

GOVERNANCE DOCS

Project management (ISO 21502)

Gap Assessment Report

Project Management Maturity Assessment, anchored on ISO 21502:2020

Apex Engineering Consultants (sample)

Project management practice for the firm's infrastructure design projects and its PMO.

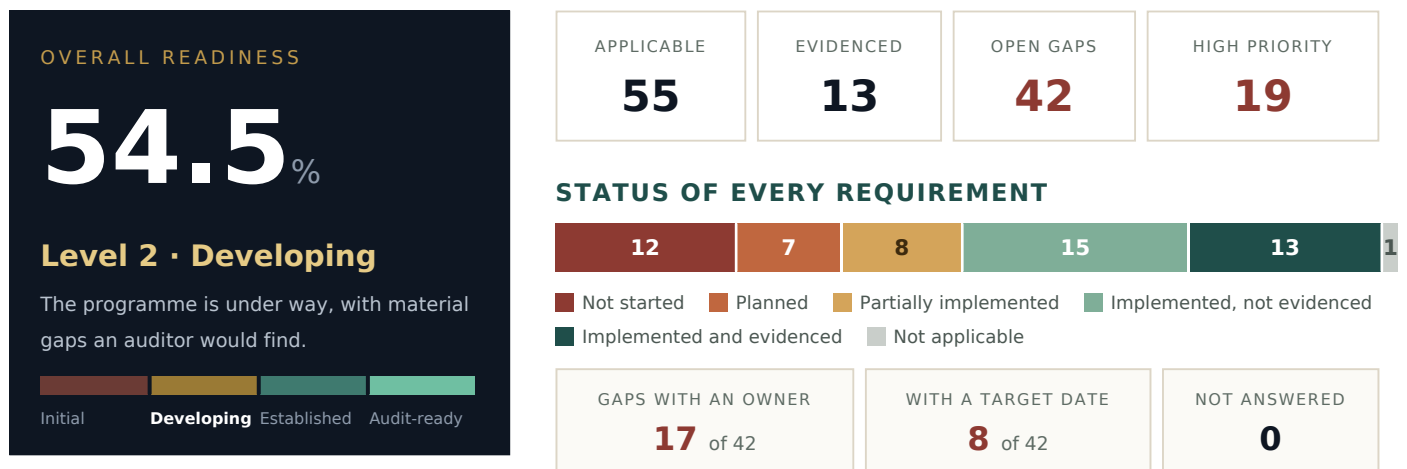
ASSESSED	25 September 2026
EDITION	ISO 21502:2020, with PMBOK Guide 8th edition and PRINCE2 7 as reference points
IN SCOPE	56 requirements, 55 applicable
PROFILE	Professional services · 50 to 249 people
PREPARED BY	Governance Docs

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Confidential. Prepared for Apex Engineering Consultants (sample) from its own self-assessment; not independently verified by Governance Docs (see section A). Share on a need-to-know basis.

Where Apex Engineering Consultants (sample) stands against Project management



WHAT THIS ASSESSMENT TELLS YOU

- Overall readiness is 54.5% against Project management across 55 applicable controls. 13 of them are implemented and evidenced.
- Most open gaps: Resources, stakeholders, reporting and procurement, with 11 at 43%. Strongest area: Life cycle, delivery and closure at 86%.
- 15 controls are operating but not evidenced. Collecting their records alone lifts the score to 61.4% (+6.9 points), the cheapest gain available.
- 19 gaps are high priority (not started or only planned); 5 of them are in Risk, issues and quality.

DO THESE FIRST

	PRIORITY	ACTION	OWNER	START FROM
1	HIGH	Put an owner and date against the 5 high-priority gaps in Risk, issues and quality	Operations Manager	Risk Register Template
2	MEDIUM	Adopt and tailor the Employee Training Plan Template, which closes 2 open gaps	To assign	Employee Training Plan Template
3	LOW	Evidence the 15 controls that already operate (+6.9 points)	To assign	Records the controls already produce

Analysis and priorities

IN ONE SENTENCE

With an overall score of 54.5% and 42 open gaps, establish project governance and risk management to secure project delivery.

