



INVESTICE DO ROZVOJE VZDĚLÁVÁNÍ

## PROJECT AUDIT METHODOLOGY



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## Introduction

**The National Institute for Further Education realised the "Project Manager 250+" project.** The project focused on the education of managers in the education system, who hold the position of project manager and need professional and complex support. The project was based on the competence profile of a project manager in education. The competence profile can be used to create an individual personal competence profile and thus navigate personal development in the right direction.

**The Project audit methodology was prepared within this project in cooperation with the Centre for European Projecting, a.s.** The Project audit methodology was tested on the project target group.

The aim of this methodology is to provide project managers in education with an effective tool for the audit procedure focused on the material aspect of project management. The methodology can be used to perform both internal and external project audits.

In case of an internal audit, the statutory body or the project managers must not be the leaders of the auditory team and, if possible, even members of the auditory team.

### 1. Definition of the project audit

The project audit is the process of verification of the extent to which the project realisation complied with the rules and principles of project management for the concrete project.

The audit methodology is based on the following norms and standards governing the project management:

- Czech technical standard ČSN ISO 10006, ed. 2 – Quality management systems – Guidelines for quality management in projects, Czech Standards Institute, Prague 2004, p. 48.
- National standard for competences in project management, version 3.1, Brno: Brno University of Technology in cooperation with SPŘ, o. s., 2010, p. 314, ISBN 978-80-214-4058-6.

### 2. Objectives of the project audit

The aim of this methodological guide is to provide auditors with a material tool for performing an audit of the selected project, which will help them verify if and to what



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extent the project realisation complied with the rules and principles of project management

The methodology of project management is written in the form of a practical manual for users (auditors), which will guide them step by step through the audit process and its principles, and it will provide tools for performing an audit, including a sample audit report. The project management audit verifies whether the basic rules of project management were adhered to and whether the project was managed correctly. The purpose of the methodological guide is to provide an overview of the main tools, basic terms and general principles, methods and procedures recommended based on the experience contained in internationally accepted standards.

**The main goal of an audit is to inspect and evaluate the current state of project realisation, find out to what extent it complied with defined criteria for project success and identify opportunities for improving the project realisation and management. This inspection can be performed after the project completion or after the end of one project realisation stage, or it can be performed during the project realisation.**

Specific audit goals:

- Assess the quality of project management
- Assess the correspondence of reached project outputs with planned outputs and project goals
- Assess the purposefulness and quality of project documentation
- Assess the efficiency of used project management tools

The following is not the aim of this audit methodology:

- Assess the compliance to legal regulations, including regulations of grant authorities
- Project financial audit (correctness, economy and efficiency of invested resources)
- Compare the quality of project management of individual projects audited in accordance with the same methodology



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### 3. Benefit of the audit for methodology users

- Verification of the correctness and extent of project management principles application
  - Verification of the correctness of the realisation procedure for individual project phases
  - Clear summary of the state of management of individual project phases
  - Obtaining information about performed / non performed activities in individual project phases
  - Obtaining information about the created project documentation
  - Identification of shortages in project management
  - Proposed measures for improvement
- Verification of project goal fulfillment
  - Overall assessment of whether the aim was met
  - Verification of whether project results were accepted and whether the project was successful

### 4. Audit approach

The procedural approach was used when creating the audit methodology. An audit will be performed for individual project phases, divided into the following stages:

- Project creation
- Project proposal
- Project planning
- Project realisation
- Project completion (delivery, evaluation, conclusion)

Finally, the overall project management is evaluated for completed projects. High-quality project management also presupposes the knowledge and application of behavioural skills, which are also evaluated within this methodology.

- Overall evaluation of the project management quality
- Behavioural skills



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The project division into individual phases is only a recommendation. Projects can be divided into more or less phases, upon the discretion of the project implementer. According to generally accepted principles of project management, a project should be divided into at least 4 phases: Initiation (creation), Definition (this methodology divides this phase into Project proposal and Project planning), Implementation (project realisation), Completion (Project completion). At the end of each phase a decision is made whether to move the project into the next phase.

Audit methodology provides the tool for performing an audit of individual project phases and of the overall project realisation.

