



U.S. Nuclear Regulatory Commission

**Enterprise Project Management (EPM)
Risk Management Plan**

Version 1.1

Revision History

Date	Version	Description	Author
16-October-2007	1.0	Initial Release	Sandra Valencia
14-July-2008	1.1	Updated to reflect current risk strategy	Sandra Valencia

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1. Introduction

A risk is any factor that has the possibility of causing harm and/or loss to the project. A risk is also any factor that might keep the project from obtaining its objective(s). The existence of risk is not a bad thing; in fact, there probably is no project that is “risk free”.

However, the absence of risk analysis and mitigation strategies, including plans of action where appropriate, is not a good thing. The challenge is to fully identify as many risks as possible, and invest in managing their impact rather than ignoring them.

Part of controlling a project during the performance life cycle phases is to have an established risk management process that is unique to the project. The purpose of this document is to define common methods and techniques to be used to successfully identify and manage risks associated with the Enterprise Project Management (EPM) program. In addition to reading and comprehending the EPM Risk Management Plan, each sub-system within the EPM program will complete the “Risk Management Plan Appendix” as a supplement to record project specific methodologies, tools, and criteria on how they will manage risks.

Both documents will be used to manage risk throughout the project. In addition to documenting the results of the risk identification, they cover who is responsible for managing various areas of risk, how risks will be tracked throughout the project, and how plans of action will be implemented.

2. Roles and Responsibilities

In the Appendix, each project will need to identify project team members for each of the following roles. Each role plays an important part of managing risks.

Role	Responsibilities
Office Program Manager	The Office Program Manager is a member of the core Risk Management Team. The Office Program Manager works with the IT Program Manager to determine if the risk is unique, identifies risk interdependencies across projects, verifies if risk is internal or external to project, and assigns the risk classification and tracking number.
Business Subject Matter Expert (SME)	The Business SME assists in identifying and determining the context, consequence, impact, timing, and priority of the risk.
IT Project Manager (PM)	The IT PM is a member of the core Risk Management Team. The PM works with the business PM to determine if the Risk is unique, identifies risk interdependencies across projects, verifies if risk is internal or external to project, and assigns risk classification and tracking number.

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Role	Responsibilities
Project Team Member(s)	The project team members are responsible for identifying the risks, the dependencies of the risk within the project, and the context and consequence of the risk. They are also responsible for determining the impact, timing, and priority of the risk as well as formulating the risk statements.
Risk Owner(s)	The risk owner determines which risks require mitigation and contingency plans, he/she generates the risk mitigation and contingency strategies, and performs a cost benefit analysis of the proposed strategies. The risk owner is responsible for monitoring and updating the status of the risk throughout the project lifecycle. The risk owner can be a member of the project team.
Other Key Stakeholders	The other stakeholders assist in identifying and determining the context, consequence, impact, timing, and priority of the risk.

3. Initial Risk Management Activities

EPM Integrated Project Team (IPT) members will review risks regularly during the phases of the project lifecycle. Projects commencing their risk management activities will record the following activities in the Appendix:

Activity	Summary
Risk Identification	The risks associated with the EPM program and its sub-systems will be identified and recorded.
Risk List Produced	The prioritized list of risks will be completed and distributed to the project team members and stakeholders.
Risk Management Plan	The Risk Management Plan complete with mitigation, avoidance, and/or prevention strategies for the top risk items.
Risk Review	The Risk Management Plan and initial top risks will be reviewed and approved by the project manager (and Business Program Manager if applicable).
Risk Tracking	The status of active risks and associated mitigation strategies will be entered into the EPM Program System Risk Repository and Tracking Module.

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4. Budget for Risk Management Activities

It is recommended to have a target of 15% of the project's budget allocated for Risk Management activities. These activities may include, but are not limited to, identifying, analyzing, tracking, controlling, managing, and planning for risks. This also includes creating and updating the risk mitigation, establishing contingency plans and the execution of those plans.

5. Risk Identification

A risk is any factor that may potentially interfere with successful completion of the project. Risk management recognizes that a problem might occur. When a problem develops, the risk of it happening is 100%. By recognizing potential problems, the project manager can attempt to avoid a problem through proper actions.

Risk identification consists of determining risks that are likely to affect the project and documenting the characteristics of those risks. Do not try to identify all possible risks that might affect the project, but focus on those likely to affect the project's success.

