



2020 Census Program Management Review

WBS 1.111 - Risk Management Charles F. Fowler, Process Area Lead

March 8, 2013



WBS 1.111 – Risk Management

What drives our investment in Risk Management?

- Risk is unavoidable.
- The size and complexity of the overall National Census program
- Hard deadlines
- Outcomes of 2020 Census program planning, testing, development, and implementation are not guaranteed.

Definition of risk management:

GAO (Report #GAO-06-91, December 2005)

The continuous process of assessing risks, reducing the potential that an adverse event will occur, and putting steps in place to deal with any event that does occur.

Risk Management involves a continuous process of managing—through a series of mitigation actions that permeate an entity's actions—the likelihood of an adverse event and its negative impact. Risk management addresses risk before mitigating an action, as well as risk that remains after counter measures have been taken



WBS 1.111 – Risk Management

- **The 2020 Risk Management Program aligns with:**
 - 2010 risk management successes and lessons learned
 - Industry best practices
 - Risk Management guidelines outlined by the Department of Commerce and the Census Bureau, at the Enterprise level.
- **The 2020 Risk Management Program is a “lifecycle” approach:**
 - Began investment in 2020 Risk Management in FY2010
 - Rolling approach: Manage risk through the three phases of the lifecycle
 - 1) R&T
 - 2) Development and System Testing
 - 3) Readiness Testing, Execution, and Closeout



WBS 1.111 – Risk Management

Compare the timeframes: 2010 Risk Program vs. 2010 Risk Program

Risk Program Milestone	2010 Census Program	2020 Census Program
PROGRAM LEVEL:		
Identified initial program-level risks	Summer 2007 3 years before Census	Summer 2010 10 years before Census
Interim Governance – established Decennial Census Governing Group	Spring 2008 -- Census Integration Group served as an interim Risk Governance Group	N/A
Formal Governance -- established the Decennial Census Risk Review Board (RRB)	Winter 2009 1 year before Census	Fall 2010 10 years before Census
Initial Risk Management Plan approved	Summer 2008	Summer 2011
Baselined an initial Program Risk Register	Summer 2008	Winter 2011
Mitigation plans approved for baselining by RRB	Started summer 2008 through summer 2009	Summer 2011
Contingency plans approved for baselining by the RRB	Summer 2009 through Summer 2010	In Progress, not complete
Began monthly mitigation plan action statusing with Risk Owners	Winter 2009	Fall 2011
PROJECT LEVEL:		for FY12 Projects:
Initial project risk registers due	Fall 2007	Spring 2012
Initial mitigation and contingency plans	Fall 2007	Mitigation = Winter 2013 Contingency = In progress
Risk process owners provided training and coaching to Team Leads and project-level risk owners	Fall 2008 through Summer 2009	Winter 2012 and on-going
Formal classroom training delivered	None	Winter 2012 and on-going

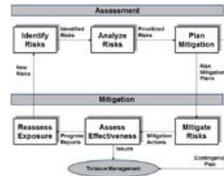


WBS 1.111 – Risk Management-- INTEGRATION

2020 RESEARCH AND PLANNING OFFICE -- CHIEF

2020 CENSUS RISK REVIEW BOARD

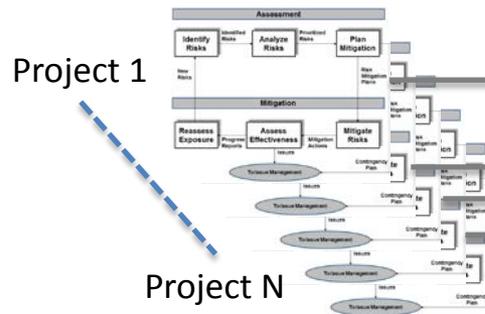
Program-Level Risk Management



INVESTMENT AREAS -- PROGRAM MANAGERS

RESEARCH TEAMS -- TEAM LEADERS

Project-Level Risk Management



PROGRAM RISK REGISTER

Risk ID	Description	Category	Severity	Status	Owner	Start Date	End Date
R001
R002

ASSOCIATIONS

PROJECT RISK REGISTERS

Direction, Delegation, Resolution, Closure

Manage Shared Risks / Escalate Risks

Risk Governance

WBS 1.111 – Risk Management

Governance is the responsibility of the chartered 2020 Census Risk Review Board (RRB).

