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Risk Writing

NOVEMBER 6, 2024



Agenda



| Topic | Time/Duration |
|--|---------------|
| Welcome, Introductions, and Risk Management Overview | 9:00 – 9:15 |
| Risk Management Concepts and Definitions | 9:15 – 9:30 |
| Application of Risk Management - Assessment, Evaluation, Control | 9:30 – 9:50 |
| Risk Management in Technology Projects – Best Practices | 9:50 – 10:10 |
| Tools, Templates, Take-aways | 10:10 – 10:30 |
| Additional Q&A | 10:30 – 10:45 |

Today's Facilitators



Paul LaRoche, PMP



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Icebreaker Activity

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Which dog best represents your current mood?



INSTRUCTIONS:

1. Use the camera on your phone to scan the QR code below.
2. Select the emoji that best represents how you're feeling today.
3. Watch the screen to see the real-time results!



Section 1:

Overview of Risk Management



The art and science of identifying, analyzing, and responding to risk factors throughout the life of a project and in the best interest of project objectives.



Benefits of Risk Management

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Projects inherently include uncertainty, volatility, complexity, and ambiguity. Among its many benefits, comprehensive Risk Management helps prevent many threats and make others less likely or less impactful.

BIG PICTURE PERSPECTIVE

Risk Management seeks to maintain a comprehensive view of risks and issues to the program, which consider sources of risks from all angles.

PROACTIVE RESPONSE TO RISK

Risk Management encourages early decisions to be made in terms of responding to a risk, when more response options are available, and impacts are easier to absorb.

PROVIDE RISK GOVERNANCE

Risk Management establishes a process and regular cadence for risks and issues to be reported to those best suited to make decisions on how they should be addressed.



ACCOUNTABILITY AND TRACEABILITY

Risk Management monitors the risk portfolio and encourages risk owners to proactively identify and report risks, improving transparency in program management decisions.

CULTURE OF RISK AWARENESS

Risk Management facilitates open communication and a culture of risk awareness, helping employees understand what they can do to manage their risks every day.

INTERCONNECTED RELATIONSHIPS

Risk Management establishes and strengthens interconnected relationships among various programs, projects/waves, and teams, creating value and potential cost-savings through proactive communication.



Section 2:

Risk Management Concepts and Definitions



Risk vs. Issue



| | | DEFINITION | APPLICATION | EXAMPLE |
|---------------------------|---------------|---|--|--|
| Tracked by Agency/Project | RISK | A potential event or condition that may impact the project's objective(s) positively (opportunity) or negatively (threat). | Tracked and managed via the Risk Register , owned by wave project managers, workstream leads, and program executives/officers. | If an end user group does not receive training on XYZ application prior to migrating to FL PALM, end users may not have enough knowledge to properly use the new system. |
| | ISSUE | An event or condition that is certain or has already happened that could affect project success and/or objective(s) . | Tracked and managed via the Issue Register , owned by wave project managers, workstream leads, and program executives/officers | A wave went live without facilitating XYZ application training, leading to errors by users who do not have the knowledge to operate FL PALM. |
| Other Key Risk Terms | REALIZED RISK | A realized risk is when a risk (a potential threat to the program) that was entered into the Risk Register becomes an issue (actively impacting the program). | Item is upgraded from Active Risk to Active Issue within the Register . | The prior examples for Risk and Issue highlight how a Realized Risk materializes as an Issue. |
| | INHERENT RISK | Inherent risk is the level of risk in a project before any risk mitigation measures are taken. It is often unaffected by any risk management actions. | Some organizations opt to track via the Risk Register as a control-based risk. Upon fruition within the project, a new project-specific risk is logged for mitigation purposes . | Throughout the year, end users/customers have periods of unavailability where they are unavailable to coordinate on matters related to FL PALM (e.g. FY close out). |



Exercise: Is it a RISK or and ISSUE?

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Review the statements and determine if it is describing a Risk, Issue, Realized Risk, and/or Inherent Risk.

| Statement | Category |
|--|------------------------------|
| Tom is stuck in traffic on the way to the airport for his flight home from a work trip. Based on the ETA on the GPS, he will miss his flight home. | Issue |
| If the building materials are not delivered to the hospital by the 11/30 deadline, Smith Contractors may not complete the project before the planned open date of 12/30 and may suffer reputational damage. | Risk |
| The small, locally owned Coffee Shop, BREW, is planning an outdoor community event on Saturday. The weather indicates a storm will be rolling in late on Friday. If the storm hits late, the event may need to be re-scheduled, impacting cost and staff availability. | Risk |
| During road trips, there are potential risks to the trip schedule and my personal safety if I am unable to drive my car due to issues with my tires. Potential problems include tire pressure issues, unacceptable tread, and damaged tires. | Inherent Risk |
| A storm hit on Saturday morning, forcing BREW to cancel their planned outdoor community event. | Realized Risk / Issue |
| There is a potential risk that during a project, resources/personnel may unavailable during certain times of the year, which could cause impacts to schedule and cost. Potential unavailability may be due to holidays, PTO, and blackout periods. | Inherent Risk |



Key Terms & Definitions

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Below are key terms that are used throughout the lifecycle of Risk Management from identification through resolution.



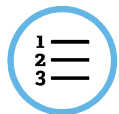
Risk Management Plan

A component of the Program/Portfolio/Project Management Plan that describes how risk management activities will be structured and performed.



Risk Register

A repository in which outputs of risk management processes are recorded. As the central planning document for project risk analysis and control, the risk register contains a list of the most important risks to the project's completion. For each risk, it contains the likelihood of occurrence, impact to the project, and the applicable response plans.



Impact Rating

The estimated calculation of the consequences or outcomes of a defined risk event. Scored from 1 (low) to 3 (high).



Trigger Date

Estimated date on which the risk is anticipated to become an adverse event or manifest as an issue if the response strategy is not carried out.



Risk Response Plan

Involves reducing and eliminating risks and their potential impacts through appropriate mitigation techniques. The plan often contains a series of verifiable, tangible (current or planned) decisions and/or action items that will be performed in order to bring the risk to an acceptable level OR bring an issue to resolution.



Probability Rating

An estimated calculation that a risk event will occur within a given period. When a risk is triggered and becomes an issue, the probability rating is no longer applicable as the risk event has occurred. Scored from 1 (low) to 3 (high).



Risk Response Strategies

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When completing Risk Response planning, a thorough analysis must be done of the potential responses for each risk. Implementing risk response (or mitigation) strategies may involve changes to the planned approach for completing the project.



THREATS

A risk that would have a negative effect on one or more project objectives.

OPPORTUNITIES

A risk that, if developed, could create a positive effect on one or more project objectives.



Common Risk Management Roles & Responsibilities



Risk Management requires the collaboration, communication, and coordination of many project and program members. Below are key roles and responsibilities that are held by designated individuals within the Agency, Program, and/or Project.



