Zenous

# Project Audit Checklist

40 evidence-based questions across delivery health, risk, governance, vendors, reporting, and benefits. Score what you can evidence, not what you believe.

## What this pack contains

- The 40-question checklist with a 0-3 score per question.
- A scoring rubric with category-level health bands.
- An action-plan template aligned to the six sections.
- A one-page sponsor read-out template to share findings cleanly.

Use it as pre-audit triage, a sponsor's structured way to interrogate status, or a PM's quarterly self-check. Sections marked with a ★ question cap at Amber when that question scores 0.

## How to score

For each question, score what you can evidence in under five minutes.

| 0 | 1 | 2 | 3 |
|---|---|---|---|
| No. The artifact or practice does not exist. | Partial. Exists on paper, stale or unused in practice. | Yes, with gaps. Used, but coverage or cadence is inconsistent. | Yes, evidenced. Current, and you can show the artifact now. |

Section health bands (percent of section maximum): **Red** below 50% · **Amber** 50-75% · **Green** above 75%. A score of 0 on any ★ question makes that section Amber at best.

## 1 · Delivery health

**8 questions · max 24**

| # | Question | 0 | 1 | 2 | 3 |
|---|---|---|---|---|---|
| 1 | ★ Is there one plan of record, and does the team you ask point to the same one? | ☐ | ☐ | ☐ | ☐ |
| 2 | Does the plan show the critical path, and was it updated in the last two weeks? | ☐ | ☐ | ☐ | ☐ |
| 3 | Are cross-team and external dependencies listed with named owners on both sides? | ☐ | ☐ | ☐ | ☐ |
| 4 | Is scope change tracked with a decision record (who approved, what it cost)? | ☐ | ☐ | ☐ | ☐ |
| 5 | Does velocity or throughput data exist for the last three periods, and is the trend used in forecasts? | ☐ | ☐ | ☐ | ☐ |
| 6 | Are milestones tied to verifiable outputs (demo, sign-off, environment) rather than dates alone? | ☐ | ☐ | ☐ | ☐ |
| 7 | Is there a single backlog or work queue, prioritized by someone with the authority to say no? | ☐ | ☐ | ☐ | ☐ |
| 8 | Has the team shipped to a production-like environment in the last month? | ☐ | ☐ | ☐ | ☐ |

## 2 · Risk & RAID

**7 questions · max 21**

| # | Question | 0 | 1 | 2 | 3 |
|---|---|---|---|---|---|
| 9 | ★ Does a RAID log exist, and was any entry updated in the last two weeks? | ☐ | ☐ | ☐ | ☐ |
| 10 | Does every open risk have a named owner (a person, not a team)? | ☐ | ☐ | ☐ | ☐ |
| 11 | Are top risks quantified in money or time, not just red/amber/green? | ☐ | ☐ | ☐ | ☐ |
| 12 | Is there evidence a mitigation actually ran (a completed action, not a plan to act)? | ☐ | ☐ | ☐ | ☐ |
| 13 | Have any risks been closed or downgraded in the last quarter with a reason recorded? | ☐ | ☐ | ☐ | ☐ |
| 14 | Are assumptions written down and dated, with a check date for each? | ☐ | ☐ | ☐ | ☐ |
| 15 | Did the last steering meeting spend time on risks, and did a decision come out of it? | ☐ | ☐ | ☐ | ☐ |

## 3 · Governance

6 questions · max 18

| | | 0 | 1 | 2 | 3 |
|---|---|---|---|---|---|
| 16 | ★ Is there a decision body that meets on cadence with the authority to stop, redirect, or fund? | ☐ | ☐ | ☐ | ☐ |
| 17 | Are decision rights written down (who decides scope, budget, go-live)? | ☐ | ☐ | ☐ | ☐ |
| 18 | Is there a working escalation path the team has actually used, with an outcome? | ☐ | ☐ | ☐ | ☐ |
| 19 | Do meeting minutes record decisions and owners, and can you find last month's in under five minutes? | ☐ | ☐ | ☐ | ☐ |
| 20 | Is the sponsor visible: attended a session or reviewed status in the last month? | ☐ | ☐ | ☐ | ☐ |
| 21 | Is there a single accountable owner for the business outcome (not the delivery output)? | ☐ | ☐ | ☐ | ☐ |