5.1 Methods Used for Risk Identification

The following methods will be used to assist in the identification of risks associated with the EPM program:

- Brainstorming
- Questionnaires
- Interviewing
- Project team discussions
- SWOT (Strengths, Weaknesses, Opportunities and Threats)
- Diagramming (e.g. process flows)
- Federal Regulations
- NRC Project Management Methodology (PMM) and PMST directives, guidelines and procedures
- Industry Standards and Practices
- Others as identified

5.2 Data Sources Used for Risk Identification

The following data sources will be used to assist with the identification of risks with each sub-system in the EPM Program:

- Project Charter
- Work Breakdown Structure (WBS)
- Product Description/ Scope Statement
- Schedule Estimates
- Budget Estimates

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- Resource Plan
- Procurement Needs
- Assumptions and Constraints
- Business Case
- Historical Information
- Weekly/Monthly status reports
- Others (listed individually in the appendix where applicable)

5.3 Tool Set Used for Risk Identification

The following tools will be utilized to identify the risks associated with the project:

- Enterprise Project Management Portal Risk Management tracking module
- E-300 Risk Category List
- ProSight Portfolio Management and Risk Management software
- Others (listed individually in the appendix where applicable)

Where used, risk identification worksheets will be maintained in the EPM projects SharePoint risk management module and also in the EPM VOB Version Manager. All risks will be recorded in the EPM Risk Management Repository and Tracking Module

6. Risk Analysis

Risk Analysis will be performed after the risks are identified by the Risk Management team to determine the overall level of risk associated with each item evaluated. The EPM Risk Management Repository and Tracking Module is primarily used to capture, evaluate and track existing and "watch list" risk items. Risk Analysis templates and tools can be employed such as the overall level of risk matrix (see Figure 1 below) to assess the overall level of risk for each item. The risk owner prioritizes the risks according to the overall level of risk to the project and creates a ranking list.

Impact \ Probability	HIGH <i>Significant impact to the project schedule</i>	MEDIUM <i>Some impacts to individual project deliverables with minimal impact to the overall schedule</i>	LOW <i>Minimal or no impact to project deliverables</i>
HIGH (> 75%)	H/H <i>Mitigation/Contingency Required</i>	H/M <i>Mitigation/Contingency Required</i>	H/L <i>Mitigation/Contingency Recommended</i>
MEDIUM (25 – 75%)	M/H <i>Mitigation/Contingency Required</i>	M/M <i>Mitigation/Contingency Recommended</i>	M/L <i>Mitigation/Contingency Optional</i>
LOW (< 25%)	L/H <i>Mitigation/Contingency Required</i>	L/M <i>Mitigation/Contingency Optional</i>	L/L <i>Mitigation/Contingency Optional</i>

Figure 1: Overall Level of Risk Matrix

7. Risk Response Planning

Projects will define risk mitigation plans outlining how to resolve the highest priority (top 5) risks. It is recommended the strategy include where, when, and to what extent the risk will impact the project. It should also include how to handle the risk, i.e., eliminate, reduce or accept the risk.

Risk mitigation and issue resolution activities will be recorded in the EPM Risk Management Repository and Tracking Module as action items. Action Items should be reviewed on a weekly basis by the team to ensure the risks are mitigated before becoming issues and that issues are resolved quickly.

8. Risk Tracking, Monitoring, and Reporting Activities

This plan will be followed throughout the life of the project. The level of risk on the Project will be tracked, monitored, and reported by the project team throughout the project lifecycle using the EPM Risk Management Repository and Tracking Module to generate reports and other risk management reporting mechanisms as needed and will report it to appropriate stakeholders as defined in the Communications Plan.

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The risk owner will evaluate the status and effectiveness of each mitigation action to the pertinent stakeholders every two weeks as follows:

- Review, reevaluate, and modify the probability and impact for each risk item.
- Analyze any new risks that are identified and add those items to the risk list.
- Review and update the risk list as needed.
- Critical issues may be brought up to the project management team as soon as they arise. Critical is defined as any issue(s) that impacts the project's critical path or significantly impacts cost, scope, or quality.
- Escalate issues/ problems to management in which documented mitigation actions are not effective or producing the desired results; or where the overall level of risk is rising.

9. Closing a Risk

A risk will be considered closed when it meets the following criteria:

- Project phase for the risk involved is complete.
- Time interval for the risk on the project schedule is passed.
- Project team implements measures (including resources, schedule adjustment and/or scope and functionality changes) which effectively eliminate the risk.
- A previously established risk ceases to have the potential to affect the project outcome (i.e., overcome by regulatory, stakeholder, nuclear reactor industry events).
- The risk closure criteria listed in the EPM Risk Management Repository and Tracking Module is met.

