



PROJECT **PERFECT**  
Pty Ltd

# Typical PIR Questions

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## Document History

Version	Author	Date	Changes
0.1	Neville Turbit	1 Feb 09	First draft

## Checklist – Typical Questions for a PIR

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- Project Current Status**
- Is the system complete?
  - Is the system currently stable?
  - Are there any/many defects outstanding?
  - Does it provide full functionality, or is there functionality still to be developed?
  - Are plans in place and a schedule existing to deliver that functionality?
  - Were KPI's identified and achieved?
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- Financial Issues**
- Was the project completed within budget?
  - Was it a simple or complex process to manage project financial issues?
  - Were benefits identified prior to the project commencing?
  - Is there a mechanism in place to check benefit delivery?
  - Are benefits being delivered?
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- Business Satisfaction with Delivered Solution**
- Does the system operate as expected?
  - Was there sufficient training?
  - Were there changes to business practices?
  - Were these changes expected?
  - Were the changes implemented smoothly?
  - Have the changes improved efficiency in the business area?
  - Are response times adequate?
  - Is the system easy to use?
  - Is the system available when required?
  - Does the system provide flexibility?
  - Is the system intuitive?
  - Are there any security issues?
  - Does it meet customer needs?
  - Do you have adequate user documentation?
  - Does it meet business requirements?
  - Were those requirements still valid at the end of the project, or have they changed?
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- Project Viability**
- Were there issues when the project was starting that should have been raised?
  - Were all the people who should have been consulted prior to the project starting, actually consulted?
  - Were expectations set at the start of the project, which were not met?
  - In retrospect, is there anything else we should have done as the project was being set up?
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## Checklist – Typical Questions for a PIR, Continued

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### Strategic Alignment

- Was it clear how the project would contribute to the strategic direction?
  - Was the strategic alignment achieved?
  - Was the strategic context communicated to all concerned?
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### Requirements

- Did the business understand their business processes?
  - Were they documented?
  - Were the requirements clear from the start of the project?
  - Did requirements change substantially as the project progressed?
  - Was there sufficient consultation with business to gather the requirements?
  - Were business resources available for sufficient time to provide input during the requirements gathering?
  - Were sufficiently knowledgeable people available?
  - Did the business users have sufficient authority to make decisions?
  - Were the techniques used to gather and record requirements effective?
  - What improvements can be made to requirement gathering?
- 

### Development

- Were there sufficiently skilled resources available for the development?
  - Were there architectural implications that caused difficulty?
  - How could these have been avoided?
  - Were there integration issues that caused difficulty?
  - What level of rework was required?
  - Was RUP/RAD/Agile processes used? How did it work?
  - Was the development carried out using documented standards and guidelines?
  - Are there standards and guidelines that should be developed?
  - Did the development team have sufficient access to Business Users?
  - Is there adequate documentation on the application?
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### Testing

- Was there a formal test strategy?
  - Was it created early enough?
  - Were the various forms of testing (unit, system, integration, stress etc.) undertaken in a formal manner?
  - Was the testing successful?
  - Was there a formal test plan?
  - Were sufficient resources, with the necessary skills allocated to testing?
  - What tools were used, and how did they perform?
  - Was sufficient time allocated to testing?
  - Were there any other testing issues that should have been addressed?
  - Was there a formal sign-off of UAT?
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## Checklist – Typical Questions for a PIR, Continued

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- Implementation**
- Was the implementation successful?
  - Was the training delivered in an effective manner?
  - Was there sufficient documentation? What else could have been provided?
  - Was there sufficient support on the ground when the system was implemented?
  - What was the immediate impact on normal business?
  - Were there pre-defined acceptance criteria
  - Were the criteria met
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- Project Management**
- Was a phased approach used?
  - Was planning completed prior to the start of each phase?
  - Was planning monitored and targets met?
  - Was there clear definition of roles & responsibilities
  - Was there a formal process for risk management? Was it successful?
  - Was there a formal process for issue management? Was it successful?
  - Was there a formal process for document management? Was it successful?
  - Was there a formal process for scope management? Was it successful?
  - Was there a formal process for resource management? Was it successful?
  - Was there a formal process for quality management? Was it successful?
  - Was there a formal process for schedule management? Was it successful?
  - Was there a formal process for procurement management? Was it successful?
  - Was there a formal process for communication management? Was it successful?
  - Was there a formal process for communicating progress? Was it successful?
  - Were there any change management issues?
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- Tools & Techniques**
- Were standard templates used?
  - Were any new templates or checklists developed that could be of use to other projects? Where are they?
  - Was documentation generally clear and comprehensive?
  - What other tools were used?
  - How well did the tools perform?
  - What techniques were used?
  - How successful were those techniques?
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## Checklist – Typical Questions for a PIR, Continued

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### Project Team

- Did the project team show the ability to meet agreed deadlines?
  - Were issues resolved in a timely manner?
  - Did the team communicate effectively and pro-actively (both internally and externally)?
  - Did the team show knowledge of the business and business needs?
  - Did the team show professionalism and courtesy?
  - Did the team show an ability to meet the commitments they made?
  - Did the project team show the ability to be business partners on this project?
  - Were there personality issues that affected the project performance?
  - Were the team properly trained?
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### Involvement

- Was there executive management support?
  - Was there support from the business?
  - Was there IT support?
  - Was the Sponsor accessible?
  - Was the Sponsor decisive?
  - Were there any continuity issues with staff allocated to the project e.g. change in staff, part time but not available etc.?
  - Were all stakeholders consulted and involved?
  - Was there a clear escalation process for problems? Was it successful?
  - Was it clear who should make decisions?
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### Vendor Performance

- Were external parties used on the project? Who?
  - Did you receive value for money?
  - Did they bring expertise that was missing on the project?
  - Did they understand the business?
  - Were they able to work with internal staff in a cooperative manner?
  - Were they always available?
  - Did they require any training?
  - Would you use them again?
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### Hardware, Infrastructure & Architecture

- Were there any issues with hardware?
  - Were there any issues with infrastructure?
  - Were there any architectural issues?
  - Did the project deviate from corporate architectural standards?
  - Were these deviations approved?
  - Did the project team receive good cooperation from these groups?
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