

Maximising organisational efficiency through effective risk management frameworks

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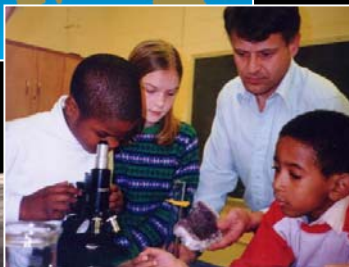
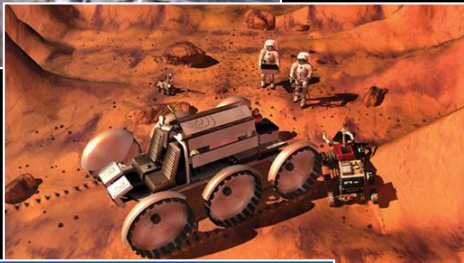
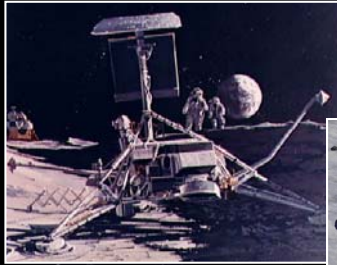
**Australian Risk Management Summit
November 28-30th, 2012
Sydney, Australia**



Agenda

- ◆ **NASA's Current Environment**
- ◆ **Space Exploration Systems**
 - Short Video
- ◆ **NASA's Risk Management Paradigm**
- ◆ **Culture and Risk Management**
- ◆ **Risk Management Lesson Learnt**
- ◆ **Summary**
- ◆ **Q&A**

Exploration Strategy Themes



- ◆ Pursue scientific activities to address fundamental questions about the solar system, the universe, and our place in them
- ◆ Extend sustained human presence to beyond Earth
- ◆ Use near Earth destinations to prepare for future human and robotic missions to Mars and other destinations
- ◆ Expand Earth's economic sphere with direct benefits to life on Earth
- ◆ Strengthen existing and create new global partnerships
- ◆ Engage, inspire, and educate the public