Risks will be marked complete by the authority of the Project Manager.

10. Lessons Learned

As each risk is closed out, analysis will be performed to determine alternative strategies and contingencies that may be useful to future projects. The EPM Risk Management Repository and Tracking Module will be updated with how the risk was resolved and what lessons learned were identified. By diligently recording lessons learned after closing each risk, EPM Program will be able to build a knowledge repository for other projects and its managers to draw initial risks when starting a new project to minimize the probability those risks will become issues.

Additional Resources

Items mentioned in this section can be used to assist the project team to identify and prioritize risks. These templates and worksheets are not a required part of the plan but are recommended.

Document Descriptions

Brainstorming Worksheet: This worksheet is used to capture broad risks identified in brainstorming meetings. It can be used with the SWOT Analysis and Risk Categorization worksheets to assist in the identification of risks on your project. The Risk Brainstorming Worksheet is included later in the document. See Appendix A.

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SWOT Analysis Worksheet: This worksheet assists in the identification of risks based on the Strengths, Weaknesses, Opportunities, and Threats posed to/ by the project. It can be used with the Brainstorming and Risk Categorization Worksheets to assist in the identification and classification of risks on your project. The SWOT Analysis Worksheet is included later in this document. See Appendix B.

Risk Categorization: EPM assists with risk categorization. In addition, the risk categories required by the Exhibit 300 should be considered (attached at the end of the document). This can be used with the Brainstorming and SWOT Analysis worksheets to assist in the identification and classification of risks on your project. See Appendix C.

Project Risk Summary Matrix: This report will be produce by the EPM Risk Management Module or ProSight Exhibit 300 Module to assist in the identification of risks, including ID number assigned, risk statement, mitigation strategy statement, risk quantification, risk assignment, status, assumptions and dependencies and relevant comments. See Appendix D.

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APPENDIX A - Risk Brainstorming Session Worksheet

Project Name:				
Prepared by:				
Date:				
Session Facilitator:				
Title/Position:				
Participating Group:				
Location:				
Identified Risk	Probability of Occurrence	Potential Impact	Proposed Actions	Identified by Whom?

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APPENDIX B - Risk Identification – SWOT Analysis

Project Name:
Prepared by:
Date:
Project Manager:
SWOT Analysis Facilitator:
SWOT Analysis Participants:
SWOT Analysis Recorder:
Date of SWOT Analysis:
<p>Project Strengths: (What potential strengths exist about the project, the project team, the sponsor, the organization structure, the client, the project schedule, the project budget, the product of the project, etc.?)</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5.
<p>Project Weaknesses: (What potential weaknesses exist about the project, the project team, the sponsor, the organization structure, the client, the project schedule, the project budget, the product of the project, etc.?)</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5.
<p>Project Opportunities: (What potential opportunities exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5.

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Project Threats: (What potential threats exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

- 1.
- 2.
- 3.
- 4.
- 5.

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APPENDIX C – Exhibit 300 Risk Categories

E-300 Risk Categories	
All Projects	IT Projects Only
<ul style="list-style-type: none"> ▪ Schedule ▪ Cost- Initial Acquisition Cost ▪ Cost- Life Cycle Cost of Ownership ▪ Technical Obsolescence ▪ Feasibility ▪ Reliability ▪ Dependencies & Interoperability with other systems ▪ Asset Protection ▪ Overall Risk of Failure 	<ul style="list-style-type: none"> ▪ Business ▪ Data/ Information ▪ Technology ▪ Strategic ▪ Privacy ▪ Project Resources

