

Project Pre-Check Oversight Scorecard

Stakeholder Name:			Project Name:	Accountability Mark an 'X' below the Stakeholder most accountable for each Decision Area						Decision Area Relevance Mark an 'X' in the appropriate column				Stakeholder Agreement Level of agreement to Decision Areas specifications: 1 - don't know or disagree 3 - somewhat comfortable 5 - in complete agreement	Action Required
Domain	Factor	Decision Area	Description	Stakeholder One	Stakeholder Two	Stakeholder Three	Stakeholder Four	Stakeholder Five	Stakeholder Six	No Relevance	Apply As Is	Will Require Change	Don't Know Yet		
Change	Dimensions	Burning Platform	current conditions that necessitate a change												
Change	Dimensions	Opportunity	business opportunity or need												
Change	Dimensions	Goals	business goals & objectives												
Change	Dimensions	Worth	business worth - how much organization is willing to spend												
Change	Dimensions	Requirements	required functions, features & capabilities												
Change	Dimensions	Benefits	planned benefits - tangible & intangible												
Change	Dimensions	Locations	locations affected by change												
Change	Dimensions	Targets Dates	target completion dates & rationale for releases & total project												
Change	Dimensions	Phasing & Staging	proposed business phasing & staging opportunities & priorities for delivering required capability												
Change	Dimensions	Assumptions	assumptions & constraints applicable to the planned project												
Change	Dimensions	Volumes, Mix & Peaks	anticipated volumes, mix & peak periods for selected activities												
Change	Quality	Authorization	authorizations required for existing & new processes & activities												
Change	Quality	Audit Trail	audit trail requirements for existing & new processes & activities												
Change	Quality	Correctness	requirements for accuracy & completeness of information												
Change	Quality	Continuity	requirements for sustaining processing if problems occur												
Change	Quality	Service Levels	service level objectives for all affected services												
Change	Quality	Security	access control requirements for physical, information & human resource assets												
Change	Quality	Compliance	objectives for legislative, regulatory and corporate compliance												
Change	Quality	Ease of Use	objectives for effort required to learn & use by service & target users												
Change	Quality	Portability	requirements for transferring function across environments (e.g., laptop, PDA, cell phone)												
Change	Quality	Coupling	requirements for interfacing with other processes or functions												
Change	Quality	Scalability	requirement for handling changing volumes & complexities over time												
Change	Quality	Flexibility	requirements for changing function and capability												
Change	Quality	Localizability	requirements for different languages, cultures & conventions												
Change	Investment Evaluation	Economic Impact	the payback delivered by the change												
Change	Investment Evaluation	Competitive Advantage	value derived from new business strategy, product or service												
Change	Investment Evaluation	Strategic Fit	degree to which project supports stated strategic goals												
Change	Investment Evaluation	Competitive Risk	degree to which failure to do the project will cause competitive damage.												
Change	Investment Evaluation	Project Risk	project & organizational risk as it relates to this change												
Change	Stakeholders	Roles & Responsibilities	primary stakeholders & their roles & responsibilities												
Change	Stakeholders	Sponsor Commitment	sponsors' commitment to this change												
Change	Stakeholders	Sponsor Communication	sponsors' ability to communicate rationale & objectives of this change in a manner that encourages direct feedback												
Change	Stakeholders	Sponsor Capability	sponsors' history of successfully implementing change												
Change	Stakeholders	Change Agent Commitment	change agents' commitment to this change												
Change	Stakeholders	Change Agent Communication	change agents' ability to identify & manage resistance												
Change	Stakeholders	Change Agent Capability	change agents' ability to understand targets' perspectives & needs and generate a high level of teamwork												
Change	Stakeholders	Target Commitment	targets' level of understanding about why change is being implemented												
Change	Stakeholders	Target Communication	targets' understanding about what is specifically expected from them												
Change	Stakeholders	Target Capability	targets' ability to effectively support the change effort												

