

## Typical Sources of Project Risk

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### Staff Risks

- Key staff will not be available when needed.
- Key skill sets will not be available when needed.
- Key staff will be lost during the project.
- Subcontractors will under-perform and fail to meet their assignments.

### Equipment Risks

- Required hardware will not be delivered on time.
- Access to the development environment will be restricted.
- Equipment will fail.

### Customer Risks

- Customer resources will not be made available as required.
- Customer staff will not reach decisions in a timely manner.
- Deliverables will not be reviewed according to the schedule.
- Knowledgeable customer staff will be replaced with those less qualified.
- A lack of project experience with this customer will result in delays or undermine the relationship.
- Conflict within the customer organization about the desirability or feasibility of the project will threaten it.
- A lack of clear lines of responsibility and escalation will interfere with problem resolution.
- Benefits have not been quantified.
- Customer expectations for the application exceed the capabilities of technology.

### Scope Risks

- A lack of clarity in the scope definition will result in numerous scope changes.
- A lack of clarity in the scope definition will result in conflict in the customer about the scope.
- Scope changes will be introduced without the knowledge of project management.
- A lack of clearly defined acceptance criteria will cause delays in acceptance and sign-off.
- A hurried estimate or one that has not been validated will result in a project plan that will not be met.

### **Technology Risks**

- The technology will have technical or performance limitations that endanger the project.
- Technology components will not be easily integrated.
- The technology is unproved and will fail to meet customer and project requirements.
- The technology is new and poorly understood by the project team and will introduce delays.

### **Delivery Risks**

- System response time will not be adequate.
- System capacity requirements will exceed available capacity.
- The system will fail to meet functional requirements.

### **Physical Risks**

- The office will be damaged by fire, flood, or other catastrophe.
- A computer virus will infect the development environment or operational system.
- The team is not co-located, which will impede communication and introduce errors.
- A team member will steal confidential project material and make it available to competitors of the customer.

### **Management Risks**

- The relative inexperience of the project manager will result in budget or schedule slippages.
- Management will deem this project to have a lower priority for resources and attention.