## 5. Users

### a) Users of the audit methodology

- Auditors – methodological guide for performing an audit of the selected project or its part; tool for overall evaluation of project management
- Project managers in education – methodological guide for continuous verification of project management quality in individual phases (tools are used as guidance for ensuring all important steps in the realisation of individual/selected project stages and performing an immediate correction of any discovered shortage/error).

This methodology brings users an independent overview of the current project state and thus increases the efficiency of the whole project.

We recommend the following implementations:

- the auditor uses the methodology for evaluation, i.e. as an evaluation tool;
- the project manager uses it for project quality management, i.e. as a management tool.

### b) Audit output users

- Project managers – feedback
- School management and education institutions management
- School founders
- Project sponsors (providing financial resources for project realisation)

Based on a school management decision, the audit outputs can be used for further development of the organisation (school), or to process conceptual and evaluation



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materials. **The school/organisation management always decides on providing the project audit outputs to other subjects.**

## 6. Principles of the project audit

The audit is performed in accordance with the created methodology using tools created within the methodology (check-list, questionnaires).

All activities of the project management will be evaluated in accordance with these basic principles:

- a) Principle of efficiency – using processes in order to reach the predefined and approved extent, quality and planned outputs.
- b) Principle of purposefulness – using processes ensuring the optimum extent of goal achievement.
- c) Principle of effect – measuring the extent to which the goal and project outputs were achieved; relationship between factual and planned state.
- d) Principle of openness – open approach towards concrete cases, discussing them, providing information about the success of a solution.
- e) Principle of cooperation – if necessary, involve competent institutions into the solution; offer cooperation and share experience with others.
- f) Principle of professionalism – be a competent person, increase the level of competence.
- g) Principle of complexity – ensure the correspondence and relationship between the project and other school activities.
- h) Principle of objectivity – the project manager must not assume that shortages in the project management are their fault and that they are therefore a bad project manager. Project management must be viewed within the wider environment.
- i) Principle of practical experience – it is important to not only know the project management theory, but also to be able to practically apply the theoretical knowledge in the project management.
- j) Principle of ethics and safety – all information, results and other facts revealed during the audit are to be considered confidential. Third parties may have access to this information in the extent approved by the project manager. It is necessary to proceed sensitively and emphatically during the audit.



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- k) Principle of reproducibility – the audit must be performed in such a way as to be able to ensure a full comparative compatibility of audit results if realised repeatedly with regards to the content and form.

## 7. Subject of the project audit

The audit subject consists of the selected project which is, or has been, managed in the given organisation. The audit subject can include the whole project or just one completed phase (initiation, proposal, planning, realisation, completion). The audit will also evaluate the compliance with project management principles in individual project phases according to audited areas stated in Chapter 11. Individual criteria of inspected areas are described in detail in Chapter 11 Basic audit structure.

The audit can be both internal and external, i.e. performed by a person outside the organisation.

## 8. Process of the project audit

The project audit process can be structured and modified in accordance with individual project phases. The audit can be realised during the realisation of each individual phase, during the completion of each individual phase or after the completion of the whole project, upon the discretion of the methodology user.

### 1. Preparatory phase

- Introducing the project audit methodology to the auditor
- Understanding the audited object and learning about the audited project
- Determining the audit goals – in accordance with recommendations in this methodology guide
- Determining the audit subject (audited phase)
- Creating the audit team – the audit team must always have at least two members to meet the objectivity criteria. Due to the fact that the project manager is the main source of information during the questionnaire inspection, it is not recommended to include the PM in the audit team.
- Creating the audit time schedule
- Providing the required body of evidence, choosing the appropriate audit techniques





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- Obtaining data – list of required documentation

### 2. Performance phase

- The audit is realised in accordance with the determined goal and extent or audit subject
- Using individual tools: documentation analysis, completing questionnaires, conducting interview, recording into check-lists
- Obtaining other additional data, materials, if required

