

Risk Identification Tool

for larger and/or complex projects

Version 1.0 (October 2007)

Why is Risk Management important?

In the context of project management, risk refers to any factor (or threat) that may affect adversely the successful completion of the project in terms of delivery of its outputs and securing of outcomes, or adverse effects on resourcing, time, cost and quality. These factors/threats include risks to the project's business environment that may prevent the project's outcomes/benefits from being fully realised.

The recommended approach for risk identification, analysis and evaluation is outlined in the *Tasmanian Government Project Management Guidelines* and the Risk Management Plan Template. For large/complex projects it can be beneficial to use an outside facilitator to conduct a number of meetings or brainstorming sessions involving (as a minimum) the Project Manager, Project Team members, Steering Committee members and external key stakeholders.

When would you undertake Risk Management?

Risk management is an ongoing process over the life of a project, so any risk analysis must be considered a 'snap shot' of relevant risks at one point in time. The process of risk identification may reveal areas of potential concern. For large/complex projects, the value of maintaining an Issues Register as a mechanism to record concerns that may impede the progress of the project if not resolved cannot be underestimated.

Why use the Risk Identification Tool?

The following Risk Identification Tool has been compiled for large and/or complex projects, to provide prompts to assist Project Managers and Teams identify and/or confirm specific risks **after the initial risk identification process has been undertaken** at the start of a project and throughout its life.

CAUTION! This is not a 'one size fits all' approach – each project has its own set of unique risks that need to be captured, documented and managed. It is not envisaged that every prompt in the Risk Identification Tool will be relevant to every project. It is not a comprehensive "list of risks" and is intended only as a guide that should be used as a prompt to assist in risk identification.

How to use the Risk Identification Tool?

The Risk Identification Tool provides prompts in relation to the 11 key elements identified in the

Tasmanian Government Project Management Guidelines. Some prompts may seem repetitive – this is intended as risks may be relevant in several contexts and a variety of mitigation actions may be required for successful management.

A useful place to start may be the Project Workplan or Work Breakdown Structure - consider the tasks already undertaken or included in the forward activities as they may indicate areas of vulnerability or risks. For example, a stakeholder/group requiring specific attention to prevent misinformation would indicate that this individual/group could represent a potential risk to the project and therefore should be represented as a risk on the risk register. Assumptions and constraints may also indicate potential risks.

There are usually risks to the business in undertaking the project, in that if the project fails the organisation is exposed. These should be documented in the Project Risk Register and may require high level action (eg. by the Business Owner) for effective mitigation.

Specific 'business risks' may also exist for the organisation during output delivery, transition or once operational mode has been established. These are not the responsibility of the project and should not be included in the Project Risk Register, but referred to the relevant Business Owner for management. It may be appropriate to submit an Issues Paper to the Steering Committee recommending formal acceptance of responsibility for specific risks by the relevant Business Owner for ongoing monitoring and management of specific risks.

Two step risk articulation:

1. Consider what might be a 'trigger' event or threat (eg. 'poor quality materials causes costs to rise', 'project funding redirected', 'inaccurate supplier estimates cause cost increase' etc); then
2. Identify the risk by focusing on the impact - use a 'newspaper headline' style statement – short, sharp and snappy (eg. 'Inadequate funding to complete project'). Describe the nature of the risk and the impact on the project if the risk is not mitigated or managed (eg. 'Loss of funding means project abandoned, expenditure to date wasted, outcomes not realised, government embarrassed' or 'Budget blow out means cost savings must be identified – ie. reduce output quality, extended timeframes, outcomes (benefits) will be delayed.' etc).

