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## *Client A* Project Recovery Diagnostic Question Set

### Interview and Stakeholder Analysis:

- 1) What do you see as your primary role in relation to these projects/program?
- 2) What are your specific expectations of the **AAA** and **BBB** Projects
- 3) How would you describe success resulting from the two projects?
- 4) What do you see as the scope of the **AAA** project?
  - a) Mandatory Business/IT requirements
  - b) Other high priority requirements
  - c) Nice to have/optional requirements
- 5) What do you see as the scope of the **BBB** Project?
  - a) Mandatory requirements
  - b) Other High priority requirements
  - c) Nice to have/optional requirements
- 6) Has a Scope document been developed and signed off?
- 7) Has a formal project charter been created?
- 8) If yes is the project charter signed-off?
- 9) How is change managed on these projects?
  - a) Is there a well-documented change control process in place?
  - b) Do all of the team members understand and follow the process.
- 10) What do you see as the key skills required to work on these projects?
  - a) **AAA** project

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- b) **BBB** payroll project
- 11) Do the individuals currently assigned to these projects have the appropriate knowledge and empowerment necessary to move the projects/program forward?
- 12) Do the projects have the appropriate number of resources dedicated to the assignment?
- 13) Are there any resources that appear to have performance issues?
  - a) Do not have the skills or capabilities to perform the desired/assigned tasks
  - b) Do not have the bandwidth to perform/complete the desired tasks within the timelines assigned
  - c) Resources are under utilized
- 14) In your opinion what are the critical milestone dates associated with these projects?
  - a) Project **AAA**
  - b) Project **BBB**
- 15) Who in your opinion are the primary stakeholders in the **AAA** and **BBB** projects?
  - a) Direct Participants
  - b) Influencers
  - c) Influenced/affected by the project
- 16) What is the current governance structure and how do you see it evolving in order to move the project forward?
  - a) Corporate Program Steering Committee
  - b) Separate Project Team Steering Committee

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- 17) How often does the steering committee meet?
- 18) Who attends the steering committee meetings
- 19) Do the steering committee member have insight into all of the key components and actions of the project/program (risks, escalation issues, impediments/roadblocks)?
- 20) In your opinion are the steering committee meeting s productive?
- 21) Whom do you see as having ultimate accountability for the projects?
  - a) **AAA** project
  - b) **BBB** payroll project
- 22) Has a Roles and Responsibility Matrix (RAM) been developed for these projects?
- 23) Do the individual project team members clearly understand their roles and responsibilities as they apply to the project?
- 24) In your opinion what are the three biggest issues that need to be dealt with in order to successfully move the projects forward?
- 25) What are the top three risks associated with each of the projects?
  - a) **AAA** project
  - b) **BBB** Project
- 26) What is being done to manage/mitigate these major risks?
  - a) **AAA** project
  - b) **BBB** project
- 27) Are these risks and issues documented in the current risk management plan?

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- 28) Is the project / program steering committee aware of these risks/issues and their mitigation strategies?
- 29) Is there a formal escalation process to escalate unresolved issues up to senior management in an expedient manner?
- 30) What things are impacting the project teams ability to work productively?
- 31) What do we need to do to meet your expectations?
- 32) Are there any other key projects or initiatives that are connected to or have a dependency on these projects?
- 33) How much time do you dedicate to these projects?
  - a) **AAA** project (x hours daily or x hours weekly)
  - b) **BBB** project (x hours daily or x hours weekly)
- 34) In your opinion is this time adequate?
- 35) Based on your project information what % of the work has been completed?
- 36) How much more remains to be done?
- 37) What is the current approved project/ program budget?
- 38) How much has been spent on the project to date?
- 39) Based on the work outstanding is the current project/program budget adequate to complete the project deliverables as currently documented?
- 40) Are there multiple project plans for each component project or is there on integrated project plan?
- 41) How often are the project plans updated?
- 42) Are the project plans resource leveled?
- 43) If no, how is the project resourcing managed?

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- 44) How would you like to structure our interactions on an ongoing basis?
- a) Formally scheduled meetings
  - b) Status meetings
  - c) Informal briefings/calls/conversations
- 45) How would you rate the current project team morale based on a scale of 1 to 10 where 1 is very low and 10 is excellent?