

Risk Management



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Presented by **Co**
Al Florence

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Agenda

- ➔ • *Introduction*
- Reasons for Risk Management
- Risk Management
- Questions/Discussion
- References
- Contact Information

Introduction

Definitions

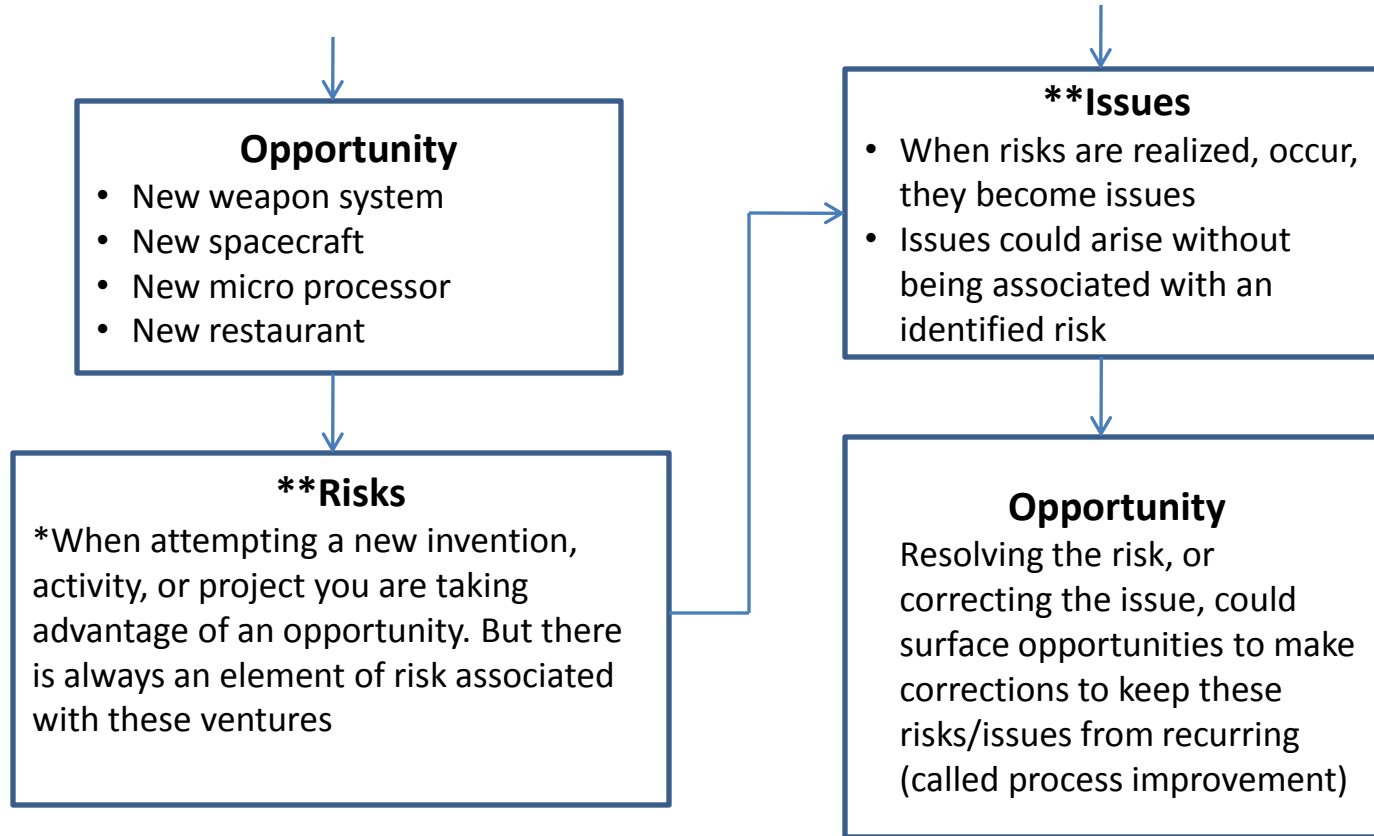
- Risks (IEEE Std 1540-2004; Standard for Software Life Cycle Processes)
 - Program and project risks are the likelihood of an event, hazard, threat, or situation occurring and its undesirable consequences
- Risk (Project Management Body of Knowledge PMBOK)
 - An uncertain even or condition that, if it occurs, has a positive or negative effect on project's objectives
- Issues (QATAR National Project Management)
 - An issue is something currently happening that is having a negative impact on the project and requires resolution for the project to proceed successful
- Issues
 - An issue can be associated with a risk if the risk is realized; has occurred
- Opportunity (The American Heritage Dictionary)
 - A favorable or advantageous combination of circumstances
 - A chance for progress or advancement
- Opportunity (PMBOK)
 - A condition or situation favorable to the project, a positive set of circumstances, a positive set of events, a risk that will have a positive impact on project objectives, or a possibility for positive chances