1 Planning and Scoping

Scope	<p>Has agreement to the project scope (ie. objectives, outcomes, outputs, work plan, timeframe, budget and utilisation) been formalised through endorsement of the Project Business Plan by the Project Steering Committee and/or Business Owner and Project Sponsor?</p> <p>How 'greenfields' or innovative is the project? (not necessarily IT initiatives)</p> <p>Is there potential for 'scope creep'?¹</p> <p>What processes are in place for changing the scope? ²</p> <p>If similar or other high risk projects have previously been undertaken by the organisation, have any lessons learnt been considered in the planning and scoping for this project?</p>
Outputs	<p>Consider each output – how has each been defined?</p> <p>Has the business owner(s) been involved in defining the outputs required to realise the project outcomes?</p> <p>Is there agreement as to the output descriptions?</p> <p>How complex is each of the outputs? (ie. changes to existing IT systems, policies, legislation and/or procedures)</p> <p>How changeable/volatile are each output's characteristics (requirements)?</p> <p>Are there any factors that may lead to outputs not being fit for purpose?</p> <p>Have existing business processes (including IT systems and paper-based procedures) been adequately defined, documented and mapped?</p> <p>Were the new business requirements and specifications clearly defined in consultation with the business owner?</p>

1 'Scope creep' is defined as 'any modification to the scope that has not been authorised or approved by the appropriate individual or group.' Lack of clarity regarding the scope could mean additional demands may be made on the project as it proceeds, thereby compromising the initial elements (eg. time, cost and quality).

2 Lack of clarity regarding the scope could indicate problems with stakeholder expectations.

	<p>How well does the business owner understand the new business requirements and specifications (ie. are they written in plain English)?</p> <p>How have progressive changes to these requirements been documented and managed and have they been signed off by the business owner each time?</p>
Time frame and milestones	<p>Is the project time frame adequate in the context of the budget, team size and agreed output quality measures?</p> <p>Consider the major milestones – are there any factors that could prevent milestones being reached?</p> <p>Are there sufficient milestones to track progress?</p> <p>Is any pre-testing required to confirm the outputs are fit for purpose?</p> <p>Are there any political factors that could influence/change the milestones or schedule?</p> <p>Are there fixed dates when particular milestones must be delivered (eg. for legislation, funding, political or business reasons)?</p> <p>Are there any dates or periods when project activity cannot be undertaken?</p>
Estimates	<p>What would happen if the estimates made are incorrect – consider timelines, budgets, resources? What happens if there are delays or budget changes?</p> <p>What is the degree of error in the estimates?</p>
Organisational change	<p>Has the degree of organisational change required both during and as a result of the project been identified and signed off by the organisation?</p> <p>Where complex organisational change is required, is a staged approach being taken?</p> <p>Have cost estimates taken the staged approach into consideration? What happens if there are delays or budget changes?</p> <p>Is the management of the required organisational change being undertaken as part of the project, or is another project/business area responsible?</p>

	<p>Is the true impact on the business post-implementation clearly understood by relevant management?</p>
Organisational strategy	<p>Are the project's activities linked to and consistent with the corporate strategy, organisational goals and direction of the Agency?</p> <p>What happens if there is a change in corporate strategy or priorities?</p> <p>Where a project is contributing to the implementation of national policy decisions, what risks exist in relation to the local implementation of such policy objectives?</p> <p>What happens to the project if there is a change in national strategy or priorities?</p>
Related projects	<p>Have all related projects been identified?</p> <p>Is the relationship clearly articulated (ie. related, dependent outputs etc)?</p> <p>Have the timelines and resource commitment to produce dependent outputs been negotiated with the related project/business area?</p> <p>What would be the effect on the project of changes in any related projects?</p> <p>Is there potential for the project to impact adversely on a related/another project?</p>
Outcomes	<p>Are the project outcomes (benefits) clearly articulated?</p> <p>Have clear target outcomes been identified, along with performance indicators and measures? ³</p> <p>Could there be any problems with the measures used, or with obtaining a baseline?</p> <p>Assuming the outputs are fit for purpose, do the outcome measures accurately reflect how the customers will utilise the outputs (to ensure the project outcomes are realised)?</p> <p>Who is responsible for the ongoing measurement until achievement of the outcomes is confirmed?</p>