NASA's Current Uncertain Environment

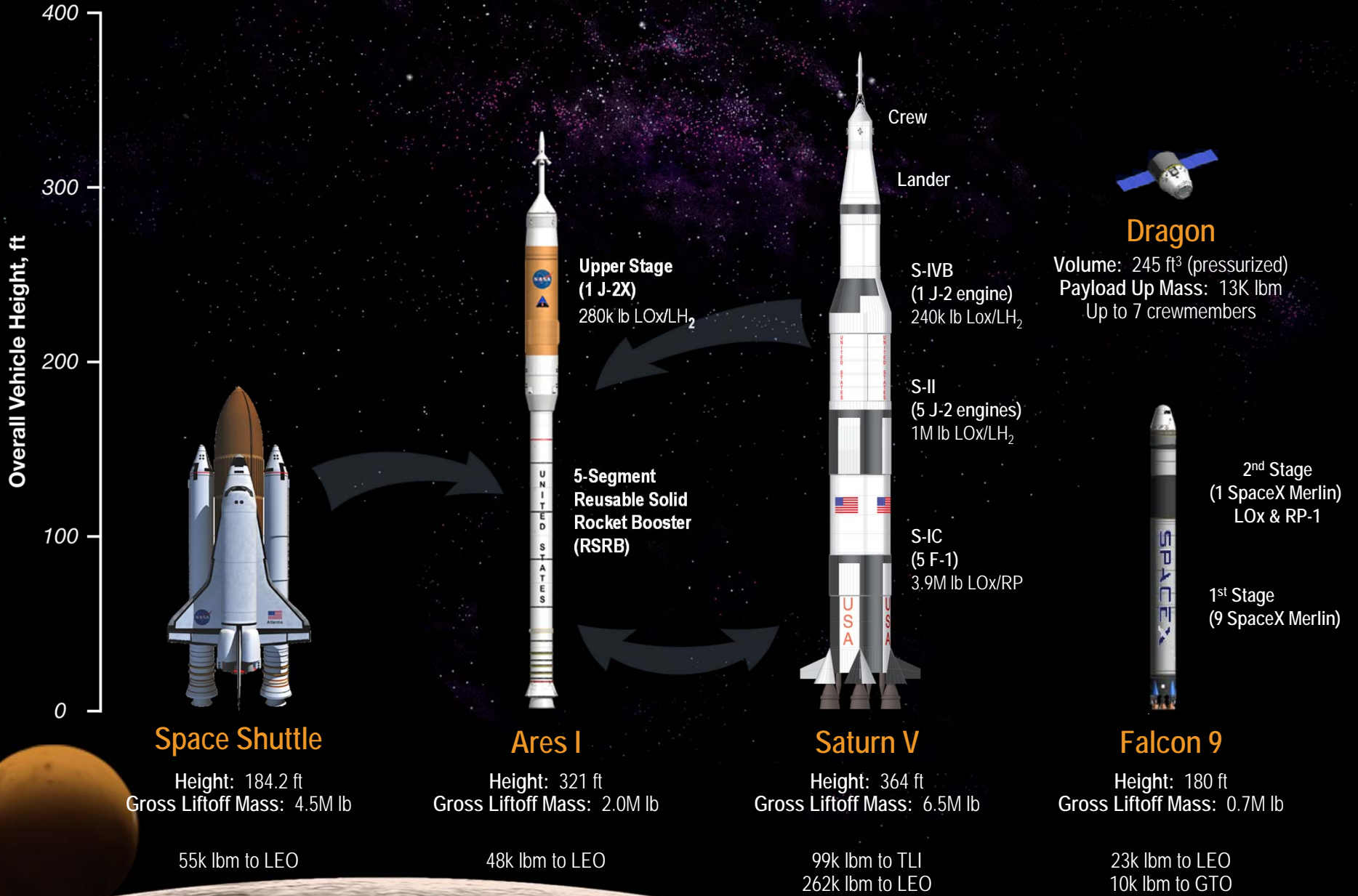
◆ **President Bush's Proposal in 2004**

- Design, develop and fly the Shuttle replacement vehicle (Orion: MPCV) by 2015
