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## PROGRAM RISK EVALUATION CHECKLIST

<b>Program Name:</b>	
<b>Prepared by:</b>	
<b>Date (MM/DD/YYYY):</b>	

### 1. Instructions

- For each Item below, complete all blank fields (see footnotes for Planning Status and Risk Level columns).
- At the bottom of this form, enter an overall evaluation rating (H, M, L, N) for this project.

### 2. Evaluation

Item No.	Item	Planning Status <sup>1</sup>	Risk Level <sup>2</sup>	Comments / Plan to Resolve
<b>1</b>	<b>Program Planning</b>			
1.1	Does this program have a Sponsor?			
1.2	Are specific Business Objectives for this program documented and available to the stakeholders?			
1.3	Is there an identified Program Manager?			
1.4	Does the Program Manager have a well defined role?			
1.5	Does the Program Manager have sufficient training and experience to do the job?			
1.6	Does the Program Manager have adequate time allocated to his/her duties as Program Manager?			
1.7	Is the primary Customer of this program identified? Are other customers identified?			
1.8	Is there a group of stakeholders involved in oversight of this program?			
1.9	Does the program have sufficient resources assigned to it to accomplish the work that will be required (e.g. is there a Program Management Office that provides administrative support?)			
1.10	Does the assigned staff actually have time allocated to work on the program?			
1.11	Is there a defined organizational structure for the Program Management group? (Note: this question refers to the overall program, not to the underlying projects that the program may generate.)			

<sup>1</sup> Enter one of the following: **C** (Complete), **P** (Partially Complete), **A** (Absent); **Y** (Yes), **N** (No); **NA** (Not Applicable)

<sup>2</sup> Enter one of the following: **H** (High), **M** (Medium), **L** (Low), **A** (Absent)

<b>2. Evaluation</b>				
<b>Item No.</b>	<b>Item</b>	<b>Planning Status <sup>1</sup></b>	<b>Risk Level <sup>2</sup></b>	<b>Comments / Plan to Resolve</b>
1.12	Is there a document that describes how those managing this program will conduct their work?			
1.13	Is there a process in place that ensures that resources are assigned to projects according to the priority and requirements of those projects?			
1.14	Are there political (e.g. "turf") issues that could compromise the success of this program?			
1.15	Is there an organizational structure in place to support the Benefits Realization Plan?			
1.16	Do all stakeholder groups have representation in the program?			
<b>2</b>	<b>Program Mission and Goals</b>			
2.1	Is the overall purpose of this program documented and available to stakeholders?			
2.2	Is there agreement that this program supports the organization's Business Strategy?			
2.3	Is there agreement that this work must be done as a program (e.g. that it cannot be done as a single large project)?			
2.4	Are the specific Business Objectives of this program documented and available to the stakeholders?			
2.5	Is there agreement on how the Customer of the program will benefit?			
2.6	Are the business drivers that currently cause this program to exist likely to change during the course of the program?			
2.7	Is program scope (e.g. the kinds of projects and other programs that will comprise the program) documented and available to stakeholders?			
2.8	Is there a defined and agreed to Change Management process for Scope changes?			
2.9	Are the Goals and Milestones of this program defined, agreed to and documented?			
2.10	Has Success been defined for this program?			
2.11	Are metrics defined that will measure program success?			
2.12	Is the organization identified that will carry out measurement of program success metrics?			
2.13	Is there agreement on who will evaluate the results of this program?			

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<b>2. Evaluation</b>				
<b>Item No.</b>	<b>Item</b>	<b>Planning Status<sup>1</sup></b>	<b>Risk Level<sup>2</sup></b>	<b>Comments / Plan to Resolve</b>
2.14	Does this program have dependencies (inputs or outputs) on other work already underway in the organization?			
2.15	Is there a mechanism in place that manages review of the program in the event that there is a change in business strategy?			
<b>3</b>	<b>Program Finances</b>			
3.1	Does this program have established funding?			
3.2	Are the expected business benefits of this program documented and available to stakeholders?			
3.3	Is there agreement on the business benefits that this program will provide?			
3.4	Is there agreement that the anticipated benefits are realistic?			
3.5	Is there a documented and agreed upon benefits realization plan?			
3.6	Is there a process in place to evaluate the impact of project changes on the value of the program?			
3.7	Is there a process in place to monitor and measure business benefits as they accrue?			
3.8	Does this program have specific and documented ROI targets?			
3.9	Is this program part of a managed project portfolio?			
3.10	Is there a documented and agreed upon change management plan for program cost?			
<b>5</b>	<b>Program Quality</b>			
5.1	Does this program have documented Quality targets?			
5.2	Is there agreement on the Quality targets?			
5.3	Has staff been assigned specifically to maintain program quality?			
5.4	Is there agreement on how important Quality is in this program (vs schedule and cost)?			
5.5	Is there a documented and agreed upon change management plan for program Quality?			
5.6	Is there a process in place to identify and terminate projects of low value (e.g. anticipated ROI has declined)?			
<b>6</b>	<b>Program Communication</b>			
6.1	Does this program have a documented communication plan that is available to all stakeholders?			

2. Evaluation				
Item No.	Item	Planning Status <sup>1</sup>	Risk Level <sup>2</sup>	Comments / Plan to Resolve
6.2	Are there communication channels in place that Project Managers can use to collaborate?			
6.3	Are project managers encouraged to collaborate?			
6.4	Is there any impediment to communication among project managers?			
6.5	Is there a documented plan for reporting program results to management?			
6.6	Is there agreement on what results to report and how to report them?			
6.7	Are the results of projects aggregated to a single view (e.g. dashboard)?			
6.8	Is it possible to drill down from a high level program view to specific project plans and results?			
6.9	Is there a documented and agreed upon conflict resolution and escalation process (e.g. for issues that arise from project interdependencies)?			
<b>7</b>	<b>Program Risk</b>			
7.1	Does this program operate under any unreasonable constraints?			
7.2	Is there a Risk Management Plan for this program?			
7.3	Is there a Risk Response Plan for this program?			
7.4	Is there staff assigned to monitor and report on risk status?			
7.5	Are Phase Gate reviews planned to control how the program moves through its lifecycle?			

**Upon completion of the above checklist, please complete the following:**  
(Create links to referenced documents (e.g., [Link\\_To\\_...](#)) by using *Insert* → *Hyperlink* on your toolbar.)

<ul style="list-style-type: none"> <li>Enter your overall evaluation rating (H, M, L, N):</li> </ul>		
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### 3. Program Risk Evaluation Checklist / Signatures

<b>Program Name:</b>			
<b>Program Manager:</b>			
<i>I have reviewed the information contained in this Program Risk Evaluation Checklist and agree:</i>			
<b>Name</b>	<b>Title</b>	<b>Signature</b>	<b>Date (MM/DD/YYYY)</b>

The signatures above indicate an understanding of the purpose and content of this document by those signing it. By signing this document, they agree to this as the formal Program Risk Evaluation Checklist.