APPENDIX D – Primary Risks and Mitigation Strategies

1 Primary Risks						
Date Identified	Area of Risk Primary risks (All)	Description	Impact	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
5/30/2008	1) Schedule	If the schedule for the EPM program is not managed effectively or the level-of-effort (or time) required to complete the EPM system is greater than available, then the project will be negatively affected by an inability to meet planned dates and milestones. If there is no baseline schedule at the early stages of the EPM project, there is risk to the current Project target deadlines	High	Medium	Mitigate by developing a project plan that realistically estimates level-of-effort,- and closely tracks development progress against critical path milestones. Verify that NRC's Enterprise Architecture, Project Management Methodology and It Governance Information Technology Board Council (ITBC) guidelines are being followed during regular project reviews. Determine whether targets will be met, and follow the Project Management Plan for adjusting Mitigate by developing a project plan that realistically estimates level-of-effort,- and closely tracks development progress against critical path milestones. Verify that NRC's Enterprise Architecture, PMM guidelines are being followed during regular project reviews. Determine whether targets will be met, and follow the Project Management Plan for adjusting schedules as necessary.	Contractors are providing weekly status of activities. Where the contract indicated, earned value analysis is provided. Project Managers provide regular In-Process Reviews (IPRs) for Senior Management, where schedule are discussed at length. Project Schedules will be discussed and evaluated in weekly project team meetings. Earned-value analysis is being used as a means of determining schedule variance. As part of the Project Plan, revised baseline schedule will be reviewed, accepted and implemented by the EPM Integrated Project team IPT).
5/30/2008	2) Initial Costs	If EPM is not fully funded	Medium	Basic	Mitigate by escalating funding	As of 7/11/2008 there is no certainty

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Date Identified	Area of Risk	Description	Impact	Probability of Occurrence	Strategy for Mitigation	Current Status as of the date of this exhibit
	Primary risks (All)					
		by NRO, then there will not be sufficient resources to support planned project activities.			issue to NRO senior management. Pursue contingency strategy that includes identifying alternative funding sources. Continue to review budgets and spending on a regular basis to identify potential problems and follow sound Project Management and business accounting procedures to make adjustments. Prioritize planned activities in the event of a budget cut. Maintain visibility of the project to ensure that it remains a high priority. Calculate Earned Value for completed project subtasks.	of funding for FY09. Project Managers and budget personnel are meeting on a monthly basis to discuss project costs, needs, priorities, and status. Regular In-Process Reviews (IPRs) with senior staff will be a venue for evaluating project costs and strategies. Business partners are being engaged in promoting the project and obtaining necessary budget.
5/30/2008	3) Life-cycle Costs	If EPM project costs are not managed effectively, then the projects could potentially be negatively impacted by cost overruns.	Low	Medium	Mitigate by reviewing project budget and spending to identify potential problems. Follow sound Project Management and business accounting procedures to make adjustments. Provide earned value and cumulative financial information. Effectively manage procurement strategy.	Project Managers and budget personnel are meeting on a monthly basis to discuss project costs, needs, priorities, and status. Regular In-Process Reviews will be conducted to evaluate project status, including schedule, status of milestones, projected costs. Monthly Earned Value reporting is generated to track actual expenditures against budget allocations.
5/30/2008	4) Technical obsolescence	If newly introduced EPM technology is more advanced than current NRC standards (for	High	Basic	Mitigate by working with the NRC Enterprise Architect team and the EPM Technical Review Team to identify potential areas of technical	The EPM IPT is working with the Enterprise Architecture team and the EPM Technical Review Team to identify all points of integration and

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Date Identified	Area of Risk	Description	Impact	Probability of Occurrence	Strategy for Mitigation.	Current Status as of the date of this exhibit
	Primary risks (All)					
		example MS SQL Server 2005), then schedule implications could arise due to the need to approve new technology for both use and enterprise architecture alignment, gain necessary support skills, an install new technology.			obsolescence in both the current environment as well as the proposed solution.	ensure enterprise alignment; the team is working closely with the EA to incorporate all new technology into the approved list of NRC standard tools. Further, the EA Team has a subject matter expert to review the EPM architecture documents; helping to ensure all new components replace obsolete technology or are not at risk at becoming obsolete.
5/30/2008	5) Feasibility	If system feasibility for EPM is not ensured, then the project will not realize its goals.	Low	Basic	Mitigate by conducting regular reviews to ensure system feasibility and capability. Ensure that the EPM system meets user needs and satisfies regulatory requirements.	EPM Monthly Change Control Board meetings are being held to share information, discuss and resolve issues, and to ensure that the systems will perform to expectations. Feasibility is verified early on by a wide representation of agency, technical and industry Stakeholders.
5/30/2008	6) Reliability of systems	If the EPM system is not properly deployed and integrated with other systems, then reliability of individual components will be compromised and the overall system will not function as designed.	Medium	Medium	Mitigate by ensuring coordination between EPM COTS and RPS Interface, as well as with other impacted projects. Work with NRC Enterprise Architect to ensure adherence to agency standards.	Service Level Agreements with internal providers will be put in place. Communication plans for escalation and resolution have been developed. Alternatives Analysis has been conducted and the most effective and reliable alternative has been selected.