RISK SUBMITTER / REQUESTER

- **Identifies Risk(s)** and **notifies** appropriate personnel (Project Team, PMO, Risk Management team, etc.)
- May **contribute** to Risk Response Plan
- Can be **anyone** within the program



RISK OWNER

- **Accountable** for the risk and its impacts
- **Leads implementation** of Risk Response / Mitigation Plan(s)
- **Collaborates** with Risk Coordinator, Risk Submitter, and Action Item owners
- Update the **Risk Register** and **provide reports** of Risk status and data of their respective risks/issues



RISK COORDINATOR

- **Liaison** between the Risk Owners and the Risk Management Team
- **Provides updates** on the Risk Response Plan Status
- Update the **Risk Register** and **provide reports** of Risk status and data of their respective risks/issues



RISK MANAGEMENT TEAM

- **Creates, implements, and maintains** Risk Management process, documentation, and meetings
- Provides **Quality Control** and **facilitates all stages** of Risk Management Process
- Ensures risks are captured and **maintains risk profile**
- **Captures updates** via collaboration with Risk Coordinators & Owners



OTHER KEY PLAYERS

- Action Item Owners
- Enterprise or Project PMO Team
- Project or Implementation Team(s)
- Workstreams and Leads
- Program/Project Leadership
- Agency Leadership
- Executive Steering Committee



Section 3:

Application of Risk Management



Risk Management Process Overview – FL PALM



The Risk Management process includes three primary components:

Assessment

Understand the Risk

- **Identify:** List of Agency-specific risk items that may compromise the project's outcomes
- **Analyze:** The process of rating or scoring Risk based on the Risk Management team's collective perception of the severity of consequences and likelihood of occurrence

Evaluation

Determine the best way to mitigate/neutralize

- **Prioritize:** Process is to confirm or revise the risk impact analysis
- **Plan:** Determine close criteria and supporting action steps to be taken for mitigating or monitoring risks

Control

Track & implement changes through closure

- **Actions:** Risk mitigation and Risk monitoring
- **Resolve:** Successfully resolve the Risks by executing the identified actions for mitigating or monitoring described the Risk Planning



Fig: Risk Management Process Overview








Risk Assessment: Identification

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Risk Identification

- **Goal:** Conduct formal and informal risk assessment events to identify potential risks that could impact the project
- **Outcome:** Document/record identified risks within the Risk Register using a standardized format

Risks can be identified through:

-  Risk Surveys
-  Interviews
-  Assessment Meetings
-  Personal Experience
-  Risk Workshops

Risks can cover:

-  People
-  Process
-  Technology
-  Data





Risk Assessment: Analyze



Qualitative Risk Analysis

Process of rating or scoring Risk based on the Risk Management team's collective perception of the severity of consequences and likelihood of occurrence

Risks are analyzed through two lenses to produce a score for each risk item:

Impact

How can the risk affect the project's Cost, Schedule, or Scope?

Probability

What is the likelihood of the risk occurring?

As a general rule, when a Risk impacts more than one impact rating criteria, the highest impact rating should be used for the Risk

| Impact Rating | Value | Impact Rating Criteria |
|---------------|-------|--|
| Low | 1 | No impact to cost No or minimal impact to schedule No impact to scope |
| Medium | 2 | Minimal variance to current cost projections Moderate impact to schedule Minimal impact to scope |
| High | 3 | Significant variance to current cost projections Extensive impact to schedule Moderate impact to scope |

| Probability | Value | Probability Rating Criteria |
|-------------|-------|--------------------------------|
| Low | 1 | Unlikely but possible to occur |
| Medium | 2 | Likely to occur at some time |
| High | 3 | Likely to occur often or soon |

| Risk Rating Matrix | | Risk Probability Rating | | |
|--------------------|------------|-------------------------|------------|----------|
| | | Low = 1 | Medium = 2 | High = 3 |
| Risk Impact Rating | Low = 1 | 1 | 2 | 3 |
| | Medium = 2 | 2 | 4 | 6 |
| | High = 3 | 3 | 6 | 9 |



Risk Evaluation: Prioritize



Risk Prioritization

Process to confirm or revise the risk impact analysis documented in the qualitative process.

Overall Risk Rating/Score

Impact Rating X Probability Rating

Risk Assessment Responses

The overall risk rating/score aids the Risk Management team in determining the appropriate risk mitigation and response planning as well as level of monitoring.

1 Assure risk mitigation is effective

- Preventative risk mitigations / controls keep probability low
- Corrective mitigations address the impact

2 Enhance risk mitigation

- Review frequently
- Escalate until effective ownership, response plan, and outcomes are achieved

4 Redeploy resources

- Risk can be mitigated, shared, or avoided if necessary
- Consideration should be given to expending resources elsewhere

3 Measure for cumulative impact

- Risk response strategies can start with accepting/monitoring the risk
- Develop controls or corrective actions over time

| Risk Rating Matrix | | Risk Probability Rating | | |
|--------------------|------------|-------------------------|------------|----------|
| | | Low = 1 | Medium = 2 | High = 3 |
| Risk Impact Rating | Low = 1 | 1 | 2 | 3 |
| | Medium = 2 | 2 | 4 | 6 |
| | High = 3 | 3 | 6 | 9 |

| Impact Rating | 3 | Assure Risk Mitigation is Effective | | Enhance Risk Mitigation | |
|---------------|---|-------------------------------------|--------------------|-------------------------|-------------------------------|
| | | 2 | | | |
| | | 1 | Redeploy Resources | | Measure for Cumulative Impact |
| | | | 1 | 2 | 3 |
| | | Probability Rating | | | |








Risk Evaluation: Plan

Risk Response Planning

- **Goal:** Determine the risk response strategy, close criteria, and supporting action steps.
- **Outcome:** Develop the Risk Response Plan

Considerations when developing the action steps to address and close risks:

-  Project Milestone, deliverable, decision, or action item impacted by the risk
-  Required Actions to prevent the risk from occurring
-  Resource who will complete the necessary action and individuals/teams supporting that action
-  Expected completion date time for the action
-  Action Step Status: Not Started, In Progress, Completed



Risk Response Strategies

Accept & Monitor

Acknowledge the existence of a threat but take **no proactive action**. Actively accepting a risk can include:

- Developing a **contingency plan** that would be triggered if the event occurred
- **Doing nothing** (passive acceptance)

Mitigate

Action is taken to **reduce the probability** of occurrence and/or impact of a threat. **Early mitigation** action is often **more effective** than trying to repair the damage after the threat has occurred.

