



Project Recon



TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.

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TARDEC Systems Engineering Group

June 14, 2012

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Report Documentation Page

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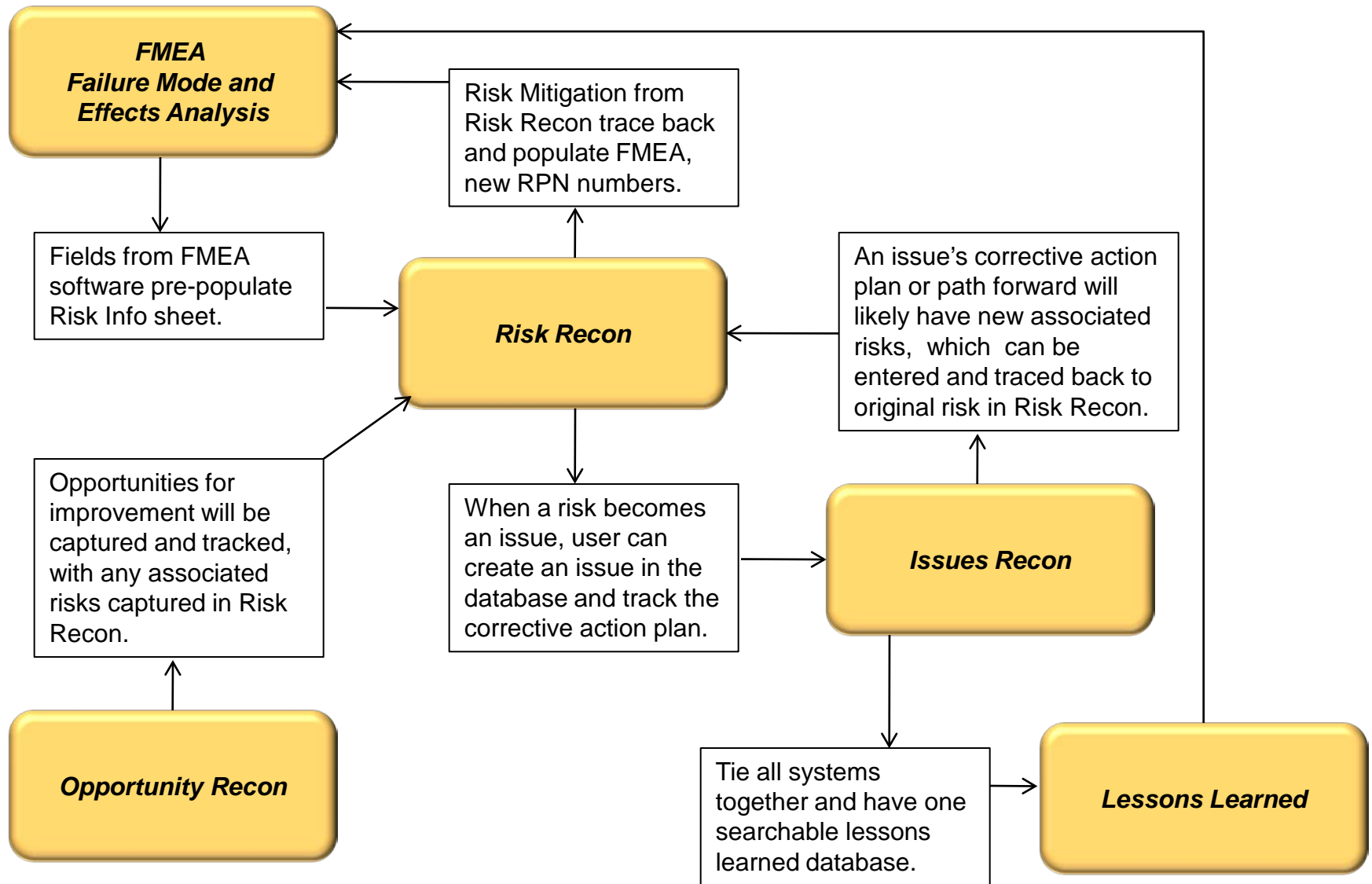
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- A software suite of tools currently under development that will enable projects/programs to capture, manage, and link risks, issues, and opportunities in a centralized database.
 - Spin-off of Risk Recon, the Army owned and developed Risk Management tool
 - Current Risk Recon functionality
 - Issues Recon & Opportunity Recon – Launching Fall 2012
 - FMEA and Lessons Learned – Planned Future Capabilities