## 4 · Vendors & contracts

7 questions · max 21

| | | 0 | 1 | 2 | 3 |
|---|---|---|---|---|---|
| 22 | ★ Does the statement of work match what the vendor is actually doing today? | ☐ | ☐ | ☐ | ☐ |
| 23 | Are acceptance criteria for vendor deliverables written and testable? | ☐ | ☐ | ☐ | ☐ |
| 24 | Are SLAs tracked, and has a breach ever been raised formally? | ☐ | ☐ | ☐ | ☐ |
| 25 | Is contracted-versus-observed staffing checked (names and seniority, not just headcount)? | ☐ | ☐ | ☐ | ☐ |
| 26 | Are change requests priced and approved before the work starts? | ☐ | ☐ | ☐ | ☐ |
| 27 | Is there an exit or transition clause you could execute without the vendor's goodwill? | ☐ | ☐ | ☐ | ☐ |
| 28 | Does someone on your side review vendor invoices against delivered work? | ☐ | ☐ | ☐ | ☐ |

## 5 · Reporting

6 questions · max 18

| | | 0 | 1 | 2 | 3 |
|---|---|---|---|---|---|
| 29 | ★ Does the status report tie progress to money and scope, not just activity? | ☐ | ☐ | ☐ | ☐ |
| 30 | Would the report's overall status survive a spot-check interview with three team members? | ☐ | ☐ | ☐ | ☐ |
| 31 | Are decisions requested in reports actually decided by the next report? | ☐ | ☐ | ☐ | ☐ |
| 32 | Is bad news visible in the report before it becomes unmissable in delivery? | ☐ | ☐ | ☐ | ☐ |
| 33 | Can an executive read the report in five minutes and know the top three problems? | ☐ | ☐ | ☐ | ☐ |
| 34 | Is reporting produced from working data (plan, backlog, finance) rather than authored from memory? | ☐ | ☐ | ☐ | ☐ |

## 6 · Benefits

6 questions · max 18

| | | 0 | 1 | 2 | 3 |
|---|---|---|---|---|---|
| 35 | ★ Does the business case still exist, and has it been re-checked since the start? | ☐ | ☐ | ☐ | ☐ |
| 36 | Are benefits stated as numbers with owners, not ambitions? | ☐ | ☐ | ☐ | ☐ |
| 37 | Is there a benefits-tracking mechanism that will survive the project's closure? | ☐ | ☐ | ☐ | ☐ |
| 38 | Have scope cuts been reflected back into the promised benefits? | ☐ | ☐ | ☐ | ☐ |
| 39 | Is anyone accountable for benefits after go-live (a name, in writing)? | ☐ | ☐ | ☐ | ☐ |
| 40 | If the project stopped today, is it clear what value has already been banked? | ☐ | ☐ | ☐ | ☐ |

## Reading your score

**Green across sections**
Commission nothing. Re-run quarterly.

**One or two Amber sections**
Run a focused intervention on those sections. A full audit is optional.

**Any Red, or three-plus Amber**
An independent delivery audit will pay for itself. The 7-14 day Zenous audit runs 40-60+ criteria of this kind, with evidence collection, interviews, and a sponsor-ready action plan.

## Action-plan template

| # | FINDING (SECTION / QUESTION) | EVIDENCE | OWNER | ACTION | DUE | STATUS |
|---|---|---|---|---|---|---|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |

## Sponsor read-out (one page)

- **Overall health:** Red / Amber / Green, one sentence why.
- **Top three findings:** each with the money or time at stake.
- **Decisions needed:** what, from whom, by when.
- **Next checkpoint:** date and expected evidence of improvement.