Share or Transfer

Shift ownership of a threat to a third party to **manage the risk** and to **bear the impact** if the threat occurs

Avoid

Project team acts to **eliminate the threat** or protect the project from its impact

Escalate

Escalation is appropriate when the project team or the project sponsor agrees that a **threat is outside the scope** of the project or that the proposed response would **exceed the project manager's authority**



Example Risk Response and Mitigation Plan



| | | Response plan should... | When to choose this option... | Example |
|---|---------------------------|---|---|--|
| Can the team accept the risk without taking further mitigative action? | Accept and Monitor | Monitor existing mitigation actions for stability; confirm that such measures are effective | Full probability or impact of risk are not known; the risk has been mitigated/managed to an acceptable level | The program can accept that there are not enough resources to support a customer group, but then closely monitor the risk going forward |
| Can the team reduce its vulnerability to, likelihood of, or impact of the risk? | Mitigate | Include strategies to help reduce risk probability or impact, monitor the mitigation plan for progress, and revise as needed | Committing resources to reduce risk exposure improves the ability to reach its goals/objectives; the organization is more risk averse in the affected area | The program can mitigate an interface related risk by committing more people, time, or funding to develop and implement the interface |
| Can the team transfer or share ownership of the risk to another organization? | Share or Transfer | Define steps to transfer responsibility (decisions, project/program documents, MOUs, etc.) | Risk ownership occurs across organizational boundaries; other organization has capabilities better suited to manage the risk or is already managing similar risks | The program can transfer post Go-Live end user related risks to O&M or external support teams. |
| Can the team stop doing the activity giving cause to the risk? | Avoid | Specify the steps needed to stop activities giving rise to risk, identify unintended consequences of avoiding the activities, and develop strategies to mitigate the consequences | The underlying activity (process, service, business line, etc.) creates significant risk exposure and has limited upside | The program can avoid a system related risk by deciding that the system is not necessary for the implementation of FL PALM |
| Is this outside of the scope of the project team? | Escalate | Define the steps to escalate the risk. Requires documentation and acceptance of the risk by the alternate party. | The risk is beyond the project manager's authority or outside the scope of the project. | The program can escalate an issue to avoid if the task may be out of scope or outside the manager's authority to make the final decision |



Risk Control: Actions

Risk Actions

- **Goal:** Track risk actions for closure and take corrective action as needed. Review risk actions and trends on a regular cadence to evaluate further action toward risk closure.
- **Outcome:** Continuous monitoring and Risk Response Plan execution

Risk Response

Risk actions most typically come in the form of monitoring and mitigating.

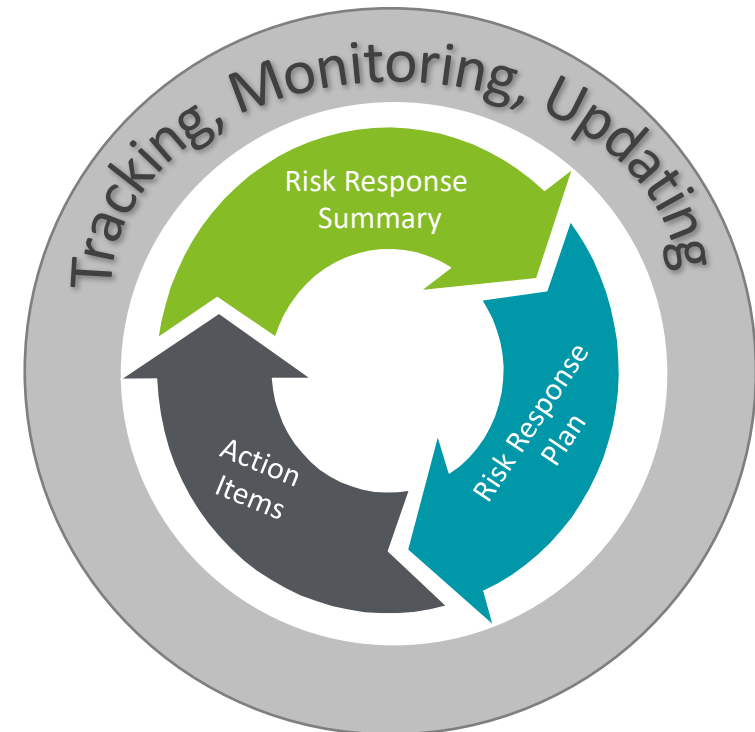
Monitor

- Risk is outside of the project control
- These risks may have an event occur which could result in the need to identify Risk response actions.

Mitigate

- Risk is within the control of the project team
- Risks with a high probability and mitigating actions are within Project control will be mitigated
- Identified mitigation steps must be complete for Risk Closure to occur

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Risk Control: Resolve

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Risk Resolution

- **Goal:** Successfully resolve the risk(s) by executing the identified actions before negative impacts are realized
- **Outcome:** Risk Closure

When to close a risk?

- All action items in the Risk Response Plan are complete
- All uncertainty identified within the risk/issue has been mitigated, thus reducing or eliminating potential impacts
- A shift in events occurs and it is no longer considered a risk/issue

Who can close a risk?

- Risk Owner or the Risk Management Team can recommend a risk/issue for closure
- Action Item owners are responsible for completing all required actions assigned to them in the Risk Response Plan
- Risk Management Team completes closure process within the Risk Register



Section 4:

Risk Management in Technology Projects – Best Practices



Risk Management in Technology Projects – Best Practices

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Risk Management is the Unsung Hero of Project Success

Foster a Risk Management Culture – We Are All Risk Managers

Creating a culture where risk management is embedded in everyday activities is essential. This starts with the understanding that every team member has a role to play in identifying and mitigating risks. Encourage open communication and provide training on risk management practices to empower everyone to contribute.

Everyone’s Responsibility to Identify Risks

Risk identification should be a collective effort. By involving everyone from the ground up, you ensure that potential issues are spotted early. Host regular brainstorming sessions and workshops to facilitate this process, making sure that no potential risk goes unnoticed.

Team’s Responsibility to Assess Risks

Once risks are identified, the team must assess their potential impact and likelihood. Use tools such as risk matrices to evaluate and prioritize risks. This helps in understanding which risks need immediate attention and which can be monitored over time.

Owner’s Responsibility to Monitor and Control Risks

The responsibility of monitoring and controlling risks falls heavily on the risk owner – it’s important to identify who is best to establish a plan that includes tracking the risk, implementing a mitigation strategy, and regularly reviewing the effectiveness of the strategy.



Risk Management in Technology Projects – Best Practices

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Use Lessons Learned to Identify and Mitigate Risks

Leverage past project experiences to inform current risk management practices. Conduct post-mortem analyses on previous projects to understand what went well and what didn't. Apply these lessons learned to anticipate and mitigate similar risks in future projects.

Use the Project Schedule to Identify Dependency Risks

The project schedule is a valuable tool for identifying risks related to task dependencies. Scrutinize the timeline for potential bottlenecks and overlapping tasks that could pose risks. By doing so, you can proactively adjust the schedule to minimize these risks.

