

Figure 3-2 Project Origination Roadmap

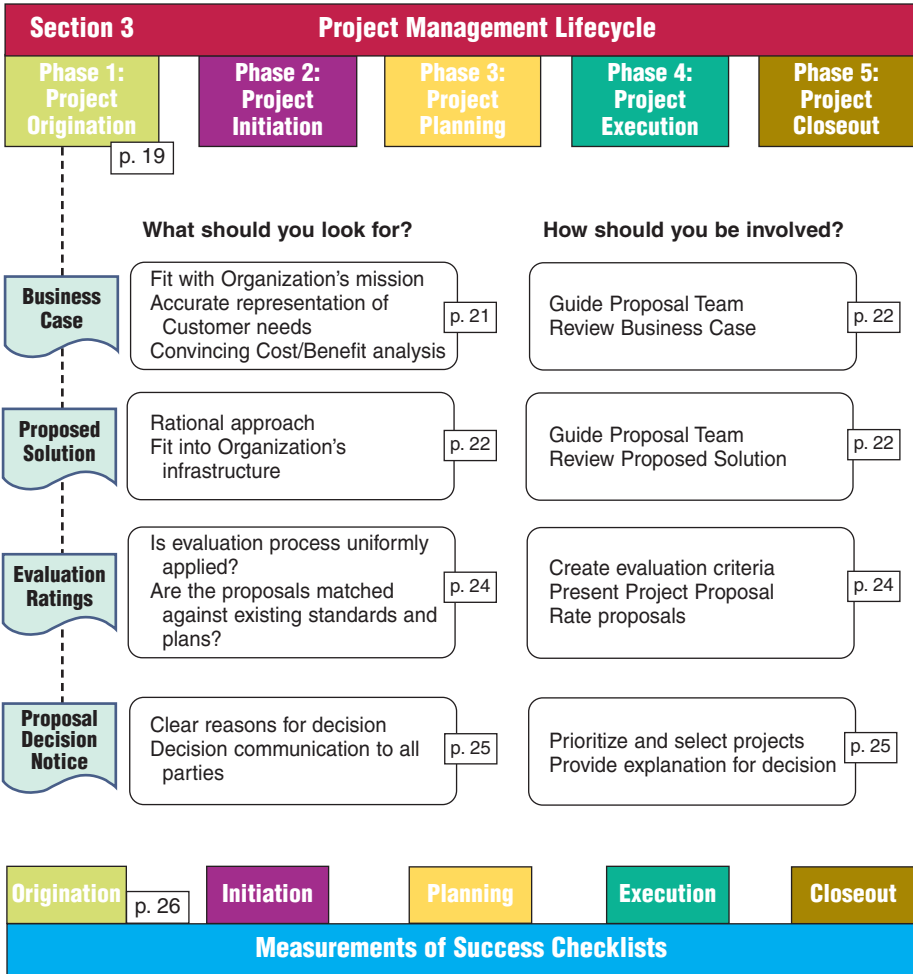
