InsightVector
CONSULTING
Project delivery, controlled.

CLIENT ASSESSMENT TEMPLATE

Project Control Readiness Assessment

An evidence-led checklist for identifying weak handoffs, decision gaps, change exposure, and controls that may delay delivery, margin, billing, or client confidence.

PLAN	COMPLETE WITH	SCORE
35 to 50 minutes	**Sponsor, delivery lead, finance owner**	**Only what operates today with evidence**

OUTCOME	A shared readiness position, the five highest-value control gaps, and a bounded 30- to 90-day improvement agenda.

InsightVector helps project-based organizations govern delivery from commitment through evidence, billing, outcome and renewal.

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INSTRUCTIONS

How to Score Readiness

Use one score for every control statement. Record the evidence, owner, gap, or next verification step beside the score.

2 - Operating

Defined, owned, used consistently, and supported by current evidence.

1 - Partial

Exists but is inconsistent, incomplete, outdated, or dependent on one person.

0 - Absent

Not defined, not used, or no reliable evidence is available.

Evidence rule

Do not award a 2 because a template exists. A 2 requires a named owner, a working cadence or gate, and recent evidence that the control was followed.

Assessment Profile

Organization		**Assessment date**	
Sponsor		**Facilitator**	
Project / portfolio		**Active projects**	
Primary systems		**Next decision date**	

Before You Begin

1. Select one representative project or a clearly bounded portfolio.
2. Have the current contract, baseline plan, status report, change log, and billing support available.
3. Ask where the decision or evidence actually lives, not where it should live.
4. Capture the five gaps most likely to affect delivery, margin, billing, or client confidence.

ASSESSMENT MAP

Eight Domains of Project Control Readiness

Score each domain independently, then use the pattern across domains to find upstream causes. A billing weakness may begin in scope, change, or acceptance; a forecast weakness may begin in governance or evidence.

1. Governance and decision rights

Confirm that authority, forums, escalation, and decision records can protect the next important commitment.

2. Scope, contract and baseline

Verify that commercial obligations and the operating baseline describe the same work, dates, units, and acceptance conditions.

3. Schedule and progress

Test whether the plan explains remaining work and whether reported progress is supported by defined completion evidence.

4. Cost, forecast and resources

Determine whether financial position and resource capacity reconcile to approved work and remaining delivery effort.

5. Risk, issue and dependency control

Check whether exposure, ownership, response, triggers, and external dependencies are decision-ready.

6. Change control

Confirm that potential change becomes an explicit work instruction before exposure spreads across delivery and billing.

7. Evidence, quality and acceptance

Verify that completion, quality, review, client decision, and acceptance status can be proven without reconstruction.

8. Billing, reporting and closeout

Test whether delivery evidence converts into invoice readiness, reconciled executive reporting, financial closure, and the next relationship decision.

ASSESSMENT PRINCIPLE

The score starts the conversation. The evidence, ownership, and action beside the score determine whether the control can protect the next decision, milestone, or invoice.

DOMAIN 1 OF 8

Governance and decision rights

Confirm that authority, forums, escalation, and decision records can protect the next important commitment.

WHY IT MATTERS	When this domain is weak, teams wait, assume, or escalate too late. Delivery may continue, but the operating system cannot resolve priority, scope, or funding conflict reliably.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
1.1	An accountable sponsor is named and can resolve priority, scope and funding decisions.	_____	
1.2	The project manager, control owners and workstream owners have documented decision rights.	_____	
1.3	Governance forums have a defined purpose, membership, inputs, outputs and cadence.	_____	
1.4	Escalation thresholds identify what must be raised, to whom and by when.	_____	
1.5	Decisions are dated, owned and linked to their rationale and downstream actions.	_____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Sponsor mandate, governance calendar, decision log, role matrix, escalation protocol

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 2 OF 8

Scope, contract and baseline

Verify that commercial obligations and the operating baseline describe the same work, dates, units, and acceptance conditions.