Prioritize Risks to Maximize Your Impact

Not all risks are created equal. Prioritizing risks allows you to focus your resources on those that have the highest potential impact. Use a risk matrix to categorize risks and develop a targeted approach to address the most critical ones first.

Have a Risk Response Planning Party

Engage your team in a collaborative session to develop risk response plans. This can be a fun and interactive way to ensure everyone is on the same page and to generate creative solutions. By getting everyone involved, you foster a sense of ownership and accountability.



Risk Management in Technology Projects – Best Practices

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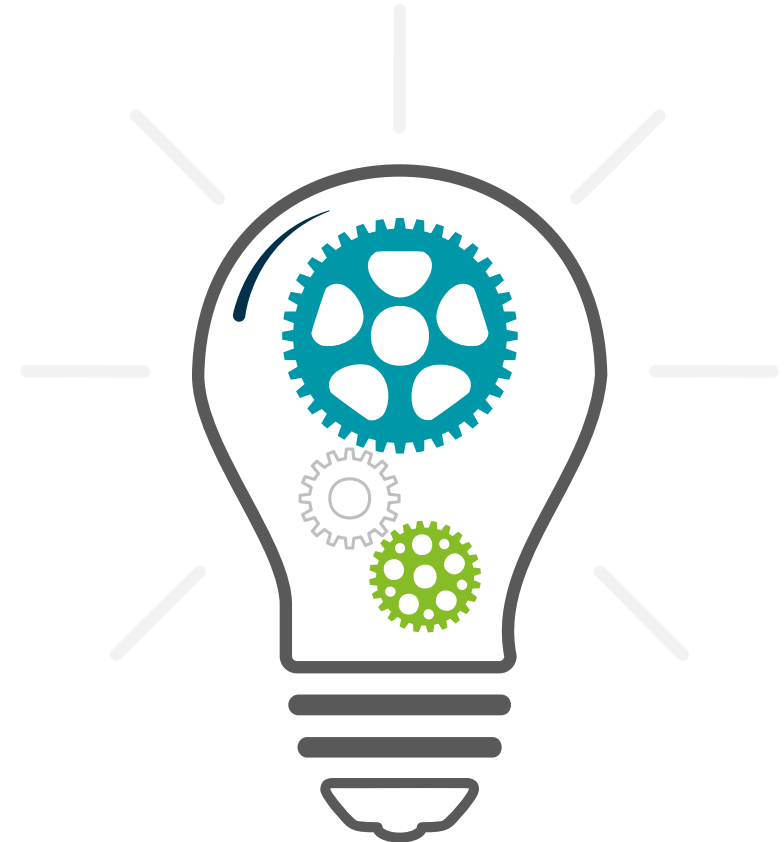
● Collaboration Is a Great Risk Management Strategy

Collaboration enhances the effectiveness of risk management. Regularly engage with your team and stakeholders to discuss risks and mitigation strategies. Collaborative efforts ensure that diverse perspectives are considered, leading to more comprehensive risk management plans.

● Engage Stakeholders Throughout the Process – Internal and External

Involve both internal and external stakeholders in your risk management process. Their insights and feedback can be invaluable in identifying risks that might have been overlooked and in developing robust mitigation strategies. Regular updates and transparent communication with stakeholders help to build trust and ensure alignment.

By adhering to these best practices, you can create a proactive risk management environment that not only identifies and addresses potential issues but also drives project success





Section 5:

Tools, Templates, and Take-Aways



Risk Management vs. Issue Management



RISKS

Timing: A *potential* event or condition that *could* impact a project

ISSUES

Timing: An event or condition *is certain* or *has already occurred* and is causing project impacts

| | | | Risk Requirements | Risk | Issue |
|-----------------|------------|----------|------------------------------|------|-------|
| Risk Management | Assessment | Identify | Title, Statement/Description | ✓ | ✓ |
| | | | IF/THEN Statement | ✓ | ✗ |
| | | | Trigger Date | ✓ | ✗ |
| | Evaluation | Analyze | Impact Rating | ✓ | ✓ |
| | | | Probability Rating | ✓ | ✗ |
| | | | Overall Risk Score | ✓ | ✗ |
| | Control | Plan | Actions | ✓ | ✓ |
| | | | Resolve | ✓ | ✓ |
| | | Control | Monitor & Track Progress | ✓ | ✓ |
| | | | Closeout | ✓ | ✓ |



Writing a Risk: Risk Template

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| | | | | | |
|-----------------------------|----------------------|-------------------------|----------------------|----------------|----------------------|
| ID: | <input type="text"/> | Capture Date: | <input type="text"/> | Request Name: | <input type="text"/> |
| Risk Title: | <input type="text"/> | | | | |
| Owner: | <input type="text"/> | Risk Coordinator: | <input type="text"/> | | |
| Background/ Description: | <input type="text"/> | | | | |
| IF Statement: | <input type="text"/> | THEN Statement: | <input type="text"/> | | |
| Impact Rating: | <input type="text"/> | Probability Rating: | <input type="text"/> | Risk Score: | <input type="text"/> |
| Wave(s) Impacted: | <input type="text"/> | Responsible Workstream: | <input type="text"/> | | |
| Trigger Date: | <input type="text"/> | Date Identified: | <input type="text"/> | Risk Category: | <input type="text"/> |
| Risk Response Plan: | <input type="text"/> | | | | |



Writing an Issue: Issue Template

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| | | | | | |
|-----------------------------|----------------------|---------------------|-------------------------|----------------------|----------------------|
| ID: | <input type="text"/> | Capture Date: | <input type="text"/> | Request Name: | <input type="text"/> |
| Risk Title: | <input type="text"/> | | | | |
| Owner: | <input type="text"/> | Risk Coordinator: | <input type="text"/> | | |
| Background/ Description: | <input type="text"/> | | | | |
| IF Statement: | N/A | | THEN Statement: | N/A | |
| Impact Rating: | <input type="text"/> | Probability Rating: | N/A | Risk Score: | N/A |
| Wave(s) Impacted: | <input type="text"/> | | Responsible Workstream: | <input type="text"/> | |
| Trigger Date: | N/A | Date Identified: | <input type="text"/> | Risk Category: | <input type="text"/> |
| Risk Response Plan: | <input type="text"/> | | | | |



Risk Writing Best Practices

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Be Clear & Specific

Clearly define the risk, including what might happen and the potential impact. Avoid vague language and ensure the risk statement is easily understandable.

Structured Format

Follow a consistent format such as:

- IF, THEN statements
- "There is a risk that [event] may occur, leading to [impact]."

Include Cause & Effect

Identify the root cause of the risk and its potential effect on the project or organization.

Quantify the Risk

Where possible, quantify the risk in terms of likelihood and impact. Use metrics or percentages to provide a clearer picture.

Align with Organizational Goals

Ensure the risk statement is aligned with the organization's objectives and strategic goals.