Introduction

Definitions

- Risk Response
 - The process of developing options and actions to enhance opportunities and reduce threats to project objectives PMBOK
 - Includes Mitigation and Contingencies
 - Includes acceptance of the risk or issue consequence
- Mitigation
 - Risk mitigation implies an elimination or reduction in the probability of risk occurrence PMBOK
- Contingency
 - Issue contingency implies an elimination or reduction of the impact of issues or alternative actions taken

Introduction



**Managing Risks, Methods for Software Systems Development; Dr. Elaine M. Hall, SEI Series in Software Engineering*

***Focus of this presentation*

Where Are We

- Introduction
- ➔ • ***Reasons for Risk Management***
- Risk Management
- Questions/Discussion
- References
- Contact Information

Reasons for Risk Management

- When developing, delivering, and acquiring systems and products
 - developers and acquirers face many challenges
- Challenges can exist with many items and activities:
 - Cost
 - Schedule
 - Technical
 - Management
 - Programmatic
 - Process
 - Performance
 - Others?

Reasons for Risk/Issue Management

- Consequences may be numerous if challenges are not mitigated
 - Cost overruns
 - Late deliveries
 - Technically inadequate
 - Programmatic difficulties
 - Rate management
 - Rate customer
 - Canceled project
 - Loss of market share
 - Missed opportunities
 - Others?

Reasons for Risk/Issue Management

- There are solutions for an organization to help mitigate these challenges
 - Proper program/project management
 - Proper program/project planning
 - Program/project monitoring and control
 - Adequate budgets
 - Adequate schedules
 - Proper requirements development and management
 - Contract tracking and oversight
 - Product evaluation
 - Performance management
 - ***Risk management***
 - Quality assurance
 - Configuration management
 - Independent Verification and Validation (IV&V)
 - Others?

Compliance with CMMI[®]

- Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI)
 - CMMI for Development v1.3
 - CMMI for Acquisition v1.3
 - CMMI for Service v1.3

All have
Risk Management

In order for organizations to be compliant with CMMI they need to establish risk management capabilities

