

# Open Wrap Project Risk Assessment Worksheet



#	Risk Factor	Low Cue	Med Cue	High Cue	Low	Med	High	NA	NI	Notes
1	Project Fit to Customer Organization	directly supports customer organization mission and/or goals	indirectly impacts one or more goals of customer	does not support or relate to customer organization mission or goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2	Project Fit to Provider/Vendor/Partner Organization	directly supports provider organization mission and/or goals	indirectly impacts one or more goals of provider	does not support or relate to provider organization mission or goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	Number of different LOB's/Areas involved.	1	1 to 3	4 or more	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4	Work Flow	little or no change to work flow	will change some aspect or have small affect on work flow	significantly changes the work flow or method of organization	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5	Resource Conflict	projects share resources without any conflict	projects schedule resources carefully to avoid conflict	projects often need the same resources at the same time (or compete for the same budget)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6	Customer Conflict	multiple customers of the project have common needs	multiple customers of the project have different needs, but do not conflict	multiple customers of the project are trying to drive it in very different directions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7	Definition of the Project	project is well-defined, with a scope that is manageable by this organization	project is well-defined, but unlikely to be handled by this organization	project is not well-defined or carries conflicting objectives in the scope	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8	Political Influences	no particular politically-driven choices being made	project has several politically motivated decisions, such as using a vendor selected for political reasons, rather than qualifications	project has a variety of political influences or most decisions are made behind closed doors	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9	Convenient Date	date for delivery has been set by reasonable project commitment process	date is being partially driven by need to meet marketing demo, trade show, or other mandate not related to technical estimate	date is being totally driven by need to meet marketing demo, trade show, or other mandate; little consideration of project team estimates	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10	Use of Attractive Technology	technology selected has been in use for some time	project is being done in a sub-optimal way, to leverage the purchase or development of new technology	project is being done as a way to show a new technology or as an excuse to bring a new technology into the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
11	Short Term Solution	project meets short term need without serious compromise to long term outlook	project is focused on short-term solution to a problem, with little understanding of what is needed in the long term	project team has been explicitly directed to ignore the long term outlook and focus on completing the short term deliverable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

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12	Organization Stability	little or no change in management or structure expected	some management change or reorganization expected	management or organization structure is continually or rapidly changing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
13	Organization Roles and Responsibilities	individuals throughout the organization understand their own roles and responsibilities and those of others	individuals understand their own roles and responsibilities, but are unsure who is responsible for work outside their immediate group	many in the organization are unsure or unaware of who is responsible for many of the activities of the organization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14	Policies and Standards	development policies and standards are defined and carefully followed	development policies and standards are in place, but are weak or not carefully followed	no policies or standards, or they are ill-defined and unused	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15	Executive Involvement	visible and strong support	occasional support, provides help on issues when asked	no visible support; no help on unresolved issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16	Project Objectives	verifiable project objectives, reasonable requirements	some project objectives, measures may be questionable	no established project objectives or objectives are not measurable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17	User Involvement	users highly involved with project team, provide significant input	users play minor roles, moderate impact on system	minimal or no user involvement; little user input	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18	User Experience	users highly experienced in similar projects; have specific ideas of how needs can be met	users have experience with similar projects and have needs in mind	users have no previous experience with similar projects; unsure of how needs can be met	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
19	User Acceptance	users accept concepts and details of system; process is in place for user approvals	users accept most of concepts and details of system; process in place for user approvals	users do not accept any concepts or design details of system	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20	User Training Needs	user training needs considered; training in progress or plan in place	user training needs considered; no training yet or training plan is in development	requirements not identified or not addressed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21	User Justification	user justification complete, accurate, sound	user justification provided, complete with some questions about applicability	no satisfactory justification for system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22	Project Size	small, non-complex, or easily decomposed	medium, moderate complexity, decomposable	large, highly complex, or not decomposable	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
23	Reusable Technology, Processes, HW/SW	components available and compatible with approach	components available, but need some revision	components identified, need serious modification for use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
24	Supplied Technology, Processes, HW/SW	components available and directly usable	components work under most circumstances	components known to fail in certain cases, likely to be late, or incompatible with parts of approach	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
25	Budget Size	sufficient budget allocated	questionable budget allocated	doubtful budget is sufficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

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26	Budget Constraints	funds allocated without constraints	some questions about availability of funds	allocation in doubt or subject to change without notice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
27	Cost Controls	well established, in place	system in place, weak in areas	system lacking or nonexistent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
28	Delivery Commitment	stable commitment dates	some uncertain commitments	unstable, fluctuating commitments	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
29	Development Schedule	team agrees that schedule is acceptable and can be met	team finds one phase of the plan to have a schedule that is too aggressive	team agrees that two or more phases of schedule are unlikely to be met	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
30	Requirements Stability	little or no change expected to approved set (baseline)	some change expected against approved set	rapidly changing or no agreed-upon baseline	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
31	Requirements Completeness and Clarity	all completely specified and clearly written	some requirements incomplete or unclear	some requirements only in the head of the customer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
32	Testability	product requirements easy to test, plans underway	parts of product hard to test, or minimal planning being done	most of product hard to test, or no test plans being made	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
33	Design Difficulty	well defined interfaces; design well understood	unclear how to design, or aspects of design yet to be decided	interfaces not well defined or controlled; subject to change	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34	Implementation Difficulty	content is reasonable for this team to implement	content has elements somewhat difficult for this team to implement	content has components this team will find very difficult to implement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35	System Dependencies	clearly defined dependencies of the project and other parts of system	some elements of the system are well understood and planned; others are not yet comprehended	no clear plan or schedule for how the whole system will come together	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
36	Response or other Performance Factors	readily fits boundaries needed; analysis has been done	operates occasionally at boundaries	operates continuously at boundary levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
37	Customer Service Impact	requires little change to customer service	requires minor changes to customer service	requires major changes to customer service approach or offerings	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38	Data Migration Required	little or no data to migrate	much data to migrate, but good descriptions available of structure and use	much data to migrate; several types of data or no good descriptions of what is where	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
39	Pilot Approach	pilot site (or team) available and interested in participating	pilot needs to be done with several sites (who are willing) or with one who needs much help	only available pilot sites are uncooperative or in crisis mode already	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
40	Alternatives Analysis	analysis of alternatives complete, all considered, assumptions verifiable	analysis of alternatives complete, some assumptions questionable or alternatives not fully considered	analysis not completed, not all alternatives considered, or assumptions faulty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