Consider the Audience

Tailor the language and detail of the risk statement to the audience. Senior executives may require a high-level overview, while project managers may need more detailed information.

Document Assumptions & Dependencies

Clearly state any assumptions or dependencies that the risk is based on.

Review & Update Regularly

Regularly review and update risk statements to reflect any changes in the project or external environment.



Writing a Risk: Risk Description & Statement



Risk Description

A description of the identified risk should provide 2-3 sentences of necessary background, plus a clear, concise, and **actionable risk statement**. At a minimum, a risk statement needs an **uncertain event/condition** that leads to an **impact**. Justification for the provided Trigger Date should be documented in the description field. Illustrations below.

Risk Statement

An actionable risk statement generally follows this format:

IF <x future event> were to occur, THEN <y impact to objectives or expected outcomes> could occur.

If...

- Causal Factors
- Adverse Event
- Adverse Scenario
- Underlying Condition

Then...

- Impact/Effect on:
- Schedule/Resources
 - Goals/Objectives
 - Stakeholders

Example 1

Weak Risk Statement:

If Jeff has mechanical issues with his car, then his arrival time at San Francisco will be impacted.

Strong Risk Statement:

If Jeff does not take his car to a mechanic for a check-up before the trip, then his car could have unknown mechanical problems that would jeopardize his safety and completion of the trip.

Example 2

Weak Risk Statements:

If FL PALM does not receive the data file from [AGENCY] then testing might not be completed and go-live could be impacted.

Strong Risk Statement:

If the FLAIR-XYZ data file is not incorporated in the ABC interface end-to-end testing, then there will not be adequate time in the schedule to complete testing prior to code freeze on [DATE]. If this does not occur, then functionality at go-live would require functional workarounds until future releases in O&M.



Writing a Risk: Risk Response

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What are Risk Responses?

Risk Responses are responsive action(s) to accept, avoid, reduce, or transfer risk. A sound risk response plan outlines all mitigation steps and activities from start to finish. Risk Responses include both a summary of the mitigation approach and a detailed response plan. Risk owners develop and implement risk response strategies and decide whether these are suitable for effective risk mitigation.

Risk Response Components



Risk Response Summary

- 1-2 sentences that briefly describe the approach to mitigate the risk



Risk Response Plan

- Clear description of the risk response strategy
- 3-5 action items that will fully mitigate the risk by the proposed trigger date



Action Items

- A discrete, executable task that must be accomplished by an assigned Action Item Owner by a determined Due Date

Example Risk Response Summary

RIID 1: Schedule Impacts Due to Mechanical Issues on Road Trip

Risk Response Summary

To prevent mechanical issues on the road trip to San Francisco, Jeff will ensure his vehicle is in good shape. This will include taking his car to a mechanic for a full check-up prior to embarking on the trip and ensuring all requirements for operation are at the correct levels.

Action Items

- Schedule maintenance appointment with local dealership at least 3 days before the trip.
- Confirm gas levels, air pressure, and oil levels 24 hours before departure.
- Proactively pack an emergency roadside kit prior to departure.



Let's Practice!

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Using your blank Risk and Issue templates, use the below prompt list to develop draft Risk and Issue entries.



Planning a weeknight dinner at home.



Traveling to a work conference.



Training for a 5K run in 2 months.



Building a new shed in your yard.



Throwing a surprise birthday party.



Developing a new interface for a system.



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Q&A





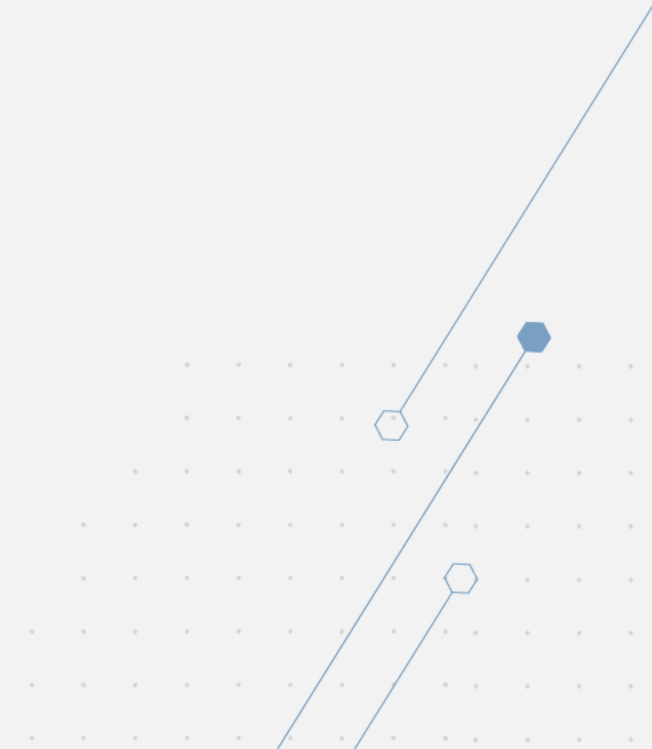
Risk Writing Workshop

FL[DS] and Florida PALM

Workshop Agenda



- Making the Case
- Read it: Re-Cap of Deloitte Content
- Watch it: Model writing an effective risk.
- Do it: Putting Theory into Practice
- Risk Writing Report Out and Discussion
- Nuts and Bolts Review
- Resources for Assistance
- Questions and Feedback Survey

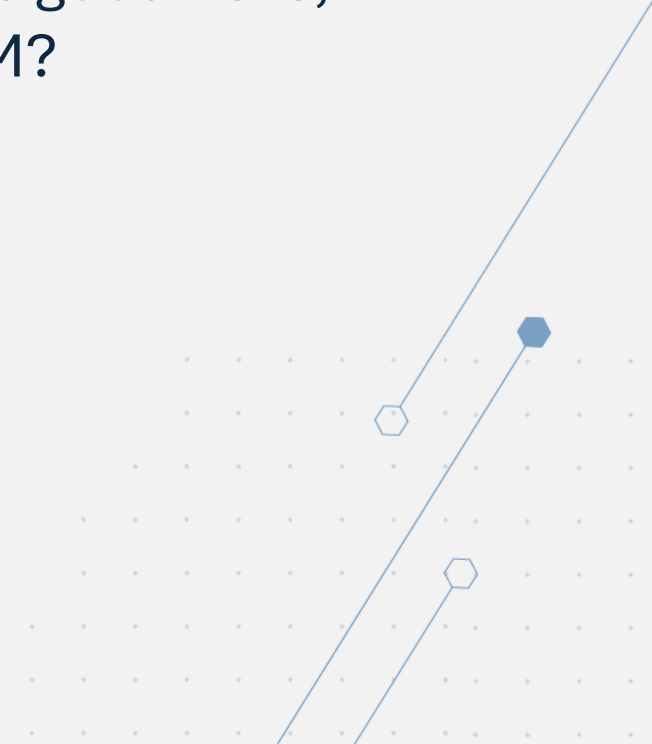


Making the Case



What's at stake and why is it important to identify and write good risks, and manage them appropriately for Florida PALM?

