



Measuring Risk Management Maturity in UK MoD Projects

M. Hopkinson - HVR Consulting Services Ltd



Using The Risk Maturity Model

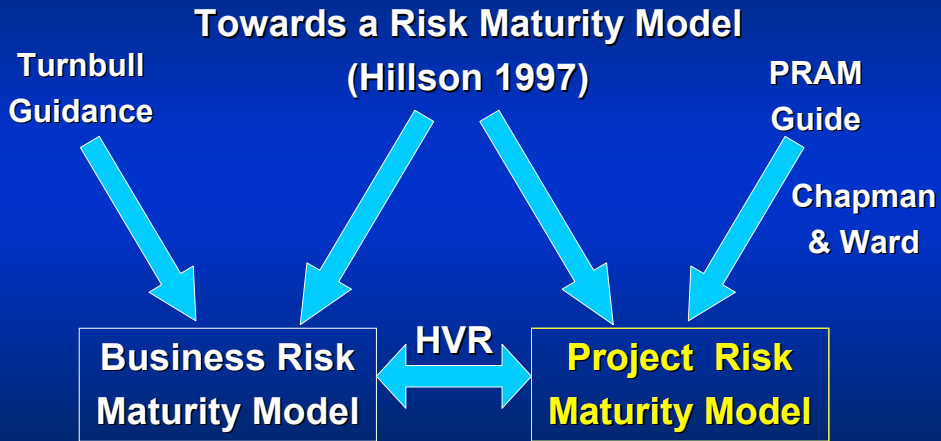


- **The Objective**
 - Improve availability of risk management skills, tools and resources to IPTs through piloting the development and introduction of new approaches
- **Pilot Programme : Oct 01 to Dec 01**
- **Roll-out to Major Projects : from Apr 02**
- **Re-assessment of Projects : to Oct 03**
- **Roll-out to Cat A-C Projects: Ongoing**

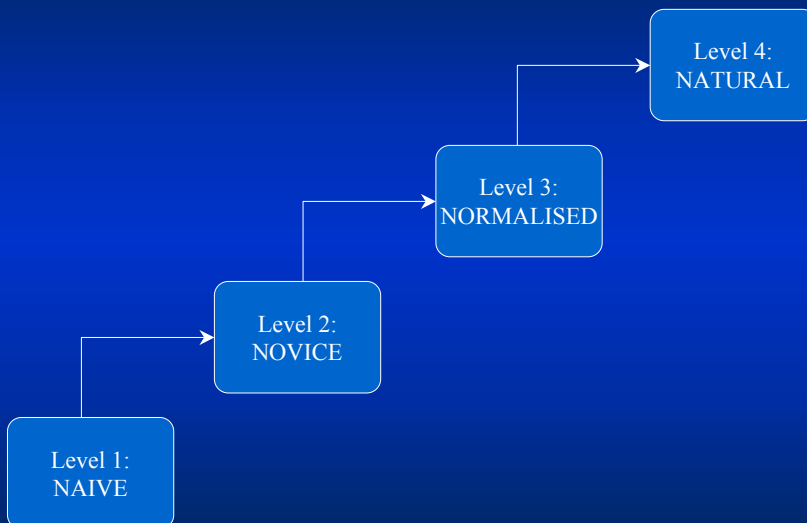
“Improving Risk Management in MOD IPTs”



Risk Maturity Models (RMM)