Where Are We

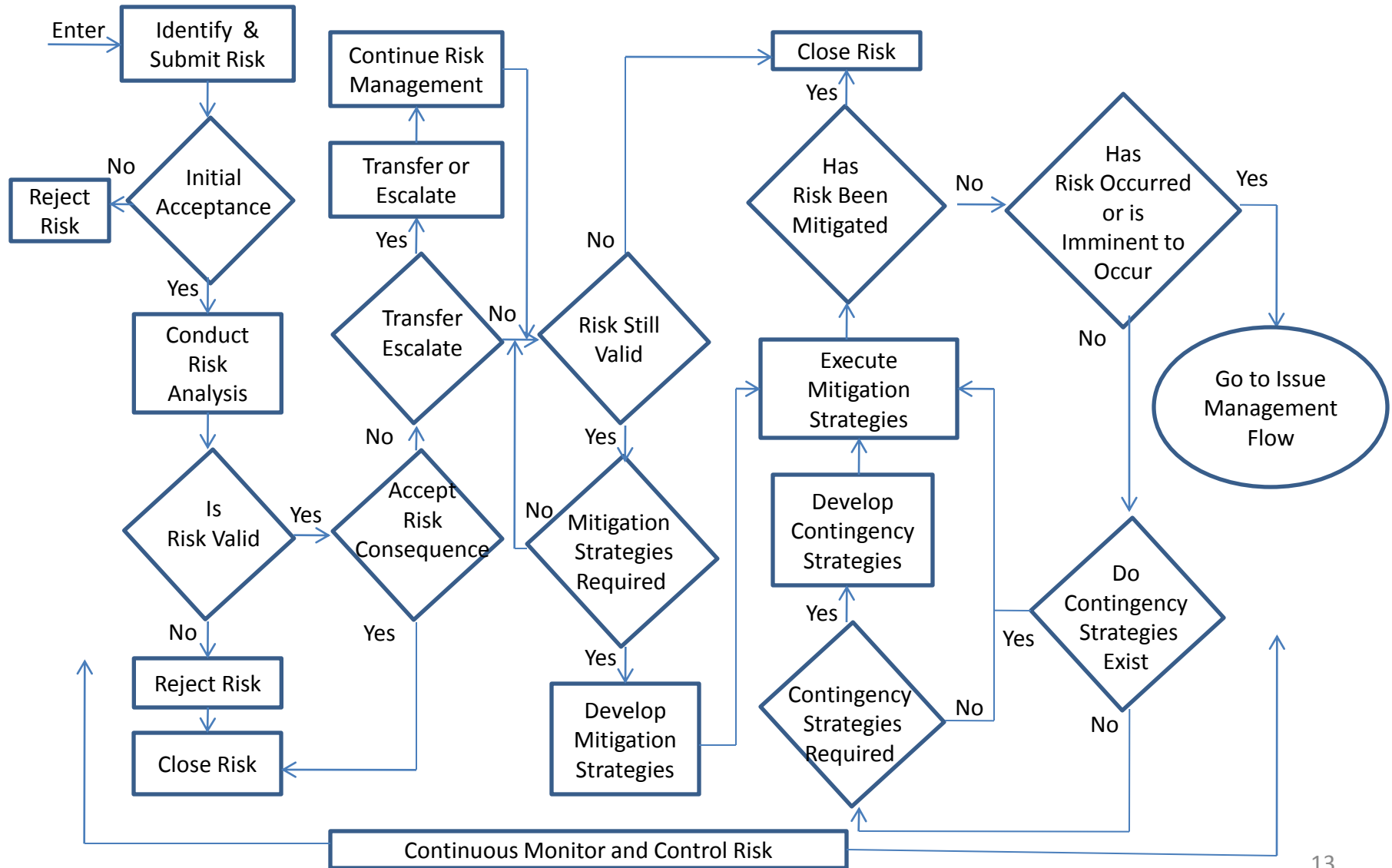
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Risk Management Process

- Risk Management is an overarching process that encompasses
 - Risk Planning
 - Risk Identification
 - Risk Analysis
 - Risk Response
 - Risk Monitoring and Control

PMBOK

Risk Management Flow



Risk Management Planning

- Risk management planning is the process of deciding how to approach and conduct the risk management activities for a project
- Planning is important to
 - Ensure the level, type and visibility of risk management are commensurate with both the risk and importance of the project to the organization
 - Provide sufficient resources and time for risk management activities
 - Establish an agreed-upon basis for evaluating risks
- Risk planning should be completed early during project planning

PMBOK

Risk Management Team

- The Risk Management planning activity may assign a Risk Management Team to administer the Risk Management Program
- A Risk Manager may be assigned to manage the Risk Management Team
- A Risk Management Board may be chartered to review, accept, decline, transfer and escalate risks
- Hierarchy Governance Boards may exist for escalation of risks based on thresholds
- Everyone on the program/project is responsible for managing risks