### 3. Evaluation/analytical phase

- Analysis of results
- Obtaining and analysing other additional data, materials

### 4. Conclusion phase

- Identification and description of findings within the audit, including the seriousness of the results
- Making a draft of the audit report for the project, interpretation of results, including recommendations of the audit team for individual results
- Introducing the draft report to the audit team and determining a deadline for its statement on the findings included in the report.
- Creating a final report including recommendations based on the audit team statement
- Delivering the final report version to the audit team and submitting a request for accepting measures with regards to recommendations included in the report
- Processing measures (what are the measures, when will they be implemented) for recommendations stated in the audit team report
- Delivering the audit report, including suggested measures, to the school management

## 9. Used methods

The following methods are recommended for the project audit:

- Analysis of audit documentation
- Checklist – checking performed tasks, created documents through created checklists.
- Interview – additional questions to the checklist
- Self-assessment questionnaire



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## 10. Audit report content

The audit report proposal forms an Annexe of this methodology (Annexe No. 8). The auditor can modify the report content as required. The audit report should include at least the following:

### 1. Introduction

Identification of audit, audit client, audit subject, target, information about the auditor, audited subject and project, audit extent.

### 2. Information about the audit progress

Realisation process, date, verified documents and resources, audit method, description of audit works.

### 3. Found shortcomings

List of discovered shortcomings according to individual areas stated in the audit subject.

### 4. Recommended measures to improve the discovered shortcomings

Recommended measures to be implemented into processes and internal documents of the audited organisation.

### 5. Annexes of the audit report

## 11. Basic audit structure

Audited project phase	Audited area	Audited sub-area	Audit method/tools	Sources of information
<b>Project initiation</b>	Why and how this project was initiated	Problem/challenge identification Determining project goals and contributions Selection and nomination of a project manager Project setup	Analysis of audit documentation Check-list Interview – additional questions to the check-list	Goal definition using the triple constraint Project Charter Nomination of a project manager
<b>Project proposal</b>	Project boundaries, basic parameters	Determining factual borders of the project Determining project metric Project change management	Analysis of audit documentation Check-list Interview – additional questions to the check-list	SMART goal definition Logical framework matrix Stakeholder Analysis Risk analysis, risk register Organisational structure of the project Responsibility matrix
	Organisational structure of the project	Determining organisational project boundaries Determining limits for decision making		
	Change management procedures	Determining change management procedures Determining change boundaries		

Audited project phase	Audited area	Audited sub-area	Audit method/tools	Sources of information
	Risk analysis	Preconditions for realisation Project risks		
<b>Project planning</b>	Plans made before the realisation of project activities	Planning outputs "WHAT?" Planning procedures "HOW?" Planning own and external realisation resources "WITH WHOM?" Planning schedule "WHEN?" Planning budget "HOW MUCH?" Purchase planning	Analysis of audit documentation Check-list Interview – additional questions to the check-list	WBS, list of work packages Network graph, Gantt chart Communication plan, Analysis of interest groups, purchase plan Gantt chart, project schedule, Critical path method Project budget, calculation Baseline project plan Risk analysis, risk register, measures to eliminate risks Purchase plan, quality plan
	Documents update	Risk register update Communication plan update		
<b>Project realisation</b>	Project realisation management process	Project management process set-up Project documentation management system	Analysis of audit documentation Check-list Interview – additional questions to the check-list	Project plan update (all tools from the project planning phase) Purchase / Project order management EVM (earned value management)
	Result and project output management and measurement	Result and project output management process set-up		



Audited project phase	Audited area	Audited sub-area	Audit method/tools	Sources of information
	Change and risk management process	Change and risk management process set-up		Updating the baseline project plan Risk assessment
<b>Project completion</b>	Handover of project results	Performing the results handover process Performing the results acceptance process	Analysis of audit documentation	Delivery protocols, acceptance protocols, service termination protocols Project final report
	Project evaluation	Performing the evaluation of project management and realisation	Check-list Interview – additional questions to the check-list	
	Project completion	Formal project completion Suggestions for improvement		

Further audit areas				
<b>Overall evaluation of the project management quality</b>	Summary evaluation of the project management process		Analysis of audit documentation Check-list Interview – additional questions to the check-list	
<b>Behavioural skills</b>	Application of behavioural skills during project realisation by the project manager		Self-assessment questionnaire for the project manager	

Individual audit project phases and audit areas are described in more detail in the following chapters of this methodology, including tools for performing the audit.