- The benefits of using Project Recon on a project/program include:
 - No cost – It's free for DoD
 - Linking together of risks and issues
 - Promotes collaboration and communication
 - Traceability & historical record
 - Uniform capture of data
 - Integrated workflow
 - Customizable reporting
 - Secure DoD database
 - Server based application / web accessible
 - Unlimited data storage
 - Lessons learned

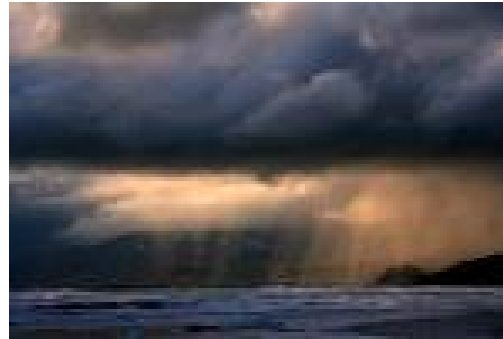






Risks (Risk Recon)

- A **risk** is a measure of future uncertainties that has a negative impact on program performance goals and objectives within defined costs, schedule, and performance constraints. Risk addresses the *potential* variation in the planned approach and suspected outcome.



Even on a beautiful day, though the likelihood is low, there is still the risk of loss of power from a thunderstorm.

Lightning has the *potential* to hit your house or a power tower during a storm.

If the lightning strike hits your house or a power tower *then* power to the house *may* be lost, and the consequence could be that your alarm clock may not go off, making you late for work.

“There is only one reason for risk management:

To assure the program decision-makers learn about and deal with important risks before they turn into issues.”

- Carnegie Mellon University “Risk Management Overview for TACOM”

- The benefits of risk management include:
 - Preventing problems before they occur – a proactive approach
 - Understanding your risks and putting measures in place to prevent issues – doing it right the first time
 - Minimizing or preventing cost overruns, schedule delays, and performance problems
 - Improvement of product and design quality
 - Maximizing usage of resources
 - Promoting teamwork and systems engineering
 - Communicating to stakeholders and decision makers

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Changes must be Saved first before navigating off this web page

Risk Analysis (Click bar to expand/contract)

Risk ID:	
User Defined Risk ID:	<input type="text"/>
Risk Title:	<input type="text"/> *
Status	Candidate <input type="button" value="v"/>
Urgent:	<input type="checkbox"/>
Check to alert Risk Manager of time sensitive risk.	
Open Date:	5/15/2012 *
Last Saved On Date:	<input type="text"/>
WBS #:	<input type="text"/>
IMP/IMS #:	<input type="text"/>
Functional Groups:	Functional Groups... <input type="button" value="v"/>
Risk Lead:	Gillis, Paula <input type="button" value="v"/> *
* required field	

Risk Assessment																																													
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Schedule:	<input type="checkbox"/>																																												
Performance:	<input type="checkbox"/>																																												
Other:	<input type="checkbox"/> <input type="text"/>																																												
Affects the Critical Path:	<input type="checkbox"/>																																												

<p>Description of Risk Condition: Clear and concise - cite only one Risk condition.</p>	
<p>Context: What, how, why, where of the risk condition.</p>	
<p>Consequence if realized: In terms of cost, schedule, performance and other.</p>	
<p>Mitigation Plan Summary (Plan overview and desired end state; residual risk.): You may enter your basic mitigation plan details here or you can click on the Mitigation Plan(s) tab to enter a more detailed plan.</p>	
<p>Close out rationale: New problem/issue with ID number, overtaken by events, Mitigation plan successful... Who approved this closure? Date of risk closure? Reason for risk closure?</p>	

- Search/Copy
- Document Attachments
- Risk Info Team
- Related Projects
- Future Linkage to Issues and Opportunities
- Reporting

Likelihood	Near Certainty 5					High
	Highly Likely 4			Medium		
	Moderate 3					
	Low 2		Low			
	Not Likely 1					
		Negligible 1	Marginal 2	Moderate 3	Critical 4	Catastrophic 5
Consequence						



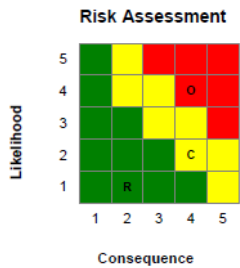
Example Risk Recon Report Risk Information Sheet



Risk Information Sheet (FOUO)

Risk Title: Loss of Power in Thunderstorms
User Defined ID:
Status: Baselined
Unique ID #: 659
Opened Date: 02/08/2010
Last Saved Date: 02/08/2010
Risk Lead: Graf, Lisa

Risk Information Team Members



- The "Risk Information Sheet" contains the majority of the information for the risk including the description of the risk, context, consequences and mitigation.
- It can be exported into an Acrobat .pdf file, Excel, CSV, etc.

