Implementation Plan

For

Project Name

Book Manager Name

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Project Name

Baseline Date:

Last Modified:

Owner: Project Manager

Co-owners: Manager SR & QA Office

Purpose: This plan documents how the practice of risk management will be designed and installed into xxxx project. It does not specify what actual risk management practice is, only the process for putting it into place.

Section 1. Sponsorship

Sponsorship for this effort is being supplied by Name, as project manager; Name, as program manager for the AA Program; and Name, manager of the SR & QA office of this organization. Expansion of risk management into the rest of the AA Program is dependent upon the success of the project implementation.

1.1 Sponsorship Roles and Responsibilities

The sponsors shall provide continual, visible support for this effort at all levels of the organization. This shall include the following:

- report of status at the quarterly site Management Review
- All three sponsors' written endorsement and encouragement of this effort to all project personnel
- sponsors' attendance at first kick-off meeting with personnel and periodic attendance at Monthly meetings
- Monthly status meetings held with all sponsors and change agent Name.
- All sponsors shall allocate budget to this effort as specified in Section 4.
- Any further supportive announcements or activities as recommended by Name.

1.2 Reporting Requirements

The Project Manager shall make monthly progress reports on the success/difficulties of implementing risk management (see Section 6, Risks and Mitigation Strategies for this Implementation Effort). Requests for assistance from SR & QA in the form of training, process definition and improvement, etc. should be made on an as-needed basis.

Status reports shall include evaluation of progress measures of the implementation effort as well as a summary listing of all risks in the project. Use of the center-standard risk database is required. Roll-up of all project risk data into the center database is required on a quarterly basis.

1.3 Sponsorship changes

In the event of personnel changes in the sponsors, this implementation plan must be re-evaluated and re-approved. Summary reports of progress to date may be required from the project manager.

Section 2. Roles and Responsibilities [updated date]

This section identifies the roles and associated responsibilities for this transition effort. Note that one person may fulfill multiple roles. Sponsors were identified in the previous section.

2.1 Infrastructure Roles to be Filled

These roles need to be filled in order to support the transition of risk management into the Project. The same personnel may be required to continue these roles if risk management is later rolled out to other parts of the AA Program.

- Champion: Someone from within the project, preferably from the managerial level, to provide motivation and leadership. This person will be responsible for encouraging and reinforcing the proper management of risks and open communication of risks as part of his/her routine activities, and assisting in the periodic evaluation of this transition effort.
    - Assigned to: Name
- Change agent: Expected to be provided from the local software working group representatives (must be from outside the project/program). This person will be responsible for coaching project personnel in the accomplishment of risk management activities. Estimated time requirements are 10 hours per week, on average. Will also train project personnel in the tailored risk management practice and assist the champion and program manager in locating tool training (as needed). This person should have training and leadership skills.
    - Assigned to: Name)
- Facilitation team: Require two from outside the project and two from inside the project. Facilitation skills are needed or training must be provided. At least two members of this team should be experienced facilitators. Facilitators will be called upon to help the project whenever facilitation is required to handle issues or carry out specific methods or procedures that require a facilitator. This team will also assist in the establishment of the risk baseline. Estimated time commitment: Baseline establishment - two person weeks each; routine assistance - one hour/week each (on average) but expect a higher peak in early phases.

