

GENERAL MANAGEMENT

Strategic Management

- Is the integrator clear about its purpose, strategic objectives and goals? Does the integrator have a mission, vision statement, and strategic objectives? Does the integrator follow a clear strategic planning process?
- Are short-range objectives and goals regularly established and performance monitored with established KPI's?
- Is there a plan for ownership and management transition formulated and understood (i.e., succession planning)?

Organizational Structure

- Are meetings effective, whereby agendas and objectives are set, timing respected and everyone attending participates and contributes?

Computer Systems Management

- Does the integrator have any written policy for its computer systems, such as allowable software, monitoring rights, maintenance procedures, insurance coverage, and security?
- Does the integrator have a system of adequate backup (every day, off-site storage, assigned person, rotated backup media)?

Corporate Risk Management

- Does the firm carry adequate errors and omissions insurance when required?
- Does the firm have a documented disaster recovery plan and has it been tested?

HUMAN RESOURCES MANAGEMENT

Administration

- Does the integrator have established job descriptions which are effectively communicated to the employee and reflected in the employee files?
- Does the integrator have policies and procedures in place for addressing employee retention?

Does the integrator enforce a drug-free workplace?

Recruitment and Selection

- Does the integrator have a standard policy for methods of recruiting and selecting new employees? Has it been reviewed for compliance with all applicable regulations? Are recently hired employees asked for suggestions to improve the process?
- Are new employees given orientation? Are there written descriptions of benefits and a list of people to contact for assistance in different areas? Are new employees given formal introductions to the company's organizational structure and procedures?

Performance Management

- Does the integrator have a standardized and documented performance management program for all employees?

Training and Development

- Does the integrator have a training program on the company's internal methodologies, practices, procedures and tools? Does the program include documented employee assessment and record keeping?
- Does the integrator have a training program that addresses the soft skills required of technical people? Does the program include documented employee assessment and record keeping?
- Does the integrator have a training program that addresses the hard skills required of technical people? Does the program include documented employee assessment and record keeping?

- Does the integrator have a training program that addresses the skills required of management? Does the program include documented manager assessment and record keeping?
- Does the integrator provide ongoing safety training?

Employee Communications

- Does senior management participate in periodic meetings to review the state of the company and get input from all employees?

MARKETING, BUSINESS DEVELOPMENT and SALES MANAGEMENT

Business Development

- Does the integrator understand what they sell/provide in terms of how it fits with their client's business level planning? Does the integrator's marketing strategy factor in the client's business goals?
- Is there a system in place to log, follow up, track and forecast bookings?
- Does the integrator have a documented policy for evaluating projects and clients prior to making a decision to pursue?

Sales

- Does the integrator have guidelines for defining the precise scope of work and supply? Do they fairly represent the integrator's capabilities?
- Are the basis of proposal and scope of work provisions clearly written to delineate what the integrator will do and will not do in order to minimize risk?
- Do estimating and pricing policies and standards exist?
- Does the integrator have an administrative review and approval policy?
- Does the integrator have standard commercial documents that address commercial issues, terms and conditions, billing policies and procedures (including per diem), and warranty?
- Are requests for proposals, contracts, purchase orders, etc. that are prepared by the client specifically reviewed for words or phrases that unfairly allocate liability contrary to the policy of the integrator and its insurance?
- Does the integrator have contract language to state ownership of application software?
- Does the integrator have contract language to manage ownership of intellectual property?

FINANCIAL MANAGEMENT

Measures of Financial Performance

- Are financial systems in operation which provide an easy-to-follow audit trail for verification of all financial records using GAAP (Generally Accepted Accounting Practices)?
- Are clients measured as to the profitability of projects?

Financial Planning

- Are budgets prepared to correspond with the financial statements?
- Is cash flow forecast based on current and future requirements as related to lines of credit and cash?

Billing Procedures

- Are procedures in place to ensure changes in scope and additions are billed properly?
- Is A/R monitored and aged, with overdue accounts pursued with the necessary level of aggressiveness (i.e., frequent calls, service charges, etc.)?
- Management of Credit, Expenses, Cash, Purchasing & Security
- Does the control systems integrator have a policy which establishes financial controls to ensure purchasing authorization and cash control responsibilities are isolated?