Risk Impacts:

- Cost
- Schedule
- Performance
- Other:

Description of Risk Condition: If there is a thunderstorm with high winds and lightning strikes occur, then loss of power to homes make occur and people may be without power.

Context: If a thunderstorm occurs and high winds in excess of 60 mph occur (WHAT), then power lines may come down due to high winds (HOW) and loss of power may occur (WHAT). If lightning strikes occur (WHAT), then transformers may be hit and damaged (HOW) and loss of power may occur (WHAT). This may occur because power lines are exposed to the environment (WHY) and subject wind damage and lightning strikes. This can affect home and people (WHO) subdivision wide or to any building in the area that the power system supplies power to (WHERE).

Consequence if Realized: If power is lost in a storm then homes will not have power. This can lead to loss of food in the refrigerator (COST), alarm clocks that don't work and people may be late to their jobs (SCHEDULE) and worrying about failed systems such as sump pump systems (PERFORMANCE) may cause performance issues at work to those affected.

Risk Information Sheet (FOUO)

Current Mitigation Plan(s) for this Risk:	Applied to Risk:	Plan Name	Status
	X	Bury Power Lines	In Development

Rationale for choosing Mitigation Plan(s): Mitigation Plans include:
 NOTE - the person writing this risk bought a generator to temporarily reduce the risk of power loss. This reduces the current risk, but is only a temporary interim mitigation steps.
 Final Mitigation Plan:
 1. Surveying the power outage database for areas that experience high power loss.
 2. Conducting a root cause analysis for the highest risk area as to what the reason is for the power outages. (NOTE - root cause determined to be wind damage in a high wind corridor).
 3. Determine what the new requirements are for system performance (how many outages a year, for how many hours and due to what root cause is acceptable) (NOTE - it was determined that only routine maintenance downtime was deemed acceptable for less than 3 hours).
 4. Path forward was determined to be to bury the power lines.
 5. Need to conduct grid survey to determine if easement land is available to bury the lines. (NOTE - sufficient land space is available and open for development).
 Requirements for burying power lines:
 Equipment, manpower and funding needed.
 Management for approval.
 Power lines.
 Years to determine how effective the plan has gone.

still exists since the main lines have to go from the power tower to the ground, the residual risk, but the power company guaranteed that the main line could be 3 hours after failure, thus reducing the consequence impact of loss of power.

Mitigation Steps for the applied Plan

Step	Mitigation	Due Date	Status	New Con. Level	New Lik. Level	Step Owner
1	Purchase a home generator	03/01/2010	Complete	4 - Critical	2 - Low Likelihood	Barb Dmoch
10	Monitor area for 5 years to determine how effective the plan has gone.	04/29/2015	Not Started	2 - Marginal	1 - Not Likely	Donna Brady
2	Conduct power outage survey.	03/04/2010	Complete	4 - Critical	3 - Moderate	Lisa Graf
3	Conduct power outage root cause analysis	03/08/2010	Complete	4 - Critical	3 - Moderate	Shawn Haase
4	Determine new reqmt for max. downtime allowed.	03/10/2010	Complete	4 - Critical	3 - Moderate	Cheryl Rassette
5	Conduct land availability survey	03/12/2010	Complete	4 - Critical	3 - Moderate	Matt Sheehy
6	Determine requirements for burying power lines.	03/15/2010	In Progress	4 - Critical	3 - Moderate	Mike Oisem
7	Formulate and present plan to management for approval.	03/17/2010	In Progress	4 - Critical	3 - Moderate	Mike Baker
8	Bury the power lines, complete job.	03/31/2010	Not Started	2 - Marginal	1 - Not Likely	Mark Mazzara
9	Demonstrate that time to repair of main line is <3 hours.	04/01/2010	Not Started	2 - Marginal	1 - Not Likely	Brian Graham



Opportunities (Opportunity Recon)

- An **opportunity** or “positive risk” is an area within a program or project where potential improvements can be made with additional allocations or resources to change the outcome of an event or situation to a better than expected result. In other words, rather than remaining at the status quo, efforts can be made to advance the program or project to a better place than initially anticipated.

