

Risk & Issue Review

January 22, 2026
Post meeting update

Confidential – do not distribute



Objectives for risk and issue review meeting

This forum is intended to reduce Program risk exposure by driving early, disciplined decisions on material risks and issues



Objectives

- Review and triage material¹ risks and issues
- Align on mitigation plans, alternatives, and any decision support or escalation required
- Confirm actions, timelines, and next steps for reviewed items
- Source inputs needed for Leadership and Steering Committee



Guiding principles *(What success looks like)*

- Focused agenda, time-boxed discussions
- Defined ownership (single owner for each risk/issue)
- Clear actions tracked
- Emphasis on top risks and issues only
- Tooling will be the single source of truth



What This Meeting Is NOT

- A forum to raise exploratory or low-threshold risks
- A working session to conduct detailed solutioning
- A status, readout, or progress update
- A forum to debate risks without agreeing to decisions or next steps

1. Based on likelihood and severity matrix, encompassing all risks having medium or high likelihood or severity

Today's agenda

Time	Topic	Focus
00 – 05	Opening & Alignment	<ul style="list-style-type: none">• Reconfirm meeting objectives• Confirm attendees, roles, and key decision-makers in the room
05 – 10	Risk Intake Overview	<ul style="list-style-type: none">• Highlight risks/issues that meet defined thresholds¹ and their impact (schedule, cost, regulatory, safety where applicable)
10 – 50	Risk & Issue Review	<ul style="list-style-type: none">• Define the risk/issue: what is it, the impact, what has changed, and what decision or escalation support is required?• Discuss trade-offs associated with path forward and collectively challenge approach• Align and document mitigation plan, key next steps, ownership, timelines, and escalation paths (if any)• Update (in real-time) key attributes captured in tooling
50 – 55	Closing	<ul style="list-style-type: none">• Recap decisions made, actions assigned and risks escalated• Align on immediate next steps

1. Based on likelihood and severity matrix; Current risk and issue log has 84 open risks and issues; we will focus on 11 of which are high severity and medium-to-high likelihood

Participant expectations

Everyone in the room has a defined role and set of responsibilities to ensure this forum meets the intended objectives

Role	Responsibilities
Program Leads <i>Chai K./Angela L.</i>	<ul style="list-style-type: none">Provide direction on priorities and solutions; provide guidance on if escalation is requiredChallenge risk exposure and plans; provide sign-off on identified next steps
Meeting Leads <i>Angela H./Corbin R./Nadeem N.</i>	<ul style="list-style-type: none">Facilitate discussion, strictly managing time and agendaEnsure every risk/issue leaves with an owner, target closure date, and next steps
Workstream Leads	<ul style="list-style-type: none">(Pre-meeting) Submit and validate risks captured in tooling based on inputs from working team meetings(During) Provide appropriate context (e.g., description, impact, and mitigation considerations for discussion)(Post-meeting) Action next steps and ensure timely updates in tooling; if required, prepare updates for Leadership and Steering (owner: Risk owners)
Program Assurance	<ul style="list-style-type: none">Capture actions and discussion live in toolingPublish meeting notes and support required leadership deck inputs
Optional Attendees <i>(As needed)</i>	<ul style="list-style-type: none">Attend by exception based on pre-work or risks discussedSupport and triage risks appropriately