Risk Maturity Model Levels





46 RMM Questions (Example)



Implementation of risk mitigation actions

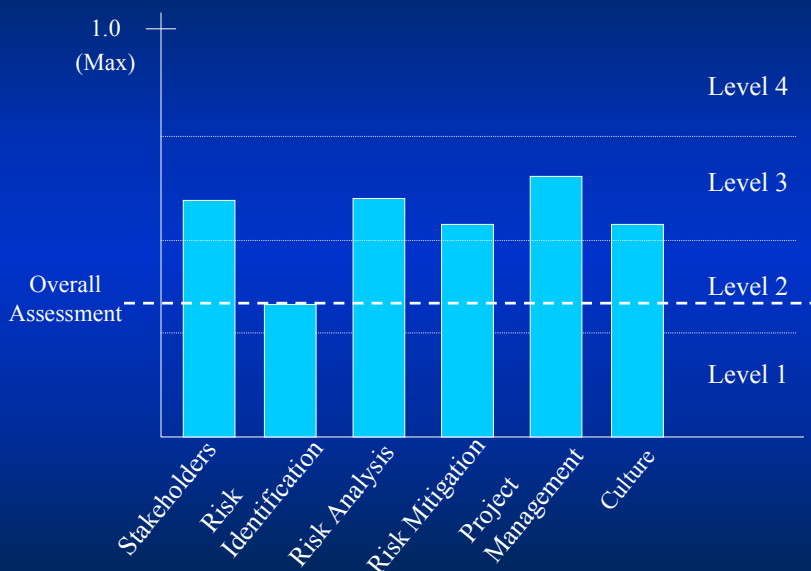
For risk management to be an effective process, it is necessary that risk mitigation actions are carried out promptly and in the manner agreed.

- N/A** Not applicable
- D** Little attention is paid to risk mitigation actions
- C** Progress against the planned implementation of risk mitigation actions is often not satisfactory
- B** Progress against the planned implementation of risk mitigation actions is usually, but not always satisfactory
- A** Risk Mitigation actions are carried out in a consistently professional manner. This is confirmed by the routine monitoring of actions.

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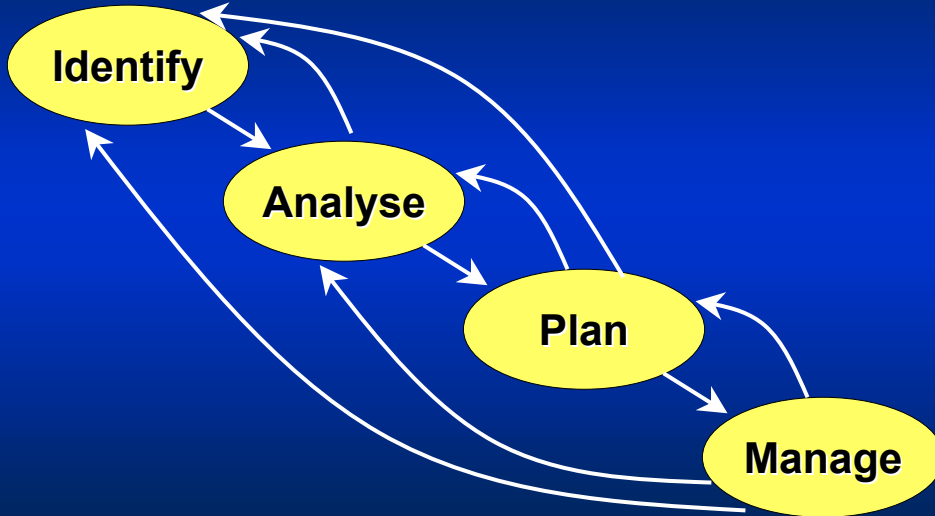
Risk Maturity Model Output



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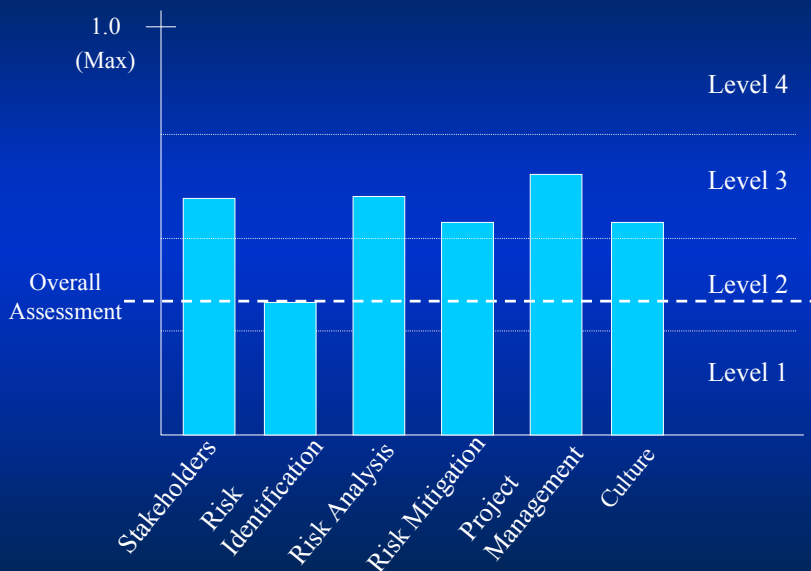
DPA Risk Management Process