- Return to the Moon around 2020
- Extend human presence across the solar system and beyond (starting with Mars)

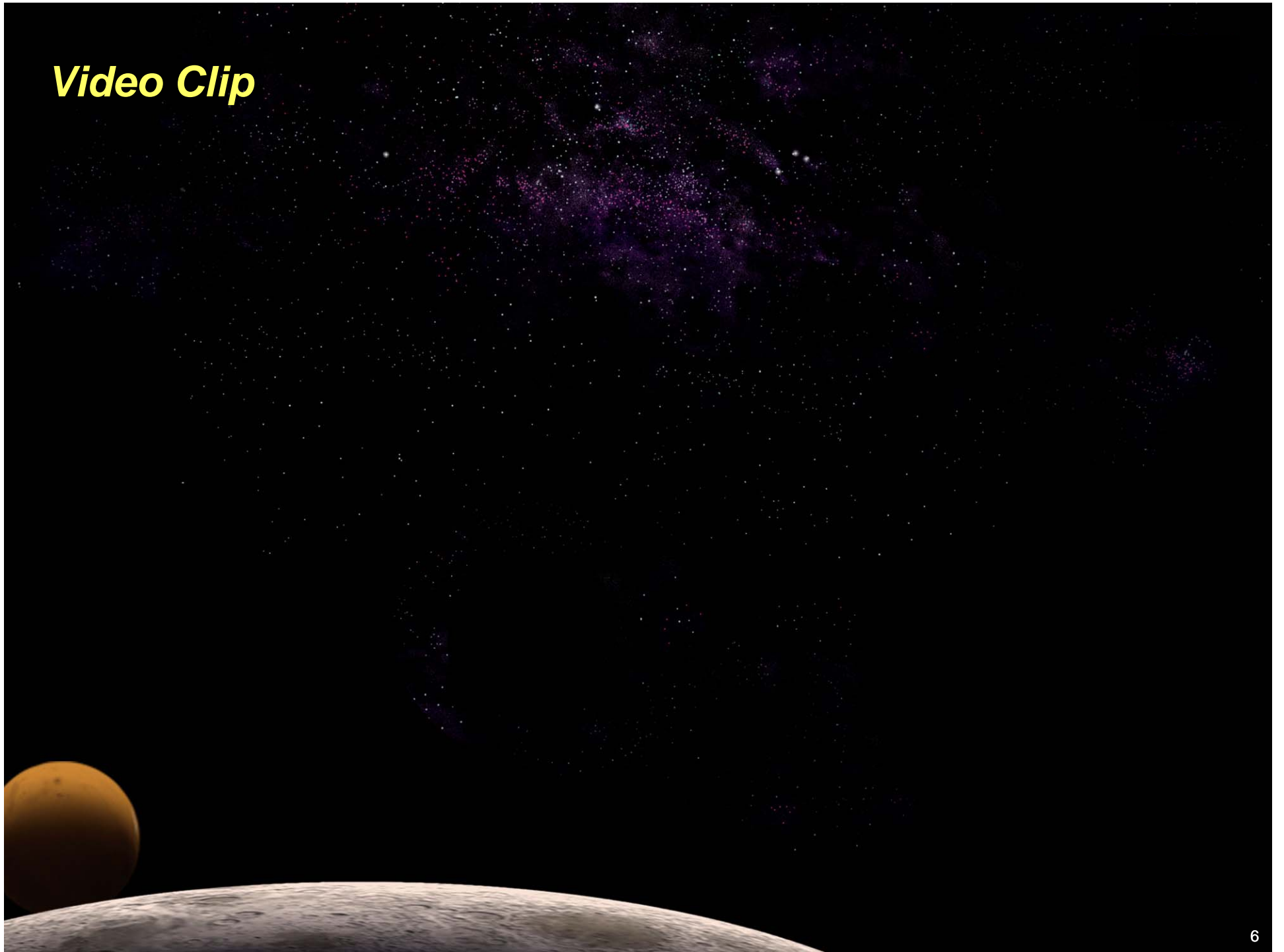
◆ **President Obama's Proposal in 2010:**