The level of this implementation depends on the size, scope, critically, safety, security, etc. of the application

Risk Management Plan

- Risk management planning needs to be part of project planning
- A risk management plan can be a stand alone plan or part of the project plan
- The risk management plan needs to be tailored to the scope of the application
- The concepts provided in this tutorial can be used to develop the plan

Risk Management Plan Outline

- Introduction
- Project Description
- Risks/Issue/Opportunity Descriptions
- Risk Identification
- Risk Analysis
- Risk Response
 - Risk Acceptance
 - Risk Avoidance
 - Risk Transfer
 - Risk Escalation
 - Risk Mitigation
- Risk Monitor and Control
- Risk Register
- Issue Management
- Issue Contingency
- Risk/Issue Training
- Glossary
- References

Risk Identification

- Risk Identification is the activity that:
 - Identifies potential and current risks
 - Examine elements of the program to identify associated potential root causes of risks
 - Risk identification begins as early as possible in successful programs and continues throughout the life of the program
- Risk can be associated with all aspects of a program; e.g.

Requirements	Design
Threat	Schedule
Security	Cost
Technology maturity	Performance
Supplier capability	Etc.

Risk Description

- A well-written risk statement contains three main components:
 - Cause – The negative conditions that currently exist relative to the risk
 - Identification of root cause(s) of the risk
 - This provides justification that a risk exists
 - Probability of Occurrence – The likelihood of the occurrence of the risk
 - Within a future time frame
 - Or a future event
 - Consequence – The effect(s), negative impact(s) to the program(s) in case the risk occurs
 - The consequence should be related to at least cost, schedule, scope and performance
 - Consequence could also result in opportunities that may surface in correcting the problems

Risk Description

- The risk is written in a chain of: Cause: IF; THEN

Example

An Interface Working Group has not been formed and a plan to form one does not exist.

IF key stakeholders cannot agree on interface protocol by 11/15/2010;
THEN the schedule for development and delivery will be delayed causing cost overruns.

NOTE: The cause includes assurance that the reason for the risk is valid. I.e., is there a compelling reasons(a root cause) to assume that stakeholders cannot agree on the interface protocol by 11/15/2011? *Not just pie in the sky.*

Risk Description

- Risks must be written in a clear, concise and unambiguous fashion
- Words and phrases that may have confusing and multiple interpretations must be avoided

- Adequate
- Ad hoc
- All
- Always
- Appropriate
- Clearly
- Easy
- Existing
- Fast
- Flexible
- Future
- If required
- Immediately
- Large
- Light
- Limited
- Near real time
- Periodic
- Portable
- Rapid
- Several
- Slow
- Small
- Sometimes
- State of the art
- Sufficient
- Usable
- User-friendly
- Weight
- When required

Also:

<http://www.ppi-int.com/newsletter/SyEN-017.php#article>

Risk Analysis

- The risk is submitted to the Risk Management Board
- The risk is accepted or declined by the Board
 - If declined rationale is conveyed to the submitter
- If accepted the Risk Management Board assigns:
 - A Risk Analyst responsible for conducting risk analysis on assigned risks
 - Supported by Subject Matter Experts (SMEs)
 - A Risk Owner responsible for ensuring risks are properly managed throughout their life
 - Risk Analyst and Owner could be one in the same

Risk Analysis Components

- Risks have the following components:
 - A future root cause(s) (yet to happen) which
 - if eliminated or corrected, would prevent a potential consequence from occurring
 - A probability of occurrence (or likelihood)
 - assessed at the present time and updated when necessary of the future root cause occurring
 - The consequence (or effect/impact) of that future occurrence
 - The time horizon during which the consequences will occur if the risk is not mitigated
 - Risk Priorities
 - Mapping of probability of risk occurrence and risk consequence
 - Risk Triggers
 - Specific events or conditions that indicate when to develop and execute mitigation or contingency strategies