WHY IT MATTERS	A baseline can look complete while remaining commercially disconnected. The readiness test is whether delivery, finance, and contract owners can explain the same commitment from the same current records.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
2.1	The current contract, statement of work and amendments are accessible to authorized owners.	____	
2.2	Deliverables, exclusions, assumptions, dependencies and acceptance criteria are explicit.	____	
2.3	The approved scope, schedule and cost baseline share one effective date and version.	____	
2.4	The team can distinguish committed work from optional, proposed or out-of-scope work.	____	
2.5	Commercial terms and project controls use the same milestones, units and definitions.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Contract, SOW, amendments, deliverable register, approved baseline, assumptions log

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 3 OF 8

Schedule and progress

Test whether the plan explains remaining work and whether reported progress is supported by defined completion evidence.

WHY IT MATTERS	A detailed schedule is not automatically a controlled schedule. Readiness requires logic, ownership, current assumptions, visible constraints, and progress rules that can withstand challenge.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
3.1	The schedule is logically linked and contains owners, dates, dependencies and milestones.	____	
3.2	Progress is measured using defined completion evidence, not subjective percentages alone.	____	
3.3	Late, blocked and near-critical work is reviewed on a predictable cadence.	____	
3.4	Forecast dates are updated with documented assumptions and impact analysis.	____	
3.5	Recovery actions are integrated into the plan and tracked to closure.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Integrated schedule, milestone evidence, look-ahead plan, constraint log, recovery actions

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 4 OF 8

Cost, forecast and resources

Determine whether financial position and resource capacity reconcile to approved work and remaining delivery effort.

WHY IT MATTERS	Cost readiness is more than budget versus actual. Leaders need a defensible view of commitments, remaining effort, capacity, rates, vendors, and the decisions behind material variance.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
4.1	The approved budget is traceable to scope, work packages or cost categories.	____	
4.2	Actuals, commitments, remaining effort and forecast-at-completion are reconciled routinely.	____	
4.3	Rate, labor, expense and vendor assumptions are controlled and time-bounded.	____	
4.4	Resource demand and capacity conflicts are visible before they affect milestones.	____	
4.5	Material cost or margin variance has a named explanation, decision and action.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Budget, actuals, commitments, forecast, resource plan, rate assumptions, variance explanations

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 5 OF 8

Risk, issue and dependency control

Check whether exposure, ownership, response, triggers, and external dependencies are decision-ready.

WHY IT MATTERS	Risk registers become passive when items are not tied to schedule, cost, scope, safety, or client consequences. Readiness means high-exposure items change what leaders decide and what teams do next.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
5.1	Risks and issues have consistent definitions, owners, dates, exposure and response actions.	____	
5.2	Dependencies include the providing party, need date, evidence and escalation path.	____	
5.3	High exposure items are tied to schedule, cost, scope, safety or client impacts.	____	
5.4	Contingency actions state the trigger, authority and funding needed to execute.	____	
5.5	Closed items retain evidence of resolution and any residual exposure.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Risk and issue register, dependency log, response plans, contingency decisions, closure evidence

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 6 OF 8

Change control

Confirm that potential change becomes an explicit work instruction before exposure spreads across delivery and billing.

WHY IT MATTERS	Change control protects both delivery and commercial position. The test is whether every material variation has a visible cause, impact, authority, status, and instruction across all affected records.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
6.1	Potential changes are logged before work proceeds beyond an approved tolerance.	____	
6.2	Each change records cause, scope, schedule, cost, resource, risk and billing impacts.	____	
6.3	Approval authority is aligned with contractual and internal thresholds.	____	
6.4	Approved changes update affected baselines, plans, forecasts and billing records.	____	
6.5	Rejected, deferred and disputed changes remain visible with clear work instructions.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Change register, estimates, notices, approvals, rejected/deferred instructions, updated baselines

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 7 OF 8

Evidence, quality and acceptance

Verify that completion, quality, review, client decision, and acceptance status can be proven without reconstruction.

WHY IT MATTERS	Evidence is the bridge between project activity and defensible completion. Readiness requires current, attributable, dated, versioned, linked, and reconciled records.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
7.1	Deliverables have defined completion, quality and acceptance evidence.	____	
7.2	Evidence is stored in an approved structure and linked to the project record.	____	
7.3	Review comments, defects and nonconformance items are owned through closure.	____	
7.4	Client submissions and decisions preserve date, version, sender and acceptance status.	____	
7.5	The team can assemble the evidence needed for billing or audit without manual reconstruction.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Deliverable criteria, evidence links, defect log, transmittals, review comments, acceptance records

Domain Observation

Strongest operating control	
Highest-value readiness gap	

DOMAIN 8 OF 8

Billing, reporting and closeout

Test whether delivery evidence converts into invoice readiness, reconciled executive reporting, financial closure, and the next relationship decision.