- Collaboration with commercial sector to develop and operate “taxi services” to low-earth orbit (Shuttle replacement) – SpaceX (Falcon 9), Orbital (Taurus II) and others,
- Developing technologies vs. developing systems (NACA) etc
 - Fund technology aimed at enabling future deep-space exploration systems including new types of rocket engines /propulsion, heavy-lift launch vehicles, fueling spacecraft in orbit (on-orbit fuelling stations), etc
 - Enhance robotic exploration of space (including precursors to human missions)
 - Research and development of remote autonomous space factories for in-situ utilization
- Develop a simplified MPCV vehicle to provide multipurpose utility for space explorations. Also, use MPCV as part of the technological foundation for advanced spacecraft for future deep space missions.
- Human exploration to asteroids (2025) and eventually Mars (2030s)
- Foster more International collaboration on future missions/projects (e.g. ISS)
- Initiate development of a heavy-lift launch vehicle in 2013

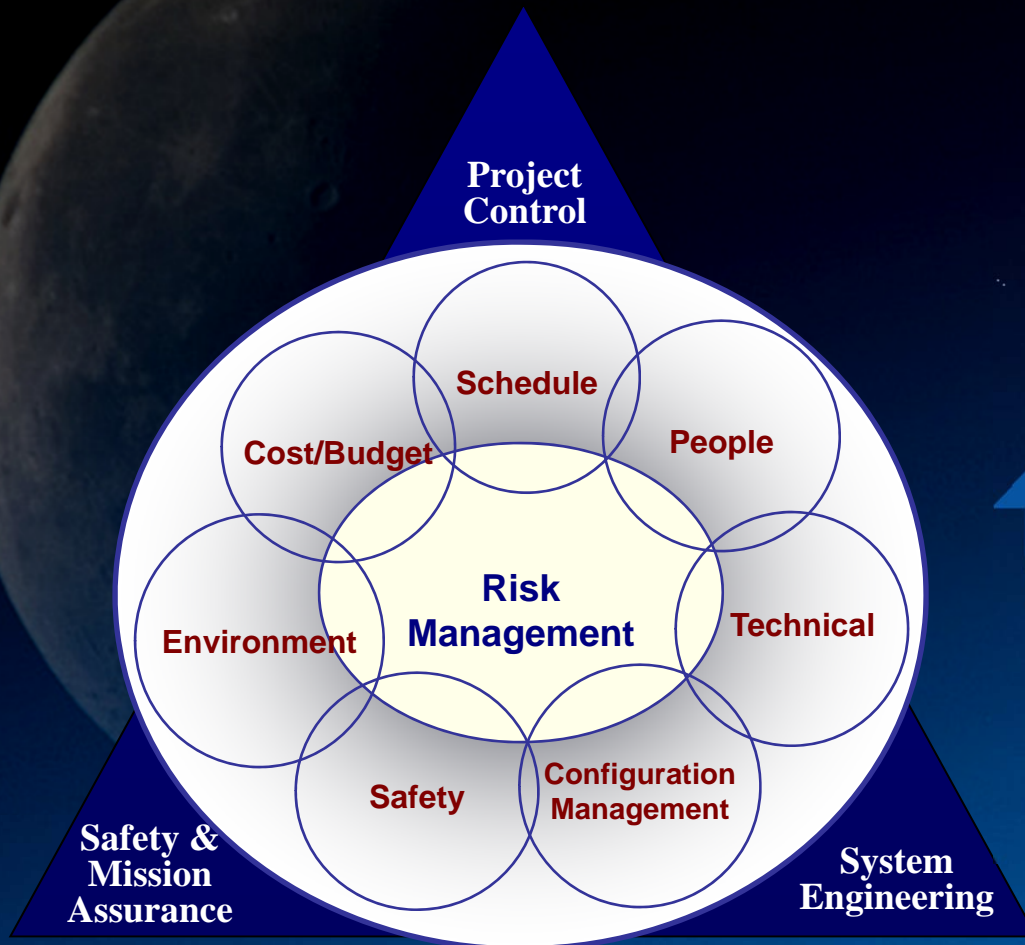
Launch Vehicle Comparisons



Video Clip



Risk Management Paradigm



Sources of Risk



RM Tools & Techniques

QUANTITATIVE

- ◆ Stochastic and Deterministic Modeling
 - Probabilistic Risk Assessments (PRA)
 - Other Statistical based Modeling and Analysis techniques
- ◆ Cause & Effects Analysis
 - Failure Modes & Effects Analysis (FMEA) & Failure Modes, Effects & Criticality Analysis (FMECA)
 - Fault Tree Analysis (FTA)
- ◆ Systems Engineering Analysis and Risk Assessments

QUALITATIVE

- ◆ Root Cause Analysis
- ◆ Hazard Analysis
- ◆ Brainstorming
- ◆ Process Mapping and Analysis (Human Factors)
- ◆ Taxonomy-Based Questionnaires
- ◆ Pareto Method
- ◆ Affinity Grouping

Enterprise Risk Management

- ◆ **Primary purpose of ERM is to improve the quality of decision-making throughout the organization**
 - **Help prioritize strategic and operational decisions**
 - **Ensure planned objectives & missions are fully achieved**
 - **Synthesize projects and allocate risk and agency resources optimally**
 - **Improve mission & project performance to meet agency goals**
 - Projects delivered on time, on budget within requirements/specifications
- ◆ **Treating risks in a holistic manner**
 - **Managing all risks and their interactions effectively (not just within silos). Done at the agency level not just at the traditional project or program level**
 - Consistency of risk processes and the mitigation of risks
 - Even seemingly insignificant risks on their own have the potential, as they interact with other events and conditions to cause great damage.
 - **Risk management becomes part of overall project management with comprehensive, structured and integrated processes**
 - **Integrated and synthesize Risks & Opportunities, Contingency Planning, Crisis Management, Continuity of Operations, Disaster Recovery, etc.**
 - **Facilitate structured communications throughout the organization and with all stakeholders (internal & external) – avoid filtering of information**

Risk Management Implementation Strategy

- ◆ Covers all phases of the life cycle
- ◆ Provide a risk management communication infrastructure to store, analyze and deal with problems proactively – overlay on existing management infrastructure
 - Deploy the risk process, tools and systems within the whole enterprise and integrate with other management systems (integrate risk management with other programmatic functions, including safety & mission assurance, system engineering, analysis and project control/cost & schedule) and also within contractors/subcontractors and supplier base.
- ◆ Require risk identification and management to occur in a tiered, integrated, structured manner
 - Remove roadblocks preventing entry into risk management system (ensure risk management accessible to all levels of the organization)
 - Analyze and individually quantify the risk consequence categories (e.g., Safety, Performance, Schedule, & Cost) for comprehensive understanding of risk impacts – to aid in risk prioritization
 - Analyze how individual risks aggregate or are interrelated. Look for systemic problems and overall trends.
 - Manage risks by developing comprehensive risk handling/mitigation strategies (assign resources based on prioritization) & then monitor/control (include all necessary stakeholder assistance to ensure comprehensive closure) – prepare fall-back plans
 - Accountability - assign risk ownership to the individual best suited to effectuate effective closure (usually the technical expert). Risk owner is responsible for shepherding the risk through closure and coordinating with all players.
 - Dissenting opinions are encouraged – they are documented and evaluated within the standard risk processes