Risk Analysis

- **Qualitative Risk Analysis**

- Relative measure of risk or asset value based on ranking or separation into descriptive categories such as low, medium, high; not important, important, very important; or on a scale from 1 to 10.
BusinessDictionary.com
- An examination and prioritization of the risks based on their probability of occurring and the impact on the project if they do occur. Qualitative risk analysis guides the risk reaction process.
pmpbank.googlepages.com/glossary

- **Quantitative Risk Analysis**

- Incorporates numerical estimates of frequency or probability and consequence. In practice, a sophisticated analysis of risk requires extensive data which are expensive to acquire or often unavailable. Fortunately, few decisions require sophisticated quantification of both frequency and consequences
- Shortly spoken one might say that "quantitative risk analysis breaks down risks from a high medium low ranking to actual numerical values and probabilities of occurrence" for being able to compute the overall effects
(comp. [CROSSWIND7](#), p. 423)

Root Causes

- A future root cause is the most basic reason for the presence of a risk
- The cause of the risk has to be isolated and defined
 - Root causes should be initially identified when risks are identified
 - Once initial root cause are identified they may need to be analyzed further to determine the actual deep rooted causes of the risks
 - Root causes are documented and they support:
 - Establishing risk mitigation and contingency strategies
 - Improvement opportunities
- Root causes can also be referred as risk drivers

Root Cause Analysis. An analytical technique used to determine the basic underlying reason that causes a variance or a defect or a risk. A root cause may underlie more than one variance or defect or risk. ([\(PMBOK® Guide\) -- Fourth Edition](#)) Syn: root-cause analysis

Root Causes

- Typical root causes may be associated with:
 - Threat
 - Requirements
 - Technical Baseline
 - Test and Evaluation
 - Modeling and Simulation
 - Technology
 - Logistics
 - Management
 - Schedules
 - External Factors
 - Budget
 - Earned Value Management
 - Production
 - Industrial Capabilities
 - Cost
 - Others?

Root Causes

Background Information

- Threat - The sensitivity of the program to uncertainty in the threat description, the degree to which the program would have to change if the threat's parameters change
- Requirements - The sensitivity of the program to uncertainty in the system requirements
- Technical Baseline - The approved and fixed configuration of a technical item at a specific time in its lifecycle that serves as a reference point for change control
- Test and Evaluation - The adequacy and capability of the test and evaluation program to assess attainment of significant performance specifications and determine whether the system is operationally effective, operationally suitable, and interoperable with the system

Root Causes

Background Information

- Modeling and Simulation - The adequacy and capability of M&S to support all life-cycle phases of a program using verified, validated, and accredited models and simulations
- Technology - The degree to which the technology proposed for the program has demonstrated sufficient maturity to be realistically capable of meeting all of the program's objectives
- Logistics - The ability of the system configuration and associated documentation to achieve the program's logistics objectives based on the system design, maintenance concept, support system design, and availability of support data and resources

Root Causes

Background Information

- Management - The degree to which program plans and strategies exist and are realistic and consistent. The program support team should be qualified and sufficiently staffed to manage the program
- Schedule - The sufficiency of the time allocated for performing the defined tasks
- External Factors - The availability of resources external to the program that are required to support the program such as facilities, resources, personnel, government furnished equipment, etc.
- Budget - The sensitivity of the program to budget variations and reductions and the resultant program turbulence
- Earned Value Management (EVM) - The adequacy of the EVM process and the realism of the integrated baseline for managing the program

Root Causes

Background Information

- Production - The ability of the system configuration to achieve the program's production objectives based on the system design, manufacturing processes chosen, and availability of manufacturing resources
- Industrial Capabilities - The abilities, experience, resources, and knowledge of the contractors to design, develop, manufacture, and support the system
- Cost - The ability of the system to achieve the program's life-cycle cost objectives. This includes the effects of budget and affordability decisions and the effects of inherent errors in the cost

Probability of Occurrence

- Probability of occurrence assessed, at the present time, is the probability of a future root cause occurring
- The chance of a risk occurring is rated on a scale between >0 and 1
- When the probability of occurrence = 1; (100%)
 - The risk has occurred; it then becomes an issue and is managed as an issue
- For most risks, estimating the precise probability of occurrence may be difficult
 - Analysis by SMEs may be necessary, and often using Best Engineering Judgment

Probability Scores

- Probability of occurrence may begin with a qualitative description of probability, which will tie to a numeric range of probability.