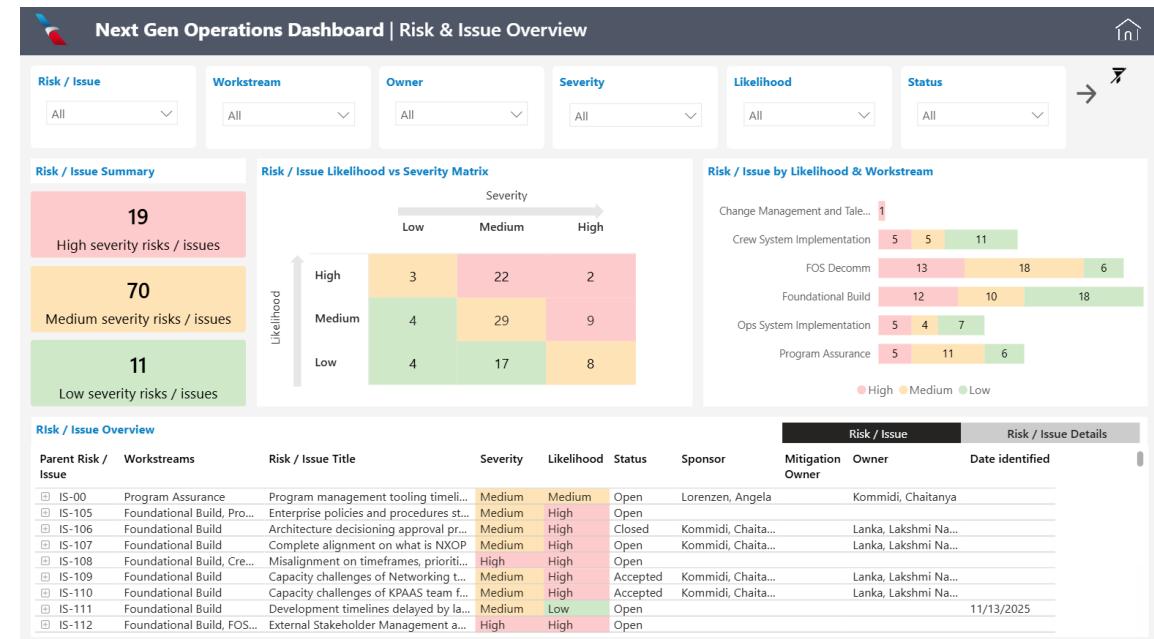
Recap | Risk matrix

The agreed upon risk framework is embedded in tooling to ensure consistent evaluation of risks

A framework was aligned on last quarter to classify risks by severity and likelihood

Likelihood				
		Low	Medium	High
Severity	High	Review level: Program Owners + Program Leadership	Review level: Program Owners + Program Leadership + Program Steering	Review level: Program Owners + Program Steering + Program Leadership + Executive Team
	Medium	Review level: Workstream Working Team + Program Owners	Review level: Program Owners + Program Leadership	Review level: Program Owners + Program Leadership + Program Steering
	Low	Review level: Workstream Working Team + Program Owners	Review level: Workstream Working Team + Program Owners	Review level: Program Owners + Program Leadership

This classification is reflected in the tooling and used to evaluate risks in this forum



Severity and likelihood definitions

Risk severity definitions

Risk severity scale			
	Low	Medium	High
Operational impact	<ul style="list-style-type: none"> No impact/minor impact to airline operations 	<ul style="list-style-type: none"> Potential operational impact/noticable disruptions, avoidable through mitigation No expected disruption to live airline operations 	<ul style="list-style-type: none"> Likely impact to airline operations Major operational breakdown to service continuity, safety, or operational performance
Financial impact	<ul style="list-style-type: none"> Financial exposure ≤ \$50K No/minimal impact to approved program budget 	<ul style="list-style-type: none"> Financial exposure > \$50K and ≤ \$250K Manageable within program contingency or reallocation; requires management attention 	<ul style="list-style-type: none"> Significant financial exposure > \$250K Impacts quarterly results or requires executive escalation
Timeline impact	<ul style="list-style-type: none"> Schedule impact < a few days 	<ul style="list-style-type: none"> Potential impact to Program milestones date duration >2 weeks; milestones need replanning Potential cascade to dependent items 	<ul style="list-style-type: none"> Potential impact to Program milestones > 4 weeks Impacts strategic/regulatory deadlines
Scope impact	<ul style="list-style-type: none"> Limited impact to identified scope 	<ul style="list-style-type: none"> Moderate scope change within existing deliverables No change to approved Program scope 	<ul style="list-style-type: none"> Substantial Program scope deviation Change to approved requirements or functionality
Dependency impact	<ul style="list-style-type: none"> Minimal downstream impact to future deliverables Workarounds easily available 	<ul style="list-style-type: none"> Moderate dependency risks requiring coordination across teams 	<ul style="list-style-type: none"> Significant downstream impact to future deliverables Cross-workstream dependencies affected; multiple Epics blocked

