

Potential Risk Checklist	
1.0	Program Issues
	Completeness of Program's permits
	Program views requests for design optimization studies as design development and, therefore, within scope (no Change Orders allowed)
	Duration/timeliness/number of Program's reviews/approvals of project documents
	Agreement on scope including criteria for project execution and project completion
	Community relations
	Site access
	Program requirements for new/state of the art technology without corresponding compensation
	Accumulation of minor mods that are not formally addressed as a change
	Collegial culture/inexperienced or excessive staff requiring numerous meetings which tie up project team and do not result in decisions
2.0	Quality Issues
	Mandated use of customer approved suppliers/subcontractors
	Quality plans/documentation
	Requirement for QA surveillances/audits
	Requirement for QA review/approval of deliverables
	Numerous inspection hold points
3.0	Quantities & Equipment Supplier Issues
	Inability of Program-designated suppliers to deliver as required
	Shop loads
	First of a kind equipment/process
	Vendors need to be coached to understand specs/scope
	Timeliness of submittals
	Production as scheduled
	Labor relations
	Transmissibility of Liquidated Damages (LD's) to suppliers
	Enforceability of LD's on suppliers
	Need to buy equipment early and store it for long periods of time
4.0	Subcontractor Issues
	Number of qualified subcontractors (technical, contractual, and financial)
	Compliance with Safety/Environmental Programs
	Track record for meeting schedule
	Availability of skilled labor

Potential Risk Checklist	
	Labor productivity
	Labor stability
	Availability of construction equipment/spares
	Subcontractor's bonding and insurance companies' creditworthiness
	Completeness (%) of Engineering design at contract/subcontract award
	Adequacy of Scope of Work
	Client-designated subcontractors
	Transmissibility of Liquidated Damages (LD's) to subcontractors
	Shop loads
5.0	Government & Community Issues
	a) Government
	Requirements for government approval of work in progress and final acceptance
	Requirements for government renewal of licenses
	Terms of Construction Permits, including environmental requirements and restrictions
	Provisions which must be included in or excluded from purchase orders and subcontracts
	Timeliness of required government approvals
	b) Community
	Positions of local, state and congressional political leaders
	Positions of local business and other community leaders
	Labor union relationships and requirements
	Active local critics and protesters
6.0	Project Scope, Technology and Execution Issues
	Engineering/Procurement Performance
	Startup
	Clear definition of mechanical and substantial/final completion
	Clear procedure on performance testing (code criteria, settings on instrumentation, valves open/closed, ambient and physical conditions, feedstock quality, etc.)
	Adequacy/Quality of engineering design
	Agreement on scope including criteria for project execution and project completion
	Program requirements for new/state of the art technology without corresponding compensation
	Regulations lengthening procurement cycle
	Project execution plan consistent with scope, estimate, schedule and pricing strategy
	Inability to freeze process designs
7.0	Estimate Issues

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	Quantity risk due to design development
	Comparability of estimated labor productivity to actual labor productivity
	Comparability of published unit prices to actual material/equipment pricing
	Escalation: Higher than forecast
	Allowance for Warranty
	Estimate reflects project execution plan
	Likelihood of non-reimbursed constructive/directed changes
	Inadequate technical data exist during proposal, especially with respect to process, facility utilization and throughput, or any geo-technical data
	No historical costs exist for this type of project
	Historical costs must be bettered to meet client demands
8.0	Schedule Issues
	Delay in award causes NTP to occur at adverse time of year to make schedule
	Block out on calendar due to weather, holidays, etc.
	Other contractors on site
	Operating site
	Climate and weather impacts
	Site availability
	Site conditions
	Ownership of schedule float
	Timeliness of Program approvals
	Environmental Permitting
	Historical schedules must be bettered to meet client demands
	No integrated engineering, procurement, construction schedule
9.0	Commercial Issues
	a) Change Orders
	Program views requests for design optimization studies as design development and, therefore, within scope (no Change Orders allowed)
	Accumulation of minor Mods that are not formally addressed as a change
10.0	Site Issues
	Effect of local climate on labor productivity, on storage requirements for equipment and material
	Security requirements; evacuation plan
	Health/disease
	Local permit requirements

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	Restricted site access due to weather, civil unrest
	Proximity of hazardous waste handling facility
	Geographic/geologic/hydrologic conditions requiring extensive site prep (e.g. high water table, eroding coastline, etc.)
	Subsurface conditions if not a responsibility of Program
11.0	Labor Issues
	Labor productivity
12.0	Environmental
	Delays in timely issuance of permits
	Changes in design/construction plans precipitating need for new/revised permits
	Multiple layers of environmental regulations (fed/state/provincial/county/town)