Project Financial Reporting

- Does the control systems integrator have a project control/job cost system to match the project size and level of project involvement?
- Are methods for monitoring percent completion and Work In Process (WIP) being handled in a systematic and consistent manner?

PROJECT MANAGEMENT

Project Contract Management

- Is the work done by the integrator contractually authorized?

Project Procurement Management

- Does the integrator have a process for contract management for all subcontracted services, such as resources, vendors, contractors or trades?

Project Planning

- Does the integrator review their project plan with project members? Is the project plan presented to the client for approval?
- Does the integrator manage the project according to the project plan? Is change affecting the project baseline continuously managed and updated into the project plan?

Project Risk Management

- Are risks identified and managed throughout the project lifecycle?

Project Resource Management

- Does the integrator manage the resource availability throughout the project and ensure that all resources are available as required and meet requirements?

Project Communications Management

- Does the integrator maintain ongoing communications for the duration of the project in accordance with the plan?

Project Scope Management

- Does the integrator provide the client a clear scope statement? Is it agreed to and signed off?
- Is it clear how the integrator will verify scope?

Project Schedule Management

- Are schedules used throughout the project to manage work effort, personnel and other related resources? Are they updated and communicated accordingly?

Project Budget Management

- Does the integrator manage the project costs throughout the project life cycle? Are job cost reports reviewed in a meaningful timeframe? Are corrective action policies understood?

Project Change Management

- Does the integrator have a documented change order (CO) process? Is this reviewed with the Client and are approvals required?
- Does the change order process fully implement changes into project management and accounting processes?

Project Quality Management

- Does the integrator review their Project Quality Plan (PQP) to ensure client expectations are understood? Is the PQP presented to the client for approval?

Project Closure

- Does the integrator manage project closeout within established policies and procedures? Does this involve the client?

SYSTEM DEVELOPMENT LIFECYCLE

Kickoff

- Does the integrator evaluate and clarify overall scope, functionality and technical issues with the project team and with the client?

Functional Requirements

- Does the integrator review the system requirements with the client to ensure the requirements are still consistent with client expectations? Are they approved by both the client and the integrator?

Design

- Does the integrator conduct internal Design Reviews?

Development

- Does the integrator have (utilize) development and material assembly standards and processes?

Factory Acceptance Testing

- Does the integrator perform formal verification activities to ensure all site-independent requirements are fully satisfied before delivering the system?

Site Acceptance Testing

- Is a Site Acceptance Test (SAT) performed on all systems? Are results documented? Is there an approval process deployed for system acceptance?

SUPPORTING ACTIVITIES

Process Development and Maintenance

- Does the integrator have a systematic approach to the development and maintenance of key business processes?
- Standards and Templates
- Does the integrator have communication Standards and Templates? Do they include transmittals, faxes and e-mail?

Project Methodologies

- Does the integrator have a documented guideline to differentiate project work from other billable activities?
- Does the integrator have a documented method for the creation, performing, and updating of Project Methodologies?

Risk Management

- Does the integrator have a formal process for identifying, and assessing potential risks?

Configuration Management

- Does the integrator have a documented process for CM of internal assets, including items such as policies, procedures, standards and templates?
- Does the integrator have a documented process for CM for projects?

Reuse Management

- Does the integrator have a formalized collection and control mechanism? Are the reuse assets managed in a controlled manner on a company-wide level? Are the elements well organized and easy to find? Are the reuse elements current and up-to-date?
- Are items in the reuse program legally protected?

QUALITY ASSURANCE MANAGEMENT

Quality Management – Continuous, Measurement Improvements

- Is the integrator's culture such that improvement is continuously sought? Is there a continuous improvement program in place?
- Does the control systems integrator verify and document that its own policies, practices and standards are followed? How do they handle corrective action?
- Does company perform in-house safety inspections and audits?

Quality Management – Client Surveys

- Does the control systems integrator verify and document that the client is satisfied with the project?

Quality Management – Customer Service

- Does the control systems integrator have an established procedure to deal with complaints, and follow through to ensure that the problems have been resolved to the customer's satisfaction?

Quality Management – Project

- Does the control systems integrator have an internal project quality assurance program? Are project quality audits performed?