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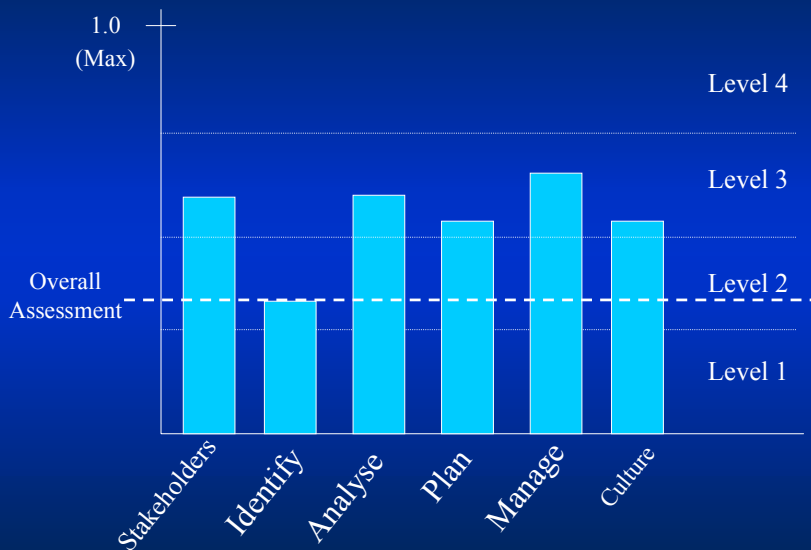
Risk Maturity Model Output



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Risk Maturity Model Output



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Data Collection Methods



1. Independent Audit

- *Review of project risk data*
- *Interviews with project team and stakeholders*

2. Project Team Workshop

- *Vertical and horizontal cross-section of team*
- *Independent facilitator*

3. Self-assessment

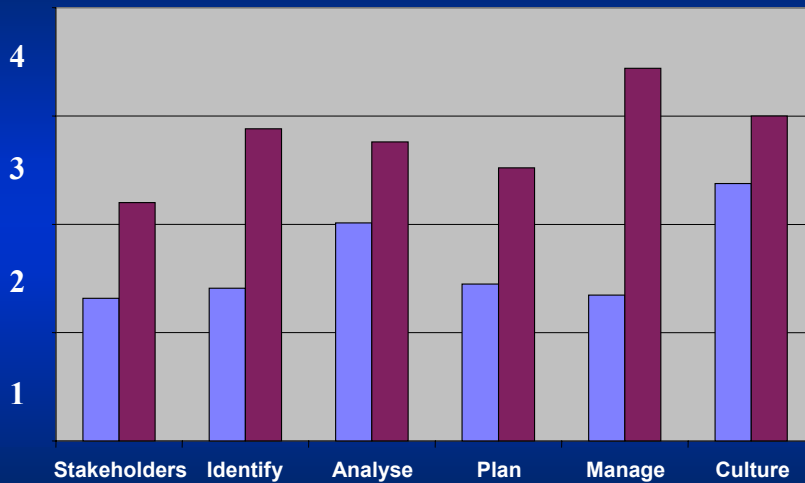
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Joint Risk Management



Project A - MOD IPT Industry Team



“Are these really the same Project ?”

