

Risk Management @ Risk: What Are the Opportunities PMI and INCOSE Should Work on First?

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Abstract. The aim of program risk management is to ensure that the program's system-of-interest is delivered on time, within budget, and at the expected quality (suitability for intended use) levels. The MIT-INCOSE-PMI *Guide to Lean Enablers for Managing Engineering Programs* states that programs today are *plagued* with cost and schedule overruns. Other studies tell us that about 30% of programs are cancelled, and only 10%-30% meet targets. Is risk management failing to deliver on its value proposition? If so, how can this be? ___ Best practices abound! In 2006, an INCOSE panel cited 65 risk management standards. Today there are even more. But does more mean better? The International Organization for Standardization (ISO) now offers two definitions for the word *risk*. Unfortunately, they conflict. Risk management-related standards, regulations, and guidelines have evolved primarily in silos _ silos for project management, safety engineering, reliability engineering, software, and IT security _ to name a few. The quantity of, and differences between, practices has been increasing along with the number of industries, professional associations, government agencies, and companies publishing prescriptive documents. Since conformance is often mandated by contract or legislation, inconsistencies and conflicts in basic concepts, terminology, processes, data structures, and measurement scales represent a major challenge to managing risk at the program level. In addition, gaps created by the *siloed* approach, and barriers to improvement established by stagnant standards, virtually guarantee that certain risks will *slip through the cracks* if the goal is 100% conformance. Significant opportunities await programs able to implement an integrated *system-of-risk-management-systems* approach that transcends these silos, and leverage innovative methods for breakthrough improvement. In this session the panelists assess the current state of program risk management and provide their unique insights regarding areas of opportunity for the PMI-INCOSE Collaboration on Risk Management.

Biography

Jack Stein (DSI, Inc.) - jack.stein@me.com

Jack Stein is a Systems Engineer, current Co-Chair of the INCOSE Risk Management WG, and a member of the INCOSE-PMI Alliance WG. He also serves as Assistant Director of the INCOSE Americas Sector North-Central Region. Mr. Stein has 28 years project/program engineering experience in the Automotive and Medical Device industries (primarily advanced electronic control systems), and more than 20 years international experience as a U.S. national technical expert in the development of industry, national, and international standards (ISO, IEC, SAE, ZVEI). His specialization experience in Systems Engineering, Risk Management, Requirements Management, Verification/Validation, Accelerated Testing, Quality/Reliability Engineering, and Product Development and Business System Process Design.

Laurie Wiggins (Sysenex, Inc.) - wigginslj@comcast.net

Laurie Wiggins is an entrepreneur and an engineer. She is the founder and president of Sysenex Inc., a systems engineering and business development services company. Her firm is currently developing a risk identification tool, Program Risk MDTM for commercial and government use on product development or modification programs. Ms. Wiggins has over 25 years of experience in engineering and business development. As a systems engineer, formerly with The Boeing Company, she worked on several successful development programs including Space Station Freedom, the Sea Launch launch vehicle and satellite accommodations, flown space experiments, US Next Generation air traffic control systems and software network development. She has worked with the National Geographic Society and World Vision International

on strategic planning for carbon credit programs. She has assisted numerous clients in obtaining new business via business and project planning and proposal writing. Ms Wiggins is a consultant to firms in the aerospace and IT industries resulting in a broad experience base. Her strategic systems perspective enables her unique problem identification and solution skills, and enhances her ability to bring seemingly disparate elements together to create innovative solutions. In addition to her technical skills, she has a solid business perspective focused on customer satisfaction. Ms. Wiggins has a B.S. in Geophysics from Virginia Tech, and has completed subsequent coursework in systems engineering, management, and business.

Drew Slaton (Bechtel Corporation / BLCL) - drewslaton@yahoo.com

Drew Slaton is a 28 years veteran of the Engineering, Procurement, and Construction (EPC) industry with emphasis in high risk, high profile, first of a kind, and war zone assignments. He has worked in 24 countries across five continents covering conventional and nuclear power, oil and gas, mining and metals, telecommunications ports, motorways, and environmental clean-up sector. Drew has worked on U.S. and foreign government as well as private enterprise programs. In addition to his international experience, he has served as the Project Management Institute (PMI) Chairperson for the Project Risk Management Community of Practice (COP) since March 2012 and is the PMI representative for the PMI / INCOSE Alliance Working Group on Risk Management. Drew has developed a solid understanding of the fundamental challenges in meeting organizational goals in high risk environments. He brings a broad risk management perspective to address execution, operational, reputation, financial, security, environmental, political, and health and safety risks. Drew holds PMI Project Management Professional (PMP) and Risk Management Professional (RMP) certifications and a Master's degree in Technology Management. He is currently on assignment in Nigeria.