Sample Risk Probability Scores

Probability Description	Probability % of Occurrence
Very High (Extremely likely)	$\geq 81\%$ and $=100\%$
High (Probable)	61% – 80%
Medium (Possible)	41% – 60%
Low (Unlikely)	21% – 40%
Very Low (Highly improbable)	$>1\%$ – $\leq 20\%$

Consequence of Risk Occurrence (Impact)

- Risks are reviewed for the effect that they would have on the project's objectives and other elements of the program
- The level of impact, may be rated from very low (1) to very high (5), and is assessed against at least four categories:
 - Cost
 - Schedule
 - Scope
 - Performance

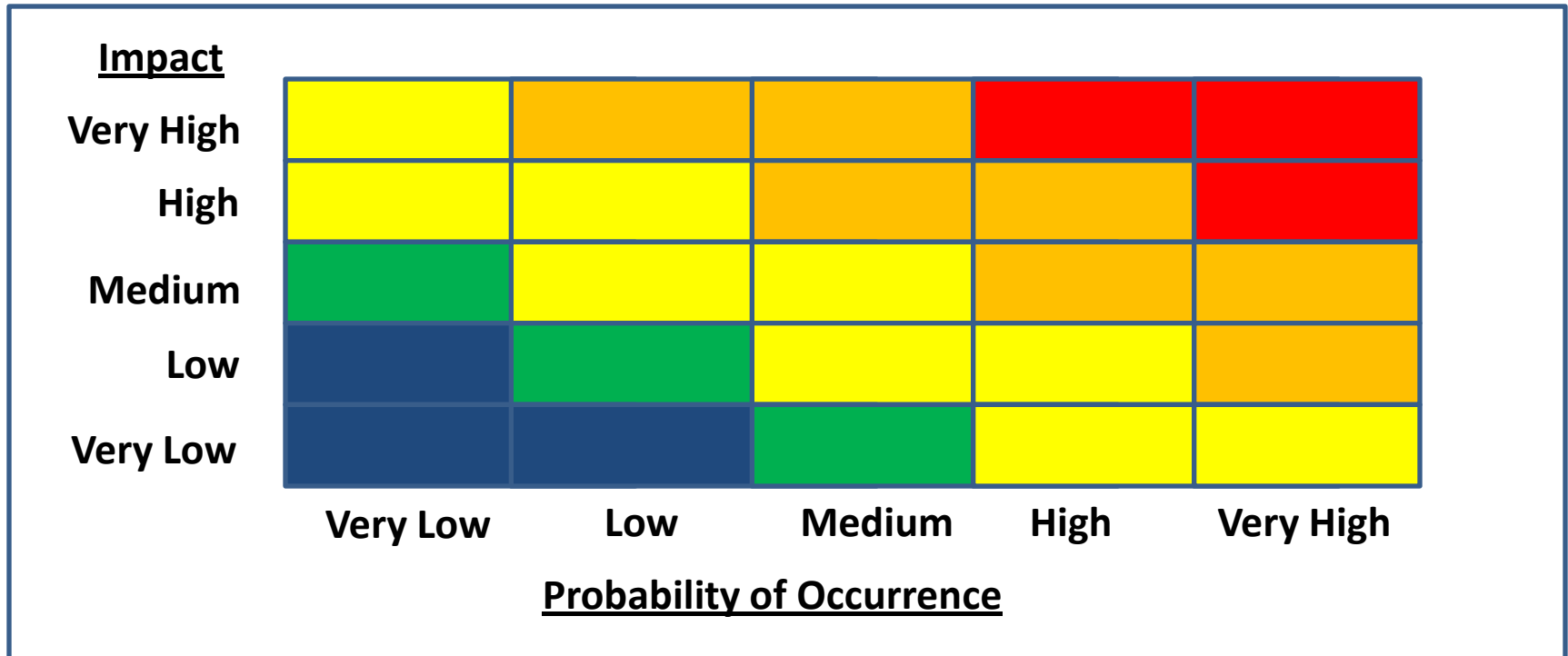
Consequence of Risk Occurrence

Program/Project Objective	Very Low Minor	Low Moderate	Medium Serious	High Critical	Very High Catastrophic
Cost	Insignificant increase	Increase < 2% of budget baseline	Increase 2–5% of budget baseline	Increase 6–10% of budget baseline	Increase > 10% of budget baseline
Schedule	Insignificant slippage	Slippage < 2% of project baseline schedule	Slippage 2–5% of project baseline schedule	Slippage 6–10% of project baseline schedule	Slippage > 10% of project baseline schedule — OR — Slippage past a milestone mandated by Congress
Scope	Scope decrease barely noticeable	Minor areas of scope affected	Major areas of scope affected	Scope reduction unacceptable to sponsor	Project outcome is effectively useless
Performance	Performance degradation barely noticeable	Performance degradation noticeable, but does not fail acceptance criteria	Performance reduction requires sponsor approval	Performance reduction unacceptable to sponsor	Project outcome is effectively useless

Risk Exposure

- Risk exposure. ([ISO/IEC 16085:2006 Systems and software engineering--Life cycle processes--Risk management](#))
 - (1) the potential loss presented to an individual, project, or organization by a risk
 - (2) a function of the likelihood that the risk will occur and the magnitude of the consequences of its occurrence
- Risk exposure can also be called **Risk Priority**