RRB Membership	
Division/Office	Role
• 20RPO Chief	Chair/Decision Maker
• 20RPO Program Management Area Lead (WBS 1.0)	Advisor
• 20RPO Systems Engineering and Integration Area Lead (WBS 2.0)	Advisor
• 20RPO Operations Area Leads (WBS 3.0 -8.0)	Advisors
• Representative from the Office of Risk Management and Program Evaluation (ORMPE)	Advisor
• Representative from Budget Division, Administration Directorate	Advisor
• Representative from Information Systems Support & Review Office (ISSRO), Information Technology Directorate	Advisor
• Representative from the Research and Methodology Directorate	Advisor
• 20RPO Risk Process Manager (meeting facilitator)	Advisor



WBS 1.111 – Risk Management

Accomplishments:

- Developed and completed formal classroom training for all process users, in addition to on-the-spot coaching. We hold a weekly facilitated Risk Users Forum to answer questions and help facilitate project-level risk management.
- Established a Risk Management SharePoint web-based homepage (see back-up slide for a home page screen shot), which serves as a one-stop-shop for all things RISK for both program and project level.
- Delivered Enterprise Level risk metrics for the Census Bureau balanced scorecard report.

Near-term Project Focus Items:

- To provide feedback on project mitigation activities and to facilitate the confirmation of risks when the handling option is to transfer.



WBS 1.111 – Risk Management

Challenges:

- The lack of a more sophisticated risk management tool that integrates with our schedule and the schedule management process

Risk Highlights:

- Risk integration (to ensure themes are identified and handled accordingly)
- Consistently and timely identification of new risks
- Development of timely mitigation plans for new risks
- Development of timely contingency plans
- Timely risk mitigation action statusing
- Following escalation process





WBS 1.111 – Issue Management

Project Description:

The process that facilitates decision-making and resolution of realized risk, problems, or events that require resolution.

Recent Accomplishments:

- Established the governance for issues management
- Established a forum for discussing and working towards resolution of identified program-level issues
- Developed issue management training

Near-term Project Focus Items:

- Continue to identify and raise issues to the Risk Review Board to monitor and resolve.
- Provide classroom training to the projects.



WBS 1.111 – Issue Management

Challenges:

Getting staff to not only use the formal issue management process, but to also see the value in using a formal process to identify, resolve, and document issues.

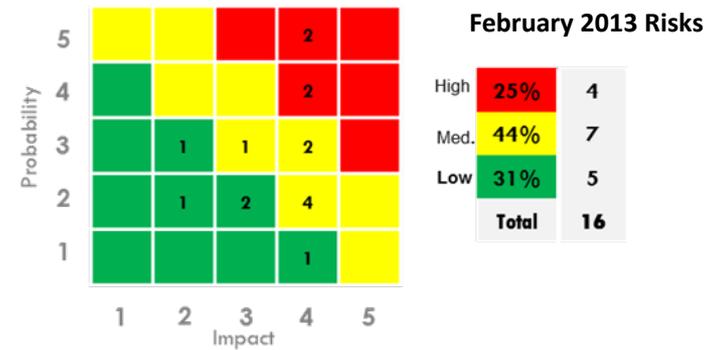
Risks:

- Sensitivity to public display, perception of not able to solve problems
- Reporting burden adds to workload, perceived as no value added
- Process acceptance and use



WBS 1.111 – Risk Management (Cont.)