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Change	Stakeholders	Target Skill Requirements	skills required in each target group and the gaps that need to be addressed												
Environment	Business Plan	Mission	why organization exists & how planned change supports this												
Environment	Business Plan	Vision	what organization wants to achieve & how planned change supports this												
Environment	Business Plan	Core Values	what organization believes in & how planned change supports this												
Environment	Business Plan	Strategies	how organization will achieve vision & how planned change supports this												
Environment	Business Plan	Enterprise Priorities	what organization will do, when & how planned change supports this												
Environment	Business Plan	Dependencies	impact of proposed change on high level dependencies among planned initiatives												
Environment	Business Plan	Programs	opportunities to bundle this change with others to optimize value & reduce cost & risk.												
Environment	Business Plan	Timing	impact of proposed change on timing for each initiative over plan horizon												
Environment	Infrastructure/Architecture	External Relationships	impact of proposed change on current & planned external relationships												
Environment	Infrastructure/Architecture	Products & Services	impact of proposed change on current & planned products & services												
Environment	Infrastructure/Architecture	Processes & Functions	impact of proposed change on current & planned processes & functions												
Environment	Infrastructure/Architecture	Interfaces	impact of proposed change on current & planned interfaces, both human & machine												
Environment	Infrastructure/Architecture	Information	impact of proposed change on current & planned information needs												
Environment	Infrastructure/Architecture	Technology	impact of proposed change on current & planned technology environment												
Environment	Infrastructure/Architecture	Resources	impact of proposed change on current & planned resources (people & facilities)												
Environment	Infrastructure/Architecture	Organization	impact of proposed change on current & planned organization												
Environment	Infrastructure/Architecture	Inter-Relationships	impact of proposed change on inter-relationships among Infrastructure/Architecture factors												
Assets	Resources	Skills & Capacity	availability of business, systems, technical & management skills & capacity												
Assets	Resources	Skill Development	skill planning, development, & training resources to build & deliver needed skills												
Assets	Resources	Resource Procurement	procurement process for people, services & facilities												
Assets	Resources	Contract Management	process to initiate, manage & terminate contracts												
Assets	Resources	Team Formation	team formation & support processes												
Assets	Resources	Performance Management	process which can be used to recognize & reward individual & team achievements												
Assets	Resources	Succession Planning	process to address loss of critical resources with minimal project impact												
Assets	Delivery	Management of Change	process for planning and implementing major business & technology change												
Assets	Delivery	Software Delivery Process	software assessment, development, enhancement, acquisition & delivery process												
Assets	Delivery	Technology Change Process	technology assessment, development, enhancement, acquisition & delivery process												
Assets	Delivery	Quality Assurance Process	process for planning & executing quality practices to ensure results meet												
Assets	Delivery	Prototyping	modeling & prototyping practices & tools to aid decision making & reduce risks												
Assets	Delivery	Partitioning	partitioning of changes to interfaces, business function & technology as discrete sub-projects												
Assets	Delivery	Time Boxing	use of time boxes to accelerate delivery & constrain costs												
Assets	Delivery	Reuse	practices & tools to identify & reuse existing assets (specifications, designs, code, procedures, etc.)												
Assets	Delivery	Project Close	criteria for & practices to wrap up a completed project												
Assets	Project Management	Processes & Tools	standard processes & tools to manage project progress												
Assets	Project Management	Organization	structure, roles & responsibilities for project organization												