Keeping with the example of a power outage due to thunderstorms and high winds, an opportunity for improvement could include:

- Having the electrical company bury power lines underground to reduce the risk of downed power lines

Residual risks associated with the potential opportunity include:

- Damage to the power lines due to small animals
- Damage to the power lines when digging

- The benefits of opportunity management include:
 - Reduced Cost
 - Shortened Schedule
 - Improved Performance
 - Leveraging R&D
 - Integration of Lean Six Sigma and Value Engineering
 - Elimination of Unnecessary Activities
 - Improved Processes or Value of Output
 - Implementation of a New Approach
 - Identification of New Products



- Rather than working to mitigate - Avoid, Control, or Transfer - a risk, in Opportunity Management, you strive to promote - Exploit, Enhance, or Share - an opportunity.
- The ranking would transform from a measurement of the Consequence and Likelihood (where a lower likelihood is desired) to a measure of the Gain and Likelihood (where a higher likelihood is desired).
- Opportunity Recon will allow for ranking and prioritization of improvement efforts.
- Most Opportunities will be either Value Engineering or Lean Six Sigma efforts, so execution of Opportunity projects will be tracked through PowerSteering.
- Opportunity Recon will link with Risk Recon to capture any residual risks associated with the improvement efforts.



Issues (Issue Recon)

- An **issue** is an event or consequence that has 100% likelihood of occurring or has already occurred due to the realization of a risk. The event or consequence has a negative impact on achieving program performance goals and objectives within established baselines of cost, schedule, and performance constraints.

The goal of risk management is to mitigate risks to prevent them from becoming issues.

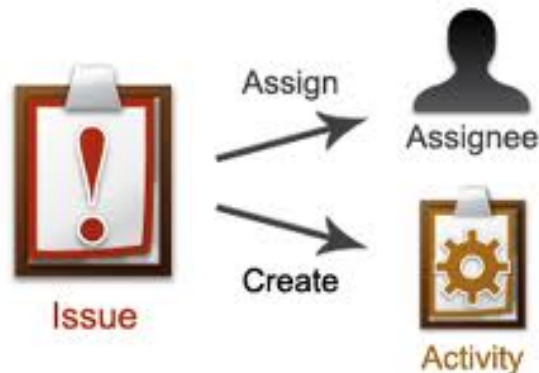
In the event mitigations are unsuccessful, an issue occurs and corrective actions must be kicked off.

In event of a power outage, corrective actions could include:

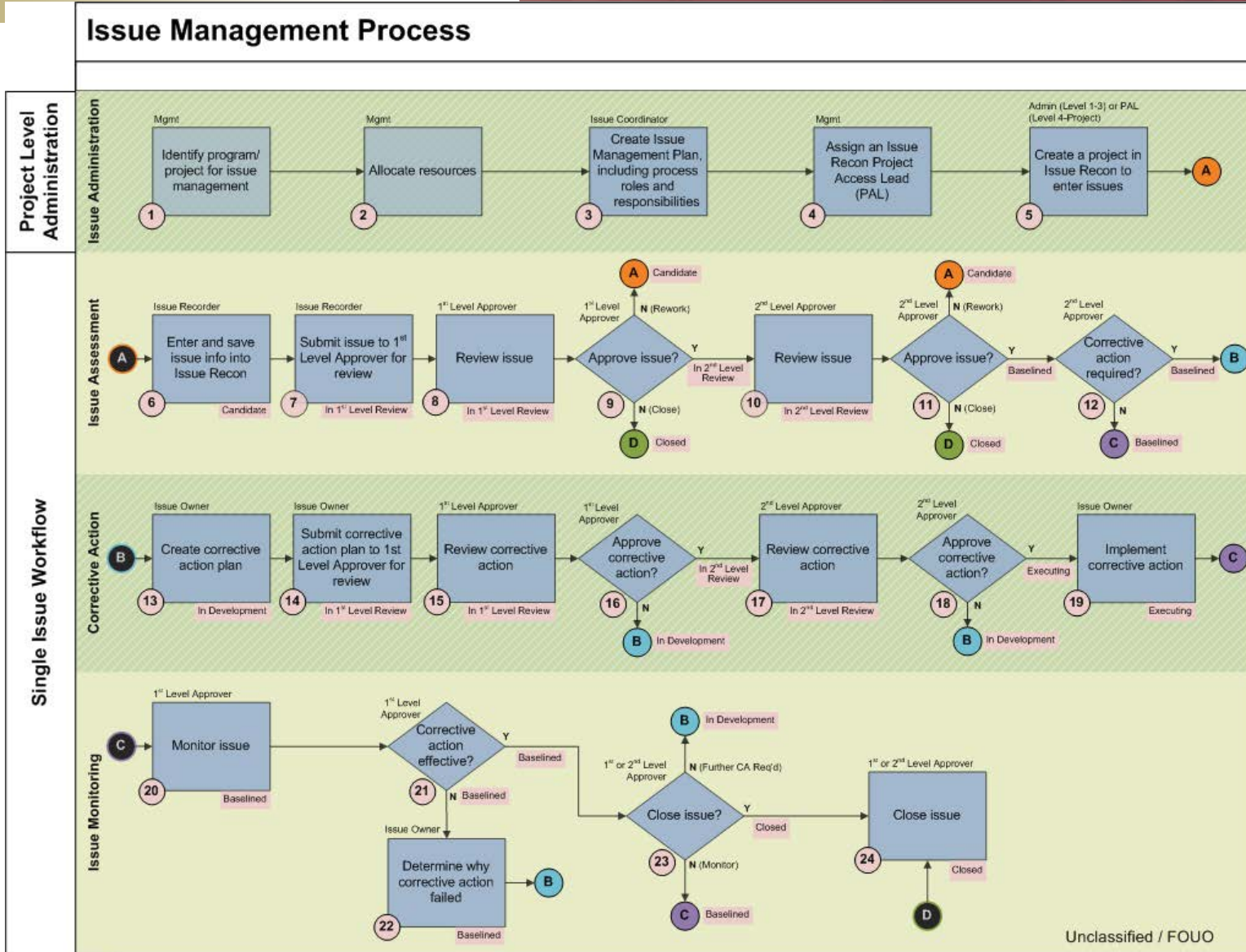
- Installing a back-up generator in your home's electrical system
- Add lightning rods to the top of your house to ground the lightning strike