AI-assisted analysis, generated from the information the organization provided and checked automatically against the scores and findings in this report. It supports planning and is not an audit opinion; see "Basis of this report and limitation of liability".

FOR SENIOR MANAGEMENT AND THE BOARD

The self-assessment places our project management readiness at level 2 of 4, named Developing, with an overall score of 54.5%. While our delivery teams execute client work, our primary vulnerability lies in governance, oversight, and project risk management, where scores sit at 30% and 25%. We face 19 high priority gaps that expose projects to cost overruns and uncontrolled issues. We request executive approval to formalize project governance charters and institute mandatory risk registers across all active projects immediately.

WHERE YOU STAND

The organization has an overall score of 54.5% and sits at readiness level 2 of 4, named Developing. Out of 55 applicable requirements, there are 42 open gaps, including 19 high priority gaps. Delivery areas are stronger, with Scope, change and benefits at 85.7% and Life cycle, delivery and closure at 86.1%. However, foundational controls are lagging. Risk, issues and quality scored 25%, Governance and oversight scored 30%, and Planning, schedule and cost reached 32.1%. Only 17 gaps have an assigned owner and only 8 have a target date.

WHAT IT MEANS FOR THE ORGANIZATION

The results show that while teams execute delivery tasks, the organization lacks consistent project controls. Projects move forward without formal risk escalation, baseline planning, or standardized steering mechanisms. Because 15 requirements are implemented without evidence, operational practices exist in pockets but lack institutional verification. Without systematic oversight and cost estimation, projects risk schedule slippage and budget variance. The gap between day-to-day execution and structured governance creates unpredictable business outcomes across customer engagements and operational investments.

WHERE TO FOCUS FIRST

Initial effort must target establishing formal oversight and core risk controls. Evidencing what already runs increases the overall score to 61.4%, providing immediate validation of active practices. Next, activating planned controls elevates readiness to 78.2%. The immediate focus should address Project governance, Directing a project - sponsorship, and Risk - identification and assessment. Establishing project control agendas, defining sponsor roles, and maintaining central risk registers will build the oversight necessary to control delivery costs, improve resource utilization, and satisfy client expectations across all engagements.

1 · EXECUTIVE SUMMARY

PRIORITIES

PRIORITY	WHY IT MATTERS	FIRST STEP	START FROM	WITHIN
1 Formalize project governance and oversight structures 4.3 Project governance · 6.3 Overseeing a project	Operating without clear project boards and oversight schedules allows critical delivery variances to remain unaddressed. Establishing active governance ensures senior decision-makers guide project direction and resolve blockers.	Adopt a standard agenda for project review boards to review project performance.	Project Control Board Meeting Agenda Project Management Toolkit - Comprehensive 370 Templates	30 DAYS
2 Institute standardized project risk and issues management 7.8a Risk - identification and assessment · 7.8c Risk - review and escalation · 7.9 Issues management	The Risk, issues and quality area scored 25% with 7 open gaps. Unmonitored project risks and unresolved issues create direct threats to delivery quality and project cost.	Deploy a uniform risk log to record and evaluate operational project threats.	Risk Register Template Project Management Toolkit - Comprehensive 370 Templates	30 DAYS
3 Establish coherent planning and budget controls 7.2a Planning - a coherent plan · 7.7a Cost - estimation and budget	Planning, schedule and cost scored 32.1% across 7 open gaps. Without baseline plans and structured cost estimation, projects face high risk of budget creep and missed deadlines.	Introduce a core project management plan template across all upcoming projects.	Project Starter Kit - Project Management Plan Project Management Toolkit - Comprehensive 370 Templates	60 DAYS
4 Strengthen stakeholder engagement and capacity management 7.12b Stakeholders - engaged over time · 7.5b Resources - capacity across projects	Resources, stakeholders, reporting and procurement scored 43.2% with 11 open gaps. Unmanaged resource allocation and communication gaps hinder team performance and client satisfaction.	Draft a stakeholder communication plan for key active projects.	Stakeholder Communication Plan Project Management Toolkit - Comprehensive 370 Templates	90 DAYS