3 Problems with measuring project success could lead to confusion and loss of stakeholder support.

Legislation	<p>How do existing state or federal legislative requirements impact on the proposed service/facility?</p> <p>Is new legislation required, or amendments?</p> <p>Could there be any problems, such as delays?</p>
Political	<p>Are there any points in the project that require Ministerial approval?</p> <p>What are the consequences for the project if there is a change of government or change of government priorities?</p> <p>Are there agendas at more than one level of government?</p>
Environmental	<p>Are there any environmental conditions (eg. remote/extreme area, weather dependent progress, probability of extreme weather interruptions etc) that represent risks to the project work being achieved within timeframe/budget/quality parameters?</p>
Technology	<p>Does the project rely on any technology for delivery (including interfacing with existing IT systems or processes)?</p> <p>What would the consequences be if the IT system/server/network failed?</p> <p>Are adequate procedures in place for data backup and recovery?</p>
Data	<p>Does the project rely on data?</p> <p>What would be the consequences of a loss of data, inaccurate/uncleansed data, data in the wrong format?</p> <p>If data needs to be cleaned and migrated, what is the impact if delays occur?</p>
Documentation	<p>Is there clear understanding about what project documentation is to be used?</p> <p>Are there any risks associated with the management documents that are not going to be used? (eg. if project not using an Issues Register)</p> <p>How regularly will the documentation be maintained and updated to reflect project progress?</p> <p>Has the maintenance of core project documentation been allocated to a specific person?</p>

Project size & complexity	<p>Has the project size been formally confirmed by the Sponsor or Steering Committee?</p> <p>Have the relevant criteria been taken into account to accurately determine the project's size? (eg. timeframe, size of project team, external expertise and/or resources, complexity (ie. changes to existing IT systems, policies, legislation and/or procedures), strategic and/or political importance, budget quantum, level of organisational change required, other dependencies and inter-related projects).</p> <p>Is the project's complexity (ie. changes to existing IT systems, policies, legislation and/or procedures) clearly articulated?</p> <p>Should the project be divided into Phases or Stages?</p> <p>Could the project size change as things progress?</p>
Assumptions	<p>What assumptions were made during the planning process and could they affect progress? Eg resource availability, environmental conditions, technology, security etc</p>
Constraints	<p>What constraints were identified during the planning process and could they affect progress? Eg deadlines, finance and budget, legislation etc.</p> <p>Are there any time constraints in relation to planned implementation/roll out (eg. school holidays, staff changeover periods, parliamentary sitting schedule etc) that may affect progress?</p>

2 Governance

Sponsor	<p>Has a project sponsor been identified and confirmed?</p> <p>Does the sponsor support the project?</p> <p>Is the sponsor the chair of the Steering Committee?</p> <p>Does the sponsor have the appropriate influence?</p> <p>Is the sponsor capable and willing to use their influence?</p> <p>What would be the consequences of a loss of sponsor support or a change of sponsor?</p>
Steering Committee	<p>Does the Steering Committee include the right representation?</p>

	<p>Are business owner(s) represented on the Steering Committee?</p> <p>Is the Steering Committee able to make resourcing decisions?</p>
	<p>Does the Committee meet often enough and for long enough?</p> <p>What if members don't attend, don't participate or withdraw support?</p> <p>What is the level of project management knowledge of Steering Committee members?</p> <p>Do all Steering Committee members understand their role?</p>
Business owner	<p>Has the business owner(s) been identified and confirmed?</p> <p>Has the business owner(s) been involved in defining the outputs required to realise the project outcomes?</p> <p>Has the business owner(s) committed to managing the project outputs once the project closes (including ongoing maintenance costs)?</p> <p>What would be the consequences of a change in business owner(s)?</p>
Customers	<p>What if the project customers do not use the project outputs in the way that is intended? What if the project customers do not use the project outputs at all? Why might this happen?</p>
Quality consultant	<p>Do you need a quality consultant to undertake formal quality reviews of the project's processes or outputs?</p> <p>Is the consultant independent?</p> <p>Is the role clearly and formally defined and documented (eg. in the Project Business Plan)?</p> <p>What happens if the consultant does not deliver?</p>
Program manager	<p>If the project is large and complex, or comprised of a number of projects, is a program manager required?</p>
Project manager	<p>Does the project manager have the required project management skills?</p> <p>Is the project manager a permanent appointment (eg. on secondment) or on a contract? Where in the project timeline does the project manager's contract expire? Do any conditions apply to renewing the contract?</p> <p>What happens if the project manager leaves/changes?</p>