2020 Census Program-Level Lifecycle Risks (4 Red, 7 Yellow, 5 Green)

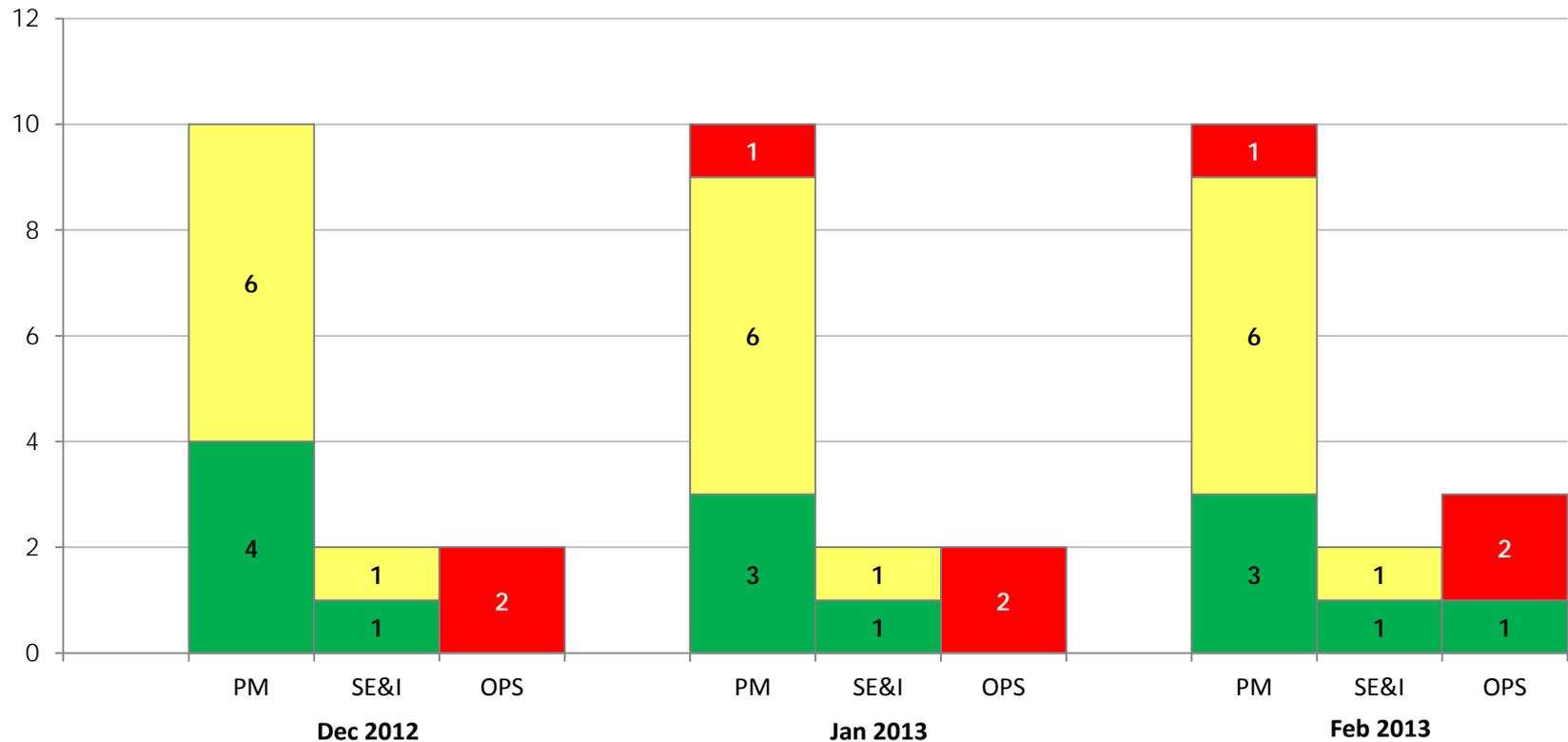


	WBS	Risk ID	Name	Level	Mtly Chng	Prob	Imp
1	1.105	LC-016	Policy	H	-	5	4
2	1.106	LC-005	Requested Funding for FY13	H	-	5	4
3	1.104	LC-018	Trade Agreement Act	H	New	4	4
4	1.105	LC-015	Program Lifecycle	H	-	4	4
5	1.11	LC-007	Skillset Shortage	M	-	3	4
6	2.101	LC-010	Cross Program IT Solutions	M	-	3	4
7	1.104	LC-011	Flexible and quick ACQ Process	M	-	3	3
8	1.106	LC-006	Requested Funding for FY14	M	-	2	4
9	1.106	LC-001	Cost Models and Projections	M	-	2	4
10	1.106	LC-002	Cost Goal	M	-	2	4
11	1.106	LC-003	Early Estimates Impact Design	M	-	2	4
12	1.108	LC-012	External Stakeholder Support	L	-	3	2
13	1.109	LC-008	Resistance to PM/SE and Accountability	L	-	2	3
14	2.101	LC-009	Requirements Engineering	L	-	2	3
15	1.106	LC-004	American Community Survey Funding	L	-	1	4
16	1.105	LC-017	Data Access	L	New	2	2



WBS 1.111 – Risk Management (Cont.)

