The purpose of the program health check is to gain an independent assessment of how well the program is performing in accordance with its objectives and how well it adheres to the methodology’s best practices. An effective health check will provide access to immediate findings that can be used by the Program Manager and Sponsor during planning and execution of the program. It provides opportunities to expand on what is going well, and make improvements where necessary, increasing the likelihood of success due to earlier detection of issues and optimization opportunities.

## Section 1: Program and Contact Information

|  |  |  |  |
| --- | --- | --- | --- |
| Program Sponsor |  | Interviewee Name |  |
| **Program Manager** |  | **Interview Date** | dd-mon-yyyy |
| **Program Timeline** | dd-mon-yyyy to dd-mon-yyyy | **Interviewer Name** |  |
| [**Program Phase**](https://uwaterloo.ca/it-portfolio-management/methodologies/project-management/project-success)  **(bold or highlight program phase at the time of this questionnaire)** | Definition / Benefit Delivery / Closure | **Projects Within Program**  **(list the names of the projects contained within this program)** |  |

## Section 2: Instructions

For each question, assign a score ranging from 1 to 5:

1 = Strongly Disagree

2 = Disagree

3 = Agree and Disagree

4 = Agree

5 = Strongly Agree

If an answer is unknown, please leave the answer blank and provide an explanation in the comments section.

Individual responses will remain confidential.

