

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00559 □	M3 Communication	Progress Reporting Masks Physical Reality	Reported progress may reflect document issue, earned percentage, or optimistic narrative more than verifiable physical readiness and usable completion.	Progress reporting is tied to evidence-based completion criteria that reflect real workfront readiness and usable turnover. What Could Go Wrong? Management believes an area or package is further advanced than it really is, leading to flawed decisions on sequence, resources, and external commitments.	Different parties may measure progress differently unless completion definitions are explicit and auditable.	Define completion criteria by package and system, link reported status to evidence, and challenge reporting that cannot show what is truly complete and usable.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
Progress metrics are vulnerable to interpretation and local optimism.	A management decision is made on overstated progress.	Downstream work is disrupted and confidence in reporting declines.	4	3 H-1 C-1 Q-1 S-3	12	Mitigate	4	9	Winter, David	16Jul26	Open	24Mar26

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Establish package completion within the schedule and review process.	Winter, David	23May26	Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective	(0 Events held.)

Comments

History

Top Risk	Summary
Progress Reporting Masks Physical Reality	

Top Risk Mitigation
Define completion criteria by package and system, link reported status to evidence, and challenge reporting that cannot show what is truly complete and usable.