What's in it for your Agency?



Read it: Risk Management Process-FL PALM

The Risk Management process includes three primary components:

Assessment

Understand the Risk

- **Identify:** List of Project-wide and Project team-specific risk items that may compromise the Project's outcomes
- **Analyze:** The process of rating or scoring Risk based on the Risk Management team's collective perception of the severity of consequences and likelihood of occurrence

Evaluation

Determine the best way to mitigate/neutralize

- **Prioritize:** Process is to confirm or revise the risk impact analysis
- **Plan:** Determine close criteria and supporting action steps to be taken for mitigating or monitoring risks

Control

Track & implement changes through closure

- **Actions:** Risk mitigation and Risk monitoring
- **Resolve:** Successfully resolve the Risks by executing the identified actions for mitigating or monitoring described the Risk Planning







Fig: Risk Management Process Overview

Read it: Risk Assessment Identification


Risk Identification

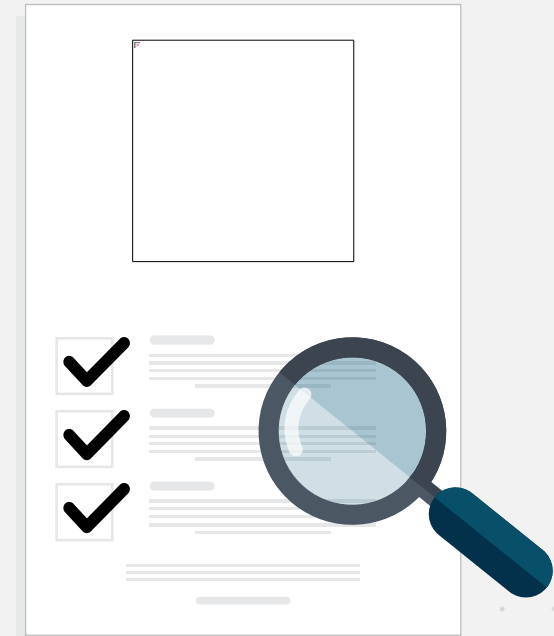
- **Goal:** Conduct formal and informal risk assessment events to identify potential risks that could impact the project
- **Outcome:** Document/record identified risks within the Risk Register using a standardized format

Risks can be identified through:

-  Risk Surveys
-  Interviews
-  Assessment Meetings
-  Personal Experience
-  Risk Workshops

Risks can cover:

-  People
-  Process
-  Technology
-  Data



Watch it: Role Play



It's the start of hurricane season, how to you prepare?

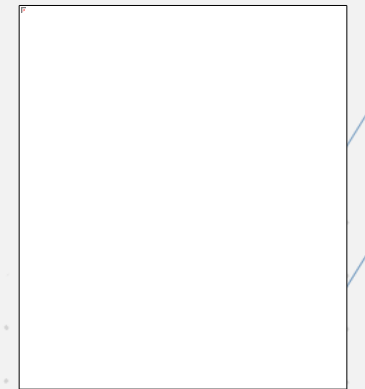
How does your preparation change if a Category 4 Hurricane is headed to your hometown?



Shewart/Deming Cycle

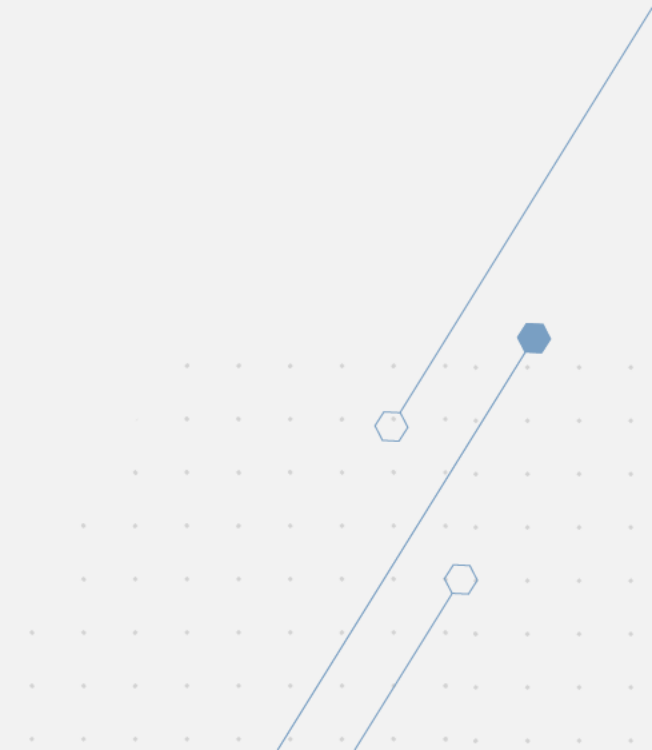


- Plan Stage: assess the scope, impact, and priority of known risks
- Do stage: lead efforts to understand the root causes of risks
- Check stage: monitor the quality of feedback information against your set of requirements
- Act stage: address and resolve emerging risks



Do it: Putting Theory into Practice

Risk Writing Report Out and Discussion.



