

PROJECT RISK ASSESSMENT QUESTIONNAIRE

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| Project: <input style="width: 95%;" type="text"/> | Assess. Date: <input style="width: 95%;" type="text"/> |
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Chapter 1 – Goals

| # | Risk | Com pone nt | Critical phase | Severity of risk (1-5) | Probability of occurrence (1-5) | Risk level (severity* probability) | Preemptiv e Action |
|---|---|-------------------|----------------------------------|------------------------------|--|---|-----------------------|
| | There is no focused application expert | 1.1 | Analysis | | | | |
| | The application expert is insufficiently committed or involved | 1.1 | Analysis | | | | |
| | The application expert and the users are over-involved | 1.1 | | | | | |
| | The application expert or the main user is non-authoritative | 1.1 | | | | | |
| | The application expert or the main user is unprofessional | 1.1 | Analysis | | | | |
| | The application expert lacks the practical ability to devote the required time | 1.1 | Analysis Testing | | | | |
| | Replacement of the application expert and high-ranking users during the course of the project | 1.1 | | | | | |
| | Unclear goals and objectives | 1.2 | Analysis | | | | |
| | Too many problems that the system will not solve and that will cause problems during | 1.3 | Training & Com- missioning | | | | |

<Classification>

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|---|---|-----------|--------------------------|---------------------------|------------------------------------|---------------------------------------|-------------------|
| | commissioning | | | | | | |
| | Problems that the system will create, and that will cause problems in commissioning and regular operation | 1.3 | Training & Commissioning | | | | |
| | Unrealistic user expectations | 1.3 | Analysis | | | | |
| | Imprecise and changing requirements | 1.3 | | | | | |
| | Unfamiliar application in the organization or the market | 1.6 | Analysis | | | | |
| | Application still open (likelihood of changes) | 1.6 | | | | | |

Chapter 2 – Application

| # | Risk | Component | Critical phase | Severity of risk (1-5) | Probability of occurrence (1-5) | Risk level (severity* probability) | Preemptive Action |
|---|---|-----------|----------------|---------------------------|------------------------------------|---------------------------------------|-------------------|
| | Too many functional or technical constraints that prevent ideal application | 2.1 | Design & Build | | | | |
| | Functional requirement for which the technical implementation is not clear in advance | 2.1 | Design & Build | | | | |
| | Demand for development of a sophisticated or complex system | 2.1 | Design & Build | | | | |

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| | Many different types of users | 2.2 | Analysis | | | | |
| | Many sites that will have to be supported | 2.2 | Training & Commissioning | | | | |
| | Novel user interface | 2.4 | Training & Commissioning | | | | |
| | Difficulties can be expected in defining the user interface (screen size, color, etc.) | 2.4 | Design & Build | | | | |
| | New work procedures for end users | 2.5 | Training & Commissioning | | | | |
| | Work procedures have not been fully defined | 2.5 | | | | | |
| | Complex work procedures that depend on a number of users for their definition | 2.5 | Analysis | | | | |
| | Complex work procedures for which no O&M analysis has been performed | 2.5 | Analysis | | | | |
| | Complex or large transactions that could cause slow performance | 2.6 | Installation & Trial-run | | | | |
| | Integration of and additions to existing files | 2.11 | Design & Build | | | | |
| | Existing data must be converted – major processing of errors | 2.12 | Installation & Trial-run | | | | |
| | Unknown quantity of reports and queries | 2.15 | Design & Build | | | | |