Risk severity scale			
	Low	Medium	High
Tech impact	<ul style="list-style-type: none"> Minor impact to system sunset or integration plans 	<ul style="list-style-type: none"> Delays to systems sunset and integration ≤ 1 release cycle; Alternative – degraded performance or partial outages of operational or customer systems No impact to production readiness, data migration, or cutover planning 	<ul style="list-style-type: none"> Delays to integration or sunset > 1 release cycle; Alternative – Outage or failure of mission-critical systems Risk to technical readiness or platform stability
Vendor dependency impact	<ul style="list-style-type: none"> Minor impact to vendor operations and deliverables 	<ul style="list-style-type: none"> Impacts vendor delivery, requiring plan re-alignment within existing contractual and commercial terms 	<ul style="list-style-type: none"> Substantial impact to vendor deliverables requiring contractual, commercial, or commitment changes; limited alternatives available
Regulatory impact	<ul style="list-style-type: none"> No impact to regulatory or safety compliance 	<ul style="list-style-type: none"> Compliance impact manageable without re-approval; Alternative – potential compliance risk requiring monitoring or reporting No risk to certification or audit outcomes 	<ul style="list-style-type: none"> Risk to regulatory approval, certification, or audit; requiring follow ups with respective governing bodies; Alternative – reg. violation, risk of fines, audits, or operational restrictions Potential non-compliance or safety exposure
Change and adoption impact	<ul style="list-style-type: none"> Does not warrant interventions to increase stakeholder awareness, willingness, or readiness (e.g., communications, training) 	<ul style="list-style-type: none"> Warrants some targeted interventions to increase stakeholder awareness, willingness, or readiness (e.g., communications, training) Adoption is not materially at risk but could be accelerated with leadership intervention 	<ul style="list-style-type: none"> Warrants material or widespread interventions to increase stakeholder awareness, willingness, or readiness (e.g., communications, training) Adoption is materially at risk without leadership intervention

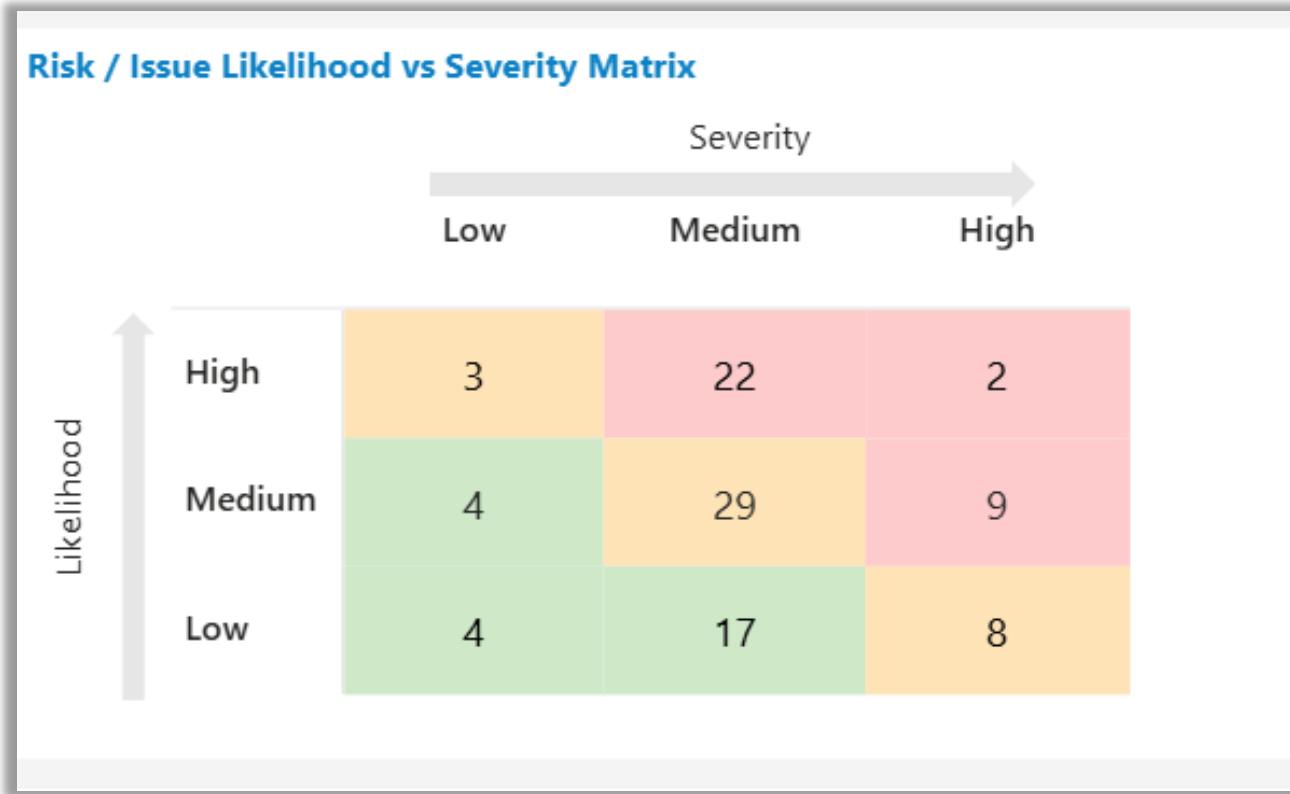
Likelihood definitions

Likelihood Level	Criteria
High	> 75% likelihood of risk occurring
Medium	25%-75% likelihood of risk occurring
Low	< 25% likelihood of risk occurring