30 / 60 / 90-DAY ROADMAP

FIRST 30 DAYS - Deploy the Project Control Board Meeting Agenda across all project teams. - Circulate the Risk Register Template to document active project risks and issues. - Assign owners and target dates to all 19 high priority gaps.	DAYS 31 TO 60 - Implement the Project Starter Kit – Project Management Plan for new initiatives. - Standardize cost estimation using the Project Budget Template. - Gather evidence for 15 requirements currently implemented without documentation.	DAYS 61 TO 90 - Establish cross-project resource tracking using the Capacity Planning Excel Template. - Roll out the Stakeholder Communication Plan to align clients and internal teams. - Conduct lessons learned reviews using the Lessons Learned Report template.
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Maturity across the standard

Each bar shows how the requirements in one area break down by status, weakest on the left. The score is the average across applicable requirements; the chips count open gaps by priority.

AREAS	STATUS MIX	SCORE	GAPS H · M · L
Context, policy and roles	1 1 1 2	65%	1 1 1
Governance and oversight	1 3 1	30%	4 0 1
Institutionalisation and improvement	1 2 1	69%	1 0 2
Life cycle, delivery and closure	1 3 5	86%	0 1 3
Planning, schedule and cost	3 1 1 2	32%	4 1 2
Scope, change and benefits	2 5	86%	0 2 0
Risk, issues and quality	4 1 2	25%	5 0 2
Resources, stakeholders, reporting and procurement	3 3 4	43%	4 3 4

■ Not started
■ Planned
■ Partially implemented
■ Implemented, not evidenced
■ Implemented and evidenced
■ Not applicable

WHERE THE NEXT POINTS COME FROM

The score after each kind of work, cheapest first. Gold is what that step adds.

Today		54.5%
Evidence what already runs 15 requirements		61.4% +6.9
Finish what is partly in place 8 requirements		68.6% +7.2
Implement what is planned 7 requirements		78.2% +9.6
Start what has not begun 12 requirements		100.0% +21.8

DOCUMENTS THAT CLOSE THE MOST GAPS

Each bar counts the open gaps that name the document as the way to close them.

Employee Training Plan Template		2
Project Control Board Meeting Agenda		2
Business Case Word Template		2
Project Starter Kit – Project Management Plan		2
Technical Handover Document		2
Master Excel Project Management Template		2

All of these are in the Project Management Toolkit (393 documents).

Every open gap, grouped by what has to happen next

Work from the top. Requirements not yet started or only planned are the ones a certification auditor reaches first; the last group already operates and needs only its records.

HIGH Not started · 12

Start from a documented baseline: adopt and tailor the document named below, then put it into operation.

Ref	Requirement	Area	Owner · target	Closes it
4.2	Connection to strategy	Context, policy and roles	To assign	Project Portfolio Prioritization Excel · Project Scoring Model +1 more
6.6a	Controlling - justification re-tested	Governance and oversight	HR Manager	Business Case Word Template · Options Analysis Example
7.2a	Planning - a coherent plan	Planning, schedule and cost	IT Manager 29 Oct 2026	Project Starter Kit – Project Management Plan · Simple Project Plan Template.mpp +1 more
7.6b	Schedule - progress and variance	Planning, schedule and cost	IT Manager 4 Feb 2027	Schedule Management Plan Template · Milestones Template +1 more
7.7a	Cost - estimation and budget	Planning, schedule and cost	IT Manager	Project Cost Estimation · Project Budget Template +1 more
7.8a	Risk - identification and assessment	Risk, issues and quality	To assign	Risk Register Template · Risk Management Plan Sample +1 more
7.8c	Risk - review and escalation	Risk, issues and quality	HR Manager	Risk Scoring Matrix · Enterprise Risk Register Template +1 more
7.9	Issues management	Risk, issues and quality	Operations Manager	Issue Register Excel Template · Implementation Issues Register +1 more
7.11c	Quality - root cause	Risk, issues and quality	To assign	Root Cause Analysis Excel Template · Root Cause Analysis PPT Template
7.12b	Stakeholders - engaged over time	Resources, stakeholders, reporting and procurement	To assign	Stakeholder Communication Plan · Stakeholder Satisfaction Survey Manual
7.14	Organisational and societal change	Resources, stakeholders, reporting and procurement	To assign	Change Management Plan Sample · Knowledge Transfer Templates +1 more
7.16b	Information management - retention and access	Resources, stakeholders, reporting and procurement	IT Manager 24 Dec 2026	Project Closure Checklist Template · Technical Handover Document