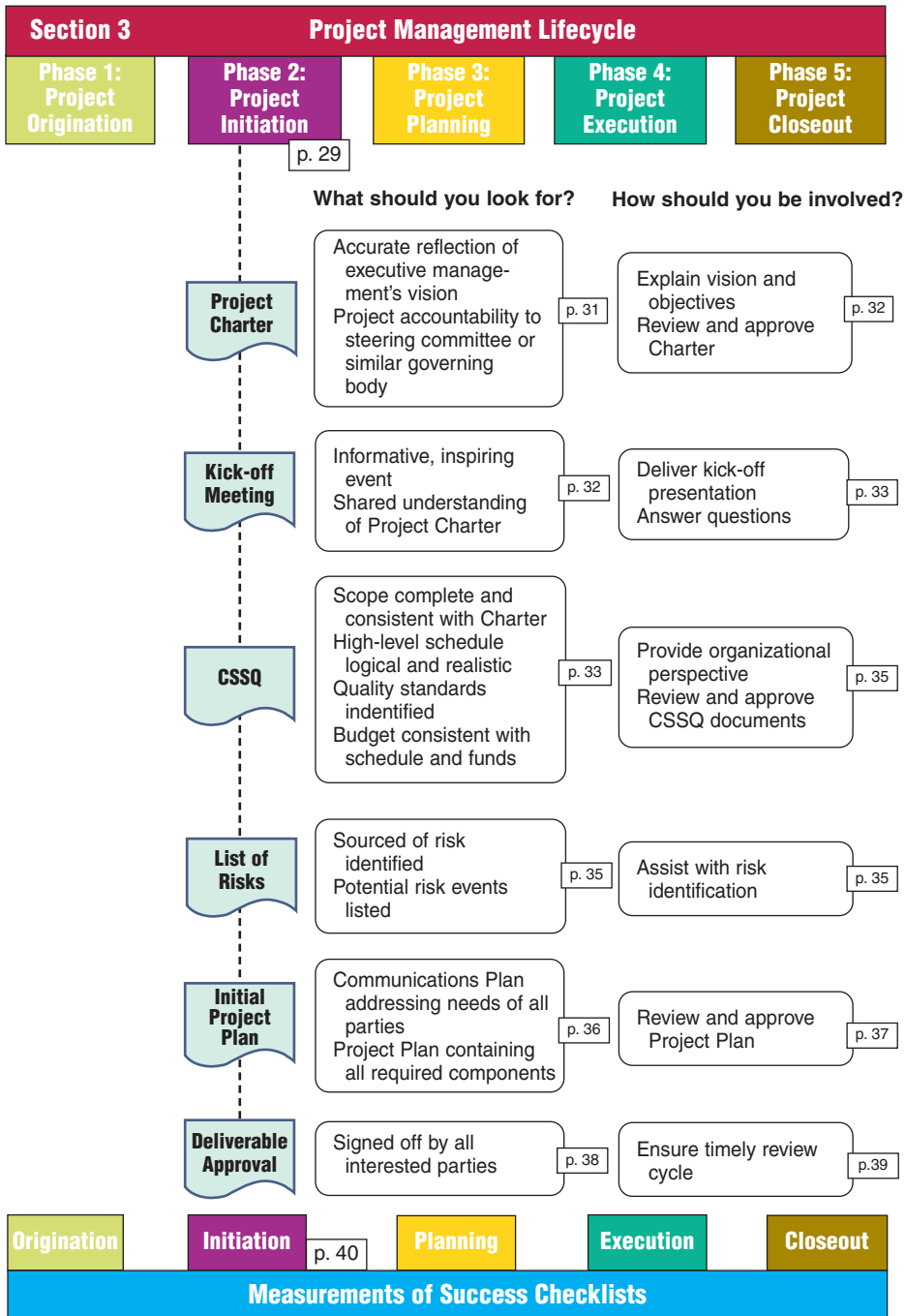