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## 12. Audit methodology according to individual phases and areas

### 12.1 "Project initiation" phase

#### 1. What is the aim of this phase?

The aim of this phase is to initiate a project.

At the end of this phase a decision will be made on the initiation of the project and continuation of this project into the next phase.

#### 2. What activities are performed in this phase?

In this phase problems are identified, and a decision is made as to whether it will be solved as a project; the project is created and a project manager is nominated.

We carry out:

- We analyse the current state of the organisation and identify the problems
- Decision about the problem to be solved
- We define the project aims (WHAT?, WHEN? HOW MUCH?)
- We decide on the project initiation
- Nomination of a project manager

Available tools of project management:

- The triple constraint
- Founding charter

#### 3. Audit tools

- Analysis of audit documentation
- Check-list
- Interview – additional questions to the check-list



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## 12.2 The "Project proposal" phase

### 1. What is the aim of this phase?

The aim of this phase is to set project boundaries, create an organisational project structure, analyse risks and create a communication plan.

At the end of this phase a decision will be made on the basic project boundaries and continuation of this project into the next phase.

### 2. What activities are performed in this phase?

- Determining factual borders of the project
  - Project goal definition
  - Financial cost boundaries
  - Deadlines
  - Product quality requirements
  - Requirements on resources
  - Identification of basic conditions for project realisation
- Determining the project organisational structure
- Project team members, individual roles in the team, competences and responsibilities of team members
- Members of the steering committee
- Determining project metrics
- Determining limits for decision making
- Project risk analysis

We carry out:

- We define the SMART goal
- We process the logical framework matrix
- Stakeholder analysis
- Risk analysis

Available tools of project management:

- Logical framework matrix
- Risk register
- Stakeholder analysis
- Communication plan
- Organisational structure of the project

### 3. Audit tools

- Analysis of audit documentation
- Check-list
- Interview – additional questions to the check-list



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## 12.3 The "Project planning" phase

### 1. What is the aim of this phase?

The planning phase follows the project proposal phase. The aim of the phase is to specify the project extent. This phase outputs consist of approved project plans WHAT? HOW? WITH WHOM? WHEN? HOW MUCH?

At the end of this phase a decision will be made on the continuation of this project into the next phase.

### 2. What activities are performed in this phase?

In this phase more detailed project plans are created; these plans need to be approved by the submitter and discussed with stakeholders.

We create:

- Project extent plan – WHAT? (including clearly defined quality requirements)
- Project schedule – HOW? WHEN? WITH WHOM?
- Project budget – HOW MUCH?
- Purchase plan and quality plan

Available tools of project management:

- Project WBS
- Network graph, chart
- Line chart
- Gantt chart
- Project budget
- Resource bar chart
- Critical path of the project
- Critical chain
- Estimate methods
- Baseline project plan
- Risk register
- Communication plan
- Purchase plan
- Quality plan

### 3. Audit tools

- Analysis of audit documentation
- Check-list
- Interview – additional questions to the check-list





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## 12.4 The "Project realisation" phase

### 1. What is the aim of this phase?

The realisation phase follows the project planning phase. The aim of this phase is to reach project goals using defined resources in the required quality, extent and time frame. The output consists of deliverables, which form the project goal.

At the end of this phase a decision will be made on the continuation of this project into the next phase.

### 2. What activities are performed in this phase?

In this phase the defined project outputs are created or ensured in accordance with detailed project plans and through defined activities.

Continuous management includes the realisation progress (time schedule, budget, changes, activities, resources and resource utilisation), project results (outputs, indicators) and project risks through updated and specified plans or change processes, which must be approved by the submitter and based on the importance also discussed with stakeholders.