- The benefits of issue management include:
 - Understanding your issues and putting measures in place to correct them
 - Tracking progress toward resolution
 - Short Term Containment
 - Long Term Corrective Action
 - Issue accountability
 - Allocating resources efficiently
 - Communicating to stakeholders and decision makers



Issue Management Process



Unclassified / FOUO

Create a new Issue for project: test
Workflow Location: [Pre-Workflow state, save first.](#)

[Back to the Home Page](#)

[Save](#) [Cancel](#)

Issue Info Sheet

Documents

Corrective Action Team

Corrective Action(s)

Related Projects

Issue Lifecycle

Changes must be Saved first before navigating off this web page

Issue Analysis (Click bar to expand/contract)

Issue ID:	
User Defined Issue ID:	
Issue Title:	*
Status	Candidate
Urgent:	<input type="checkbox"/>
Check to alert First Level Approver of time sensitive issue	
Date Initiated:	2/11/2011 *
Last Saved On Date:	
Estimated Closure Date:	
Date Closed:	
Functional Groups:	Functional Groups...
Issue Owner:	Torres, Dan *

Issue Impacts *	
Cost:	<input type="checkbox"/>
Schedule:	<input type="checkbox"/>
Performance:	<input type="checkbox"/>

When an Issue Impact (Cost/Schedule/Performance) is selected, nested check boxes will appear to allow for further granularity.

Issue Impacts *																					
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Problem Statement: * Cite only one Issue, including circumstances and current symptoms/effects. What, how, why, where of the Issue.													
ECP Required: <input checked="" type="checkbox"/> Enter ECP # if required													
Issue Source: Discriminators	<table border="1"> <tr> <td>Risk Recon/FMEA <input checked="" type="checkbox"/></td> <td>TIR <input checked="" type="checkbox"/></td> <td>Contractor <input checked="" type="checkbox"/></td> <td>Retrofit <input checked="" type="checkbox"/></td> </tr> <tr> <td>Environmental <input checked="" type="checkbox"/></td> <td>ManPrint <input checked="" type="checkbox"/></td> <td>Production <input checked="" type="checkbox"/></td> <td>Personnel <input checked="" type="checkbox"/></td> </tr> <tr> <td>Hazard Log/Safety <input checked="" type="checkbox"/></td> <td>Other <input checked="" type="checkbox"/></td> <td>Depot <input checked="" type="checkbox"/></td> <td>Training <input checked="" type="checkbox"/></td> </tr> </table>	Risk Recon/FMEA <input checked="" type="checkbox"/>	TIR <input checked="" type="checkbox"/>	Contractor <input checked="" type="checkbox"/>	Retrofit <input checked="" type="checkbox"/>	Environmental <input checked="" type="checkbox"/>	ManPrint <input checked="" type="checkbox"/>	Production <input checked="" type="checkbox"/>	Personnel <input checked="" type="checkbox"/>	Hazard Log/Safety <input checked="" type="checkbox"/>	Other <input checked="" type="checkbox"/>	Depot <input checked="" type="checkbox"/>	Training <input checked="" type="checkbox"/>
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Hazard Log/Safety <input checked="" type="checkbox"/>	Other <input checked="" type="checkbox"/>	Depot <input checked="" type="checkbox"/>	Training <input checked="" type="checkbox"/>										
Root Cause: A root cause is a portion of a system's structure that "best" helps to explain why the system's behavior produces a problem's symptoms. Difficult problems usually have multiple root causes. These are found by asking a succession of "Why is this happening?" (Ishikawa-like questions) until the root causes are found.													
Corrective Action Plan: You may enter your basic plan details here for both containment and solution or you can click on the Corrective Action(s) tab to enter a more detailed plan.													
Close out Rationale: Containment, Solution Implementation, Assume Issue, authority for closure, OBE, associated ECPs and/or TDP updates, close out date, etc.													