Full detail in appendix
per Q4 governance
discussions

Scope for today

We will prioritize a subset of high-severity risks/issues and drive towards complete clarity on ownership, mitigation, and next steps



Questions for Consideration:

1. What makes this a high-severity risk?
2. What is the impact if no action is taken?
3. Who is the single accountable owner responsible for end-to-end mitigation?
4. What mitigation path are we committing to, and what decision or dependency does it rely on?
5. What leadership decision, tradeoff, or support is required – and by when?
6. What defines success and when will we formally reassess or close this risk?

Issues (1/5)

Overview	Description	Impact	Mitigation	Next steps
IS-108 [FB, Crew, Ops, FOS, PA] Misalignment on timeframes, prioritization, and capacity of Enterprise Shared Services Owner: Target Closure Date: Severity: High Likelihood: High	This program depends on continuous support from Enterprise Shared Services, which is currently hindered by competing priorities and conflicting requests from various areas within American Airlines	This situation is affecting both the timeline and the pace at which the program can effectively progress.	<ul style="list-style-type: none"> The programming team is exploring the possibility of allocating funding for dedicated capacity within shared services, where feasible As soon as there is an ask, schedule a meeting, bring them onboard and give them an opportunity to provide dates In the event dates are not adequate, escalate to MD, offer support, capacity 	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Status: Program-level issue to remain open until all workstreams have logged individual risks/issues
- Action (AA): Workstream leads to ensure risks are logged only for respective impacted shared-service teams; create workstream-level risks in tooling and assign owner and potential target closure date; articulate next steps
- Next session: Confirm workstream-level risks are in place and determine if Program-level issue is still warranted (issue to be closed if needed)

Issues (2/5)

Overview	Description	Impact	Mitigation	Next steps
<p>IS-112 [FB, Crew, Ops, FOS] External Stakeholder Management and Participation (e.g. Vendors, Business, other IT Functions) Owner: Target Closure Date: Severity: High Likelihood: High</p>	<p>Inadequate external stakeholder management and participation could lack of engagement among key players, including vendors, business units, and IT functions. Ineffective collaboration or unclear communication can hinder the overall project objectives and complicate decision-making processes. Additionally, varying priorities among stakeholders may lead to conflicts that disrupt project momentum</p>	<ul style="list-style-type: none"> • Ineffective collaboration has led to miscommunication or conflicts, hindering project progress • Insufficient involvement from stakeholders has resulted in missed deadlines, affecting the overall project timeline • Challenges in managing external relationships could lead to unplanned expenditures • Negative experiences with interactions has erode trust and damage relationships 	<ul style="list-style-type: none"> • Develop structured stakeholder management approach ensure timely dissemination of information and fit-for-purpose communication • Involve external stakeholders in the planning stages to align interests and expectations from the outset • Set up frequent check-ins or meetings to bring stakeholder closer to the program • Clearly outline the roles and responsibilities of each stakeholder to minimize confusion and enhance accountability • Assign dedicated resources to oversee and manage relationships 	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Status: Program-level issue to remain open for workstreams to individually review their own respective stakeholder management
- Action (AA): Each workstream lead to confirm whether a workstream-specific risk is required based on assessment of external stakeholder group interactions and future requirements; input issue/risk in tooling and assign owner and potential target closure date; articulate next steps
- Next session: Determine if program-level issue is required given presence of workstream-level risks

Issues (3/5)

Overview	Description	Impact	Mitigation	Next steps
IS-180 [Crew] Crew Pay vendor contracting delay Owner: Target Closure Date: Severity: High Likelihood: Medium	Vendor redlines from Skymetrix had significant more markup than anticipated and Procurement raised concerns around ability to execute contract negotiations within program timelines	Given tight timelines to overall implementation, delays in contracting have the potential to delay overall implementation by several months to post summer 2027. If negotiations cannot close out identified issues and decision is made to move Crew Pay into CMS system, this would result in 5-6 year delay to Crew Pay implementation	Review and adjust implementation timeline (via Change Request) based on delay and identify areas where implementation can be expedited to maintain existing timelines; evaluate feasibility of Phase 0 LOI to begin vendor engagement and maintain existing timelines	Continue progressing through contracting negotiations, including incorporating finance's and business risk tolerance feedback; escalate any decision items that require Skymetrix C-suite input

