Each member of the project team should complete the following survey to ensure continuous improvement of the project management processes and procedures. This survey may be administered via electronic means such as Inquisite.

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| **Area** | **Highly Effective** | **Effective** | **Partially Effective** | **Ineffective** |
| **Project Visibility** | The schedule, milestones and status of the project were accurately maintained and regularly communicated and team members understood their roles and were able to anticipate changes in the project. | There was regular communication of the schedule, milestones, and status of the project and team members understood their roles but changes to the plan were not easily anticipated. | There were project schedule, milestone and status updates on a regular basis but there was some difficulty understanding the impacts. | There was unclear or non-existent communication of schedule, milestones and status and team members could often not tell if they were needed until the last moment. |
| **Issue Management** | Issues were identified, logged, assigned to owners and corrected before they could impact the project schedule. | Most issues were identified and monitored and for the most part were corrected without impacting the project schedule | Most issues were identified but were not adequately managed and some impacted the project schedule. | Issues were identified and managed only after they became a crisis or changes were made to the project without the sponsor’s knowledge. |
| **Change Management** | All changes to the project were logged, assessed and approved prior to being worked on and implemented. | All changes to the project were logged and approved prior to being worked on and implemented, but impact assessments may not have been done. | Most changes to the project were logged and approved prior to being worked on and implemented but impact assessments may not have been regularly done. | Changes were not regularly tracked or recorded and were often made to the project without assessment or approval. |
| **Risk Management** | Risks were identified and mediation plans were executed at the correct times, avoiding change to the project. | Risks were identified and mediation plans were developed but may not have been executed as needed. | Risks were identified and potential risk events were discussed. | Risk was never discussed or understood in the project. |
| **Constraints** | Constraints were established and planned for at the beginning of the project and continuously re-evaluated so they never became an issue in the project. | Constraints were established at the beginning of the project and at least the schedule was based upon these constraints. | The constraints were identified, but no follow-up was done to validate they were planned. | The project and schedule often needed to be adjusted for unidentified/unplanned constraints. |
| **Schedule** | The schedule was realistic, based on input from team members and maintained on an ongoing basis with proper advance notice of begin and end dates. | The schedule was realistic based on input from the team but may not have been maintained on an ongoing basis to provide advance notice of true begin and end dates. | The schedule was based upon team input, but lacked reality and commitment from the team and/or was not continuously maintained. | The schedule was not based on any input from the team members, was not realistic and was not continuously maintained. |
| **Milestones** | The tasks, activities and sequencing were appropriate, clearly understood and agreed upon. A clear explanation of each milestone and its relationship with other milestones was developed and agreed upon. | The tasks and activities were appropriate and the sequencing was understood and agreed upon. | The tasks, activities and sequencing may have been appropriate but lacked common understanding. | There was no understanding of the distributed work being performed. |
| **Work** | Work estimates were within 5% of actual and required resources could be planned in advance and obtained to meet the commitments. | Work estimates allowed advance planning, but required resources may not have been available to meet the commitments. | The amount of work was estimated, but variations in the project made them meaningless and advance planning difficult. | No schedule of work was ever developed that would allow for advance planning and resource allocation. |
| **Costs and Benefits** | Project costs and benefits were identified, measurable and controlled and the project was able to attain these agreed upon costs and benefits goals. | Project costs and benefits were identified, measurable, and controlled. | Project costs and benefits were identified and measurable. | The project costs and benefits were not identified. |
| **Quality Assurance and Acceptance Criteria** | Measures of quality were planned that allowed the project/deliverable(s) to exceed expectations of the sponsor | Measures of quality were planned that allowed the project/deliverable(s) to meet expectations of the sponsor. | Measures of quality were incomplete, allowing the project/deliverable(s) to only partially satisfy the expectations of the sponsor. | Quality was never discussed and the expectations of the sponsor were not fully met. |

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| *Factor* | *Poor* | *Fair* | *Good* | *Very Good* | *Excellent* | *Comments* |
| **Critical Success Factors** |  |  |  |  |  |  |
| User Involvement |  |  |  |  |  |  |
| Executive Management Support |  |  |  |  |  |  |
| Clear Statement of Requirements |  |  |  |  |  |  |
| Proper Planning |  |  |  |  |  |  |
| Realistic Expectations |  |  |  |  |  |  |
| Smaller Project Milestones |  |  |  |  |  |  |
| Competent Staff |  |  |  |  |  |  |
| Team Accountability and Ownership |  |  |  |  |  |  |
| Clear Vision and Objectives |  |  |  |  |  |  |
| Hard Working and Focused Staff |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Project Constraints** |  |  |  |  |  |  |
| Scope |  |  |  |  |  |  |
| Cost |  |  |  |  |  |  |
| Schedule |  |  |  |  |  |  |
| Quality |  |  |  |  |  |  |

Describe the items that went well for the project:

Describe any overall suggestions for improvement to the process, procedures, and tools of the project: