Mindavation Risk Identification Checklist

Requirements/Solution Definition

Requirements Source

Have requirements been jointly developed by the customer and the solution team?
Were requirements supplied by the customer via an RFP or similar means?
Was an overview only provided by the customer team - if so has risk been analysed?
Are requirements anticipated to be developed or refined through project phases?
Has a "gap analysis" been conducted?
Are the requirements documented?
Is there any lack of confidence in the accuracy of the requirements?
Is requirements development considered a part of the project?
Have diagrams such as process models, use cases and workflow models been used to document the as-is & to-be business
   processes?
Has a checklist been used to validate the requirements? (i.e. Complete, prioritised, measurable, clear, specific)
Has a business analyst been leveraged to collect, document and analyse the requirements?
Has a technical writer been utilised to document the requirements?

Requirements Stability

Are the requirements stable and expected to remain as such?
Is a moderate level of flux expected with the requirements - can the project be planned to accommodate these changes?
Are a high level of changes or refinements expected? Has the risk associated with this been analysed?
Are the requirements not well defined or clearly documented?
Are performance parameters part of the requirements?
If performance requirements are documented, are they achievable?
Are performance parameters unclear?
Are performance parameters set and fixed (unchangeable), yet unclear?
Are performance parameters above standard or currently achieved expectations?
Have the vital customer/stakeholders participating(participated) in the requirements process?
Are assumptions documented, reviewed and agreed to by the customer?
Are additional assumptions anticipated to be developed during the project?

Solution or Proposal Development

Time and Resources

Does adequate time exist to develop a solution without broad assumptions?
Does new technology have to be developed to implement the solution?
Are customer resources available to expand data, answer questions, review plans etc?
Is information missing that is required to develop the solution?
Does your organisation possess the expertise in house to implement the solution?
Is adequate project management available?
Are standard/tested costing processes in place to provide estimates?
Will other projects be impacted if this project is initiated?
Will the project involve transition from existing systems?
Will the project involve process changes for end users?
Are end users involved in planning, if process changes are expected?
Are backup, recovery and maintenance needs known at this time and documented clearly?
Are testing personnel available and have they reviewed the requirements?
Is the budget for this project small, medium or large and does this bring additional risk?
Is the duration of the project going to be fast tracked?
Is the duration of this project longer than 9 months?

Solution Characteristics

Has a similar solution been delivered before?
Have others developed a similar solution that are available to the project team?
Will any technology be used for the first time by the project team?
Has the team worked in an environment like this one before?
Is the solution considered straightforward, or of medium or high complexity?
  (Consider number of components, number of interfaces, levels in the technical architecture)
Is the entire solution designed at this time?
Does the solution consist of entirely standard hardware/software?
Will customisation of any hardware/software components be needed?
Are any "beta versions" of hardware or software being considered?
Is any undeveloped or system needing modification part of the project critical path?
Can the available development environment be used to build/test the solution?
Does the customer have any understanding of the tools/processes being used to develop the solution?
Can a prototype(s) be developed as part of the solution development?
Can performance be tested in a cost effective manner before system test?
Are the capabilities of the solution components known at this time?

Are multiple operating systems (NOS or CPU) involved in the solution?

Is equipment from multiple vendors needed to be part of the solution?

Have the vendors equipment/standards been evaluated for compatibility?

In instances where a vendor has stated that their product is compatible to another involved in the solution, have other
  customers been consulted to determine if that capability does indeed exist, and was ut difficult to create the interface?

Are multiple vendors being engaged for construction of components that must directly integrate?

Are any vendors, suppliers or personnel being sourced from other countries?

Is any multi-language support needed in the solution?

Are multiple e-mail or messaging systems involved in the solution (or current platform)?

Are multiple cultures involved in the customer environment that needs to accept the solution?

Project Characteristics

Schedule and Resource Capabilities

How flexible are each of the "triple constraints"?

Are any of the triple constraints "unmovable" (I.e. Year 2000 remediation projects had a "drop dead date")

Were any estimating models, or standard parameters (like LOC) available for estimating this project?

Will there be any contracting companies or vendors involved in the project that you haven't worked with before?

Do we have access to subcontractor SOW's that are similar to what we have to create for this project?

Do you have commitments from the appropriate vendors that their roles can be fulfilled appropriately?

Are project estimates dependent upon the successful implementation of new technology?

Are project estimates dependent upon successful implementation of technology by vendors or the customer?

Were experienced project members and technical personnel involved in creating the estimates for this project?

Were experienced project members involved in creating the risk analysis for this project?

Were any workload estimations made on behalf of the vendors that will be executing the work?
  If so, have the vendors reviewed those estimates?

Are there dependencies in the project that involve the customer? Are those dependencies significant?

Has the customer reviewed all dependencies and agreed to them?

Has the project management team managed a project of this type, size and complexity before?

Have outside resources been engaged in reviewing the project documentation, estimates, assumptions etc.?