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| | There will be problems in defining reports and queries | 2.15 | Design & Build | | | | |
| | Need for particularly flexible reports – source of lack of client satisfaction | 2.15 | Training & Commissioning | | | | |
| | Objects chart not finalized | 2.13 | | | | | |
| | Strict data security requirements | 2.19 | | | | | |
| | Integration of a new security tool in the organization/ market | 2.19 | | | | | |
| | Data security risks | 2.19 | | | | | |
| | Strict reliability requirements | 2.19 | | | | | |
| | Strict performance requirements | 2.21 | Installation & Trial-run | | | | |
| | Numerous participating or connected systems | 2.22 | Design & Build | | | | |
| | Numerous workstation integrations | 2.22 | Design & Build | | | | |
| | Problems connecting systems or interfaces to other systems | 2.22 | Installation & Trial-run | | | | |
| | Numerous interfaces with internal systems | 2.22 | Design & Build | | | | |
| | Numerous inputs from outside systems – dependence on other systems | 2.22 | Design & Build | | | | |
| | Numerous special requirements | 2.23 | Design & Build | | | | |

Chapter 3 - Technology

<Classification>

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|---|---|-----------|--------------------------|------------------------|---------------------------------|------------------------------------|-------------------|
| | Novel or “immature” technology in a specific area | 3.0 | | | | | |
| | Lack of familiarity with the main hardware (in the organization/market) | 3.1 | Design & Build | | | | |
| | Large-scale hardware purchasing | 3.1 | Installation & Trial-run | | | | |
| | Hardware upgrade | 3.1 | Installation & Trial-run | | | | |
| | Need for hot backup in the operating system or hardware | 3.1 | Installation & Trial-run | | | | |
| | Integration of special equipment | 3.4 | Installation & Trial-run | | | | |
| | Lack of familiarity with the operating system (in the organization/market) | 3.10 | Installation & Trial-run | | | | |
| | Need to purchase an operating system | 3.10 | Installation & Trial-run | | | | |
| | Need to upgrade the operating system | 3.10 | Installation & Trial-run | | | | |
| | Lack of familiarity with the database (in the organization/market) | 3.11 | Design & Build | | | | |
| | Lack of familiarity with the development languages (in the organization/market) | 3.13 | Design & Build | | | | |
| | Need to purchase development languages | 3.13 | Design & Build | | | | |
| | Lack of infrastructure in a specific area | 3.13 | Installation & Trial-run | | | | |
| | Lack of familiarity with development tools | 3.13 | Design & Build | | | | |

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| | Need to select development tools | 3.13 | Analysis | | | | |
| | Instability or immaturity of development tools | 3.13 | Design & Build | | | | |
| | Faulty localization of (off-the-shelf) development tools | 3.13 | Design & Build | | | | |
| | Complexity of the physical infrastructure | 3.30 | Installation & Trial-run | | | | |
| | Integration with off-the-shelf products (version changes, change in organization policy, support level, etc.) | 3.20 | Design & Build | | | | |
| | Commissioning of user-unfriendly tools | 3.20 | Training & Commissioning | | | | |
| | Lack of familiarity with system operation and production tools | 3.15 | Installation & Trial-run | | | | |
| | Complications with local telecommunications | 3.30 | Installation & Trial-run | | | | |
| | Integration into a public network | 3.31 | Installation & Trial-run | | | | |
| | Integration into an unstable or overloaded telecommunications network | 3.31 | Installation & Trial-run | | | | |
| | Integration with tangent technologies | 3.33 | Installation & Trial-run | | | | |

Chapter 4 - Implementation

<Classification>

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| | Lack of management commitment to the project which is reflected in the allocation of required resources | 4.1 | | | | | |
| | Failure to set up committees to manage the project | 4.1 | | | | | |
| | Lack of involvement or commitment by the steering committee | 4.1 | | | | | |
| | Steering committee lacks budgetary authority | 4.1 | | | | | |
| | Professional project staff and/or involved parties not specified | 4.1 | Analysis | | | | |
| | Numerous third parties involved (vendors) | 4.1 | | | | | |
| | Numerous internal involved parties | 4.1 | | | | | |
| | Development by a third party | 4.1 | | | | | |
| | No project manager representing the organization in a system developed by a third party | 4.1 | | | | | |
| | Lack of commitment by internal parties (in the organization) | 4.1 | | | | | |
| | Lack of involvement of O&M | 4.1 | Analysis | | | | |
| | Inexperienced project manager | 4.1 | | | | | |
| | Inexperienced systems | 4.1 | Analysis | | | | |