## Section 3: Questionnaire

|  | **Score** | **N/A** |
| --- | --- | --- |
| **Scope and Vision** |  |  |
| 1. Does a complete and signed charter exist for this program? |  |  |
| 1. Was what is in scope and out of scope well defined so that it is clear what the final deliverables and benefits are? |  |  |
| 1. Were key stakeholders communicated with during scope definition? |  |  |
| 1. Is there a clearly defined vision for the program? |  |  |
| 1. Is there documented success criteria for the program that clearly outlines success and aligns with vision/goal, objectives, scope, stakeholder expectations, and benefits? |  |  |
| 1. Is there a documented scope management plan clearly defining how scope will be managed, monitored, approved, and changed? |  |  |
| 1. Are constraints (time, budget, and scope) and flexibilities clearly documented and understood? |  |  |
| 1. Does the scope align with the organizational change the program will introduce, and include management of this organizational change? |  |  |
| 1. Is there executive leadership commitment to the vision and scope of the program to support and assist with the organizational change? |  |  |
| * 1. Has the priority of this program been clearly communicated to stakeholders by senior/executive leadership? |  |  |
| 1. Are there priorities on the scope items that correspond with priorities on the components identified within the program (ie: if, for example, resources become an issue, is it clear which scope items and components take priority over others?) |  |  |
| Comments: | | |
| **Change Management** |  |  |
| 1. Is there a documented, well understood change management plan clearly defining what program changes (e.g. scope, schedule, benefits, et cetera) go through the change management process, who brings change requests forward, how change requests are documented, who is involved in decision making, and who approves changes? |  |  |
| 1. Is there a plan in place for managing the organizational change and impact of the change? |  |  |
| 1. Has change readiness been assessed for the organizational change, resulting in an achievable program vision? |  |  |
| 1. Has the impact to business processes (within IST and/or with IST clients) been communicated to the business and is it being planned for by the business? |  |  |
| 1. If impacts are likely to occur outside the University, are they being planned for? |  |  |
| Comments: | | |
| **Cost** |  |  |
| 1. Has the full program budget been approved and provided for? |  |  |
| 1. Are all anticipated costs accounted for in the budget? |  |  |
| 1. Is there a documented cost management plan clearly defining how costs and budget will be managed, monitored, maintained, approved, and changed? |  |  |
| 1. Have appropriate contingencies been accounted for within the budget? |  |  |
| Comments: | | |
| **Roadmap/Schedule** |  |  |
| 1. Has a suitably detailed program roadmap and schedule been created? |  |  |
| * 1. Does the roadmap and schedule reflect the scope, benefits realization milestones, and constraints? |  |  |
| * 1. Does the schedule reflect dependencies, especially dependencies between components and benefits? |  |  |
| * 1. Have these dependences been clearly communicated and understood to sponsor, teams, and stakeholders? |  |  |
| * 1. Does the schedule reflect component priorities? |  |  |
| * 1. Have appropriate time contingencies been accounted for within the schedule? |  |  |
| * 1. Is a program execution health check included in the schedule? |  |  |
| 1. Have regular milestones been identified and maintained to track progress? |  |  |
| 1. Is there a documented schedule management plan clearly defining how schedule will be managed, maintained, communicated, tracked, approved, and changed? |  |  |
| 1. Does the program have a clearly stated and documented end state? |  |  |
| 1. Duration of programs typically span years, not months. Is the commitment to see the program through in the long run there (budget, executive/sponsor, resources, et cetera)? |  |  |
| 1. If deliverables are dependent upon a vendor(s), have appropriate mitigations been built into the contract(s)? |  |  |
| Comments: | | |
| **Quality** |  |  |
| 1. Is there a documented quality management plan clearly defining how quality will be managed, measured, tracked, approved, and changed? |  |  |
| 1. Does the schedule include tasks for quality measures/reviews? |  |  |
| 1. Are there sufficient quality measures to ensure benefit expectation and realization? |  |  |
| Comments: | | |
| **Resources** |  |  |
| 1. Are there sufficient and the right resources available to the program and its components? Can they adequately account for voice and expectations of stakeholders? |  |  |
| 1. Do the teams have the necessary tools, skills and processes to undertake the program successfully? |  |  |
| 1. Has appropriate resource training to complete program work been planned and budgeted for? |  |  |
| 1. Do the resources have support and commitment from their managers for the time they will be dedicating to the program and its components? |  |  |
| 1. Is there, or will there be, a resource with strong organizational change skills available for the program? |  |  |
| Comments: | | |
| **Communication** |  |  |
| 1. Is there a documented communications plan clearly defining how communications will be managed, tracked, monitored, approved, and delivered? Is somebody clearly identified as accountable for communications? |  |  |
| 1. Have all key stakeholders been identified? |  |  |
| 1. Is there a documented stakeholder management plan clearly defining how stakeholders will be monitored and managed? |  |  |
| 1. Has stakeholder consultation occurred? |  |  |
| 1. Are the key stakeholders committed and supportive? |  |  |
| 1. Is there an organizational change plan to appropriately introduce the change and manage expectations? |  |  |
| 1. Is status being communicated to governance, team(s), sponsor, and other stakeholders on a regular basis? |  |  |
| Comments: | | |
| **Procurement (Please answer these questions only for procurement that is at a program level, not a project level)** |  |  |
| 1. If external resources are being used, are up-to-date contracts in place to manage those resources through to the end of the program? |  |  |
| * 1. Is there a contingency to retain those resources beyond the scheduled end of the program, if required? |  |  |
| * 1. Is the expected work and deliverables clearly documented within the contract or statement of work? |  |  |
| 1. If the program involves procurement, is there a documented procurement plan clearly defining how procurement and contracts will be managed, negotiated, approved, monitored, paid, signed, and changed? |  |  |
| * 1. Are the authorities and timeframes for procurement and contract negotiation understood and built into the schedule? |  |  |
| Comments: | | |
| **Risks and Issues** |  |  |
| 1. Are program risks documented with impact, probability, grade, mitigation, and owner? |  |  |
| 1. Have risks pertaining to program component dependencies and priorities been included in the above? |  |  |
| 1. Have key stakeholders been involved in identifying risks and mitigations? |  |  |
| 1. Is there a documented risk management plan clearly defining how risks will be managed, monitored, mitigated, escalated, and changed? |  |  |
| 1. Is there a documented process for recording, tracking, and reporting on issues? |  |  |
| 1. Is there a documented issue escalation process in place? |  |  |
| Comments: | | |
| **Contingency Planning** |  |  |
| 1. Is there an approved contingency plan in place if the program fails to meet the constraints (scope, schedule, or budget) or deliver the expected organizational change and benefits? |  |  |
| * 1. Are the impacts of a contingency plan understood by program governance? |  |  |
| * 1. Have checkpoints been identified within the program to monitor progress on program deliverables and organizational change where decisions on contingency fallback have to be made? |  |  |
| * 1. Are impacts to program components that may have already been delivered considered within the contingency plan? |  |  |
| Comments: | | |
| **Benefits Management** |  |  |
| 1. Are there clearly defined and understood benefits for the program recorded in a benefits register, or similar document? |  |  |
| 1. Do the benefits align with stakeholder expectations, program vision, and strategy? |  |  |
| 1. Will benefits be delivered throughout the duration of the program? |  |  |
| 1. Is there a documented benefit management plan clearly defining how benefits will be managed, approved, monitored, and changed? |  |  |
| 1. Are there, or are there plans in place to create: measures for benefits, baseline measurements, expected outcomes, and expected realization dates? |  |  |
| Comments: | | |
| **Training** |  |  |
| 1. Is there a training plan in place that has been incorporated into the schedule and budget? |  |  |
| Comments: | | |
| **Governance** |  |  |
| 1. Has program governance been established and documented? |  |  |
| * 1. Do the program governance bodies have defined terms of reference and/or roles and responsibilities? |  |  |
| 1. Are there checkpoints/milestones for review by program governance? |  |  |
| 1. Has the program followed portfolio processes (e.g. program intake) to ensure that other areas impacted have been involved in discussions and are able to commit appropriate resources and priority? |  |  |
| 1. Is the program sponsor fully committed to the program’s success? |  |  |
| 1. Does the program sponsor fully understand his/her role on the program and that he/she is accountable for the success of the program? |  |  |
| 1. Is the program methodology being adhered to? |  |  |
| Comments: | | |
| **Roles and Responsibilities** |  |  |
| 1. Are roles and responsibilities clearly documented? |  |  |
| 1. Are all roles and responsibilities clearly understood and supported? |  |  |
| 1. Has the Program Manager been granted appropriate authority within the program to be responsible for the success of the program? |  |  |
| 1. Are you confident in being able to execute this program successfully? |  |  |
| Comments: | | |
| **Documentation** |  |  |
| 1. Are documents stored in a central program location? |  |  |
| 1. Is the location well organized to enable documents to be easily located? |  |  |
| 1. Is there sufficient documentation reflecting program risk, complexity, size, duration, and impact of organizational change? |  |  |
| Comments: | | |