We perform, update and specify:

- Project extent plan – WHAT? (including clearly defined quality requirements)
- Project schedule – HOW? WHEN? WITH WHOM?
- Project budget – HOW MUCH?
- Risk register

We create:

- Project documentation
- Detailed plans (when appropriate – e.g. work schedule)

Available tools of project management:

- Project WBS
- Network graph, chart
- Line chart
- Gantt chart
- Project budget
- Resource bar chart
- Critical path of the project
- Critical chain
- Estimate methods
- Baseline project plan
- Risk register
- Communication plan
- Progress monitoring (EVM, SSD, etc.)
- Selection of suppliers and conclusion of contracts



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### 3. Audit tools

- Analysis of audit documentation
- Check-list
- Interview – additional questions to the check-list



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## 12.5 The "Project completion" phase

### 1. What is the aim of this phase?

The aim of the completion phase is to deliver products and outputs to the project submitter in acceptable quality, take measures for improvement in the organisation and formally complete and archive the project.

The result of this phase is the completed project.

### 2. What activities are performed in this phase?

- Delivering products (outputs, services) to the submitter
- Product acceptance by the submitter
- Product acceptance by the submitter, including quality
- Declaration on project completion
- Final meeting of the steering committee
- Evaluation of realised procedures, created products (templates, forms, etc.), organisation of work
- Project completion – making a statement on project completion, dismissing the project organisational structure, archiving documents and procedures
- Marketing of the completed project and its outputs

### 3. Audit tools

- Analysis of audit documentation
- Check-list
- Interview – additional questions to the check-list



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## 12.6 Behavioural competence

### 1. Aim of the evaluation

The aim is to evaluate the application level of behavioural skills<sup>1</sup> during project management.

### 2. Evaluation approach

Project management presupposes technical and also behavioural skills for successful project realisation. For the purposes of an audit performed by the project manager of the audited project the overall evaluation includes a self-assessment questionnaire for project managers used to gain a complex insight about the project management of the audited project.

Behavioural skills can be evaluated during any phase of the project.

### 3. Audit tools

- Self-assessment questionnaire for behavioural competences<sup>2</sup>

## 12.7 Overall evaluation

### 1. Aim of the evaluation

The aim of the evaluation is to obtain a cross-section evaluation of the managed project.

### 2. Evaluation approach

This part of the audit is used for providing feedback for the whole project management process, cross-section evaluation of selected procedures, logical project structure, consistency of the managed project in individual phases.

The overall evaluation can only be performed if the project realisation is completed.

### 3. Audit tools

- Analysis of audit documentation
- Check-list
- Interview – additional questions to the check-list

<sup>1</sup> Behavioural competences defined in the National standard for competences in project management, version 3.1, Brno: Brno University of Technology in cooperation with SPŘ, o. s., 2010, p. 314, ISBN 978-80-214-4058-6.

<sup>2</sup> Annexe No. 7



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### 13. Glossary<sup>3</sup>

Before starting the audit we recommend the auditors study the basic terminology of project management, e.g. from the National standard for competences in project management, version 3.1, available in electronic form at <http://www.ipma.cz/web/files/IPMA-CzNCB-slovník-pojmu-v3.1.pdf>

Term	English	Description
Cost-Benefit Analysis [technique]	Cost Benefit Analysis (CBA)	Technique for comparing potential costs and benefits related to project products creation. Sometimes the cost benefit analysis can only apply to some aspects of the project.
Stakeholder Analysis [technique]	Stakeholder Analysis	Analysis of all parties actively involved into the project or whose interests can be positively/negatively influenced by the project realisation and can influence the project progress or its results.
Work Package	Work Package	See Work Package
Total Float	Total Float (TF)	Number of time units for which an activity duration can be extended or delayed before the whole project duration is also shifted. Abbreviation Rc.
Project Objective	Objective; Project Purpose; Outcome	The desired outcome state of the project Result of project realisation (e.g. description of services, products, work, etc.).
Activity	Activity	Process description element within the project realisation or some business process. It is an operation or a sequence of operations, which alters the subject reality with a certain purpose. It can have an expected duration, costs and resource requirements. Its results can be a partial output or a product. More extensive activities are called steps. Elements of the finest division are called tasks. Edge or node oriented network graph consists of activities. Synonymous to activity.
Definition of objectives and work extent [document]	Statement of Work (SOW)	Document, which specifies products or services that are to be delivered in accordance with the contract.
Extent Definition [process]	Extent Definition	During the planning the main delivered output is divided into smaller, easier managed components, which enable better control.
Supplier	Supplier	Organisation or person providing products or services. The supplier can be external or internal. Within project management it is important to distinguish between suppliers of project inputs and the project

<sup>3</sup> Adopted from: National standard for competences in project management, version 3.1, Brno: Brno University of Technology in cooperation with SPŘ, o. s., 2010, p. 314, ISBN 978-80-214-4058-6.