Project team	<p>Are members of the project team permanent or temporary staff?</p> <p>Does the project team have the required skills?</p> <p>What happens if a member of the project team leaves/changes?</p> <p>What happens if there are delays in replacing a team member?</p> <p>Does the project team have a good dynamic?</p>
Reference group(s)	<p>Will a reference/advisory group be utilised?</p> <p>Are all key stakeholders represented?</p> <p>Are there clear and agreed terms of reference, goals and timeframes?</p> <p>What happens if stakeholders don't participate? Why might this happen?</p>
Working groups	<p>Will working groups be utilised?</p> <p>Are there clear and agreed terms of reference, goals and timeframes?</p> <p>What happens if they don't deliver? Why might this happen?</p>
Consultants	<p>Has a clear consultant's brief been developed?</p> <p>Has permission been obtained to engage a consultant?⁴</p> <p>Has sufficient time been allowed to engage consultants in accordance with procurement guidelines?</p> <p>How will their bids be evaluated?</p> <p>Is a probity advisor required?</p> <p>What happens if appropriate consultants can't be engaged?</p> <p>What progress information is required from them?</p> <p>What happens if they don't deliver?</p> <p>Are they reporting to the appropriate place?</p>

4 The Head of Agency or Deputy Secretary (or equivalent) must approve any decision to engage a consultant prior to the Agency undertaking the appropriate procurement process. Refer Treasurer's Instruction 1113 (22 December 2006) – this details the protocol that agencies must use for the engagement and use of contractors (including consultants). For more information see <http://www.treasury.tas.gov.au/>

Contractors	<p>Has a clear contractor's brief been developed?</p> <p>Has sufficient time been allowed to engage contractors in accordance with procurement guidelines?</p> <p>How will their bids be evaluated?</p> <p>Is a probity advisor required?</p> <p>What happens if appropriate contractors can't be engaged?</p> <p>What progress information is required from them?</p> <p>What happens if they don't deliver?</p> <p>How will contract disputes be negotiated?</p> <p>Are they reporting to the appropriate place?</p>
Clarity of roles	<p>Is there any confusion over governance roles?</p> <p>Does any person have multiple roles in the project's governance structure? Can these be managed to ensure transparency in the governance process?</p> <p>Are there any problems with existing working relationships (eg. line management vs project reporting)?</p>

3 Organisational Change Management & Outcome Realisation

Planning	<p>Does the project involve changes to an Agency/organisation?</p> <p>Does the project involve changes to more than one Agency/organisation?</p> <p>Does the project involve changes to Agencies across more than one level of government?</p> <p>Does the project involve organisational change within external bodies? (eg. non government organisations)</p> <p>Is there support from executive/senior management for the proposed organisational changes?</p> <p>Have the required changes been planned?</p> <p>Where complex organisational change is required, is a staged approach being taken?</p>
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	<p>Who 'owns' the change agenda?</p> <p>Who will be responsible for managing the process of organisational change?</p> <p>Is 'downtime' required to roll out/implement the changes? How will this be managed?</p> <p>Is the true impact on the business post-implementation clearly understood by relevant management?</p>
Transition planning	<p>Has planning for the new, post-project environment been considered?</p> <p>What if costs and resources aren't available for the transition?</p>
Organisational culture	<p>Are changes required in the organisational culture?</p> <p>Is the organisational culture receptive to the project and the required changes?</p> <p>Is there a high level 'champion' to advocate for the change?</p> <p>What if the changes aren't achieved?</p>
Business processes	<p>Are changes required to existing business processes?</p> <p>Are existing processes adequately defined?</p> <p>When/how will the required changes be defined?</p> <p>Is there any potential for staff confusion in relation to existing and new processes? What might be the impact on stakeholders if current services are disrupted or confused?</p> <p>Who approves the changes in business processes?</p> <p>Is management supportive of the required changes?</p> <p>Is there staff support?</p> <p>What if the changes aren't achieved within the specified timeframe?</p> <p>What do the changes mean for current management/reporting structures?</p> <p>Who will own/maintain the new business processes?</p>
Physical environment	<p>Are changes required in the physical environment? What if these aren't achieved within the specified timeframe?</p>