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	Primary risks (All)					
5/30/2008	7) Dependencies/ interoperability	If New Reactors license standards and/or regulations change, then the business requirements and system design may need to be modified. If interoperability- with dependent systems is negatively affected, then the EPM system will not function as required.	Low	Basic	Mitigate by planning and providing thorough integrated testing of all third-party tools and dependent applications. Employ a Change Control Board (CCB); maintain accurate documentation, thorough configuration management, and full traceability of requirements. Involve executive sponsor to ensure the provision of updated information on new reactors license standards and regulations.	EPM project development will follow Enterprise Architecture mapping for potential dependencies and will be fully explored with the EPM Technical Review Board. Acceptance testing with each COTS release will be conducted before any migration to the NRC POE. Meetings will be held with the CCB and stakeholders to address dependencies and develop infrastructure. Project managers are participating in regular meetings where project dependencies are discussed. Currently mitigate by maintaining system relationship diagrams and documentation of dependent systems and their interfaces to the EPM system.
5/30/2008	8) Surety Considerations	If the fixed, intellectual, and human assets are not protected from harm, then EPM operations could be compromised.	Low	Basic	Mitigate by following NRC Data Center Operations Plans. Follow physical and information security guidelines to ensure the safety of individuals, intellectual property and fixed assets.	EPM assets are housed in a secure physical environment at the POE. EPM is secure and certify under the NRC Data Center so any potential risk for intellectual assets to be compromised or lost will be mitigated. As of <Date> NRC Data Center Services is ATO.
5/30/2008	9) Future Procurements	If funding is not secured, future options cannot be exercised.	High	Medium	Mitigate by fully understanding project cost structure and proactively notifying NRC NRO leadership of a funding shortfall.	On 2007 the EPM team selected a user support contractor for a base year award with options for three years of O&M user support. Currently,

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	Primary risks (All)					
						funding for both the base year and year one has been allocated.
5/30/2008	10) Project Management	If established project management processes and procedures are not followed, then the success of the EPM investment will be jeopardized.	Low	Basic	Mitigate by following the EPM Project Management Plan and the NRC PMM directives. Ensure that Project Managers have the necessary training and experience for their assignments. Conduct regular In-Process Reviews with senior management to provide a forum for timely evaluation of progress. Conduct Readiness Review Boards with senior management prior to proceeding to the next phase of the project.	Project Managers have the requisite training and experience to manage the EPM project. In-Process Reviews will be conducted to ensure adherence to accepted project management practices as well as the NRC PMM and other Enterprise Architecture guidelines.
5/30/2008	11) Overall project failure	If EPM funds are not secured for Microsoft contract support, EPM phase II cannot be delivered nor can any future options be exercised. Significant delay in funding would also cause loss of contractor expertise and could result in an equitable adjustment to the contractor for contract termination.	Low	High	Mitigate by fully understanding project cost structure and proactively escalating lack of funding issue to NRC NRO leadership.	As of 6/11/08, EPM Microsoft Support Chairman Paper has not been approved. If EPM Microsoft Support Chairman Paper is not approved by 8/15/08, contractor services will be lost.

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	Primary risks (All)					
5/30/2008	12) Org/Change Mgmt	If changes in Stakeholder requirements occur, then project milestones and cost baseline could be affected. Likewise, lack of strong NRC Senior Management backing could result in a lack of buy-in by key stakeholders and an inability to resolve issues in a timely manner.	High	Medium	Mitigated by establishing an EPM Change Control Board (CCB) with established procedures to manage new requests and handle regulatory changes	Project Management meetings, technical meetings, and stakeholder review meetings are regularly held to facilitate communication and mitigate risks from organizational and functional changes. The EPM IPT has established a formal issue tracking and resolution process, and is performing timely logging and prioritization of issues with NRC management and project stakeholders.
5/30/2008	13) Business	If business sponsorship support for the EPM program does not remain strong, sufficient funding necessary to complete the project could be jeopardized.	Low	Basic	Mitigate by maintaining communication with the business sponsors and business stakeholder community. Regularly attend EPM related business conferences and meeting to provide status update on new reactors license submission review progress. Seek early wins and communicate successes.	NRC NRO business sponsorship has remained strong. However as of 7/11/08, NRC General Council, the EPM Microsoft Chairman Paper and funding source, has not been approved FY09 funding. If chairman paper, authorization to execute funds, are not made available by 8/15/08, contractor services will begin reduction. New reactors construction reviews will be delayed.
5/30/2008	14) Data/Info	If data integrity is not maintained, then usefulness of the EPM system will be diminished and information disseminated to the customer will be	Low	Medium	Mitigate by ensuring that there are reliable, comprehensive system backups, and that data entry points have quality control procedures. Ensure that EPM users are sufficiently knowledgeable in NRC data standard security procedures.	EPM data will be backed-up incrementally. EPM System functionality will have built-in quality control for ensuring accurate data entry. Quality Assurance specialists are part of the contractor as well as in-house project staff.