 - The priority of a risk helps to determine the amount of resources and time that should be dedicated to managing and monitoring the risk
 - Very Low, Low, Medium, High, and Very High priority is assessed by using probability and impact scores
 - The potential timing of a risk event may also be considered when determining risk management actions

Risk Priorities



Very Low
Priority



Low
Priority



Medium
Priority



High
Priority



Very High
Priority

Risk Priority vs. Mitigation/Contingency



Very Low
Priority



Risk
Watch
List



Low
Priority



Monitor



Medium
Priority



Monitor

Develop
Mitigation
Strategy



High
Priority



Monitor

Develop
Contingency
Strategy



Very High
Priority



Monitor

Very Low Priority Risks are placed in a Risk Watch List which are periodically monitored.

Other Risks are monitored more aggressively.

Identifying Triggers

- Triggers are specific events or conditions that indicate when to execute mitigation or contingency strategies
- Unless a condition is immediate, a trigger should be defined
- Examples of triggers may include:
 - Cost performance
 - Schedule performance
 - Results of management reviews
 - Occurrence of the risk
 - as a trigger for execution of contingency strategies

Risk Response

- Risk response is the process of developing options and determining actions to enhance opportunities and reduce threats to the project's objectives
- Risk response must be
 - Appropriate to the significance of the risk
 - Cost effective in meeting the challenge
 - Timely and realistic within the project contend
 - Agreed to by all parties involved

PMPOK

Risk Response

- Risk Responses has at least five components
 - Acceptance
 - Avoidance
 - Transfer
 - Escalate
 - Mitigate (*contingencies – for issues*)
- Acceptance – Accept the consequences of the risk occurring
 - Other responses may not be possible
 - Cost to respond may be greater than the benefit
 - May not be possible to prevent the impact if the risk occurs
 - Impact may be negligible
 - Risk may be imminent and should be handled as an issue