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Assets	Project Management	Estimating	process & tools to establish accurate costs, resources, & durations												
Assets	Project Management	Project Communication	process & tools to track, monitor & report actual progress against project goals												
Assets	Project Management	Requirements Management	process to identify, specify & track delivery to requirements												
Assets	Project Management	Risk Management	process to identify, assess & mitigate risks												
Assets	Project Management	Issue Management	process for identifying, prioritizing & implementing resolutions to issues affecting progress												
Assets	Project Management	Change Control	process for identifying, prioritizing & implementing changes to plans & scope												
Assets	Project Management	Defect Tracking	process for identifying, prioritizing & resolving defects in project deliverables												
Assets	Project Management	Gating	plans to conduct formal reviews of major deliverables with primary stakeholders												
Assets	Business Operations	Budgeting & Cost Management	processes for identifying, allocating & tracking financial & other resources												
Assets	Business Operations	Compliance	adherence to laws, regulations and policies to ensure the integrity of reporting, procedures & assets												
Assets	Business Operations	Corporate Tracking & Reporting	processes for specifying, managing & communicating organization goals & results												
Assets	Business Operations	Strategic Planning	process that identifies future opportunities & risks, conceives of a desired future state & develops the actions that will realize the vision												
Assets	Business Operations	Content Management	external & internal content available through print, voice & electronic media												
Assets	Business Operations	Business Continuity Planning	procedures & facilities to recover & restart business & technology operations after a crisis												
Assets	Business Operations	Contract Management	practices that arrange, administer & close external & internal contracts												
Assets	Security Administration	Security Policy	practices & facilities to ensure physical & environmental security												
Assets	Security Administration	Physical Security	practices & facilities to ensure physical & environmental security												
Assets	Security Administration	Information Security	practices & facilities to ensure security of data & function												
Assets	Security Administration	Human Resources Security	practices & facilities prior to, during & on termination or change in employment												
Assets	Technology Operations	Service Desk	processes & facilities to support the user base												
Assets	Technology Operations	Change Management	practices & tools to ensure affected assets are identified & addressed before deployment												
Assets	Technology Operations	System Administration	processes & facilities to ensure ongoing operation of applications, hardware, software & network infrastructure												
Assets	Technology Operations	Output Management	processes & facilities to deliver print & output												
Assets	Technology Operations	Technology Installation	processes & facilities to deliver new & additional technology components												
Assets	Technology Operations	Service Level Management	processes & facilities to establish & manage service levels												
Assets	Infrastructure	Desktop Capacity	desktop infrastructure capacity & capability												
Assets	Infrastructure	Server Capacity	server infrastructure capacity & capability												
Assets	Infrastructure	Network Capacity	network capacity & capability												
Project	Planning	Business Alternatives	alternative business approaches for achieving project goals												
Project	Planning	Technology Alternatives	alternative technology approaches for achieving project goals												
Project	Planning	Release Plans	release plans to maximize business value, minimize risk & meet business targets												
Project	Planning	Cost Estimates	estimates that satisfy goals & worth												
Project	Planning	Benefit Plan	benefit delivery plan that meets business goals												
Project	Planning	Quality Plan	quality plan that delivers to quality targets												
Project	Planning	Resources & Facilities Plan	plan that ensures human & other resources & facilities are available when needed												

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Project	Planning	Contracts Plan	plans to solicit & vet bids & arrange & manage contracts to meet business goals												
Project	Planning	Communication Plan	plans to ensure the flow of information regarding the progress of the change												
Project	Planning	Risk Plan	identified risks & prioritized mitigation plans integrated with project plan activities												
Project	Organization	Project Organization	defined project organization												
Project	Organization	Roles & Responsibilities	defined roles & responsibilities for all project participants												
Project	Organization	Team Formation Plan	plan to support project team formation & track team performance												
Project	Control	Release Plan Performance	actual release content, progress, cost, benefits, quality & resources vs. plans												
Project	Control	Contracts Plan Performance	actual contract performance vs. plan												
Project	Control	Risk Plan Performance	actual risk activity vs. plan												
Project	Control	Team Plan Performance	actual team performance vs. plan												
Project	Control	Change Tracking & Reporting	actual change activity and impact												
Project	Control	Issue Tracking & Reporting	actual issue activity and impact												
Project	Control	Project Completion	factors and results that will constitute completion												
Project	Communication	Monitor Updates	monitor updates on progress to ensure needs of each target audience are addressed												
Project	Communication	Monitor Feedback	monitor feedback from all target audiences regarding the progress of the change												