Feedback and Workshopping

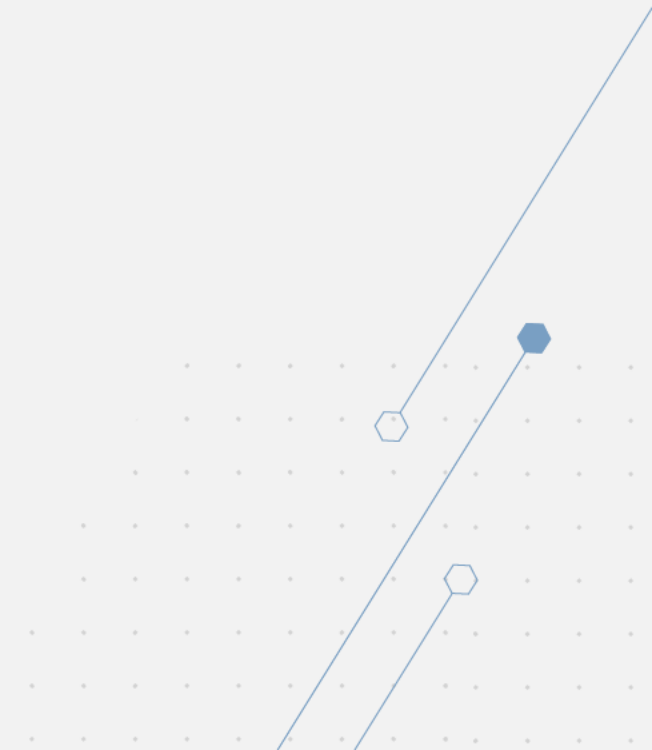


Writing a Risk: Risk Template

| | | | | | |
|-----------------------------|----------------------|----------------------------|----------------------|----------------|----------------------|
| ID: | <input type="text"/> | Capture Date: | <input type="text"/> | Request Name: | <input type="text"/> |
| Risk Title: | <input type="text"/> | | | | |
| Owner: | <input type="text"/> | Risk Coordinator: | <input type="text"/> | | |
| Background/ Description: | <input type="text"/> | | | | |
| IF Statement: | <input type="text"/> | THEN Statement: | <input type="text"/> | | |
| Impact Rating: | <input type="text"/> | Probability Rating: | <input type="text"/> | Risk Score: | <input type="text"/> |
| Wave(s) Impacted: | <input type="text"/> | Responsible Workstream: | <input type="text"/> | | |
| Trigger Date: | <input type="text"/> | Date Identified: | <input type="text"/> | Risk Category: | <input type="text"/> |
| Risk Response Plan: | <input type="text"/> | | | | |

Rewrite the Risk #1

Inadequate Post Training Support.



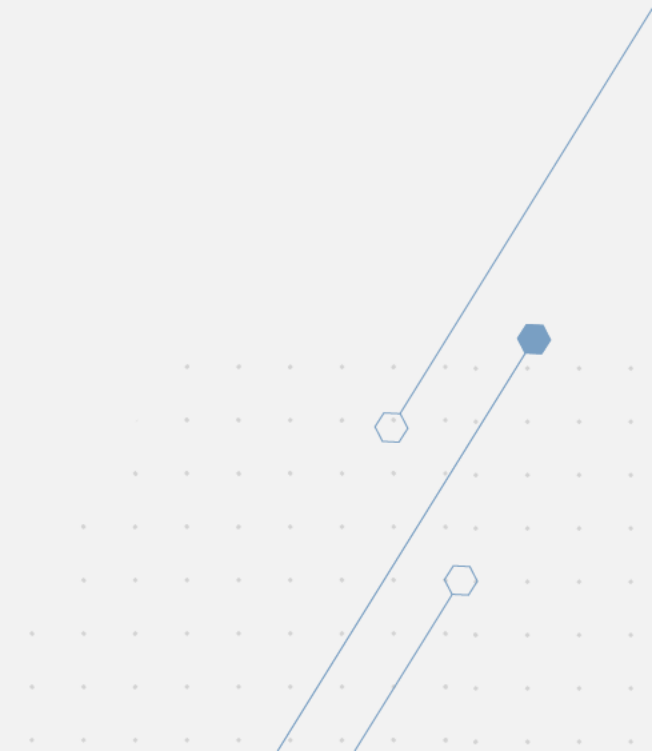
Rewrite the Risk #2

Lack of training: the training needs to be specific to the State of Florida Implementation, including specific Chart of Accounts ChartField values as well as other configured elements. In addition, there also needs to be technical related training for interfacing methods, data access for the IW, and remediation techniques.



Rewrite the Risk #3

Loss of FLAIR EO field.



Rewrite the Risk #4

Due to the limited number of positions, staff may not be fully trained/confident to perform their accounting functions in PALM on Go Live date.



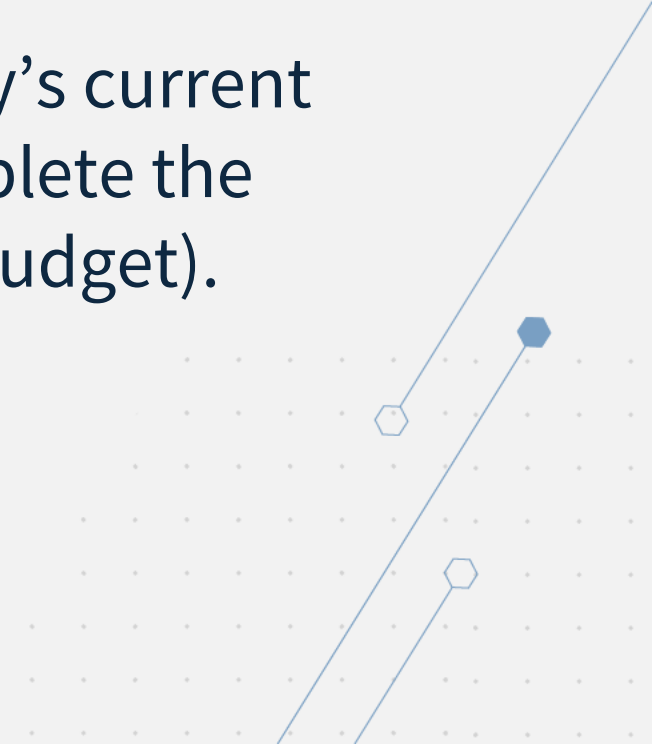
Rewrite the Risk #5

Payroll – Severe data loss or corruption during migration of data.



Rewrite the Risk #6

If Florida PALM project scope increases, the Agency's current LBR funding requests will be inadequate to complete the Florida PALM transition (schedule, scope, and budget).



Rewrite the Risk #7

There will be many competing priorities for staff working on this project. Staff on the project may serve in more than one capacity and time may not be fully dedicated to accounting and FL PALM work.



Rewrite the Risk #8

The loss of CCN resources would constrain current CCN staff capacity and could result in the loss of critical functional and institutional knowledge, which is imperative to the success of the Florida PALM Project.



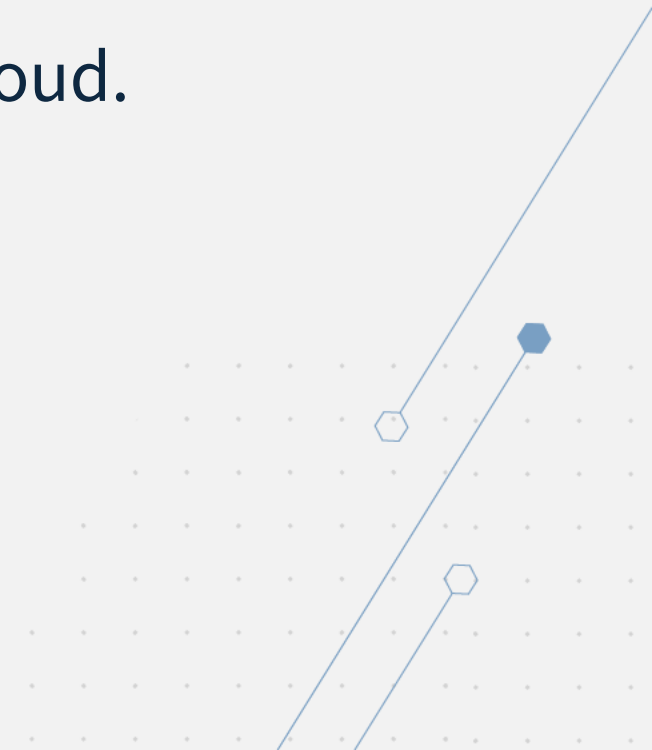
Rewrite the Risk #9

Employee Retention – staff leaving the Agency for retirement or other opportunities can create a delay with collection of data and/or processes.



