Maine Project of the Year

Project Review Checklist

The checklist on the following pages is provided by PMI Maine to the POY judges to assist them in evaluating entries, and to the competition entrants to help them specify performance in the various areas of the Project.

The judges are expected to take the checklist content into consideration, while exercising their own expert judgment.

The first nine categories are those delineated by the Project Management Institute in the Guide to the Project Management Body of Knowledge.

The last three categories are those added by PMI Maine to emphasize the work of the Project Manager and Project Team, and to reflect the interests of the client/owner/sponsor.

HOW TO USE THE PROJECT REVIEW CHECKLIST:

In your nomination document, describe and explain the actions and occurrences under each of the appropriate headings. Few Projects have reportable items under each heading, and your report can simply list N/A for such items.

This section provides the opportunity to go into greater detail than might be suitable in the earlier Narrative Description. The entries here need not be lengthy, but they should be factual.

Project _____

Project Manager _____

Project Sponsor _____

Category(Nonprofit/For-Profit) _____

Division (over/under $500,000) _____

Contact Name/email/Phone _____

PART ONE

The Nine Knowledge Areas of PMI s Guide to the Project Management Body of Knowledge

PROJECT INTEGRATION MANAGEMENT – includes the processes required to ensure that the various elements of the project are properly coordinated.

- Project plan development – integrating and coordinating all project plans to create a consistent, coherent document.
- Project plan execution – carrying out the project plan by performing the activities included therein.
- Integrated change control – coordinating changes across the entire project.

PROJECT SCOPE MANAGEMENT – includes processes to ensure that the project includes all the work required, and only the work required, to complete the project successfully.

- Initiation – authorizing the project or phase.
- Scope planning – developing a written scope statement as the basis for future project decisions.
- Scope definition – subdividing the major project deliverables into smaller, more manageable components.
- Scope verification – formalizing acceptance of the project scope.
- Scope change control – controlling changes to the project.

PROJECT TIME MANAGEMENT – includes the processes required to ensure timely completion of the project.

- Activity definition – identifying the specific activities that must be performed to produce the various project deliverables.
- Activity sequencing – identifying and documenting interactivity dependencies.
- Activity duration – estimating the number of work periods that will be needed to complete individual activities.
- Schedule development – analyzing activity sequences, activity durations, and resource requirements to create the project schedule.
- Schedule control – controlling changes to the project schedule.

PROJECT COST MANAGEMENT – includes processes to ensure that the project is completed within the approved budget.

- Resource planning – determining what resources (people, equipment, materials) and what quantities of each should be used to perform project activities.
- Cost estimating – developing an approximation (estimate) of the costs of the resources needed to complete project activities.
- Cost budgeting – allocating the overall cost estimate to individual work activities.
- Cost control – controlling changes to the project budget.

PROJECT QUALITY MANAGEMENT – includes processes to ensure that the project will satisfy the needs for which it was undertaken.

- Quality planning – identifying which quality standards are relevant to the project and determining how to satisfy them.
- Quality assurance – evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards.
- Quality control – monitoring specific project results to determine if they comply with

relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

PROJECT HUMAN RESOURCE MANAGEMENT – includes processes to make effective use of the people involved with the project.

- Organizational planning – identifying, documenting, and assigning project roles, responsibilities, and reporting relationships.
- Staff acquisition – getting the needed human resources assigned to and working on the project.
- Team development – developing individual and group skills to enhance project performance.

PROJECT COMMUNICATIONS MANAGEMENT – includes processes to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.

- Communications planning – determining the information and communications needs of the stakeholders: who needs what information, when they will need it, and how it will be given to them.
- Information distribution -- making needed information available to project stakeholders in a timely manner.
- Performance reporting -- collecting and disseminating performance information. This includes status reporting, progress measurement, and forecasting.
- Administrative closure -- generating, gathering, and disseminating information to formalize phase or project completion.

PROJECT RISK MANAGEMENT – systematic process of identifying, analyzing, and responding to project risk. Includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project objectives.

- Risk management planning – deciding how to approach and plan the risk management activities for a project.
- Risk identification – determining which risks might affect the project and documenting their characteristics.
- Qualitative risk analysis – performing a qualitative analysis of risks and conditions to prioritize their effects on project objectives.
- Quantitative risk analysis – measuring the probability and consequences of risks and estimating their implications for project objectives.
- Risk response planning – developing procedures and techniques to enhance opportunities and reduce threats from risk to the project's objectives.
- Risk monitoring and control – monitoring residual risks, identifying new risks, executing risk reduction plans, and evaluating their effectiveness throughout the project life cycle.

PROJECT PROCUREMENT MANAGEMENT – includes processes to acquire goods and services to attain project scope from outside the performing organization.

- Procurement planning – determining what to procure and when.
- Solicitation planning – documenting product requirements and identifying potential sources.
- Solicitation – obtaining quotations, bids, offers, or proposals, as appropriate.
- Source selection – choosing from among potential sellers.
- Contract administration – managing the relationship with the seller.
- Contract closeout – completion and settlement of the contract, including resolution of any open items.

PART TWO

PMI Maine Review Areas

PROJECT MANAGER PERFORMANCE – includes practices and actions in planning, organizing, leading and operating the Project and Team processes.

- Role definition – establishing and communicating a clear set of management responsibilities.
- Administrative management – consistently performing regular duties competently.
- Problem solving – successfully handling unexpected issues and occurrences.
- Team leadership – setting direction for the team, maintaining momentum and promoting team members' skills development.
- Performance assessment – the client/owner/sponsor assessment the work of the Project Manager. This should be specific and detailed.

PROJECT TEAM PERFORMANCE – includes practices and actions in defining tasks, completing assignments and working together.

- Schedule management – meeting schedule requirements and overcoming variances.
- Cost management – meeting resource estimates and controlling waste.
- Problem solving – overcoming unexpected barriers as individuals and teammates.
- Conflict management – confronting and overcoming differences among teammates.
- Collaboration – consistently achieving synergy through working together.
- Communication – establishing and maintaining effective flow of organizational and one -on-one information throughout the Project.

PROJECT EVALUATION – includes establishment, overall management and outcome of the Project.

- Project evaluation standards – clarity and comprehensiveness of the metrics by which the Project was to be evaluated..
- Stakeholder participation – involvement of all key stakeholders throughout the Project.
- Project controls -- consistency and effectiveness of Project standards application throughout the Project.
- Project evaluation – what evaluation process was conducted by the Project stakeholders?
- Evaluation results – how did the various stakeholders rate the Project?