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	Primary risks (All)					
		inaccurate.				
5/30/2008	15) Technology	If the proposed EPM system design does not meet or is too recent to have been adopted by the NRC Enterprise Architect standards then system installation may be delayed. Likewise there could be operational failures, schedule delays and cost impacts if the degree of technology integration required for EPM system and its interfaces is more complex than predicted.	Low	Basic	Mitigate by working with Enterprise Architecture group and the EPM Technical Review Board to thoroughly plan COTS tools and development and integration work. Deploy commercially proven development and integration technologies.	The EPM Project team regularly meets to understand and implement EA standards and technology to support new reactors license business processes. The EPM project team has met with the NRC's Enterprise Architect to ensure interoperability and involve the EA architect in the selection of the EPM technologies and associated COTS tools. When tools were more advanced than the current architecture (such as Project Server 2007 and SharePoint 2007), the EPM IPT team worked with the EPM Technical Review Board and the Enterprise Architect to resolve. New major technologies will pass for review to the EA subject matter experts.
5/30/2008	16) Strategic	If the EPM system does not meet NRC IT/IM strategic goals or does not do so in a timely fashion, then the value of the system is diminished and future funding is at risk.	Low	Basic	Mitigate by closely aligning project goals with NRC Strategic Goals and IT/IM Strategic goals. Closely monitor for changes in Strategic goals, maintain communication with business sponsors, and provide timely escalation and reporting to senior management of funding and program issues	Provide Bi-Weekly status reports to project stakeholders and attend weekly scheduled EPM Stakeholders' meetings. EPM Project Manager is working closely with NRO Executive sponsor to secure funding necessary to continue the implementation of further technologies.

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	Primary risks (All)					
5/30/2008	17) Security	If the information within the systems is not protected from accidental or intentional loss and/or alteration, then the opportunity for its misuse is present and could compromise privacy and result in legal action involving the NRC.	Low	Basic	Mitigate by implementing and maintaining EPM Project Security Plans. Address any weaknesses found by using NIST self-assessment and penetration testing. All EPM project staff have security clearances, have signed nondisclosure agreements, and have received appropriate security training (which is repeated on an annual basis). Contractors are required to have a background check, appropriate security training, and be cleared for work with NRC data and systems.	EPM Project Managers and the ISSO will monitor and update the Security Plan, the Contingency Plan, and resolve any weaknesses identified in the Plan of Action and Milestones document (POA&M). Certification and accreditation of NRC Data Center was completed on <>. EPM will perform its annual risk assessment and review the Plan of Action and Milestones on a quarterly basis for regular COTS upgrades and any system changes.
5/30/2008	18) Privacy	If the confidentiality of the EPM Project information is not secured, then disclosure or unauthorized use of data could result in legal implications for the NRC.	Low	Basic	Mitigate by implementing measures to ensure data integrity as well as strict access control to the EPM data. Review data to determine where privacy laws are applicable and ensure that any confidential information is redacted before it is released to the public.	All proprietary data is protected by firewall and password access. EPM users and contractor staff have been trained in NRC security measures. Privacy Impact Assessments are conducted annually.
5/30/2008	19) Project Resources	If there is an insufficient number of qualified NRC IT, contractors and business personnel assigned to support the EPM interfaces development and user	Low	Basic	Mitigate by using experienced and qualified internal personnel to review EPM MS support chairman paper and contract personnel to augment MS contractor skills.	Experienced NRC personnel are managing the EPM project to oversee contract activities; Provide additional training to current EPM helpdesk personnel to leverage MS contractor knowledge and gain the right experience level.

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	Primary risks (All)					
		support, then the success of the EPM project is jeopardized. If EPM Microsoft support chairman paper is not approved, future MS support can not be awarded and would cause loss of contractor expertise. Costs for retraining contractor to regain expertise are higher.				