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Owner: Angela H. (Procurement will provide inputs to Angela as the risk manager of this item)
- Target Closure Date: Feb 16
- Action (OW): Assign Angela H. as the owner and set target closure date for Feb 16, 2026; update next steps in tooling based on below and modify impact to include go-live to potentially move to 2028 if contracting delay further impacts critical path
- Action (Joint): Schedule critical path conversation for Crew Pay milestones to understand the true “drop dead” date is for vendor contracting; procurement to be included in the conversation
- Action (Joint – tangential to issue): Conduct similar sessions for other capabilities (TPS/LPS, CMS etc.)

Issues (4/5)

Overview	Description	Impact	Mitigation	Next steps
<p>IS-212 [FOS] FOS Decomm Flight may not be able to execute capability discovery in line with timelines due to the limited number of FOS Flight developers Owner: Target Closure Date: Severity: High Likelihood: Medium</p>	There is a limited number of FOS Flight developers who can complete Flight-related discovery work	Potential delays to Flight capability discovery timelines and broader program timelines	<ul style="list-style-type: none"> Ensure FOS Decomm receives adequate prioritization from the business Involve the Flight team in cross-workstream conversations about deadlines and set timelines with resource constraints in mind There is a continuous ongoing effort to re-engage people with sufficient technical expertise 	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Owner: Roger J.
- Status (under discussion): Issue to be reassessed once Discovery milestone estimate is available
- Action (OW): Assign Roger J. as the owner and add specific next steps related to pending discovery milestone estimates and decision
- Action (AA): Based on new timeline estimate, Roger J. to revise impact to timeline and determine next steps accordingly; articulate if Leadership escalation required
- Next session: Revisit issue status based on discovery milestone estimate – expected update on Friday, Jan 23

Issues (5/5)

Overview	Description	Impact	Mitigation	Next steps
IS-105 [FB, PA, CM] Enterprise policies and procedures stressed to support a program of this scale Owner: Target Closure Date: Severity: Medium Likelihood: High	Existing enterprise policies and procedures are insufficient or unable to support the pace of a program at this size or scale (e.g. program management tooling, guild review / approval process, enterprise services request systems)	Essential tasks have been delayed, adversely affecting the program's overall objectives and timelines.	Options being considered	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Status: Issue to be closed (initial issue created in reference to Aha! Constraints and impact of cybersecurity review timeline; resolved Dec. '25)
- Action (OW): Close Issue
- Action (Joint): Create a new risk if policy-related constraints re-emerge in the future

Risks (1/6)

Overview	Description	Impact	Mitigation	Next steps
RI-102 [FB, Crew, Ops] Influence of AA priorities outside the Program on Architectural design (e.g., Finance) Owner: Target Closure Date: Severity: High Likelihood: Medium	The influence of AA priorities outside the program on architectural design comes from competing demands and interests that may divert focus from the program's objectives	External priorities, such as those arising from other teams, can impose constraints or alter design specifications, potentially leading to misalignment decision making and architectural outcomes	Bring along external stakeholders to understand the implications of trade-offs	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Status: Risk to be closed given it was initially created in reference to Guild review process and impact on timelines; Guild later approved and delay was accepted
- Action (OW): Issue to be marked as closed – ‘realized risk’
- Action (Joint - tangential): For future risk review sessions, ensure original “Created by” and “Date Created” are captured as a source of reference for risks/issues captured pre-tooling launch

Risks (2/6)

Overview	Description	Impact	Mitigation	Next steps
RI-132 [FB, PA] Challenges in aligning on foundational definitions Owner: Target Closure Date: Severity: High Likelihood: Medium	Stakeholders may be operating under different perceptions / definitions of concepts that are central to the program	Conceptual misalignments can lead to different perceptions of Program priorities, scopes, and deliverables	Ensure definitions of concepts central to the Program are communicated top-down	Set up Program-wide communications forums to ensure broad alignment across the Program

