**RISK MANAGEMENT PROCESS AND RISK RECON**

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**ABSTRACT**

Program Executive Office (PEO) Ground Combat Systems (GCS) initiated a Green Belt project in 2007 to develop a risk management process. The Integrated Product Team (IPT) built on Defense Acquisition University (DAU) and Department of Defense (DoD) risk management guidance to create a process for risk analysis, mitigation, and rules for Risk Review Board approval. To automate this process, the IPT eventually created an Army owned, customizable tool (Risk Recon) that matched the PEO GCS process. Risk Recon is used to track risks throughout the acquisition life-cycle. Changing the culture of the PEO has been the most significant challenge. Training and follow-up of risk progress is required to keep the process from becoming stagnant. Partnership with the Original Equipment Manufacturer (OEMs) is an integral part of all programs and a balance is needed between how the PEO and its OEMs perform risk management and communicate those risks. The software requirements continue to increase. Conflicting requirements and growing technical and developmental needs are addressed by the IPT.

**INTRODUCTION**

PEO GCS initiated a Green Belt project in 2007 to reduce the variation in how the PEO Program Management Offices conducted risk management. A risk management process is essential for any program so that decision makers can have insight into programmatic risks and put effective mitigation plans into place to prevent issues from occurring. Issues can affect the overall program plan for cost, schedule and performance and jeopardize the program meeting its objectives. A common process and tool provides leadership with the opportunity to look across programs. This helps to prevent duplication of effort/resources on common risks.

**HISTORY**

An IPT was formed in PEO GCS that included representatives from several different Program Management Offices (PMOs) to identify the best practices of risk management within PEO GCS and to identify the needs within the PMOs. The Green Belt IPT built on DAU and DoD risk management guidance to create a process and templates for risk analysis, mitigation, and rules for Risk Review Board approval. To automate this process, the IPT reviewed several COTS tools and eventually contracted with Portal Dynamics to create an Army owned, customizable tool (Risk Recon) that matched the PEO GCS process. Risk Recon is used to track risks throughout the acquisition life-cycle. Today Risk Recon is used by many groups outside of PEO GCS including the PEO Combat Support and Combat Service Support (CS/CSS) Mine Resistant Ambush Protected (MRAP) program, the Army’s Tank Automotive Research and Development and Engineering Center (TARDEC) and the United Stated Marine Corps for MRAP.

**RISK PROCESS**

The risk management process is broken up into four phases: planning, assessment, mitigation and monitoring. The planning phase involves defining objectives, identifying resources for the process and creation of the Risk Management Plan (RMP) for each project. This part of the process is outside of the Risk Recon tool though guidance is...
Risk Management Process

RISK RECON
Risk Recon is a tool and database used to enter and track risks associated with projects/programs. Designed to be used by any groups performing risk management, the tool enables standardized capture of risk data in a collaborative environment with security features that maintain confidentiality of information, while ensuring that all program and project teams use a consistent risk management process.

Some of the benefits of using Risk Recon for the government are its ease to use (the training of personnel takes approximately 1 hour), imbedded reporting with several built-in reporting options including an Executive Summary and export to an Excel spread sheet, an integrated process flow in the software as well as a notification system for when new risks are created, and an attachment function so that the team can attach briefs, data etc to the risk to eliminate duplication of effort. Since Risk Recon is owned by the US Army, there is no program cost for using this database.

SUCCESSFUL RISK MANAGEMENT

In order for any risk process or effort to succeed, strong risk management support (including a policy letter to make it mandatory for the program) is imperative. Without support, monitoring and use by upper management, a risk process will fail and cease to be a useful tool. The tool and process...
must be easy to use and be flexible enough to accommodate both small and large scale programs, allowing senior management insight into the risks of a program and a stake in the results of risk management.

FUTURE

The future of Risk Recon will have several new benefits. These include several reporting features including dynamic reporting to allow each individual to customize how they want their reports to look and historical chart comparisons. Program summary risk ranking and pie charts, as well as historical comparisons are also planned in the series of upgrades over the next year. Additional items that will eventually be incorporated into Risk Recon are integration to the master schedule, WBS integration and integration with other SE toolsets.

REFERENCES

[1 Risk Management Guide for DoD Acquisition – August 2006, Department of Defense]
[2 DAU Course – CLM 017 – Risk Management]