

PMI Westchester





Project Aim and Scope

- •Develop an enterprise portfolio methodology that can be implemented to determine critical risks and dependencies across enterprise wide programs.
- •Develop a strategy and to identify key risks and dependencies across the organization that will be realized and impacted as a result of program activities.
- •Determine operational risk and business continuity planning components that will be engaged as part of the dependency management strategy.
- •Develop a strategy to identify risks and dependencies within product development and operational process build outs and implementations.
- •Develop strategic program risk and dependency reporting processes across an organization's program management portfolio.

Enterprise Wide Dependency / Risks Across Programs

Strategy Intention Description:

- •Outward looking review of other programs within an organization's Program Management Office.
- •Review program scope to determine potential risks for a given program as a result of other program activities.
- •Review other programs to determine potential risks external to a given program that may be realized as result of the changes that a program will bring to the organization.
- •Develop risk mitigation and actions plans that will be owned by a program and those that the external projects will take ownership for.
- •Implement portfolio level governance and reporting processes to manage portfolio level risks across Program Management Office.

Dependency / Risks Across Programs

Identify Scope Items Determine Programs Impacted Complete Impact Analysis Develop Risk Register

Integrate Into Risk Reviews

Determine Scope Items:

- Charter and Business Case Review
- Requirements
 Document Review

Portfolio Review

- Cross Reference Projects with Scope Items Alignment
- Develop Impacted Projects Inventory

Conduct Impact

Activities

- AnalysisRisk Assessment Meetings With Impacted Project Teams
- Complete Impact Analysis Matrices

Develop Program / Portfolio Risk Register

- Integrate Impact Analysis Matrix and FMEA Details into Risk Register
- Update PPM tool With High / Critical Risks
- Assign Ownership Across Project Teams

Develop Portfolio Level Risk Review Process

- Portfolio Level Risk / Dependency Reviews
- Integrate Reviews into Project Reviews / Steering Committee
- Conduct Portfolio Level Risk Reviews
- Develop Mitigation and Action Plans

Deliverables / Outputs

- Scope Statement
- Scope Inventory
- Project Dependent Inventory Matrix
- Impact Analysis Matrices
- FMEA (Failure Modes Effects Analysis)

- Portfolio Level Risk Register Updated Project Risk Registers
- Mitigation Plans
- Action Plans
- Senior Management Risk Reports

Dependency / Risks Across Business Functions

Strategy Intention Description:

- Outward looking review of critical business processes and functions across an organization.
- Review scope to determine potential risks that may be realized as result of the changes that a program will bring to the organization.
- Engage business continuity planning and operational risk teams to identify critical business processes and high impact operational risk considerations that should be addressed.
- Develop a process to gather potential risk and issues outside of those that formal PMO programs will address and manage.
- Develop risk mitigation and actions plans that will be owned by a given program and those that the external business functions will take ownership for.
- Implement enterprise wide governance and reporting processes to manage risks and dependencies across the organization.

Dependency Management / Risks Across Business Functions

Identify Scope Items Business Continuity Planning

Operational Risk Develop Risk Register

Integrate Into Risk Reviews

Determine Scope Items:

- Charter and Business Case Review
- Requirements
 Document Review

Business Continuity Planning Engagement

- Determine Level I/II/II Critical Business Functions
- Determine Severity I/II Business Functions
- Map to Scope Items
- Complete Risk
 Scoring of Functions
 to Scope Items
- Complete Risk Assessments With Business Functions
- Determine High Risk Areas

Operational Risk Engagement

- Review Operational Risk Critical Items Across Business / Process Groups
- · Apply Scoring Models

Activities

- Map to Scope Items
- Complete Risk
 Scoring of Functions
 to Scope Items
- Complete Risk
 Assessments With
 Business Functions
- Determine High Risk Areas

Develop Program / Portfolio Risk Register

- Integrate Impact Analysis Matrix and FMEA / IBRA Details into Risk Register
- Assign Ownership Across Project Teams

Develop Portfolio Level Risk Review Process

- Portfolio Level Risk / Dependency Reviews
- Integrate Reviews into Project Reviews / Steering Committee
- Conduct Portfolio
 Level Risk Reviews
- Develop Mitigation and Action Plans

Deliverables / Outputs

- Scope Statement
- Scope Inventory
- CTQ Matrix
- SIPOC
- BCP Impacted Matrix
- Impact Analysis Matrices
- IBRA (Integrated Business Risk Assessment)
- FMEA (Failure Modes Effects Analysis)

- Portfolio Level Risk Register
- Updated Project Risk Registers
- Mitigation Plans
- Action Plans
- Senior Management Risk Reports

Product Development / Operational Process Build-Out (Non PMO Driven)
Risk and Dependency Identification and Management

Strategy Intention Description:

- Develop a process that can be implemented into commercial product development and operational process development initiatives and programs.
- Integrate into product / process development standard lifecycle.
- Utilize workstream based structure to ensure that all required functions participate in planning, analysis, design and implementation activities.
- Develop process to integrate risks, scope changes into lifecycle and business case / funding based reviews and approvals.
- Allow for teams to ensure that all dependencies and risks across workstreams are taken into account.

Product Development / Operational Process Build-Out (Non PMO Driven) Risk and Dependency Identification and Management

Process / Product Initiation

Workstream Identification Risk / Dependency Analysis Project Development / Risk Register Integration

Integrate Into Risk Reviews

Initiation Activities:

- Scope Identification
- Business Case Development
- Project Planning
- Initial Risk / Issue Identification
- Business
 Requirements
 Gathering

Identification of Workstreams

- Determine workstreams, functional groups
- Identify areas of high risk / dependency

Norkstroam /

Activities

Workstream / Functional Group Enagement

- Review Product
 /Process
 Configuration and
 Requirements with
 Workstreams /
 Functions Groups.
- Determine Gaps and Dependencies.
- Align BRD
 Components to
 Workstreams
- Functional Specifications Development
- Design Specification Risk Assessment

Project / Program Development

- Develop Program Structure / Plan to Integration Additional Process / Product Build-Out Needs
- Change Management Process Reviews As Needed
- Obtain Funding / Management Approvals as Needed

Risk Register Integration

- Integrate Risks /
 Issues Identified from
 Analysis Phase
- Assign Ownership Across Project Teams

Project Management Engagement

- Conduct Regular
 Project Management
 Reviews and
 Governance
 Processes Including
 Risk Reviews and
 Resolutions
- Steering Committee and Senior Management Reporting and Reviews

Deliverables / Outputs

- Project Charter
 Project Plan
- Project Plan
- Business Case
- Initial Risk Register
- BRD (Business Requirements Document)
- Workstream Team Structure
- Risk / Issue Dependency Plan
- Functional Specification Document
- Updated Project Plan
- Change Requests as Needed
- Design FMEA

- Updated Project Plans
- Team Workstream Structural Changes as Needed
- Approved Change Requests As Needed
- Updated Risk Register / Issue Log
- Mitigation Plans
- Action Plans
- Senior Management Risk Reports