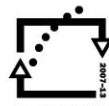
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Term	English	Description
		supplier.
Risk Effect	Risk Effect	Action with negative or positive effect on the project, which is triggered by some event (threat or opportunity).
Resource Availability	Resource Availability	Free resource capacity available for assigning.
Stage	Stage	Group of logically related project activities resulting in completion of some of the main delivered outputs. Stages divide the project realisation phase to sub-phases that usually do not overlap in time. Project division into stages is used for global risk management of the project.
Phase	Phase	See Project Phase.
Project phase	Project Phase	Group of logically related activities of the project management. Part of the project management life cycle, which is used to determine the management project document and project management processes and their implementation. The division might vary according to the used project management methodology. Examples of typical project phases: initiation, planning, realisation, completion. Sometime the "project phase" is considered synonymous to the "project stage" – with regards to clarity and understanding this is not very convenient.
Project Management Phase	Project Management Phase	See Project Phase
Gantt chart [document]	Gantt Chart	Document that graphically represents information from the schedule in the form of a line graph. In a typical Gantt chart, the list of activities and other project elements is displayed on the left and the time line is displayed in the upper bar. Activity duration is represented by horizontal lines, which are located on the corresponding row with a beginning and end in accordance with their time initiation and completion.
Gantt graph	Gantt graph	It is a Gantt chart containing logical links between activities. See Gantt chart.
Schedule [document]	Schedule	See Project schedule
Project schedule [document]	Project Schedule	Document containing planned dates of performances for individual activities and milestone deadlines.
Work Breakdown Structure	Work Breakdown Structure (WBS)	This document contains the project goal breakdown into individual deliverables and further to individual products and sub-products up to the level of individual work packages, which are to be created during the project realisation. It defines 100% of the total project



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Term	English	Description
		extent. Each subsequent level represents a more detailed definition of project products. Some methodologies translate and describe this term incorrectly as 'activity breakdown structure'.
Earned Value	Earned Value (EV)	The earned value of the product is represented by planned costs for the product as of the date of measurement and inspection. The earned value represents the percentage of planned costs that should be spent for the given product as of the date of measurement and inspection.
Risk Identification [process]	Risk Identification	Identification of risks that can effect the project and their characteristics. Commonly used tools include brainstorming and check-lists.
Communication Plan [document]	Communication Management Plan	Document describing the communication needs and communication triggering events, methods, types and time for individual types of communication. The document must contain the persons responsible for individual types of communication. This document can have both a formal and informal status. It is included in the project management plan.
Critical Path	Critical Path	The longest path in the network graph. It consists of critical activities. A delay in any activity lying on the critical path causes a delay of the whole project.
Critical Activity	Critical Activity	Activity in the network graph with no time reserve (located on the critical path).
Logical Framework Matrix / Logical Project Framework [document]	Logical Framework Matrix (LFM)	The documents includes a 4x4 table describing the project strategy. It contains the description of the project in relation to external conditions. At the same time the matrix determines the metrics for quality evaluation. It helps with project planning, management and evaluation. It forms the basis for preparing the project plan, creating a monitoring system during its realisation and for a framework for its evaluation.
Logical Framework [document]	Logframe	See Logical Framework Matrix.
Project Manager	Project Manager (PM)	Person who accepted the project management assignment. This person answers to steering and control structures for reaching the project goal. The project manager is responsible for planning, and reporting the project state and continuous quality of deliverables. See Project Manager
Responsibility Matrix [document]	Accountability Matrix; Responsibility Matrix	See Responsibility Assignment Matrix