Job design / responsibilities	<p>Are changes required in job design or responsibilities?</p> <p>What if these aren't achieved within the specified timeframe?</p> <p>Is a new selection process required?</p>
Staff skills / knowledge	<p>Do staff have the skills and knowledge required for their new roles?</p> <p>Is training required? How long will it take? Can all staff be trained at the same time without impacting on normal operations, or is a phased/staged Training Plan required?</p>
Policies and procedures	<p>Do policies and procedures need to be updated or changed?</p> <p>Are there any potential problems?</p> <p>Is there potential for confusion between existing and new policies and what their impact on stakeholders (eg. the public) could be?</p> <p>Are the resources available (within or outside the project) to make the required changes?</p> <p>Who approves the changed policies and procedures?</p>
Communication planning	<p>Is there a commitment to communication planning for the organisational change, including from senior management?</p> <p>Are there adequate resources to undertake appropriate communication activities?</p> <p>Have the key stakeholders been identified and appropriate key messages developed?</p>
Training planning	<p>Does the project cover initial training activities?</p> <p>What if these aren't completed on time?</p> <p>Is the business owner committed to ongoing training requirements/costs for new staff after the project closes?</p>
Maintenance planning	<p>Are there ongoing operational/maintenance requirements and/or procedures for the project outputs?</p> <p>Is the business owner committed to maintaining the project outputs, including any ongoing costs?</p> <p>What if these costs are not met?</p> <p>Does the business owner(s) expect that existing staff will maintain the new outputs? Is this feasible? What about training requirements and award classifications?</p>

Other change management processes	Is there a dependence on other change management projects/processes?
Industrial relations	Are there potential industrial relations impacts? For example due to changes in work practices/procedures, office relocation etc. Will obligations under the State Service Act create any problems (eg. fixed term appointments end at a critical time for the project and cannot be renewed)?
Outcome realisation	Has the relationship between the outputs, customers and the outcomes been mapped (ie. in a Customer Map) to determine if use of the outputs will realise the defined outcomes? Have the Business Owners been involved in the development of an Outcome Realisation Plan? Has the Outcome Realisation Plan been endorsed by the Steering Committee? Has responsibility for the evaluation of the project outcome measures over the longer term been allocated and accepted?

4 Stakeholder Management

Stakeholder analysis	Have the stakeholders been identified, classified and analysed? Have any issues for the project been identified during this process?
Number of stakeholders	How many stakeholders/groups of stakeholders are there? Has the size and diversity of stakeholder groups been considered? What impact does the numbers of stakeholders/groups have on the project?
Stakeholder impact	What impact will the new/changed goods/services have on stakeholders, particularly those involved as intermediaries? ⁵
Loss of stakeholder support	What happens if you lose the support of a key stakeholder or group of key stakeholders? Why might this happen?

⁵ For example: where outlets sell new product for portions of \$ (eg. \$2.25) this could result in the need for more change to be carried by the shops, greater end of day reconciliation issues etc.

Agreement	<p>Do the stakeholders understand and agree with the purpose and scope of the project?</p> <p>What happens if they disagree?</p> <p>What happens if they misunderstand what the project will achieve?</p>
Customers	<p>What happens if the project's target users don't use service/products as intended, or at all?</p> <p>Why might this happen?</p>
Related projects	<p>Are there inputs required from external projects/units?</p> <p>What happens if these aren't provided?</p> <p>Are there any other change activities that could cause problems?</p>
Disbenefits	<p>Are there any stakeholders that will be negatively affected by the project outcomes?</p> <p>Are there any risks associated with these groups?</p>
Communication	<p>Is there support to develop a project communication strategy?</p> <p>Are the proposed methods of communication appropriate for all key groups?</p> <p>Are there adequate resources to undertake appropriate communication activities?</p> <p>What would the effects of premature, poor or inaccurate communication be?</p> <p>Is there potential for confusion in relation to the impact of the project on stakeholders (eg. the impact of changes to existing and new policies on the public)?</p> <p>Do stakeholders have a mechanism to communicate back to the project? What happens to this feedback?</p>