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41	Commitment Process	changes to commitments in scope, content, schedule are reviewed and approved by all involved	changes to commitments are communicated to all involved	changes to commitments are made without review or involvement of the team	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42	Quality Assurance Approach	QA system established, followed, effective	procedures established, but not well followed or effective	no QA process or established procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
43	Development Documentation	correct and available	some deficiencies, but available	nonexistent	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44	Use of Defined Development Process	development process in place, established, effective, followed by team	process established, but not followed or is ineffective	no formal process used	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
45	Early Identification of Defects	peer reviews are incorporated throughout	peer reviews are used sporadically	team expects to find all defects with testing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
46	Defect Tracking	defect tracking defined, consistent, effective	defect tracking process defined, but inconsistently used	no process in place to track defects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
47	Change Control for Work Products	formal change control process in place, followed, effective	change control process in place, not followed or is ineffective	no change control process used	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
48	Physical Facilities	little or no modification needed	some modifications needed; some existent	major modifications needed, or facilities nonexistent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
49	Tools Availability	in place, documented, validated	available, validated, some development needed (or minimal documentation)	unvalidated, proprietary or major development needed; no documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
50	Vendor Support	complete support at reasonable price and in needed time frame	adequate support at contracted price, reasonable response time	little or no support, high cost, and/or poor response time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
51	Contract Fit	contract with customer has good terms, communication with team is good	contract has some open issues which could interrupt team work efforts	contract has burdensome document requirements or causes extra work to comply	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
52	Disaster Recovery	all areas following security guidelines; data backed up; disaster recovery system in place; procedures followed	some security measures in place; backups done; disaster recovery considered, but procedures lacking or not followed	no security measures in place; backup lacking; disaster recovery not considered	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
53	PM Approach	product and process planning and monitoring in place	planning and monitoring need enhancement	weak or nonexistent planning and monitoring	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
54	PM Experience	PM very experienced with similar projects	PM has moderate experience or has experience with different types of projects	PM has no experience with this type of project or is new to project management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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55	PM Authority	has line management or official authority that enables project leadership effectiveness	is able to influence those elsewhere in the organization, based on personal relationships	has little authority from location in the organization structure and little personal power to influence decision-making and resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
56	Support of the PM	complete support by team and of management	support by most of team, with some reservations	no visible support; manager in name only	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
57	Team Member Availability	in place, little turnover expected; few interrupts for fire fighting	available, some turnover expected; some fire fighting	high turnover, not available; team spends most of time fighting fires	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
58	Mix of Team Skills	good mix of disciplines	some disciplines inadequately represented	some disciplines not represented at all	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
59	Team Communication	clearly communicates goals and status between the team and rest of organization	team communicates some of the information some of the time	rarely communicates clearly within team or to others who need to be informed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
60	Team Experience	extensive experience in team with projects like this	some experience with similar projects	little or no experience with similar projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
61	Expertise with Application Area (Domain)	good background with application domain within development team	some experience with domain in team or able to call on experts as needed	no expertise in domain in team, no availability of experts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
62	Experience with Project Tools	high experience	average experience	low experience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
63	Experience with Project Process	high experience	average experience	low experience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
64	Training of Team	training plan in place, training ongoing	training for some areas not available or training planned for future	no training plan or training not readily available	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
65	Team Spirit and Attitude	strongly committed to success of project; cooperative	willing to do what it takes to get the job done	little or no commitment to the project; not a cohesive team	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
66	Team Productivity	all milestones met, deliverables on time, productivity high	milestones met, some delays in deliverables, productivity acceptable	productivity low, milestones not met, delays in deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
67	Technology Match to Project	technology planned for project is good match to customers and problem	some of the planned technology is not well-suited to the problem or customer	selected technology is a poor match to the problem or customer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
68	Support Personnel	in place, experienced, sufficient in number	missing some areas of expertise	significant discipline or expertise missing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
69	IT Testing	Project requires minimal testing.	Project requires Branch or Corporate testing.	Project requires Branch and Corporate testing.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
70	IT Approval Package	Project requires Financial Proforma only.	Project requires TDD only.	Project requires TDD, Project Charter, Financial Proforma, and other IT documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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71	TAC Approval	TAC approval required.	TAC Approval required with Branch Test results or TDD.	TAC Approval required with supporting Branch Test results and TDD.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
72	IT Infrastructure	New FTP script is required.	New VPN is required.	New circuit is required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
73	IT New Equipment	Only new PC's/Laptops are required.	New server/hardware required with no vendor software. (2 security scans)	New servers are required with vendor software. (3 security scans)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	