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Term	English	Description
Responsibility Assignment Matrix [document]	Responsibility Assignment Matrix (RAM)	Table connecting the project organisational structure with the work breakdown structure (WBS) and thus assigning each element to a responsible person.
Critical Path Method [technique]	Critical Path Method (CPM)	Basic deterministic method for project time analysis represented on an edge or node oriented network graph. It is used to search for two mutually dependent activities with no time reserve, which form the critical path.
Project Earned Value Management (EVM) [technique]	Earned Value Management (EVM)	Technique used for integration of the schedule extent and costs, used to measure the project progress. It compares the planned work volume with the actually performed volume of work in order to determine whether the costs and schedule progress are in accordance with the plan.
Metrics	Metrics	Objectively measurable and verifiable indicator used for measurements.
Milestone	Milestone	Clearly defined significant event of the project (time point), used to measure the project progress. The milestone represents a point of retrospective check, decision acceptance and delivery. The milestone usually has no duration in the schedule.
Preliminary Project Charter [document]	Preliminary Project Charter	Preliminary founding charter for a project. This document is used to assess whether the proposed action should be set up as a project.
Plan of Communication [document]	Communication Management Plan	See Communication Plan
Project Plan [document]	Project Plan	Document defining how to realise, monitor and manage the project realisation. It can be divided into the main plan and partial plans, or it can be divided into more documents according to factual aspects. Its primary aim is to document the conditions for decisions accepted during planning, facilitate communication between stake holders and document approved baselines for extent, costs and schedule.
Quality Management Plan [document]	Quality Management Plan	Document describing how to meet the quality policy during the project realisation for the given company. This document is a part of the project management plan.
Risk Management Plan [document]	Risk Management Plan	Document describing the structure and performance of project risk management. This document is a part of the project management plan. It can be formal and informal, framework or detailed. Information in this plan depends on the project extent and subject. The Risk Management Plan is a different document than the Risk Avoiding Measures Plan (which identifies risks, proposed measures and responsible persons).





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Term	English	Description
Extent Planning [process]	Extent Planning	The process of gradual definition of project works, including written extent definition usually in the form of WBS and containing project evaluation, main outputs and project goals.
Risk Management Planning [process]	Risk Management Planning	The process of deciding how to approach risks and how to make the risk reduction plan for the project.
Resource Planning [process]	Resource Planning	The process of assigning resources to planned project activities, including the amount.
Project Charter [document]	Preliminary Project Charter	See Preliminary Project Charter
Support Team	Support Team	Customer stakeholders, who support their own project implementors with their knowledge, influence, etc. They are not responsible for achieved project results, they only help in the process.
Project Portfolio	Project Portfolio	A set of projects or programmes with no common goal, which were put together for management, inspection, coordination and optimisation purposes. Projects and programmes in the portfolio mutually influence each other through shared resources and time frameworks.
Work Package	Work Package	An element on the lowest level of the Work Breakdown Structure (WBS).
Product	Product	Concrete, named result of an activity, stage or project. Product can also refer to service provision. See Outcome
Programme	Programme	A group of factually related, jointly managed projects and organisational changes that were initiated together in order to achieve the programme goal. The programme can also include further activities that are not directly included in individual projects but form a part of the programme. The benefits of a programme can usually be expected only after the completion of the whole programme.
Project	Project	A project is a unique process limited with regards to time, costs and resources realised in order to create defined outputs (fulfilling project goals) in the required quality and in accordance with valid standards and approved requirements.
Project Manager	Project Manager	Person assigned by the organisation to achieve the defined project goals. See Project Manager and project leader.
Project Team	Project Team	Persons directly participating in project realisation (implementation team and project management).
Project Benefit	Benefit	Benefits are advantages that can be brought by using achieved project goals (using the state achieved by