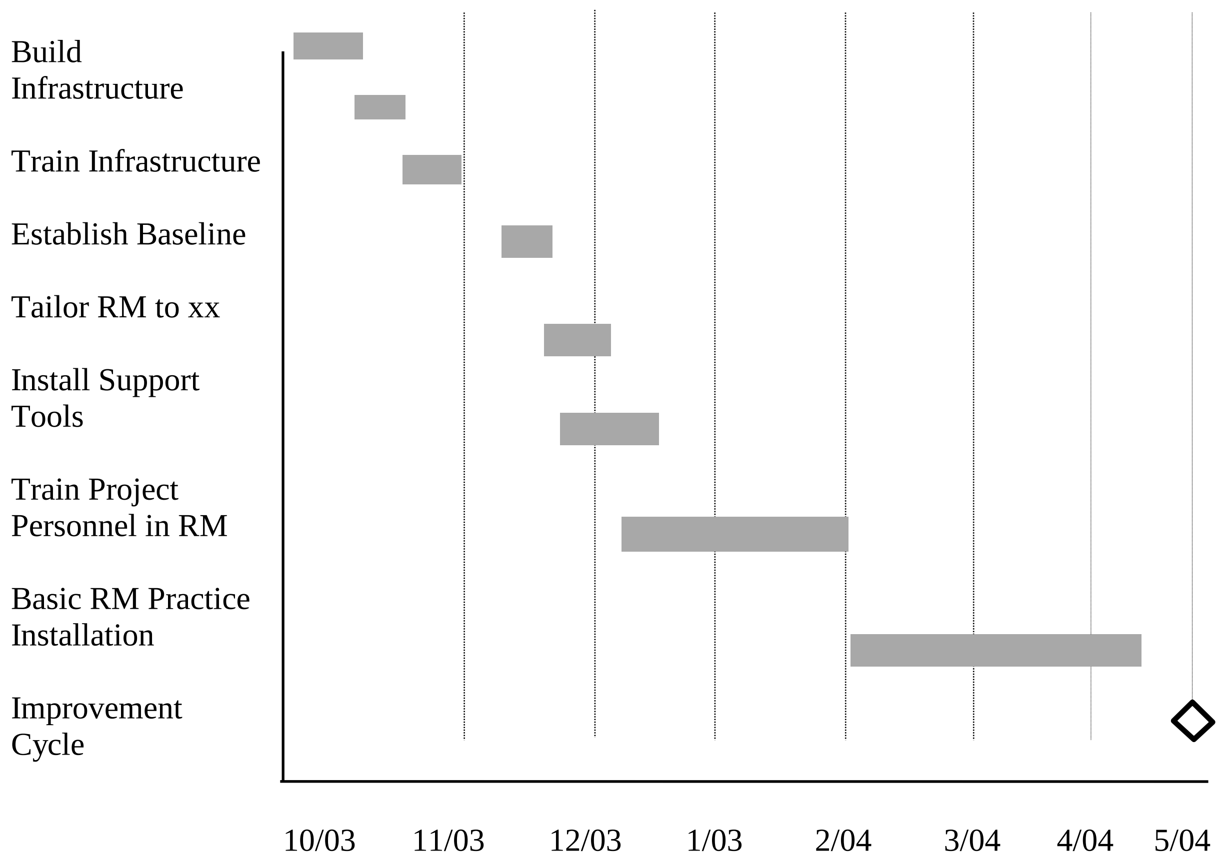
- Assigned to: Name /software engineer, Name (quality assurance). All of these individuals are already trained facilitators and have committed their time and effort. Name has agreed to allow the project individuals to fulfill these roles. Name and Name managers have also committed to supporting this effort.

2.2 Project Personnel roles

These are the roles and responsibilities of the project personnel.

- Take risk management training: When training in tailored risk management practice for is made available, all project personnel are expected to take the training. Schedule allowances will be made by the project manager to accommodate near-term deadlines.
- Conduct risk management activities: Project personnel are expected to carry out the risk management activities that are defined in the Risk Management Plan once it has been generated.
- Facilitation team members (see Section 2.1): Two project personnel will be assigned to this team. Work allocations will be adjusted by management to accommodate duties.
- The initial entry of baseline risk information into the database shall be performed by G. Whitley under guidance of a SR & QA representative and the change agent, P. Name.
- It is expected that all project personnel will participate in the performance of risk management activities. Data entry for the database shall be carried out by anyone identifying a new risk or whoever is responsible for the risk.
- Name will serve as a general source of risk management expertise during this period. The facilitation team members will continue to provide facilitation on an as-needed basis.

Section 3. Schedule of Activities [updated 2/1/04]



3.1 Detailed Transition Schedule Milestones [added 11/16/03]

The initial milestones for developing a risk management plan are

- Document draft risk management plan (the tailored practice for): 11/15/03
- Final risk management plan: 11/20/03

3.1.1 Basic Risk Management Practice Phase

The basic risk management practice to be installed first includes the following:

- All risk management activities at all levels of the project organization
- Database installed, tested, and all forms and templates to support the methods and tools incorporated

The methods and tools to be used include everything but the mitigation status report and stoplight status report, which shall be held for later.

- Although risks can be transferred to the AA Program Manager, there is no implied responsibility on the part of the AA Program Manager to provide data for the database. The PM shall assign the task of entering any risk data from the AA Program Manager.

The detailed milestones for installing the basic practice are as follows:

- Prototype risk database from SR & QA is installed and tested: G. Whitley: 11/18/03.
- Tailored risk management training is developed by name and facilitation team: 11/30/03.
- All project personnel are trained on risk database and tailored risk management process: 12/15/03.
- All top baseline risk areas have completed mitigation plans; plans are in place and in progress: 12/4/03.
- Individual access to database for risk identification is available and is being used: 12/1/03.
- Weekly status meetings include risk as discussion topic using spreadsheet: 12/18/03.
- All risk information is being maintained in the risk database and risk information sheets are used as individual risk reports: 12/20/03.
- New risks are being prioritized and action plans are being built: 12/30/03.
- Progress Evaluation Points: 11/20/03, 12/20/03

3.1.2 Improvement Phase

The following will be implemented during the improvement cycle.