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Action (OW):
 - Engage with original submitter and rewrite risk to capture additional details and context
 - Remove FB from workstream and add Change Management as impacted workstream
 - Evaluate if risk severity needs to be reduced to Low/Medium

Risks (3/6)

Overview	Description	Impact	Mitigation	Next steps
RI-210 [FOS] The FOS Modernization Program may be unable to adequately test the migration of capabilities out of FOS Owner: Target Closure Date: Severity: High Likelihood: Medium	<ul style="list-style-type: none"> Testing capacity in the existing testing environment (T-DEC) is finite There is also low visibility into exactly how much remaining space there is 	Potential delays to the migration of capabilities out of FOS if the program runs out of space and has to wait until more space becomes available or a new testing environment is purchased	<ul style="list-style-type: none"> Requirement to gain visibility into the size of available space in the testing environment and assess the likelihood of running out of space Based on results of assessment, evaluate purchasing a new testing environment 	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Owner: Roger J.
- Action (OW): Assign Roger J. as the owner within tooling
- Action (Roger): Rewrite risk to specify testing scope and required decisions; share outcomes with group following discussion with Prem
- Next session: Review rewritten risk and decisions required; identify if escalation is required

Risks (4/6)

Overview	Description	Impact	Mitigation	Next steps
RI-211 [FOS] Preliminary target dates for TPS/LPS and Crew Pay capability discovery milestones may need to be adjusted in early Q1 Owner: Target Closure Date: Severity: High Likelihood: Medium	As the workstream's new ways of working kick off, preliminary target dates for TPS, LPS, and Crew Pay capability discovery are being provided. These dates will need to be confirmed at a later date	Potential delays to other dependent workstream and program timelines (e.g., capability replacement) if capability discovery target dates are pushed to later in the year	Higher confidence target dates to be provided in January: Flight dates expected by 1/23 and Crew dates expected by 1/31. T-shirt sizing the discovery effort and beginning to execute discovery work will inform the accuracy of established target dates over time	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Action (Sameera): To repurpose risk RI-211 for TPS/LPS and update description, impact, mitigation, and next steps
- Action (Pramod): Create new risk to capture Crew Pay discovery timeline delays; update description, impact, mitigation, and next steps

Risks (5/6)

Overview	Description	Impact	Mitigation
RI-189 [FOS] The FOS Modernization Program may run out of people with extensive knowledge of the FOS codebase at DXC Owner: Target Closure Date: Severity: High Likelihood: Medium	FOS Decomm relies heavily on an already limited number of individuals with extensive knowledge of the FOS codebase. These resources are at risk of retiring	FOS Decomm may not have the necessary resources to produce, review, and validate discovery work nor execute the decommissioning of FOS capabilities	Reallocate current AA experts to prioritize validation of DXC output; Evaluate the potential to re-engage retirees with FOS knowledge
RI-190 [FOS] The FOS Modernization Program may run out of AA experts with FOS knowledge Owner: Target Closure Date: Severity: High Likelihood: Medium	<ul style="list-style-type: none"> There is a limited number of experts on AA's staff that have extensive knowledge of FOS Staff that do have extensive knowledge of FOS have worked at AA for a long time and are at risk of retiring 	<ul style="list-style-type: none"> Without adequate validation, capability discovery and migration plan deliverables may not be useful to the engineers decommissioning FOS The migration of capabilities out of FOS may be slowed, affecting the timeline of the entire program 	<ul style="list-style-type: none"> Reallocate current AA experts to prioritize validation of DXC output Evaluate the potential to re-engage retirees with FOS knowledge
RI-191 [FOS] The FOS Modernization Program may run out of TPF developers with knowledge of the FOS codebase Owner: Target Closure Date: Severity: High Likelihood: Medium	<ul style="list-style-type: none"> The pool of developers with hands-on experience with FOS is limited and dwindling. Many developers have worked at AA for a long time and are at risk of retiring It is difficult to train up new developers on both TPF and FOS 	<ul style="list-style-type: none"> The FOS Modernization Program may not have enough TPF developers to migrate capabilities out of FOS effectively The FOS Modernization program may have to change its strategy to decommission FOS, pursuing more of a "Big-Bang" strategy rather than a "Strangler Fig" approach 	<ul style="list-style-type: none"> Evaluate the potential to re-engage retirees with FOS knowledge

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Owner: Pramod K. | Action (OW): Assign Pramod K. as the owner in tooling
 - Action (OW): Merge RI-189 and RI-191 into a single consolidated risk
 - Action (Pramod): Re-write RI-190 to clarify impact i.e. AA experts are limited vs. running out Include numerical quantification
- Next session: Review rewritten and consolidated risks