Figure 3-3 Project Origination Measurements of Success Checklist

Measurements of Success	Yes	No
Have any projects been initiated outside of (or despite) a formal selection process because the selection cycle is too infrequent, or the selection process ineffective?		
Does the selection process verify that an independent party assessed the estimated costs and resources in each Project Proposal?		
Is there a shared understanding among Project Selection Committee members of the evaluation criteria used to compare project ratings?		
<p>Is every project rated (at minimum) on all of the following:</p> <ul style="list-style-type: none"> ◆ Strategic alignment? ◆ Risk? ◆ Technical Approach? ◆ Cost? ◆ Benefit? ◆ Funding? 		
Are the evaluation criteria applied equally to all projects under consideration?		
Is there verification that the Proposal Teams understand the reasons for the project's approval or declination, or for additional information that is required?		
Is there a consensus among the Performing Organization Management that the selection process is objective and fair?		

Figure 3-4 Project Initiation Roadmap



Before the final sign-off, however, the Performing Organization Management can assess how successfully the project is proceeding by utilizing the Measurements of Success Checklist provided below. More than one “No” answer indicates a serious risk to the continued success of the project.

Figure 3-6 Project Initiation Measurements of Success Checklist

Measurements of Success	Yes	No
Is the Project Team refraining from product development activities before the project plans have been approved?		
Are the schedules and plans being produced in Project Initiation at the right level of detail (avoiding premature precision)?		
Has the finance office verified required fund availability?		
Are the key Stakeholders fully satisfied with the content and frequency of communications provided by the project?		
Does the Business Case for the project still make sense, given the latest project parameters?		
Has the Project Sponsor, or another member of the POM, had a chance to review every interim deliverable that makes up the Project Plan as it was produced?		
Have all key players reviewed and accepted all major project management deliverables?		
Is the agency executive management on board with the project Business Case, budget and timeframe?		

Figure 3-7 Project Planning Roadmap

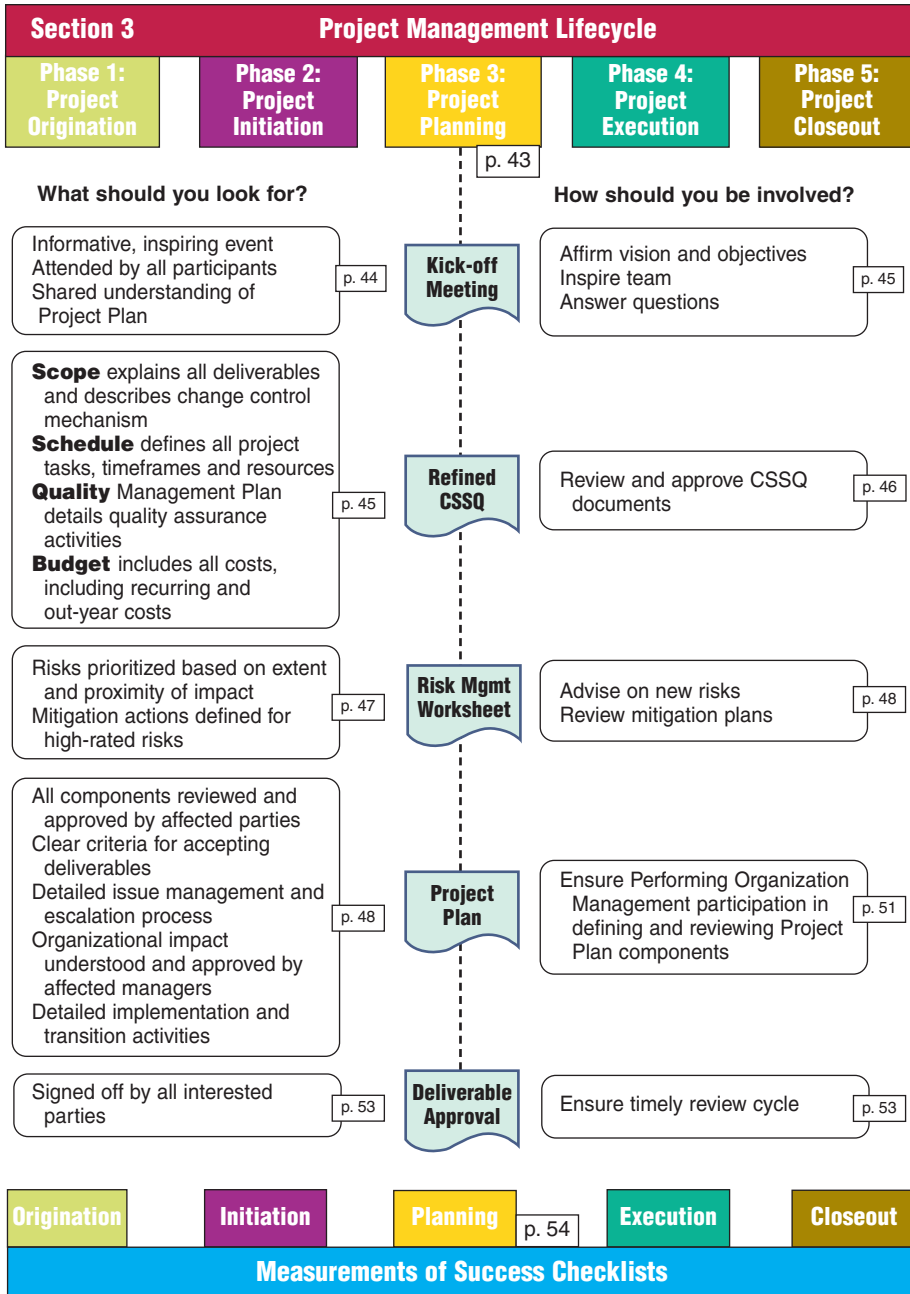
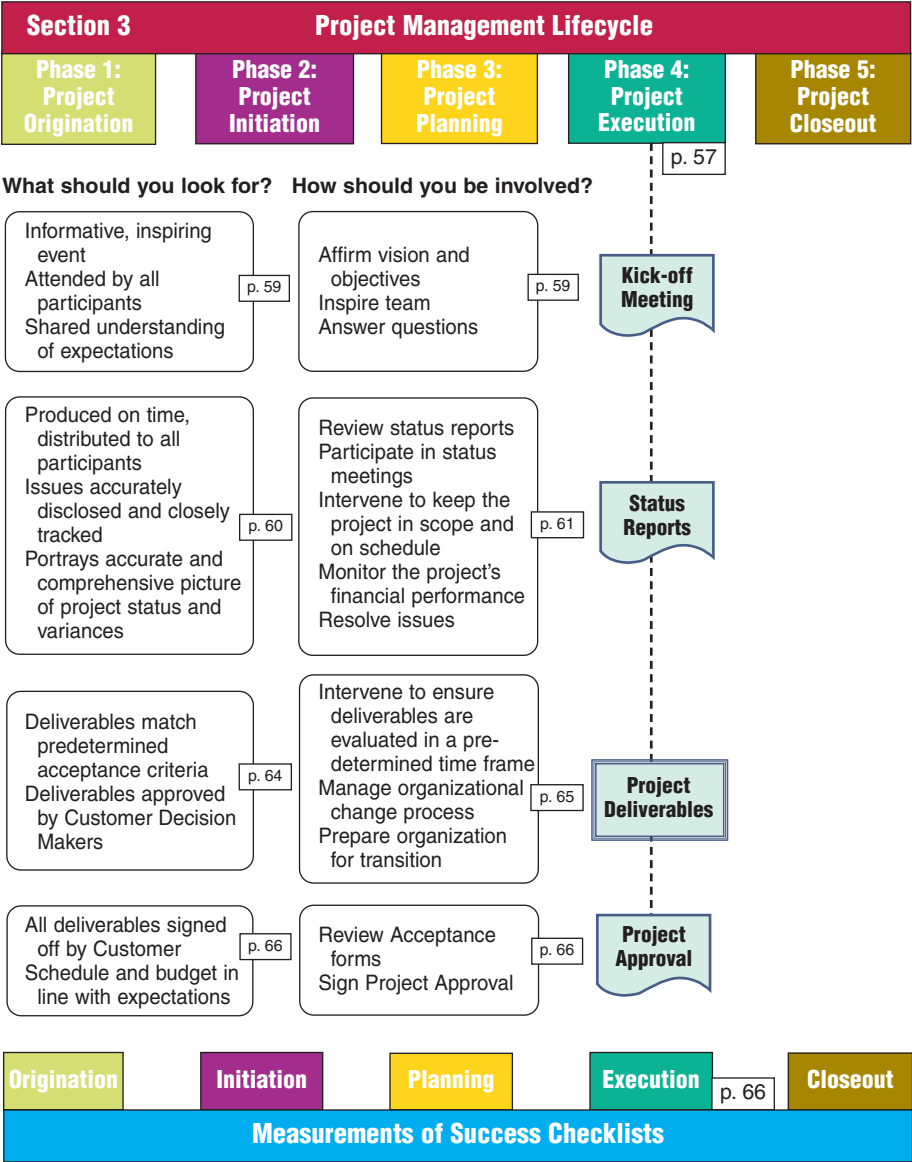