- Monthly status meetings are using Stoplight Status Reports to indicate Top N risk status from PM to AA PM.
- Mitigation Status Report is used for one of the top risks (provided its use is justified) by 3/1/04.
- Response time of database is improved by purchase of latest set of fixes from vendor. Need site license. Expected by 3/20/04.
- Ability exists when printing risk spreadsheets to filter out risks not assigned to anyone in a specific work group.
- New trending report is added to show average time required to close a Top N risk; average time Top N risk spends on watch list before final closing; average time to build mitigation plan; distribution of risks to responsible person (3/10/04).
- AA viable procedure is tested for calculating actual mitigation costs against potential loss due to the risk (4/15/04).

Progress evaluation points: 1/20/04, 2/20/04, 3/20/04, 4/20/04, 5/1/04*.*

Based on evaluation, Name and name present findings to other sponsors on 4/30/04. Decision on whether or not to use risk management on the rest of the AA Program will be made at that point.

Section 4. Allocated Budget and other Required Resources [updated 2/1/04]

Funding is provided at the following levels:

- SR & QA: $10,000 for tools and training, additional $3,000 for database upgrade and site license
- AA Program: 0.5% of the program budget for FY04
- : 1% of the project budget

Section 5. Evaluation Measures and Completion Criteria [updated 2/1/04]

This risk management transition effort will be considered a success if the following outcomes have been met:

1. An effective risk management practice is in place in the Project (document any major problems averted through management of risk in lessons learned part of risk database - collect for evaluation points as part of judging effectiveness of practice).
2. AA Program management agrees to transition risk management to the rest of the AA Program.

Measures to be used to evaluate the first outcome are

- The number and severity of problems discovered late in the development lifecycle has decrease by at least 80%
- 80% of project personnel and all managers find risk management has improved their ability to manage their tasks and make the right decisions
- Majority of project personnel do *not* find the practice to be unduly burdensome or inefficient
- The estimated savings due to problems that were avoided is approximately equivalent to the resources invested in risk management by the project.

Section 6. Risks and Mitigation Strategies for this Implementation Effort [updated 11/1/03]

The following are the risks that the sponsors recognize as associated with this effort. Contingency or mitigation actions are also described.

1. Too resource intensive: Resources used to perform risk management will be estimated and tracked. If resource usage exceeds 5% of personnel time on average with no visible benefit (in terms of significant problems avoided or reduced) by the first evaluation point, then the sponsors will revisit their decision to use risk management on this project.

2. Ineffective basic risk management practice: If the tailored risk management practice designed for the project proves to need improvements or changes to more than 50% of it after two months of use, then the sponsors will revisit their decision and determine if a second attempt at tailoring the process is needed or if it is now too late to complete this effort with project.
3. Unmotivated project personnel: The project personnel may find this too burdensome and not see the long-term benefits. Mitigation: Will brief the entire project early on to introduce the concept of risk management and demonstrate the sponsorship this effort has. Adjust project schedule, if needed, to allow for start-up time. Need to make sure people do not think more work is being piled on with no extra time to accomplish this. Sponsors/project manager need to stay alert to this issue.
4. SR & QA database may not be useful. If it is not, the implementation schedule in this plan will slip by at least three weeks while we build an appropriate risk database. Testing on the SR & QA database will begin as soon as possible, using their equipment while waiting for the database to be installed on ’s equipment. This should provide an answer on the database’s effectiveness a week sooner.

Section 7. Establish Risk Baseline Method [updated 9/27/03]

Name has already been trained in conducting the Software Engineering Institute’s method for establishing a baseline set of risks and has trained the other members of ’s facilitation team. The methods to be used include the following, taken from the Software Engineering Institute’s *Continuous Risk Management Guidebook*:

- SEI Risk taxonomy-based interviews to be conducted with peer groups selected by Name and name
- Tri-level attribute evaluation
- Classification by source using the taxonomy
- Prioritization using multivoting
- Planning the top three or four risk areas using problem-solving planning

The Facilitation team will be led by Name and will turn over all results to name, which will also report a summary of the results jointly with Name and Name (the other sponsors).

Lessons learned from this baselining process will be used during the tailoring step to help tailor a more suitable process for these types of projects. Lessons learned will be documented by Name and will be supplied to the sponsors.