

# GPI-2 Planning: Let's Talk About Risks

**JULY 18, 2023**

Stephen Wilson  
Test Engineer



**Copyright 2023 Carnegie Mellon University.**

**This material is based upon work funded and supported by the Department of Defense under Contract No. FA8702-15-D-0002 with Carnegie Mellon University for the operation of the Software Engineering Institute, a federally funded research and development center.**

**The view, opinions, and/or findings contained in this material are those of the author(s) and should not be construed as an official Government position, policy, or decision, unless designated by other documentation.**

**NO WARRANTY. THIS CARNEGIE MELLON UNIVERSITY AND SOFTWARE ENGINEERING INSTITUTE MATERIAL IS FURNISHED ON AN "AS-IS" BASIS. CARNEGIE MELLON UNIVERSITY MAKES NO WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, AS TO ANY MATTER INCLUDING, BUT NOT LIMITED TO, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY, EXCLUSIVITY, OR RESULTS OBTAINED FROM USE OF THE MATERIAL. CARNEGIE MELLON UNIVERSITY DOES NOT MAKE ANY WARRANTY OF ANY KIND WITH RESPECT TO FREEDOM FROM PATENT, TRADEMARK, OR COPYRIGHT INFRINGEMENT.**

**[DISTRIBUTION STATEMENT A] This material has been approved for public release and unlimited distribution. Please see Copyright notice for non-US Government use and distribution.**

**This material may be reproduced in its entirety, without modification, and freely distributed in written or electronic form without requesting formal permission. Permission is required for any other use. Requests for permission should be directed to the Software Engineering Institute at [permission@sei.cmu.edu](mailto:permission@sei.cmu.edu).**

**Carnegie Mellon® is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.**

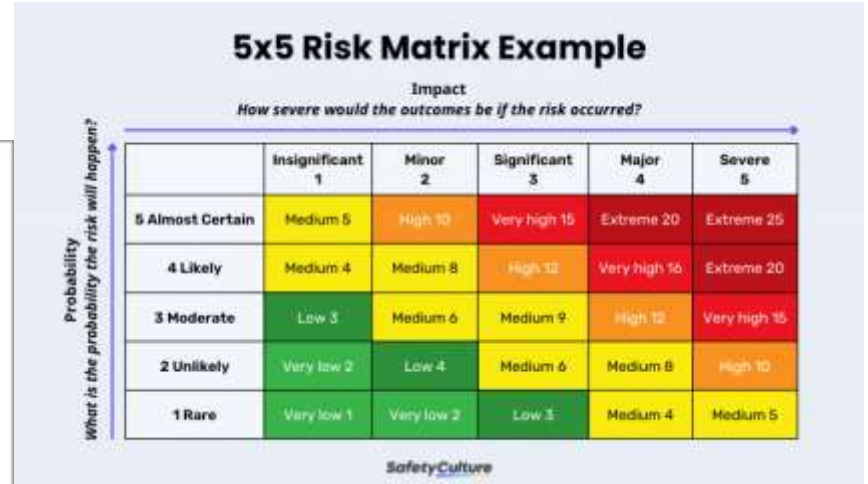
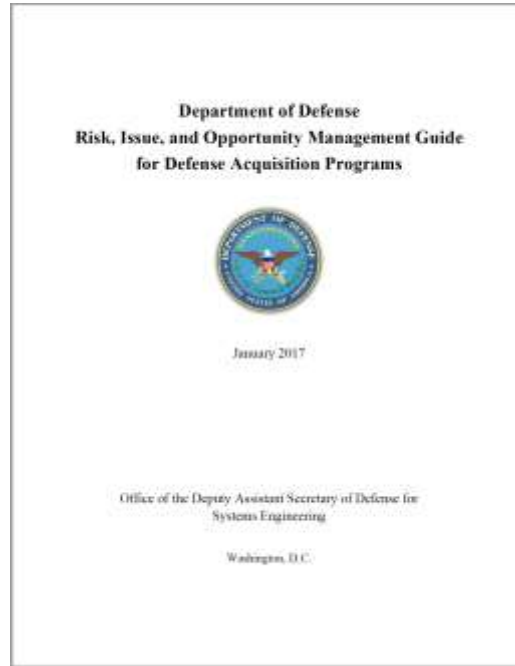
**DM23-0713**

# New GPI-2 Planning Goal: Risk Management and ROAMing

- Participants should identify all *relevant* Risks that could negatively affect the PMO's ability to accomplish the planned work for the GPI-2 timebox.
- During GPI planning, engage others to socialize the risk, identify important details, and mitigate it, if possible.
- We will conduct the first Risk ROAMing event at end of Day 3 of GPI-2 Planning

# What is a Risk?

From the RIO Guide: “**Risks** are potential future events or conditions that may have a negative effect on achieving program objectives for cost, schedule, and performance. Risks are defined by (1) the probability (greater than 0, less than 1) of an undesired event or condition and (2) the consequences, impact, or severity of the undesired event, were it to occur.”