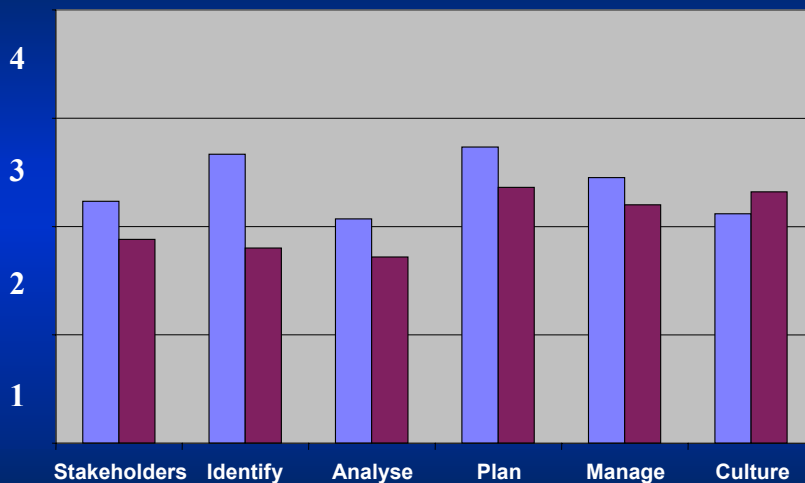
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Joint Risk Management



Project B - MOD IPT Industry Team



“Some Similar Strengths & Weaknesses”

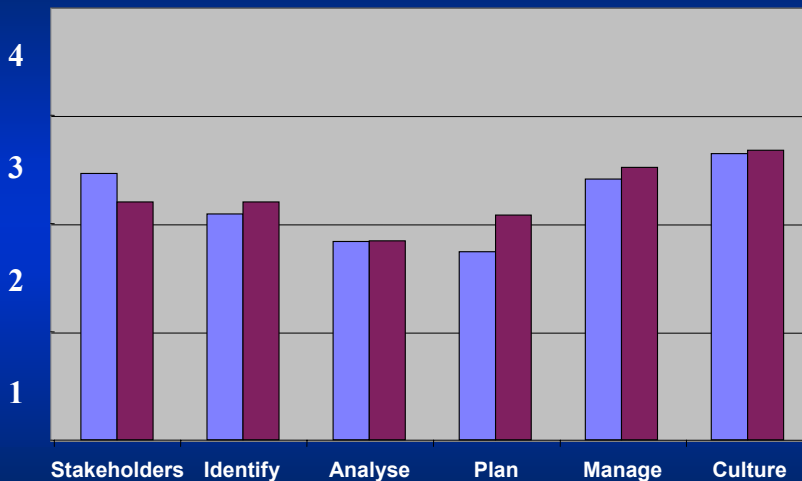
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Joint Risk Management



Project C - MOD IPT (blue) Industry Team (maroon)

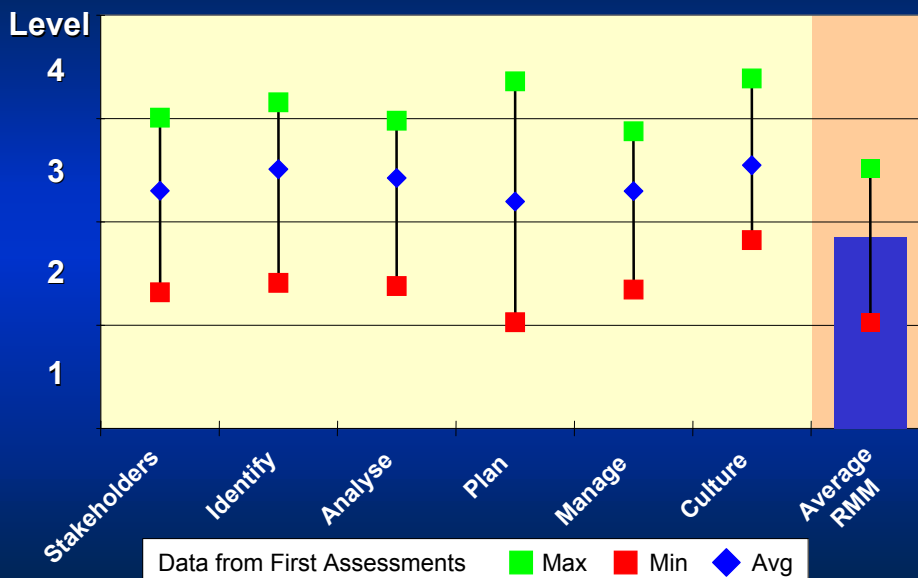


“Common Approach - Truly Joint”