HIGH Planned · 7

Move from plan to implementation. Assign an owner and a date, then put the control into operation.

Ref	Requirement	Area	Owner · target	Closes it
4.3	Project governance	Governance and oversight	Compliance Lead	PMO Charter Document · Project Control Board Meeting Agenda
6.3	Overseeing a project	Governance and oversight	Compliance Lead 21 Jan 2027	Project Control Board Meeting Agenda · Project Review Meeting Agenda
6.4a	Directing a project - sponsorship	Governance and oversight	To assign	Business Case Word Template · PMO Business Case
5.2	Deliberate adoption of an approach	Institutionalisation and improvement	HR Manager	PMO Implementation Plan · PMO Implementation Starter Kit Introduction
7.7b	Cost - control and forecast	Planning, schedule and cost	Risk Manager	EVM Template · Project Financial Planning +1 more
7.11a	Quality - planned and assured	Risk, issues and quality	Operations Manager 21 Jan 2027	Quality Management Plan Sample · Quality Assurance Checklist For Project Management
7.5b	Resources - capacity across projects	Resources, stakeholders, reporting and procurement	Risk Manager 7 Jan 2027	Capacity Planning Excel Template · Advanced Resource Planning Dashboard +1 more

MEDIUM Partially implemented · 8

Extend the existing approach to the whole scope and apply it consistently, then evidence it.

Ref	Requirement	Area	Owner · target	Closes it
4.6	Competence of project personnel	Context, policy and roles	HR Manager	Employee Competency Matrix · Skills Matrix Example +1 more
6.5a	Initiating - mobilisation and approach	Life cycle, delivery and closure	Compliance Lead 4 Feb 2027	Project Charter Word Template · Project Starter Kit – Project Charter +1 more
7.7c	Cost - whole life	Planning, schedule and cost	To assign	Cost Benefit Analysis · Project Cost Estimation Calculator
7.10a	Change control - requests and impact	Scope, change and benefits	IT Manager	Change Control Form Template · Change Request Word Template +1 more
7.3b	Benefits - tracked to realisation	Scope, change and benefits	IT Manager 29 Oct 2026	Template – Benefits Realisation Plan · Template – Benefits Tracker +1 more
7.12a	Stakeholders - identified and analysed	Resources, stakeholders, reporting and procurement	To assign	Stakeholder Register Template · Stakeholder Power-Interest Matrix +1 more

7.15b	Reporting - used for decisions	Resources, stakeholders, reporting and procurement	To assign	Project Health Card Template · Executive Project Dashboard Template +1 more
7.17a	Procurement - planned and evaluated	Resources, stakeholders, reporting and procurement	To assign	RFP Request For Proposal Template · Vendor Evaluation Matrix

LOW Implemented, not evidenced · 15

Collect and file evidence an auditor can sample. The control is operating; what is missing is the record of it.