Risk Avoidance/Transfer

- Avoidance
 - Eliminate the sources of high risk and replace them with a lower-risk alternative
 - Avoid risks with good management and engineering practices
- Transfer - Shift the responsibility of managing and resolving the risk to another party
 - May be better able to manage the risk
 - May be the proper owner of the risk
 - Transfer could be from one party to another within the same organization
 - Transfer could be to a completely different organization

Risk Escalation

- Escalation - Risks should be managed at the lowest practical level
 - But conditions may arise where a risk should be escalated to higher levels of management or beyond the program/project
 - The next higher organizational (Governance) entity may be able to better to handle the risk/issue
 - Thresholds may exist that determine escalation
 - Cost of impact
 - Schedule effect of Impact
 - Scope of impact
 - Performance effect of impact
 - Time critical
 - Cost critical

Risk Mitigation

- Taking early action to reduce the probability and/or impact of a risk occurring is often more effective than trying to repair the damage after the risk has occurred
- Adapting less complex processes, conducting more tests, or choosing a more stable supplier are examples of mitigation actions

PMBOK

Risk Mitigation

- The following are important guidelines for effective risk mitigation:
 - Prepare detailed mitigation strategies for all medium, high and very high risks
 - With sufficient detail about what is to be done, when, where, and by whom
 - Develop mitigation strategies as early as possible, allowing time to address risks needing special attention or action
 - Helps reduce the chance of having high-priority risks appear at the last moment on the critical path
 - Prepare contingency strategies for all high and very high priority risks and risks imminent to occur

Risk Mitigation

Background Information

- Adaptations of the following strategies can be applied to a range of risks. This list is intended merely as a starting point for thinking about risk mitigation
 - Multiple Development Efforts - Create competing systems in parallel that meet the same scope and performance requirements
 - Alternative Design - Create a backup design option that uses a less risky approach
 - Trade Studies – Conduct studies to arrive at the least risky solution
 - Early Prototyping - Build and test prototypes early in the system development
 - Incremental Development - Design with the intent of upgrading system parts in the future

Risk Mitigation

Background Information

- Technology Maturation Efforts - Normally, technology maturation is used when the desired technology will replace an existing technology that is available for use in the system
- Robust Design - This approach, while it could be more costly, uses advanced design and manufacturing techniques that promote quality through design
- Reviews, Walk-Throughs, and Inspections - These three actions can be used to reduce the probability/likelihood and potential consequences/impacts of risks through timely assessment of actual or planned events
- Design of Experiments - This engineering tool identifies critical design factors that are sensitive, and therefore potentially high-risk, to achieve a particular user requirement

Risk Mitigation

Background Information

- Open Systems - Carefully selected commercial specifications and standards, which can result in lower risks
- Use of Standard Items/Software Reuse - Use of existing and proven hardware and software, where applicable, can substantially reduce risks
- Use of Mock-Ups - The use of mock-ups, especially man-machine interface mock-ups, can be used to conduct early exploration of design options
- Modeling/Simulation - Modeling and simulation can be used to investigate various design options and system requirement levels
- Key Parameter Control Boards - The practice of establishing a control board for a parameter may be appropriate when a particular feature (such as system weight) is crucial to achieving the overall program requirements

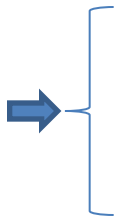
Risk Monitoring and Control

- In order to effectively monitor and control risks a Risk Repository needs to be established
 - Also called a Risk Register
- There are many risk tools that provide repository capabilities:
 - Home developed tools
 - Commercial tools
 - Corporate/agency tools

Note: Risk register implementation may depend on project size. A month long project might just need a spread sheet table whereas a multi-year, geographically dispersed project may require an internet and SQL-based database tool.

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References

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- *The Black Swan: The Impact of the Highly Improbable*; Nazism Nicholas Tale ; The Random House Publishing Company
- http://pascal.computer.org/sev_display/index.action SEVOCAB: Software and Systems Engineering Vocabulary

Contact Information

Al Florence
florence@mitre.org
703 395 8700 – Cell
303 955 2286 – Home