Will you have labor/experience issues as you progress through the project?

Will third party project management resources need to be employed to manage the project?

Have key personnel been committed to the project?

Have key vendor or software vendor commitments been negotiated for the project?

Has the customers infrastructure been evaluated to determine the affects the project may have on the environment?

Is the customer engaging other vendors themselves to interface with the project team in delivering the results of the project?

Has the customer identified all of the resources they will bring to bear to manage the project, as well as the deliverable(s)?

Will there be any personnel that belong to labor unions involved in the project?

Has the customer proposed a "project manager" of their own to oversee your project management and delivery?

Team and Deliverable Elements

Are all of the responsibilities for the project team and the customer documented and agreed to?

Has a project glossary been created and reviewed by team members and the customer?

Is the testing/completion criteria documented and agreed to?

Is full change control in place, and does the process have customer "buy in"?

Are there any warranty periods or warranty consideration implied? If warranties are formally documented, have plans been created to test against those criteria?

Have measurement metrics been determined for the project? Have they been reviewed with the customer?

Are the metrics reasonable in terms of "attainability" and the administration required to collect and evaluate them?

Do the metrics resemble those collected and provided on other projects the team has delivered? Are the attainment levels similar?

Are there penalties/rewards for performance for the project? What affect can they have on team behavior and decision making?

Who will be judging project integrity from the customer environment, and is their agenda understood?

Do you believe that expectations exist within the customer environment that are not part of the definition of the project?

Does the customer understand the level of training that must occur for the solution to be effective? Is that training planned for?

Has the project team worked with this customer set before? Are there relationships (good and bad) that may affect the project?

Is there more than one major customer involved in this project? Are they "in synch" with each other? Is there a clear decision maker?

Have all necessary technical team members (deliverers of the solution) agreed to the solution, deliverables and schedule?

Are the customer resources assigned to the project experienced in this type of project?

Will the customer be using this project as an education base for their project team members?

Does the customer have other projects that may affect the availability or capability of the customers project team members?

Can the customer support the solution that will result from this project?

Do any of the vendors have a "vested interest" in elements of the project solution beyond those they are responsible for?

Will the proposed solution meet the customers requirements?

Are there dependencies on third parties, not directly involved in the project? (I.e. County government approval to dig for telecom lines)

Has a project deliverable acceptance plan been written? Was the customer involved in creating it? Has the customer approved it?

Does the warranty considerations involve "guaranteeing" project components that are beyond your control? (I.e. a Microsoft product)

Are other vendors guarantees in place as a result of the project solution, and will they apply for the end customer?

Transition/Installation

Transition Plan

Who created the transition plan? The project team? The customer? Both?

Was a vendor involved in the creation of installation plans?

To what detail is the installation/transition plan? Have transition elements been tested?

Are there customer dependencies in the transition plan? Are there vendor dependencies in the transition plan?

To what degree does the project team understand the customers environment?

What is the possibility of there being changes to the customer environment before/during/after the project is installed? How could this effect the project?

Are tracking tools in place (or expected to be in place) to determine the impact of project installation on the customers infrastructure?

Has the project team engaged in a transition/installation like this before? Has the customer engaged in a transition/installation like this before?

Are key project team members going to be available to perform/diagnose/debug any installation issues?

Have commitments been made with vendor companies/personnel on working through installation issues?

Will the customer have critical/confidential data involved in the installation? Will that restrict project team or vendors during installation?

Could a failure on installation become information of public record and therefore impact the customer or the project team (or both)?

Are there potential liability impacts to the project team or it's members?

Are there post-installation support considerations? What impact can they have on the project team organisation or vendors?

Installation Considerations

How many customer departments are involved in the installation?

How many customer locations (distinct buildings) are involved in the installation?

How many sites (different cities) are involved in the installation?

Are any international sites involved in the installation?

How many contractor or vendor organisations will be involved in the installation?

Will any contractor or vendor organisations that haven't previously been involved in the project be involved come installation time?

Are the people responsible for customer infrastructure management ever been involved in an installation of this type?

Have the people responsible for customer infrastructure management been involved in the project prior to installation?

Are installation headcount estimates reasonable? Have they been created as a result of similar experiences?

Will the customer be involved in the installation/assessment process?

Has the customer created the critical test cases to be used to evaluate the success of the installation?

How much time will be available to the installation team to work out any "bugs"?

Does the installation of this project involve "mission critical" elements for the customer?

Are there backup plans, are they practical, and how expensive will they be to implement?

Are the backup plans "testable" prior to the installation exercise?

Are there plans for the customer to install other project solutions shortly before, or shortly after this project?

Have the appropriate vendors committed to the installation schedule (including TIME OF DAY)?

Does the installation schedule allow for review and updating of plans for multiple sites, based upon "lessons learned"?

Has access to all appropriate facilities been arranged with the customer? Do they have local 24/7 available resources during installation?

Have travel costs been estimated into the installation plans?