Risk Trend Distribution by Program Area for FY13 Q2



WBS 1.111 – Risk Management

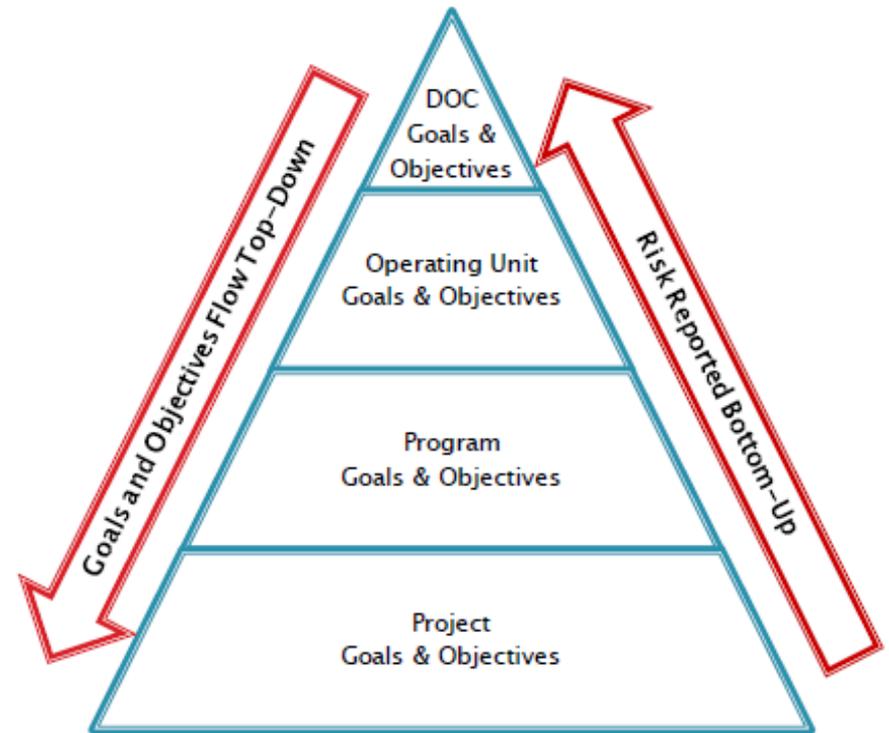
BACKGROUND SLIDES



WBS 1.111 – Risk Management

Risk Management Process Alignment with Enterprise Solutions

- Aligns with the Bureau's Office of Risk Management and Program Evaluation (ORMPE) and
- The Department's Office of Program Evaluation and Risk Management (OPERM)



WBS 1.111 – Risk Management

2020 Census Risk Management SharePoint Homepage – provides central facilitation and coordination

Risk Management (1.111)
Use site to collaborate on PM project Risk Management

2020 Census RPO | **Program Management (R1)** | Systems Engineering & Int (R2) | Operations (R3-R8)

Field Tests

Surveys
Sites
Risk Management
Issues Management

Project Management
Released Documents

Libraries
20RPO Wiki Library
Team Documents
Project Risks
Program Risks
Risk Reports
Project Training

Lists
Announcements
Useful Resources
Risk Review Board Attendees
OPS Project Risk Register
PM Project Risk Register
SE&I Project Risk Register
PMR Risks and Challenges
Mitigation Activities

Recycle Bin
All Site Content

Risk Management (1.111)

2020 Census Risk Management manages the process that identifies, analyzes, and tracks risks related to achieving program objectives. Furthermore, the process assesses the probability that these risks might occur or turn into issues and will estimate the potential impacts if they do. Lastly, this process defines, implements, and monitors risk mitigation and contingency plans.

2020 Census Risks

- [Program Risks](#)
- [Project Risks](#)

Upcoming Due Dates for Project Teams

Team FY	Due Date	Deliverable
FY12	January 31	Mitigation handling options and actions must be in team's register.
FY12	February 15	Must conduct first review of risk register –Ratings, justifications, effectiveness of mitigation actions
FY12	February 28	Document in risk register whether Yes or No for contingency plan for each risk
FY12	March 29	Contingency worksheets completed
FY13	February 15(90-day review)	Drafted Risk statements drafted
FY13	March 22nd (120-day review)	Ratings and justifications
FY13	April 30	Mitigation handling options and actions must be in team's risk register
FY13	May 17	Must conduct first review of risk register; Ratings, justifications, effectiveness of mitigation actions.
FY13	May 31	Document in risk register whether Yes or No for contingency plan needed for each risk
FY13	June 28	Contingency worksheets completed

United States Census 2020

Team Members
Karen Piskurich - Project Lead - x39423
Maria Birkammer - Support - x35618

Reference Documents
2020 Census Risk Review Board Charter
2020 Census Risk Management Plan

Available Training
Project Risk Mitigation Training

Risk Discussion Board
[Submit/View a Topic](#)

Documents Out for Review
[2020 Census Roles and Responsibilities for Risk Management](#)

Meetings
[Risk Review Board Meetings](#)

WBS 1.111 – Risk Management (Cont.) -- APPROACH

The 2020 Risk Management Program is iterative and designed to be performed continuously throughout the development and implementation of the 2020 Census Program.