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Term	English	Description
		the project). The extent of benefits can be influenced by external conditions. The project manager or the project team cannot be held fully responsible for achieving the benefit. The same thing cannot be defined as the project goal and as the project benefit at the same time.
Risk Register [document]	Risk Register	See Risk Avoiding Measures Plan
Risk Register [document]	Risk Register	See Risk Avoiding Measures Plan
Reserve	Reserve	Measures of the project plan mitigating costs and/or time risks. It is usually more closely specified (e.g. reserve for management activities, reserve for unexpected events) to clarify which type of risks the reserve should be used on. The exact meaning of the specification terms varies according to the application area.
Risk	Risk	Uncertain event or condition, which if it occurs, has a negative effect on achieving the project goal.
Project Budget [document]	Project Budget	Document describing the total volume of resources assigned for the project, usually divided into cost categories or into time phases.
Project Extent	Project Extent	Summary of all outputs that must be produced in order to realise the project product or service with all specified qualities and functions.
Realisation Team	Realisation Team	Persons working on the project realisation, who are directly subordinated to the project manager. This team carries the responsibility for producing the product outputs.
Steering Committee	Project Steering Committee	See Project Steering Committee
Project Earned Value Management	Earned Value Management (EVM)	A method of integrating the schedule extent and resources for measuring the project progress. It compares the planned work volume with the actually performed volume of work in order to determine whether the costs and schedule progress are in accordance with the plan.
Project Steering Committee	Project Steering Committee	A group of top managers of the submitter and implementor responsible for approving project results and adhering to the strategic orientation.
Project Management	Project Management (PM)	Application of knowledge, skills, tools and techniques on a project activity in order to make the project meet all requirements. It includes planning, organisation, monitoring and filing reports on all project aspects and motivation of parties involved to reach the project goals.
Control Cost [process]	Control Cost	Project change management process with regards to the cost baseline.



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Responsibility Chart	Responsibility Chart	See Responsibility Assignment Matrix
SMART [technique]	SMART	Technique for determining goals with an emphasis on specificity, measurability, acceptability (acceptance), feasibility and termination of the goal
Baseline [document]	Baseline	Document containing the approved time schedule (material, time and cost) including approved changes. Usually it is more closely specified (e.g. baseline of extent and quality, baseline of costs, baseline schedule, baseline of progress measurement).
Project Sponsor	Project Sponsor	A person who is responsible for all relationships of the project to the organisation's business. The sponsor can ensure the required project resources (financial, human, material). Note: This role is usually identical with the role of the project owner. See Project Owner.
Project Strategy [document]	Project Strategy	A summary document, which defines objectives, project goals, gross extent (deliverables), procedures, key acceptance metrics and the total budget estimate. It must contain a justification of the project. It also reflects the external aspects influencing the project feasibility. The strategy is created at the beginning of a project and can be adjusted during the progress. It is advisable to base the strategy in the company strategy of the subject for which the project is realised. Project strategy can be processed in the form a Logical Framework Matrix.
Triple Constraint [technique]	Triple Constraint	The project goal represented in the dimension of results (quality), time and costs.
Project Management Team	Project Management Team	Members of the project team who directly participate in activities of the project management. For small projects the management team can include practically all project team members.
Project Owner – Submitter	Project Owner	A person who is responsible for all relationships of the project to the organisation's business. Note: This role is usually identical with the role of the project sponsor. See Project Sponsor
Project charter [document]	Project Charter	See Preliminary Project Charter
Stakeholder	Stakeholder	Person/organisation, who is actively involved in the project or whose interests can be positively/negatively influenced by the project realisation or its results. Stakeholder can often effect the project progress or its results.
Founding charter [document]	Project Charter	See Preliminary Project Charter



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Term	English	Description
Project Charter [document]	Project Charter	Document which formally declares the project existence. It authorises the project manager to use resources of the organisation for project activities.
Project goal	Goal	The project goal is a long-term and usually strategic goal, which is normally achieved through the realisation of several projects/programmes. The extent of the goal can be influenced by external conditions. The project manager or the project team cannot be held fully responsible for achieving the goal. It must have the form of an document.
Resource	Resource	People, equipment and infrastructure (such as tools, equipment, service provision, information technology including information, knowledge, financial funds), which are required for performing project activities. The utilisation of resources is only limited by its availability – is not consumed (as opposed to material, which is consumed by project activities).

## 14. Literature

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## 15. List of Annexes

Annexe No. 1 – Project creation

Annexe No. 2 – Project proposal

Annexe No. 3 – Project planning

Annexe No. 4 – Project realisation

Annexe No. 5 – Project completion

Annexe No. 6 – Overall project evaluation

Annexe No. 7 – Self-assessment questionnaire – behavioural competences

Annexe No. 8 – Sample audit report

