

Areas to Explore for Risk within each RBS Project Category

Project Management

Estimating	Benchmarking, reliability of estimates, sources of data, accuracy, consideration of gut feel, capabilities vs. success criteria.
Planning	Practices, access to and quality of historical information, lessons learned, credible references, time and intensity, effectiveness, culture and attitude toward, appropriate stakeholders' participating in process.
Controlling	Tracking, change control mechanism, reporting structure, timeliness and reliability, capture of lessons learned, published references for benchmarking, change control mechanism: effective? Clear? Formal? Frequency of changes, size and nature, when a change is approved is there a change contingency reserve? Is there risk impact assessment? Do change requests get assessed against each other if simultaneous?
Communication	Extent and effectiveness of training, project leadership, authority and interaction with stakeholders, existence and content of communication plan, reporting lines, conflicts, stakeholders disposition, morale, team cohesiveness, ground rules, work and interaction style, team conformity.
Methodology and Risk Management	Project organization structure, best practices, processes and process improvement, approach, charter (exists? How long? Valuable? Missing information?) Sponsor involvement, risk management policies and practices, approach and risk tolerance level, risk documentation, politicization of risk management, realistic risk planning and response? Proper controls? Project vulnerability to unknown unknowns and external risks, effectiveness of risk management, history, assumptions handling, constraints (state, understanding, monitoring?), general uncertainty, issues handling (piling and getting stale?), risk and change management, use of checklists.

Organizational

Dependencies: Project, Organization	Operational interruptions, dependency on other projects' resources, deliverables, risks; operational risk: risks of loss due to improper process implementation, failed systems, external risk events; customer delays in input; feedback; signoffs, availability of shared organizational support functions and SME's.
Resources	Experience, skills, availability, duration and timing of allocation, attitudes, desire to contribute, behavioural and dynamics fit, facilities, illness, turnover, loss of resources.
Funding and Budgets	Basis of estimate, credibility, approval process, payment policies, procurement plan, running out of funds, business failure, stock market, interest rates, unemployment, cost fluctuations, considerations within portfolio or business unit, confidentiality, security, reporting.
Prioritization and Urgency	Style and effectiveness of addressing priority conflicts, clear organizational priority guidelines? Correlation between priority and resource allocation? Mechanism to address changing levels of urgency with other project managers and resource managers (based on deadlines, crisis level, visibility, overall impact dependencies)? Frequency, impact, transparency, reasoning and magnitude of priority changes.
Politics and Governance	Direction and organizational leadership? Sponsor's role and style, power struggles in the organization? Clarity and timeliness of decisions, decision making process, project alignment with organizational objectives? Management style, accountability, internal systems and controls, public relations, management experience and interfaces, approval delays.

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External

Suppliers and Vendors	Contracts (and types), restrictions, dependencies, subcontractors, history, relationships, communication, transparency, dependence on vendor, integration of work, access to information, due diligence, flexibility, ease of access to alternatives.
Regulatory	Changes to laws, tax regimes, performance standards, government policy, foreign influence, offshore restrictions.
Market and Competition	Changes in public opinion, consumer trends, competition's new products.
Customer and User	Attitude toward risk, power struggles, responsiveness, structure and discipline, customer delays, changing customer product strategy and priority, transparency, relationships, expectations, understanding of role
Weather and Environment	Travel, weather impact, geopolitical, natural disaster, accidents.

Technical

Requirements and Scoping	Scope creep, gold plating (various...), multiple changes (even if small they add up), work breakdown structure (exists?), stability, completeness, feasibility, qualifications, gathering and elicitation process, participation and buy-in, sufficient effort? Ownership and traceability.
Technology	Design functionality, testability, feasibility, implementation, development process, system support, hardware and software tools & supporting equipment. Usability, availability, familiarity, reliability, support and deliverability, advances in technology, failures, produce-ability, deployability, degradation.
Complexity and Interface	Systems integration; size and volume of work; potential areas of complication; data conversion, availability; integrity; legacy systems; existing applications; customer environment, interfaces, flexibility, data retention, portability.
Performance, Scalability and Reliability	Information Security; confidentiality and intellectual property; infrastructure: improper planning, resources, capacity, maintainability, scalability, affordability, operability, exception handling, privacy and security, recoverability, response time.
Quality	Testing, quality standards, incorrect application of process; tailoring and deviation guidelines; untrained stakeholders on quality processes and procedures; health and safety.