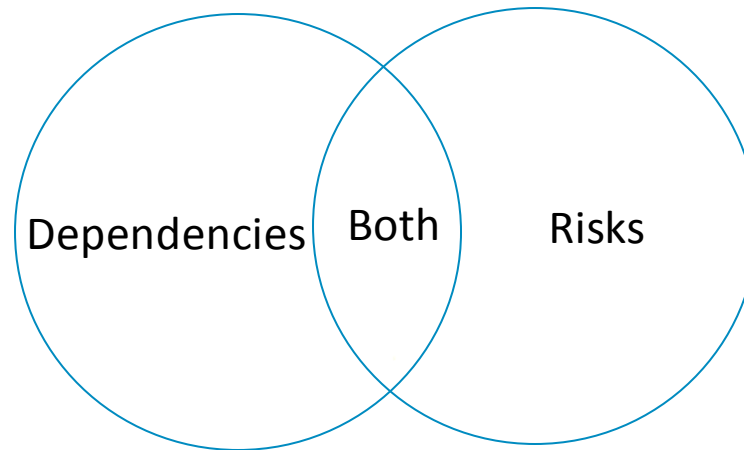
# Risk Statement

- Risks should be focused on events that may occur in the GPI-2 timebox that prevent the teams from completing their objectives.
- Use “if-then” statement
- Define the 1) potential event and the 2) associated consequences
- If known, include existing contributing cause(s)
- Be specific, when possible
  
- Ex. "If team X, Y, and Z don't provide their input by the end of sprint 4, then the ABC contract will not be released this GPI-2."

# Aren't Dependencies Risks, too?

- **Dependencies** are tasks and stories (work expected to take less than 2 weeks) identified by one portfolio as necessary to complete one of its objectives, key results, or epics but executed by another portfolio.
- Dependencies can also be risks if they are relevant enough – have a high enough probability or impact.

Example of a “Both”: “If Team A doesn’t finish Task X before Sprint 3, then Team B can’t finish Task Y on time and Epic 1 will not be completed in GPI-2.”



# What Makes a Risk *Relevant*?

- Risks scenarios are infinite. We want to identify relevant risks and not spend time discussing risks that aren't worth talking about.
- Relevant Risks are typically 'yellow or higher'. That means, they would have a high enough probability and impact that resulted in a non-green zone on a risk matrix.
- Example of a risk that isn't relevant: "If Sally slaps the SME, Fred, in the face and causes him to leave the program, then Epic 1 will not be completed in GPI-2 as planned."
- It may be well written, with a high enough impact, but the probability of occurrence is nearly 0 that Sally would smack Fred in the face .

# Risk Management with ROAM



- Resolved = Teams agree that risk is no longer a concern
- Owned = Someone/a team owns risk since it can't be addressed during GPI planning
- Accepted = No action to resolve. Mitigation is either too costly or not available.
- Mitigated = Teams identify a mitigation plan in GPI to reduce the impact of the risk

# Instructions...

- Write your risk statements on the **red** sticky notes
- When in doubt write it up as a risk
- Update/refine statements throughout the planning event as more information becomes available
- Socialize and investigate the identified risk(s)
- Keep track of risk stickies (on wall/paper/board, etc.)
- You'll turn in your risk stickies to James Gercak to be ROAM'd on day 3

# Backup Slides



# What About Issues and Opportunities?

## From the RIO Guide:

“**Issues** are events or conditions with negative effect that have occurred (such as realized risks) or are certain to occur (probability of 1) that should be addressed.

**Opportunities** have potential future *benefits* to the program’s cost, schedule, and/or performance baseline.”



**Risk:** If Team A doesn’t finish Task X before Sprint 3, then Team B can’t finish Task Y on time and Epic 1 will not be completed in GPI-2.

**Issue:** Team A won’t finish Task X before Sprint 3 so Team B can’t finish Task Y on time and the Epic 1 will not be completed in GPI-2.

**Opportunity:** If Team A finishes Task X before Sprint 2, then Teams A, B, and C will be able to finish the additional unplanned Epic 2 in GPI-2.