Figure 3-8 Project Planning Measurements of Success Checklist

Measurements of Success	Yes	No
Is there a shared correct understanding of the project's purpose, approach, impact and timeframes among the Project Team, the Customer community, and the Project Sponsors (including executive management)?		
Have proper preliminary activities specific to the line of business (product) lifecycle been done? (e.g., reviewing the blueprints for a construction project, or technical specifications for a system development project)		
Has the Project Team refrained from doing any product development for which formal planning activities have not taken place?		
Has an assessment been made of the impact on the organization from any accepted changes to the scope?		
Are the Customer Decision-Makers, the Project Sponsor, and any other affected parties reviewing and commenting on the interim and draft versions of the deliverables – before final deliverables are presented?		
By the end of the phase, have all key players reviewed and accepted all major project management deliverables?		

Figure 3-9 Project Execution and Control Roadmap



Section 3:4 **Project Execution and Control**

Measurements of Success Checklist provided below. More than one “No” answer indicates a serious risk to the continued success of the project.

**Figure 3-10 Project Execution and Control
Measurements of Success Checklist**

Measurements of Success	Yes	No
Are Customer Decision-Makers formally approving all project (product) deliverables?		
Are ALL changes to Scope, Schedule, Quality and Cost being implemented via a formal change control process?		
Does the management (including Customer management) have a clear understanding of where the project is?		
Does the management have confidence that the project will deliver its product when promised?		
Does the management have an objective basis for judging whether the project will deliver the product as promised?		
Is the functional area that will support the product once it is developed performing the actions necessary for a successful transition?		

Figure 3-11 Project Closeout Roadmap

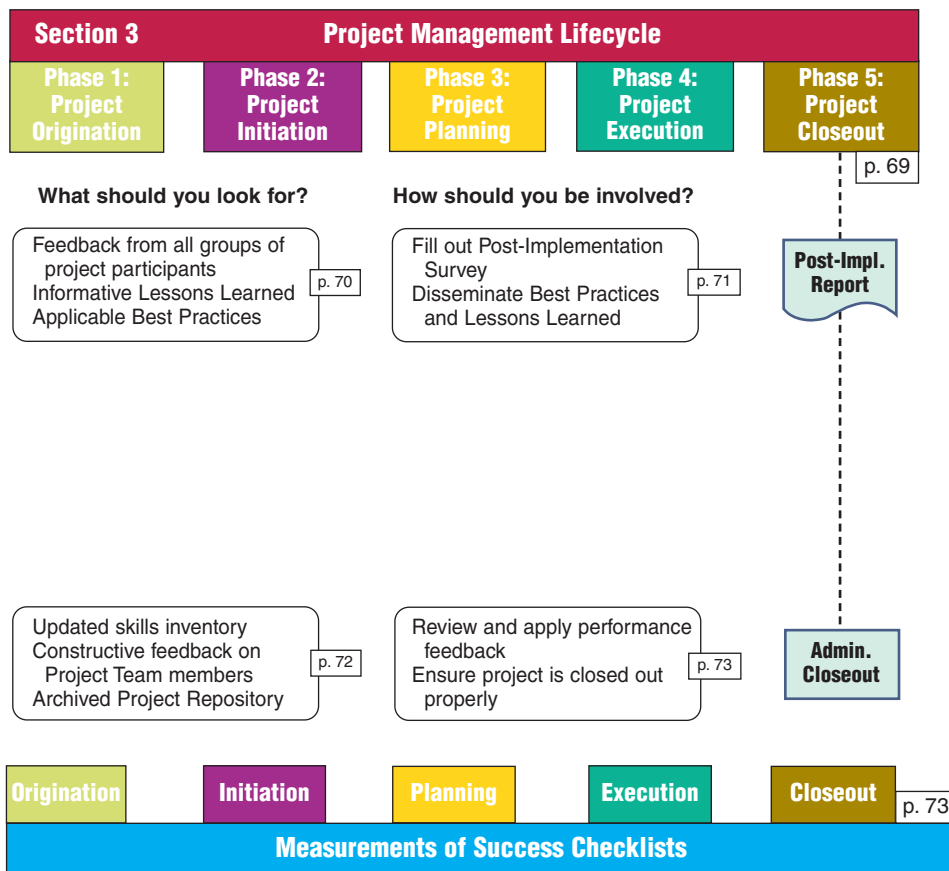


Figure 3-12 Project Closeout Measurements of Success Checklist

Measurements of Success	Yes	No
Does the skill inventory accurately reflect the skills and proficiency levels of all team members?		
Have the lessons learned on this project been disseminated across the organization?		
Is anybody utilizing the best practices discovered on this project?		
Has there been an increase in understanding of team member abilities and performance record?		