Issue Rating Table – Pre Milestone C			
Rating/Description	Performance	Cost	Schedule
<p>High Jeopardizes an exit criterion of current acquisition phase.</p>	Unacceptable; No viable alternatives exist	Program budget impacted by 10% or more; Program success jeopardized	Key events or milestones delayed by more than one month
<p>Medium-High Fails to meet threshold for Key Performance Parameter.</p>	Unacceptable; Significant changes required;	Program budget impacted by 5% - 10% or more; Significant portion of program management reserves must be used to implement workarounds	Critical path activities two weeks late or more; Workarounds would not meet milestones; Program success in doubt
<p>Medium Shorts a critical mission need but no breach of KPP threshold requirements.</p>	Below goal; Moderate changes required; Alternatives would provide acceptable system performance; Limited impact on program success	Budget impacted by 1%-5%; Limited impact on program success; Does not require significant use of program cost and/or schedule reserves	Non-critical path activities one month late or more; Workarounds would avoid impact on critical path; Limited impact on program success
<p>Medium-Low Requires the commitment of a minor portion of the program cost, schedule or performance reserve.</p>	Below goal but within acceptable limits; No changes required; Acceptable alternatives exist; Minor impact on program success	Budget impacted by 1% or less; Minor impact on program success; Minor commitment of program management reserves (schedule, cost) used for workarounds	Non-critical path activities late less than one month; Workarounds would avoid impact on key and non-key milestones; Minor impact on program success; Development schedule goals exceeded by 1% - 5%
<p>Low Remedy will require minor cost, schedule and/or performance trades.</p>	Requires minor performance trades within the threshold – objective range; No impact on program success	Budget not dependent on the issue; No impact on program success; Cost increase can be managed within program plan	Schedule not dependent on issue; No impact on program success; Schedule adjustments managed within program plan