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Spread of Project Results

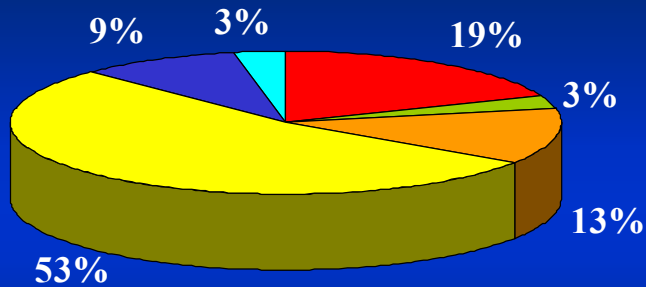


Data from First Assessments Max (green square) Min (red square) Avg (blue diamond)

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Weakest Perspective Analysis



■ Stakeholders ■ Identify ■ Analyse ■ Plan ■ Manage ■ Culture

**Projects not doing what they said they would !
or
Projects not reviewing whether actions were effective !**

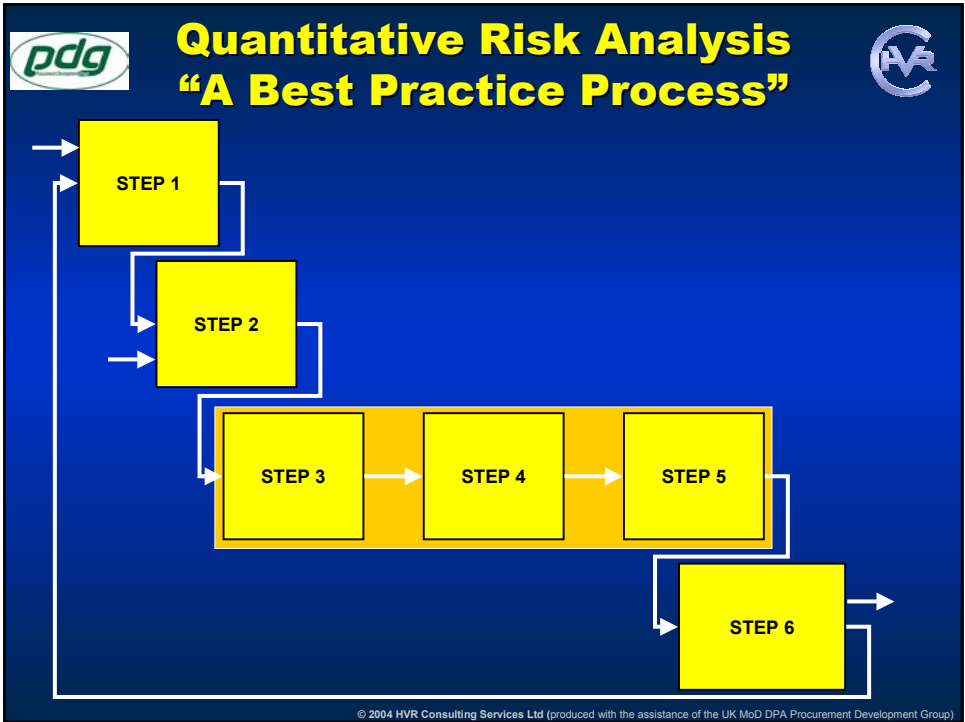
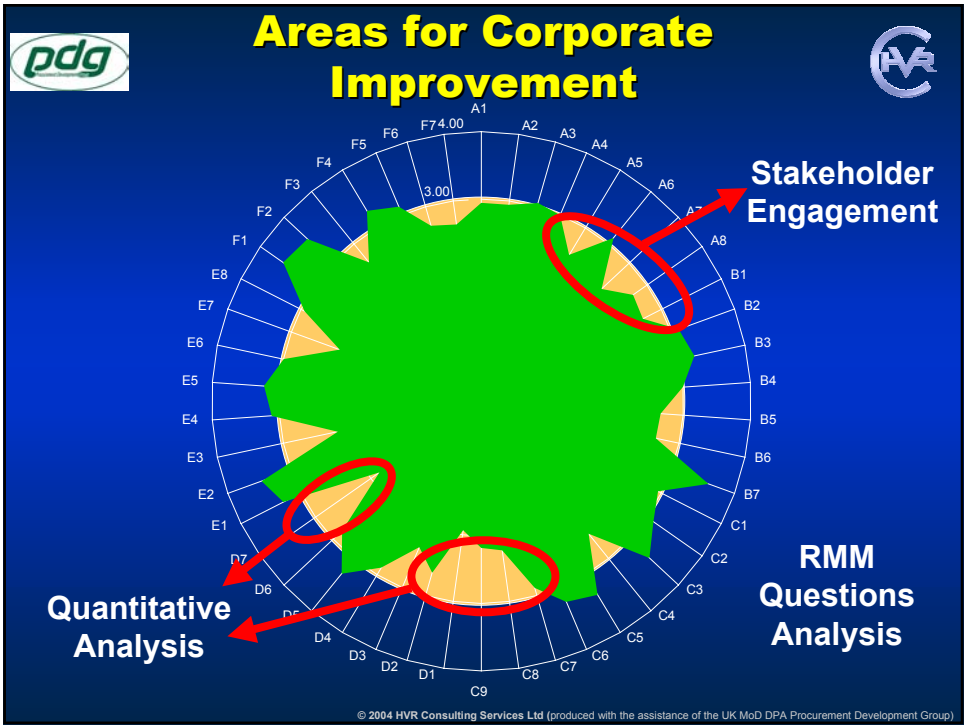
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**As Highlighted by One IPT on
the new Laminated Sheet
Summarising its Risk
Management Process**