Risk Management Implementation Strategy

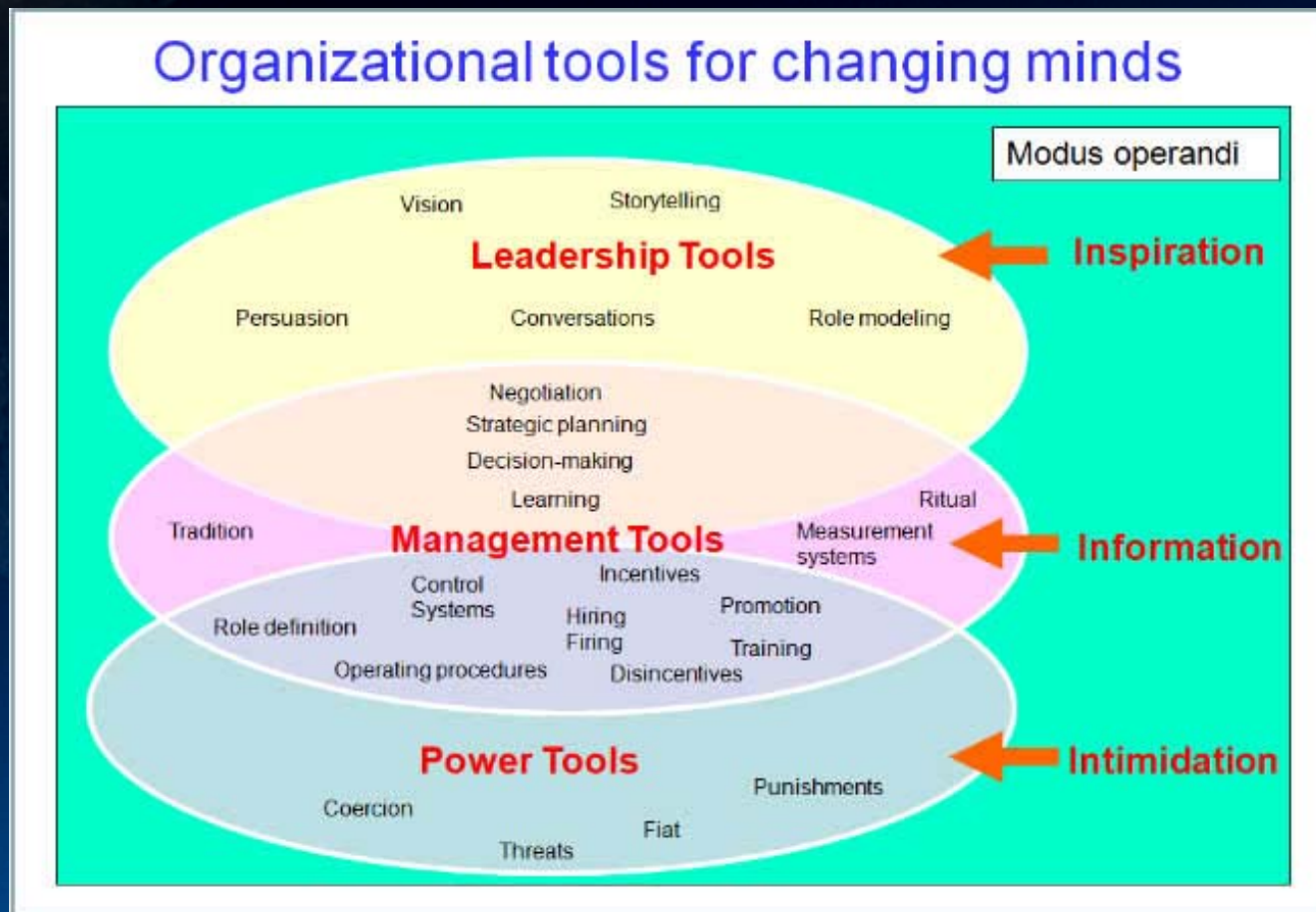
- ◆ **Prioritize and escalate risks appropriately, only escalate issues that need resolution from above**
 - **Prioritization includes Cost/Benefit Analysis of mitigation**
 - **Information is flowed up, resources and prioritizations are flowed down, while coordination is made with all responsible stakeholders**
 - **Manage risks at the lowest level possible where the subject matter experts are and where it is the easiest to implement risk mitigation strategies and monitor its effectiveness**
 - **Ensure that risks receive the appropriate level of management review and resources to effectively mitigate significant threats as early as possible (as cheaply as possible). Risks will be presented at each management level**
- ◆ **Criteria for Risk escalation (to the next level): Risks should be elevated to the next level control board for discussion if:**
 - **A decision is needed by the next level management or higher**
 - **Additional resources are required to effectively mitigate the risk**
 - **Coordination/Integration is needed with other organizations/stakeholders outside the current level**
 - **Awareness or visibility by the next level management or higher is generally needed**
- ◆ **Ongoing monitoring activities are conducted to periodically reassess risk and the effectiveness of controls to manage risk**