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| | analysts | | | | | | |
| | Inexperienced developers | 4.1 | Design & Build | | | | |
| | Unknowledgeable personnel – in a specific area | 4.1 | Design & Build | | | | |
| | Temporary manpower or high personnel turnover | 4.1 | | | | | |
| | Transfer of personnel to other projects | 4.1 | | | | | |
| | Shortage of key personnel at critical periods of the project | 4.1 | | | | | |
| | Faulty interpersonal communications in the project staff | 4.1 | | | | | |
| | Faulty interpersonal communications between project staff and users | 4.1 | | | | | |
| | Lack of prior experience in specific areas of the project | 4.1 | | | | | |
| | Lack of professional personnel with the required security clearance | 4.1 | | | | | |
| | Operating teams lack familiarity with tools, operating systems or hardware | 4.1 | Design & Build | | | | |
| | Project with an inflexible schedule | 4.2 | | | | | |
| | Lack of resources for system development within the assigned | 4.2 | | | | | |

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| | time frame | | | | | | |
| | Project scope (scheduled by years) | 4.2 | | | | | |
| | Long intervals between milestones | 4.2 | | | | | |
| | Complexity or difficulties in project implementation | 4.2 | | | | | |
| | Complex work plan | 4.2 | | | | | |
| | No first deliverable – one year after the start of the project | 4.2 | | | | | |
| | Lack of existing and available documentation | 4.5 | Training & Commissioning | | | | |
| | Lack of defined standards for writing and development | 4.5 | Design & Build | | | | |
| | Lack of procedures for costing and integrating changes in system analysis | 4.6 | Design & Build | | | | |
| | Problems that can be expected in commissioning the system | 4.7 | Training & Commissioning | | | | |
| | Problems that can be expected in importing data into the system | 4.7 | Installation & Trial-run | | | | |
| | Numerous required procedures | 4.7 | Training & Commissioning | | | | |
| | User is not experienced enough to integrate the system | 4.7 | Training & Commissioning | | | | |
| | User is not prepared to receive the system | 4.7 | Training & Com- | | | | |

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| | | | missioning | | | | |
| | Numerous training courses required | 4.7 | Training & Commissioning | | | | |
| | O&M changes required parallel to the system | 4.7 | Training & Commissioning | | | | |
| | Development of the system by configurations | 4.9 | Installation & Trial-run | | | | |
| | Inexperienced testers | 4.8 | Testing | | | | |
| | Problems to be expected in system testing | 4.8 | Testing | | | | |
| | Inability to run tests, including load tests, live database scenarios, and the suitability of the client environment | 4.8 | Testing | | | | |
| | Setting up a testing environment | 4.8 | Testing | | | | |
| | Numerous tests required | 4.8 | Testing | | | | |
| | Lack of involvement of Quality Assurance | 4.8 | | | | | |
| | The project requires multiple pilots | 4.8 | | | | | |
| | No use of a pilot (beta version) | 4.8 | | | | | |

Chapter 5 - Cost

| # | Risk | Component | Critical phase | Severity of risk (1-5) | Probability of occurrence (1-5) | Risk level (severity* probability) | Preemptive Action |
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| | Difficulty of precisely estimating development valuations | 5 | | | | | |
| | Definition of budgetary constraints for the project | 5 | | | | | |
| | Uncertainty about the costing of all the system's components | 5 | | | | | |
| | Too many component 98s in the system documents | 5 | Analysis | | | | |
| | Issuing the RFP | 5 | | | | | |
| | No feasibility study or evaluation of alternatives was performed | | | | | | |
| | Changes will destabilize the software | | | | | | |
| | There is no defined development methodology (not according to MethodA) | | | | | | |
| | New analysis or development method | | | | | | |
| | Numerous legal approvals required | | | | | | |