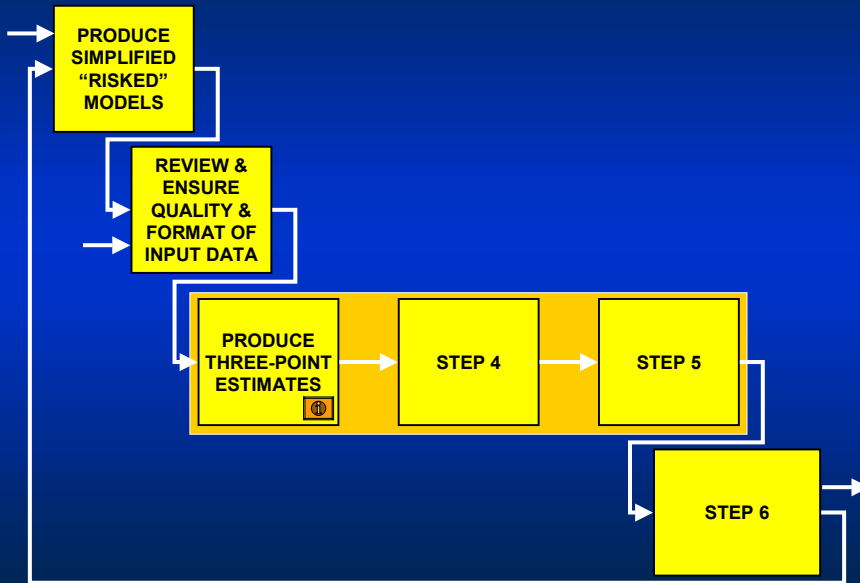
***“ Just identifying the risk
won't stop it from occurring ”***