5 Risk Management

Identification & analysis	<p>Have the risks been adequately identified and articulated?</p> <p>Were the right people involved in the risk identification process?</p> <p>Were key stakeholders involved in risk identification and analysis?</p>
Accountability	<p>Does the Project Sponsor accept accountability for risk management?</p>

	<p>Does the Project Sponsor and/or Steering Committee accept the risks identified for the project, the mitigation actions proposed and any budget implications? (ie. have they endorsed the Risk Management Plan?)</p> <p>Does the Steering Committee accept responsibility for ensuring effective risk management strategies are in place?</p>
Monitor & review	<p>Is the timeframe for reviewing the risks appropriate?</p> <p>Is there a commitment to managing the risks?</p> <p>To keeping risk register up to date?</p> <p>To identify new risks?</p> <p>Is tracking of the effectiveness of mitigation strategies (ie. was the risk reduced or not) appropriate?</p>
Mitigation	<p>Can the mitigation activities be carried out effectively?</p> <p>Are appropriate costs for mitigation actions (preventative and/or contingency) included in the project budget?</p>
Skills & resources	<p>Does the project team have the skills and resources required to adequately manage risks?</p>
Risks for outcome realisation	<p>What risks exist for the business owners in ensuring the outputs are utilised appropriately by stakeholders? How will these risks be managed? Who will manage them?</p> <p>How will the status of the risk be monitored/reported to the Steering Committee?</p>

6 Issues Management

Procedures	<p>Is there a process to capture issues as they arise?</p> <p>Are there any identified issues that are really project risks?</p> <p>Is there a process for updating and reviewing issues?</p>
Escalation	<p>Is there a process for escalating issues to the risk register?</p>

7 Resource management

Funding	<p>Has funding for the project been secured?</p> <p>Are there any third party acquittal requirements (eg. another level of government) that must be met?</p>
Financial estimates	<p>How reliable are the financial estimates in the budget?</p> <p>Does the budget include any flexibility (eg. to accommodate changes in the Award or Enterprise Bargaining Agreements that may occur during the project)?</p> <p>Has the degree of organisational change required both during and as a result of the project been estimated accurately?</p> <p>What are the consequences of a budget overspend?</p> <p>What happens if costs change?</p>
Procurement ⁶	<p>Have potential procurement issues been addressed?</p> <p>What happens if procurement processes take longer than expected?</p> <p>What happens if quotes are higher than expected?</p> <p>Is there any potential conflict of interest?</p> <p>Are the lines of accountability clear?</p>
Project team	<p>Is the size of the project team adequate in the context of the budget, timeline and agreed output quality measures?</p> <p>Does the project team size allow for others to take leave during the project?</p> <p>Is the project team in place?</p> <p>What happens if there are delays in the employment process?</p> <p>What happens if team dynamics don't work?</p>
Sharing staff	<p>Is formal agreement to utilise any project team members involved in other work or projects required (eg. a SLA)?</p>

⁶ See also <http://www.purchasing.tas.gov.au/buyingforgovernment/checklists.jsp>, a useful checklist of potential risks in the goods and services procurement process.

Staff skills	<p>How experienced is the project manager in relation to projects of similar size/complexity?</p> <p>Do the project team have the skills and experience required, particularly in relation to project management skills?</p> <p>What if additional training is required?</p> <p>Has succession planning been considered (eg if a staff member leaves, might a new team member need specific training)?</p>
Personnel shortfalls	<p>What happens if staff members take leave during important project phases?</p> <p>What if a team member leaves the project?</p>
Physical resources & infrastructure	<p>Is the location for the team appropriate?</p> <p>Will the team be sitting together?</p> <p>Does the project team have adequate furniture, computers, telephones and related physical resources to undertake the work of the project?</p> <p>Does the project team have appropriate access to the departmental network/infrastructure?</p>
Information resources	<p>Does the team have access to the required information/data and/or departmental files?</p> <p>Are there adequate procedures to manage confidential documents and confidential information?</p> <p>What protocols will be applied for managing the information and documentation the project generates?</p> <p>How will access to project documentation be determined?</p> <p>How will documents be managed and filed?</p>
External contractors	<p>Who is responsible for contract management?</p> <p>What if the contractor does not deliver on time or defaults on the contract (ie. leaves)?</p> <p>What if their cost estimates prove inaccurate, or they are unable to find or retain appropriate expertise (including key person dependency)?</p> <p>What happens if what the contractor delivers does not meet (or</p>