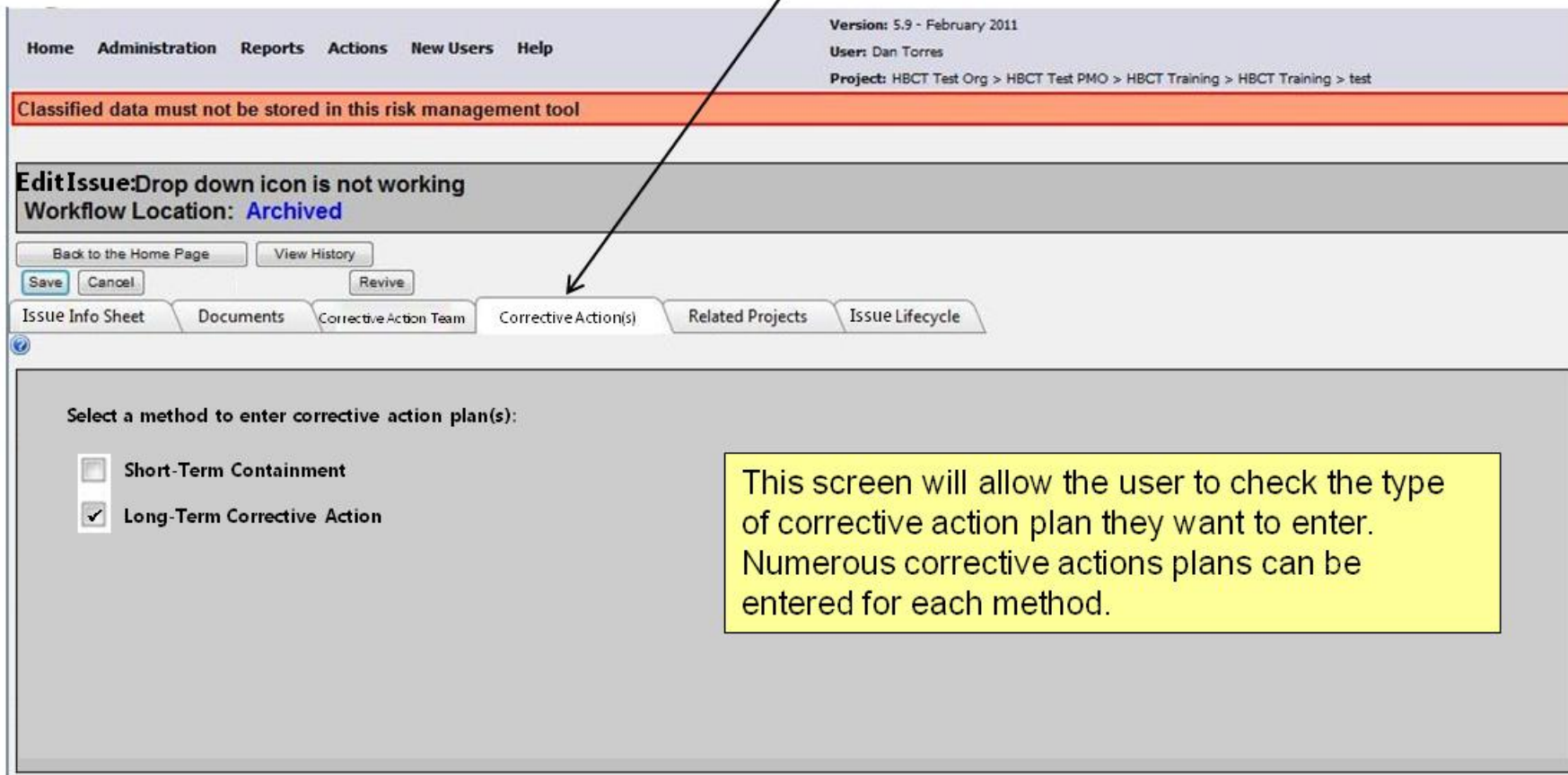
Notional Issue Rating Guidance Post Milestone C



Issue Rating Table – Post Milestone C

Rating/Description	Deployment	Operations	Sustainment
<p>High Program and/or mission success jeopardized. Unable to replicate failure. Root cause(s) not understood.</p>	<p>Unable to comply with acquisition/fielding strategy or plan; Cost growth requires modification of acquisition strategy; Causes reprogramming of funds</p>	<p>Prohibits mission success; Causes platform/fleet redline; Greatly affects vehicle mobility / recovery / survivability / lethality; Greatly reduces force protection; Blocks transmit / receive of Command, Control, Communications, Computers, & Intelligence (C4I); Low availability greatly impacts tactical planning; Fails Key Performance Parameter (KPP);</p>	<p>Spares on back order & none in stock; Significant delay in procurement of long lead items; Delay in procurement of critical items; Maintenance costs exceed budget by 10%; Causes excessive unplanned depot level maintenance</p>
<p>Medium-High Requires significant commitment of program cost, schedule or performance reserve. Failure can only be replicated sporadically. Root cause(s) not yet confirmed.</p>	<p>Significant delay to acquisition/fielding strategy or plan; Cost growth has minor affect on acquisition strategy; May cause reprogramming of funds</p>	<p>Major impact on mission success; Causes individual vehicle redline; Significantly affects vehicle mobility / recovery / survivability / lethality; Significantly reduces force protection; Inhibits transmit / receive of Command, Control, Communications, Computers, & Intelligence (C4I); Lower availability impacts tactical planning</p>	<p>Spares on back order; Delay in procurement of long lead items; Critical items delivery delayed; Maintenance costs exceed budget by 5% - 10%; Causes excessive unplanned intermediate level maintenance</p>
<p>Medium Requires moderate commitment of program cost, schedule or performance reserve. Failure can be replicated. Potential root causes narrowed down to a few candidates</p>	<p>Delay to acquisition/fielding strategy or plan; Cost growth requires review of acquisition strategy; Not expected to cause reprogramming of funds</p>	<p>Hinders mission success; Vehicle subsystem operates in a degraded mode; Moderately affects vehicle mobility / recovery / survivability / lethality; Moderately reduces force protection; Causes latency in rate of transmit / receive of Command, Control, Communications, Computers, & Intelligence (C4I); Reduced availability may impact tactical planning; May cause significant modification of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) to resolve</p>	<p>Needed spares are in transit; Short delay in procurement of long lead items; Delayed items not critical; Maintenance costs exceed budget by 1%-5%; Causes excessive platform or individual vehicle unscheduled maintenance at depot level</p>
<p>Medium-Low Requires the commitment of a minor portion of the program cost, schedule or performance reserve. Failure can be replicated repeatedly. Root cause identified. Corrective Action options identified.</p>	<p>Minor delay to acquisition/fielding strategy or plan; Minor cost growth contained within procurement budget</p>	<p>Mission success not compromised but mission effectiveness not optimized; Slightly affects vehicle mobility / recovery / survivability / lethality; Slightly reduces force protection; Reduced reliability of transmit / receive of Command, Control, Communications, Computers, & Intelligence (C4I); Some mission planning may be affected; May cause modification of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) to resolve</p>	<p>Spares stock short of inventory target; Minor delay in receipt of non-critical items; Maintenance costs exceed budget by 1% or less; Causes slight increase in platform or individual vehicle unscheduled maintenance at depot level</p>
<p>Low Remedy will require minor cost, schedule and/or performance trades. Failure can be replicated repeatedly. Root cause identified. Corrective Action selected and verified by trial, prototype, or simulation</p>	<p>Resolution may permit acceptance of issue with virtually no affect to acquisition/fielding strategy or plan</p>	<p>Minor operational issue that affects small proportion of users; May cause small modification of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) to resolve</p>	<p>Spares have been received and accepted and are being installed</p>