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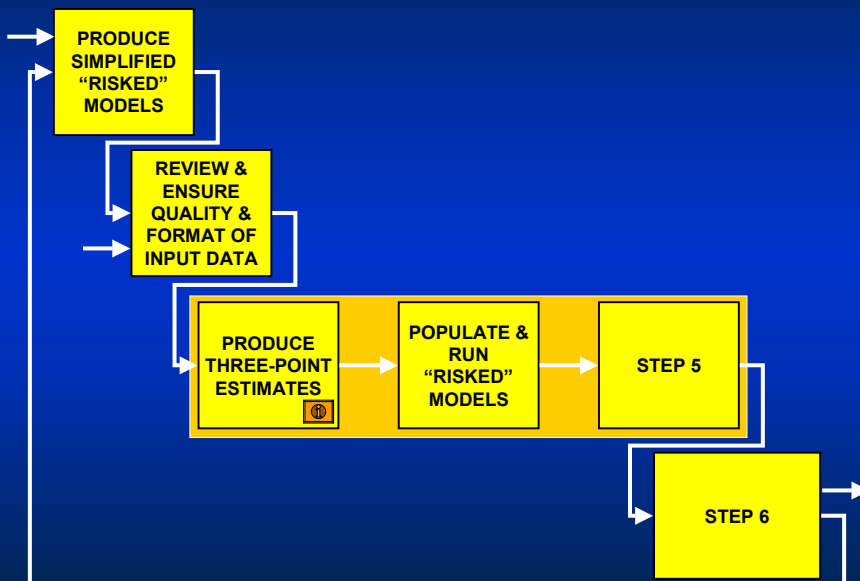
Quantitative Risk Analysis "A Best Practice Process"



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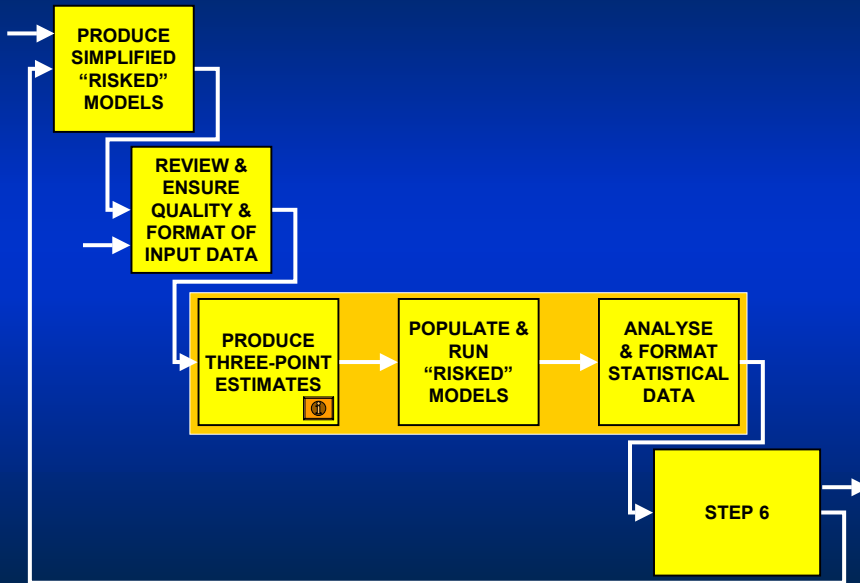
Quantitative Risk Analysis "A Best Practice Process"