WHY IT MATTERS	The final domain reveals whether project controls connect to cash and outcomes. Billing blockers and closeout gaps often originate in earlier stages, so use this page to trace upstream causes.

ID	CONTROL STATEMENT	SCORE	EVIDENCE / OWNER / NOTE
8.1	Billing triggers are linked to contract terms, delivery status and acceptance evidence.	____	
8.2	Invoice readiness has an owner, checklist, exception path and planned issue date.	____	
8.3	Executive reports reconcile scope, schedule, cost, risk, change and commercial status.	____	
8.4	Closeout covers obligations, acceptance, financial reconciliation, records and lessons learned.	____	
8.5	Outcome, reference and renewal opportunities are reviewed only after delivery evidence is complete.	____	

DOMAIN SUBTOTAL: ______ / 10

EVIDENCE TO REQUEST	Billing-readiness record, invoice backup, executive report, closeout, reconciliation, outcome review

Domain Observation

Strongest operating control	
Highest-value readiness gap	

SCORING SUMMARY

Readiness Result

Add all eight domain subtotals. The maximum score is 80. Apply the critical-gate override after calculating the total.

#	DOMAIN	SCORE
1	Governance and decision rights	____ / 10
2	Scope, contract and baseline	____ / 10
3	Schedule and progress	____ / 10
4	Cost, forecast and resources	____ / 10
5	Risk, issue and dependency control	____ / 10
6	Change control	____ / 10
7	Evidence, quality and acceptance	____ / 10
8	Billing, reporting and closeout	____ / 10

TOTAL READINESS SCORE: _______ / 80

64-80 | Controlled

Controls are substantially operating. Focus on exceptions, efficiency, and proof.

48-63 | Developing

Several controls work, but inconsistency or evidence gaps can still affect outcomes.

32-47 | Exposed

Material delivery, financial, or governance risk requires a bounded improvement plan.

0-31 | Critical

Stabilize decision rights, baseline integrity, and commercial protection before scaling.

Critical-Gate Override

Treat the environment as Exposed or Critical regardless of total score when any statement below is true.

- No accountable sponsor or decision path for scope, priority, or funding.
- No current approved scope, schedule, or cost baseline.
- Material work proceeds without approved change authority.
- Billing depends on evidence that is missing, disputed, or inaccessible.
- Project records cannot be reconciled to contract or finance records.

DIAGNOSTIC PREPARATION

Turn the Score into Action

Select a small number of controls that protect the next important decision, milestone, acceptance, or invoice. Focus on observable operating change rather than a broad maturity program.

#	GAP / EXPOSURE	CONTROL ACTION	OWNER	DUE / EVIDENCE
1				
2				
3				
4				
5				

Diagnostic Call Preparation

Decision to protect	What decision, commitment, milestone, acceptance, or invoice is at risk?
Current consequence	What is the likely operational, client, or financial effect if nothing changes?
Evidence available	Which records can be reviewed before the call?
Authority present	Who must attend to approve changes to process, ownership, or systems?
Success measure	What observable change should be operating in 30 to 90 days?

CLIENT HANDOFF

From Readiness Score to Operating Change

Use the completed assessment to focus the client conversation on the few controls that protect the next important decision, milestone, acceptance, invoice, or executive commitment.

Project Control Diagnostic

Validate the score, inspect representative evidence, and identify upstream causes behind the highest-value gaps.

Control Design Sprint

Define owners, decision rights, gates, minimum records, evidence states, and escalation thresholds.

30-Day Pilot

Apply the controls on a live project, reconcile delivery and finance, and measure observable adoption.

Portfolio Scale

Standardize the readiness gate, executive measures, operating cadence, and enablement across projects.

30- to 90-Day Outcome Statement

Decision or commitment protected	
Control expected to operate	
Evidence that will prove adoption	
Executive review date	

RECOMMENDED NEXT STEP

Bring the completed assessment and two representative project records to an InsightVector Project Control Diagnostic. The objective is to validate the highest-value gaps and define a bounded improvement plan.

This assessment is a management aid, not legal, accounting, engineering, cybersecurity, safety, or regulatory advice. Tailor the controls to each contract, operating environment, system landscape, and risk profile.