Organizational Culture & Risk Management

- ◆ Organization's culture not only consists of interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions, but also many nebulous and dynamic elements
 - Organizational culture is one of the most difficult things to change
 - Culture is elusive and fragile, and if it's not a carefully protected part of what you're about every day you can lose it.
 - Proper culture doesn't just happen. It's built, and it's nourished. It's taught and it's passed on. Ultimately it becomes part of the fabric that makes up what and who you are.
- ◆ Fundamental elements in changing organizational culture
 - Where are you now: understand the current culture.
 - Where do you want to be: decide where it wants to go, define its strategic direction, and decide what the organizational culture should look like to support success. What vision does the organization have for its future and how must the culture change to support the accomplishment of that vision?
 - Is there a road there: the organization's people must decide to change their behavior to create the desired organizational culture.
 - Cognitive – people must have some understanding of why the change in strategy or in culture is needed.

Changing Organizational Culture

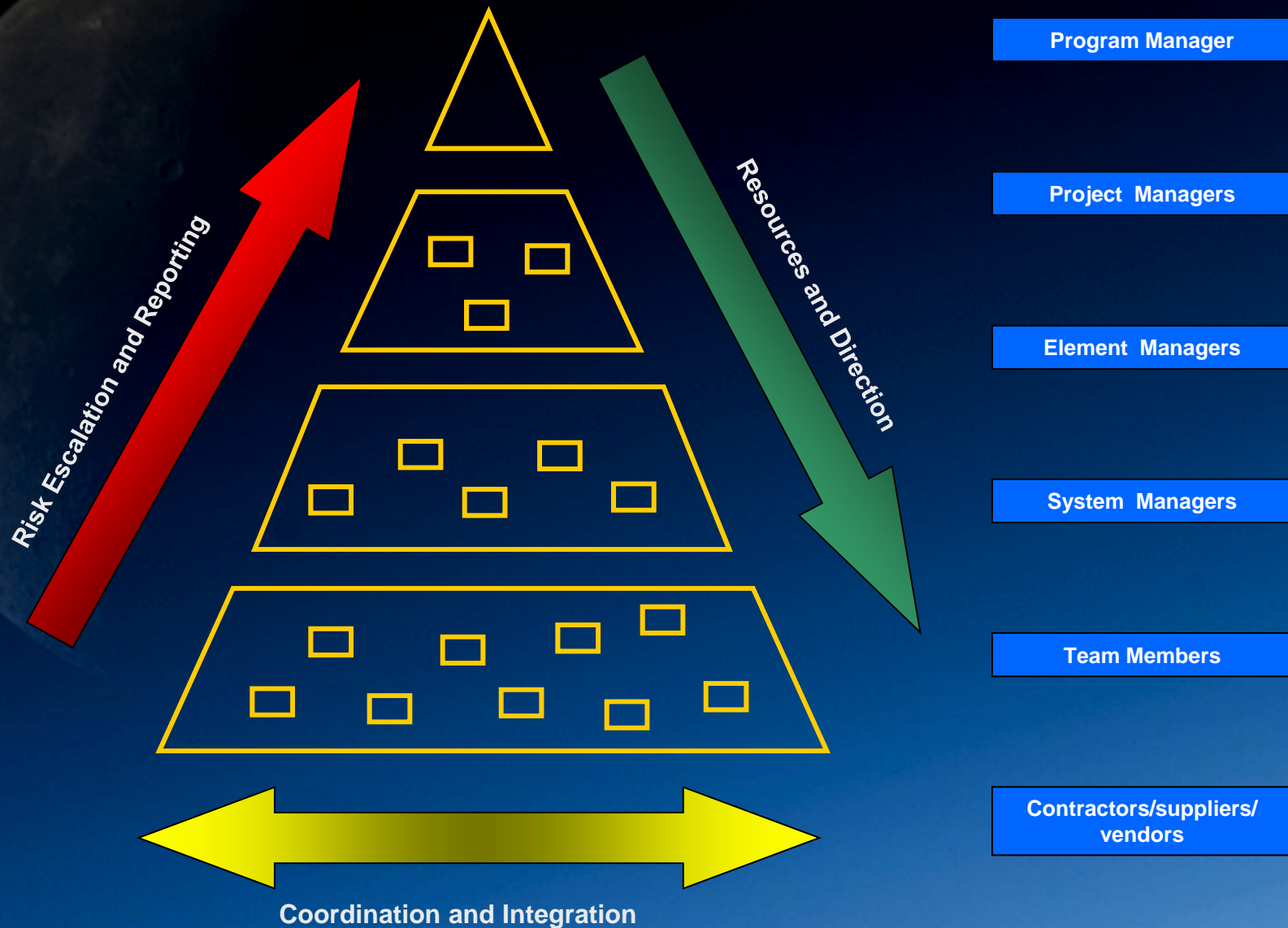
- ◆ Changing a culture is a long process without predictable results, requires many management tools (changing core beliefs and attitudes of an organization will require comprehensive efforts).