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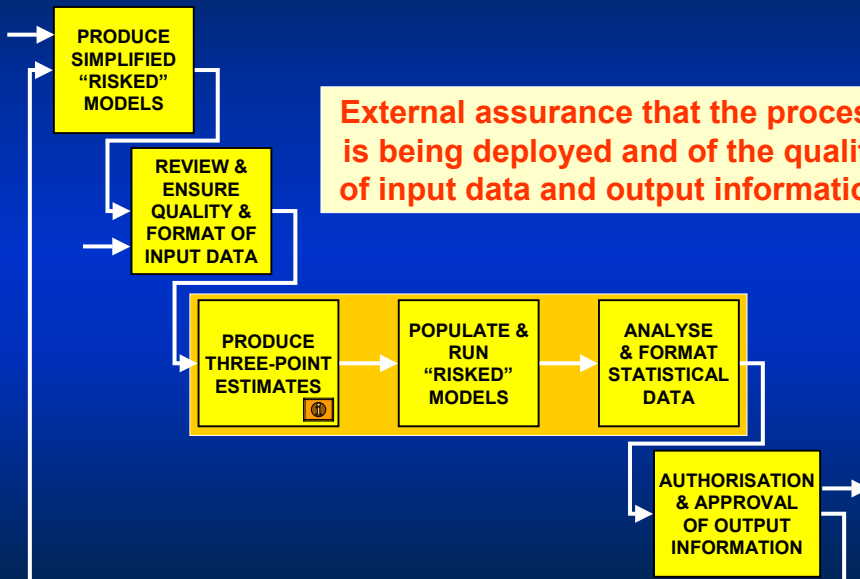
Quantitative Risk Analysis "A Best Practice Process"



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Quantitative Risk Analysis "A Best Practice Process"



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Reassessments April - Oct 2003



17 Projects achieving RMM
Level 2 or Below were
formally reassessed

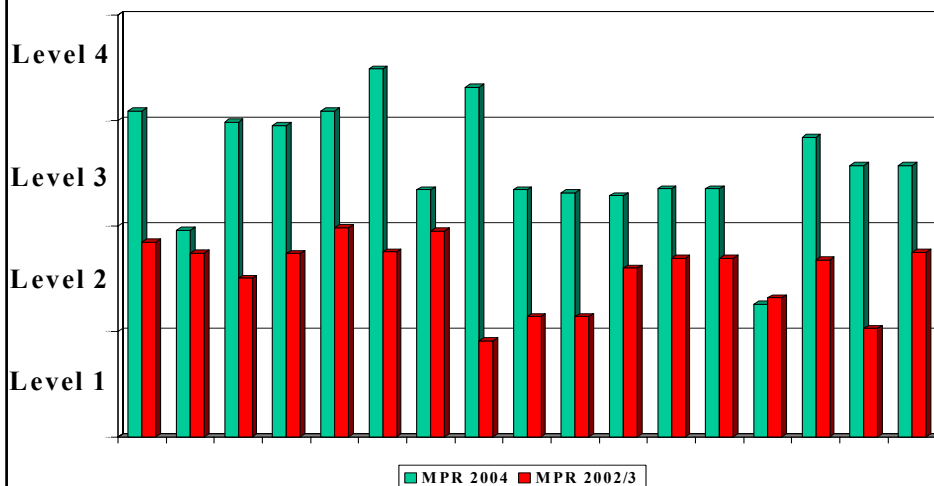
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17 Re-assessed Projects

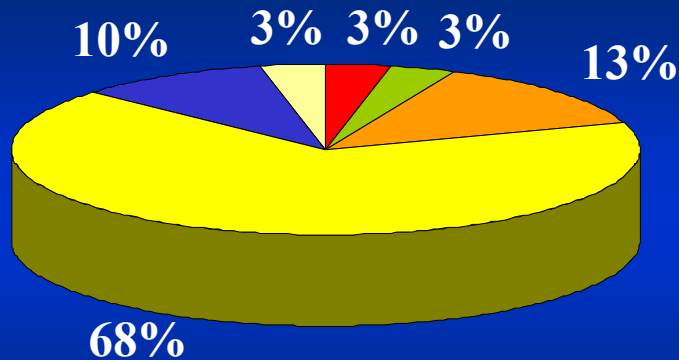


Risk Maturity Re-Assessments





Reassessments - Weakest Perspective Analysis



■ Stakeholders ■ Identify ■ Analyse ■ Plan ■ Manage ■ Culture

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Summary



- The Risk Maturity Model has allowed us:
 - to quantify how we were performing
 - to identify Corporate areas for improvement
 - to assist and encourage a continuous improvement culture in individual Projects

The Risk Maturity Model has allowed us to demonstrate the improvements that have been achieved

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Produce Three-Point Estimates