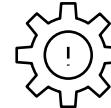
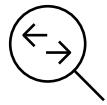
Risks (6/6)

Overview	Description	Impact	Mitigation	Next steps
RI-192 [FOS] Competing priorities will reduce the time and attention FOS Decomm receives from key stakeholders Owner: Target Closure Date: Severity: Medium Likelihood: High	Many key stakeholders in the FOS Decomm effort have responsibilities outside of the workstream and often cannot dedicate adequate capacity to FOS Decomm	Delayed workstream and program timelines	Program leadership, business MDs, and Crew and Flight product owners to ensure FOS Decomm receives adequate prioritization	

Key Takeaways and Action Items (from 1/22/2026 meeting)

- Action (OW): Assign Angela H. as the owner in tooling; change likelihood to medium and severity to low
- Action (AA): Keep risk open as ongoing; log discrete issues if they materialize

Next Steps



Socialize post-meeting actions (End of day)

- Program Assurance to share meeting notes
- Program Assurance to capture key updates from meeting in tooling

Track and communicate actions (Ongoing)

- Program Assurance to reflect material changes to risk status and progress on action items in next week's Leadership meeting

Address deferred risks (Next week)

- Action items articulated here to be triaged with working teams
- Workstream leads to review holistic set of risks and issues and ensure high-fidelity inputs are captured for future review
- Next week's session to focus on net new risks and other items we did not cover today

Appendix

Risk Classification



Risk matrix

Risks and issues are plotted on a matrix based on severity and likelihood, which will determine review level needed

		Likelihood			
		Low	Medium	High	
		High	Review level: Program Owners + Program Leadership	Review level: Program Owners + Program Leadership + Program Steering	Review level: Program Owners + Program Steering + Program Leadership + Executive Team
Severity	Medium	Review level: Workstream Working Team + Program Owners	Review level: Program Owners + Program Leadership	Review level: Program Owners + Program Leadership + Program Steering	
	Low	Review level: Workstream Working Team + Program Owners	Review level: Workstream Working Team + Program Owners	Review level: Program Owners + Program Leadership	

Proposed risk definitions: Likelihood levels

Likelihood Level	Criteria
High	> 75% likelihood of risk occurring
Medium	25%-75% likelihood of risk occurring
Low	< 25% likelihood of risk occurring

Proposed risk definitions: Severity levels (1/2)

Risk severity scale			
	Low	Medium	High
Operational impact	<ul style="list-style-type: none"> No impact/minor impact to airline operations 	<ul style="list-style-type: none"> Potential operational impact/noticeable disruptions, avoidable through mitigation No expected disruption to live airline operations 	<ul style="list-style-type: none"> Likely impact to airline operations Major operational breakdown to service continuity, safety, or operational performance
Financial impact	<ul style="list-style-type: none"> Financial exposure $\leq \\$50K$ No/minimal impact to approved program budget 	<ul style="list-style-type: none"> Financial exposure $> \\$50K$ and $\leq \\$250K$ Manageable within program contingency or reallocation; requires management attention 	<ul style="list-style-type: none"> Significant financial exposure $> \\$250K$ Impacts quarterly results or requires executive escalation
Timeline impact	<ul style="list-style-type: none"> Schedule impact $<$ a few days 	<ul style="list-style-type: none"> Potential impact to Program milestones date duration > 2 weeks; milestones need replanning Potential cascade to dependent items 	<ul style="list-style-type: none"> Potential impact to Program milestones > 4 weeks Impacts strategic/regulatory deadlines
Scope impact	<ul style="list-style-type: none"> Limited impact to identified scope 	<ul style="list-style-type: none"> Moderate scope change within existing deliverables No change to approved Program scope 	<ul style="list-style-type: none"> Substantial Program scope deviation Change to approved requirements or functionality
Dependency impact	<ul style="list-style-type: none"> Minimal downstream impact to future deliverables Workarounds easily available 	<ul style="list-style-type: none"> Moderate dependency risks requiring coordination across teams 	<ul style="list-style-type: none"> Significant downstream impact to future deliverables Cross-workstream dependencies affected; multiple Epics blocked

Proposed risk definitions: Severity levels (2/2)