	<p>exceeds) the requirements?</p> <p>How will contract disputes be negotiated?</p> <p>Who owns the intellectual property?</p>
Insurance	<p>Is any form of insurance required?</p> <p>Is existing insurance adequate?</p>

8 Quality Management

Output quality control	<p>Has the business owner(s) been involved in the development of the outputs?</p> <p>Were the new business requirements clearly defined by the business owner?</p> <p>Have changes to these requirements been documented and managed?</p> <p>Does the business owner understand the quality requirements (ie. fitness for purpose criteria) they have signed off?</p> <p>Is there sufficient expertise available to/within the team to ensure the methodologies and standards to be used to ensure that materials, products, processes and services are fit for purpose are correctly applied? (eg. if the project requires business process analysis, does the team possess sufficient skills or is training required?)</p> <p>What if the business owner decides the outputs are not fit for purpose?</p> <p>Are the agreed output quality measures achievable in the context of the budget, timeline and team size?</p> <p>Have adequate reviews (internal and external) been scheduled?</p> <p>Are the reviews independent?</p> <p>Is the reviewer appropriately qualified and respected?</p>
Data quality issues	<p>Will data be cleansed and/or migrated?</p> <p>How will these processes be managed?</p> <p>What if the process takes longer/costs more than anticipated?</p>

Project quality assurance	<p>Is there sufficient expertise available to/within the team to ensure the methodologies and standards to be used to ensure that output 'fitness for purpose' criteria are correctly applied?</p> <p>How have changes to the project scope been documented and managed?</p> <p>Has the Project Business Plan been regularly maintained/updated to reflect the achievements of the project?</p> <p>Has sufficient time been allocated for actual management of the project (ie. 'above the line' work)?</p> <p>What protocols will be applied for managing the information and documentation the project generates?</p> <p>Are there adequate procedures to manage confidential documents and confidential information?</p>
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9 Status Reporting

Relationships	<p>Has an appropriate governance structure been confirmed?</p> <p>Have reporting relationships been confirmed?</p>
Requirements	<p>Has the nature, frequency and format of information to be provided been confirmed?</p> <p>Are there sufficient milestones to track progress?</p> <p>Does budget reporting allow overspends/underspends to be clearly seen (especially if the project is running behind schedule)?</p> <p>Are there third party reporting requirements (eg. another level of government)?</p>

10 Evaluation

Project performance measures	<p>How will project progress and success be measured?</p> <p>Have target outcomes been agreed?</p> <p>Are baseline metrics accurate?</p> <p>Will the evaluation be done by the project team or via independent external assessment?</p>
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	Who is responsible for the evaluation of the project outcome measures over the longer term?
Project review	<p>Has a commitment to undertake a Phase/Stage/Post Implementation review been agreed?</p> <p>Who will be responsible for organising/managing the Phase/Stage/Post Implementation review?</p> <p>Will the Phase/Stage/Post Implementation review be undertaken internally or by an external/independent entity?</p> <p>Is the reviewer appropriately qualified and respected?</p> <p>Have sufficient resources been allocated for completion of the Phase/Stage/Post Implementation review?</p> <p>Who has accountability for accepting the Phase/Stage/Post Implementation review and acting on any recommendations?</p>

11 Closure

Project closure	<p>Are the requirements for closing the project defined in the Project Business Plan?</p> <p>Will the project team remain in place long enough to ensure an effective output handover?</p> <p>Will sufficient members of the project team remain in place long enough to ensure the project is formally and properly closed?</p> <p>Will the Steering Committee remain in place long enough to ensure the project is formally and properly closed? If not, does the Sponsor understand their role in formally closing the project?</p> <p>Are post-project responsibilities defined and accepted?</p>
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