

Risk *Register*

Records every identified risk, how serious it is, who owns it, and what is being done about it, so threats are handled early and opportunities are not missed.

USE WHEN From initiation onward. Review at the cadence set in T42.	OWNER Project manager maintains · each risk owner updates their own risks	APPROACH ALL	TIER Essential
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HOW TO USE THIS TEMPLATE

1. Set the scales and score bands, or copy them from the Risk Management Plan (T42).
2. Write each risk as cause, risk, and effect, and give it one named owner.
3. Score it, choose a response strategy, and name the trigger to watch for.
4. When a risk occurs, mark it Occurred and log it in the Issue & Impediment Log (T56).
5. Delete guidance text (*italic*) before sharing.

Project name

Project ID / client

Prepared by

Version · date

Score bands (L / M / H)

1 Scoring scales

Copy from the Risk Management Plan (T42). Probability: usually a % likelihood. Impact: days, dollars, quality, or reputation.

LEVEL	PROBABILITY · WHAT IT MEANS ON THIS PROJECT	IMPACT · WHAT IT MEANS ON THIS PROJECT
1 · Very low		
2 · Low		
3 · Medium		
4 · High		
5 · Very high		

2 Responses, terms, and statuses

Pick one primary strategy per risk; actions can combine several. Escalate only when the risk sits outside the project's authority, not just because it is serious.

THREAT RESPONSE	DEFINITION · PMBOK® GUIDE 7TH ED.	OPPORTUNITY RESPONSE	DEFINITION · PMBOK® GUIDE 7TH ED.
Escalate	Outside the project's authority. Hand it to the person who can act, and confirm they accept it.	Escalate	Same rule: hand it up when capturing it is outside the project's authority.
Avoid	Change the plan to remove the threat entirely.	Exploit	Act to make sure the opportunity happens.
Transfer	Shift ownership of the impact to a third party, such as through a contract clause or insurance.	Share	Partner with whoever is best placed to capture it.
Mitigate	Act early to lower the probability, the impact, or both.	Enhance	Act to raise its probability or impact.
Accept	Acknowledge it. Set a contingency plan, or simply monitor.	Accept	Take it if it comes, without actively pursuing it.

TERM	DEFINITION	STATUS	DEFINITION
Risk statement	"Because of [cause], [risk] may occur, leading to [effect]." Keeps causes and symptoms separate.	Open	Identified; the response is being planned or carried out.
ID prefix	R- for threats, O- for opportunities.	Monitoring	Response done or accepted; the owner is watching the trigger.
Trigger	A warning sign that the risk is about to happen or has started.	Occurred	It happened. It is now an issue: log it in T56 and link the IDs.
Contingency · fallback	Contingency: the planned action if the trigger fires. Fallback: plan B if the contingency fails.	Closed	No longer possible, or fully resolved. Keep the row for lessons learned.
Residual risk	The score expected after the response works. If it is still high, the response is not strong enough.	Score	Probability × impact, from 1 to 25. Bands are set in document control.

Response strategies: PMBOK® Guide 7th Ed. (also in the 6th Ed.). Statement format, ID prefixes, and status values are common practice.

3 Risk register

One row per risk. Score = probability × impact; you enter it by hand. Test: every open risk has one named owner, a trigger someone would actually notice, and a response that changes the probability or impact. Review every High risk at each status cycle.

ID	DATE	RISK STATEMENT (CAUSE · RISK · EFFECT)	CATEGORY	P	I	SCORE	OWNER	STRATEGY	RESPONSE ACTIONS	TRIGGER	CONTINGENCY OR FALLBACK	RESIDUAL	STATUS

COMPLETED EXAMPLE · ILLUSTRATIVE

Client Onboarding Portal · Northfield Creative Group (fictional marketing and design agency)

Four threats and one opportunity, logged January to February 2027. Score bands: Low 1–6, Medium 7–12, High 13–25. Names and values are illustrative.

ID	DATE	RISK STATEMENT (CAUSE · RISK · EFFECT)	CATEGORY	P	I	SCORE	OWNER	STRATEGY	RESPONSE ACTIONS	TRIGGER	CONTINGENCY OR FALLBACK	RESIDUAL	STATUS
R-01	Jan 18	Because the CRM's interface is poorly documented, integration may run long, delaying UAT and go-live.	Technical	4	4	16	Priya Shah	Mitigate	Integration spike in Sprints 1–2; vendor session by Feb 26.	Integration test not passing by Mar 12.	Manual CRM handoff; up to \$5,000 contingency for vendor hours.	8	Open
R-02	Jan 18	Because coordinators are used to email onboarding, they may bypass the portal, missing the 90% target.	People	3	4	12	Marcus Reyes	Mitigate	Coordinators join sprint reviews; two champions; hands-on training.	Under 4 of 6 coordinators in UAT.	Sponsor message; coaching in hypercare.	6	Open
R-03	Jan 20	Because Clearpath's lead consultant is shared, they may be reassigned, slowing configuration.	Commercial	2	4	8	Amy Price	Transfer	Key-personnel clause in contract: replacement within 5 business days.	Lead consultant misses two sprint ceremonies.	Escalate to Clearpath's account executive.	4	Monitoring
R-04	Jan 22	Because the portal holds client contracts and billing data, the security review may find privacy gaps, delaying go-live.	Compliance	3	5	15	Elena Torres	Mitigate	Privacy pre-check by Mar 26; early review of vendor security report.	Any high finding in the pre-check.	Hold go-live; sponsor decides on schedule or reserve.	10	Open
O-01	Feb 19	Because Clearpath includes e-signature, it may replace a planned custom step, saving build time.	Technical	3	3	9	Marcus Reyes	Exploit	Confirm fit at Sprint 3; Elena Torres approves records.	Fit confirmed at Sprint 3 review.	If no fit, build custom step as planned.	n/a	Open

Reading the example: R-01 and R-04 score High, so both get early, active responses. R-01's contingency fits inside the PM's \$5,000-per-item authority; R-04's would need management reserve, so the sponsor decides. R-03 is Monitoring because the clause is in place. O-01 shows the register handles good news too.