Risk severity scale			
	Low	Medium	High
Tech impact	<ul style="list-style-type: none"> Minor impact to system sunset or integration plans 	<ul style="list-style-type: none"> Delays to systems sunset and integration ≤ 1 release cycle; Alternative – degraded performance or partial outages of operational or customer systems No impact to production readiness, data migration, or cutover planning 	<ul style="list-style-type: none"> Delays to integration or sunset > 1 release cycle; Alternative – Outage or failure of mission-critical systems Risk to technical readiness or platform stability
Vendor dependency impact	<ul style="list-style-type: none"> Minor impact to vendor operations and deliverables 	<ul style="list-style-type: none"> Impacts vendor delivery, requiring plan re-alignment within existing contractual and commercial terms 	<ul style="list-style-type: none"> Substantial impact to vendor deliverables requiring contractual, commercial, or commitment changes; limited alternatives available
Regulatory impact	<ul style="list-style-type: none"> No impact to regulatory or safety compliance 	<ul style="list-style-type: none"> Compliance impact manageable without re-approval; Alternative – potential compliance risk requiring monitoring or reporting No risk to certification or audit outcomes 	<ul style="list-style-type: none"> Risk to regulatory approval, certification, or audit; requiring follow ups with respective governing bodies; Alternative – reg. violation, risk of fines, audits, or operational restrictions Potential non-compliance or safety exposure
Change and adoption impact	<ul style="list-style-type: none"> Does not warrant interventions to increase stakeholder awareness, willingness, or readiness (e.g., communications, training) 	<ul style="list-style-type: none"> Warrants some targeted interventions to increase stakeholder awareness, willingness, or readiness (e.g., communications, training) Adoption is not materially at risk but could be accelerated with leadership intervention 	<ul style="list-style-type: none"> Warrants material or widespread interventions to increase stakeholder awareness, willingness, or readiness (e.g., communications, training) Adoption is materially at risk without leadership intervention

Appendix

Tooling Fields



Program tooling fields – Risks and Issues (1/2)

Field Name	Field Type	Description
Workstreams	Single-Select	Select Program workstream(s)
Title	Free-Text	Provide a 5-10 word title clearly summarizing the risk or issue
Risk/Issue	Single-Select	Select whether the input is classified as a risk or issue
Risk/Issue ID	Read-Only	System generated ID assigned by SharePoint upon risk/issue creation
Related Parent Risk/Issue	Single-Select	Input any higher-level <i>parent</i> risks to show dependency between related risks
Risk/Issue Category	Single-Select	Classify the risk or issue by type (e.g., Program Management, Regulatory)
Sponsor	Person	Select a senior leader accountable for the risk/issue and its overall resolution
Owner	Person	Select an individual responsible for managing the risk/issue and driving agreed actions
Status	Single-Select	Select the current state of risk/issue (e.g., Open, Closed, Re-Opened, Accepted)
Likelihood	Single-Select	Select how probable it is that the risk will occur (e.g., Low, Medium, High)
Severity	Single-Select	Select the potential impact if risk materializes (e.g., Low, Medium, High)
Description	Free-Text	Provide a detailed overview of the risk or issue, including background and current state information
Impact	Free-Text	Articulate the potential or realized impact to scope, schedule, cost, and/or quality. Quantify the impact where possible and clearly state implications if the issue is not mitigated

Program tooling fields – Risks and Issues (2/2)

Field Name	Field Type	Description
Mitigation	Free-Text	Describe the mitigation plan and/or mitigation options for discussion, including preventative or corrective actions
Mitigation Owner	Person	Identify a single accountable owner (single point of contact) responsible for managing the risk or issue
Target Resolution Date	Date	Select a date by which the risk or issue is expected to be fully resolved or closed
Drafting Status	Single-Select	Indicate whether the risk or issue is managed at the overall program level (Yes/No)
Program Level?	Single-Select	Select the current drafting stage of the record (e.g., In Progress, Accepted, Closed)
Next Steps	Free-Text	Provide a clear action plan with dates, listed in bulleted format, outlining immediate and upcoming actions
Resolution	Free-Text	Capture resolution details once the risk or issue is closed, including final outcomes and closure date
Corresponding Ticket(s)	Read-Only	Select any related delivery tickets or epics that track work linked to this risk/issue
Corresponding Decision	Single-Select	Select any related decision (existing or future) to maintain traceability and historical context
Date Identified	Single-Select	Input the date when the risk or issue was first formally recorded
Closure Date	Read-Only	Input the date when the risk or issue was confirmed as fully resolved and closed