Changing Organizational Culture

- ◆ Do come with a clear vision of where you want the organization to go and promulgate that vision rapidly and forcefully with leadership storytelling.
- ◆ Do identify the core stakeholders of the new vision and drive the organization to be continuously and systematically responsive to those stakeholders.
- ◆ Do define the role of managers as enablers of self-organizing teams and draw on the full capabilities of the talented staff.
- ◆ Do quickly develop and put in place new systems and processes that support and reinforce this vision of the future, drawing on the practices of dynamic linking.
- ◆ Do introduce and consistently reinforce the values of radical transparency and continuous improvement.
- ◆ Do communicate horizontally in conversations and stories, not through top-down commands.
- ◆ Don't start by reorganizing. First clarify the vision and put in place the management roles and systems that will reinforce the vision.
- ◆ Don't blindly release old managers and bring in a new management team. Work with the existing managers and draw on people who share your vision.

Risk Coordination and Integration





ORION (CEV) RISK SCORECARD



LIKELIHOOD RATING

5 Very High	Qualitative: Likely to occur.
	Quantitative: $10^{-1} < P$ (for risks with primary impact on human safety) or $P > 50\%$ (for risks with primary impact on cost, schedule, or performance)
4 High	Qualitative: Probably will occur.
	Quantitative: $10^{-2} < P \leq 10^{-1}$ (for risks with primary impact on human safety) or $33\% < P \leq 50\%$ (for risks with primary impact on cost, schedule, or performance)
3 Moderate	Qualitative: May occur.
	Quantitative: $10^{-3} < P \leq 10^{-2}$ (for risks with primary impact on human safety) or $10\% < P \leq 33\%$ (for risks with primary impact on cost, schedule, or performance)
2 Low	Qualitative: Unlikely to occur.
	Quantitative: $10^{-6} < P \leq 10^{-3}$ (for risks with primary impact on human safety) or $1\% < P \leq 10\%$ (for risks with primary impact on cost, schedule, or performance)
1 Very Low	Qualitative: Occurrence improbable.
	Quantitative: $P \leq 10^{-6}$ (for risks with primary impact on human safety) or $P \leq 1\%$ (for risks with primary impact on cost, schedule, or performance)

		RISK MATRIX				
LIKELIHOOD	5	10	16	20	23	25
	4	7	13	18	22	24
	3	4	9	15	19	21
	2	2	6	11	14	17
	1	1	3	5	8	12
			1	2	3	4
		CONSEQUENCES				