This is an optional tab with more fields to define complex corrective actions vs. a simple issue resolution. This tab does not have to be used. Later increments could include links to root cause methods. The pull-down help menu will have reference documentation available for root cause determination.



Home Administration Reports Actions New Users Help

Version: 5.9 - February 2011
User: Dan Torres
Project: HBCT Test Org > HBCT Test PMO > HBCT Training > HBCT Training > test

Classified data must not be stored in this risk management tool

Edit Issue: Drop down icon is not working
Workflow Location: [Archived](#)

Back to the Home Page View History

Save Cancel Revive

Issue Info Sheet Documents Corrective Action Team **Corrective Action(s)** Related Projects Issue Lifecycle

Select a method to enter corrective action plan(s):

- Short-Term Containment
- Long-Term Corrective Action

This screen will allow the user to check the type of corrective action plan they want to enter. Numerous corrective actions plans can be entered for each method.

- Search/Copy
- Document Attachments
- Corrective Action Team
- Related Projects
- Future Linkage to Risks & Opportunities
- Reporting



Issue Recon - Detailed Issue Report (FOUO)

HBCT Test Org / HBCT Test PMO / HBCT Training / HBCT Training / test three

Issue ID	Status	Ratin	Impac	Issue Title	Problem Statement	Issue Impacts	Issue Source	Root Cause	Corrective Action Plan
587	Baselined	5	C/S/P	Loss of power in a thunderstorm	Due to a thunderstorm, high winds occurred and power was lost to household systems.	Power Sources were knocked out: refrigerator went out	Mother Nature	High winds knocked down several power lines in the area	Containment: use generator to keep food from spoiling. Long Term: repair power lines and restore power
652	Baselined	4	C/S/P	SIL delay	LRUs were delivered late which is delaying SIL	SIL will not be stood up in a timely manner	BMO did not process funding in a timely manner delaying order processing	LRUs were not ordered timely	Containment: Expedite funding to process order. Long Term: Establish process for funding requests and approval to prevent future delays
748	Baselined	3	C/S/P	Operating system rollout causing significant user errors	High amounts of user errors in new operating system.	User errors causing periodic system crashes	Lack of training	Movement up of roll-out date did not allow enough time for adequate user trials and training.	Containment: Experts work with new users to prevent errors Long term: Roll out revised training to ensure users are comfortable with new system

- The “Detailed Issue Report” contains all primary Issue fields separated into a summary by Project.
- It can be exported into an Acrobat .pdf file, Excel, CSV, etc.

- By linking risk, opportunity, and issue processes and database tools, potential and actual failure modes and opportunities will be more effectively addressed and managed from identification through lessons learned.
- Collaboration throughout organizations within the Department of the Army will be facilitated by implementing a common architecture and approach for handling failure modes and opportunities.
- Some benefits of using Project Recon include:
 - Understanding your risks, opportunities and issues to put the proper measures in place for mitigation or corrective action
 - Minimizing cost, decreasing schedule and improving performance
 - Maximizing resources
 - Communicating to stakeholders and decision makers

