

Project Management: Project Plan Audit Worksheet

The purpose of this document is to provide you with an instrument to review and improve your project's: scope definition, risks management plan and role clarity.

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Project Plan Audit Worksheet

Foundational Audit Reflection Questions:

Audit Question	Reflective Response
Who did you meet with to discuss and understand the current business strategy and political environment?	
Is the project aligned with the organization’s strategic objectives? And if so, which objectives?	
Does the project clearly add value to the business – how?	
Have work flows between affected business units been identified?	
Are all impacted areas internal and external to the organization identified?	



Project Plan Audit Worksheet

Stakeholder Management Audit:

Audit Question	Reflective Response
Have all individuals that are impacted by the project's execution and implementation been identified?	
Have stakeholders been prioritized so that there is a common understanding of who should be: kept satisfied, managed closely, kept informed or monitored for feedback?	
Is project success as defined by key stakeholders clearly understood?	
Are the key stakeholders engaged at the level necessary for project success?	
Have strategies for gaining and maintaining key stakeholder support been identified? Integrated into the Project Plan?	

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SCOPE - Goal Audit:

Audit Question	Reflective Response
Does the goal statement provide a clear vision of what the project will achieve?	
Is the goal statement specific enough that individuals with different backgrounds would have the same understanding of what the project will and will not achieve?	
Does the goal statement define the success criteria of your project?	
Was the goal statement agreed upon by the Sponsor? Key stakeholders?	
Is your goal statement void of any approach as to how the goal will be achieved? If not, remove the approach unless it was mandated.	
Does your goal statement include an end date? Or a clearly defined stretch date?	
Would your goal be considered realistic by a Subject Matter Expert (SME)?	
Has your goal statement been communicated to all project team members and stakeholders?	
Has your project goal been included in all project documentation; like meeting agendas and status reports?	
If your project is part of a larger effort: is your project goal aligned with the other projects in the program?	

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SCOPE – Deliverables & Acceptance Criteria Audit:

Audit Question	Reflective Response
Have all final project deliverables been identified?	
Have any excluded deliverables been identified?	
Have all interim project deliverables been identified?	
Have all project management deliverables been identified?	
Once all deliverables are created, will the project meet the business goal?	
Has work been defined for each deliverable at the level of granularity that provides confidence in the project estimates or time and resources?	
For each deliverable has the following been identified:	
Who will be involved in the establishment of the acceptance criteria?	
The criteria that will be used to evaluate and accept the deliverable?	
Priority of each the acceptance criteria?	
How each acceptance criteria will be measured, traced or tested?	

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Communications Audit:

Audit Question	Reflective Response
Is the communication plan designed to meet the information needs and delivery mediums of each individual stakeholder?	
Are there multiple methods to deliver information (both push and pull approaches)?	
Are meetings planned like well-planned mini projects – with clear objectives, outcomes and topics? Are there meeting agendas that are created and followed?	
Are meetings used as needed based on the communication plan, or out of habit for 'how things have always been done'?	
Is the Project Sponsor and key stakeholders responsible for some project communications? (Anyone that is an advocate for the project should have defined communications they are responsible for)	
Is the project status report designed to meet the unique information needs of the Sponsor? Does it communicate progress against their individual project success criteria?	

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Risk Audit:

Audit Question	Reflective Response
Who was involved in the risk identification process?	Where there business representation and key project team members involved?
Have risks been identified at multiple levels of project detail: <ul style="list-style-type: none"> • Strategic risk • Deliverable level risks • Work package level risks 	
Have risks been identified for each risk category? <ul style="list-style-type: none"> • External • Internal (Resources, Cost, Deliverables and Time) • Technical 	
Has each risk been evaluated based on impact and probability?	
Do all high risks have mitigation strategies and contingency plans?	
Are all mitigation strategies integrated into the plan?	
Have you documented the Residual Risk?	
Do all medium risks have contingency plans?	
Is there a risk reserve for implementing needed contingency plans?	
How will risks be communicated to the Sponsor and key stakeholders?	

Project Plan Audit Worksheet

Role Audit:

Sponsor Responsibility	Is the Sponsor Aware of this Responsibility?	Are There Active Behaviors Supporting this Responsibility?	Action Plan to Engage Sponsor in this Responsibility
Providing business perspective of the project need and priority			
Defining project success criteria			
Establishing project completion and budget constraints			
Working collaboratively with the Project Manager to document the Project Charter			
Identifying key resources necessary for project planning			
Supporting the collaborative planning process			
Reviewing and approving / rejecting the Project Plan			
Making project decisions for approval, re-scoping or rejection of project approach			
Providing a cross-functional perspective			
Committing resources and funding for the project			

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Sponsor Responsibility	Is the Sponsor Aware of this Responsibility?	Are There Active Behaviors Supporting this Responsibility?	Action Plan to Engage Sponsor in this Responsibility
Providing on-going support for project work			
Communicating the continued importance of the project			
Communicating organizational changes that could impact the project			
Communicating with Steering Committee and Gate Keepers (if they are being used for the project)			
Providing feedback on the project process			
Clarifying critical issues			
Actively supporting the Project Manager and project team			
Supporting project closing activities			
Willingness to integrate organizational changes based on Closing stage learnings			



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Project Manager Responsibility	Is the PM Aware of this Responsibility?	Are There Active Behaviors Supporting this Responsibility?	Action Plan to Engage PM in this Responsibility
Clarifying Sponsor expectations			
Facilitating the planning process and the application of project management techniques ensuring that the right individuals are involved in collaborative planning			
Documenting the Project Plan			
Working with Sponsor and Key Stakeholders (and Executive Sponsor, Steering Committee and Gatekeepers if utilized on the project) to keep them updated on project progress			
Establishing Management Plans for managing project related: issues, changes, knowledge, quality, risks and communications			
Providing leadership to the project team			
On-boarding team members			
Meeting regularly with the project team to communicate changing priorities, manage issues, resolve conflicts and determine project status			



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Project Manager Responsibility	Is the PM Aware of this Responsibility?	Are There Active Behaviors Supporting this Responsibility?	Action Plan to Engage PM in this Responsibility
Reviewing and recognizing the contributions of each team member			
Managing risks, issues and project changes			
Keeping project documentation up to date and completing project related administrative work			
Willing to integrate changes to the project management process based on the Closing stage learnings			



Project Team Audit Questions

Audit Question	Reflective Response
Have project team roles been clearly defined?	
Is a RACI chart used for defining responsibilities for each project deliverable?	
Is there an estimate for each resource of how much effort is needed to complete the work the resource is assigned to?	
Does each resource have the available time needed to complete their assigned work within the timing of the project schedule?	
Are there skill gaps between what the project requires and what the project team provides? Are there strategies to fill this gap?	