Rewrite the Risk #10

Data breach or unauthorized access in the cloud.



Rewrite the Risk #11

If the required testing is not defined and scheduled, F&A staff may not be ready and available and that could negatively impact agency readiness.



Rewrite the Risk #12


Reduced duration for agency business system end to end testing with Florida PALM during UAT could impact Tier 1 agency business systems with significant changes, as well as those systems that will require downstream Tier 2 interface testing. As a result, agency might not have enough time to successfully complete all of the testing needed for agency business systems, which in turn could impact agency readiness for go-live with Florida PALM.



Managing & Reporting Risks for Florida PALM

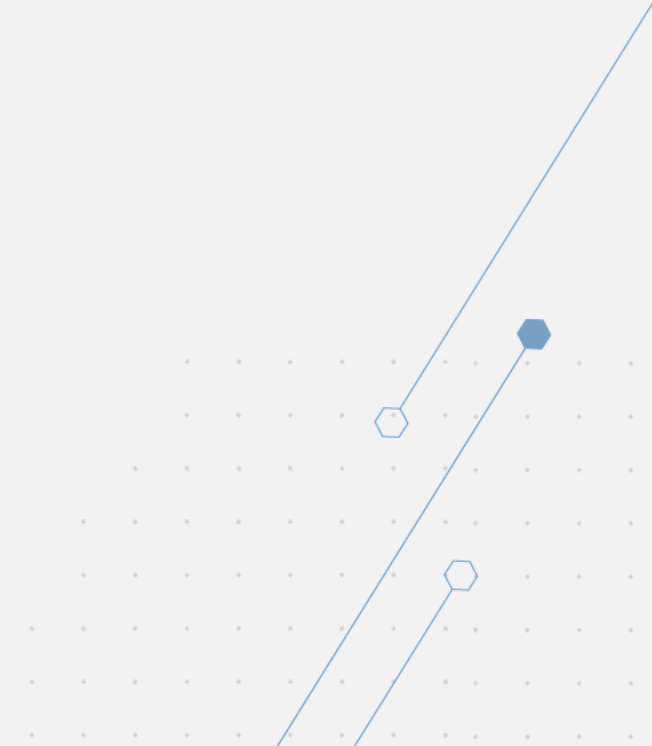


Managing & Reporting Risks for Florida PALM

- Agency Risks, Issues, and Assumption logs can be found in the Status Reporting folder in your agency's Workspace in Smartsheet
 - Logs can be updated in Smartsheet at any time
 - For the Nov/Dec period, a new column has been added in the logs for you to confirm the Risk, Issue, or Assumption is still valid for the reporting period
 - Agencies should manage their Risks and Issues as described in their agency-specific Risks and Issues Management Plan (RW Task 502)
 - Recurring Bimonthly tasks are meant to ensure continuous focus
 - Manage Agency Specific Implementation Schedule, Risks and Issues
 - Submit Bimonthly Agency Readiness Status Report
- 

Resources for Assistance

- Readiness Coordinator
- Guidance for Bimonthly Agency Readiness Status Report
 - View prior reports on the Agency Readiness Reporting page
- Risk and Issue Management Guide Supplemental
- Risk and Issue Scoring Supplemental
- FL[DS]
- PMI to register your PDU's



The background features a light gray grid of small dots. On the left side, there are several blue hexagons of varying sizes and colors (some solid, some outlined) connected by thin blue lines. On the right side, there is a large, thick, gray chevron shape pointing to the left, with a thin blue line and a small blue chevron symbol at its bottom tip.

Questions?

The background features a light gray grid of dots. A large, thick gray hexagon is centered on the page. Inside this hexagon is a smaller, thin-lined hexagon with blue corner brackets. The text 'Thank you!' is centered within the inner hexagon, and 'survey form' is centered below it. The text 'survey form' is underlined. There are also decorative lines and hexagons in the corners of the page.

Thank you!

survey form

1. If Post Training Support is inadequate, onboarding will be longer for new users, causing delays with agency business practices.
2. If agencies don't have adequate training by a certain date (TBD), accounting and technical staff won't be prepared for implementation.
3. If we lose the FLAIR EO field, we'll have to learn a new COA field, transactions may not be made timely and transactions may not post successfully.
 - i. Mitigation
 1. Create crosswalk of fields
 2. Speed Keys
 3. Train staff
 4. Training on new COA
4. If resources aren't fully trained to do their jobs, go-live will continue but the agency won't be ready for go-live.
 - i. Mitigation
 1. Staff aug
 2. Hire staff
5. Payroll is critical. If it fails to run, or data is lost or corrupted during data migration.....
 - i. Mitigation
 1. Data Backup
 2. Review mockup designs
 3. Do analysis of mockup data before conversion
6. If the PALM project scope is increased to add a grants module, current funding resource needs may increase and agencies may not be able to reach the expected deadline to transition to PALM.
 - i. Mitigation
 1. Analyze impacts
 2. Escalate and submit supplemental budget requests
7. If there are competing priorities will have to share resources across the agency
 - i. Mitigation -
 1. Work with other programs to create an allocation plan
 2. Supplement with additional resources as needed

8. If CCN resources are lost, the project will continue, but loss of institutional knowledge will delay success
 - i. Mitigation
 1. Document the process
 2. Cross-train as much as possible
 3. Communication and knowledge sharing
 4. Bring in staff aug to assist with implementation
 5. Seek help from the PALM team
9. If key personnel (SMEs) are not retained, collection of data or mapping of processes may be delayed
 - i. Mitigation
 1. Id backups
 2. Knowledge sharing
 3. Succession planning
10. If we have a security breach, agency data or individual info may be compromised
 - i. Mitigation
 1. Strengthen security protocols
 2. Training
 3. Create an Incident Response Plan
11. If required testing is not defined and scheduled, F&A staff may not be ready and available, and agency operations may be impacted
 - i. Mitigation
 1. Regular meetings to create UAT plan
 2. Cross-walk UAT plan to business process to ensure it includes everything
 3. Communication out
12. Not reworded – Reduced duration for agency business system end to end testing with Florida PALM during UAT could impact Tier 1 agency business systems with significant changes, as well as those systems that will require downstream Tier 2 interface testing. As a result, agencies might not have enough time to successfully

complete all of the testing needed for agency business systems, which in turn could impact agency readiness for go-live with Florida PALM.

i. Mitigation

1. Agency UAT plan with realistic timeline
2. Communication
3. Ensure resources/backups are available
4. Have test cases ready for UAT