

# Enterprise Program Dependency and Risk Management Strategy

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.
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# 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.
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# Dependency / Risks Across Programs

Identify  
Scope  
Items

Determine  
Programs  
Impacted

Complete  
Impact  
Analysis

Develop  
Risk  
Register

Integrate  
Into Risk  
Reviews

## Activities

### 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 Analysis

- Risk 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.
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# Dependency Management / Risks Across Business Functions



## Activities

### Determine Scope Items:

- Charter and Business Case Review
- Requirements Document Review

### Business Continuity Planning Engagement

- Determine Level I/II/III 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
- 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.
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# Product Development / Operational Process Build-Out (Non PMO Driven)

## Risk and Dependency Identification and Management