Ref	Requirement	Area	Owner · target	Closes it
4.5b	Responsibility assignment	Context, policy and roles	To assign	RACI Matrix Excel Template · RASCI Template +1 more
6.4b	Directing a project - escalation	Governance and oversight	To assign	Decision Log Excel Template · Decision Register Manual For Project Management
5.3	Improving the environment	Institutionalisation and improvement	To assign	PMO Action Plan · PMO Roadmap
7.18	Lessons learned	Institutionalisation and improvement	To assign	Lessons Learned Report · Lessons Learned Meeting Agenda +1 more
6.5b	Initiating - justification and baseline plan	Life cycle, delivery and closure	To assign	Project Initiation Documentation Template · Project Starter Kit – Project Management Plan +1 more
6.6b	Controlling - phases and work packages	Life cycle, delivery and closure	To assign	Project Execution Template · Project Implementation Plan
6.7b	Managing delivery - verification and acceptance	Life cycle, delivery and closure	To assign	Deliverables Acceptance Log · Technical Handover Document
7.2b	Planning - baselines and re-planning	Planning, schedule and cost	To assign	Project Schedule Template · Project Plan For A Testing Project
7.6a	Schedule - activities and dependencies	Planning, schedule and cost	To assign	Critical Path MS Project Plan.mpp · Gantt Chart Excel +1 more
7.8b	Risk - ownership and response	Risk, issues and quality	To assign	Risk Management Action Plan · Risk Register Excel Template
7.11b	Quality - testing and defects	Risk, issues and quality	To assign	Test Strategy Template · Test Plan Template +1 more
7.5a	Resources - planned and secured	Resources, stakeholders, reporting and procurement	To assign	Resource Management Plan Word Template · Project Resource Planning +1 more
7.13	Communication management	Resources, stakeholders, reporting and procurement	To assign	Communication Management Plan Template · Comms Management Plan Sample

7.15a	Reporting - defined and produced	Resources, stakeholders, reporting and procurement	To assign	Project Status Report · RAG Status Definitions +1 more
7.16a	Information management - storage and version control	Resources, stakeholders, reporting and procurement	To assign	PM Catalogue · Master Excel Project Management Template

How it was scored

STATUS WEIGHTS

Status	Weight	Meaning
■ Not started	0.00	No policy, process or activity exists for this requirement.
■ Planned	0.25	Approach agreed and scheduled, but nothing is in place yet.
■ Partially implemented	0.50	In place for part of the scope, or inconsistently applied.
■ Implemented, not evidenced	0.75	Operating as intended, but you could not prove it to an auditor today.
■ Implemented and evidenced	1.00	Operating as intended, with records an auditor can sample.
■ Not applicable	—	A justified exclusion. Removed from the score - record why in your notes.

READINESS LEVELS

1 • Initial (0%+)

Most requirements are not yet in place. Build the foundations before thinking about an audit.

2 • Developing (40%+)

The programme is under way, with material gaps an auditor would find.

3 • Established (65%+)

Most controls operate. Remaining work is closing specific gaps and evidencing what runs.

4 • Audit-ready (85%+)

Controls operate and are evidenced. Ready for an internal audit and a certification body.

WHAT THIS REPORT IS

BASIS OF THIS REPORT AND LIMITATION OF LIABILITY

This report is the output of a self-assessment. The scores, readiness levels, gaps, analysis and recommendations in this report are derived solely from the information entered by the organization, and have not been independently reviewed, verified, tested or audited by Governance Docs. Governance Docs did not conduct an independent assessment of the organization, its controls or its operations.

The accuracy and completeness of the results depend entirely on the accuracy and completeness of the information provided. Governance Docs gives no assurance, certification or audit opinion, and accepts no liability for any inaccuracy, omission or deviation arising from that information, or for any decision taken, or not taken, in reliance on this report.

The report, including any AI-assisted analysis, is provided for guidance and planning only. It does not constitute legal, regulatory or other professional advice, and it does not replace an independent assessment or a certification audit.

A control that is running but cannot be evidenced scores 0.75, not 1.00. Auditors sample records, not intentions. Closing that distance is usually the fastest route to a higher score.

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YOUR WORKBOOK

The Excel workbook that comes with this report follows the same sections and colours. Dashboard: sections 1 and 2, recalculated live. Assessment: every requirement; change a status and every score, chart and level updates. Remediation Plan: section 3, with owners, dates and progress since this report. How it was scored: this page.

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