk analysis been performed?
* Have impacts to the existing operational environment been considered?
* Has a comprehensive product evaluation been performed?
* Has a standardized RFP been prepared and approved by the business and process management te4am?
* Has the system architecture been approved by the enterprise management team?
* Has the vendor contract been reviewed and approved by the business and process management team?
* Have the project scope and project plan been revised as necessary?
* Have the project team roles and responsibilities been defined and assigned?
* Has the customer reviewed and approved the analysis phase deliverables?
* Have any exceptions been documented and approved?

**Use Case**

* Is the use case a standalone, discrete task?
* Is the goal, or measurable value, of the use case clear?
* Is it clear which actor(s) benefit from the use case?
* Is the use case written at the essential level, rather than as a specific scenario?
* Is the use case free of design and implementation details?
* Are all anticipated alternative courses documented?
* Are all known exception conditions documented?
* Are there any common action sequences that could be split into separate use cases?
* Is the dialog sequence for each course clearly written, unambiguous, and complete?
* Is every actor and step in the use case pertinent to performing that task?
* Is each course defined in the use case feasible?
* Is each course defined in the use case verifiable?
* Do the pre- and post-conditions properly frame the use case?

**Design Phase**

* Has the configuration management plan been developed?
* Has the test plan been developed?
* Has a conversion/implementation plan been developed?
* Has a quality control plan been developed?
* Has the training plan been developed?
* Has the documentation plan been developed?
* Have design specifications been documented?
* Has a process model been created?
* Has a data model been created?
* Has the application architecture design been completed?
* Has the environment architecture design been completed?
* Has the data architecture design been completed?
* Has the conversion architecture design been completed?
* Have all applicable design standards and guidelines been adhered to during the creation of the Design phase deliverables?
* Have all system designs been approved by the enterprise management team?
* Have prototypes been developed for customer review?
* Has scope/project plan been revised as necessary?
* Has the customer approved the Design phase deliverables?
* Have all exceptions been documented and approved?

**Build Phase**

* Have all new system components been developed?
* Have modules/enhancements been developed?
* Has purchased software been installed?
* Has software been customized?
* Have existing systems been modified?
* Have new interfaces been written?
* Have prototypes been revised?
* Have all applicable programming standards and guidelines been adhered to during the development, enhancement or installation of all system components?
* Has unit testing been conducted?
* Has system testing been conducted?
* Has integration testing been conducted?
* Have test results been documented?
* Has the acceptance test been developed/documented?
* Have all applicable test standards and guidelines been adhered to during the testing stage?
* Have backup/recovery procedures been developed?
* Has customer training been developed?
* Has customer/technical documentation been completed?
* Has scope/project plan been revised as necessary?
* Has customer approved BUILD phase deliverables?
* Have all exceptions been documented and approved?

**Management Review Questions:**

* Is there anything that has been revealed in the Test stage which would cause us to reconsider this project? (e.g. Does the delivered solution meet the stakeholder Requirements?)
* Has anything in the external environment changed which would cause us to reconsider this project, its scope or its timing?
* Based on the demands of the current project portfolio and development efforts, is this still the right time to do this project?
* Are current project expenses within budget? If not, is revised funding approved?
* Are the right resources available to continue with the Implement stage?
* Is the priority still appropriate? If constrained resources are required, how should their work be prioritized?
* Are there any outstanding Issues (IERs) or Change (PCRs) to be decided?
* Is the project progressing according to schedule? If not, have the causes for the delay(s) been removed and the project schedule been adjusted appropriately?

**Quality Assurance Questions:**

* Has all Testing been completed with acceptable results? Has Testing been adequately documented?
* Have all the relevant business, technical and support units and functions been involved in and reviewed the Test Results?
* Have all stakeholder Requirements been met? If not, has agreement been reached for those elements not satisfied?
* Have identified work-arounds been documented and communicated to all affected parties?
* Have the business and technical solutions been validated to eliminate known high risks?
* Have the schedule, resources and costs been detailed sufficiently for the Implement stage of the project to proceed?

**Risk Management Questions:**

* Are management plans identified in the Risk Assessment being deployed? Has deployment been continuous throughout the previous phases and on a go forward basis?
* Have any of the risks identified in the management plans emerged? Were the mitigation plans effective in handling these risks?
* Were any project delays or additional expenditures encountered as a result of these risks?
* Have any new risks been identified that were not addressed in the Risk Assessment? Did these risks cause delays of additional expenditures to the project?
* Have mitigation plans been developed and deployed for these new risks?
* Has the Risk Assessment been updated to include the new risks and their management plans?
* Are there any security issues, if so, have they been addressed?