TIMEFRAME

Near	0 to 3 months
Mid	3 to 9 months
Far	> 9 months

Time to Initiate Handling Strategy

Consequence Rating

M I S S I O N O B J E C T I V E S

Consequence Rating		1 Very Low	2 Low	3 Moderate	4 High	5 Very High
SAFETY	Personnel	A condition that could cause the need for minor first aid treatment though would not adversely affect personal safety or health (Class IV)	A condition that may cause minor injury or occupational illness. (Class III)	A condition that may cause severe injury or occupational illness (Class II)	A condition that may cause permanently disabling injury (Class I-B)	A condition that may cause death or loss of crew (Class I-A)
	Facilities, Equipment, or Other Assets	A condition that subjects facilities, equipment, or flight hardware to more than normal wear and tear (Class IV)	A condition that may cause minor property damage to facilities, systems, equipment, or flight hardware (Class III)	A condition that may cause major property damage to facilities, systems, equipment, or flight hardware (Class II)	A condition that may cause destruction of non critical facilities or assets (Class I-B)	A condition that may cause destruction of critical facilities on the ground, major systems, or vehicle during the mission (Class I-A)
	Environment	Negligible OSHA/EPA violation - non reportable	Minor reportable OSHA/EPA violation	Moderate OSHA/EPA violation which requires immediate remediation	Major OSHA/EPA violation causing temporary stoppage	Serious or repeat OSHA/EPA violations resulting in action terminating project
PERFORMANCE (Mission Success) Including impacts to operations and supportability		Negligible impact to requirements, mission objectives or technical goals	Minor Impact to requirements, mission objectives or technical goals	Moderate impact to requirements, mission objectives or technical goals	Major impact to requirements, mission objectives or technical goals	Technical goals not achievable with existing engineering capabilities/ technologies
COST		<\$100K (Negligible impact to budget)	>\$100K but ≤\$1M (Minor impact to budget)	>\$1M but ≤\$10M (Moderate impact to budget)	>\$10M but ≤\$50M (Major impact to budget)	>\$50M (Possible project cancellation)
SCHEDULE		Negligible schedule impact	Minor overall schedule impact (Accommodate with reserve, no impact to critical path)	≤1 month impact to critical path/ milestones	>1 and ≤5 month impact to critical path/milestones	>5 month impact to critical path/ milestones or possible project cancellation

Risk Management Lessons Learnt

- ◆ Risk management supported by leadership, team members and stakeholders and active involvement by all
 - Uses it and promotes it
- ◆ A well defined, structured and understood risk management processes and tools
 - A formally documented risk management process
 - Comprehensive and structured risks identification processes and tools (Establish risk toolbox for identifying and analyzing risks)
 - Proper incentives and disincentives to foster good practices
 - All team-members are expected to participate in risk management
 - Not overly complex, must be understood and used (minimize overhead & foster adherence)
 - A proactive risk training program
- ◆ Continuous and iterative assessment of risks
 - Provide elements of independence of the risk analysis function from the program/project
- ◆ Integrated with program/project decision-making processes (RIDM)
 - Continuous, event-driven technical reviews (incl project milestones) to help define a program that satisfies the customer's needs within acceptable risk
 - Continuous prioritization, assessments and mitigation planning and appropriate funding
- ◆ Risk management integral to the acquisition process
- ◆ A continuous process improvement strategy that monitors and improves risk management processes and tools
- ◆ Weaving Risk Management into the cultural fabric of the organization is critical, but difficult

Summary

- ◆ Phased-approach for implementation of risk management is necessary
- ◆ Risk management system will be simple, accessible and promote communication of information to all relevant stakeholders for optimal resource allocation and risk mitigation
 - Risk management should be used by all team members to manage risks – risk office personnel
 - Each group is assigned Risk Integrators who are facilitators for effective risk management
 - Risks will be managed at the lowest-level feasible, elevate only those risks that require coordination or management from above
- ◆ Risk reporting and communication is an essential element of risk management and will combine both qualitative and quantitative elements
- ◆ Risk informed decision making should be introduced to all levels of management
- ◆ Provide necessary checks and balances to insure that risks are caught/identified and dealt with in a timely manner
- ◆ Many supporting tools, processes & training must be deployed for effective risk management implementation
- ◆ Process improvement must be included in the risk processes

A large, dark, cratered moon is visible on the left side of the frame, set against a dark blue sky. The moon's surface is covered in numerous small craters and darker patches. The overall scene is dimly lit, with the moon being the primary light source.

Questions?